



# **East Ayrshire Leisure Performs**

## **April 2016 - March 2017**



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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 2017
EAST AYRSHIRE LEISURE 1.1	Increase Customer Satisfaction levels	Show annual customer satisfaction improvements each year of Business Plan	<ul style="list-style-type: none"> <li>Customer satisfaction survey was commissioned and will provide a baseline position for future performance measurement.</li> </ul> <p><b>WITHIN TOLERANCE</b></p>
EAST AYRSHIRE LEISURE 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	Increase levels of attendance/ticket sales by 5% over the term of the business plan. Continue to invest in programme development. Increase online visitor usage by 2% each year of Business Plan	<ul style="list-style-type: none"> <li>Cultural visitors/attendance has increased by 3% during 2016/17</li> <li>Sport visitors/attendance has decreased by 0.3% by during 2016/17. Poor weather and ground conditions has impacted on golf attendances as well as localised adverse weather effecting availability of synthetic grass pitches.</li> <li>Countryside visitors/attendance has shown a 6% increase on the target figure for 2016/17 which was set to take account of the redevelopment works within the Country Park.</li> <li>A wide range of exhibitions/events/activities delivered across all areas have helped to support a 4% increase in attendance during the year. Examples include 'Art of Collection'; 'Angels, Myths and Fables'; 'I Am Here'; and 'Beauty and the Beast' panto at the Palace, Imprint Book Festival across our libraries, and school holiday programme at the Country Park. Specific examples of Sport &amp;Community Venues activities are highlighted under the appropriate action 2.1. It should be noted that due to limited access to the Country Park for redevelopment, attendance levels for countryside services are reduced. However, this is reflected in performance projections.</li> <li>£40K funding bid is being prepared to support design upgrade of <a href="http://www.futuremuseum.co.uk">www.futuremuseum.co.uk</a> with project partners – Bid will be completed in first six months of 2017.</li> <li>Future Museum (<a href="http://www.futuremuseum.co.uk">www.futuremuseum.co.uk</a>) visits have shown a 9% increase this year.</li> <li><a href="http://www.eastayrshireleisure.com">www.eastayrshireleisure.com</a> visits have shown a 3% increase above the target for this year.</li> </ul>

			<b>POSITIVE PERFORMANCE: ATTENDANCE FIGURES HAVE INCREASED BY 4% ACROSS THE VENUES DURING 2016/17.</b>
EAST AYRSHIRE LEISURE 1.3	Achieve new quality standards and/or maintain current Accreditation standards	<b>Visit Scotland:</b> 4 star: Doon Valley Museum 4 star: Dick Institute 4 star: Baird Institute 4/5 star: Dean Castle and Country Park 4 star: Burns House Museum	<ul style="list-style-type: none"> <li>All of our venues have either enhanced or maintained the venue star rating.</li> <li>Palace Complex was accredited for the first time and was awarded 4 stars. for The Dick Institute was awarded 4 stars (was previously 3 stars)</li> <li>Doon Valley Museum Closed.</li> </ul>
		<b>Arts Council England Museum Accreditation:</b> Dean Castle/Baird/Doon Valley/Burns House/Dick Institute maintained.	<ul style="list-style-type: none"> <li>Accreditation maintained for retained museums. Arts Council Notified of Closure of Doon Valley Museum and Accreditation withdrawn from this venue.</li> <li>£45K Funding bid being prepared to support investment in new Collection Management System – Bid will be completed in 2017.</li> </ul>
		<b>Collection Significance:</b> Musical Instrument/Burns Collections maintained.	<ul style="list-style-type: none"> <li>£60K funding bid to Museums Galleries Scotland is being prepared to support investment in display at Dean Castle which will support wider development.</li> <li>Significance status maintained across both areas.</li> </ul>
		<b>How Good Is Our Public Library Service:</b> 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.	<ul style="list-style-type: none"> <li>Given changes to Library Service we are discussing suitable timeline for starting review in 2017/18</li> </ul>
		<b>British Computer Society Accreditation: Maintain annual accreditation</b>	<ul style="list-style-type: none"> <li>Accreditation status maintained.</li> </ul>
		<b>UKA:</b> Maintain Certification at Ayrshire Athletics Arena	<ul style="list-style-type: none"> <li>Date for re-assessment May 2017</li> </ul>
		<b>FIFA:</b> Certification of all Synthetic Grass Pitches	<ul style="list-style-type: none"> <li>Full size synthetic grass pitches hold valid certification</li> </ul>

		Maintain status as <b>RLSS</b> Approved Training Centre	<ul style="list-style-type: none"> <li>East Ayrshire Leisure recognised as RLSS Approved Training Centre</li> </ul>
		Gain <b>Green Flag</b> award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.	<ul style="list-style-type: none"> <li>Assessment scheduled for Dean Castle Country Park in January 2018</li> <li>Assessment scheduled for Annanhill Golf Course in 2019</li> </ul>
		UKactive: achieve membership criteria	<ul style="list-style-type: none"> <li>In addition to UKactive, East Ayrshire Leisure is now an employer partner with the Chartered Institute for the Management of Sport and Physical Activity.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 1.4	Maintain and sustain high level partnerships that support service delivery and improvement.	Maintain current partnership network.	<ul style="list-style-type: none"> <li>In discussions with University West of Scotland and Ayrshire College to set up formal partnerships across several areas of operation including, Marketing, Libraries, Countryside and Cultural. Ayrshire College has been operating successfully from the Country Park since October and joint initiatives continue to be developed.</li> <li>Continued to work with a range of national partners to support our arts and exhibition programmes.</li> <li>Worked with a range of local partners to deliver engagement programmes across our cultural venues. These include local heritage groups/library groups and various town action plan committees.</li> <li>Local Record Centre Partnership has been established with North and South Ayrshire Councils to develop an on-line biological record centre for the region</li> <li>Future Museum partnership will be expanded to include Inverclyde Council.</li> <li>In discussions with Annanhill Golf Club and other stakeholders in Annanhill Park to develop a Management Plan and Business Plan for the site</li> <li>New informal partnership has been established with the Scottish Rural College Conservation Society which involves them carrying out conservation tasks within the Country Park on a monthly basis.</li> <li>Working in partnership with sports club partners and local groups to develop</li> </ul>

			<p>sporting provision and opportunities within trust facilities: ACDI, Ayrshire Gymnastics, Ayrshire Sportsability, East Ayrshire Athletics Partnership, Grange Frame Football, Footsteps Dancing, Kilmarnock Harriers McCulloch ATA, Senjokai Karate Club, Stewarton Tennis Club, Stewarton Trampoline Club, Stewarton United, Ucan- Learn, Work, Live, Urban Gymnastics, Stewarton Academy and Stewarton Parents Association.</p> <ul style="list-style-type: none"> <li>• Establishment of Landscape Partnership to develop a landscape scale heritage project in East Ayrshire. Partnership includes Community Action Planning steering group representatives, East Ayrshire Council, Scottish Natural Heritage, Central Scotland Green Network Trust, the Forestry Commission and other local and national stakeholders.</li> <li>• Continued partnership with South Lanarkshire Council and East Renfrewshire Council in the implementation of the Whitelee Access Action Plan</li> <li>• Establishment of the Ayrshire Strategic Route Network Partnership to develop an Ayrshire wide path network.</li> <li>• Attendance at the Health &amp; Safety Best Practice Group who meet on a quarterly basis to identify best practice in the leisure industry.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></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.	<ul style="list-style-type: none"> <li>• A process has been established to ensure gas and electricity meter readings are gathered for all facilities. Reports are collated and any issues are raised with the Team Leaders.</li> </ul> <p>Reduce energy costs by utilising the following:</p> <ol style="list-style-type: none"> <li>(a) Audit – Ensure the accuracy of energy costs</li> <li>(b) Monitor – Examine energy use to detect and prevent waste</li> <li>(c) Improve – Increase the efficiency of energy use</li> </ol> <ul style="list-style-type: none"> <li>• An audit has been carried out across core venues to determine current waste management arrangements and an action plan will be delivered in 2017/18 for implementation.</li> <li>• Key members of staff within the organisation attended Fuel Efficiency Training.</li> </ul>

			<ul style="list-style-type: none"> <li>All Trust vehicles have a telemetric system installed and drivers must meet a minimum standard.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
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**STRATEGIC OBJECTIVE TWO – TO ENHANCE PEOPLE’S HEALTH AND WELLBEING THROUGH PARTICIPATION**

<b>ACTION NO</b>	<b>ACTION</b>	<b>TARGET</b>	<b>PROGRESS AT 31 MARCH 2017</b>
EAST AYRSHIRE LEISURE 2.1	Increase general participation /attendance levels across service areas	<ul style="list-style-type: none"> <li>Increase participation/ attendance levels by 5% over the term of the Business Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Cultural visitors/attendance has increased by 3% during 2016/17</li> <li>Sport visitors/attendance has shown a 0.3% decrease on the target figure for 2016/17.</li> <li>Countryside visitors/attendance has shown a 6% increase on the target figure for 2016/17 which was set to take account of the redevelopment works within the Country Park</li> <li>Wide range of exhibitions/events/activities and workshop related activity delivered across the Trust have helped to support an increase in attendance/participation during the quarter.</li> <li>Created new workshop and education focus around our core venues resulting in more opportunities for participation. Examples include using Thursday evenings as a key event day in Cultural venues; family events at the Baird Institute, Imprint Book Festival, Bookbug events and Visual Art and Performing Arts workshop focus at Dick Institute, Palace and Cumnock. New Countryside Conservation Group has been established at DCCP and meets weekly.</li> <li>A wide range of new activities/programmes have been developed and implemented during 2016/2017. Examples include; dance programme for 3-14 year old; Latest trends- Nerf Wars sessions. Halloween activities at the Ayrshire Athletics Arena to engage youngsters not currently involved in athletics, Active Girls Day, Group morning PT sessions introduced at Loudoun Leisure Centre. New fitness classes for Boxercise, Piyo, Yoga and Badminton; Adult walking football, Handball, Tots Tennis, Roller Derby, 10 weeks to 10K</li> </ul>

			<p>sessions, Zumba Fitness, new parent and pre parent swimming programme.</p> <ul style="list-style-type: none"> <li>• Introduction of “Roon the Toon” in partnership with Kilmarnock Harriers and East Ayrshire Council attracting approximately 1200 entries.</li> <li>• Delivery of 25 athletics based events at the Ayrshire Athletics Arena which included the West District Championships and SUCA Scotland Vs Ireland.</li> </ul> <p><b>POSITIVE PERFORMANCE: ATTENDANCE / PARTICIPATION FIGURES HAVE INCREASED BY 4 % ACROSS THE VENUES DURING 2016/17.</b></p>
EAST AYRSHIRE LEISURE 2.2	Increase opportunities for/numbers of young people (12-25) using our services.	<ul style="list-style-type: none"> <li>• Increase by 1% each year number of young people using our service areas.</li> <li>• Raise £50K external funding during life of Business Plan to support programmes aimed at young people.</li> <li>• 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.</li> <li>• Offer reduced cost/free access to facility/project use for targeted groups of young people.</li> <li>• Carry out project surveys to measure behavioural change impact in 2016/17/18/19</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural baseline usage has now been completed and shows that 16% of our users are aged 12 -25 in 2016/17.</li> <li>• Sport baseline usage has now been completed and shows that 29% of our users are aged 12 -25 in 2016/17.</li> <li>• Countryside baseline usage has now been completed and shows that 14% of our users are aged 12 -25 in 2016/17.</li> <li>• Ongoing opportunities for young people through the Junior Ranger Club at Dean Castle Country Park and the John Muir Award Scheme.</li> <li>• Ongoing support to secondary schools, particularly through their wider achievement programmes.</li> <li>• New programme focus aimed at engaging this age range through Make Some Noise, Gaelic Project, Youth Theatre and Ayrshire Youth Arts Network.</li> <li>• Cumnock Youth Arts network workshops and events have helped to support a targeted programme of young people’s theatre and performance. It has attracted 526 young people.</li> <li>• Introduced 3D printing capability at the Dick Institute library.</li> <li>• 115 volunteer days were carried out with young people between 12 – 25 working on conservation project at the Country Park. This included 9 young people from Willowbank School.</li> </ul>

			<ul style="list-style-type: none"> <li>• 126 weekly sessions are on offer for those age 12 plus to participate in a wide range of sport and fitness activities. Sessions are delivered directly by East Ayrshire Leisure or in partnership with local sports clubs and organisations.</li> <li>• Engaged with a wide range of national governing bodies of sport and SportScotland to further develop programme delivery and opportunities available within trust facilities to participate in recreational or structured sport and physical activity.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></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"> <li>• Apply audit findings where appropriate, in 2017/18/19</li> <li>• Support people using our facilities/ programmes with mixed ability needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural baseline usage has now been completed and shows that 1% of our users are considered to have physical, sensory or learning disabilities in 2016/17.</li> <li>• Sport baseline usage has now been completed and shows that 2% of our users are considered to have physical, sensory or learning disabilities in 2016/17.</li> <li>• Countryside baseline usage has now been completed and shows that 6% of our users are considered to have physical, sensory or learning disabilities in 2016/17.</li> <li>• Working with Willowbank School to develop an outdoor learning area within Dean Castle Country Park which has been specifically adapted for mixed ability needs and will be used to support young people to achieve a John Muir Award. A funding application of £2K is being prepared.</li> <li>• Introduction of Frame Football at Grange Leisure Centre in partnership with Vibrant Communities and Grange Frame Football Club.</li> <li>• Development of the Mental Health Badminton Group in partnership with the New Farm Community Sports Hub and NHS Ayrshire &amp; Arran.</li> <li>• Work with Alzheimer's Scotland to develop a remote volunteering programme for people suffering from dementia.</li> <li>• Carried out community consultation regarding new play facilities at Dean Castle Country Park in partnership with East Ayrshire Council's Access Design Officer and Jupiter Play DDA specialist.</li> </ul>

			<ul style="list-style-type: none"> <li>Developed a full access audit of DCCP and Castle which will be fully implemented during the programme of works.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
<p>EAST AYRSHIRE LEISURE 2.4</p>	<p>Increase opportunities for/numbers of older people (60+) using our services.</p>	<ul style="list-style-type: none"> <li>Increase attendance by older people by 1% each year.</li> <li>Ensure we have programmes that are attractive to older users.</li> <li>Carry out sample surveys to measure behavioural change impact in 2016/17/18/19</li> <li>Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire &amp; Arran, Vibrant Communities.</li> </ul>	<ul style="list-style-type: none"> <li>Cultural baseline usage has now been completed and shows that 29% of our customers are aged 60+ in 2016/17.</li> <li>Sport baseline usage has now been completed and shows that 5% of our customers are aged 60+ in 2016/17.</li> <li>Countryside baseline usage has now been completed and shows that 1% of our customers are aged 60+ in 2016/17.</li> <li>The Homeworks service now fully operational and is working with 700 individuals and 5 care homes during this year.</li> <li>Worked with History Group in Cumnock for regular programme of talks at The Baird Institute and also at Doon Valley Museum.</li> <li>Working extensively with groups across Palace Theatre and Grand Hall and libraries supporting 60+ programmes. Examples include Opportunities In Retirement groups, Chit Chat Clubs, IT workshops across library network.</li> <li>Continuation of Walking Football in partnership with the Stewarton Community Sports Hub.</li> <li>Walking Football sessions initiated at Muirkirk, Patna, Catrine and Muirkirk Games Halls</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT 31 MARCH 2017
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"> <li>• Increase levels of visitor attendance in line with targets set in local Tourism Strategies.</li> <li>• Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events.</li> <li>• Submit external funding bids to support tourism development across our facilities/venues.</li> <li>• Maintain and develop partnership working with Visit Scotland/EventsScotland to support our programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Worked with EAC Tourism Officer on various projects and will integrate this work into East Ayrshire’s Tourism Action Plan.</li> <li>• With funding from East Ayrshire Council, major upgrades to the East Ayrshire side of the River Ayr Way took place in 2016. This work will be completed with an overhaul of the signage and interpretation in 2017.</li> <li>• Dean Castle programme of works currently being developed having raised over £2m from external sources.</li> <li>• £125,000 was approved from the Scottish Rural Development Programme as contribution to the DCCP Green Network Strategy. This is part of a £5 million redevelopment project at the Country Park</li> <li>• Wide range of exhibitions/events/activities delivered across the Trust that have helped to support increase in attendance during the year from previous year across all areas of operation. Examples include ‘Art of Collection’; ‘Angels, Myths and Fables’; ‘Beauty and the Beast’ panto at the Palace, Imprint Book Festival across our libraries.</li> <li>• Marketing attendance at Tourism Industry Leader Group, sitting on branding and marketing sub-groups.</li> <li>• Attending EAC’s Tourism Advisory Group meetings.</li> <li>• Attending EAC’s Corporate Events Working Groups meetings.</li> </ul>
EAST AYRSHIRE LEISURE	Work with local groups to add value to the tourism offer.	<ul style="list-style-type: none"> <li>• Work with 4 groups each year to support community development and to harness local knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>• Worked with Dalmellington Community Council, Irvine Valley Regeneration Partnership and Kilmaurs Community Council in the organisation of the Annick Valley, Irvine Valley and Dalmellington Walking Festivals which</li> </ul>

**POSITIVE PERFORMANCE: ATTENDANCE FIGURES HAVE INCREASED BY 9% FOR 2016/17 ACROSS THE LISTED VENUES**

3.2			<p>attracted over 1200 over the 3 weekends.</p> <ul style="list-style-type: none"> <li>• The Dunaskin Heritage Trust has been supported through a programme of Countryside Ranger led walks from April to October.</li> <li>• Cumnock History Group, Mauchline Burns Club, Doon Valley Community Council to add value to our heritage offer.</li> <li>• Working with the Kilmarnock Action Plan Group to develop a programme of events towards the end of October.</li> <li>• Work has started with Cumnock Town Centre Action Plan Group on a programme of development for Woodroad Park.</li> <li>• East Ayrshire Leisure is supporting New Cumnock Action Plan group in the development of their new allotment and community garden project.</li> <li>• Ongoing support given to Stewarton Woodlands Action Group and Stewarton Action Plan Steering Group in the development of the green network around Stewarton.</li> <li>• Support given to Nethergate Community Farm in the development of their social enterprise to promote sustainable farming as an economic and tourism offer.</li> <li>• Worked with Cumnock Action Plan group to develop the Love Cumnock bid to Ayrshire Leader.</li> <li>• East Ayrshire Leisure is represented on the Kilmarnock Town Centre Stakeholder Group to develop a programme of improvements and activities that will contribute to the tourism offer in Kilmarnock.</li> <li>• Worked with the Irvine Valley Regeneration Partnership to carry out community consultation exercises to inform the Irvine Valley Trails Project.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
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**STRATEGIC OBJECTIVE FOUR – TO BE RECOGNISED AS AN EMPLOYER OF CHOICE**

ACTION NO	ACTION	TARGET	PROGRESS AT 31 MARCH 2017
EAST AYRSHIRE LEISURE 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> <li>• Respond to survey findings.</li> <li>• Maintain constructive relationship with Trade Union – 6 meetings annually.</li> <li>• Maintain absence to below acceptable level of 8 days per annum.</li> <li>• Continue to achieve low levels of formal Grievances</li> </ul>	<ul style="list-style-type: none"> <li>• Employee survey was commissioned and will provide a baseline position for future performance.</li> <li>• Staff Recognition Award – Successful launch, many nominations were received highlighting excellence by staff.</li> <li>• Absence levels for the year is 8.45 which is above the acceptable 8 working days lost per employee. This is primarily due to long term absence. The top 3 causes of absence and action taken to tackle these are as follows:-               <ul style="list-style-type: none"> <li>○ Musculo Skeletal - Early Intervention is sought through Occupational Health and this is undertaken on day one of an absence.</li> <li>○ Operations/Treatment/Recovery – Managers and Team Leaders support staff through regular contact and employees are referred to Occupational Health where appropriate.</li> <li>○ Workplace Injury – Early Intervention is sought through Occupational Health and this is undertaken on day one of an absence. Employees are supported through regular contact and referred to Physiotherapy where appropriate.</li> <li>○ All employees are supported and managed in accordance with East Ayrshire Leisure's Sickness Absence Management policy.</li> </ul> </li> <li>• One formal grievance was considered by the Appeals Panel which was not upheld.</li> </ul> <p><b>WITHIN TOLERANCE</b></p>
EAST AYRSHIRE LEISURE 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> <li>• 6 Modern Apprenticeships during life of Business Plan subject to funding.</li> <li>• 10 work placements during life of Business Plan</li> </ul>	<ul style="list-style-type: none"> <li>• 102 placements from secondary and tertiary education were supported in 2016/17</li> <li>• 499 volunteer days were recorded within the Country Park in 2016/17. This</li> </ul>

		<ul style="list-style-type: none"> <li>• 3 interns during life of Business Plan.</li> <li>• Individual volunteers increase by 2% each year</li> <li>• Volunteer days increased by 2%</li> </ul>	<p>included 58 regular volunteers, as well as people attending one off volunteering events</p> <ul style="list-style-type: none"> <li>• Youth Theatre maintains 3 volunteers.</li> <li>• Textile Team at Castle 10-16 volunteers.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>																																
EAST AYRSHIRE LEISURE 4.3	Advance staff through training and development	<ul style="list-style-type: none"> <li>• Increase the use of EAGER working towards 95% coverage for permanent staff.</li> <li>• Develop training matrix for all service areas</li> <li>• Develop bespoke e-learning modules and training courses</li> <li>• Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations</li> </ul>	<ul style="list-style-type: none"> <li>• The EAGER process allows employees and their managers to work together to review performance, address any ongoing support and development needs required to allow an employee to work to their full potential. 91% of EAGER's were completed across the organisation which has been further broken down below into individual service areas:-</li> </ul> <table border="1"> <thead> <tr> <th>Service</th> <th>Total</th> <th>Submitted</th> <th>Completed</th> </tr> </thead> <tbody> <tr> <td>Cultural Services</td> <td>76</td> <td>72</td> <td><b>95%</b></td> </tr> <tr> <td>Countryside Services</td> <td>25</td> <td>22</td> <td><b>88%</b></td> </tr> <tr> <td>Directorate</td> <td>6</td> <td>5</td> <td><b>83%</b></td> </tr> <tr> <td>Marketing &amp; Development</td> <td>6</td> <td>4</td> <td><b>67%</b></td> </tr> <tr> <td>People &amp; Finance</td> <td>15</td> <td>15</td> <td><b>100%</b></td> </tr> <tr> <td>Sports &amp; Community Venues</td> <td>62</td> <td>55</td> <td><b>89%</b></td> </tr> <tr> <td></td> <td><b>190</b></td> <td><b>173</b></td> <td><b>91%</b></td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• A Training &amp; Development Officer, was appointed to the organisation on 24<sup>th</sup> October and has successfully concluded key objectives for the organisation.</li> <li>• Training Matrices are complete for all service areas</li> <li>• Bespoke e-learning modules and training courses have been developed for the organisation.</li> <li>• The EAC volunteer policy was adopted by East Ayrshire Leisure and</li> </ul>	Service	Total	Submitted	Completed	Cultural Services	76	72	<b>95%</b>	Countryside Services	25	22	<b>88%</b>	Directorate	6	5	<b>83%</b>	Marketing & Development	6	4	<b>67%</b>	People & Finance	15	15	<b>100%</b>	Sports & Community Venues	62	55	<b>89%</b>		<b>190</b>	<b>173</b>	<b>91%</b>
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			<p>developed into an operating framework specifically for East Ayrshire Leisure's requirements.</p> <p><b>POSITIVE PERFORMANCE</b></p>
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**FINANCIAL PERFORMANCE  
TO 31.03.17**

**Performance & Audit Sub Committee**  
**2016/17 EAST AYRSHIRE LEISURE BUDGET**  
**AS AT 31<sup>st</sup> MARCH 2017 – PERIOD 12**  
**SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY**

The actual outturn for East Ayrshire Leisure at 31<sup>st</sup> March 2017 is a favourable surplus of £61,760. This position is after a savings reduction of £879,000 in 2016/17.

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

**TABLE A – OVERALL NET POSITION**

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse
775,751	775,751	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	1,033,210	945,325	91%	945,325	(87,885)
345,452	345,452	<b>MARKETING &amp; DEVELOPMENT</b>	358,730	350,193	98%	350,193	(8,537)
2,518,146	2,518,146	<b>CULTURAL</b>	2,121,240	2,150,767	101%	2,150,767	29,527
70,265	70,265	Cultural Management	68,260	71,559	105%	71,559	3,299
143,656	143,656	Collection Care	148,850	143,526	96%	143,526	(5,324)
453,715	453,715	Cultural Development	440,960	441,992	100%	441,992	1,032
1,451,445	1,451,445	Libraries	1,094,870	1,104,708	101%	1,104,708	9,838
(19,642)	(19,642)	Bar & Catering	(18,600)	(24,129)	130%	(24,129)	(5,529)
418,707	418,707	Palace Complex	386,900	413,111	107%	413,111	26,211
736,458	736,458	<b>COUNTRYSIDE SERVICES</b>	730,740	756,624	99%	756,624	25,884
563,385	563,385	Countryside Development	563,410	557,060	119%	557,060	(6,350)
173,073	173,073	Countryside Golf	167,330	199,564	89%	199,564	32,234
1,415,378	1,415,378	<b>SPORT &amp; COMMUNITY VENUES</b>	1,518,660	1,356,821	89%	1,356,821	(161,839)
485,694	485,694	Sport & Community Management	605,930	464,682	77%	464,682	(141,248)
81,988	81,988	Area 1	106,720	110,620	104%	110,620	3,900
222,808	222,808	Area 2	185,690	208,833	112%	208,833	23,143
194,799	194,799	Area 3	258,810	210,379	81%	210,379	(48,431)
308,712	308,712	Area 4	328,450	319,201	97%	319,201	(9,249)
12,474	12,474	Area 5	360	18,946	5263%	18,946	18,586
87,453	87,453	Football	46,460	60,327	130%	60,327	13,867
21,450	21,450	Community Venues	(13,760)	(36,167)	263%	(36,167)	(22,407)
5,791,185	5,791,185	<b>TOTAL</b>	5,762,580	5,559,730	96%	5,559,730	(202,850)
(6,001,620)	(6,001,620)	Management Fee	(5,202,840)	(5,202,840)	100%	(5,202,840)	0
(210,435)	(210,435)	<b>TOTAL</b>	559,740	356,890		356,890	(202,850)
0	0	Savings Yet to be Identified	(141,090)	0		0	141,090
(150,860)	(150,860)	Trs From Reserves	(418,650)	(418,650)		(418,650)	0
99,150	99,150	Designated Funds	0	0		0	0
0	0	Trs To Reserves	0	0		0	0
(262,145)	(262,145)	<b>TOTAL (after transfer to reserves)</b>	0	(61,760)		(61,760)	(61,760)

**TABLE B – OVERALL NET POSITION**

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse
(1,892,014)	(1,892,014)	Income From Charitable Activities	(1,766,540)	(1,796,094)	102%	(1,796,094)	(29,554)
(6,001,620)	(6,001,620)	Management Fee	(5,202,840)	(5,202,840)	100%	(5,202,840)	0
<b>(7,893,634)</b>	<b>(7,893,634)</b>	<b>TOTAL INCOME</b>	<b>(6,969,380)</b>	<b>(6,998,934)</b>	<b>100%</b>	<b>(6,998,934)</b>	<b>(29,554)</b>
5,303,196	5,303,196	Employee Costs	5,496,870	5,364,165	98%	5,364,165	(132,705)
50,596	50,596	Transport Costs	51,910	40,311	78%	40,311	(11,599)
893,142	893,142	Premises Costs	717,060	716,901	100%	716,901	(159)
1,097,759	1,097,759	Supplies & Services	911,110	871,977	96%	871,977	(39,133)
18,630	18,630	Financing Costs	31,690	31,510	99%	31,510	(180)
212,400	212,400	Support Costs	212,400	212,400	0%	212,400	0
107,476	107,476	Governance Costs	108,080	118,559	110%	118,559	10,479
<b>7,683,199</b>	<b>7,683,199</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>7,529,120</b>	<b>7,355,824</b>	<b>98%</b>	<b>7,355,824</b>	<b>(173,296)</b>
<b>(210,435)</b>	<b>(210,435)</b>	<b>NET POSITION</b>	<b>559,740</b>	<b>356,890</b>		<b>356,890</b>	<b>(202,850)</b>
0	0	Savings Yet to be Identified	(141,090)	0		0	141,090
<b>(150,860)</b>	<b>(150,860)</b>	<b>Trs From Reserves</b>	<b>(418,650)</b>	<b>(418,650)</b>		<b>(418,650)</b>	<b>0</b>
99,150	99,150	Designated Funds	0	0		0	0
0	0	Trs To Reserves	0	0		0	0
<b>(262,145)</b>	<b>(262,145)</b>	<b>TOTAL (after transfer to reserves)</b>	<b>0</b>	<b>(61,760)</b>		<b>(61,760)</b>	<b>(61,760)</b>

**TABLE C – INCOME POSITION**

Revised Actual Income To 31/03/16	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Income To 31/12/16	Actual Income as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse
(8,171)	(8,171)	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	(2,000)	(5,671)	284%	(5,671)	(3,671)
(1,560)	(1,560)	<b>MARKETING &amp; DEVELOPMENT</b>	0	(363)		(363)	(363)
(507,893)	(507,893)	<b>CULTURAL</b>	(447,200)	(511,406)	114%	(511,406)	(64,206)
	0	Cultural Management	0	0		0	0
(1,783)	(1,783)	Collection Care	(1,500)	(2,711)		(2,711)	(1,211)
(57,147)	(57,147)	Cultural Development	(23,370)	(37,779)	162%	(37,779)	(14,409)
(102,845)	(102,845)	Libraries	(70,540)	(85,359)	121%	(85,359)	(14,819)
(87,951)	(87,951)	Bar & Catering	(80,000)	(98,065)	123%	(98,065)	(18,065)
(258,167)	(258,167)	Palace Complex	(271,790)	(287,491)	106%	(287,491)	(15,701)
(219,128)	(219,128)	<b>COUNTRYSIDE SERVICES</b>	(189,580)	(159,441)	84%	(159,441)	30,139
(59,188)	(59,188)	Countryside Development	(58,080)	(38,671)	67%	(38,671)	19,409
(159,940)	(159,940)	Countryside Golf	(131,500)	(120,770)	92%	(120,770)	10,730
(1,155,262)	(1,155,262)	<b>SPORT &amp; COMMUNITY VENUES</b>	(1,127,760)	(1,119,213)	99%	(1,119,213)	8,547
(60,900)	(60,900)	Sport & Community Management	(46,220)	(54,241)	117%	(54,241)	(8,021)
(214,392)	(214,392)	Area 1	(212,670)	(230,033)	108%	(230,033)	(17,363)
(104,750)	(104,750)	Area 2	(113,580)	(76,368)	67%	(76,368)	37,212
(223,649)	(223,649)	Area 3	(194,300)	(238,307)	123%	(238,307)	(44,007)
(111,727)	(111,727)	Area 4	(118,290)	(87,842)	74%	(87,842)	30,448
(238,809)	(238,809)	Area 5	(249,540)	(256,782)	103%	(256,782)	(7,242)
(18,265)	(18,265)	Football	(12,660)	(14,975)	118%	(14,975)	(2,315)
(182,770)	(182,770)	Community Venues	(180,500)	(160,667)	89%	(160,667)	19,833
(1,892,014)	(1,892,014)	<b>TOTAL</b>	(1,766,540)	(1,796,094)	102%	(1,796,094)	(29,554)
(6,001,620)	(6,001,620)	<b>Management Fee</b>	(5,202,840)	(5,202,840)	100%	(5,202,840)	0
(7,893,634)	(7,893,634)	<b>TOTAL</b>	(6,969,380)	(6,998,934)	100%	(6,998,934)	(29,554)

**TABLE D – EXPENDITURE POSITION**

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse
783,922	783,922	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	1,035,210	950,996	92%	950,996	(84,214)
347,012	347,012	<b>MARKETING &amp; DEVELOPMENT</b>	358,730	350,556	98%	350,556	(8,174)
3,026,038	3,026,038	<b>CULTURAL</b>	2,568,440	2,662,173	104%	2,662,173	93,733
70,265	70,265	Cultural Management	68,260	71,559	105%	71,559	3,299
145,439	145,439	Collection Care	150,350	146,237	97%	146,237	(4,113)
510,862	510,862	Cultural Development	464,330	479,771	103%	479,771	15,441
1,554,288	1,554,288	Libraries	1,165,410	1,190,068	102%	1,190,068	24,658
68,309	68,309	Bar & Catering	61,400	73,935	120%	73,935	12,535
676,875	676,875	Palace Complex	658,690	700,603	106%	700,603	41,913
955,587	955,587	<b>COUNTRYSIDE SERVICES</b>	920,320	916,065	100%	916,065	(4,255)
622,574	622,574	Countryside Development	621,490	595,731	96%	595,731	(25,759)
333,013	333,013	Countryside Golf	298,830	320,334	107%	320,334	21,504
2,570,640	2,570,640	<b>SPORT &amp; COMMUNITY VENUES</b>	2,646,420	2,476,034	94%	2,476,034	(170,386)
546,594	546,594	Sport & Community Management	652,150	518,923	80%	518,923	(133,227)
296,379	296,379	Area 1	319,390	340,653	107%	340,653	21,263
327,558	327,558	Area 2	299,270	285,201	95%	285,201	(14,069)
418,448	418,448	Area 3	453,110	448,685	99%	448,685	(4,425)
420,439	420,439	Area 4	446,740	407,042	91%	407,042	(39,698)
251,283	251,283	Area 5	249,900	275,728	110%	275,728	25,828
105,718	105,718	Football	59,120	75,301	127%	75,301	16,181
204,221	204,221	Community Venues	166,740	124,500	75%	124,500	(42,240)
7,683,199	7,683,199	<b>TOTAL</b>	7,529,120	7,355,824	98%	7,355,824	(173,296)
		<b>Management Fee</b>					0
7,683,199	7,683,199	<b>TOTAL</b>	7,529,120	7,355,824	98%	7,355,824	(173,296)

## CHIEF EXECUTIVE & PEOPLE & FINANCE SERVICE ANALYSIS

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	CHIEF EXECUTIVE & PEOPLE & FINANCE	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(8,171)	(8,171)	Income From Charitable Activities	(2,000)	(5,671)	284%	(5,671)	(3,671)	Favourable variance mainly relates to Bank Interest Received.
(6,001,620)	(6,001,620)	Management Fee	(5,202,840)	(5,202,840)	100%	(5,202,840)	0	
(6,009,791)	(6,009,791)	<b>TOTAL INCOME</b>	(5,204,840)	(5,208,511)	100%	(5,208,511)	(3,671)	
474,746	474,746	Employee Costs	702,790	647,601	92%	647,601	(55,189)	Favourable variance has arisen due to delays in filling vacancies and underspend within Training. £10k from Training Budget now included within funds to be designated for use in 2017/18.
0	0	Transport Costs	2,750	2,821		2,821	71	
15,861	15,861	Premises Costs	14,720	15,263	104%	15,263	543	
54,599	54,599	Supplies & Services	77,770	49,225	63%	49,225	(28,545)	Delay arose on expenditure on Contactless Payment Software/Equipment - £10k now included within funds to be designated for use in 2017/18.
0	0	Financing Costs	0	0		0	0	
212,400	212,400	Support Costs	212,400	212,400		212,400	0	
26,316	26,316	Governance Costs	24,780	23,686	96%	23,686	(1,094)	
<b>783,922</b>	<b>783,922</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,035,210</b>	<b>950,996</b>	<b>92%</b>	<b>950,996</b>	<b>(84,214)</b>	
(5,225,869)	(5,225,869)	<b>NET POSITION</b>	(4,169,630)	(4,257,515)	102%	(4,257,515)	(87,885)	
		Savings Yet to be Identified	(141,090)	0		0	141,090	
		Trs From Reserves	(172,260)	(172,260)		(172,260)	0	
4,500	4,500	Designated Funds				0	0	
		Trs To Reserves					0	
(5,221,369)	(5,221,369)	<b>TOTAL (after transfer to reserves)</b>	(4,482,980)	(4,429,775)	<b>99%</b>	(4,429,775)	<b>53,205</b>	

**MARKETING & DEVELOPMENT SERVICE ANALYSIS**

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	MARKETING & DEVELOPMENT	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(1,560)	(1,560)	Income From Charitable Activities	0	(363)		(363)	(363)	
		Management Fee					0	
(1,560)	(1,560)	<b>TOTAL INCOME</b>	<b>0</b>	<b>(363)</b>		<b>(363)</b>	<b>(363)</b>	
236,089	236,089	Employee Costs	263,470	247,805	94%	247,805	(15,665)	Favourable variance has arisen due to delays in filling a vacancy.
		Transport Costs	0	0		0	0	
		Premises Costs	0	0		0	0	
110,923	110,923	Supplies & Services	91,010	97,127	107%	97,127	6,117	Projected savings in employee costs allowed further promotional advertising to be conducted.
		Financing Costs	0	0		0	0	
		Support Costs	0	0		0	0	
		Governance Costs	4,250	5,625		5,625	1,375	
<b>347,012</b>	<b>347,012</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>358,730</b>	<b>350,556</b>	<b>98%</b>	<b>350,556</b>	<b>(8,174)</b>	
<b>345,452</b>	<b>345,452</b>	<b>NET POSITION</b>	<b>358,730</b>	<b>350,193</b>	<b>98%</b>	<b>350,193</b>	<b>(8,537)</b>	
(45,380)	(45,380)	Trs From Reserves	(65,370)	(65,370)		(65,370)	0	
		Designated Funds					0	
		Trs To Reserves					0	
<b>300,072</b>	<b>300,072</b>	<b>TOTAL (after transfer to reserves)</b>	<b>293,360</b>	<b>284,823</b>	<b>97%</b>	<b>284,823</b>	<b>(8,537)</b>	

## CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	CULTURAL	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(507,893)	(507,893)	Income From Charitable Activities	(447,200)	(511,406)	114%	(511,406)	(64,206)	Increased income generation through good ticket sales and event hire in our performing arts venues and Youth Theatre has supported this favourable position. This was also supported by increased hospitality income. Libraries also achieved increased sales across our DVD/audio budgets.
		Management Fee					0	
(507,893)	(507,893)	<b>TOTAL INCOME</b>	(447,200)	(511,406)	114%	(511,406)	(64,206)	
2,067,341	2,067,341	Employee Costs	1,809,630	1,880,369	104%	1,880,369	70,739	Adverse variance due to several long-term absences across our Performing Arts and Cultural Development teams. This meant that the use of bank staff was required to ensure venues remained open, which exceeded the budgets that we had available and resulted in significant budgetary pressure. Increased cost of bank staff is also linked to the improved position on income generation across our performing arts venues and Youth Theatre.
13,711	13,711	Transport Costs	17,950	13,428	75%	13,428	(4,522)	Reduced transport costs to manage overspend.
281,111	281,111	Premises Costs	223,050	227,658	102%	227,658	4,608	Adverse variance due to increased cost of unmetered water across libraries.
628,248	628,248	Supplies & Services	465,140	481,342	103%	481,342	16,202	Adverse variance due to increased costs involved in generating the favourable income across all areas of operation.
1,890	1,890	Financing Costs	7,620	7,440		7,440	(180)	
		Support Costs	0	0		0	0	
33,737	33,737	Governance Costs	45,050	51,936	115%	51,936	6,886	Adverse variance due to increased irrecoverable VAT position.
<b>3,026,038</b>	<b>3,026,038</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>2,568,440</b>	<b>2,662,173</b>	<b>104%</b>	<b>2,662,173</b>	<b>93,733</b>	
<b>2,518,145</b>	<b>2,518,145</b>	<b>NET POSITION</b>	<b>2,121,240</b>	<b>2,150,767</b>	<b>101%</b>	<b>2,150,767</b>	<b>29,527</b>	
(83,630)	(83,630)	Trs From Reserves	(34,640)	(34,640)		(34,640)	0	
38,650	38,650	Designated Funds				0	0	
		Trs To Reserves					0	
<b>2,473,165</b>	<b>2,473,165</b>	<b>TOTAL (after transfer to reserves)</b>	<b>2,086,600</b>	<b>2,116,127</b>	<b>101%</b>	<b>2,116,127</b>	<b>29,527</b>	

## COUNTRYSIDE SERVICE ANALYSIS

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	COUNTRYSIDE SERVICES	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(219,128)	(219,128)	Income From Charitable Activities	(189,580)	(159,441)	84%	(159,441)	30,139	Reduction in projected income due to the closure of the Country Park buildings from September 2016 leading to reduced income from catering and retail sales. Reduced income within golf due to the uncertainty of the sewage pipe work which has now been delayed until October 2017.
		Management Fee					0	
(219,128)	(219,128)	<b>TOTAL INCOME</b>	<b>(189,580)</b>	<b>(159,441)</b>	<b>84%</b>	<b>(159,441)</b>	<b>30,139</b>	
681,310	681,310	Employee Costs	707,300	690,745	98%	690,745	(16,555)	Favourable variance has arisen due to a managed approach to vacancies to offset reduction in income due to development works.
30,297	30,297	Transport Costs	30,260	23,601	78%	23,601	(6,659)	Managed reduction in transport expenditure to offset reduction in income due to development works at the Country Park
114,081	114,081	Premises Costs	69,560	77,427	111%	77,427	7,867	Increased costs due to essential H&S and IT upgrades to Annanhill Clubhouse and Welfare Unit
113,119	113,119	Supplies & Services	89,240	98,958	111%	98,958	9,718	Increased supplies and services due to essential works that were required at Annanhill Golf Course to address Health & Safety issues
12,380	12,380	Financing Costs	19,710	19,710	100%	19,710	0	
		Support Costs	0	0		0	0	
4,398	4,398	Governance Costs	4,250	5,625	132%	5,625	1,375	
<b>955,585</b>	<b>955,585</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>920,320</b>	<b>916,065</b>	<b>100%</b>	<b>916,065</b>	<b>(4,255)</b>	
<b>736,457</b>	<b>736,457</b>	<b>NET POSITION</b>	<b>730,740</b>	<b>756,624</b>	<b>104%</b>	<b>756,624</b>	<b>25,884</b>	
<b>(8,290)</b>	<b>(8,290)</b>	<b>Trs From Reserves</b>	<b>(31,390)</b>	<b>(31,390)</b>		<b>(31,390)</b>	<b>0</b>	
		<b>Designated Funds</b>				<b>0</b>	<b>0</b>	
		<b>Trs To Reserves</b>					<b>0</b>	
<b>728,167</b>	<b>728,167</b>	<b>TOTAL (after transfer to reserves)</b>	<b>699,350</b>	<b>725,234</b>	<b>104%</b>	<b>725,234</b>	<b>25,884</b>	

**SPORT & COMMUNITY VENUES SERVICE ANALYSIS**

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	SPORT & COMMUNITY VENUES	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(1,155,262)	(1,155,262)	Income From Charitable Activities	(1,127,760)	(1,119,213)	99%	(1,119,213)	8,547	Positive income performance across core S&CV Remit most notably- Ayrshire Athletics Arena, Auchinleck Leisure Centre, Doon Leisure Centre, Grange Leisure, and Loudoun Leisure Centre. Income levels minor positive facility attendances.
		Management Fee					0	
(1,155,262)	(1,155,262)	<b>TOTAL INCOME</b>	<b>(1,127,760)</b>	<b>(1,119,213)</b>	<b>99%</b>	<b>(1,119,213)</b>	<b>8,547</b>	
1,843,708	1,843,708	Employee Costs	2,013,680	1,897,646	94%	1,897,646	(116,034)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council, partially offset by the increased use of bank staff to provide cover for absence.
6,588	6,588	Transport Costs	950	461	48%	461	(489)	
482,090	482,090	Premises Costs	409,730	396,554	97%	396,554	(13,176)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council.
190,870	190,870	Supplies & Services	187,950	145,325	77%	145,325	(42,625)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council and prioritisation of spend to support saving target.
4,360	4,360	Financing Costs	4,360	4,360		4,360	0	
0		Support Costs	0	0		0	0	
43,026	43,026	Governance Costs	29,750	31,688	107%	31,688	1,938	
<b>2,570,642</b>	<b>2,570,642</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>2,646,420</b>	<b>2,476,034</b>	<b>94%</b>	<b>2,476,034</b>	<b>(170,386)</b>	
<b>1,415,380</b>	<b>1,415,380</b>	<b>NET POSITION</b>	<b>1,518,660</b>	<b>1,356,821</b>	<b>89%</b>	<b>1,356,821</b>	<b>(161,839)</b>	
(13,560)	(13,560)	Trs From Reserves	(114,990)	(114,990)		(114,990)	0	
56,000	56,000	Designated Funds				0	0	
		Trs To Reserves					0	
<b>1,457,820</b>	<b>1,457,820</b>	<b>TOTAL (after transfer to reserves)</b>	<b>1,403,670</b>	<b>1,241,831</b>	<b>88%</b>	<b>1,241,831</b>	<b>(161,839)</b>	

## RESERVES AS AT 31 MARCH 2017

TABLE A – Summary

TABLE B – Unuseable Reserves

TABLE C – Allocated Reserves Analysis

TABLE D – Unallocated Reserves - Items for Designation

### TABLE A – SUMMARY

UNRESTRICTED RESERVES	2014/15 b/f	2015/16 SURPLUS	BALANCE	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
			31 March 2016										
FIXED ASSET RESERVE	48,000		48,000	48,000					4360	43,640			
RETAINED RESERVES	400,000		400,000	400,000					150,000	250,000			
UNUSEABLE RESERVES (DEPRECIATION RESERVES)	63,820	30,000	93,820	93,820		0	0	0	19,240	74,220			see Table B
ALLOCATED RESERVES	123,260	289,150	412,410	412,410	0	23,430	63,830	100,850	56,940	167,360			see Table C
UNALLOCATED RESERVES	20,804	42,140	62,944	62,944						63,304			
HOLIDAY PAY PROVISION		-92,180	-92,180	-92,180						-92,180			
<b>TOTAL UNRESTRICTED RESERVES</b>	<b>655,884</b>	<b>269,110</b>	<b>924,994</b>	<b>924,994</b>	<b>0</b>	<b>23,430</b>	<b>63,830</b>	<b>100,850</b>	<b>230,540</b>	<b>506,344</b>			
RESTRICTED RESERVES			73,199			(11,206)		(273,912)	205,255	153,062			
PENSION RESERVE			(800,000)							(800,000)			
<b>TOTAL RESERVES</b>			<b>198,193</b>							<b>(140,594)</b>			

**TABLE B – Unuseable Reserves**

UNUSEABLE RESERVES	2014/15 b/f	2015/16 SURPLUS	BALANCE		PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
			31 March 2016	REVISED BALANCE									
Libraries Fit Out - Mauchline	8,110		8,110	8,110					1890	6,220	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	38,000	6,000	44,000	36,640					7330	29,310	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17
Annanhill Golf Course - Staff Welfare Facilities Balance				7,360						7,360		Ongoing	Redesignate to ongoing management arrangements of temporary facilities within Sport & CV
Annanhill Golf Course - Maintenance Equipment	17,710	15,000	32,710	32,710					8290	24,420	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.
Homeworlds Van		9,000	9,000	8,640					1730	6,910	7 June 2016 Board	Ongoing	Homeworlds Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17
Homeworlds Van - Balance			0	360						360		Ongoing	Release as uncommitted
<b>TOTAL UNUSEABLE RESERVES</b>	<b>63,820</b>	<b>30,000</b>	<b>93,820</b>	<b>93,820</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,240</b>	<b>74,580</b>			

**TABLE C – Allocated Reserves Analysis**

<b>ALLOCATED RESERVES</b>	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
People & Finance Administration Resources	20,000		20,000	20,000			4450	6850	7970	730	14 July 2015 Board	Ongoing	Will be used to support creation of 2 temp Clerical post, who are now in post
Marketing & Development Staff	20,000	81,000	101,000	101,000		6,310	20100	13800	18160	42,630	14 July 2015 Board, updated 1 March 2016 Board	Ongoing	Visual Communications Assistant - Initial 12 months, extended to 18 months; Digital Marketing Officer for 18 months; Marketing Co-ordinator (Sport) for 18 months
Libraries Fit Out	50,000	40,000	90,000	90,000						90,000	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2017.
Homewords Van		5,000	5,000	2,500				2500		0	7 June 2016 Board	Complete	Homewords Van Fit out
Homewords Van Balance				2,500						2,500		Ongoing	Redesignate to promotion of new Mobile Libraries
Sport & CV Saffing		99,000	99,000	99,000		9,310	16610	40730	20850	11,500	1 March 2016 Board	Ongoing	Team Leader for 18 months + Co-ordinator for 12 months
Annanhill Golf Course - 4th Green	20,000		20,000	20,000						20,000	14 July 2015 Board	Ongoing	Course design and alterations under consideration. Required for 2017/18
People & Finance Security		4,500	4,500	4,500		2,810	180		1510	0	7 June 2016 Board	Complete	Fortress Security Alarm
Marketing - Additional Facilities	7,000		7,000	7,000					7000	0	14 July 2015 Board	Complete	Initial work for Auchinleck Boswell Centre is complete. Funding allocated to

												market research consultant in line with Business Plan strategic objectives.
Dick Institute/Palace Complex Programme Development	3,960		3,960	3,960		3240	720	0	14 July 2015 Board	Complete		Programme took place January/February/March aimed at young people and day time use. Further programme planned in coming months.
Wi-Fi Provision - Phase I	2,300	4,650	6,950	6,950		4560	2390	0	14 July 2015 Board, updated 7 June 2016 Board	Complete		Wifi roll out currently in place. Additional funding now provided to ensure all libraries are covered by external funding. Upgrade of Burns House Museum to be completed.
Libraries		15,000	15,000	15,000		3660	11340	0	7 June 2016 Board	Complete		SIRSI Upgrade
Palace Complex		5,000	5,000	5,000		5,000		0	7 June 2016 Board	Complete		Floor Machine at Grand Hall
Annanhill Security Measures		15,000	15,000	15,000		14270	730	0	7 June 2016 Board	Complete		Works complete - awaiting confirmation of final invoice
AAA Pole Vault		20,000	20,000	20,000		20000		0	7 June 2016 Board	Complete		No longer required - redesignated to Fireworks Display until REF funding confirmed
Fireworks Display 2016						-20000	20000	0		Complete		Redesignated to Fireworks Display until REF funding confirmed
<b>TOTAL ALLOCATED RESERVES</b>	<b>123,260</b>	<b>289,150</b>	<b>412,410</b>	<b>412,410</b>	<b>0</b>	<b>23,430</b>	<b>63,830</b>	<b>100,850</b>	<b>56,940</b>	<b>167,360</b>		

## 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 01.04.16	Balance at 31.03.17	Expected Completion Date
Textile Team	Donations	(£677)	(£771)	Ongoing
Creative Place	Creative Scotland/Centerstage/Town Centre Management	(£24,571)	(£24,571)	Mar 2018
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,506)	(£4,426)	Ongoing
Wi-Fi	SLIC	(£11,500)	(£11,500)	TBC
Irvine Valley Trails	Renewable Energy Fund	-	(£59,614)	Mar 2019
The McKie Collection	Museum Gallery Scotland	(£10,175)	(£2,847)	Jul 2017
Make Some Noise	Creative Scotland	£0	(£17,529)	Sep 2018
GLAIF 16/17	Bord Na Gaidhlig	£0	(£2,998)	Sep 2017
I AM HERE	Creative Scotland	£0	(£11,027)	Jul 2017
Kilmarnock Green Infrastructure	Transport Scotland / Scottish Natural Heritage	-	(£15,000)	Mar 2018
River Ayr Way Signage	Awards For All	-	(£1,549)	Ongoing
Wild About the Farm	Groundwork UK (Tesco Bags of Help Scheme)	-	(£2,000)	Jan 2018

Textile Team is a team of volunteers that were originally funded by HLF to carry out restoration and repair of textiles. The remaining funding supports the group to continue with its work.

Creative Place is funded from Creative Scotland to bring high quality events and exhibitions to Kilmarnock, supporting regeneration and tourism. This budget will be used to enhance the exhibition

programming at The Dick Institute in 2017 with a premier of newly commissioned work by Turner nominated Scottish artist Nathan Coley.

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.

WiFi - additional £11,500 has been awarded from SLIC to complete our library Wifi rollout across our part-time libraries not covered in Phase 1 of project, including Newmilns, Bellfied and Drongan.

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 McKie Collection funded by Museum Galleries Scotland to support the digitisation of the McKie collection. A new post will be appointed for 18 months to deliver the project.

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.

Gaidhlig Gailearaidhean at the Dick Institute is a new set of visual art workshops led in Gaelic, and funded by Bòrd Na Gaidhlig

I AM HERE is a major retrospective exhibition of European studio jewellery from the Crafts Council in London. The Dick Institute is the only Scottish venue to host the exhibition, and it is funded by Creative Scotland. The significant engagement programme with 600 Primary 7 pupils, is developed and delivered in partnership with the National Museum of Scotland.

Kilmarnock Green Infrastructure Project has received a funding package of £50,000 to design and development stage of the 18 mile cycle route in and around Kilmarnock. A project officer is being recruited for 1 year to take this forward. The initial £15,000 has been received from East Ayrshire Council's Parks Development Fund with the outstanding amount being confirmed from the Central Scotland Green Network Fund.

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. This is scheduled for completion in 2017/18.

As part of a public vote, Wild About the Farm has received £2,000 from the Tesco Bags of Help. This grant will be used to introduce hedges, lades and reed beds into the Urban Farm at Dean Castle Country Park. This work will be carried out with volunteers and students from Ayrshire College.



**EXTERNAL FUNDING  
(APRIL 2016 – MARCH 2017)**

## 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 2016/17
Cultural	Live Literature Fund - Scottish Book Trust	£1,275	£1,275
Cultural	EventScotland - Burns's Birthday In Mauchline	£6,500	£6,500
Cultural	Bord Na Gaidhlig - Gaelic Visual Art Workshops	£3,500	£2,800
Cultural	Tesco Bank - Summer Reading Challenge	* £350	£350
Countryside	Volunteering Matters - Marvellous Margins	* £250	£250
Cultural	Creative Scotland - I Am Here	£8,000	£6,000
Cultural	Live Literature Fund - Scottish Book Trust	£300	£300

Cultural	Scottish Library and Information Council (SLIC) - Read the Past Imagine the Future -	£400	£400
Cultural	Scottish Book Trust - Live Literature Fund	£1,575	£1,575
Countryside	Dean Castle - Groundwork UK/Tesco Bags of Help - Wild About the Farm	£2,000	£2,000
Countryside	Tesco Bags of Help - Bat Bothy	£2,000	£0
Countryside	HLF - Traditional Rural Skills	£10,000	£0
Sports	Vibrant Communities (Participatory Budgeting) - East Ayrshire Leisure - Community Hall	£1,000	£1,000
<b>TOTAL</b>		<b>£37,150</b>	<b>£22,450</b>

**EXTERNAL FUNDING NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS**

<b>Section</b>	<b>Name of Funding Provider and Project</b>	<b>Value of Funding/Support</b>	<b>Comments</b>
Cultural	Heritage Lottery Fund - Dean Castle	£1,547,200	will be paid to EAC
Countryside	Scottish Rural Development Programme (SRDP) - Dean Castle Country Park	£125,000	will be paid to EAC
<b>TOTAL</b>		<b>£1,672,200</b>	

## EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Cultural	Creative Scotland - Gaelic Visual Art Workshops	£3,948	Declined due to unspecified artists facilitating workshops.
Countryside	Greggs Environmental Foundation - Minibeast Mountain	£2,000	Declined due to highly competitive fund.
Countryside	Tesco Bags of Help - DCCP Urban Farm Project	£10,000	Declined due to highly competitive fund. Have been invited to resubmit in November 2016.
Countryside	Community Cashback Scheme - Outdoor Learning Workshop	£150,000	Declined due to highly competitive fund.
Countryside	Esmee Fairbairn - Kay Park Pond Restoration	£40,000	Declined due to highly competitive fund. However discussions with EAC have identified alternative funding.
Cultural	Event Scotland - Dick Institute WWI Centenary with Nathan Coley	£23,972	Declined due to highly competitive fund.
Cultural	SLIC - Creative Space	£33,000	Application declined but invited to resubmit once Dick Institute has been developed.
Countryside	Ayrshire Leader - Dean Castle Country Park	£200,000	Assessment panel didn't feel the location of the Country Park represented Rural Ayrshire.
Sport & CV	East Ayrshire Boccia Club - Peter Harrison Foundation	£1,676	The funding organisation has decided to fund a larger scale programme.
Cultural	Love Cumnock - Ayrshire Leader	£190,000	Declined - invited to reapply at future date.
Countryside	Big Lottery - Outdoor Nursery Feasibility Study	£10,000	Asked to review and resubmit in the next round.
Cultural	Celebrate Kilmarnock (Participatory Budgeting) - Textile Team Halloween	£800	Would go into 2017 / 18 Textile Team budget to produce costume for Celebrate Kilmarnock Halloween event. Unsuccessful. There was a lot of competition from good local causes and these were voted for by the public. Other sources of funding may be explored.
<b>TOTAL</b>		<b>£665,396</b>	



**BAD DEBT WRITE-OFF  
(APRIL 2016 – MARCH 2017)**

## DEBTS IDENTIFIED FOR WRITE-OFF

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

Bad and doubtful debts totalling £4,723.21 have been identified for write-off. Provision exists within the Annual Accounts for debt write-off and is currently valued at £7,250.88.

Reasons for write-off are summarised below:-

<b>Reason for Write-Off</b>	<b>No of Accounts</b>	<b>Amount</b>
Debt is uneconomical to pursue	28	2,289.60
Poor recovery prospects	6	2,433.61
<b>Total</b>	<b>34</b>	<b>4,723.21</b>



## **PERFORMANCE SCORECARD**

**East Ayrshire Leisure Trust – EPMS Quarterly Indicators – Key** RED (REQUIRES INTERVENTION) AMBER (WITHIN TOLERANCE) GREEN (POSITIVE PERFORMANCE)

	Indicator	2015/16 Figure	2016/17 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	2016/17 Actual	Comments
1	East Ayrshire Leisure Trust: Total Income	7,893,634	6,969,380	10%	1,711,130	1,745,235	1,717,500	1,636,729	1,734,355	1,705,635	<b>1,806,395</b>	<b>1,911,335</b>	<b>6,998,934</b>	Rise in income in final quarter has resulted in small surplus in income compared to the projected shortfall.
2	East Ayrshire Leisure Trust: Total Expenditure	7,683,199	7,529,120	10%	1,789,760	1,319,170	1,817,400	2,097,271	1,884,690	1,586,036	<b>2,037,270</b>	<b>2,353,347</b>	<b>7,355,824</b>	Although Qtr 4 expenditure is higher than target the cumulative projected underspend on expenditure has been achieved.
3	Core Services Customer Visits: Culture	518,759	506,070	10%	127,617	148,990	121,657	112,660	138,529	157,617	<b>118,267</b>	<b>103,950</b>	<b>523,236</b>	Cultural venues are showing a 13% visits decrease on the quarter target, due largely to Dick Institute and part-time libraries performance. End of year performance shows a 3% increase in performance.

	Indicator	2015/16 Figure	2016/17 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	2016/17 Actual	Comments
4	Core Services Customer Visits: Sport and Community Venues	792,551	815,666	10%	205,690	229,635	194,500	177,375	220,633	189,819	220,633	216,025	812,854	Attendance figures has shown a 0.3% decreased on the targeted figure for 2016/17. 2812 attendances short from projection. 5 Core venues have achieved higher increases in attendances against projected outturns.
5	Core Services Customer Visits: Countryside	1,457,102	1,053,010	10%	472,974	477,689	511,662	531,456	34,268	35,614	34,106	32,173	1,112,405	Dean Castle Country Park has had restricted access in Q4 due to works programme. River Ayr also shows a marginal decline during Q4. Overall countryside performance shows a 6% increase for 2016/17.

	Indicator	2015/16 Figure	2016/17 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	2016/17 Actual	Comments
6	Core Services Customer Visits: Future Museum (Virtual Service)	225,692	230,206	10%	63,440	60,831	55,634	64,479	62,256	58,121	48,876	73,431	256,862	Future museum is now 8 years old and the partnership is looking to develop a funding package to refresh design and keep it a dynamic heritage website. 2016/17 performance shows a 9% increase in unique visits.
7	Core Services Customer Visits: eastayrshireleisure.com (Virtual Service)	291,736	297,571	10%	69,050	62,078	79,994	76,918	82,673	81,398	65,855	85,107	305,389	Positive performance. Our website has exceeded the 2% annual target by an additional 7818 sessions.
8	East Ayrshire Leisure Trust: Average days lost per employee	5.86 days	8 days	Over 2 days	2 days	1.54 days	2 days	1.76 days	2 days	2.59 days	2 days	2.56	8.45	All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management Policy. Additional training is being developed to support staff who manage the absence policy.