

PERFORMANCE & AUDIT SUB COMMITTEE



Date: 28 May 2019

Location: St Joseph's Leisure Centre

Start time: 6pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence	✓		
2. Declarations of Interest	✓		
3. Notes of Previous Meeting – 11 February 2019	✓		
4. Annual Performance Report April 2018 – March 2019			✓
5. External Audit Plan			✓
6. Trust Budget 2019/20			✓
7. Staff Recognition Award This is a restricted document and not for onward circulation			✓
8. AOCB			
9. Dates of Next Meetings: Trust Board: 4 June 2019 Development Session: 27 June 2019 Performance & Audit Sub-Committee: 19 August 2019			

For further information please contact: Anneke Freel, Interim Senior Officer
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ANNUAL PERFORMANCE REPORT APRIL 2018 TO MARCH 2019

Date: 28 May 2019

Agenda Item: 4

Report by: Anneke Freel, Interim Senior Officer

Summary

This report provides details of the Trust's performance for the financial year 2018/19. The results show a deficit in financial performance for reasons explained within the report. However, overall attendances show an increase as outlined in more detail and is substantially due to Dean Castle Country Park being back to full operation.

1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide Trustees with a detailed overview of Trust performance across a range of headings previously agreed, and including Business Plan objectives and finance.

2 BACKGROUND

2.1 The Trust's performance reporting and monitoring procedures are well established and have evolved and developed since the organisation was established in July 2013. This report covers performance in the fourth quarter of 2018/19 (January to March) as part of the full year report.

2.2 This performance information will be combined with the 2018/19 audited accounts to make up the 2018/19 Annual Report which will be published later in the year following approval at the AGM to be held in September. The performance report will also be submitted to East Ayrshire Council.

3 RESULTS

3.1 The reports key results can be summarised as follows:

3.1.1 BUSINESS PLAN

- Significant progress has been made towards the achievement of the objectives of the 2016-19 Business Plan.
- Overall attendances showed an increase of 17%. This is predominantly due to Dean Castle Country Park being back to full operation. Relatively conservation performance figures were projected for the Country Park following the development programme. These will be reviewed for 2019/20.

3.1.2 FINANCE

- An adverse variance of £106,643 was out turned in 2018/19. This is largely related to a shortfall in income associated with community venues, catering at Dean Castle Country Park and memberships within Sport and Fitness. Action plans are being developed to monitor these income targets for 2019/20. This shortfall will be met from reserves for one year only.
- Savings of £190,830 were achieved in line with East Ayrshire Council's requirements.

- External funding of £897,705 was achieved by Trust staff either directly or working with East Ayrshire Council.

4. DESIGNATION OF FUNDS

- 4.1 The report includes proposals for the designation of funds to support service improvement and delivery, shown within the financial section, and the Trust Board is asked to approve these proposals.

5. CONCLUSIONS

- 5.1 2018/19 was a challenging year for East Ayrshire Leisure with the requirement to operate with reduced budgets impacting across services. Financial performance continues to be managed while the innovation and new ideas being implemented in activity programming, membership development and charging for services underpin the Trust's response to the challenges the organisation faces.

Recommendation/s:

It is recommended that the Performance and Audit Sub-Committee:

- Approve the Annual Performance Report for 2018/19 for submission to the Trust Board;
- Approve the designation of funds proposed in the report; and
- Otherwise note the content of this report.

Signature: Anneke Freel

Designation: Interim Senior Officer

Date: 7 May 2019

East Ayrshire Leisure Performs

April 2018 – March 2019



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PROGRESS AGAINST 2016-19 ACTION PLAN

Key: RED (REQUIRES INTERVENTION) AMBER (WITHIN TOLERANCE) GREEN (POSITIVE PERFORMANCE)

STRATEGIC OBJECTIVE ONE – TO BE RECOGNISED AS A PROVIDER OF HIGH QUALITY SERVICES AND FACILITIES THAT ARE WELL USED

ACTION NO	ACTION	TARGET	PROGRESS OVERVIEW/HIGHLIGHTS AT 31 MARCH 2019
EAST AYRSHIRE LEISURE 1.1	Increase Customer Satisfaction levels	Show annual customer satisfaction improvements each year of Business Plan	<p>Jan – March 2019</p> <ul style="list-style-type: none"> Mystery Shopping via VisitScotland complete and action plan being implemented. <p>Overall Annual Performance</p> <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	<p>Increase levels of attendance/ticket sales by 5% over the term of the business plan. This is no longer achievable given the significant savings and changes to service that have been made and will continue to be made until end of three year Business Plan period. 2018/19 target figures are based on a review of 2017/18 figures for each venue with an average increase of 2% across Sport and Culture service areas. Due to closures at both Annanhill and Dean Castle Country Park during the Business Plan period, Countryside and Outdoor Activities projections are based on a venue by venue basis.</p> <p>Continue to invest in programme development.</p>	<p>Jan – March 2019</p> <ul style="list-style-type: none"> Overall attendance levels within Countryside and Outdoor Activities has shown an increase of 45% against profiled targets (Target = 186,040 Actual = 271,037). It is acknowledged that profiled targets were conservative to take account of the Country Park closure in the previous year. These will be adjusted for 2019/20. Dean Castle Country Park is exceeding the attendance targets set for the quarter by over 63%. The targets for Annanhill were projected to take account of the disruption at the golf course over the last 18 months. However, the attendance for quarter 4 were substantially higher than anticipated. (Target = 500, actual = 1318). This included a number of prospective season ticket holders. The Ayrshire Athletics Arena saw a decline in projected performance figures by 7%. This is due to a realignment of programming. The facility exceeded its annual performance target in quarter 3. Cultural Services - Performance Q4 increase by 0.2% on revised target (Target 101,541 and Actual 101,806). Dean Castle remains closed due to refurbishment programme. The programme highlights are below:

			<ul style="list-style-type: none"> • Dean Castle collections have added to the exhibition experience at The Dick Institute and continues to be a popular visitor attraction. Over 8,500 collection objects have now been inventoried from this move. Exhibitions included Karl Blossfeldt, Artforms in Nature exhibition at the Dick Institute and Word and Image at the Baird Institute. We also hosted the Open Studios launch event and featured our Year of Young people creative awards exhibition in the Young People’s Gallery. • Across our libraries we hosted the sold out Crime and Cocktails evening at The Dick Institute. Bookbug and storytelling sessions remain popular, with our event led model now gaining traction across all out venues. • Across our Performing Arts Venues we continue to attract audiences through working with local amateur dramatic companies such as LMS and KAOS. This quarter we have sold out LMS’s production of Joseph for the second time and have had excellent audience numbers at KAOS’s production of My Fair Lady, both of which took place at the Palace Theatre. In addition to increases in footfall, we have received excellent feedback for both productions. During February half-term, Cumnock Town Hall hosted the production of There Was an Old Lady Who Swallowed a Fly by the People’s Theatre Company and The Palace Theatre hosted the highly acclaimed Catherine Wheel’s production of White, which was sold out for all performances. Both are great examples of well renowned children’s theatre and open our doors to new audience members. In March the Grand Hall welcomed Francis Rossi with The Spoken Word Tour attracting a large and varied audience and again with great feedback about the show and events we are bringing to Kilmarnock. • FutureMuseum.co.uk has shown a reduction in use during Q4 of 25% (target 73,431 and actual 54,524). We continue to review performance and plan to redesign in 2019. A funding bid is being prepared with partners. Two new interns linked to Dean Castle project will also help to develop new content. • eastayrshireleisure.com sessions exceeded the target this quarter; target was 70,983, actual 76,495. Social media figures continue to rise and posts are performing well with good engagement. • Sport & Fitness Q4 attendance projection achieved. (Target = 176,882 Actual = 180,934) 2% increase on projection.
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- Ongoing development and implementation of Sport and Fitness core activities and programmes for Badminton, Fitness, Football and Swimming for children, young people and adults delivered across the facility remit.
- 410 members signed up to Sport and Fitness Direct Debit Memberships- January to March.

Overall Annual Performance

- Cultural Services - Performance during year has fallen by 3.5% on revised target (Target 340,263 and Actual 337,885). Dean Castle remains closed due to refurbishment programme but all collections were moved to the Dick Institute and launched with new exhibition. The Dick Institute's library was closed for 16 weeks and fully closed for 6 days during the year. This closure has caused the fall in visitors to the venue. The refurbished building has been a huge success and the new café quickly has become a popular part of the visitor experience. The programme highlights include Bricktropolis, Michael Murpurgo exhibitions and hugely successful Pantomime and events programme at the Palace and Cumnock Town Hall. Our new events based programme at libraries and galleries has seen a rise in numbers of participatory work with people of all ages.
- Future Museum usage figure continued to fall and this is being addressed by the partnership as part of redesign strategy in 2019. The two new interns that we will employ will help generate new content for the site, which will help to grow usage.
- Attendance within Sport and Fitness is up 4% for 2018/19 against projected target. Target = 631,772 Actual = 656,676. Programme improvements and introduction of new activities through our fitness membership and sports offering has supported increase in attendances. Adverse weather has impacted on SGP operations with 37 days lost across venue remit. Vandalism at Loudoun Leisure Centre resulted in 23 days lost of operations. Essential repairs and maintenance and technical faults including power cuts has impact on venue operations with restrictions to swimming pools and sports halls for a total of 29 days for 2018/19.

			<ul style="list-style-type: none"> Attendance within Countryside and Outdoor Activity Services has increased in 2018/19 by over 28% (Target = 1255305, Actual = 1616759). This is predominantly due to the successful reopening of Dean Castle Country Park. However, Ayrshire Athletics Arena saw an increase of nearly 20% throughout the year. Projections for 2019/20 will be revised to take account of this growth. <p>POSITIVE PERFORMANCE</p> <p>EAST AYRSHIRE LEISURE OVERALL ATTENDANCE / PARTICIPATION IS 17.2 % UP ON THE 2018/19 TARGET. (Target = 2,227,340 Actual = 2,611,320).</p>
EAST AYRSHIRE LEISURE 1.3	Achieve new quality standards and/or maintain current Accreditation standards	<p>Visit Scotland: 4 star: Dick Institute 4 star: Baird Institute 4/5 star: Dean Castle and Country Park 4 star: Burns House Museum 4 star: Palace and Grand Hall Complex 4 star: Ayrshire Athletics Arena</p>	<p>Jan – March 2019</p> <ul style="list-style-type: none"> No change ratings Hospitality service Silver Bar None award winner Palace Theatre has 2 nominations in the Great British Pantomime Awards – Best Dame and Best Musical Arrangement. <p>Overall Annual Performance</p> <ul style="list-style-type: none"> Retained current star ratings Hospitality service Silver Bar None award winner Palace Theatre has 2 nominations in the Great British Pantomime Awards – Best Dame and Best Musical Arrangement.
		<p>Arts Council England Museum Accreditation: Dean Castle/Baird/Burns House/Dick Institute maintained.</p>	<p>Jan – March 2019</p> <ul style="list-style-type: none"> No change <p>Overall Annual Performance</p> <ul style="list-style-type: none"> No change

		<p>Collection Significance: Musical Instrument/Burns Collections maintained.</p>	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> • No change <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> • No change
		<p>How Good Is Our Public Library Service: 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.</p>	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> • Given changes to Library Service we are discussing a suitable timeline for starting review in 2019 and possibly linking this with the How Good Is Our Culture and Sport Service when we have guidance from Community Leisure UK. <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> • No change
		<p>British Computer Society Accreditation: Maintain annual accreditation</p>	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> • Accreditation maintained <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> • Accreditation maintained
		<p>UKA: Maintain Certification at Ayrshire Athletics Arena</p>	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> • UKA declared Ayrshire Athletics Arena is fit for competitions. UKA no longer carry out full accreditation programme. <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> • No change

		<p>FIFA: Certification of all Synthetic Grass Pitches</p>	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> Working in partnership with EAC for re-certification Synthetic Grass Pitches <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> No change
		<p>Maintain status as RLSS Approved Training Centre</p>	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> East Ayrshire Leisure recognised as RLSS Approved Training Centre. External verification has been concluded with Trust receiving 100% during audit. <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> East Ayrshire Leisure recognised as RLSS Approved Training Centre. External verification has been concluded with Trust receiving 100% during audit.
		<p>Gain Green Flag award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.</p>	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> Assessment scheduled for Dean Castle Country Park in 2019 Assessment scheduled for Annanhill Golf Course in 2019 <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> No change
		<p>UKactive: achieve membership criteria</p>	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> Full membership status achieved. <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> No change <p>POSITIVE PERFORMANCE</p>

<p>EAST AYRSHIRE LEISURE 1.4</p>	<p>Maintain and sustain high level partnerships that support service delivery and improvement.</p>	<p>Maintain current partnership network.</p>	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> • Attendance at the West of Scotland Access Officers’ Group meetings, and the Scottish Outdoor Access Network meetings to share good practice and develop relationships with other Outdoor Access and Green Infrastructure professionals • Worked in partnership with Ayrshire Roads Alliance and Sustrans Scotland to develop the Kilmarnock Infinity Loop Project • Worked with EAC Comms team (Education) to develop “youth membership ambassadors” to encourage secondary pupils’ use of our leisure centres • Worked with Ayrshire Councils to offer Creative Scotland Open Funding for Ayrshire Artists. • Worked with Museum Galleries Scotland to fund the Content Management System and Dean Castle project. • Worked with HLF and Historic Environment Scotland to deliver the Dean Castle project. • Worked with Scottish Book Trust for Live Literature, Bookbug and Book Week Scotland funding. • Worked with Auchinleck Community Development Association, Galston Community Association and Newmilns Regeneration Association to support shared working in service delivery. • Continue to work with work coaches from EAC providing space/computers in libraries to help people back into work. • Continue to work with Revenues and Benefits Team and DWP as part of Universal Credit Working party – we provide access for work coaches and customers to access computers both outwith and within library opening hours. • Sport and Fitness continue to develop relationship within Scottish Leisure
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			<p>Networking Group with representation at the annual conference and attend quarter meetings.</p> <ul style="list-style-type: none"> • Ongoing work with key partners and sports groups/clubs to grow and develop the provision of sporting/physical activity opportunities and events under Sport and Fitness. • Continued work supporting 125 sports clubs, community groups across 6 Community Sports Hubs. • Attendance at Community Leisure UK Executive, HR and Finance meetings to develop relationships with other Trusts. • Ongoing work with Disclosure Scotland to ensure compliance with the Code of Practice. <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> • Worked with Event Scotland Mauchline Burns Club and Mauchline Primary School in the development and delivery of Burns’s Birthday in Mauchline 2019 (funding value of £5,000). • Worked with Museum Galleries Scotland to fund the Content Management System and Dean Castle project. • Worked with HLF and Historic Environment Scotland to deliver the Dean Castle project. • Worked with Scottish Book Trust, Kilmarnock Station Railway Heritage Trust and EAC Vibrant Communities to deliver the Digital Storytelling project (funding value of £36,000). • Worked with EventScotland on the development and delivery of our GENERATION Z Year of Young People programme (funding value of £9,698). • Worked with Bord Na Gaidhlig, Creative Scotland and Sgoil na Coille Nuaidh to deliver the year long Gaelic Visual Arts project (funding value of £6,500).
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			<ul style="list-style-type: none">• Worked with Museums Galleries Scotland on the development and delivery of our Magic at the Museum event (funding value £2,000).• Worked with Cumnock History Group in the development of the exhibition and event programme at the Baird Institute.• Worked with Auchinleck Community Development Association, Galston Community Association and Newmilns Regeneration Association to support shared working in service delivery.• Worked with Tesco Bags of Help, Loanhead Primary School, community individuals and poet Jackie Kay in the development of the Holehouse Commemorative Gardens redevelopment (funding value of £2,000).• Worked with Scottish Libraries and Information Council - Digital Champions Network in the development of our new digital programme.• Worked with Creative Scotland (funding value of £36,000) Ayrshire Young Carers and Vibrant Communities in the ongoing delivery of the MAKE SOME NOISE music project.• Sport and Fitness continue to support facility access for a wide range of sports clubs, community groups and organisations. Ongoing developments of our fitness membership has resulted in 1215 of sales from August to March on direct debit. Sports coaching activities for priority sports remains popular with pathways in place to competitive sport clubs for those attending.• Throughout 2018/19, Countryside and Outdoor Activity Services has continued to work in partnership with key stakeholders including Ayrshire College. Kilmarnock Harriers and various Community Golf Clubs. A more formal 3 year partnership arrangement is being negotiated with Kilmarnock Harriers to ensure strong and robust working that will ensure the development and growth of the Athletics Pathway.
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			<ul style="list-style-type: none"> A new partnership has been developed with Xchange Scotland resulting in East Ayrshire Leisure taking the lead on the European Volunteering Programme. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 1.5	Introduce a system to audit, monitor and improve environmental efficiency across our core facilities	Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives.	<p>Overall Annual Performance</p> <ul style="list-style-type: none"> Funding has been secured through East Ayrshire Council to upgrade the heating controls within 3 key sites; Palace Theatre, Grand Hall and Dick Institute. It is anticipated that the upgrades will reduce gas consumption, carbon emissions and costs. East Ayrshire Council is in the process of appointing a contractor. <p>POSITIVE PERFORMANCE</p>

STRATEGIC OBJECTIVE TWO – TO ENHANCE PEOPLE’S HEALTH AND WELLBEING THROUGH PARTICIPATION

ACTION NO	ACTION	TARGET	PROGRESS AT 31 MARCH 2019
EAST AYRSHIRE LEISURE 2.1	Increase general participation /attendance levels across service areas	Increase levels of attendance/ticket sales by 5% over the term of the business plan. This is no longer achievable given the significant savings and changes to service that have been made and will continue to be made until end of three year Business Plan period. 2018/19 target figures are based on a review of 2017/18 figures for each venue with an average increase of 2% across Sport and Culture service areas. Due to closures at both Annanhill and Dean Castle Country Park during the Business Plan period, Countryside and Outdoor Activities projections are based on a venue by venue basis.	<p>Jan – March 2019</p> <ul style="list-style-type: none"> Cultural Services - Performance Q4 increase by 0.2% on revised target (Target 101,541 and Actual 101,806). Dean Castle remains closed due to refurbishment programme. The programme highlights are below: Dean Castle collections have added to the exhibition experience at The Dick Institute and continues to be a popular visitor attraction. Over 8,500 collection objects have now been inventoried from this move. Exhibitions included Karl Blossfeldt, Artforms in Nature exhibition at the Dick Institute and Word and Image at the Baird Institute. We also hosted the Open Studios launch event and featured our Year of Young people creative awards exhibition in the Young People’s Gallery. Across out libraries we hosted the sold out Crime and Cocktails evening at The Dick. Bookbug and storytelling sessions remain popular, with our event led model now gaining traction across all out venues.

			<ul style="list-style-type: none">• Across our Performing Arts Venues we continue to attract audiences through working with local amateur dramatic companies such as LMS and KAOS. This quarter we have sold out LMS's production of Joseph for the second time and have had excellent audience numbers at KAOS's production of My Fair Lady, both of which took place at the Palace Theatre. In addition to increases in footfall, we have received excellent feedback for both productions. During February half-term, Cumnock Town Hall hosted the production of There Was an Old Lady Who Swallowed a Fly by the People's Theatre Company and The Palace Theatre hosted the highly acclaimed Catherine Wheel's production of White, which was sold out for all performances. Both are great examples of well renowned children's theatre and open our doors to new audience members. In March the Grand Hall welcomed Francis Rossi with The Spoken Word Tour attracting a large and varied audience and again with great feedback about the show and events we are bringing to Kilmarnock.• Overall attendance levels within Countryside and Outdoor Activities has shown an increase of 45% against profiled targets (Target = 186,040 Actual = 271,037). New programmes have been introduced in a period which is traditionally a quiet period for the service. This has included the 'Couch to 5k', which led to physically inactive participants able to run the 'Roon the Park' 5k event within a 10 week period. It also included a new 'Buschcraft Skills Course'.• A detailed engagement programme for the Castle and Dick Institute around the development works has now started and workshop programmes now developed for delivery across all schools that fall within SIMD areas of Kilmarnock.• 10,224 children aged between 2-14 years attended the Sports Coaching programmes for Athletics, Badminton, Football, Gymnastics and Activity Clubs• 249 Gold Sport and Fitness Memberships sold Q4.• New membership surveys introduced and meet the Fitness and Membership Manager events in place to support Trust retention strategy for membership. New programmes and classes introduced following customer feedback.
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Overall Annual Performance

- Cultural Services - Performance during year has fallen by 3.5% on revised target (Target 340,263 and Actual 337,885). Dean Castle remains closed due to refurbishment programme but all collections were moved to Dick institute and launched with new exhibition. The Dick Institute's library was closed for 16 weeks and fully closed for 6 days during the year. This closure has contributed to the fall in visitors to the venue. The refurbished building has been a real success and new café has become a popular part of the visitor experience. The programme highlights include Bricktropolis, Michael Murpurgo exhibitions and hugely successful Pantomime at the Palace. Our new events based programme at libraries and galleries has seen a rise in numbers of participatory work with people of all ages.
- Attendance within Sport and Fitness is up 4% for 2018/19 against projected target. Target = 631,772 Actual = 656,676. Programme improvements and introduction of new activities through our fitness membership and sports offering has supported increase in attendances. Adverse weather has impacted on SGP operations with 37 days lost across venue remit. Vandalism at Loudoun Leisure Centre resulted in 23 days lost of operations. Essential repairs and maintenance and technical faults including power cuts has impact on venue operations with restrictions to swimming pools and sports halls for a total of 29 days for 2018/19.
- Attendance within Countryside and Outdoor Activity Services has increased in 2018/19 by over 28% (Target = 1255305, Actual = 1616759) This is predominantly due to the successful reopening of Dean Castle Country Park. However, Ayrshire Athletics Arena saw an increase of nearly 20% throughout the year.

POSITIVE PERFORMANCE

EAST AYRSHIRE LEISURE OVERALL ATTENDANCE / PARTICIPATION IS 17.2 % UP ON THE 2018/19 TARGET. (TARGET = 2,227,340 ACTUAL = 2,611,320).

<p>EAST AYRSHIRE LEISURE 2.2</p>	<p>Increase opportunities for/numbers of young people (12-25) using our services.</p>	<ul style="list-style-type: none"> • Increase by 1% each year number of young people using our service areas. • Raise £50K external funding during life of Business Plan to support programmes aimed at young people. • Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes e.g. EASC Affiliated Sports Clubs, Youth Arts Network, Vibrant Communities. • Offer reduced cost/free access to facility/project use for targeted groups of young people. • Carry out project surveys to measure behavioural change impact in 2016/17/18/19 	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> • Generation Z involved a core group of young people in devising and delivering the events and involved over 80 young people. This was a Year of Young People event. • EAYT – continues to go from strength to strength and performed Hairspray to capacity audiences. • Cultural services have developed a range of engagement programmes around visual art (children’s, adult and Gaelic workshops), and museums (Egyptian, Roman and WWII workshops), some of which are income generating. • A programme of activities was introduced for young people during the mid term February school holiday. The programme was fully booked. • The Athletics Coaching Programme continues to be fully booked and work is ongoing with Kilmarnock Harriers to ensure that this programme forms a pathway to club membership and athletics development. • 7 Junior Membership (8-13 years) sold in Q3 • 55 youth memberships (14-18yrs) were sold in Q3 <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> • Cultural Services baseline usage showed that 9% of our users were aged 12 - 25 in 2016/17. Figures this year show 11.5%. It should be noted that we also have a 20% usage rate amongst the 0-11 age range. Specific areas of the service provide dedicated programmes for young people but overall visit /usage figures are weighted to an older demographic. • The Cultural Services community engagement programme has exceeded all expectations in terms of attendance, diversity and income generation. A variety of programmes including GENERATION Z (1,479 people attended), the Dick Institute Art Classes, Young Explorers, Family Days and the new digital programme (coding, minecraft and Digi Lounge) are attracting a more
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			<p>diverse audience in terms of age range and ethnicity. 4,314 people have actively participated in our programmes (an increase of 1,118 on last year's total).</p> <ul style="list-style-type: none"> • Our school workshops including Egyptians, Burns and Romans remain ever popular and our CfE based programme continues to receive outstanding feedback from participating schools. This year we welcomed 50 class engagements (1,650 pupils) to our workshops (an increase of 29 classes on last year's 21 class visits). • Our Digital Storytelling project funded by the Scottish Book Trust is enabling us to reach those most isolated through working in communities with partners in Kilmarnock Station Railway Heritage Trust and Vibrant Communities. The project focuses on valuing and profiling diverse voices through digital participation and to date we have worked with 41 individuals to develop digital skills as well as combatting isolation. • Our Gaelic Visual Art programme secured a second round of external funding (£6,500) to enable us to work with pupils from Sgoil na Coille Nuaidh and provide a peer reviewed artist with Gaelic language medium communication. Around 40 pupils are engaged in a year long project focussing on enhancing Gaelic communication skills within visual art. One secondary pupil skills and language placement is also underway as part of this project. • Sport usage shows that 33% of our users are aged 12 -25 in 2018/19 compared to 31% in 2017/18 • Funding was secured from the Scottish Natural Heritage to develop a Natural Leaders Project aimed at S4 and S5 pupils in Auchinleck, Cumnock, Doon and Kilmarnock Academies. This project will involve the young people identifying local greenspaces of note, developing management plans and achieving Local Nature Reserve status for these sites. This project will start in January 2019 for 2 years. The Natural Leaders programme builds on the Rural Skills for Work project with Stewarton Academy and Ayrshire College which led to 8
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			<p>young people achieving a SVQ level 4 in Rural Skills.</p> <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<ul style="list-style-type: none"> • Apply audit findings where appropriate, in 2017/18/19 • Support people using our facilities/ programmes with mixed ability needs. 	<p>Jan – March 2019</p> <ul style="list-style-type: none"> • Action on Hearing Loss sessions took place across various libraries. • Libraries supporting Move More project with MacMillan Cancer Awareness • Concessionary discount on our gym and fitness memberships for adults with a disability allowing access to our gyms, swimming pools and fitness classes. 18 memberships under this category sold in Q3. <p>Overall Annual Performance</p> <ul style="list-style-type: none"> • Culture: the estimated people using our service area with mobility, sensory or learning disabilities stood at 2% during 17/18. The survey this year shows 1.5% We have continued to review the accessibility of our venues and are looking to start major improvements at Dean Castle, look to improve stage access at Cumnock Town Hall and have made accessibility improvements to how people access and engage with the library at the Dick Institute. • Sport usage shows that 0.2% of our users are considered to have physical, sensory or learning disabilities in 2018/19 <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 2.4	Increase opportunities for/numbers of older people (60+) using our services.	<ul style="list-style-type: none"> • Increase attendance by older people by 1% each year. • Ensure we have programmes that are attractive to older users. • Carry out sample surveys to measure behavioural change impact in 2016/17/18/19 • Develop and maintain partnerships each year to support older people centred programmes e.g. NHS 	<p>Jan – March 2019</p> <ul style="list-style-type: none"> • Developing programmes with Vibrant Communities team around aspects of library delivery and the Dean Castle project. • Libraries supported the Opportunities In Retirement book group. • Concessionary discount on our gym and fitness memberships for adults over 60 years old being promoted, allowing access to our gyms, swimming pools and fitness classes. 19 memberships sold in Q3.

Ayrshire & Arran, Vibrant Communities.

Overall Annual Performance

- Culture: The number of older people using our facilities was calculated as being 34% during 2017/18. **The survey this year shows 26%.** We continue to play a major role in engaging older people through the programmes across our library and performing arts venues. We have active groups of older people that use our facilities and programmes on a daily basis.
- Our Digital Storytelling project funded by the Scottish Book Trust is enabling us to reach those most isolated through working in communities with partners in Kilmarnock Station Railway Heritage Trust and Vibrant Communities. The project focuses on valuing and profiling diverse voices through digital participation and to date we have worked with 41 individuals to develop digital skills as well as combatting isolation.
- Homewords continues to provide a vital service and visited 1,500 people during the year.
- Sport usage shows that 4.3% of our customers are aged 60+ in 2018/19
- In 2018/19, the Growing Memories project worked with over 200 participants. The growing memories wildlife garden has been established at the Country Park using wildflowers that have been grown in care environments across East Ayrshire. The celebration day took place in July with many of the participants enjoying a traditional tea dance to recognise their work. Work is now ongoing with Alzheimer Scotland and Dementia Scotland.

POSITIVE PERFORMANCE

STRATEGIC OBJECTIVE THREE – TO ENHANCE EAST AYRSHIRE’S TOURISM OFFER

ACTION NO	ACTION	TARGET	PROGRESS AT 31 MARCH 2019
EAST AYRSHIRE LEISURE 3.1	Increase visitor attendance at our key tourist attractions including: Dick Institute, Dean Castle & Country Park, Baird Institute, Doon Valley Museum, Burns House Museum & Library, River Ayr Way, Palace & Grand Hall Complex and Cumnock Town Hall	<ul style="list-style-type: none"> • Increase levels of visitor attendance in line with targets set in local Tourism Strategies. • Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events. • Submit external funding bids to support tourism development across our facilities/venues. • Maintain and develop partnership working with Visit Scotland/ EventsScotland to support our programmes. 	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> • Cultural Services - Performance Q4 – listed Tourist venues show visitor numbers of 73,861 and shows an increase of 1% on target(Target 72,968 Actual 73,861). This is due to the performance highlighted in 1.2 • Dean Castle project main contractor started on site on 7th January. • Countryside and Outdoor Activity venues listed as tourism venues have shown an increase of nearly 50% against projected Q4 target. This includes over 224K visits to Dean Castle Country Park and just over 30k visits to the River Ayr Way. (Target = 169500; Actual = 254494) <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> • Cultural Services - Listed Tourist venues show visitor numbers of 337,885 and shows a decrease of 0.7% on target (Target 340,263 – Actual 337,885). This is due to the closure of the Dick Institute during refurbishment works. • £5M Dean Castle is now underway and will be complete in 2021. Dick Institute was refurbished during the year with a £300K development. • Dean Castle Country Park has had a very successful first year back in business and has benefited significantly from the lovely weather in spring and early summer. There has been an increase of nearly 30% against projections for 2018/19 (Target = 1161881; Actual = 1508083) <p>POSITIVE PERFORMANCE</p> <p>An overall increase of 40% has been achieved against revised quarter 3 targets for venues listed as tourism venues</p>

<p>EAST AYRSHIRE LEISURE 3.2</p>	<p>Work with local groups to add value to the tourism offer.</p>	<ul style="list-style-type: none"> • Work with 4 groups each year to support community development and to harness local knowledge. 	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> • Work continues on the development of the Kilmarnock Green Infrastructure project. Planning for community consultations is underway with the first round of events and surveys scheduled to take place in April 2019. <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> • Worked closely with Community groups to deliver the Community Venue review. In particular Galston Community Association and Auchinleck Community Development Initiative to introduce new Management Agreements. • Worked with Cumnock History group to develop exhibitions at the Baird institute. • Worked with Kilmarnock Station Railway heritage group to support Digital Storytelling project • Significant strides have been made in 2018/19 for the implementation of the Strategic Path Network, particularly in the Irvine Valley and Kilmarnock where external funds have been secured for implementation of the Irvine Valley Trails and delivery of the Kilmarnock Green Infrastructure Project. This has been further enhanced by the work with East Ayrshire Council and other partners in the development of the Coalfield Communities Landscape Partnership Scheme. • Countryside and Outdoor Activity Services continued to support local community groups in the organisation of walking festivals with particular success in the Irvine Valley where the event shows growth every year. <p>POSITIVE PERFORMANCE</p>
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STRATEGIC OBJECTIVE FOUR – TO BE RECOGNISED AS AN EMPLOYER OF CHOICE

ACTION NO	ACTION	TARGET	PROGRESS AT 31 MARCH 2019
EAST AYRSHIRE LEISURE 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> • Respond to survey findings. • Maintain constructive relationship with Trade Union – 6 meetings annually. • Maintain absence to below acceptable level of 8 days per annum. • Continue to achieve low levels of formal Grievances 	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> • Absence level recorded for the period 10 December to 31 March was 2.06 days. This is primarily due to long term absence. • No Grievance Appeals were held during this period. <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> • Absence levels for the year is 6.49 days which is below the acceptable 8 working days lost per employee. The top 3 causes of absence and action taken to tackle these are as follows: <ul style="list-style-type: none"> ○ Personal Stress – Early intervention is pursued through Occupational Health. ○ Operations/Treatment/Recovery – Managers and Team Leaders support staff through regular contact and employees are referred to Occupational Health where appropriate. ○ Injury – Non Work – Regular contact is maintained with employees and where appropriate they are referred to Occupational Health. • There were no formal grievances raised by employees during 2018/19. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> • 6 Modern Apprenticeships during life of Business Plan subject to funding. • 10 work placements during life of Business Plan • 3 interns during life of Business Plan. • Individual volunteers increase by 2% each year • Volunteer days increased by 2% 	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> • Four new full-term apprenticeships were advertised for the Dean Castle project. • Friends of Dean continues to meet every 2 weeks with a core group of 15 volunteers taking part in a range of activities including maintenance, conservation tasks and event management.

			<ul style="list-style-type: none"> • 21 volunteer days were carried out at Dean Castle Country Park including Friends of the Dean, Rural Skills volunteer training days and ecological survey volunteer. • Cultural Services currently has four active volunteers who assist on a weekly basis with the visual art classes and with EAYT. School placements are supported on an ongoing basis throughout the school year. • 14 people continue to actively volunteer through our highly successful Textile Team temporarily based at the old Kirkstyle Primary School building. • Four people have also been volunteering on Dean Castle collection movement project. • Two people have been volunteering in Cumnock library. <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> • Cultural – 4 apprenticeships advertised, 2 interns advertised. 42 volunteer opportunities created. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 4.3	Advance staff through training and development	<ul style="list-style-type: none"> • Increase the use of EAGER working towards 95% coverage for permanent staff. • Develop training matrix for all service areas • Develop bespoke e-learning modules and training courses • Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations 	<p><u>Jan – March 2019</u></p> <ul style="list-style-type: none"> • During this period there has been a focus on working with team leaders to design a comprehensive development programme for 2019/20. • In this period training and development has focussed on: <ul style="list-style-type: none"> ○ Interview skills for employees ○ Job Evaluation • Mandatory training matrices for staff continue to be reviewed and updated. Information Governance including Cybersecurity and Prevent along with Mental Health Awareness have been included for staff at all levels. • This quarter has seen a real focus on the completion of staff EAGERS to ensure the annual target is met.

- There has been a focus on reviewing the EAGER and recruitment processes in line with the newly introduced 'values and behaviours'.

Overall Annual Performance

EAGER

Service	Total	Submitted	Completed
Countryside Services	38	28	74%
Cultural Services	75	68	91%
Directorate	5	5	100%
Marketing & Development	5	5	100%
People & Finance	14	14	100%
Sports & Community Venues	44	43	98%
	181	163	90%

- The introduction of a new template for progress meetings now provides a link to EAGER objectives which can be reviewed quarterly.
- Action Plans were designed and implemented for the following activities
 - Staff Survey results
 - Mystery Shopper exercise
 - Investigations
- A Training profile is being developed for each post which identifies mandatory training, these are reviewed as part of the recruitment process.
- Mandatory training has now been revised to include Cybersecurity Prevent, Safetalk and Suicide Awareness.
- During 2018/19 bespoke training has been sourced for:-
 - Customer Services Training
 - Marketing and Communication

			<ul style="list-style-type: none">▪ Food Safety Hygiene▪ Swimming Courses <ul style="list-style-type: none">• Training delivery has focussed on:-<ul style="list-style-type: none">▪ Competency Based Interviews▪ Preparation for Interview▪ Developing the Leadership and Management Programme▪ Developing a bespoke training package for Information Governance▪ Developing Bespoke training for Job Evaluation▪ Customer Services• Across the year a number of Development Sessions have been delivered in the following areas<ul style="list-style-type: none">▪ Information Governance▪ Managing Attendance▪ Managing Performance▪ Drugs and Alcohol Policy▪ Homeworking Policy• The first ever Exchange staff development session was delivered for staff across East Ayrshire Leisure on 25/26 June 2018• A revised framework and protocol is in place to welcome volunteers to the organisation. Volunteering opportunities are available via the web site and where appropriate job outlines have been designed. <p>POSITIVE PERFORMANCE</p>
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FINANCIAL PERFORMANCE
TO 31.03.19

Performance & Audit Sub Committee
2018/19 EAST AYRSHIRE LEISURE BUDGET
AS AT 31st March 2019 – QUARTER 4 - PERIOD 9
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The actual outturn for East Ayrshire Leisure at 31st March 2019 is an adverse variance of £106,643. The following items also require funding designated for the future financial year to support service improvement and development. Funding for this deficit has been identified within Unallocated Reserves.

Items for Designation	
Dower House Upgrades	£10,000
Nouveau (Postcode & Bank checker)	£4,000
IT Upgrade costs	£22,350
TOTAL	£36,350

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 - detailed analysis provided below.

TABLE A – Overall Net Position (including Income/Expenditure) for East Ayrshire Leisure analysed by Service Area

TABLE B – Overall Net Position (including Income/Expenditure) for East Ayrshire Leisure analysed by Subjective Level

TABLE C – Income Position for East Ayrshire Leisure analysed by Service Area

TABLE D – Expenditure Position for East Ayrshire Leisure analysed by Service Area

ANNUAL BUDGET –Table below provides detail of Annual Budget showing the impact of 2018/19 savings approved at 27 Feb 2018 Board.

Service Division	Annual Budget 2018/19	Annual Budget 2018/19 Qtr 1	Annual Budget 2018/19 Qtr 2	Annual Budget 2018/19 Qtr 3	Annual Budget 2018/19 Qtr 4	Comments
CHIEF EXECUTIVE & PEOPLE & FINANCE	1,034,740	1,041,090	1,032,940	1,023,380	1,073,180	
MARKETING & DEVELOPMENT	283,310	283,310	294,280	298,230	322,210	
CULTURAL	1,907,010	1,910,350	1,931,630	2,016,220	2,125,410	
COUNTRYSIDE & OUTDOOR ACTIVITIES	782,710	783,960	809,010	820,410	878,810	
SPORT & FITNESS	508,650	510,100	551,420	561,000	621,170	
TOTAL	4,516,420	4,528,810	4,619,280	4,719,240	5,020,780	
Management Fee	(4,493,670)	(4,493,670)	(4,542,830)	(4,570,440)	(4,829,950)	
Reserves	(22,750)	(35,140)	(76,450)	(148,800)	(190,830)	
TOTAL	0	0	0	0	0	

Venues Allocated to Sport Areas:-

Area 1 St Josephs Leisure Centre, Stewarton Sports Centre, William McIlvanney Campus

Area 2 Grange Leisure Centre, , Hunter Fitness Suite, Mauchline Games Hall

Area 3 Auchinleck Leisure Centre, Doon Valley Leisure Centre, Loudoun Leisure Centre

TABLE A – OVERALL NET POSITION

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse
1,015,467	1,015,467	CHIEF EXECUTIVE & PEOPLE & FINANCE	1,073,180	977,047	1,073,180	91%	977,047	(96,133)
295,701	295,701	MARKETING & DEVELOPMENT	322,210	315,989	322,210	98%	315,989	(6,221)
2,147,019	2,147,019	CULTURAL	2,125,410	2,224,246	2,125,410	105%	2,224,246	98,836
71,837	71,837	Cultural Management	73,390	74,222	73,390	101%	74,222	832
146,282	146,282	Collection Care	149,990	145,710	149,990	97%	145,710	(4,280)
415,834	415,834	Arts/Libraries/Museum Development	460,180	476,884	460,180	104%	476,884	16,704
7,014	7,014	Youth Theatre	(5,290)	(4,259)	(5,290)	81%	(4,259)	1,031
996,489	996,489	Libraries	1,019,680	979,416	1,019,680	96%	979,416	(40,264)
(25,883)	(25,883)	Hospitality	(26,690)	(25,485)	(26,690)	95%	(25,485)	1,205
408,568	408,568	Performing Arts Venues	368,880	409,399	368,880	111%	409,399	40,519
196,853	196,853	Community Venues	225,090	259,891	225,090	115%	259,891	34,801
(69,975)	(69,975)	Community Lettings & Co-Managed Centres - Lets	(139,820)	(91,532)	(139,820)	65%	(91,532)	48,288
922,273	922,273	COUNTRYSIDE & OUTDOOR ACTIVITIES	878,810	914,504	878,810	104%	914,504	35,694
0	0	Countryside & Outdoor Activities Management	333,790	248,459	333,790	74%	248,459	(85,331)
591,596	591,596	Countryside Development	353,540	466,977	353,540	132%	466,977	113,437
330,677	330,677	Outdoor Activities	190,650	188,148	190,650	99%	188,148	(2,502)
0	0	Countryside Hospitality	830	10,919	830	1316%	10,919	10,089
746,640	746,640	SPORT & FITNESS	621,170	695,641	621,170	112%	695,641	74,471
378,740	378,740	Sport & Community Management	414,970	314,723	414,970	76%	314,723	(100,247)
14,586	14,586	Area 1	(42,120)	54,178	(42,120)	-129%	54,178	96,298
59,260	59,260	Area 2	35,070	78,995	35,070	225%	78,995	43,925
175,101	175,101	Area 3	203,540	231,729	203,540	114%	231,729	28,189
118,953	118,953	Temporary Facilities	9,710	16,017	9,710	0%	16,017	6,307
5,127,100	5,127,100	TOTAL	5,020,780	5,127,428	5,020,780	102%	5,127,428	106,648
(5,111,940)	(5,111,940)	Management Fee	(4,829,950)	(4,829,955)	(4,829,950)	100%	(4,829,955)	(5)
15,160	15,160	TOTAL	190,830	297,473	190,830		297,473	106,643
0	0	Savings Yet to be Identified	0	0	0		0	0
(117,860)	(117,860)	Trs From Reserves	(190,830)	(190,830)	(190,830)		(190,830)	0
0	0	Designated Funds	0	0	0		0	0
10,000	10,000	Trs To Reserves	0	0	0		0	0
(92,700)	(92,700)	TOTAL (after transfer to reserves)	0	106,643	0		106,643	106,643

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse
(1,728,481)	(1,728,481)	Income From Charitable Activities	(2,337,450)	(2,090,693)	(2,337,450)	89%	(2,090,693)	246,757
(5,111,940)	(5,111,940)	Management Fee	(4,829,950)	(4,829,955)	(4,829,950)	100%	(4,829,955)	(5)
(6,840,421)	(6,840,421)	TOTAL INCOME	(7,167,400)	(6,920,648)	(7,167,400)	97%	(6,920,648)	246,752
4,982,657	4,982,657	Employee Costs	5,291,650	5,151,221	5,291,650	97%	5,151,221	(140,429)
38,018	38,018	Transport Costs	35,110	38,257	35,110	109%	38,257	3,147
741,635	741,635	Premises Costs	613,660	649,869	613,660	106%	649,869	36,209
752,756	752,756	Supplies & Services	1,076,040	1,032,941	1,076,040	96%	1,032,941	(43,099)
31,510	31,510	Financing Costs	31,690	31,510	31,690	99%	31,510	(180)
212,400	212,400	Support Costs	187,400	187,400	187,400	0%	187,400	0
96,605	96,605	Governance Costs	122,680	126,923	122,680	103%	126,923	4,243
6,855,581	6,855,581	TOTAL RESOURCES EXPENDED	7,358,230	7,218,121	7,358,230	98%	7,218,121	(140,109)
15,160	15,160	NET POSITION	190,830	297,473	190,830		297,473	106,643
0	0	Savings Yet to be Identified	0	0	0		0	0
(117,860)	(117,860)	Trs From Reserves	(190,830)	(190,830)	(190,830)		(190,830)	0
0	0	Designated Funds	0	0	0		0	0
10,000	10,000	Trs To Reserves	0	0	0		0	0
(92,700)	(92,700)	TOTAL (after transfer to reserves)	0	106,643	0		106,643	106,643

TABLE C – INCOME POSITION

Revised Actual Income To 31/03/18	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Income To 31/3/19	Revised Budget Income To 31/12/18	Actual Income as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable / Adverse)
(3,378)	(3,378)	CHIEF EXECUTIVE & PEOPLE & FINANCE	(5,000)	(7,238)	(5,000)	145%	(7,238)	(2,238)
(617)	(617)	MARKETING & DEVELOPMENT	0	(1,412)	0		(1,412)	(1,412)
(763,667)	(763,667)	CULTURAL	(998,640)	(1,022,609)	(998,640)	102%	(1,022,609)	(23,969)
0	0	Cultural Management	0	0	0	0%	0	0
(4,188)	(4,188)	Collection Care	(2,000)	(16,721)	(2,000)	836%	(16,721)	(14,721)
(14,742)	(14,742)	Arts/Libraries/Museum Development	(13,270)	(43,020)	(13,270)	324%	(43,020)	(29,750)
(39,415)	(39,415)	Youth Theatre	(42,650)	(51,396)	(42,650)	121%	(51,396)	(8,746)
(74,599)	(74,599)	Libraries	(59,600)	(67,733)	(59,600)	114%	(67,733)	(8,133)
(126,834)	(126,834)	Hospitality	(163,610)	(147,822)	(163,610)	90%	(147,822)	15,788
(276,108)	(276,108)	Performing Arts Venues	(442,560)	(487,682)	(442,560)	110%	(487,682)	(45,122)
(86,540)	(86,540)	Community Venues	(91,200)	(83,552)	(91,200)	92%	(83,552)	7,648
(141,241)	(141,241)	Community Lettings & Co-Managed Centres - Lets	(183,750)	(124,683)	(183,750)	68%	(124,683)	59,067
(219,788)	(219,788)	COUNTRYSIDE & OUTDOOR ACTIVITIES	(335,010)	(318,803)	(335,010)	95%	(318,803)	16,207
0	0	Countryside & Outdoor Activities Management	0	0	0		0	0
(40,082)	(40,082)	Countryside Development	(101,140)	(71,266)	(101,140)	70%	(71,266)	29,874
(179,707)	(179,707)	Outdoor Activities	(209,870)	(225,820)	(209,870)	108%	(225,820)	(15,950)
0	0	Countryside Hospitality	(24,000)	(21,717)	(24,000)	90%	(21,717)	2,283
(741,032)	(741,032)	SPORT & FITNESS	(998,800)	(740,631)	(998,800)	74%	(740,631)	258,169
(69,619)	(69,619)	Sport & Community Management	0	(379)	0		(379)	(379)
(233,589)	(233,589)	Area 1	(433,240)	(274,103)	(433,240)	63%	(274,103)	159,137
(184,341)	(184,341)	Area 2	(247,510)	(194,104)	(247,510)	78%	(194,104)	53,406
(238,350)	(238,350)	Area 3	(318,050)	(272,045)	(318,050)	86%	(272,045)	46,005
(15,133)	(15,133)	Temporary Facilities	0	0	0		0	0
(1,728,481)	(1,728,481)	TOTAL	(2,337,450)	(2,090,693)	(2,337,450)	89%	(2,090,693)	246,757
(5,111,940)	(5,111,940)	Management Fee	(4,829,950)	(4,829,955)	(4,829,950)	100%	(4,829,955)	(5)
(6,840,421)	(6,840,421)	TOTAL	(7,167,400)	(6,920,648)	(7,167,400)	97%	(6,920,648)	246,752

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse
1,018,844	1,018,844	CHIEF EXECUTIVE & PEOPLE & FINANCE	1,078,180	984,286	1,078,180	91%	984,286	(93,894)
296,318	296,318	MARKETING & DEVELOPMENT	322,210	317,401	322,210	99%	317,401	(4,809)
(86,590)	(86,590)	CULTURAL	3,124,050	3,246,856	3,124,050	104%	3,246,856	122,806
0	0	Cultural Management	73,390	74,222	73,390	101%	74,222	832
0	0	Collection Care	151,990	162,431	151,990	107%	162,431	10,441
(1,890)	(1,890)	Arts/Libraries/Museum Development	473,450	519,904	473,450	110%	519,904	46,454
0	0	Youth Theatre	37,360	47,137	37,360	126%	47,137	9,777
(70,180)	(70,180)	Libraries	1,079,280	1,047,149	1,079,280	97%	1,047,149	(32,131)
0	0	Hospitality	136,920	122,337	136,920	89%	122,337	(14,583)
(13,380)	(13,380)	Performing Arts Venues	811,440	897,081	811,440	111%	897,081	85,641
(1,140)	(1,140)	Community Venues	316,290	343,443	316,290	109%	343,443	27,153
0	0	Community Lettings & Co-Managed Centres - Lets	43,930	33,151	43,930	75%	33,151	(10,779)
1,142,061	1,142,061	COUNTRYSIDE & OUTDOOR ACTIVITIES	1,213,820	1,233,306	1,213,820	102%	1,233,306	19,486
0	0	Countryside & Outdoor Activities Management	333,790	248,459	333,790	74%	248,459	(85,331)
631,678	631,678	Countryside Development	454,680	538,243	454,680	118%	538,243	83,563
510,383	510,383	Outdoor Activities	400,520	413,968	400,520	103%	413,968	13,448
0	0	Countryside Hospitality	24,830	32,636	24,830	131%	32,636	7,806
1,487,671	1,487,671	SPORT & FITNESS	1,619,970	1,436,272	1,619,970	89%	1,436,272	(183,698)
448,359	448,359	Sport & Community Management	414,970	315,102	414,970	76%	315,102	(99,868)
248,175	248,175	Area 1	391,120	328,281	391,120	84%	328,281	(62,839)
243,601	243,601	Area 2	282,580	273,099	282,580	97%	273,099	(9,481)
413,451	413,451	Area 3	521,590	503,773	521,590	97%	503,773	(17,817)
134,085	134,085	Temporary Facilities	9,710	16,017	9,710		16,017	6,307
3,858,305	3,858,305	TOTAL	7,358,230	7,218,121	7,358,230	98%	7,218,121	(140,109)
		Management Fee						0
3,858,305	3,858,305	TOTAL	7,358,230	7,218,121	7,358,230	98%	7,218,121	(140,109)

CHIEF EXECUTIVE & PEOPLE & FINANCE SERVICE ANALYSIS

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	CHIEF EXECUTIVE & PEOPLE & FINANCE	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(3,378)	(3,378)	Income From Charitable Activities	(5,000)	(7,238)	(5,000)	145%	(7,238)	(2,238)	
(5,111,940)	(5,111,940)	Management Fee	(4,829,950)	(4,829,955)	(4,829,950)	100%	(4,829,955)	(5)	
(5,115,318)	(5,115,318)	TOTAL INCOME	(4,834,950)	(4,837,193)	(4,834,950)	100%	(4,837,193)	(2,243)	
704,484	704,484	Employee Costs	766,940	705,359	766,940	92%	705,359	(61,581)	Favourable variance due to vacancies and a long term absence.
1,834	1,834	Transport Costs	2,750	1,815	2,750	66%	1,815	(935)	
17,273	17,273	Premises Costs	15,760	8,295	15,760	53%	8,295	(7,465)	Favourable variance resulting from reduced costs relating to Western Road depot.
56,179	56,179	Supplies & Services	77,410	52,996	77,410	68%	52,996	(24,414)	Favourable variance predominately due to an underspend in postage; reduced requirement for bad debt provision; and management action to address projected deficit.
0	0	Financing Costs	0	0	0		0	0	
212,400	212,400	Support Costs	187,400	187,400	187,400		187,400	0	
26,675	26,675	Governance Costs	27,920	28,420	27,920	102%	28,420	500	
1,018,844	1,018,844	TOTAL RESOURCES EXPENDED	1,078,180	984,286	1,078,180	91%	984,286	(93,894)	
(4,096,473)	(4,096,473)	NET POSITION	(3,756,770)	(3,852,907)	(3,756,770)	103%	(3,852,907)	(96,137)	
		Savings Yet to be Identified						0	
(12,300)	(12,300)	Trs From Reserves	(34,190)	(34,190)	(34,190)		(34,190)	0	
		Designated Funds						0	
		Trs To Reserves						0	
(4,108,773)	(4,108,773)	TOTAL (after transfer to reserves)	(3,790,960)	(3,887,097)	(3,790,960)	103%	(3,887,097)	(96,137)	

MARKETING & DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	MARKETING & DEVELOPMENT	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(617)	(617)	Income From Charitable Activities	0	(1,412)	0		(1,412)	(1,412)	
		Management Fee						0	
(617)	(617)	TOTAL INCOME	0	(1,412)	0		(1,412)	(1,412)	
232,125	232,125	Employee Costs	212,390	209,693	212,390	99%	209,693	(2,697)	Projected saving due to a part time vacancy and reduced use of bank staff.
0	0	Transport Costs	0	0	0		0	0	
0	0	Premises Costs	0	0	0		0	0	
62,630	62,630	Supplies & Services	107,100	104,988	107,100	98%	104,988	(2,112)	
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
1,563	1,563	Governance Costs	2,720	2,720	2,720	100%	2,720	(0)	
296,318	296,318	TOTAL RESOURCES EXPENDED	322,210	317,401	322,210	99%	317,401	(4,809)	
295,701	295,701	NET POSITION	322,210	315,989	322,210	98%	315,989	(6,221)	
(18,730)	(18,730)	Trs From Reserves	(31,060)	(31,060)	(31,060)		(31,060)	0	
		Designated Funds						0	
		Trs To Reserves						0	
276,971	276,971	TOTAL (after transfer to reserves)	291,150	284,929	291,150	98%	284,929	(6,221)	

CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	CULTURAL	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(763,667)	(763,667)	Income From Charitable Activities	(998,640)	(1,022,609)	(998,640)	102%	(1,022,609)	(23,969)	Overall income position is positive but this is offset by the income deficit across Community Venues (£7K) and Community Lettings and Co-Managed venues (£55K) which has had a historic shortfall which is increasing year-on-year. This will require a joint solution with East Ayrshire Council to make this financially sustainable.
		Management Fee						0	
(763,667)	(763,667)	TOTAL INCOME	(998,640)	(1,022,609)	(998,640)	102%	(1,022,609)	(23,969)	
1,997,502	1,997,502	Employee Costs	1,987,840	2,098,054	1,987,840	106%	2,098,054	110,214	The increase in staff costs is due to the late implementation of the Performing Arts Review (£44K) and subsequent costs to support Voluntary Severance. In addition Community Venues continue to carry unachievable costs (addressed as a result of redesign of service for 2019/20) linked to operation which included £15K Bank costs and £11K maternity costs. In Libraries additional staff costs of £13K re Newmilns Library - a joint solution is currently being developed with EAC. Elsewhere increased bank costs are linked to increased income across performing Arts venues.
10,340	10,340	Transport Costs	13,950	13,482	13,950	97%	13,482	(468)	
400,364	400,364	Premises Costs	372,740	373,801	372,740	100%	373,801	1,061	

468,980	468,980	Supplies & Services	678,390	687,955	678,390	101%	687,955	9,565
7,440	7,440	Financing Costs	7,620	7,440	7,620	98%	7,440	(180)
0	0	Support Costs	0	0	0		0	0
26,060	26,060	Governance Costs	63,510	66,123	63,510	104%	66,123	2,613
2,910,686	2,910,686	TOTAL RESOURCES EXPENDED	3,124,050	3,246,856	3,124,050	104%	3,246,856	122,806
2,147,019	2,147,019	NET POSITION	2,125,410	2,224,246	2,125,410	105%	2,224,246	98,836
(25,600)	(25,600)	Trs From Reserves	(86,590)	(86,590)	(86,590)		(86,590)	0
		Designated Funds					0	0
		Trs To Reserves						0
2,121,419	2,121,419	TOTAL (after transfer to reserves)	2,038,820	2,137,656	2,038,820	105%	2,137,656	98,836

COUNTRYSIDE & OUTDOOR ACTIVITIES SERVICE ANALYSIS

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	COUNTRYSIDE & OUTDOOR ACTIVITIES	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(219,788)	(219,788)	Income From Charitable Activities	(335,010)	(318,803)	(335,010)	95%	(318,803)	16,207	The contractor installing the sewage pipe across Annanhill Golf Course was scheduled to be off site by March 2018. However, this has been delayed and has significantly impacted on the season ticket income. A compensation claim has been agreed with East Ayrshire Council and has been added to the revenue budgets. A shortfall in income is also being projected for the new Treehouse Centre. Due to the delay in opening last year, bookings are not on target. Work is ongoing to promote this new aspect of the business. The catering contractor handed in their termination notice for the café at Dean Castle Country Park from 31st October resulting in a 5 month shortfall in income. The catering service will be operated in-house until Oct 2019 as per Board report Jan 2019.
		Management Fee						0	
(219,788)	(219,788)	TOTAL INCOME	(335,010)	(318,803)	(335,010)	95%	(318,803)	16,207	
743,082	743,082	Employee Costs	922,680	882,524	922,680	96%	882,524	(40,156)	Due to the Castle being closed, seasonal visitor service assistant posts have not been filled. Management savings have also been introduced through a reduction in bank staff and overtime and a review of keyholding procedures in pavilions has resulted in a saving. These savings will contribute to off setting loss of income in the Treehouse Centre.
25,785	25,785	Transport Costs	18,410	22,890	18,410	124%	22,890	4,480	
243,528	243,528	Premises Costs	162,680	189,319	162,680	116%	189,319	26,639	Additional expenditure was incurred for drainage and landscaping at Annanhill and DCCP.

83,607	83,607	Supplies & Services	69,080	96,936	69,080	140%	96,936	27,856	One off expenditure was required to purchase new furniture for the treehouse centre and the Dower House. Additional expenditure was also required for PPE and training. Additional expenditure has also been required to operate the café in terms of equipment hire/purchase and supply purchases.
24,070	24,070	Financing Costs	24,070	24,070	24,070	100%	24,070	0	
0	0	Support Costs	0	0	0		0	0	
21,990	21,990	Governance Costs	16,900	17,568	16,900	104%	17,568	668	
1,142,061	1,142,061	TOTAL RESOURCES EXPENDED	1,213,820	1,233,306	1,213,820	102%	1,233,306	19,486	
922,273	922,273	NET POSITION	878,810	914,504	878,810	104%	914,504	35,694	
(32,380)	(32,380)	Trs From Reserves	(22,310)	(22,310)	(22,310)		(22,310)	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
889,893	889,893	TOTAL (after transfer to reserves)	856,500	892,194	856,500	104%	892,194	35,694	

SPORT & FITNESS SERVICE ANALYSIS

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	SPORT & FITNESS	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(741,032)	(741,032)	Income From Charitable Activities	(998,800)	(740,631)	(998,800)	74%	(740,631)	258,169	Shortfall in membership income has arisen due to unforeseen delays in the implementation of memberships (£78K) as well as a delayed opening of the William McIlvanney Leisure Centre (£80K). Income associated with indoor hall (£42K) and synthetic grass pitches hire (£55K) is also lower than expected.
		Management Fee						0	
(741,032)	(741,032)	TOTAL INCOME	(998,800)	(740,631)	(998,800)	74%	(740,631)	258,169	
1,305,464	1,305,464	Employee Costs	1,401,800	1,255,591	1,401,800	90%	1,255,591	(146,209)	Variance relates to several vacancies within Sport and Fitness.
60	60	Transport Costs	0	70	0		70	70	
80,471	80,471	Premises Costs	62,480	78,454	62,480	126%	78,454	15,974	
81,360	81,360	Supplies & Services	144,060	90,066	144,060	63%	90,066	(53,994)	Variance relates to contingency fund agreed as part of the review of Sport and Community Venues and management action to address projected deficit.
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
20,316	20,316	Governance Costs	11,630	12,091	11,630	104%	12,091	461	
1,487,671	1,487,671	TOTAL RESOURCES EXPENDED	1,619,970	1,436,272	1,619,970	89%	1,436,272	(183,698)	
746,640	746,640	NET POSITION	621,170	695,641	621,170	112%	695,641	74,471	
(28,850)	(28,850)	Trs From Reserves	(16,680)	(16,680)	(16,680)		(16,680)	0	
	0	Designated Funds					0	0	
10,000	10,000	Trs To Reserves						0	
727,790	727,790	TOTAL (after transfer to reserves)	604,490	678,961	604,490	112%	678,961	74,471	

RESERVES AS AT 31 MARCH 2019

TABLE A – Summary

TABLE B – Unuseable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – SUMMARY

UNRESTRICTED RESERVES	2017/18 b/f	2017/18 SURPLUS	BALANCE 31 March 2018	Reallocation to Unallocated - Board 27/11/18 & 26/2/19	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
FIXED ASSET RESERVE	39,280		39,280		39,280					4360	34,920	
RETAINED RESERVES	250,000		250,000	-40,000	210,000						210,000	
UNUSEABLE RESERVES (DEPRECIATION RESERVES)	47,620		47,620		47,620		0	0	0	19,240	28,380	see Table B
ALLOCATED RESERVES	122,930	92,700	215,630	-47,540	168,090		12,390	41,310	55,520	35,260	23,610	see Table C adjusted for £22,750 2018/19 Budget Savings not identified
ALLOCATED RESERVES - 18/19 BUDGET SAVINGS	22,750		22,750		22,750					22,750	0	
UNALLOCATED RESERVES	69,834	0	69,834	87,540	157,374						157,374	
HOLIDAY PAY PROVISION	(92,180)		(92,180)		-92,180						(92,180)	
TOTAL UNRESTRICTED RESERVES	460,234	92,700	552,934	0	552,934	0	12,390	41,310	55,520	81,610	362,104	
RESTRICTED RESERVES			143,020				16,722	4,919	(1,639)	22,524	100,494	
PENSION RESERVE			(3,607,000)								(3,607,000)	
TOTAL RESERVES			(2,911,046)								(3,144,402)	

TABLE B – Unuseable Reserves

UNUSEABLE RESERVES	2017/18 b/f	2017/18 SURPLUS	BALANCE 31 March 2018	Reallocation to Unallocated - Board 27/11/18	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	4,330		4,330		4,330					1,890	2,440	14 July 2015 Board	Ongoing	Works complete - amount to be drawn down at year end for depreciation. 5 years from 2015/16
Annanhill Golf Course - Staff Welfare Facilities	21,980		21,980		21,980					7,330	14,650	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17
Annanhill Golf Course - Maintenance Equipment	16,130		16,130		16,130					8,290	7,840	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine now in use. Will be drawn down at year end to cover depreciation. 5 years from 2015/16.
Homewords Van	5,180		5,180		5,180					1,730	3,450	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17
TOTAL UNUSEABLE RESERVES	47,620	0	47,620		47,620	0	0	0	0	19,240	28,380			

TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2017/18 b/f	2017/18 SURPLUS	BALANCE 31 March 2018	Reallocation to Unallocated - Board 27/11/18 & 26/2/19	REVISED BALANCE	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Website Development	23,900		23,900		23,900		2430		6,000	15,470	19 Sept 2017 Board	Ongoing	Redesignate £25k from Marketing Co-ordinator (Sport) to Website Development. Tender to be issued by Procurement by August 2018.
Libraries Fit Out	80,500		80,500	-13,000	67,500	3,340	10020	52590		1,550	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2018. £10k allocated to Newmilns reallocated to Unallocated Board 27 Nov 18. DI Project almost complete - additional £3k reallocated to Unallocated Board 26 Feb 19.
PFS Miscellaneous Expenditure		8,000	8,000		8,000	2,100	2,700		2220	980	5 June 2018 Board	Ongoing	Should be complete by the end of the year
Redundancy Costs				16,830	16,830				13380	3,450	18 Sept 2018 Board	Ongoing	Temporary drawdown - to be reimbursed from Cultural Service Budget in 2019/20. Balance to be reallocated to Unallocated

Training & Development	8,430	8,430		8,430	4,250	2390			1,790	19 Sept 2017 Board	Complete	Training & Development Funds for 2018/19 allocated to Sport Training, balance to be spent by Dec 2018. Balance to be reallocated to Unallocated	
Promotion of New Mobile Libraries	2,500	2,500		2,500			2500		0	19 Sept 2017 Board	Complete	Redesignate to promotion of new Mobile Libraries - to be utilised by March 2019	
Keep Scotland Beautiful	1,250	1,250		1,250	1,250				0	27 Feb 2018 Board	Complete		
DCCP Play Area	6,350	6,350	-6,350	0					0	27 Feb 2018 Board	Complete	Proposals have been developed and feasibility and costs have been sought from Jupiter Play. Finalised proposals will be ready by Sept 2018. Balance of £6,350 reallocated to Unallocated Board 27 Nov 18.	
M&D Induction Video		5,000	5,000	5,000			5000		0	6 June 2018 Board	Complete	Should be complete by the end of the year	
Sport Equipment		17,500	17,500	-820	16,680	1,450	15,230		0	7 June 2018 Board	Complete	Should be complete by the end of Qtr 2. Balance of £820 reallocated to Unallocated Board 27 Nov 18.	
Marketing Activity		30,000	30,000	-12,000	18,000		8,540	2930	6160	370	8 June 2018 Board	Complete	Temp member of staff until March 2019. £7k reallocated to Unallocated Board 27 Nov 18. Additional £5k to be reallocated to Unallocated Board 26 Feb 19. Balance to be reallocated to Unallocated

Amalgamation Activity	32,200	32,200	-32,200	0						0	9 June 2018 Board	Complete	Reallocated to Unallocated Board 27 Nov 18.
TOTAL ALLOCATED RESERVES	122,930	92,700	215,630	-47,540	168,090	12,390	41,310	55,520	35,260	23,610			

UNALLOCATED RESERVES as at Qtr 4	157,374
Released from Redundancy costs	3,450
Released from Marketing Activity	370
Released from Training & Development	1,790
TOTAL UNALLOCATED RESERVES	162,984
Items Committed 2018/19	
2018-19 Shortfall	106,643
Designated Items	36,350
TOTAL	142,993
REVISED UNALLOCATED RESERVES	19,991
REVISED UNALLOCATED RESERVES	19,991

GENERAL PROJECTS

General Projects are multi-annual projects involving funding from external partners. These projects are not included in the Financial Monitoring reports.

Project	Partners	Balance b/f 01.04.18	Balance at 31.03.19	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,336)	(£4,234)	Ongoing
Make Some Noise	Creative Scotland	(£13,180)	(£10,550)	Jun 2019
Kilmarnock Green Infrastructure	Transport Scotland / Scottish Natural Heritage	(£15,000)	(£15,000)	Ongoing
River Ayr Way	Awards For All	(£1,549)	(£1,549)	Ongoing
Museums Database	Museum Gallery Scotland	(£6,480)	(£8,480)	Dec 2019
Gaelic Visual Arts	Bord Na Gaidhlig	(£5,400)	(£4,982)	Sep 2019
Digital Storyteller in Residence	Scottish Book Trust	£0	(£6,552)	Jun 2019
Nature Therapy Breaks	Shared Care Scotland	£0	(£5,432)	Sep 2019
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	-	(£43,715)	June 2020

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.

Make Some Noise is a music project funded by Creative Scotland and aimed at young people in a foster, looked-after, kinship or young caring environment and designed to help build self-esteem and provide a range of creative learning opportunities.

The design and feasibility work has been completed for the Kilmarnock Green Infrastructure Project. A further award of £85k has been made by Sustrans to prepare RIBA stage 7 designs and a landscape masterplan for the project. This will inform the capital bid to Sustrans Scotland and a further bid to the Green Infrastructure Fund administered through the Scottish Natural Heritage. A Project Board, chaired by East Ayrshire Leisure, has been established to oversee the development and implementation of this 18 mile cycle route project for Kilmarnock made up of officers from East Ayrshire Leisure, East Ayrshire Council and Ayrshire Roads Alliance.

Following the completion of the Countryside Festival in 2015, there was an outstanding balance of £1,549 from the Awards for All grant. Awards for All have agreed that this money can be retained and used as part of the funding package for the upgraded River Ayr Way Signage and Interpretation project. Survey work has been completed for this project and work has begun with local communities to ensure that signage and interpretation is link to the towns and villages along the route. An expression of interest is being prepared for the VisitScotland Rural Paths Fund to rebrand and upgrade the signage and interpretation along the whole route. Expressions of Interest are due to be submitted by 31st October.

Museums Database - East Ayrshire Leisure cares for approximately 250,000 objects within the museums it manages on behalf of East Ayrshire Council. Currently these collections are documented on a mixture of ageing and basic database systems. As we progress through the actions outlined within our Accreditation plan, including a full, basic inventory of all collections, plus our work with our Recognised collections, it is clear that we require a modern, future-proof database for use across the museum service, with opportunities for working with external partners in a more co-ordinated and efficient way. The total project cost is £21,600, of which Museums Galleries Scotland has awarded 75% of project costs. The task to procure, install and begin to populate the new database will be complete by the project end-date of 31 Dec 2019.

Gaelic Visual Arts - The Dick Institute's *Gaidhlig Gailearaidhean* will see a second series of workshops facilitated in Gaelic in the galleries, aimed at promoting the use of Gaelic and the development of Gaelic language skills utilising visual arts and culture. Monthly workshops take place with Gaelic Artist Eoghann MacColl and young Gaelic speakers from the Mcllvannay Campus. The project also supports one apprentice placement from the Mcllvannay Campus. Funded by Bord Na Gaidhlig and Creative Scotland.

Digital Storyteller in Residence – East Ayrshire is one of only five funded Storyteller residencies across Scotland. The project seeks to work with people facing social isolation for whatever reason, to encourage participation in and the use of digital platforms to tell their own personal story. The project funds a full time storyteller in residence based at the Dick Institute but working across the region. The Arts, Libraries and Museums Development team are the lead applicant with partners in Kilmarnock Station Railway Heritage Trust and Vibrant Communities. The project is funded by the Scottish Book Trust and runs for nine months until June 2019.

Funding has been secured from Shared Care Scotland to offer free residential respite experiences for young people who have care responsibilities for family members. 2 weekend sessions will be offered to 20 young people identified in partnership with East Ayrshire Carers.

Received funding of £162,000 from the Renewable Energy Fund to appoint a project officer to implement the Irvine Valley Trails Project over a 3 year period. The Renewable Energy Fund has agreed that the shortfall in spend in the development stage grant can be reallocated to the Trails capital grant of £213,964. The Irvine Valley Trails project also received funding from the Low Carbon Travel and Transport Fund and Transport Scotland to implement a series of routes throughout the Irvine Valley that support active travel. All funding is in place for this project and implementation will start in Autumn 2019.



**EXTERNAL FUNDING
(JANUARY - MARCH 2019)**

EXTERNAL FUNDING APPROVED APPLICATIONS

(* denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2018/19
Countryside	Transport Scotland - Irvine Valley Trails Project	£231,606	£0
Sport	Developing Dalmellington Parish - Save a life Events	£2,342	£0
Cultural	Scottish Book Trust - Live Literature	£1,800	£0
TOTAL		£235,748	£0

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Sport	Developing Dalmellington Parish - Employability Event	* £4,200	Application was assessed against a number of criteria and whilst the value of the work was recognised, it scored below the required standard in one or more of the priority areas.
Sport	Developing Dalmellington Parish - Fitness Training Studio Refurbishment	* £19,865	Application was assessed against a number of criteria and whilst the value of the work was recognised, it scored below the required standard in one or more of the priority areas.
TOTAL		£24,065	



**EXTERNAL FUNDING
(APRIL 2018 – MARCH 2019)**

EXTERNAL FUNDING APPROVED APPLICATIONS

(* denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2018/19
Countryside	LLCT - Low Carbon Travel & Transport Challenge Fund - Irvine Valley Trails	£325,976	£0
Cultural	Scottish Book Trust - Digital Storyteller in Residence	£6,900	£6,900
Cultural	The Reading Agency - Summer Reading Challenge	£350	£350
Cultural	Event Scotland – Burns Birthday in Mauchline	£5,000	£5,000
Cultural	Scottish Book Trust - Book Week Scotland	£750	£750
Cultural	National Museums Scotland - Purchase of Eglinton Tournament book from auction	£163	£163
Countryside	Sustrans - Kilmarnock Green Infrastructure Project	£85,000	£0
Countryside	Scottish Natural Heritage - Natural Leaders	£15,040	£0

Countryside	Shared Care Scotland - Nature Therapy Breaks		£5,432	£5,432
Countryside	EAC Renewable Energy Fund - Irvine Valley Trails Project	*	£213,964	£0
Cultural	Scottish Book Trust - Live Literature		£300	£300
Cultural	Scottish Book Trust - The Muriel Spark 100 Library Programme		£2,793	£2,793
Countryside	Ecorys - NE(E)T working – towards inclusion in international youth work		£289	£289
Countryside	Transport Scotland - Irvine Valley Trails Project		£231,606	£0
Sport	Developing Dalmellington Parish - Save a life Events		£2,342	£0
Cultural	Scottish Book Trust - Live Literature		£1,800	£0
TOTAL			£897,705	£21,977

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Countryside	Greggs Foundation - Sensory Garden Project	* £2,000	Application scored below the required standard in one or more priority areas.
Countryside	Postcode Lottery Fund - Positive Pathways	* £20,000	Met the criteria, but fund was oversubscribed.
Countryside	Postcode Lottery Fund - Natural Health	* £20,000	Met the criteria, but fund was oversubscribed.
Countryside	HLF - YOYP Discover!	£10,000	Other applications achieved outcomes more strongly or represented better value for money and in particular project did not adequately involve young people in the design, delivery and evaluation of the project.
Countryside	Visit Scotland - Rural Tourism Infrastructure Fund - Irvine Valley Trails Project	£250,000	There was no evidence of a current visitor pressure point or details of the current users of the trails and therefore no alignment with Rural Tourism Infrastructure Fund (RTIF) criteria.
Sport	Developing Dalmellington Parish - Employability Event	* £4,200	Application was assessed against a number of criteria and whilst the value of the work was recognised, it scored below the required standard in one or more of the priority areas.
Sport	Developing Dalmellington Parish - Fitness Training Studio Refurbishment	* £19,865	Application was assessed against a number of criteria and whilst the value of the work was recognised, it scored below the required standard in one or more of the priority areas.
TOTAL		£326,065	



FUTURE EVENTS PROGRAMME

2019 Outline Programme

Please note that this list is indicative of the events, exhibitions and activities that are being planned for 2019. The programme is subject to a programming planning process and will be subject to change throughout the year.

	May - Aug	Sept - Dec
Palace	Funbox Local Dance School Shows Pre-Edinburgh Comedy Weekend	LMS Show Imprint Shows Duke Of Edinburgh Awards Panto
Grand Hall	Tbc	Tbc
Cumnock TH	CASS Show	Cumnock Tryst Show CASS Show Camps Panto
Community Venues	Tbc - Mining Themed Play At Auchinleck Boswell Centre - Ayr Gaiety Theatre Rural Touring Network 20/06/19 Tbc - Events Linked To Library Summer Reading Challenge Theme Of 'Space' At Auchinleck Boswell Centre, Darvel Town Hall And Stewarton Area Centre	Tbc - Hosting Of Authors/Talks As Part Of Library Imprint 2019
DCCP	Outdoor Cinema K24 / K12 Ultra Marathon School Holiday Programme Gin Fest Live At The Dean Pop Up Restaurants Nature Therapy Weekends Community Clean Ups Pet Show Growing Memories Tea Dance	Have A Go Outdoor Festival Illuminight Winter Fest Pop Up Restaurants School Holiday Programme
Golf	School Holiday Programme	School Holiday Programme
AAA	10 Weeks To 10k Roon The Toon School Holiday Programme	East Ayrshire School Sportshall Athletics Championships East Ayrshire Schools Cross Country Ayrshire Schools Cross Country School Holiday Programme

Countryside	Irvine Valley Walking Festival Camp Outs Cairn Table Race The Labyrinth Play Day Run the Blades Whitelee Nae Fireworks weekend Whitelee Halloween Festival	Doon Valley Outdoor Festival Annick Valley Outdoor Festival River Ayr Way Challenge
Libraries	Bookbug Week Summer Reading Challenge / Space Exploration Chiefly In The Scottish Dialect Event / Scots Writers' Day	Imprint Book Festival Libraries Week Book Week Scotland Killie Comic Con
Dick Institute	Ayrshire College Graduate Exhibition Dean Castle Collections At The Dick Institute The Printed Line from the V&A Digital Storyteller in Residence Celebratory Event	Comics Exhibition Schools Week Schools Week Castle Collections At The Dick Institute Romans WWII Dean
Baird		Ancient Egyptians NMS Ancient Egyptians School Week
BMC		
Burns House		
Castle	Keep, Palace And Courtyard Closed For Refurbishment	Keep, Palace And Courtyard Closed For Refurbishment
Sport	Sport and Fitness Class Offering across 6 sites Summer Programme Learn to Swim Programme including Pre-school, Child and Adult. Rookie Lifeguard Programme	Sport and Fitness Class Offering across 6 sites Learn to Swim Programme including Pre-school, Child and Adult. Rookie Lifeguard Programme New Les Mill Quarter Launch Event New Sports Coaching Programme in place

	<p>New Les Mill Quarter Launch Event</p> <p>New Sports Coaching Programme in place across 7 sites.</p> <p>Kid's Activity Sessions in place across 6 sites.</p>	<p>across 7 sites.</p> <p>Kid's Activity Sessions in place across 6 sites.</p>
Auchinleck LC		Swimming Teacher Course
Doon Valley LC	Expansion of fitness programmes	
Grange LC	Provisional Dance events and Gymnastics Competition	Provisional Dance Events
Hunter FS	Tot's activity sessions running throughout each week.	Tot's activity sessions running throughout each week.
Loudoun LC	Dance Programme	Dance Programme
St Josephs LC	Cars on the Campus	
Stewarton SC	Expansion of fitness programmes	Cycle Race
William McIlvanney LC	Expansion of fitness programmes	Opening of Synthetic Grass Pitch



OTHER RELEVANT UPDATES

Insurance Claims

Public Liability Claims: 1 claim reopened which was initially repudiated.

Employers Liability Claim: 1 claim remains ongoing; 1 claim reopened which was initially repudiated.

Debt Identified for Write off

Debt Recovery & Bad Debt Policy was approved by the Trust Board on 19 April 2016. As part of the policy the Senior Officer is required to report all approved write-offs to the Board on an annual basis.

Bad and doubtful debts totalling £2562.61 have been identified for write-off. Provision exists within the Annual Accounts for debt write-off and is currently valued at £4751.61.

Reason for write-off are summarised below:-

Reason for Write-Off	No of Accounts	Amount
Debt is uneconomical to pursue	18	£1687.34
Poor recovery prospects	2	£ 875.27
Total	20	£2562.61

Gifts and Hospitality

There were 3 forms submitted for the period January to March 2019:

Date Received	Name	From	Nature of Hospitality or Gift
30/01/19	Volunteer Development Coordinator	Volunteer	1 wheelbarrow 15 pairs of gloves 1 x 1lb axe 1 x 3lb axe
05/03/19	Hospitality Officer	Tennents	2 tickets to football match
06/03/19	Volunteer Development Coordinator	Volunteer	1 pair of binoculars

Customer Complaints

During the Jan-March period a total number of 175 comments were received and logged by the Marketing & Development Team. 9 of these were complaints, and were categorised as follows:

Category	No. received
Events/Activities/Tours/exhibitions	1
Fines, fees, charges	1
Online payments/Booking/Box Office	2
Staff	4
Other	1
Total	9

STAFF SURVEY 2019 – SUMMARY

The survey reflected the content of the inaugural one in 2017 with a couple of additional questions to assess the impact of our action plan. In general, the overall results are not dissimilar to the previous survey but there was a general (if modest) upwards trend with some particular points worthy of note:

	Highlights	Areas for development	Actions/Notes
My Job	<ul style="list-style-type: none"> ▪ More saying their job makes good use of their abilities ▪ Improvement on people feeling their work is valued 	<ul style="list-style-type: none"> ▪ Management of workload 	<ul style="list-style-type: none"> ▪ Comments suggest that this is influenced by resource constraints
My Team	<ul style="list-style-type: none"> ▪ Positive shift in people feeling aware of what is going on in the organisation and feeling that teams work together 	<ul style="list-style-type: none"> ▪ Provide teams with feedback through regular team meetings 	<ul style="list-style-type: none"> ▪ Meeting schedule now in place but needs to be promoted to teams
Support		<ul style="list-style-type: none"> ▪ Line Managers to provide constructive feedback ▪ Management of poor performance 	<ul style="list-style-type: none"> ▪ Meeting schedule now in place but needs to be implemented ▪ Training programme in place
Training & Development	<ul style="list-style-type: none"> ▪ More people saying they are aware of, and have had, suitable training 		
Health & Safety	<ul style="list-style-type: none"> ▪ Results have remained at high levels 		
General	<ul style="list-style-type: none"> ▪ Improvement in perceived morale; people enjoy their job and working within team ▪ Good attendance at Exchange events (64%) with 78% finding them useful 	<ul style="list-style-type: none"> ▪ Staff understanding of our vision and how they can contribute to it 	<ul style="list-style-type: none"> ▪ The job and the public are the main motivators for people and T&Cs, but scope to look at things like staff discounts, uniforms etc. ▪ Pay and financial constraints are the main continued factors in low morale.

MYSTERY SHOPPING 2019 – SUMMARY

Mystery Shopping was carried out early 2019, by VisitScotland and in line with our Accreditation programme. The focus was on our Leisure Centres to assess the investment in customer service/membership sales training which had been implemented in 2018 and to identify any further training needs or areas for development. The table below indicates any points of note within each category.

MYSTERY SHOPPING SUMMARY 2019			
	Highlights	Areas for development	Actions
Pre-arrival	<ul style="list-style-type: none"> ▪ Very high standard of service and hospitality observed with good personalisation ▪ Staff friendly polite, courteous and professional ▪ Memberships offered and good cross-selling 	<ul style="list-style-type: none"> ▪ Directional advice /transport suggestions for visitors ▪ More pro-activity e.g. site invitation ▪ Promote the facilities available at the centre 	<ul style="list-style-type: none"> ▪ Highlight the website to all customers as an additional resource for information ▪ Ensure consistency on customer care ▪ Ensure consistency of facility information provided
Staff	<ul style="list-style-type: none"> ▪ High standards of hospitality and friendliness ▪ Warm & friendly welcome ▪ Excellent tour and discussion ▪ Vast knowledge of fitness industry ▪ Staff were helpful, polite and courteous 	<ul style="list-style-type: none"> ▪ Use of the website as a resource for customers ▪ Promotion of the membership offer ▪ Demonstrate more of a customer focus 	<ul style="list-style-type: none"> ▪ Staff to familiarise themselves with the Customer Service Protocol ▪ Include directional advice e.g. parking and access when talking to customers on the phone ▪ Ensure copies of relevant resources for customers are readily available ▪ Staff to be familiar with all aspects of Membership detail
Cleanliness	<ul style="list-style-type: none"> ▪ All displays well-kept and tidy ▪ Cleanliness standards very high inside and outside the centre ▪ Changing rooms well maintained and clean 	<ul style="list-style-type: none"> ▪ External areas to be kept clean and tidy 	<ul style="list-style-type: none"> ▪ Carry out litter pick/tidy pre-opening

<p>Corporate Standards</p>	<ul style="list-style-type: none"> ▪ Mixed results from 2/7 standards being demonstrated to 7/7 	<ul style="list-style-type: none"> ▪ Entrance areas needing reviewed ▪ ID badges to be worn at all times ▪ Promote the Membership offer ▪ Cross-selling within the organisation ▪ Promote website 	<ul style="list-style-type: none"> • Ensure that customers are directed to the website for further information • All staff to wear ID badges • Ensure notice boards and promotional materials are kept up to date • Staff to be familiar with all aspects of Membership detail in order to pro-actively offer • Staff to have additional information for cross-selling
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PERFORMANCE SCORECARD

EALT PI Report

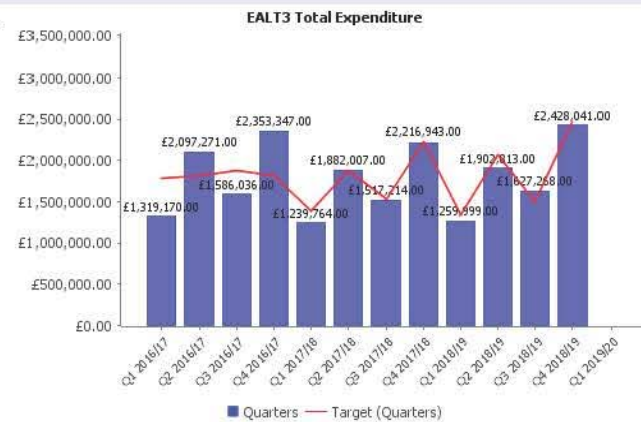
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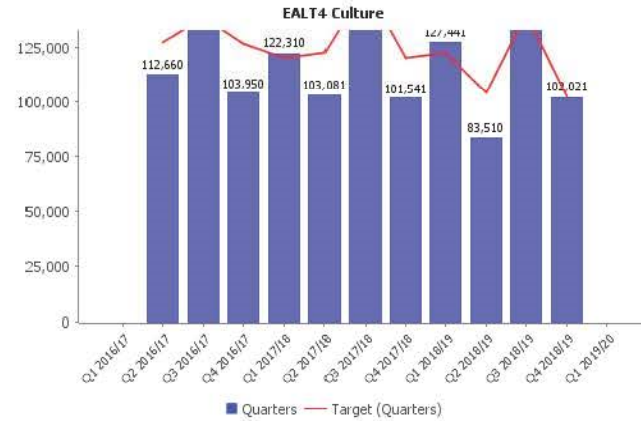
Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																												
EALT1 Average Days Lost per Employee	2.06	2	↓	↑	All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management Policy. Absence during this period is primarily due to long term absence.	<p>EALT1 Average Days Lost per Employee</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>1.8</td></tr> <tr><td>Q2 2016/17</td><td>2.6</td></tr> <tr><td>Q3 2016/17</td><td>2.56</td></tr> <tr><td>Q4 2016/17</td><td>2.7</td></tr> <tr><td>Q1 2017/18</td><td>2.7</td></tr> <tr><td>Q2 2017/18</td><td>2.22</td></tr> <tr><td>Q3 2017/18</td><td>2.7</td></tr> <tr><td>Q4 2017/18</td><td>1.84</td></tr> <tr><td>Q1 2018/19</td><td>0.85</td></tr> <tr><td>Q2 2018/19</td><td>1.74</td></tr> <tr><td>Q3 2018/19</td><td>2.06</td></tr> <tr><td>Q4 2018/19</td><td>2.06</td></tr> <tr><td>Q1 2019/20</td><td>2.06</td></tr> </tbody> </table>	Quarter	Value	Q1 2016/17	1.8	Q2 2016/17	2.6	Q3 2016/17	2.56	Q4 2016/17	2.7	Q1 2017/18	2.7	Q2 2017/18	2.22	Q3 2017/18	2.7	Q4 2017/18	1.84	Q1 2018/19	0.85	Q2 2018/19	1.74	Q3 2018/19	2.06	Q4 2018/19	2.06	Q1 2019/20	2.06	⚠
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EALT2 Total Income	£2,325,278.00	£2,211,739.00	↑	↑	Variances on income are to be expected due to cyclical fluctuations	<p>EALT2 Total Income</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>£1,745,235.00</td></tr> <tr><td>Q2 2016/17</td><td>£1,636,928.00</td></tr> <tr><td>Q3 2016/17</td><td>£1,705,635.00</td></tr> <tr><td>Q4 2016/17</td><td>£1,911,335.00</td></tr> <tr><td>Q1 2017/18</td><td>£1,577,260.00</td></tr> <tr><td>Q2 2017/18</td><td>£1,756,094.00</td></tr> <tr><td>Q3 2017/18</td><td>£1,482,326.00</td></tr> <tr><td>Q4 2017/18</td><td>£2,024,741.00</td></tr> <tr><td>Q1 2018/19</td><td>£1,496,284.00</td></tr> <tr><td>Q2 2018/19</td><td>£1,619,562.00</td></tr> <tr><td>Q3 2018/19</td><td>£2,325,278.00</td></tr> <tr><td>Q4 2018/19</td><td>£2,325,278.00</td></tr> <tr><td>Q1 2019/20</td><td>£2,325,278.00</td></tr> </tbody> </table>	Quarter	Value	Q1 2016/17	£1,745,235.00	Q2 2016/17	£1,636,928.00	Q3 2016/17	£1,705,635.00	Q4 2016/17	£1,911,335.00	Q1 2017/18	£1,577,260.00	Q2 2017/18	£1,756,094.00	Q3 2017/18	£1,482,326.00	Q4 2017/18	£2,024,741.00	Q1 2018/19	£1,496,284.00	Q2 2018/19	£1,619,562.00	Q3 2018/19	£2,325,278.00	Q4 2018/19	£2,325,278.00	Q1 2019/20	£2,325,278.00	✅
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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
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EALT3 Total Expenditure	£2,428,041.00	£2,464,166.00	↓	↓	Variances on expenditure are to be expected due to cyclical fluctuations		🟢
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EALT4 Culture	102,021	102,200	↓	↓	Cultural Services has achieved the revised target for the quarter.		🟡
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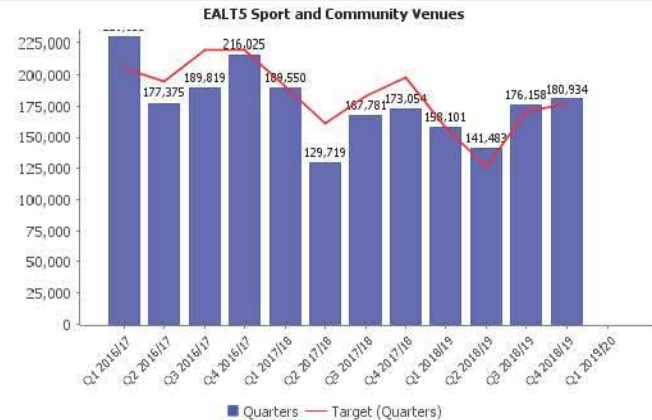


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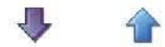
EALT5 Sport and Community Venues 180,934 176,882



EALT5 Sport and Community Venues

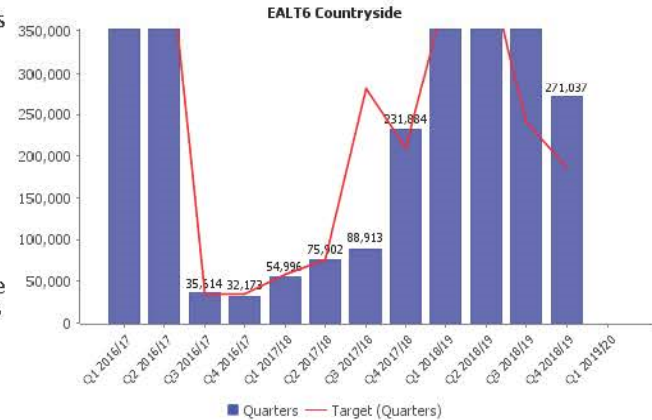


EALT6 Countryside 271,037 186,040



Dean Castle Country Park figures for Q4 have exceeded the profiled figures by nearly 64%. This was due to conservative profiling to take account of planned closures during the development stage of the Parks for People Project. Profiling for 2019/20 will reflect this fully open position. Whilst Ayrshire Athletics Arena figures have shown a decline for Q4, the annual performance figures have increased by nearly 20%. This is due to the realignment of programmes.

EALT6 Countryside



Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																												
EALT7 Future Museum (Virtual Service)	54,542	73,431	↓	↓	Future Museum has shown a reduction in use. We are currently looking to redesign the site for 2019. This is a partnership based website. As part of the Dean Castle project we will also be employing interns to support digitisation of collections, which will add new content for 2019/20.	<p>EALT7 Future Museum (Virtual Service)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>64,479</td></tr> <tr><td>Q2 2016/17</td><td>58,734</td></tr> <tr><td>Q3 2016/17</td><td>60,829</td></tr> <tr><td>Q4 2016/17</td><td>88,754</td></tr> <tr><td>Q1 2017/18</td><td>88,754</td></tr> <tr><td>Q2 2017/18</td><td>88,754</td></tr> <tr><td>Q3 2017/18</td><td>88,754</td></tr> <tr><td>Q4 2017/18</td><td>88,754</td></tr> <tr><td>Q1 2018/19</td><td>46,013</td></tr> <tr><td>Q2 2018/19</td><td>58,206</td></tr> <tr><td>Q3 2018/19</td><td>54,542</td></tr> <tr><td>Q4 2018/19</td><td>54,542</td></tr> <tr><td>Q1 2019/20</td><td>54,542</td></tr> </tbody> </table>	Quarter	Value	Q1 2016/17	64,479	Q2 2016/17	58,734	Q3 2016/17	60,829	Q4 2016/17	88,754	Q1 2017/18	88,754	Q2 2017/18	88,754	Q3 2017/18	88,754	Q4 2017/18	88,754	Q1 2018/19	46,013	Q2 2018/19	58,206	Q3 2018/19	54,542	Q4 2018/19	54,542	Q1 2019/20	54,542	
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EALT8 Eastayshireleisure.com (Virtual Service)	76,495	70,983	↓	↑		<p>EALT8 Eastayshireleisure.com (Virtual Service)</p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>62,078</td></tr> <tr><td>Q2 2016/17</td><td>76,916</td></tr> <tr><td>Q3 2016/17</td><td>81,398</td></tr> <tr><td>Q4 2016/17</td><td>85,107</td></tr> <tr><td>Q1 2017/18</td><td>57,533</td></tr> <tr><td>Q2 2017/18</td><td>60,323</td></tr> <tr><td>Q3 2017/18</td><td>68,568</td></tr> <tr><td>Q4 2017/18</td><td>69,591</td></tr> <tr><td>Q1 2018/19</td><td>74,168</td></tr> <tr><td>Q2 2018/19</td><td>77,949</td></tr> <tr><td>Q3 2018/19</td><td>91,246</td></tr> <tr><td>Q4 2018/19</td><td>76,495</td></tr> <tr><td>Q1 2019/20</td><td>76,495</td></tr> </tbody> </table>	Quarter	Value	Q1 2016/17	62,078	Q2 2016/17	76,916	Q3 2016/17	81,398	Q4 2016/17	85,107	Q1 2017/18	57,533	Q2 2017/18	60,323	Q3 2017/18	68,568	Q4 2017/18	69,591	Q1 2018/19	74,168	Q2 2018/19	77,949	Q3 2018/19	91,246	Q4 2018/19	76,495	Q1 2019/20	76,495	
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PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse



RISK REGISTER

Risk Register

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a 20% reduction in funding received from East Ayrshire Council, resulting in a reduction in service provision and a requirement to generate more income from services.	1,2,3,4	Chief Executive	4	4	16 RISK APPETITE: CAUTIOUS (Compliance)	HIGH	<ul style="list-style-type: none"> • Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider. • Best Value Review Implementation • PR; communications with staff and customers
2	There is a risk of not being able to maintain high quality services because of a lack of funding, resulting in a failure to invest, loss of staff, a reduction in staff commitment and damage to East Ayrshire Leisure's reputation.	1,2,3,4	All Senior Manager	4	3	12 RISK APPETITE: OPEN (Reputation)	MEDIUM	<ul style="list-style-type: none"> • Business Planning • Positive Public Relations • Equipment Replacement Policy • Continued dialogue with Council • Employee Recognition Scheme • EAGER - ongoing training and development of staff
3	There is a risk partners and external stakeholders do not see East Ayrshire Leisure as a partner of choice because of a lack of resources invested in partnership activity, resulting in a failure to deliver Business Plan targets and the loss of external funding.	1,2,3,4	All Senior Managers	3	3	9 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> • Service reviews • Positive Public Relations • Service Level Agreements/Contracts

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
4	There is a risk that buildings are not at the standard required or operating efficiently in terms of environmental sustainability due to a lack of capital investment or maintenance, resulting in a reduction in facilities, loss of income, the inability to market services, inability to respond to impacts of climate change or weather and the loss of services.	1,2,3,4	All Senior Managers	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> • Regular communication with the Council • Business Continuity Plan • Regular Workplace inspections and reviews • Fire Risk Assessments • Established repairs reporting system • Proposed Asset Management Plan (EAC) • Capital Improvement Plan • Environmental Management, Monitoring and reporting
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.	1,2,3,4	All Senior Managers	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> • Attendance at Events • Recruitment and Selection procedure • EAGER reviews • Training and development programme

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
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 result in poor services, lack of customer engagement, failure to cross-sell and a loss of income.	1,2,3,4	All Senior Managers	3	2	6 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> • Training and development • Ongoing review of Training matrices • Induction Process • Eager Reviews • Recruitment and selection procedure • Effective communication with staff
7	There is a risk that East Ayrshire Leisure will not comply with legislation standards and fail to meet the requirements of Health & Safety, GDPR, OSCR, VAT etc.		All Senior Managers	2	4	8 RISK APPETITE: CAUTIOUS (Compliance)	MEDIUM	<ul style="list-style-type: none"> • Dedicated Health & Safety Officer • Partnerships Working Groups • Service Level Agreement • Support from East Ayrshire Council

Risk Register

Risk Area 1

This risk was viewed as a compliant risk as East Ayrshire Leisure has to operate within the financial parameters that on the whole are decided by the Council. It has been well documented that East Ayrshire Leisure will have a reduction in funding from East Ayrshire Council and this will have a significant impact on the current venues we currently manage.

Risk Area 2

This risk was viewed as an operational risk a reduction in available finance's and continued savings may impact on the quality of services the Trust provides.

Risk Area 3

This risk was viewed as reputational; however the likelihood of it having a severe impact on the relationship we have with our partners is considered low as we have strong links with them and are able to adapt and negotiate change.

Risk Area 4

This area is viewed as operational risk as an inability to maintain buildings can have a significant effect on the provision of service. This has occurred in a few cases for example, St Josephs SGP and the problem with loose tiles in our swimming pools.

Risk Area 5

This area was viewed as a financial risk, but the Trust will take opportunities to increase income as opportunities arise.

Risk Area 6

This area is viewed as an operational risk and the impact of this is low as the Trust has systems in place to ensure the ongoing demands of employees can be met.

Risk Area 7

This was viewed as a compliance risk as the Trust must adhere to statutory requirements. The Trust has many controls in place and the likelihood of a failure is low, however, the repercussions could have a significant impact.

PERFORMANCE & AUDIT SUB COMMITTEE



EXTERNAL AUDIT PLAN 2018/19

Date: 28 May 2019

Agenda Item: 5

Report by: Anneke Freel, Interim Senior Officer

I PURPOSE

- 1.1 The purpose of this report is to present the External Audit Plan for 2018/19 for noting by the Sub-Committee.

2 BACKGROUND/CONSIDERATIONS

- 2.1 Scott Moncrieff were reappointed as East Ayrshire Leisure's External Auditors in 2017.
- 2.2 The External Audit Plan is attached as Appendix I to this report. The document details the work plan which will underpin the 2018/19 External Audit and sets out how both the Board and Scott-Moncrieff will meet their respective responsibilities under charities legislation and International Standards of Auditing.
- 2.3 The projected timescales for the audit allows for completion in July 2019, and this will allow the audited accounts to be presented to the AGM and then to the Council as part of the 2018/19 performance report.

Recommendation/s:

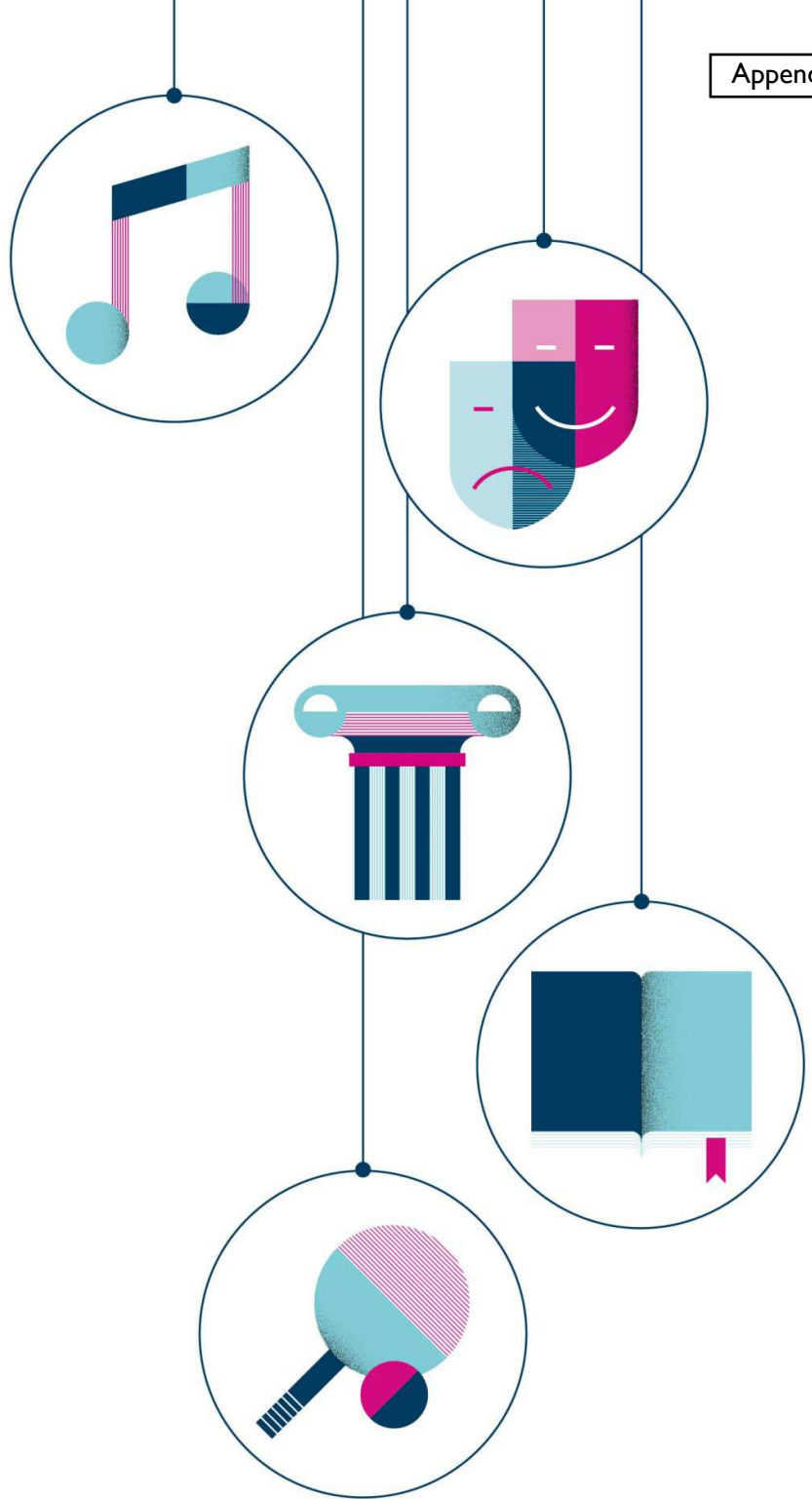
It is recommended that the Performance and Audit Sub-Committee:

- i. Consider and note the External Audit Plan for 2018/19; and
- ii. Otherwise note the content of this report.

Signature: Anneke Freel

Designation: Interim Senior Officer

Date: 7 May 2019



East Ayrshire Leisure

External Audit Plan 2018/19

May 2019

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1. Introduction

Introduction

1. This document summarises the work plan for our 2018/19 external audit of East Ayrshire Leisure.
2. The plan sets out the ways in which both the Board and Scott-Moncrieff will meet their respective responsibilities under charity law and International Standards on Auditing (UK) (ISAs (UK)).
3. The plan summarises the following:
 - the responsibilities of the Board and the Auditor;
 - our planned audit work and how we will approach it;
 - our proposed audit timetable; and
 - background to Scott-Moncrieff and the audit management team.

Confirmation of independence

4. International Standards on Auditing in the UK (ISAs (UK)) require us to communicate on a timely basis all facts and matters that may have a bearing on our independence.
5. We confirm that we will comply with Financial Reporting Council's (FRC) Revised Ethical Standard (June 2016). In our professional judgement, the audit process is independent and our objectivity has not been compromised in any way.
6. We set out in the 'Audit Strategy' section of this report our assessment and confirmation of independence. Our assessment includes consideration of:
 - Provision of non-audit services to East Ayrshire Leisure; and
 - Relationships between Scott-Moncrieff, the Board and senior management that may reasonably be thought to bear on our objectivity and independence.

Adding value through the audit

7. All of our clients quite rightly demand of us a positive contribution to meeting their ever-changing business needs. Our aim is to add value to East Ayrshire Leisure through our external audit work by being constructive and forward looking, by identifying areas of improvement and by recommending and encouraging best practice. In this way we aim to help East Ayrshire Leisure promote improved standards of governance, better management and decision making and more effective use of resources.
8. Any comments you may have on the service we provide would be greatly appreciated at any time.

2. Respective responsibilities of the auditor and the trustees

Respective responsibilities of the auditor and the trustees

Auditor responsibilities

9. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK) (ISAs (UK)). Those standards require us to comply with the Financial Reporting Council's (FRC) Revised Ethical Standard 2016.
10. We are also required to communicate any significant matters arising from the audit of the financial statements that are relevant to those charged with governance in overseeing the financial reporting process. The audit includes the consideration of internal controls relevant to the preparation of the financial statements but we do not express an opinion on the effectiveness of internal control.

Responsibilities of the trustees

11. The trustee's statutory responsibilities include:
 - Maintaining proper accounting records and an effective system of internal control;
 - Preparing the financial statements in accordance with the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charities and Trustee Investment (Scotland) Act 2005, and relevant accounting standards;
 - Preparing the financial statements on a going concern basis unless it is inappropriate to presume that the organisation will continue in business;
 - Safeguarding assets;
 - Taking reasonable steps for the prevention and detection of fraud and other irregularities; and
 - Ensuring sound corporate governance and the proper conduct of the organisation's operations.

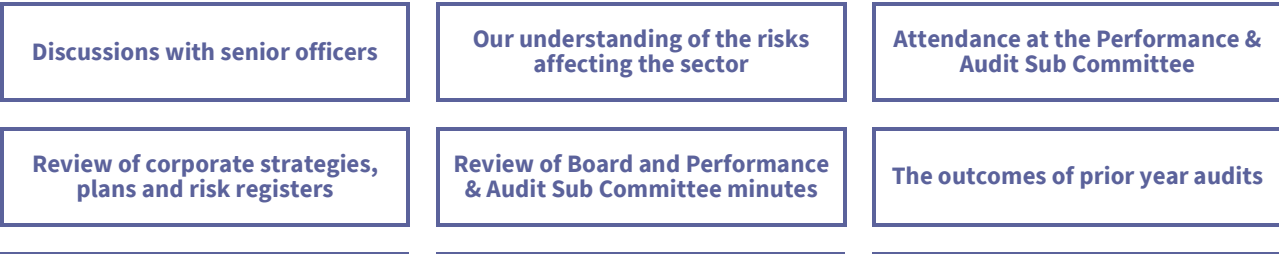
3. Audit strategy

Audit strategy

Risk-based audit approach

12. We follow a risk-based approach to audit planning that reflects our overall assessment of the relevant risks that apply to East Ayrshire Leisure. This ensures that

our audit focuses on the areas of highest risk. Our audit planning is based on:



13. Planning is a continuous process and our audit plans are therefore updated during the course of our audit to take account of developments as they arise.

from the final trial balance provided by East Ayrshire Leisure. No significant disclosures, adjustments or estimates are decided by Scott-Moncrieff.

Communications with those charged with governance

14. Auditing standards require us to make certain communications throughout the audit to those charged with governance. We have agreed with that these communications will be through the Performance & Audit Sub Committee.

18. Scott-Moncrieff also provides tax and VAT services to the charity. All tax services are provided by independent partners and staff who have no involvement in the audit of the financial statements.

19. We can confirm that we have complied with the FRC's Revised Ethical Standard 2016. In our professional judgement the audit process is independent and our objectivity is not compromised. In particular there are and have been no relationships between Scott-Moncrieff and the group, the Board and senior management that may reasonably be thought to bear on our objectivity and independence.

Professional standards and guidance

15. We perform our audit of the financial statements in accordance with International Standards on Auditing (UK) (ISAs (UK)), the International Standard on Quality Control 1 (UK), Ethical Standards, and applicable Practice Notes and other guidance issued by the Financial Reporting Council (FRC).

Charity regulation

20. Under Section 46 of the Charities and Trustee Investment (Scotland) Act 2005, auditors have a responsibility to report items of material significance to the Office of the Scottish Charity Regulator (OSCR).

21. UK charity regulators agreed a list of matters which would require a report and the associated guidance is applicable for all audits conducted and/or reported from 1 May 2017.¹

Confirmation of independence

16. International Standard on Auditing (UK) 260, "Communication with those charged with governance" requires us to communicate on a timely basis all facts and matters that may have a bearing on our independence.

22. We will consider whether there any matters to be reported throughout the course of our audit.

17. In addition to the audit of the financial statements, Scott-Moncrieff provides accounts preparation services to the charity (previously commissioned by East Ayrshire Council). Preparation of the financial statements is not considered to impact on the Firm's independence due to the presence of informed management. We prepare the financial statements

¹ <https://www.oscr.org.uk/media/2606/20170331-matters-of-material-significance-guidance-v1-0.pdf>

4. Financial statements

Financial statements

Approach to audit of the financial statements

23. Our opinion on the financial statements will be based on:

Risk-based audit planning

24. We focus our work on the areas of highest risk. As part of our planning process we prepare a risk assessment highlighting the audit risk relating to each of the key systems on which the financial statements will be based.

25. During our audit we will test and review the material amounts and disclosures in the financial statements. The extent of testing will be based on the risk assessment.

Materiality

26. Materiality is an expression of the relative significance of a matter in the context of the financial statements as a whole. A matter is material if its omission or misstatement would reasonably influence the decisions of an addressee of the auditor's report. The assessment of what is material is a matter of professional judgement over both the amount and the nature of the misstatement.

27. Our initial assessment of materiality for the financial statements is £143,000 approximately 2% of East Ayrshire Leisure's 2018/19 budgeted incoming resources. Our assessment of materiality is set with reference to incoming resources as we consider this to be the principal considerations for the users of the financial statements when assessing the performance of East Ayrshire Leisure. We will continue to review our assessment of materiality during the course of our audit.

28. Performance materiality is the amount set by the auditor at less than overall materiality for the financial statements as a whole to reduce to an appropriately low level the probability that the aggregate of the

uncorrected and undetected misstatements exceed materiality for the financial statements as a whole.

29. We set a performance (testing) materiality for each area of work which is based on a risk assessment for the area. We perform audit procedures on all transactions, or groups of transactions, and balances that exceed our performance materiality. This means that we perform a greater level of testing on the areas deemed to be at significant risk of material misstatement.

	Area risk assessment		
	High	Medium	Low
Performance materiality	71,500	85,800	107,250

30. We will report any misstatements identified through our audit that fall into one of the following categories:

- All material corrected misstatements;
- Uncorrected; misstatements with a value in excess of 5% of the overall materiality figure; and
- Other misstatements below the 5% threshold that we believe warrant reporting on qualitative grounds.

Key audit risks in the financial statements

31. Auditing standards require that we inform the Performance and Audit Sub Committee of our assessment of the risk of material misstatement in the financial statements. We have set out our initial assessment of audit risk to East Ayrshire Leisure below. In addition we outline how the scope of our audit responds to those risks. We will provide an update to the Performance and Audit Sub Committee if our assessment changes significantly during the audit.

Exhibit 1 – Key audit risks in the financial statements

1. Management override

In any organisation, there exists a risk that management has the ability to process transactions or make adjustments to the financial records outside the normal financial control processes. Such issues could lead to a material misstatement in the financial statements. This is treated as a presumed risk area in accordance with ISA (UK) 240 - *The auditor's responsibilities relating to fraud in an audit of financial statements*.

32. In response to this risk we will review East Ayrshire Leisure's accounting records and obtain evidence to ensure that any significant transactions outside the normal course of business were valid and accounted for correctly. We will adopt data analytics techniques to review and test aspects of this significant risk. We will review the key accounting estimates, judgements and decisions made by management. This will include, for example, depreciation rates.

2. Revenue recognition

Under ISA (UK) 240- *The auditor's responsibilities relating to fraud in an audit of financial statements* there is a presumed risk of fraud in relation to revenue recognition. The presumption is that the organisation could adopt accounting policies or recognise revenue transactions in such a way as to lead to a material misstatement in the reported financial position.

33. We will evaluate each material revenue stream, including the controls over revenue accounting. We will conduct substantive testing on all material revenue streams to confirm revenue has been recognised appropriately and in line with accounting policies.

3. Pension assumptions

An actuarial estimate of the pension fund assets and liabilities is calculated on an annual basis under FRS 102 and on a triennial funding basis by an independent firm of actuaries with specialist knowledge and experience. The estimates are based on the most up-to-date membership data held by the pension fund and have regard to local factors such as mortality rates and expected pay rises with other assumptions around inflation when calculating the liabilities.

Due to the timing of the publication of local government unaudited accounts, the annual valuation is typically performed in advance of actual investment returns being available. This results in the valuation also including an assumption regarding the investment returns of assets held by the fund for the final quarter of the financial year. Financial markets have experienced significant volatility and this trend has continued into 2019 which may result in challenges in estimating expected return on assets.

34. We will review the controls in place to ensure that the data provided from the pension fund to the actuary is complete and accurate. We will review the reasonableness of the assumptions used in the calculation against other local government pension fund actuaries and other observable data. We will agree the disclosures in the financial statements to information provided by the actuary.

5. Audit timetable and fees

Audit timetable and fees

This section of our plan provides details of our timetable and audit fees for the audit of East Ayrshire Leisure.

Date	Description
March 2019	Planning meeting
20 May 2019	Performance and Audit Sub Committee at which the 2018/19 external audit plan will be considered
w/c 27 May 2019	Final audit visit commences
19 August 2019	Presentation of our Report on the Audit to the Performance and Audit Sub Committee
17 September 2019	Approval and signing of the financial statements

Audit fees

35. Our fees for the audit and accounts preparation for the financial year 2018/19 are set out below (these exclude taxation services):

	2018/19 (excluding VAT)
Audit	£11,000
Preparation of the financial statements	£2,500

We will take account of the risk exposure of East Ayrshire Leisure and the management assurances in place. We assume receipt of the draft working papers at the outset of our on-site final audit visit. If the draft accounts and papers are late, or agreed management assurances are unavailable, we reserve the right to charge an additional fee for additional audit work. An additional fee will be required in relation to any other significant exercises not within our planned audit activity

6. Scott-Moncrieff

Appendix 1: Scott-Moncrieff

Edinburgh	Glasgow	Inverness
Exchange Place 3 Semple Street Edinburgh EH3 8BL	25 Bothwell Street Glasgow G2 6NL	10 Ardross Street Inverness IV3 5NS
(0131) 473 3500	(0141) 567 4500	(01463) 701 940

Your audit management team

Nick Bennett

Audit Partner

nick.bennett@scott-moncrieff.com

Nick will have overall responsibility for all aspects of the firm's services to East Ayrshire Leisure, working closely with your Board and senior management to ensure we understand and deliver the service that meets your needs and requirements.

Karen Jones

Audit Director

karen.jones@scott-moncrieff.com

Karen is your key contact; responsible for the management and control of the external audit services we provide to East Ayrshire Leisure. Karen is always available to provide accounting and other advice to the Board and senior management.

TRUST BUDGET 2019/20

Date: 28 May 2019

Agenda Item: 6

Report By: Anneke Freel, Interim Senior Officer

Summary

This report confirms the Trust's budget position for 2019/20 and shows how the savings target of £190,750 will be achieved.

1. BACKGROUND

1.1 The Council's Best Value Review of Services in March 2017 established a savings requirement of £1,056,000 to be achieved by 2021/22. To date £483,830 has been achieved leaving an outstanding balance of £572,170. The balance of savings has been allocated evenly over the next 3 financial years:-

2019/20	£190,750
2020/21	£190,750
2021/22	<u>£190,670</u>
	£572,170

1.2 The Trust Board has previously considered detailed review of Countryside & Outdoor Activities, Cultural & Community Venues, and Sport & Fitness in recent months and these reviews will generate part of the savings target in 2019/20.

2 SAVINGS IN 2019/20

2.1 A summary of savings is shown below:

	Identified Savings	Supplies & Services Allocation	Notes	Net impact 2019/20
People & Finance Savings	(45,720)	(1,500)	1	(47,220)
Marketing & Development Savings	0	(1,500)		(1,500)
Cultural Savings	(65,190)	(1,500)	2	(66,690)
Countryside Services Savings	(12,280)	(1,500)	3	(13,780)
Sport Savings	(60,060)	(1,500)	4	(61,560)
TOTAL 2019/20 SAVINGS	(183,250)	(7,500)		(190,750)

Note 1 PFS Savings relate to deletion of Health & Safety Officer post

Note 2 Cultural Savings relate to savings identified in Service Reviews approved by Board Feb 18 and Sept 18 and subsequently adjusted by Service Manager, reduced by reintroduction of budget for Newmilns Library removal of which was approved Feb 18 but not implemented, subsequently adjusted for Recharge to EAC

PERFORMANCE & AUDIT SUB COMMITTEE



Note 3 Countryside & Outdoor Activities savings relate to Review approved Jan 19

Note 4 Sport & Fitness Savings relate to deletion of Team Leader post (temp for 1 year) and removal of contingency within Service Review

3 Draft Annual Budget for 2019/20

Service Division	Annual Budget 2018/19 as at Qtr 4	2018/19 Adjustments	2019/20 Adjustments	2019/20 Savings	Draft Annual Budget 2019/20
CHIEF EXECUTIVE & PEOPLE & FINANCE	1,073,180	(34,190)	207,440	(47,220)	1,199,210
MARKETING & DEVELOPMENT	322,210	(31,060)		(1,500)	289,650
CULTURAL	2,125,410	(86,590)		(66,690)	1,972,130
COUNTRYSIDE & OUTDOOR ACTIVITIES	878,810	(22,310)	(10,800)	(13,780)	831,920
SPORT & FITNESS	621,170	(16,680)	(103,100)	(61,560)	439,830
TOTAL	5,020,780	(190,830)	93,540	(190,750)	4,732,740
Management Fee	(4,829,950)		(93,540)	190,750	(4,732,740)
Reserves	(190,830)	190,830			0
TOTAL	0	0	0	0	0

Recommendation/s:

It is recommended that the Board:

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

Signature: Anneke Freel

Designation: Interim Senior Officer

Date: 7 May 2019