

EAST AYRSHIRE LEISURE



STRATEGIC VISION 2020-2030

eastayrshireleisure.com



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Introduction

This document provides a 10 year vision for East Ayrshire Leisure that provides strong and ambitious objectives, outlines clear timescales for delivery and sets a strategic direction that will develop the Trust into a more independent, resilient, innovative and inclusive organisation. Within this 10 year period, East Ayrshire Leisure will continue to grow as a leisure provider, facilitator and partner that is recognised on both a local and national stage.

To be successful in our ambitions collectively we plan to:

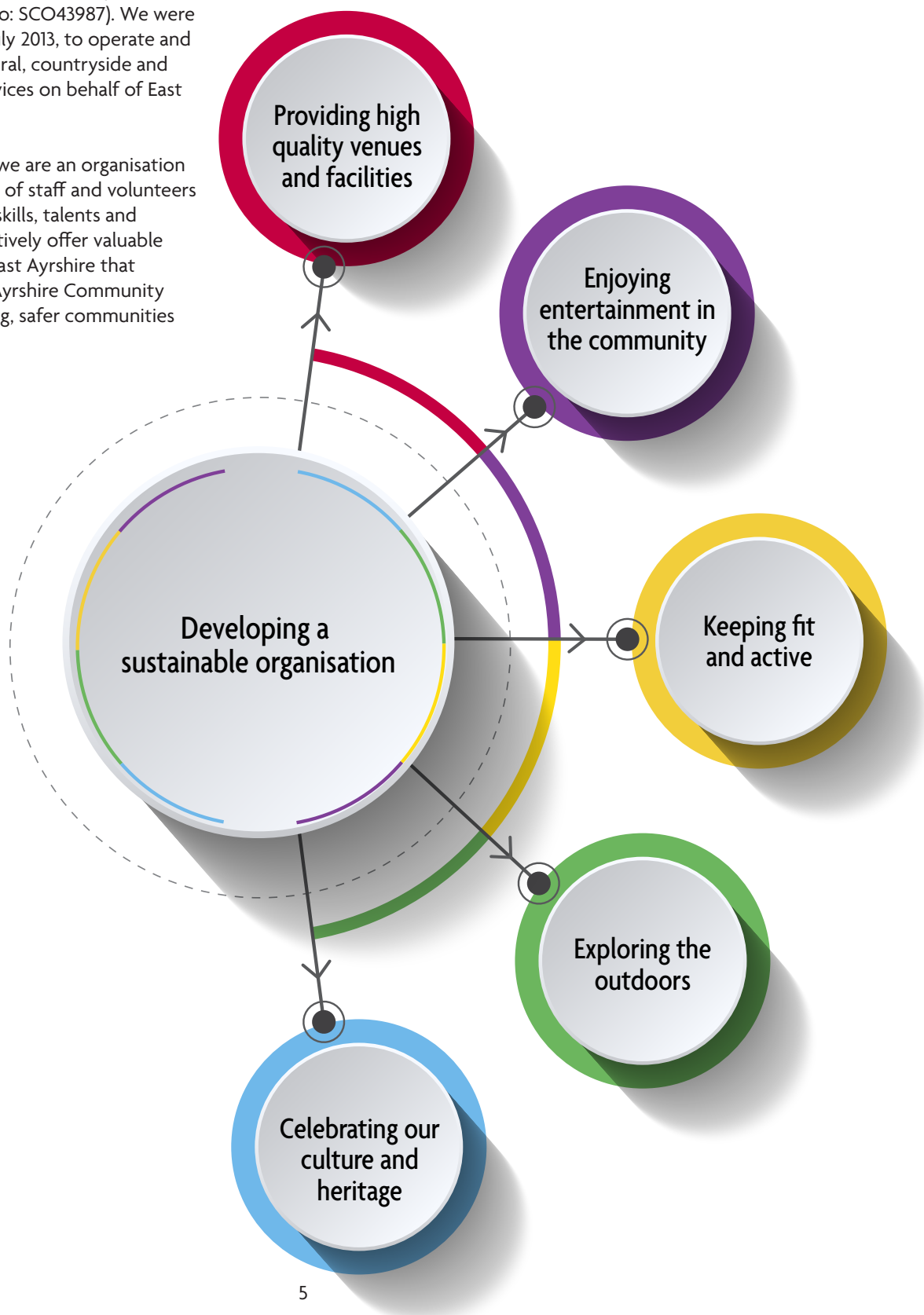
- Work more closely with local communities and our customers to deliver services that are valued and embedded in local life;
- Engage with local and national partners to develop collaborative approaches to service design that enhance the opportunities for leisure across East Ayrshire;
- Develop facilities that are of a high quality and to support partners across the third, public and private sector in doing the same;
- Contribute to local and national agendas through the provision of an innovative programme that encourages East Ayrshire to flourish;
- Value our people, recognise their skills and talents and empower them to be solution focused;
- Integrate commercialisation and sustainability into our business model in its widest sense and to explore more efficient working practices, governance and leadership arrangements and to look to the market place for inspiration
- Be a responsible member of the community that supports a sense of place and adopts environmental best practice.



Who We Are

In the simplest of terms, East Ayrshire Leisure is a Scottish Charitable Incorporated Organisation (Charity No: SCO43987). We were established on the 1st July 2013, to operate and manage a range of cultural, countryside and sports facilities and services on behalf of East Ayrshire Council.

However, in real terms, we are an organisation with over 600 members of staff and volunteers with a diverse range of skills, talents and experiences who collectively offer valuable leisure services across East Ayrshire that contribute to the East Ayrshire Community Plan themes of wellbeing, safer communities and economy and skills.



What We Have Achieved

ENJOYING CULTURE AND ENTERTAINMENT

We have an impressive portfolio of cultural venues; since the inception of the Trust, the Palace Theatre/Grand Hall complex, Dick Institute, Baird Institute, Burns House Museum & Library have all either maintained or achieved a VisitScotland 4 star rating. In 2016 The Dick Institute, Dean Castle, Baird Institute and the Burns House Museum were again awarded Accredited Status (the most important and fundamental set of museum quality standards).

Described in the media as ‘Scotland’s finest municipal gallery’, **The Dick Institute** hosts an ambitious range of temporary exhibitions and is regularly the only Scottish venue for significant shows, welcoming over 120,000 visitors each year. Over the past 6 years, we have partnered with national institutions including the V&A, National Galleries Scotland and TATE Modern to bring the very best in contemporary art and exhibitions of national and international significance. The recent refurbishment breathed new life into this stunning building. The transformation of the library areas and the creation of a new café has proved to be very popular with our regular customers and visitors alike.

In 2013 East Ayrshire Leisure led the partnership bid with East Ayrshire Council Town Centre Management and Centrestage to win Creative Scotland’s prestigious, competitive and coveted **Creative Place Award** worth £150,000. The award programme resulted in 58,260 visitors/participants attending, 4,906 tickets sold, 164 artists/musicians/writers/actors performing, 94 events taking place, 53 volunteers supporting and 14 venues hosting. During the year of Creative Place, tourism figures for East Ayrshire show increased spend of £16.2 million on the previous year and a 21% increase in visits to the area evidencing the value culture and creativity can have on regeneration. The media coverage from the award was over £83,000. The award brought Kilmarnock’s profile in high quality creative arts development to a National stage, changing people’s perceptions of the town and laying the foundations of ambition for the future which also contributed significantly to the SURF award win of Scotland’s Most Improved Town.



“We are incredibly proud of what we have achieved in the first 6 years of East Ayrshire Leisure. We have delivered an impressive array of programmes, projects, events and activities throughout all areas of our business and highlighted below are some of our favourites.”

With significant funding from Heritage Lottery Fund and EventScotland in 2015, we developed the large scale **Deep Roots** project – working with over 1,300 Primary 7 pupils from all 43 East Ayrshire Primary Schools. The project celebrated the Boyds of Dean Castle and the celebratory event brought every participating pupil to Dean Castle to watch a battle re-enactment by Living History Scotland, meet colourful characters from Dean Castle's history on a march around the park, with an amazing finale of a newly commissioned film animation telling the long history of Dean Castle being projected onto the Keep Wall.

As part of the Commonwealth Games in 2014, we led a successful partnership bid, with South Ayrshire Council and Dumfries and Galloway Council, to Creative Scotland to fund a contemporary art celebration in three of our venues, as part of the Scotland wide **GENERATION** initiative. We chose to exhibit work from the most prolific Ayrshire and Dumfries visual artists over the last 25 years. Christine Borland, Graham Fagen and artist duo Matthew Dalziel and Louise Scullion featured across our venues and our home grown and curated exhibition was critically acclaimed in the Scotsman and received a four star....‘If there is one of these shows that is most effective it is the Dick Institute’s...’

One of our most notable exhibitions was **Picasso At Play** which we brought to the Baird Institute, Cumnock in 2016. Regarded as one of the most important artists of the 20th century, Picasso's life and works were outlined in the exhibition of photographs, complemented by loans of original Picasso artworks from the collection of our partners at National Museums Scotland. Pupils from across East Ayrshire came to visit and hear all about one of the greatest creative minds in history.

Our libraries have continued to evolve and develop through the past 6 years with the introduction of our highly successful **Homewords**. This invaluable service is available to residents who are unable to visit a community or mobile library due to age, disability or long term illness which normally confines them to their home. **Bookbug** sessions have continued to thrive, offering free, friendly, fun sessions of songs, rhymes and stories for babies, toddlers, pre-schoolers and their families and carers to enjoy together, introducing children to the wonders of reading and books at an early age.

Our annual book festival **Imprint** has welcomed many literary giants to our venues over the last six years including Val McDermid, Joanne Harris, Graeme Macrae Burnett, Denise Mina, Jackie Kay, Hugh McIlvanney, Roald Dahl, Nick Sharratt, Rab Wilson and Liam McIlvanney to name but a few. The increasingly popular book festival has also welcomed numerous television



personalities such as Hardeep Sing Kohli, John Gordon Sinclair, Kirsty Wark, Kate Humble, Tony Robinson and Neil Oliver.

What We Have Achieved

Another of our landmark buildings, **The Palace Theatre**, celebrated its 100th birthday in 2016 with a weekend of festivities, tours and history installation. The Palace continues to host a vast array of performances from week-long local amateur shows such as Loudoun Musical Society's Joseph & Kilmarnock Amateur Operatic Society's Full Monty to contemporary drama from visiting companies such as Rapture (premiering *The Red Lion* in 2019 and musical drama *Pylon* in 2017).

The annual pantomime is a well-loved staple and we continue to work with Imagine Theatre to produce stunning family pantomimes. Over the past 6 years we have enjoyed Sleeping Beauty, Dick Whittington, Beauty And The Beast, Mother Goose and Aladdin, with over 133,000 attendances in total. In 2019 the Sleeping Beauty production was recognised by the British Pantomime Awards with 2 nominations: Best Musical Achievement and Best Dame.

Throughout the years the **Grand Hall** has continued to play its part in the national music scene hosting concerts such as Kasabian (2014), Proclaimers (2015), Primal Scream (2016), The Libertines, Happy Mondays (2017) and Gerry Cinnamon (2018). The venue hosts numerous East Ayrshire Council Education productions welcoming thousands of young people to the stage, it provides a home to the Youth Theatre and vital rehearsal space to the Panto cast while also continuing to supporting the community and education concerts and events.

We are extremely proud of our in-house Youth Theatre, **East Ayrshire Youth Theatre** and it continues to go from strength to strength. In 2016 they were granted the rights to be the Scottish premier of *Made in Dagenham*. During this year they also had a 10 year celebratory anniversary performance with 150 pupils (past and present) taking part in sell-out shows. The Trust has offered numerous work experience opportunities to EAYT students over the years and many have left to pursue further education in musical theatre and the arts, highlighting the significance and professionalism of this outstanding project.

One of our biggest successes has been the establishment of our in-house **hospitality service** which now serves the Palace, Grand Hall and Cumnock Town Hall bars, the Palace Kiosk, the Dick Institute Café and external bar services. The service has gone from a target income of £49k in 2014/15 to this year's target of £162k, which equates to an increase in income of 230%. In 2019 it received national recognition with a Silver Best Bar None Award.





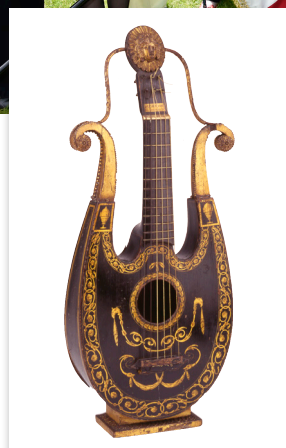
Cumnock Town Hall underwent extensive restoration and refurbishment totalling £1.5 million in 2015, transforming the venue into an impressive arts, entertainment and social venue providing theatre, music, and children's shows with footfall and revenue continuing to increase. Over the past three years the venue has attracted highly acclaimed artists such as Lloyd Cole, Kate Humble, Tony Stockwell and John Challis as well as awarding winning theatre companies such as Catherine Wheels, McDougalls and Starcatchers. We have also created excellent links with local amateur groups such as Cass, Camps, Disability Scotland, local schools and dance schools

The Dean Castle Restoration Project which is addressing ongoing stonework and water ingress issues will allow us to redisplay the important collections held there and to transform the visitor experience. While work progresses, the entire contents of the Castle have been moved to the Dick Institute for safekeeping. The Collection Care team carried out the decant of these valuable and fragile collections and have created new stores, work areas and exhibitions at the Dick Institute. The collections are being digitised and documented prior to their return to the Castle in 2021.

In 2014 the collection of **Historic Musical Instruments** held at Dean Castle was officially recognised as being one of Scotland's nationally-significant collections. This highly-important accolade is part of the Recognition Scheme administered by Museums Galleries Scotland on behalf of the Scottish Government. The instruments, which represent one of the best collections of early instruments in the world, were included as Lord Howard de Walden's gift to Kilmarnock of the Castle and estate in the 1970's. The Robert Burns Collections were similarly Recognised a few years earlier.

2015 saw the 200th anniversary of the **Battle of Waterloo**. This event was commemorated nationally with a key part of the story centring around Kilmarnock-born Sergeant Charles Ewart of the Scots Greys – a national hero for being the man who captured one of Napoleon's Standards - a battle flag with an Imperial Eagle on top, bringing huge shame upon Napoleon and marking the decisive turning point in the battle. To mark Kilmarnock's involvement, Dean Castle's own Textile Team (which also celebrated its 10th anniversary recently) painstakingly reproduced a replica of the captured Standard in silk and gold thread. This Standard was not only the centrepiece of events in Kilmarnock

and Edinburgh, but also travelled to the battlefield itself and subsequently to the national event in London. Three flags were made in total - one now on display in The East India Club, London, another donated to the Royal Scots Dragoon Guards Regiment and the third is in the museum collections. Kilmarnock was given a rare copy of the new Waterloo Dispatch as a result and the Textile Team received a special award of Recognition from East Ayrshire Council.



THE HISTORICAL MUSICAL INSTRUMENT COLLECTION
OF EAST AYRSHIRE LEISURE IS

10

RECOGNISED AS A
NATIONALLY SIGNIFICANT COLLECTION

AWARDED BY MUSEUMS GALLERIES SCOTLAND
ON BEHALF OF THE SCOTTISH GOVERNMENT

What We Have Achieved

EXPLORING THE OUTDOORS

It's been an exciting time in the outdoors too with some major development over the past 6 years, most notably the **Dean Castle Country Park re-development project**.

In 2015 The Heritage Lottery Fund awarded £3.34m towards a £4.7 million development programme for Dean Castle Country Park. The overall vision was to create a 5 star visitor attraction which will maximise the opportunities that the site has to encourage visitors to participate in, appreciate and value their local natural and cultural heritage.

Work began in 2016 and the park was officially reopened in 2017. The main elements of the project were the development of a rural life centre which included upgrading the building with improved toilets and interpretation centre. It also includes a new play park, improved animal enclosures, picnic areas, features for wildlife and better landscaping. The Visitor Centre was upgraded to include a conservatory at the front for the café, changing places toilet and improved retail and interpretation. **The Treehouse Centre** is our new residential centre for overnight or week-long stays for conservation holidays, schools or community groups, offering a perfect base for exploring the outdoors with opportunities for outdoor learning and team building programmes.

Other developments include improved path networks allowing exploration of the wilder parts of the park and the restoration of the designed landscape associated with the De Walden family, providing a better setting for the Castle, the Dower House and the Graves. Dean Castle, originally called Kilmarnock Castle, is located in the heart of Dean Castle Country Park. Once the stronghold of the Boyd family, it became Beaufort Castle, seat of Clan Fraser for the filming of season 2 of **'Outlander'** the hugely popular historical drama series produced by Sony Pictures Television and Left Bank Pictures for Starz. Dean Castle now also features on the Outlander Tourist map as fans of the show tour the country to relive their favourite scenes!





A formal partnership agreement was reached with Ayrshire College to enable them to deliver aspects of their horticultural and arboricultural courses from Dean Castle Country Park.

We launched our **Volunteering** project in 2016 offering a fantastic opportunity for people who love being outdoors, learning new skills, doing practical work and meeting like-minded people. Our volunteers make a real difference in the Country Park to the benefit of the wildlife and visitors alike.

We were delighted to securing funding for the development of the **Irvine Valley Trails Project** and the provision of a Project Officer. The Project was awarded nearly £326,000 as part of the Low Carbon Travel and Transport Challenge Fund (established by Transport Scotland with funds awarded under European Regional Development Fund 2014-2020 programme and Transport Scotland), to enable everyday functional journeys to be taken by walking, cycling and public transport and to support an increased proportion on ultra-low emission vehicles on Scotland's roads.

The project will deliver an upgraded network of active travel routes that will connect the towns and villages of the Irvine Valley with each other, connect them to surrounding locations in East Ayrshire, and provide links to East Renfrewshire and South Lanarkshire. We also secured funding for the first development phase of the Kilmarnock Green Infrastructure Project.

Illuminight, our spectacular light and sound show created and produced by Scotland's leading independent event organisers Unique Events in collaboration with production specialists Black Light, started in 2017 to launch the extensive redevelopment of Dean Castle Country Park. It has very quickly become a much-loved, well attended event, attracting a local following and a strong sense of local pride. In only 2 years, Illuminight has welcomed over 80,000 visitors. 2019 saw a Space themed show inspired by the 50th Anniversary of the Moon Landing. Supermarket chain Lidl return for a 2nd year as headline sponsors to support the event.

We celebrated the **10th Anniversary of The River Ayr Way** in 2016. Officially opened by Fred Macaulay, Scotland's first source to sea long distance path covers a distance of 44 miles, following the River Ayr from its source at Glenbuck Loch to the sea at Ayr. The River Ayr Way is one of Scotland's Great Trails. The new network of long distance routes represent the best trails Scotland has to offer with great opportunities to explore the best of Scotland's nature and landscape – a brilliant way to experience our amazing history and culture.



The River Ayr Way Challenge is an annual 40 mile ultra-marathon which takes place in September every year. Often referred to as the RAW Challenge, it is a popular event in the Scottish Ultra Marathon series and attracts runners from all over the country.

What We Have Achieved

GETTING FIT AND ACTIVE

Over the past 6 years our Sports facilities have played a significant role in some major national events as well continuing to develop our fitness and sports offer within our local communities.

For the 2014 **Commonwealth Games** our Ayrshire Athletics Arena was used as the Team Scotland holding camp prior to the athletes moving to the Athletes' Village in Glasgow. We also welcomed Team Ghana and Team Canada to the facility for training.

Loudoun Leisure Centre featured in **The Queen's Baton Relay** when Frank Dawson carried the baton through Galston, with a fun-filled lunch stop at Loudoun Leisure Centre.

The centre also played host to **The Flying Scotsman Sportive** in 2014 with Graeme Obree specially choosing 2 routes for cyclists to attempt; The Old Faithful, a 44 mile route or the Beastie, a 78 mile loop across East Ayrshire and South Lanarkshire.

As part of **Lorraine Kelly's 24 hour dance-tastic fundraising Zumbathon** challenge for the STV appeal later that year, Loudoun Leisure Centre opened its doors at 2am to welcome Lorraine and our regular members to take part in a Zumba session. Lorraine raised over £8,300, which was then matched by the Hunter Foundation.

Doon Valley Leisure Centre has worked in partnership with Butterfly Events for the last 6 years hosting the Come & Tri (400m swim, 11.5k cycle and 4k run) event since 2013 and the Hilly Billy Cross Country 10K since it was founding back in 2015. The events are organised on a voluntary basis raising money for Cancer Research UK. The come & Tri event attracts triathletes from all over the UK and in the first year of the Hilly Billy 10K there were 82 runners raising £1345, which has since grown to 273 runners raising £3085.

Always keen to try out new activities, our Sport & Fitness venues hosted '**Nerf Wars Battlefield**' on two occasions with over 500 participants taking part. The '**Annual Walking Football Tournament**' was introduced at Stewarton Sports Centre in March 2019 with teams from Ayr, Irvine, Kilmarnock, Stewarton and Edinburgh taking part.

The impressive new **William McIlvanney Leisure Centre** was opened in 2018. Situated within the William McIlvanney School Campus, the venue offers a wide range of sport and leisure facilities and activities. The fitness suite has a wide range of cardiovascular equipment, free weights and resistance equipment and our in-house gym instructor is on hand to



provide support and guidance. The dedicated dance studio is host to varied fitness classes catering for all fitness levels and the 4, 3 and 2 court sports hall can accommodate badminton, basketball, and football.

All our swimming programmes remain an important element of our sports offering and programmes continue to grow and develop. Our **'Learn To Swim'** programme has grown considerably over the last 6 years and is a huge highlight for us as we now teach over 400 children weekly across 3 swimming pools. Over the past 6 years there has been a total of over 83,000 attendances within our Early years and group lesson programmes, and with our new partnership with Scottish Swimming we aim to develop our aquatics strategy even further to create a pathway from birth right through to adulthood.

The **Doon Dolphins Swimming Club** was founded by Nicola Moore in 2008 to further develop children's swimming once they had completed the 'learn to swim programme'. The club has had over 300 members, and over the years has managed to fundraise over £6000.

Doon Valley Leisure Centre were successful in securing over £2300 through the 'Develop Dalmellington Parish' participatory budget fund. The funding was used to purchase equipment allowing us to run a series of **"Save a Life"** events for adults and children over the summer holidays. These events helped participants to recognise the signs and symptoms of a baby, child or adult who is choking, having a heart attack or who has stopped breathing and what course of action to take.

Across our 3 swimming pools we have delivered 10 **RLSS Lifeguard Courses** qualifying over 100 people in the past 6 years. We have also maintained a 100% external audit score as a RLSS approved training centre. Our partnerships with the schools give students invaluable opportunities to learn new skills and gain employment. It is estimated that since 2013, 95% of the workforce within the leisure centres have attending either Auchinleck, Loudoun or Doon Academy.

We have had over 1500 attendances to our **'Rookie Lifeguard'** programmes and our biggest success story was a boy who had attended Auchinleck Leisure Centre's Rookie course during the summer holidays in 2018 and when his friend found himself in difficulty in the local river, he was able to put his skills into practice and get his friend to safety.

Our new partnership at **Auchinleck Leisure Centre** with Daldorch House has enabled swimming time for autistic young people. These young people have struggled to find another venue where they have been welcomed and had the opportunity to enjoy swimming and have fun in the pool.

We launched our **Fitness Memberships** in which provided options to suit any lifestyle or budget. Available to use across eight of our venues, the memberships have become increasingly popular and our fitness suites offer a range of cardiovascular, resistance, vibration and free weights training as well as access to a variety of fitness classes, giving great flexibility and variety in the heart of our local communities.



MCILVANNEY LEISURE CENTRE



LEARN TO SWIM TEAM

What We Have Achieved

BEHIND THE SCENES

Central Support was originally created in 2013 with staff from each of the areas they had supported in EAC being brought together to join as one team to support the whole of the Trust. Their focus was on supporting Operational Services and became 'the cogs' that keep the wheel turning! Subsequently the department was changed to 'People and Finance' with a greater emphasis being placed on the development and support of our people.

Since 2013, we have achieved clean audits, with minimal management actions in the first few years and none in the last few years.

In a challenging financial climate we have achieved substantial savings targets set by EAC; £3.1m of savings have been achieved from 2013 - 2019/20.

We have worked closely with colleagues in EAC to support the **Community Asset Transfer (CAT)** process, providing local groups and communities with opportunities to get involved in running facilities and delivering services; empowering them to help themselves and create a sustainable future.

Our **Recognition Award** was launched in November 2016. Our internal nominations are awarded to staff who have been recognised by colleagues who believe they have gone the extra mile in carrying out their duties and our external award is provided by members of the public who want to acknowledge outstanding customer service that they have received.

The **Marketing & Development team** were also formed in 2013 from across various departments of EAC, and were brought together with a focus on creating a strong brand and identity for East Ayrshire Leisure, in order to increase audiences, visitors and levels of participation across all service areas. The Team use creative marketing-led activities to make a real difference to how people view East Ayrshire, its services and facilities, embracing all areas of the marketing mix, from press, PR, print, promotion and digital development.

The branding was created to reflect all service areas of the Trust coming together and has remained in place since 2013, with the addition of strong sub-brands, such as the 'Active' brand for Sport & Fitness and 'Exchange' which has become the umbrella term for our staff engagement programme. Highlights of venue updates

has included the internal signage and rebranding of the Palace Theatre & Grand Hall, Ayrshire Athletics Arena and Dick Institute, which was highlighted within **VisitScotland's Accreditation** report.



STAFF TRAINING SESSION



STAFF RECOGNITION AWARD



One of the biggest selling and information tools is the Trust's website which was launched initially in January 2014. The site, eastayrshireleisure.com was recently redesigned to make it more customer-focused and mobile compatible and was launched in Aug 19 to very positive feedback. Since Nov 2015 (analytics doesn't record beyond 4 years) the website has had over 903,500 users, resulting in 1,466,000 sessions and 4,066,500 page views.

Our social media presence has continued to go from strength to strength with our main East Ayrshire Leisure Facebook page now approaching 10,000 likes, from a starting position of 3,000 in 2013. Engagement on our Facebook account is particularly high and is monitored quarterly. For the period April-September 2019 alone we have achieved:

- Engaged unique users (includes any click or story created) : 38,927
- Total Reach, unique users: (including posts, check-ins, ads, social information from people interacting with our Page and more: 2,050,716
- Daily Paid Reach, unique users: The number of people who had any content from our Page enter their screen through paid distribution such as an ad: 1,480,055

The Marketing & Development Team issue press releases weekly to a wide and varied range of local, national and specialist press. The amount of press generated since Jan 2015 (when we started collating the cost-equivalent) until June 2019 is worth almost £2.5 million.

Staff and customer engagement has continued to be a priority, with all forms of advertising and promotional activity, across all forms of media being of paramount importance to attract visitors locally and from further afield. A key development was the introduction of our staff and customer e-newsletters which now reach approx. 12,000 people.

In 2019, People & Finance amalgamated with Marketing & Development to become 'Corporate Services'. Collectively, their remit has expanded to include a greater focus on Trust-wide issues, shaping the future direction of the organisation and the ongoing development of the Trust.

Throughout the initial 6 years of East Ayrshire Leisure the teams have made invaluable contributions to the success of the organisation.

Staff within both teams have risen to all the challenges with passion and commitment and will continue to embrace future change and developments with enthusiasm.

WEBSITE SESSIONS SINCE NOV 2015



903,500
USERS

1,466,000
SESSIONS

4,066,500
PAGE VIEWS

FACEBOOK LIKES



3,000

10,000

2013

2019

Who We Work With

In delivering our services, we work with many key local, regional, national and international partners including East Ayrshire Council, East Ayrshire Community Planning Partnership, other local authorities and leisure trusts, Ayrshire College, VisitScotland, SportScotland, Scottish Athletics, Scottish Swimming and National Governing Bodies for Sport, Creative Scotland, Museum Galleries Scotland, Events Scotland, Scottish Library and Information Council, Scottish Book Trust, Arts Council England, Historic Environment Scotland, Scottish Natural Heritage, Sustrans and local community clubs and public and private organisations. This list of organisations only provides a snapshot and give a flavour of the extensive partnership working that we are involved in.

We recognise through seeking mutually beneficial partnerships we can each make an important contribution to delivering a shared vision that will have a positive impact upon the lives of local residents, whilst welcoming visitors to East Ayrshire, through involvement in sport, culture, outdoor and community activities.





“...through seeking mutually beneficial partnerships we can each make an important contribution to delivering a shared vision that will have a positive impact upon the lives of local residents.”



We believe that through collaboration, East Ayrshire Leisure has a significant role to play in:

- Supporting the delivery of the East Ayrshire Community Plan
- Improving the enjoyment, health and wellbeing of local people
- Increasing the number of people taking part in culture, sport and physical activity
- Improving the quality of life for our local communities
- Contributing to renewal and regeneration
- Supporting tourism and economic development
- Contributing to the prevention of anti-social behaviour through the provision of diversionary activities
- Contributing to raising educational standards in our schools through participation in leisure activities
- Encouraging a lifelong learning approach through our programmes, training courses and employee development
- Safeguarding our environment by taking energy efficient measures to reduce carbon emissions

East Ayrshire Leisure has developed a strong working partnership with East Ayrshire Council. With the Council's continued support, the Trust is committed to a comprehensive modernisation of its services over the next ten years to ensure that it provides local communities with accessible sport, outdoor and cultural activities in modern, affordable and well managed facilities.

Our Vision & Mission



VISION

“Always with a focus on continuous improvement, we will deliver inclusive, sustainable and accessible services to enable our communities and visitors to live their best life”



MISSION

In order to engage our people, partners and communities we will ensure:

the creation of real and sustainable partnerships

that we deliver services which meet the needs of our communities

that we invest in, and empower our people

Our Values

East Ayrshire Leisure is an organisation that aspires to the highest standards in everything that we do. This is why we have adopted the following values that will be embedded into our organisation through all of our service delivery, customer and partner engagement and our staff recognition, development and training:



VALUES

Being **honest** and demonstrating **integrity** at all times

Engaging and **inclusive** with our people,
partners and communities

Striving for continuous improvement by being
ambitious and **aspirational** in all that we do

Taking **responsibility** and being **accountable**
for our organisation and our service delivery

Our Behaviours

Whilst delivering our strategic vision and contributing to our themes, our staff will demonstrate the Values of East Ayrshire Leisure Trust by exhibiting the following behaviours...





B

Being **honest** and demonstrating **integrity** at all times

- I am open and honest and able to admit when I am wrong
- I am always honest in my communications with colleagues and customers
- I am helpful and polite and treat customers and colleagues fairly and with respect
- I reflect honestly on my work practices and behaviours



E

Engaging and **inclusive** with our people, partners and communities

- We are actively listening to customers, colleagues and partners
- We show empathy and are able to put ourselves in others shoes
- We demonstrate a positive attitude towards diversity
- We care about employees and colleagues achievements



S

Striving for continuous improvement by being **ambitious** and **aspirational** in all that we do

- We actively seek new ideas and approaches and share them with colleagues
- We work pro-actively and take initiative in all tasks
- We embrace new technologies to improve services
- We take pride in our role and strive to be the best that we can



T

Taking **responsibility** and being **accountable**

- I have a positive attitude to work and challenge negative attitudes
- I am aware of, and take responsibility for, how my emotions affect other people
- I always display responsible behaviour
- I am an ambassador for East Ayrshire Leisure Trust

These Are The Themes That Will Guide Our Work

In 2018, we launched our 'Exchange' Programme with a full staff engagement day. This provided all employees with the opportunity to see what we deliver across all of our service areas. 'Exchange' was expanded in 2019 and has become the vehicle for all of our staff and customer engagement.

In 2019, 'Exchange' included:

- **FULL STAFF ENGAGEMENT DAY**
- **ON-LINE CUSTOMER SURVEY**
- **EXTENDED MANAGEMENT TEAM PROGRAMME LEADERSHIP AND MANAGEMENT**
- **DEVELOPMENT PROGRAMME**
- **TRUSTEE DEVELOPMENT SESSIONS**
- **VENUE VISITS**
- **FOCUS GROUPS**

'Exchange' has led to the development of our Vision, Mission Statement and our Values. It has also been clear from each of the activities within the 'Exchange' programme that we have strong themes that need to guide our work. These will be our guiding principles for the period 2020 to 2030 and will set our delivery priorities.



EXCHANGE 2018





Sharing Our Vision

East Ayrshire Leisure will be widely recognised and acclaimed as a leisure provider that is firmly committed to listening to our customers, local residents, visitors and partners and developing facilities and services that meet their needs. In order to achieve this theme, we have established the following Strategic Objectives:

1

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

2

To ensure our use of creative marketing led activities effectively promote our high quality services, maximise customer engagement and make a real difference to how people view East Ayrshire Leisure Trust.

3

To work collaboratively with key partners and stakeholders in the development of programmes and activities whilst exploring innovative delivery models which ensure best value for our customers.

4

To introduce customer service related performance targets





Leisure at the Heart of Every Community

East Ayrshire Leisure will continue to provide high quality leisure facilities that are relevant and modern and will support other leisure providers in ensuring that leisure is truly at the heart of every community regardless of who the provider is. In order to achieve this theme, we have established the following Strategic Objectives:

1

To work with community, local authority and private providers to develop a Leisure Facility Plan that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity

2

To work with partners to explore funding opportunities for refurbishment and development of leisure facilities

3

To work with East Ayrshire Council in reviewing and refining repair and maintenance plans and schedules for all facilities within our remit which include an annual programme of planned maintenance and decoration





Living your Best Life

East Ayrshire Leisure will contribute to improving the enjoyment, quality of life, health and wellbeing of communities and visitors to East Ayrshire through an innovative, welcoming and ambitious programme of cultural, sport and outdoor activities. In order to achieve this theme, we have established the following Strategic Objectives:

1

To support the development of sustainable pathways that encourage lifelong participation in leisure activities

2

To contribute to a programme of high profile regional and national events, exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors

3

To develop activities and services that contribute to the Scottish Government's aspirations for 'A Healthy and Active Nation' and 'A Creative, Open and Connected Nation' and that ensure that East Ayrshire Leisure is at the heart of future trends and initiatives





Investing in our People and Embracing our Values

East Ayrshire Leisure will be an employer that encourages all employees and volunteers to be fully engaged in the operation and development of our business and where opportunities are provided for them to realise their potential. In order to achieve this theme, we have established the following Strategic Objectives:

1

To develop and embed our People Strategy so that employees at all levels are engaged and can contribute to the business

.....

2

To offer work placements, volunteering and apprenticeships

.....

3

To integrate our values into all aspects of our business including Review and Development programme, recruitment, training and meetings. To focus on skills, knowledge and experience in the development of our business and to ensure we invest in industry specialist training which is tailored to meet the needs of our programmes

.....

4

To ensure that our board of Trustees reflects the community we serve and the need to be both a charitable and commercial organisation





Creating a Solid Foundation for Growth

East Ayrshire Leisure will achieve continuous improvement in the operation of the Trust and will focus on developing and challenging existing and new business opportunities in order to fulfil our strategic and charitable objectives. In order to achieve this theme, we have established the following Strategic Objectives:

1

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

2

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

3

To maximise the return from commercial opportunities, especially around retail, hospitality and membership packages, so that we are in a position to fulfil our charitable obligations and become a sustainable organisation

4

To develop an effective performance management framework





Protecting our Environment

East Ayrshire Leisure will be committed to environmental best practice and will use resources as efficiently and effectively as possible in the operation of our business. We will also explore new opportunities to promote sustainability and biodiversity. In order to achieve this theme, we have established the following Strategic Objectives:

1

To prepare and adopt a Climate Change Declaration on an annual basis which audits our carbon footprint and outlines priorities for carbon reduction

2

To adopt the principles of Visit Scotland's Green Tourism Business Scheme to reduce the environmental impact of our business

3

To implement a Sustainable Transport Strategy which encourages active travel in all of our operations and with our staff and customers



How We Will Monitor and Evaluate the Impact of Our Work

Our work is monitored and evaluated in 4 key ways:

2 year delivery plans with clear outputs



Programme and Project Action Plans



Development of a Performance Management Framework



Recording and reporting on Key and Statutory Performance Indicators



The Strategic Themes and Objectives are translated into a corporate delivery plan that will be reviewed and updated on a 2 year cycle. Within this 2 year period, the delivery plan is reported to East Ayrshire Leisure Board on a quarterly basis and to Board and East Ayrshire Council on an annual basis.

The delivery plan clearly identifies actions, timescales, stakeholders, East Ayrshire Leisure lead officers and progress. The delivery plan also outlines how our values are integrated into each action.

To complement the corporate delivery plan, each business area, programme and project develops service specific action plans as part of the programme development process. These are presented to the Management Team and are regularly monitored and evaluated. Service action plans are a standard agenda item at team meetings at all levels.



How We Will Monitor and Evaluate the Impact of Our Work

The delivery plan and service specific action plans will underpin our key performance targets that will be monitored and reported throughout the 10 years of the plan as required by local and national partners. 2018 provides the baseline for these targets and we have projected where we believe these will outturn by 2030.

Performance Indicator	2018 Baseline Figure	Our 2030 Aspirations
People attending our venues	2.6 million	2.8 million
People engaging in our programme	0.9 million	0.99 million
Our eastayrshireleisure.com online visitors	0.32 million	0.38 million
Online visitors to futuremuseums.com	0.24 million	0.25 million
Number of programmes for 12 - 25 year olds annually	20	30
Number of programmes for 60+ years annually	7	15
Number of local and regional events and exhibitions	28	40
Number of children engaged in our education programme	12000	20000
Opportunities that we have offered to volunteers and work placements	17	50
Our absence levels	Maintain absence to below acceptable level of 8 days per annum	Maintain absence to below acceptable level of 8 days per annum
Our staff turnover rates	10%	7 - 10%
Number of community initiatives that we support annually	17	30
Number of partnership projects that we are engaged in	25	40
Our Carbon Footprint	1103tCO ₂ e	990tCO ₂ e

Looking to the Future

Together, we look forward to the next 10 years with confidence, energy and continued momentum due to the many successes that we have achieved in the last 6 years.

The Strategic Vision outlined in this document is to create a sustainable organisation that delivers high quality services and facilities that meet the needs of our communities and attracts visitors to East Ayrshire. It is supported by regularly reviewed delivery and action plans that give clarity to how we will achieve our ambitions.

The Strategy also recognises the value and quality of our staff and reinforces their importance in the current and future success of East Ayrshire Leisure. Our staff have played a critical role in developing our business and our reputation since 2013.

There have been many challenges on our journey and will be many more to come. These will only be overcome by a 'can do' attitude and a desire for continuous improvement.

Together, we look forward to the next 10 years with confidence, energy and continued momentum due to the many successes that we have achieved in the last 6 years. We have a clear Strategic Vision with built in flexibility to enable us to respond to new opportunities and trends.

We continue to maintain our aspiration to support and encourage people to 'Live their Best Life' and we are determined to be respected as an organisation of choice by customers, staff and partners. We have the passion and vision 'to be the best' at whatever we do.

It is our intention within the 10 years of this plan to see a different culture and approach that will transform East Ayrshire Leisure and the services that we offer. This approach requires a transformational shift from managing to facilitating, from 'one size fits all' to diverse, customer focused facilities and activities. The importance of engagement of staff, customers and stakeholders in this cannot be underestimated.



