

PERFORMANCE & AUDIT SUB COMMITTEE



Date: 13 February 2017

Location: St Joseph's Leisure Centre

Start time: 6pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence	✓		
2. Declarations of Interest	✓		
3. Notes of Previous Meeting – 14 November 2016	✓		
4. Performance Report Oct – Dec 2016			✓
5. Staff Recognition Awards (Confidential Paper)			✓
6. AOCB			
7. Dates of Next Meetings: Trust Board: 28 February 2017 Performance & Audit Sub Committee: 22 May 2017			

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PERFORMANCE AND AUDIT SUB COMMITTEE



PERFORMANCE REPORT OCTOBER - DECEMBER 2016

Date: 13 February 2017

Agenda Item: 4

Report By: John Griffiths, Chief Executive

Summary

This report provides the Board with a summary of the performance of Trust services for the period October to December 2016 and highlights any significant aspects of performance for Trustees' consideration.

1. BACKGROUND

1.1 The attached East Ayrshire Leisure Performance report presents an overview of the Trust's performance for the period October to December 2016.

2 REPORT HIGHLIGHTS/ISSUES

2.1 ACTION PLAN PROGRESS

2.1.1 Significant progress has been made towards the achievement of action plan objectives, programme development activities have been particularly successful in maintaining attendance figures. An indication of performance against targets is now included for each action.

2.2 FINANCIAL PERFORMANCE

2.2.1 A surplus of £71,750 is currently projected and it is envisaged that this amount will be utilised to assist in the management of the £141,090 2016/17 budget savings yet to be identified.

2.3 PERFORMANCE SCORECARD

2.3.1 The EPMS Performance Scorecard shows expected levels of performance across the main measured priorities. There are two indicators showing as Red – Action Required, and these relate to overall attendances at Sport and Community Venues and Absence levels.

2.4 RISK REGISTER

2.4.1 There are no issues relating to Risk Register. An updated Risk Register developed through discussions with Trustees at the session held on 26 October will be utilised from April 2017 onwards.

Recommendation/s:

It is recommended that the Sub-Committee:

- i. Approve the East Ayrshire Leisure Performance report for October to December 2016; and
- ii. Otherwise note the content of this report.

PERFORMANCE AND AUDIT SUB COMMITTEE



Signature: 

Designation: Chief Executive

Date: 25 January 2017



East Ayrshire Leisure Performs

October - December 2016



Progress Against 2016-19 Action Plan..... Page 2

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- Income & Expenditure - by Service

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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 DEC 2016
EAL 1.1	Increase Customer Satisfaction levels POSITIVE PERFORMANCE:	Show annual customer satisfaction improvements each year of Business Plan	<ul style="list-style-type: none"> Customer satisfaction surveys have been commissioned and designed and surveying will commence mid Jan 2017.
EAL 1.2	Increase attendance levels/ticket sales through programme development both in person and online. POSITIVE PERFORMANCE: ATTENDANCE FIGURES HAVE INCREASED BY 13% ACROSS THE VENUES DURING NINE MONTHS.	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"> Wide range of exhibitions/events/activities delivered across the Trust that have helped to support 13% increase in attendance during the quarter from previous year across all areas of operation. Examples include ‘Art of Collection’; ‘Angels, Myths and Fables’ ; ‘Beauty and the Beast’ panto at Palace, Imprint festival across our libraries, school holiday programme at the Country Park. Specific examples of S&CV activities are highlighted under the appropriate EAL Action. 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 scorecard projections. £40K Funding bid being prepared to support design upgrade of www.futuremuseum.co.uk with project partners – Bid will be completed March 2017. Future Museum (www.futuremuseum.co.uk) visits have shown a 7% fall during this quarter period.
EAL 1.3	Achieve new quality standards and/or maintain current Accreditation standards POSITIVE PERFORMANCE	Visit Scotland: 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 Arts Council England Museum Accreditation: Dean Castle/Baird/Doon Valley/Burns House/Dick Institute maintained. Collection Significance: Musical Instrument/Burns Collections maintained.	<ul style="list-style-type: none"> Submission made to Visit Scotland for Cumnock Town Hall grading. £45K Funding bid being prepared to support investment in new Collection management System – Bid will be completed March 2017. £60K funding bid to Museums Galleries Scotland is being prepared to support investment in display at Dean Castle which will support wider development.

		How Good Is Our Public Library Service: 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.	<ul style="list-style-type: none"> • Programme under review by national library group.
		British Computer Society Accreditation: Maintain annual accreditation	<ul style="list-style-type: none"> • Accreditation achieved in April 2016 for 2016/17.
		UKA: Maintain Certification at Ayrshire Athletics Arena	<ul style="list-style-type: none"> • Date for re-assessment May 2017
		FIFA: Certification of all Synthetic Grass Pitches	<ul style="list-style-type: none"> • East Ayrshire Council arranging certification.
		Maintain status as RLSS Approved Training Centre	<ul style="list-style-type: none"> • Working towards external verification process and will be completed by March 2017 as RLSS now complete external verifications every 18 months instead of 12 months.
		Gain Green Flag award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.	<ul style="list-style-type: none"> • Assessment scheduled for Dean Castle Country Park in January 2018 • Assessment scheduled for Annanhill Golf Course in 2018
		UKactive: achieve membership criteria	<ul style="list-style-type: none"> • UKactive membership status achieved. East Ayrshire Leisure now an employer partner with the Chartered Institute for the Management of Sport and Physical Activity
EAL 1.4	Maintain and sustain high level partnerships that support service delivery and improvement. POSITIVE PERFORMANCE	Maintain current partnership network.	<ul style="list-style-type: none"> • 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. • Local Record Centre Partnership has been established with North and South Ayrshire Councils to develop an on-line biological record centre for the region • Future Museum partnership will be expanded to include Inverclyde Council. • In discussions with Annanhill Golf Club and other stakeholders in Annanhill

			<p>Park to develop a Management Plan and Business Plan for the site</p> <ul style="list-style-type: none"> • 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. • Marketing and engagement campaign for Auchinleck Sports Hub targeting Auchinleck and surrounding areas to promote community engagement with 8 affiliated clubs and hub implemented. • Working in partnership with ACDI in further develop the programme offering within Auchinleck Boswell Centre and surrounding communities.
EAL 1.5	<p>Introduce a system to audit, monitor and improve environmental efficiency across our core facilities</p> <p>POSITIVE PERFORMANCE</p>	<p>Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives.</p>	<ul style="list-style-type: none"> • 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. • Reduce energy costs by utilising the following: <ul style="list-style-type: none"> (a) Audit – Ensure the accuracy of energy costs (b) Monitor – Examine energy use to detect and prevent waste (c) Improve – Increase the efficiency of energy use

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

ACTION NO	ACTION	TARGET	PROGRESS AT 31 ST DECEMBER 2016
EAL 2.1	<p>Increase general participation /attendance levels across service areas</p> <p>POSITIVE PERFORMANCE: ATTENDANCE / PARTICIPATION FIGURES HAVE INCREASED BY 13% ACROSS THE VENUES DURING NINE MONTHS</p>	<ul style="list-style-type: none"> Increase participation/ attendance levels by 5% over the term of the Business Plan. 	<ul style="list-style-type: none"> Wide range of exhibitions/events/activities and workshop related activity delivered across the Trust that have helped to support an increase in attendance/participation during the quarter across all areas of operation. 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, Imprint 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. 20,000 spectators attended East Ayrshire Leisure Fireworks Display at Kay Park New dance programme in place at Stewarton Sports Centre targeting 3-14 years following noted interest from customers. Following the latest trends, a series of Nerf Wars session at 5 sport facilities was introduced between Oct-Dec. Further sessions for 2017 are in place. Trial Halloween themed athletics camps at the Ayrshire Athletics Arena to engage youngsters not currently involved in athletics implemented. Halloween Fun Race event held at the Ayrshire Athletics Arena in partnership with the Kilmarnock Harriers AAC. Targeted promotion and marketing within local area for Hunter Fitness Suite to promote additional party times for Pre 5’s. Active Girls Day – SportScotland national initiative to encourage female participation in sport and physical activity. 11 facilities across East Ayrshire offered 7 activities free of charge on 28th October 2016. Group morning PT sessions introduced at Loudoun Leisure Centre. Fitness classes and activities introduced in Q2 continue to popular and have continued in Q3. Boxercise, Piyo, Yoga and Badminton.

EAL 2.2	<p>Increase opportunities for/numbers of young people (12-25) using our services.</p> <p>POSITIVE PERFORMANCE</p>	<ul style="list-style-type: none"> • Increase by 1% each year number of young people using our service areas. • Raise £50K external funding during life of Business Plan to support programmes aimed at young people. • Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes e.g. EASC Affiliated Sports Clubs, Youth Arts Network, Vibrant Communities. • Offer reduced cost/free access to facility/project use for targeted groups of young people. • Carry out project surveys to measure behavioural change impact in 2016/17/18/19 	<ul style="list-style-type: none"> • New programme focus aimed at engaging this age range through Make some Noise, Gaelic Project, Youth Theatre and Ayrshire Youth Arts Network. • 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. • Introduced 3D printing capability at the Dick Institute library. • 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. • 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. • Engaging with National Governing Bodies, SportScotland St Joseph's Academy to develop a sports participation initiative introducing Handball to the New Farm Community Sports Hub. • Supporting Grange Academy pupils through extra-curricular activities within the Grange Community Sports Hub clubs by offering higher PE pupils the opportunity to develop specific skill sets in line with curriculum requirements. • 4 new activities delivered at Loudoun Leisure Centre, Doon Leisure Centre, and Stewarton Sports Centre. Boxercise, Rookie Lifeguard, Piyo and yoga.
EAL 2.3	<p>Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.</p> <p>POSITIVE PERFORMANCE</p>	<ul style="list-style-type: none"> • Apply audit findings where appropriate, in 2017/18/19 • Support people using our facilities/ programmes with mixed ability needs. 	<ul style="list-style-type: none"> • 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 achieve a John Muir Award. A funding application of £2K has been submitted to the Greggs Foundation for this project. • Introduction of frame football at Grange Leisure Centre in partnership with Vibrant Communities and Grange Frame Football Club.
EAL 2.4	<p>Increase opportunities for/numbers of older people (60+) using our services.</p> <p>POSITIVE PERFORMANCE</p>	<ul style="list-style-type: none"> • Increase attendance by older people by 1% each year. • Ensure we have programmes that are attractive to older users. • Carry out sample surveys to measure 	<ul style="list-style-type: none"> • The Homeworks service now fully operational and is working with 249 individuals and 5 care homes during this quarter. • Worked with History group in Cumnock for regular programme of talks at The Baird and also at Doon Valley Museum.

		behavioural change impact in 2016/17/18/19 <ul style="list-style-type: none"> Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire & Arran, Vibrant Communities. 	<ul style="list-style-type: none"> Working extensively with groups across Palace and Grand Hall and libraries supporting 60+ programmes. Examples include Opportunities In Retirement groups, Chit Chat Clubs, IT workshops across library network. Continuation of Walking Football in partnership with the Stewarton Community Sports Hub with preparations underway for East Ayrshire Leisure to host pan Ayrshire tournament to be held at Stewarton Sports Centre.
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STRATEGIC OBJECTIVE THREE – TO ENHANCE EAST AYRSHIRE’S TOURISM OFFER

ACTION NO	ACTION	TARGET	PROGRESS AT 31ST DECEMBER 2016
EAL 3.1	Increase visitor attendance at our key tourist attractions: 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 POSITIVE PERFORMANCE: ATTENDANCE FIGURES HAVE INCREASED BY 27% IN THE FIRST NINE MONTHS FOR THE LISTED VENUES AND IS ON TARGET	<ul style="list-style-type: none"> Increase levels of visitor attendance in line with targets set in local Tourism Strategies. Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events. Submit external funding bids to support tourism development across our facilities/venues. Maintain and develop partnership working with Visit Scotland/EventsScotland to support our programmes. 	<ul style="list-style-type: none"> Worked with EAC Tourism Officer on various projects and will integrate this work into East Ayrshire’s Tourism Action Plan. Dean Castle programme of works currently being developed. £125,000 was approved from the Scottish Rural Development Programme as contribution to the DCCP Green Network Strategy Wide range of exhibitions/events/activities delivered across the Trust that have helped to support increase in attendance during the quarter from previous year across all areas of operation. Examples include ‘Art of Collection’; ‘Angels, Myths and Fables’; ‘Beauty and the Beast’ panto at Palace, Imprint festival across our libraries. Marketing attendance at Tourism Industry Leader Group, sitting on branding and marketing sub-groups. Attending EAC’s Tourism Advisory Group meetings Attending EAC’s Corporate Events Working Groups meetings
EAL 3.2	Work with local groups to add value to the tourism offer. POSITIVE PERFORMANCE	<ul style="list-style-type: none"> Work with 4 groups each year to support community development and to harness local knowledge. 	<ul style="list-style-type: none"> Worked with Dalmellington Community Council, Irvine Valley Regeneration Partnership and Kilmours Community Council in the organisation of the Annick Valley, Irvine Valley and Dalmellington Walking Festivals which attracted over 1200 over the 3 weekends.

			<ul style="list-style-type: none"> • The Dunaskin Heritage Trust has been supported through a programme of Countryside Ranger led walks from April to October. • Cumnock History Group, Mauchline Burns Club, Doon Valley Community Council to add value to our heritage offer. • Working with the Kilmarnock Action Plan Group to develop a programme of events towards the end of October • Worked with Cumnock Action Plan group to develop the Love Cumnock bid to Ayrshire Leader. • EAL 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 • Worked with the Irvine Valley Regeneration Partnership to carry out community consultation exercises to inform the Irvine Valley Trails Project.
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STRATEGIC OBJECTIVE FOUR – TO BE RECOGNISED AS AN EMPLOYER OF CHOICE

ACTION NO	ACTION	TARGET	PROGRESS AT 31 SEPT 2016
EAL 4.1	Increase levels of staff satisfaction from 2016/17 baseline. WITHIN TOLERANCE	<ul style="list-style-type: none"> Respond to survey findings. Maintain constructive relationship with Trade Union – 6 meetings annually. Maintain absence to below acceptable level of 8 days per annum. Continue to achieve low levels of formal Grievances 	<ul style="list-style-type: none"> Staff surveys have been commissioned and designed and surveying will commence mid Jan 2017. Staff Recognition Award – Process developed and nominations to be considered at P&SC in February. Absence level recorded for 19 Sept – 11 Dec was 2.59 days. This is primarily due to long term absence. Staff are supported through regular contact and employees are referred to Occupational Health where appropriate. No Grievance Appeals were held during this period.
EAL 4.2	Increase the number of volunteering, placement and apprenticeship opportunities. POSITIVE PERFORMANCE	<ul style="list-style-type: none"> 6 Modern Apprenticeships during life of Business Plan subject to funding. 10 work placements during life of Business Plan 3 interns during life of Business Plan. Volunteers increase by 2% each year. 	<ul style="list-style-type: none"> 1 young person has been on work placement at Dean Castle Country Park in Q2. This young person is now keen to pursue a career in countryside management and is planning to enrol at SRUC in the future. Between October and December, 158 volunteers took part in activities within the Country Park. Youth Theatre maintains 3 volunteers. Textile Team at Castle 10-16 volunteers.
EAL 4.3	Advance staff through training and development POSITIVE PERFORMANCE	<ul style="list-style-type: none"> Increase the use of EAGER working towards 95% coverage for permanent staff. Develop training matrix for all service areas Develop bespoke e-learning modules and training courses Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations 	<ul style="list-style-type: none"> No Bystander Campaign is currently being rolled out across East Ayrshire Leisure Induction training and development for new staff is currently being reviewed and new material produced Staff consultation group in training is scheduled to take place in early February. A management information framework containing training and development data and costs is currently in draft form A new training and development database covering all activities undertaken by

			<p>staff has been developed</p> <ul style="list-style-type: none">• Delivery of Level 1 Swim Teachers Course to internal staff candidates.• Delivery of RLSS Lifeguard Course.• 1 member of S&CV facility team gained STA Baby and Pre School Tutor qualification, with 2 new staff members now qualified to deliver Baby and Pre School teaching programme at Doon and Loudoun Leisure Centre.
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FINANCIAL PERFORMANCE TO 31.12.16

Performance & Audit Sub Committee
2016/17 EAST AYRSHIRE LEISURE BUDGET
AS AT 31st DECEMBER 2016 – PERIOD 9
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The projected outturn for East Ayrshire Leisure at 31st December 2016 is a favourable surplus of £71,750 and it is envisaged that this will be utilised to assist in the management of the £141,090 2016/17 budget savings yet to be identified.

Please note that from 1st October 2016 Golf Service is now within the remit of the Countryside Services Manager and for financial reporting purposes has moved from Sport and Community Venues to Countryside Services.

For information please find below details of the facilities included within each Sport Area:-

Area 1 – Ayrshire Athletics Arena, Scott Ellis Playing Fields, Stewarton Sports Centre

Area 2 – Bellfield CC (demolished), Darvel Town Hall, Fenwick Fulton Hall (transferred), Newmilns Morton Hall, Stewarton Area Centre, Galston CC, Auchinleck CC

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

Area 4 – Gavin Hamilton Sports Centre, Catrine Games Hall, Dronagan Games Hall (closed), Mauchline Games Hall, Muirkirk Games Hall, Patna Games Hall

Area 5 – Grange Academy Leisure Centre, St Joseph's Academy Leisure Centre, Hunter Fitness Suite

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 31/12/15	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 31/12/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse
389,421	775,751	CHIEF EXECUTIVE & PEOPLE & FINANCE	802,220	500,839	62%	753,310	(48,910)
254,916	345,452	MARKETING & DEVELOPMENT	333,570	250,872	75%	333,570	0
1,719,794	2,518,146	CULTURAL	2,162,060	1,600,136	74%	2,162,060	0
51,228	70,265	Cultural Management	68,260	52,513	77%	68,260	0
98,318	143,656	Collection Care	149,250	100,504	67%	146,020	(3,230)
310,507	453,715	Cultural Development	437,270	311,249	71%	440,050	2,780
992,425	1,451,445	Libraries	1,121,480	814,677	73%	1,123,090	1,610
(16,732)	(19,642)	Bar & Catering	(18,600)	(20,298)	109%	(24,600)	(6,000)
284,048	418,707	Palace Complex	404,400	341,491	84%	409,240	4,840
515,282	736,458	COUNTRYSIDE SERVICES	719,100	495,372	70%	735,260	16,160
426,178	563,385	Countryside Development	569,220	398,708	64%	569,220	0
89,104	173,073	Countryside Golf	149,880	96,664	57%	166,040	16,160
851,314	1,415,378	SPORT & COMMUNITY VENUES	1,582,160	900,119	57%	1,543,160	(39,000)
349,763	485,694	Sport & Community Management	569,460	323,190	57%	489,460	(80,000)
32,267	81,988	Area 1	95,430	64,289	67%	104,080	8,650
121,395	222,808	Area 2	201,540	135,359	67%	227,700	26,160
146,222	194,799	Area 3	262,150	167,808	64%	262,150	0
183,133	308,712	Area 4	348,530	245,799	71%	330,610	(17,920)
7,632	12,474	Area 5	360	29,602	8223%	34,880	34,520
25,420	87,453	Football	57,480	23,401	41%	52,940	(4,540)
(14,518)	21,450	Community Venues	47,210	(89,329)	-189%	41,340	(5,870)
3,730,727	5,791,185	TOTAL	5,599,110	3,747,338	67%	5,527,360	(71,750)
(4,496,420)	(6,001,620)	Management Fee	(5,119,910)	(3,832,460)	75%	(5,119,910)	0
(765,693)	(210,435)	TOTAL	479,200	(85,122)		407,450	(71,750)
0	0	Savings Yet to be Identified	(141,090)	0		(141,090)	0
(53,580)	(150,860)	Trs From Reserves	(338,110)	(188,110)		(338,110)	0
0	99,150	Designated Funds	0	0		0	0
0	0	Trs To Reserves	0	0		0	0
(819,273)	(262,145)	TOTAL (after transfer to reserves)	0	(273,232)		(71,750)	(71,750)

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 31/12/15	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 31/12/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse
(1,356,548)	(1,892,014)	Income From Charitable Activities	(1,777,430)	(1,255,139)	71%	(1,692,390)	85,040
(4,496,420)	(6,001,620)	Management Fee	(5,119,910)	(3,832,460)	75%	(5,119,910)	0
(5,852,968)	(7,893,634)	TOTAL INCOME	(6,897,340)	(5,087,599)	74%	(6,812,300)	85,040
3,855,099	5,303,196	Employee Costs	5,457,130	3,946,724	72%	5,338,100	(119,030)
31,914	50,596	Transport Costs	51,910	26,431	51%	41,230	(10,680)
403,870	893,142	Premises Costs	831,600	344,348	41%	827,700	(3,900)
726,269	1,097,759	Supplies & Services	919,730	597,953	65%	897,050	(22,680)
0	18,630	Financing Costs	8,090	1,785	22%	8,090	0
0	212,400	Support Costs	0	0	0%	0	0
70,123	107,476	Governance Costs	108,080	85,237	79%	107,580	(500)
5,087,275	7,683,199	TOTAL RESOURCES EXPENDED	7,376,540	5,002,477	68%	7,219,750	(156,790)
(765,693)	(210,435)	NET POSITION	479,200	(85,122)		407,450	(71,750)
0	0	Savings Yet to be Identified	(141,090)	0		(141,090)	0
(53,580)	(150,860)	Trs From Reserves	(338,110)	(188,110)		(338,110)	0
0	99,150	Designated Funds	0	0		0	0
0	0	Trs To Reserves	0	0		0	0
(819,273)	(262,145)	TOTAL (after transfer to reserves)	0	(273,232)		(71,750)	(71,750)

TABLE C – INCOME POSITION

Revised Actual Income To 31/12/15	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	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse
(5,259)	(8,171)	CHIEF EXECUTIVE & PEOPLE & FINANCE	(2,000)	(8,128)	406%	(5,300)	(3,300)
(1,560)	(1,560)	MARKETING & DEVELOPMENT	0	(71)		0	0
(350,841)	(507,893)	CULTURAL	(458,090)	(287,252)	63%	(492,990)	(34,900)
	0	Cultural Management	0	0		0	0
(1,533)	(1,783)	Collection Care	(1,500)	(1,533)		(2,230)	(730)
(46,977)	(57,147)	Cultural Development	(23,370)	(29,563)	127%	(31,100)	(7,730)
(49,773)	(102,845)	Libraries	(81,430)	(41,174)	51%	(85,320)	(3,890)
(70,093)	(87,951)	Bar & Catering	(80,000)	(72,912)	91%	(93,000)	(13,000)
(182,465)	(258,167)	Palace Complex	(271,790)	(142,070)	52%	(281,340)	(9,550)
(212,019)	(219,128)	COUNTRYSIDE SERVICES	(189,580)	(151,596)	80%	(159,810)	29,770
(54,483)	(59,188)	Countryside Development	(58,080)	(32,591)	56%	(38,310)	19,770
(157,536)	(159,940)	Countryside Golf	(131,500)	(119,004)	90%	(121,500)	10,000
(786,868)	(1,155,262)	SPORT & COMMUNITY VENUES	(1,127,760)	(808,093)	72%	(1,034,290)	93,470
(37,513)	(60,900)	Sport & Community Management	(46,220)	(59,310)	128%	(46,220)	0
(152,174)	(214,392)	Area 1	(212,670)	(163,088)	77%	(212,280)	390
(69,335)	(104,750)	Area 2	(113,580)	(55,701)	49%	(67,810)	45,770
(152,319)	(223,649)	Area 3	(194,300)	(160,412)	83%	(198,050)	(3,750)
(79,199)	(111,727)	Area 4	(118,290)	(64,753)	55%	(81,310)	36,980
(158,007)	(238,809)	Area 5	(249,540)	(171,644)	69%	(233,020)	16,520
(20,480)	(18,265)	Football	(12,660)	(12,265)	97%	(15,000)	(2,340)
(117,841)	(182,770)	Community Venues	(180,500)	(120,921)	67%	(180,600)	(100)
(1,356,547)	(1,892,014)	TOTAL	(1,777,430)	(1,255,139)	71%	(1,692,390)	85,040
(4,496,420)	(6,001,620)	Management Fee	(5,119,910)	(3,832,460)	75%	(5,119,910)	0
(5,852,967)	(7,893,634)	TOTAL	(6,897,340)	(5,087,599)	74%	(6,812,300)	85,040

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 31/12/15	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 31/12/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse
394,680	783,922	CHIEF EXECUTIVE & PEOPLE & FINANCE	804,220	508,967	63%	758,610	(45,610)
256,475	347,012	MARKETING & DEVELOPMENT	333,570	250,943	75%	333,570	0
2,070,637	3,026,038	CULTURAL	2,620,150	1,887,387	72%	2,655,050	34,900
51,228	70,265	Cultural Management	68,260	52,513	77%	68,260	0
99,851	145,439	Collection Care	150,750	102,037	68%	148,250	(2,500)
357,485	510,862	Cultural Development	460,640	340,813	74%	471,150	10,510
1,042,199	1,554,288	Libraries	1,202,910	855,850	71%	1,208,410	5,500
53,361	68,309	Bar & Catering	61,400	52,614	86%	68,400	7,000
466,513	676,875	Palace Complex	676,190	483,561	72%	690,580	14,390
727,301	955,587	COUNTRYSIDE SERVICES	908,680	646,967	71%	895,070	(13,610)
480,661	622,574	Countryside Development	627,300	431,299	69%	607,530	(19,770)
246,640	333,013	Countryside Golf	281,380	215,668	77%	287,540	6,160
1,638,183	2,570,640	SPORT & COMMUNITY VENUES	2,709,920	1,708,212	63%	2,577,450	(132,470)
387,274	546,594	Sport & Community Management	615,680	382,500	62%	535,680	(80,000)
184,443	296,379	Area 1	308,100	227,377	74%	316,360	8,260
190,729	327,558	Area 2	315,120	191,060	61%	295,510	(19,610)
298,540	418,448	Area 3	456,450	328,219	72%	460,200	3,750
262,333	420,439	Area 4	466,820	310,552	67%	411,920	(54,900)
165,640	251,283	Area 5	249,900	201,245	81%	267,900	18,000
45,900	105,718	Football	70,140	35,666	51%	67,940	(2,200)
103,324	204,221	Community Venues	227,710	31,592	14%	221,940	(5,770)
5,087,276	7,683,199	TOTAL	7,376,540	5,002,477	68%	7,219,750	(156,790)
		Management Fee					0
5,087,276	7,683,199	TOTAL	7,376,540	5,002,477	68%	7,219,750	(156,790)

CHIEF EXECUTIVE & PEOPLE & FINANCE SERVICE ANALYSIS

Revised Actual Exp. To 31/12/15	Actual Out-turn to 31/03/16	CHIEF EXECUTIVE & PEOPLE & FINANCE	Annual Estimate 2016/17	Revised Actual Exp. To 31/12/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(5,259)	(8,171)	Income From Charitable Activities	(2,000)	(8,128)	406%	(5,300)	(3,300)	Favourable variance mainly relates to Bank Interest Received.
(4,496,420)	(6,001,620)	Management Fee	(5,119,910)	(3,832,460)	75%	(5,119,910)	0	
(4,501,679)	(6,009,791)	TOTAL INCOME	(5,121,910)	(3,840,588)	75%	(5,125,210)	(3,300)	
328,730	474,746	Employee Costs	700,320	452,683	65%	657,510	(42,810)	Favourable variance has arisen due to delays in filling vacancies
0	0	Transport Costs	2,750	1,705		2,750	0	
11,175	15,861	Premises Costs	14,750	14,520	98%	14,750	0	
36,563	54,599	Supplies & Services	61,620	29,132	47%	59,320	(2,300)	Projected savings within postage.
0	0	Financing Costs	0	0		0	0	
0	212,400	Support Costs	0	0		0	0	
18,213	26,316	Governance Costs	24,780	10,927	44%	24,280	(500)	
394,681	783,922	TOTAL RESOURCES EXPENDED	804,220	508,967	63%	758,610	(45,610)	
(4,106,998)	(5,225,869)	NET POSITION	(4,317,690)	(3,331,621)	77%	(4,366,600)	(48,910)	
		Savings Yet to be Identified	(141,090)	0		(141,090)	0	
		Trs From Reserves	(164,290)	(14,290)		(164,290)	0	
	4,500	Designated Funds				0	0	
		Trs To Reserves					0	
(4,106,998)	(5,221,369)	TOTAL (after transfer to reserves)	(4,623,070)	(3,345,911)	72%	(4,671,980)	(48,910)	

MARKETING & DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 31/12/15	Actual Out-turn to 31/03/16	MARKETING & DEVELOPMENT	Annual Estimate 2016/17	Revised Actual Exp. To 31/12/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(1,560)	(1,560)	Income From Charitable Activities	0	(71)		(70)	(70)	
		Management Fee					0	
(1,560)	(1,560)	TOTAL INCOME	0	(71)		(70)	(70)	
172,390	236,089	Employee Costs	245,310	178,633	73%	236,310	(9,000)	Favourable variance has arisen due to a vacancy no longer being filled.
		Transport Costs	0	0		0	0	
		Premises Costs	0	0		0	0	
84,085	110,923	Supplies & Services	84,010	67,735	81%	93,080	9,070	Adverse variance relates to general marketing activities.
		Financing Costs	0	0		0	0	
		Support Costs	0	0		0	0	
		Governance Costs	4,250	4,575		4,250	0	
256,475	347,012	TOTAL RESOURCES EXPENDED	333,570	250,943	75%	333,640	70	
254,915	345,452	NET POSITION	333,570	250,872	75%	333,570	0	
(33,140)	(45,380)	Trs From Reserves	(40,210)	(40,210)		(40,210)	0	
		Designated Funds					0	
		Trs To Reserves					0	
221,775	300,072	TOTAL (after transfer to reserves)	293,360	210,662	72%	293,360	0	

CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 31/12/15	Actual Out-turn to 31/03/16	CULTURAL	Annual Estimate 2016/17	Revised Actual Exp. To 31/12/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(350,841)	(507,893)	Income From Charitable Activities	(458,090)	(287,252)	63%	(492,990)	(34,900)	Improved income projections due to Hospitality increasing by £13K. Event and ticket income at Palace and Cumnock TH to £9.5K. Libraries increase by 4K due to fines and hire charges. Cultural Development increases projection due to £8K due to performance of Youth Theatre. Donations have increased by £.5K
		Management Fee					0	
(350,841)	(507,893)	TOTAL INCOME	(458,090)	(287,252)	63%	(492,990)	(34,900)	
1,510,796	2,067,341	Employee Costs	1,809,630	1,374,277	76%	1,853,980	44,350	Increased Bank staff projections at Cumnock Town and Palace and Grand Hall by £25K due to staff absence cover and increased income generation. Cultural Development over budget by £4K due to staff absence and use of Bank to cover. Library basic pay costs increase by £13K due to absence and additional cost due to partial implementation of redesign. Hospitality increases by £2,5K to support increase in income
8,618	13,711	Transport Costs	17,950	7,926	44%	11,920	(6,030)	Reduced fuel costs and projections across library fleet of vehicles
120,409	281,111	Premises Costs	262,410	109,928	42%	258,780	(3,630)	Reduction in general fixture and fittings costs
411,350	628,248	Supplies & Services	481,110	352,656	73%	481,320	210	
	1,890	Financing Costs	4,000	1,785		4,000	0	
		Support Costs	0	0		0	0	
19,462	33,737	Governance Costs	45,050	40,815	91%	45,050	0	
2,070,635	3,026,038	TOTAL RESOURCES EXPENDED	2,620,150	1,887,387	72%	2,655,050	34,900	
1,719,794	2,518,145	NET POSITION	2,162,060	1,600,136	74%	2,162,060	0	
(11,240)	(83,630)	Trs From Reserves	(30,300)	(30,300)		(30,300)	0	
	38,650	Designated Funds				0	0	
		Trs To Reserves					0	
1,708,554	2,473,165	TOTAL (after transfer to reserves)	2,131,760	1,569,836	74%	2,131,760	0	

COUNTRYSIDE SERVICE ANALYSIS

Revised Actual Exp. To 31/12/15	Actual Out-turn to 31/03/16	COUNTRYSIDE SERVICES	Annual Estimate 2016/17	Revised Actual Exp. To 31/12/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(212,019)	(59,188)	Income From Charitable Activities	(189,580)	(151,596)	80%	(159,810)	29,770	Adverse variance includes a reduction in the Country Park income due to redevelopment closure. This was projected and is balanced by a reduction in expenditure. However, there has also been a reduction in ticket sales at Annanhill Golf Course.
		Management Fee					0	
(212,019)	(59,188)	TOTAL INCOME	(189,580)	(151,596)	80%	(159,810)	29,770	
534,059	461,683	Employee Costs	707,300	506,252	72%	701,280	(6,020)	Reduction in previously projected favourable variance due to the need to use casual staff to cover long term absence and health and safety issues within the golf courses.
21,203	20,160	Transport Costs	30,260	16,339	54%	24,970	(5,290)	Projection based on 2015/16 figures now including golf from October 2016
84,965	64,685	Premises Costs	70,110	47,497	68%	74,650	4,540	Projection based on 2015/16 figures now including golf from October 2016
82,676	67,558	Supplies & Services	92,670	72,304	78%	85,830	(6,840)	Reduction in supplies and services expenditure due to closure of Country Park buildings from September 2016.
	4,090	Financing Costs	4,090	0	0%	4,090	0	
		Support Costs	0	0		0	0	
4,398	4,398	Governance Costs	4,250	4,575	108%	4,250	0	
727,301	622,574	TOTAL RESOURCES EXPENDED	908,680	646,967	71%	895,070	(13,610)	
515,282	563,386	NET POSITION	719,100	495,372	69%	735,260	16,160	
		Trs From Reserves	(14,270)	(14,270)		(14,270)	0	
		Designated Funds				0	0	
		Trs To Reserves					0	
515,282	563,386	TOTAL (after transfer to reserves)	704,830	481,102	68%	720,990	16,160	

SPORT & COMMUNITY VENUES SERVICE ANALYSIS

Revised Actual Exp. To 31/12/15	Actual Out-turn to 31/03/16	SPORT & COMMUNITY VENUES	Annual Estimate 2016/17	Revised Actual Exp. To 31/12/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(786,868)	(1,315,202)	Income From Charitable Activities	(1,127,760)	(808,093)	72%	(1,034,290)	93,470	Adverse variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council and reduction of income at Muirkirk Games Hall, Patna Game Hall, Gavin Hamilton Sports Centre, Catrine Games Hall, Hunter Fitness Suite and Stewarton Sports Centre.
		Management Fee					0	
(786,868)	(1,315,202)	TOTAL INCOME	(1,127,760)	(808,093)	72%	(1,034,290)	93,470	
1,309,124	2,063,335	Employee Costs	1,994,570	1,434,879	72%	1,889,020	(105,550)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council, with additional costs within bank relating to staff cover for absence.
2,093	16,725	Transport Costs	950	461	48%	1,590	640	
187,322	531,486	Premises Costs	484,330	172,403	36%	479,520	(4,810)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council.
111,594	236,431	Supplies & Services	200,320	76,125	38%	177,570	(22,750)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council
0	12,650	Financing Costs	0	0		0	0	
0		Support Costs	0	0		0	0	
28,051	43,026	Governance Costs	29,750	24,344	82%	29,750	0	
1,638,184	2,903,653	TOTAL RESOURCES EXPENDED	2,709,920	1,708,212	63%	2,577,450	(132,470)	
851,316	1,588,451	NET POSITION	1,582,160	900,119	57%	1,543,160	(39,000)	
(9,200)	(21,850)	Trs From Reserves	(89,040)	(89,040)		(89,040)	0	
	56,000	Designated Funds				0	0	
		Trs To Reserves					0	
842,116	1,622,601	TOTAL (after transfer to reserves)	1,493,120	811,079	54%	1,454,120	(39,000)	

RESERVES AS AT 31 DECEMBER 2016

TABLE A – Summary

TABLE B – Unuseable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – SUMMARY

UNRESTRICTED RESERVES	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	PROPOSED DRAWDOWN	Q1	Q2	Q3	BALANCE	APPROVAL	STATUS	NOTES
FIXED ASSET RESERVE	48,000		48,000					48,000			
RETAINED RESERVES UNUSEABLE RESERVES (DEPRECIATION RESERVES)	400,000		400,000	150,000				250,000			
ALLOCATED RESERVES	63,820	30,000	93,820		0			93,820			see Table B
UNALLOCATED RESERVES	123,260	289,150	412,410	0	23,430	63,830	100,850	224,300			see Table C
HOLIDAY PAY PROVISION	20,804	42,140	62,944					62,944			
TOTAL UNRESTRICTED RESERVES	655,884	269,110	924,994	150,000	23,430	63,830	100,850	586,884			
RESTRICTED RESERVES			73,199		(11,206)		(273,912)	358,317			
PENSION RESERVE			(800,000)					(800,000)			
TOTAL RESERVES			198,193					145,201			

TABLE B – Unuseable Reserves

UNUSEABLE RESERVES	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	PROPOSED DRAWDOWN	Q1	Q2	Q3	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	8,110		8,110					8,110	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					44,000	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17
Annanhill Golf Course - Maintenance Equipment	17,710	15,000	32,710					32,710	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine now in use. Will be drawn down at year end to cover depreciation. 5 years from 2015/16.
Homewords Van		9,000	9,000					9,000	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17
TOTAL UNUSEABLE RESERVES	63,820	30,000	93,820	0	0	0	0	93,820			

TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	PROPOSED DRAWDOWN	Q1	Q2	Q3	BALANCE	APPROVAL	STATUS	NOTES
People & Finance Administration Resources	20,000		20,000			4450	6850	8,700	14 July 2015 Board	Ongoing	Will be used to support creation of 2 * temp Clerical post, who are now in post
People & Finance Security		4,500	4,500		2,810	180		1,510	7 June 2016 Board	Ongoing	Fortress Security Alarm
Marketing - Additional Facilities	7,000		7,000					7,000	14 July 2015 Board	Ongoing	Initial work for Auchinleck Boswell Centre is complete. Funding to be allocated to market research consultant in line with Business Plan strategic objectives.
Marketing & Development Staff	20,000	81,000	101,000		6,310	20100	13800	60,790	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	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence Jan 2017
Dick Institute/Palace Complex Programme Development	3,960		3,960				3240	720	14 July 2015 Board	Ongoing	Programme took place January/February/March aimed at young people and day time use. Further programme planned in coming months.
Homewords Van		5,000	5,000				2500	2,500	7 June 2016 Board	Ongoing	Homewords Van Fit out

Sport & CV Saffing		99,000	99,000		9,310	16610	40730	32,350	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	14 July 2015 Board	Ongoing	Course design and alterations under consideration. Required for 2017/18
Wi-Fi Provision - Phase I	2,300	4,650	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			3660	11340	0	7 June 2016 Board	Complete	SIRSI Upgrade
Palace Complex		5,000	5,000		5,000			0	7 June 2016 Board	Complete	Floor Machine @ Grand Hall
Annanhill Security Measures		15,000	15,000			14270		730	7 June 2016 Board	Complete	Works complete - awaiting confirmation of final invoice
AAA Pole Vault		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
TOTAL ALLOCATED RESERVES	123,260	289,150	412,410	0	23,430	63,830	100,850	224,300			

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 31.12.16	Expected Completion Date
Textile Team	Donations	(£677)	(£677)	Ongoing
Creative Place	Creative Scotland/Centerstage/Town Centre Management	(£24,571)	(£24,571)	March 2017
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,506)	(£4,506)	Ongoing
Scotland Creates	National Museums Scotland	(£15,325)	£0	March 2017
Wi-Fi	SLIC	(£11,500)	(£10,143)	March 2017
Still Future II	Creative Scotland	(£4,307)	(£843)	Sept 2016
Countryside Festival	Awards For All	(£1,549)	(£1,549)	Sept 2016
Irvine Valley Trails	Renewable Energy Fund	£0	(£62,923)	March 2019
The McKie Collection	Museum Gallery Scotland	(£10,175)	(£4,204)	July 2017
Read Write Count	SLIC	(£2,228)	(£539)	June 2016
Make Some Noise	Creative Scotland	£0	(£17,654)	Sept 2018
GLAIF 16/17	Bord Na Gaidhlig	£0	(£3,117)	Sept 2017
I AM HERE	Creative Scotland	£0	(£26,325)	July 2017
Burns Birthday in Mauchline	Creative Scotland	-	(£1,500)	Jan 2017
DCCP Development Project	Renewable Energy Fund	-	(£200,000)	June 2021

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.

Scotland Creates (Legacy of Lace) received funding from National Museums Scotland on behalf of the Esmee Fairbairn Foundation, to engage young people in museums through development of exhibitions and associated events. This project is ongoing.

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

Still Future II is new exhibition featuring the work of nine Scottish artists. It has received funding from Creative Scotland and will result in a major new exhibition at the Dick during January 2016.

The 2015 East Ayrshire Countryside Festival received £10,000 from Awards for All to promote healthy outdoor activities throughout East Ayrshire. The project included a number of structured walks, walking festivals, cycling events, evening talks and large scale community events. The aim of the project was to target community integration and promote sustainable healthy lifestyles. The Countryside Festival attracted over 5,000 participants over a 4 week period. The 2015 Countryside Festival had an underspend of £1549. It has been agreed with Awards for All that this money will not be returned but will be used to invest in the River Ayr Way signage programme.

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.

Read Write Count – Scotland wide initiative to improve literacy and numeracy skills for young people. Project funded by SLIC.

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.

Burns Birthday in Mauchline is our annual Burns celebration which results in a weekend of events and school workshops at Burns House Museum and Library.

DCCP Development Project received £600,000 from the Renewable Energy Fund. This will be drawn down annually for 3 years. This funding is specifically targeted at the biodiversity, paths, volunteering and activities aspects of the project.



**EXTERNAL FUNDING
(OCTOBER – DECEMBER 2016)**

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	£300	
Cultural	Read the Past Imagine the Future – Scottish Library and Information Council (SLIC)	£400	
TOTAL		£700	£0

EXTERNAL FUNDING APPROVED APPLICATIONS

NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Countryside	Dean Castle Country Park – Scottish Rural Development Programme (SRDP)	£125,000	will be paid to EAC
TOTAL		£125,000	

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Countryside	Dean Castle Country Park - Ayrshire Leader	£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.
TOTAL		£391,676	



PERFORMANCE SCORECARD

East Ayrshire Leisure Trust – EPMS Quarterly Indicators – Key ■ (REQUIRES INTERVENTION) ■ (WITHIN TOLERANCE) ■ (POSITIVE PERFORMANCE)

	Indicator	2015/16 Figure	2016/17 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	Comments
1	East Ayrshire Leisure Trust: Total Income	7,893,634	6,897,340	10%	1,711,130	1,745,235	1,717,500	1,636,729	1,734,355	1,705,635	1,734,355		Variations on Income are to be expected due to cyclical fluctuations, however income is still projecting to 6,812,300
2	East Ayrshire Leisure Trust: Total Expenditure	7,683,199	7,376,540	10%	1,789,760	1,319,170	1,817,400	2,097,271	1,884,690	1,586,036	1,884,690		Variations on Expenditure are to be expected due to cyclical fluctuations, however expenditure is still projecting to 7,219,750
3	Core Services Customer Visits: Culture	518,759	506,070	10%	127,617	148,990	121,657	112,660	138,529	157,617	118,267		Cultural venues are showing a 13% visits increase on the quarter target, due largely to excellent performance at Palace and Grand Hall and Cumnock Town Hall. Part-time libraries continue to show a fall in usage.

	Indicator	2015/16 Figure	2016/17 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	Comments
4	Core Services Customer Visits: Sport and Community Venues	792,551	815,666	10%	205,690	210,269	194,500	164,125	220,633	190,985	220,633		5 core venues show an increase in attendances compare to the same period last year. 16% percent increase in attendances from Q2 to Q3. 7000 attendances lost for the same period in 2015/2016 due to cancellation of large-scale dance event and EAC Excellence Awards not taking place in 2016. Indicator does not include 20,000 attendances relating to the annual fireworks display.
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		Due to the restricted access to Dean Castle Country Park between October 2016 and March 2017, it is anticipated that visits will be out with the 10% intervention with a reduction in countryside visits in 2016/17.

	Indicator	2015/16 Figure	2016/17 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	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		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, must-go-to heritage website.
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		Within tolerance
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		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.



RISK REGISTER

RISK MANAGEMENT

East Ayrshire Leisure will manage risk in a proactive manner by prioritising areas of concern and addressing them on an ongoing basis. The Board reviews its Risk Register on a regular basis with the Register submitted for approval annually and then monitored through the quarterly performance reporting process.

Risk - this column lists areas of major concern for East Ayrshire Leisure that could damage its credibility or its ability to trade.

Risk rating - this column records the rating placed on each risk, this is judged according to current knowledge and experience that the assessor has in the area of concern and may be altered once specialists in the specific field have been consulted, The score should range from 0 (lowest risk) to 5 (highest risk). Risk ratings should consider both the likelihood and impact of the risk.

Priority - the assessor should indicate whether actions on the risk are urgent or not using the indicators of **high, medium or low**.

Reason for risk rating and priority - the assessor should explain why the risk exists and if appropriate why the Priority indicator has been assessed at the level set against each risk.

Information - The assessor should identify systems and processes that are in place to reduce the risk and/or weaknesses that enhance the risk and any associated actions that can/will be put in place.

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information
1. Reduction in service payments from EAC	5	H	<p>This is an area of high risk as the Council, which provides the service payments to the Trust, is under severe pressure to reduce its overall spend. The priority is high as the Trust would need to take action if the Council reduces its funding.</p> <p>Closure of local facilities due to reduced funding may impact of Strategic Objective 1 and 2 of the Business Plan as targets groups will incur additional cost when they are required to travel to venues which may impact on their ability to attend facilities. Subsequently, a drop in attendance may reflect in income shortfalls that in turn, will affect the Trusts ability to invest in development opportunities.</p>	<ul style="list-style-type: none"> • The Trust has limited resources available to it and would find it difficult to identify alternative funding sources or generate additional income to offset any reductions in Council funding. • Funding regularly reviewed by Trust Board and continuous dialogue with East Ayrshire Council.
2. Falling income levels due to the economic climate, or any other reason.	2	M	<p>The overall risk rating for this area is Low/Medium as the Trust has reviewed and realigned its income targets and sets pricing annually to ensure they can cope with market pressures. The priority is medium as charges can be reviewed relatively easily if a particular difficulty is identified.</p>	<ul style="list-style-type: none"> • The Trust will have the ability to develop new income streams and review charging policies. • The Trust has a dedicated marketing team to support service development and delivery. • East Ayrshire Council and East Ayrshire Leisure have historically charged at the lower end for services in comparison

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information
				with many other Scottish Leisure service providers and steep increases may have an adverse effect on the reputation of the Trust and customer numbers.
3. Health and Safety Legislation, Standards and Procedures	2	M	The risk is low/medium risk as the Trust has a good Health and Safety record. It is a medium priority as pressures placed on the Council's Safety Team may affect the amount of time dedicated to the Trust, but the Trusts Health and Safety Officer (Properties) is continually gaining knowledge and expertise that will offset any shortfall in support.	<ul style="list-style-type: none"> • Trust has its own Health and Safety Manager (Properties) supported by EAC Health and Safety Team and adhere to the Council's safety standards. Managers trained to IOSH Managing Safely standard. • East Ayrshire Leisure have initiated regular 6 weekly Health & Safety meetings attended by the Chief Executive, EAC's Safety Advisor and key managers. The forum discusses key Health & Safety issues with a view to reducing risk wherever it is identified.
4. Protection of children and vulnerable adults	2	L	This is a Low/medium risk as there are systems in place such as Protection of Vulnerable Groups checks and stringent conditions of let in place. However, an adverse incident would damage the Trust's reputation. The priority is low due to the	<ul style="list-style-type: none"> • Staff undergo Disclosure checks and spot checks are made on the documentation held by individuals/groups leasing facilities. • Staff undergo PVG check and training

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information
			fact that there have been no major incidents in facilities and the Trust is in the process of reviewing and updating its Safeguarding policy and procedures.	and support from Council officials is available.
5. Loss or damage to historic collections or buildings	4	H	This is a high risk as the materials held and the historic buildings managed by the trust have immeasurable historic and cultural value. Loss or irreparable damage to this stock would have severe implications for the credibility of the Trust. It is of high priority that this area is addressed as current condition of buildings can be problematic.	<ul style="list-style-type: none"> • The Trust has dedicated manager in place to ensure the collection and estate is managed appropriately. Effective security and inventory control measures are in place across the Museums Service. • The Trust has an SLA with the Council and repairs are prioritised. • Contractors carry appropriate insurance.
6. Loss of buildings or facilities due to bad weather, maintenance issues or any other cause	3	L	This area is a medium risk although there have been instances where facilities have been closed, for example the SGP at Stewarton Sports Centre employees are better able to deal with the onset of bad weather and the closure of the SGP at St Joseph's due to construction issues, as the Trust has enough capacity to relocate customers. This is a low priority to the Trust as it has limited resources to counteract any service shortfall,	<ul style="list-style-type: none"> • Most buildings are able to withstand poor weather. Maintenance standards are generally acceptable. • Some facilities have recurring problems during poor weather. • Repairs and maintenance programmes are the responsibility of the Council and have to be prioritised.

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information
			albeit it can seek financial compensation.	<ul style="list-style-type: none"> As a third party in schools etc. the Trust is limited in the amount of pressure it can apply to situations. For example, St Josephs and the Grange Leisure Centres. Each building has a snow and ice plan.
7. Failure to effectively Market, Promote and Programme facilities and activities	4	H	This is an area of high risk and high priority. If Marketing programmes are ineffective the Trust will be unable to deliver the strategic priorities identified in the Business Plan and there will be a negative impact on income levels and attendances.	<ul style="list-style-type: none"> The Marketing and Development team has had temporary additional resources allocated to it. The Marketing Plan will be updated to reflect the new Business Plan.
8. Failure to develop a workforce that is appropriately skilled, trained and motivated.	3	M	This is an area of medium risk and medium priority. It is essential that staff are well trained and motivated, without this it is unlikely that the Trust will be able to deliver strategic objectives in the new Business Plan.	<ul style="list-style-type: none"> The new Training and Development Officer will improve aspects of support for staff. Recruitment issues will decrease as the Trust moves to its core facility remit.
9. Failure to deliver the Community Asset Transfer/Asset Rationalisation programmes.	4	H	This is an area of high risk and high priority as the programmes now have completion dates linked to the achievement of savings targets by the Trust.	<ul style="list-style-type: none"> The CAT/AR programmes are led by East Ayrshire Council and it is the Council that makes the final decisions regarding the future of facilities.

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Information
				<ul style="list-style-type: none"> • A temporary staff structure is in place to allow the Trust to support the CAT/AR programmes and deliver event strategies for all buildings temporarily in the Trust's remit.
10. Failure to prioritise tasks and workload.	4	H	Staff workloads are challenging as the Trust continues to develop. In order to achieve stated outcomes, staff must prioritise effectively.	<ul style="list-style-type: none"> • Changes to staff structures, agreed by the Board, should assist in addressing workload issues. • Staff will require support to prioritise workload.