

PERFORMANCE AND AUDIT SUB-COMMITTEE

MINUTE OF SPECIAL MEETING HELD ON MONDAY 14 MARCH 2016 AT 1800 HOURS IN THE AYRSHIRE ATHLETICS ARENA, QUEENS DRIVE, KILMARNOCK

PRESENT: Independent Trustee Robin Hume (Chair); Councillor Hugh Ross; Independent Trustees Jean Brown, Jackie Livingston, Elizabeth Young; and Ex Officio Trustee, Chris McAleavey, Depute Chief Executive: Safer Communities, East Ayrshire Council

ATTENDING: John Griffiths, Chief Executive and Jackie Biggart, Central Support Manager, both East Ayrshire Leisure Trust; Lorraine Russell, Senior Accountant and Gillian Hamilton, Democratic Services Officer, East Ayrshire Council.

APOLOGIES: Councillors Eòghann MacColl and Neil McGhee; Joe McLachlan, Corporate Accounting Manager, Ex Officio Trustee, East Ayrshire Council; and Independent Trustee June Minnery

CHAIR: Independent Trustee Robin Hume.

DECLARATIONS OF INTEREST

1. No declarations of interest were intimated.

MINUTE OF PREVIOUS MEETING

2. There was submitted and approved as a correct record the Minute of the Performance and Audit Sub-Committee meeting held on 9 February 2016 (circulated).

PERFORMANCE MONITORING AND REPORTING 2016-19, INCLUDING RISK REGISTER AND INTERNAL AUDIT PROGRAMME

2. There was submitted a report dated 8 March 2016 (circulated) by the Chief Executive which provided information regarding performance reporting to allow Trustees to consider their requirements for the three year period of the new 2016-19 Business Plan.

During discussion, the following points were noted:-

- Current procedures for performance monitoring had been in place since the formation of East Ayrshire Leisure. Performance reports contained a wide range of information which had evolved over time.
- The new Business Plan presented an opportunity to move to a more strategic approach to performance monitoring, focusing on the Action Plan included in the new Business Plan, ensuring that the Risk Register reflected the most significant risks to the satisfactory delivery of the Action Plan outcomes, and that Internal Audit resources were utilised to examine key aspects of services rather than routine procedures.
- The following changes to the quarterly reporting format were proposed:
 - (a) Financial Performance - information included but prioritised/reduced - no changes to the financial information were suggested;
 - (b) External Funding - included, related to progress with Action Plan outcomes;
 - (c) Attendances - cumulative attendance figures included in the Electronic Performance Monitoring System, groupings to be agreed;

- (d) People – absence figure included in Action Plan;
 - (e) Customers – current information replaced by updates in Action Plan and, where appropriate, in Chief Executive’s report;
 - (f) Forthcoming Business Initiatives – removed;
 - (g) Risk Register – included in new format and linked to Action Plan;
 - (h) Capital Programme Projects – removed and updated as required in Action Plan or Chief Executive’s report;
 - (i) Forthcoming Event Programme – removed;
 - (j) Action Plan – enhanced format introducing links to risk register; and
 - (k) Health and Safety – removed and information reported by exception in the Chief Executive’s report.
- The content of the new quarterly report would therefore include:
 - (i) Action Plan Progress Report – revised format concentrating on key themes/issues for delivery;
 - (ii) Financial Performance; and
 - (iii) Risk Register.

Consideration was also given to the following:-

- (i) the Sub-Committee wished to minimise the volume of regular reporting and focus instead on particular topics key to Action Plan delivery;
- (ii) Sub-Committee members were invited to highlight issues for consideration at meetings, or raise with the Chair in between meetings;
- (iii) background information would continue to be recorded and would be available to Trustees who wished to access it. An IT solution/portal was being developed. In the interim, reports would be made available on request;
- (iv) more information would be added to the Chief Executive’s report, e.g. forthcoming events;
- (v) the Senior Management Team would highlight any significant changes in performance, bringing bad as well as good news, to indicate where remedial action was needed;
- (vi) the Trust Board could refer business to the Performance and Audit Sub Committee for review;
- (vii) EPMS could develop over time, promoting more efficient use of management’s time and providing a common set of figures for transparency;
- (viii) the Eager review target would be reviewed to improve on the 85% current target;
- (ix) more use could be made of Internal Audit as “advisers”. This would be beneficial at the start of new processes, and to provide assurance about existing systems;
- (x) the action “work with local groups to add value to the tourism offer” would be amended to reflect the baseline “minimum” 4 groups worked with in 2015/16;

It was agreed:-

- (i) to remit to the Chief Executive to develop revised performance reporting arrangements, based on the template circulated at the meeting, to be submitted to the Trust Board for approval;
- (ii) that the revised performance reporting arrangements be forwarded to Robin Hume and Elizabeth Young in the first instance, prior to submission to the Trust Board;
- (iii) that the new performance reporting arrangements would be introduced for the Q1 2016/17 reporting period;
- (iv) that Trustees be provided, as required, with background information to the performance report, and significant events reported either immediately or in the Chief Executive's report;
- (v) to note the offer of pro-bono advisory work on the Risk Register by Scott Moncrieff;
- (vi) to approve the Internal Audit themes of Hospitality Service – Palace Theatre/Grand Hall; Location Audit – Auchinleck Leisure Centre; and Box Office and Booking System; and
- (vii) otherwise, to note the report.

DATES OF NEXT MEETINGS

5. Trust Board: 19 April 2016; and Performance and Audit Sub-Committee: 23 May 2016.

The meeting terminated at 1900 hours.