

East Ayrshire Leisure Performs 2019 – 2020 Annual Summary Report





PROGRESS AGAINST 2016-19 ACTION PLAN 2019/20

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	ANNUAL ACHIEVEMENTS
EAL 1.1	Increase Customer Satisfaction levels	<ul style="list-style-type: none"> ▪ Show annual customer satisfaction improvements each year of Business Plan 	
EAL 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	<ul style="list-style-type: none"> ▪ 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 	<p><u>Culture and Community Services</u> Cultural and Community venues saw an increase in attendance figures of 1.05% for 19/20 against the projections set for the year. Actual = 463,132; Target = 458,300. On-line library provision had a spike in attendance in March as a result in library closures on the 18th March.</p> <p><u>FutureMuseum</u> Q3 and Q4 were particularly good periods for activity on futuremuseum.com and since closure on the 18th March, the site has been very popular with lots of good content directly people to the collections. 19/20 saw an incredible increase of 69% against the projected target for the year. Actual = 338,000; Target = 200,000</p> <p><u>Sport and Fitness</u> Sport and Fitness had a slight decline in attendances over the year of 0.82% which is within tolerance levels. Actual = 643,829; Target = 649,125. An upward trend in attendances was being noted prior to venue closures on 18th March.</p> <p><u>Countryside and Outdoor Activities</u> Countryside and Outdoor Activity Services had an increase in annual attendance of 9.49%. Actual = 1,535,501; Target = 1,402,400.</p> <p><u>Overall Attendance Target</u> In 2019/20, we had an increase in attendances across all of our venues of 5.28%. Actual = 2,642,452; Target = 2,509,825. Performance figures are available for individual venues.</p> <p><u>Corporate Services</u> Eastayrshireleisure.com has seen an increase of 1.9% for 19/20. On-line activity is becoming an increasingly important part of the business. Actual = 332,380; Target = 326,255</p>

EAL 1.3	Achieve new quality standards and/or maintain current Accreditation standards	Visit Scotland: <ul style="list-style-type: none"> ▪ 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 	Baird Institute Achieved a 4 star accreditation. All other assessments are due in 2020.
		Arts Council England Museum Accreditation: <ul style="list-style-type: none"> ▪ Dean Castle/Baird/Doon Valley/Burns House/Dick Institute maintained. 	
		Collection Significance: <ul style="list-style-type: none"> ▪ Musical Instrument/Burns Collections maintained. 	
		How Good Is Our Public Library Service: <ul style="list-style-type: none"> ▪ 2016/17 – 1 indicator tested ▪ 2017/18 – further 2 indicators tested ▪ 2018/19 – further 2 indicators tested. 	
		British Computer Society Accreditation: <ul style="list-style-type: none"> ▪ Maintain annual accreditation 	
		UKA: <ul style="list-style-type: none"> ▪ Maintain Certification at Ayrshire Athletics Arena 	
		FIFA: <ul style="list-style-type: none"> ▪ Certification of all Synthetic Grass Pitches 	
		RLSS: <ul style="list-style-type: none"> ▪ Maintain Approved Training Centre status 	Achieved
		Green Flag: <ul style="list-style-type: none"> ▪ Gain award for Dean Castle Country Park ▪ Gain award for Annanhill Golf Course 	Application has been made for Dean Castle Country Park with assessment scheduled for 2020

EAL 1.4	Maintain and sustain high level partnerships that support service delivery and improvement.	<ul style="list-style-type: none"> ▪ Maintain current partnership network. 	<p>East Ayrshire Leisure continues to develop positive partnerships with a range of key stakeholders. Although not exhaustive, the following partnerships have been very successful in 19/20:</p> <ul style="list-style-type: none"> ▪ A formal partnership was agreed withPartne with both Kilmarnock Football Club and Kilmarnock Ladies Football Club for exclusive use of the Synthetic Grass Pitch for training and weekend games at the William McIlvanney Leisure Centre. This is particularly important in supporting the growth and development of female participation in sport. ▪ A new 'Learn to Swim' programme was introduced in partnership with Scottish Swimming to provide a more comprehensive package for swimmers of all ages. • Worked with Scottish Book Trust, Kilmarnock Station Railway Heritage Trust and EAC Vibrant Communicities to deliver the Digital Storytelling project (funding value of £36,000). 54 people participated in the digital storytelling project and developed their own personal film stories including individuals who have physical, sensory and learning disabilities as well as older individuals who are isolated and lack digital skills to stay connected online. Their films were premiered at the Dick Institute as part of the celebratory events. ▪ This year, we were delighted to support iDANCE, the mixed ability dance group by giving strategic support to the project and associated development of the group. The dancers premiered their film which celebrated 15 years of iDANCE at Learning Disability Awareness Week in Cumnock and Stewarton. ▪ Several innovative partnerships were shortlisted for national awards. Our 'Digital Storyteller in Residence' was shortlisted for Best Community Project at the Herald Society Awards and our Gaelic Visual Arts project was shortlisted for the Innovation in Education Award at the Scottish Gaelic Awards. ▪ Worked with Creative Scotland (funding value of £36,000) Ayrshire Young Carers and Vibrant Communities in the ongoing delivery of the MAKE SOME NOISE music project. ▪ The National Schools Pipe Band Championships took place at William McIlvanney campus with 800 young musicians taking part from across Scotland.
EAL 1.5	Introduce a system to audit, monitor and improve environmental efficiency across our core facilities	<ul style="list-style-type: none"> ▪ Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives. 	<p>Systems are in place for monitoring environmental efficiency across all venues. East Ayrshire Council has developed an asset management plan that includes venues within EAL portfolio.</p>

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

ACTION NO	ACTION	TARGET	PROGRESS
EAL 2.1	Increase general participation /attendance levels across service areas	<ul style="list-style-type: none"> ▪ Increase participation/ attendance levels by 5% over the term of the Business Plan. 	Included in figures above.
EAL 2.2	Increase opportunities for/numbers of young people (12-25) using our services.	<ul style="list-style-type: none"> ▪ Increase by 1% each year number of young people using our service areas. ▪ Raise £50K external funding during life of Business Plan to support programmes aimed at young people. ▪ Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes e.g. EASC Affiliated Sports Clubs, Youth Arts Network, Vibrant Communities. ▪ Offer reduced cost/free access to facility/project use for targeted groups of young people. ▪ Carry out project surveys to measure behavioural change impact in 2016/17/18/19 	<p>Working with young people has continued to be an important focus for us throughout 2019/20. Some of the exciting initiatives include:</p> <ul style="list-style-type: none"> • The Gaelic Visual Art project which came to a close with an accomplished exhibition of work by primary and secondary pupils from Sgoil na Goille Nuaidh. The year-long project offered the opportunity for 29 young people to develop written and spoken Gaelic language skills within the framework of the gallery setting and embedded in creative workshops. One student internship was also undertaken throughout the duration of the project. • We were also delighted to work with Dalmellington Primary School on a family fitness initiative, funded by Dalmellington Primary Parent Council to give local families the opportunity to spend quality time with their kids and get fit at the same time. • Across our libraries we have made strategic changes to Bookbug delivery. This free parent/toddler weekly activity is now available in every library in East Ayrshire. National Reading Groups Day was also celebrated with Mary Paulson-Ellis who is the author of Waterstones Scottish Book of the Year for The Other Mrs Walker book. • 84 students from Onthank Primary, 41 from Hillhead and 57 from Whatriggs schools took part in the ‘Castle Construction’ workshops during the period. • Minecraft workshops for young people are running successfully at the Dick Institute, Stewarton and Crosshouse Libraries. • Natural Leaders programme at Auchinleck Academy, Doon Academy and Kilmarnock Academy was started in 2019, involving the young people in creating/developing a nature reserve within their local community. • Monthly “Live at the Dean” sessions held were introduced at the Courtyard at the DCCP, for new young artists to perform in a welcoming environment. • Sportshall Athletics at the AAA welcomed 615 pupils from 27 Schools

			<ul style="list-style-type: none"> • East Ayrshire Schools Cross Country Competition had 556 school children from East Ayrshire attend AAA
EAL 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<ul style="list-style-type: none"> ▪ Apply audit findings where appropriate, in 2017/18/19 ▪ Support people using our facilities/ programmes with mixed ability needs. 	<p>In 2019/20, we delivered a wide range of programmes and activities aimed at people with physical, sensory or learning disabilities. These are just a few:</p> <ul style="list-style-type: none"> • We developed a new partnership at Auchinleck Leisure Centre with Daldorch House School, where we have established a set swimming time for young people who suffer from autism. These young people have struggled to find another venue where they have been welcomed and had the opportunity to be able to go and enjoy themselves in a swimming pool. • Job clubs, hearing loss clubs and other self-help groups have been introduced and are in place across several libraries. • We worked in partnership with Vibrant Communities and Dementia Scotland to launch the summer walking programme with a group walk within the DCCP and picnic in the Visitor Centre Courtyard. This added to the Growing Memories Project that is well established with Alzheimers Scotland. • 175 attendances in All Ability Bike Sessions at the AAA
EAL 2.4	Increase opportunities for/numbers of older people (60+) using our services.	<ul style="list-style-type: none"> ▪ Increase attendance by older people by 1% each year. ▪ Ensure we have programmes that are attractive to older users. ▪ Carry out sample surveys to measure behavioural change impact in 2016/17/18/19 ▪ Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire & Arran, Vibrant Communities. 	<p>People over 60 are key customers at several of our venues. However, specific programmes have been developed aimed at people who are in retirement. These have included:</p> <ul style="list-style-type: none"> • Libraries supported the Opportunities In Retirement book group. • Homeworks staff have been part of the team involved in developing a Friendship Group for Housebound customers which brings socially excluded people from their homes to the Dick Institute for tea and a chat • We celebrated National Mobiles Day with nursing home residents coming to visit the Mobile Library

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

ACTION NO	ACTION	TARGET	PROGRESS
EAL 3.1	<p>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</p>	<ul style="list-style-type: none"> ▪ Increase levels of visitor attendance in line with targets set in local Tourism Strategies. ▪ Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events. ▪ Submit external funding bids to support tourism development across our facilities/venues. ▪ Maintain and develop partnership working with Visit Scotland/EventsScotland to support our programmes. 	<p>Our Tourism venues saw an increase of nearly 5% in attendances in 2019/20. Target = 1,648,783; Actual = 1,730,582. Some of the exciting programmes to attract visitors to East Ayrshire included:</p> <ul style="list-style-type: none"> ▪ Our ‘Burns’s Birthday in Mauchline’ annual festival was a huge success with over 500 visitors coming to the Burns House Museum on the afternoon of Saturday 25th January. The highlight was the culmination of three months’ work with Mauchline Primary School who performed their promenade and staged performances of song, dance and theatre throughout the afternoon. This was funded by EventScotland. Our Burns’s Birthday School workshops were fully booked with around 400 pupils taking part throughout the week. ▪ Performing Arts have hosted Eddie Reader, EAYT Electricity and Little Top at Cumnock Town Hall during April. In May we staged the world premier of ‘The Red Lion’ to rave reviews and also hosted the ‘Benny Lynch’ story. In June we hosted the ‘Greatest Showman’ sing alongs and 12 dance schools featuring the end of term showcases. The Cumnock Town Hall also staged ‘Things Ta Dae’ and ‘CASS’ and Disability Showcase shows to sell out audiences. ▪ Illuminight 2019 attracted over 40,000 visitors to the Dean Castle Country Park for the ‘Space’ themed light festival. The event was recognised nationally by Event Scotland and national media, hailed as ‘one of Scotland’s leading winter attractions’. ▪ We were also pleased to host 2 workshop sessions for the COIG, the new pan Ayrshire Tourism product. ▪ In October, the Palace hosted the filming of BBC’s ‘Breaking the News’ and a near-capacity gig for Lloyd Cole ▪ Wet Wet Wet played to a capacity crowd in the Grand Hall in November and was followed by our EAYT production of The Addams Family in the Palace. ▪ Our festive season saw panto Cinderella receiving 5-star reviews across the board. Audience figures were slightly down although income increased. Cumnock Town Hall staged the ‘Big Snowy Christmas’ show.
EAL 3.2	<p>Work with local groups to add value to the tourism offer.</p>	<ul style="list-style-type: none"> ▪ Work with 4 groups each year to support community development and to harness local knowledge. 	<p>Work has continued to support a number of community development projects including the Irvine Valley Walking Festival, Dalmellington Walking Festival and Kilmaurs Walking Festival.</p>

STRATEGIC OBJECTIVE FOUR – TO BE RECOGNISED AS AN EMPLOYER OF CHOICE

ACTION NO	ACTION	TARGET	PROGRESS
EAL 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> ▪ Respond to survey findings. ▪ Maintain constructive relationship with Trade Union – 6 meetings annually. ▪ Maintain absence to below acceptable level of 2 days per quarter ▪ Continue to achieve low levels of formal Grievances 	<ul style="list-style-type: none"> • Absence levels for the year is 6.62 days which is below the acceptable 8 working days lost per employee. The top 3 causes of absence and action taken to tackle these are as follows: <ul style="list-style-type: none"> o Other Reason – Regular contact is maintained with all employees to ensure the correct interventions are in place to enable them to return to work. o Operations/Treatment/Recovery – Managers and Team Leaders support staff through regular contact and employees are referred to Occupational Health where appropriate. o Personal Stress – Early intervention is pursued through Occupational Health. • There were no formal grievances raised by employees during 2019/20.
EAL 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> ▪ 6 Modern Apprenticeships during life of Business Plan subject to funding. ▪ 10 work placements during life of Business Plan ▪ 3 interns during life of Business Plan. ▪ Volunteers increase by 2% each year. 	<ul style="list-style-type: none"> • 2 staff within sport and fitness completed their modern apprenticeship • In August, the country park hosted its fourth international volunteer workcamp at the Treehouse residential centre. There were participants from Czech Republic, France, Germany, Italy and Spain. Two local volunteers also took part as camp leaders to gain leadership and group management skills. • In September, the Survey Volunteers' programme concluded for the year with hedgerow, bumblebee and butterfly surveys. Ayrshire College Social Studies students also started their volunteering sessions with us, which will be weekly until December. • Friends of the Dean membership has increased with the group focussing on the delivery of the woodland management plan for the Boyd Wood, essential maintenance to the parks boardwalks and clearing invasive rhododendrons from our woodlands. • Four Conservation Skills Trainees started their 8 month placement, focussing on conservation skills and traditional rural skills including, Coppicing and Phase 1 Habitat Surveys and Outdoor First Aid, through Parks for People HLF funding. • 20 students from Ayrshire College, social studies access course, completed the volunteering module, carrying out woodland and invasive species management, tree planting and path maintenance. • 14 people continue to actively volunteer through our highly successful Textile Team temporarily based at the old Kirkstyle Primary School building.

			<ul style="list-style-type: none"> • Four people have also been volunteering on Dean Castle collection movement project. • 4 full term apprenticeships appointed to young people from Kilmarnock with CBC as part of works programme at Dean Castle and 2 internships have been advertised as part of the programme • 4 volunteers used by Collection care
EAL 4.3	Advance staff through training and development	<ul style="list-style-type: none"> ▪ Increase the use of EAGER working towards 95% coverage for permanent staff. ▪ Develop training matrix for all service areas ▪ Develop bespoke e-learning modules and training courses ▪ Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations 	<ul style="list-style-type: none"> • The overall target of 95% was achieved, detailed below are the annual returns per service area: <ul style="list-style-type: none"> ○ Corporate Services – 95% ○ Countryside & Outdoor Activity Services – 97% ○ Cultural Services – 96% ○ Senior Management Team – 100% ○ Sport & Fitness – 93% • In line with the organisations Vision, Mission and Values a new annual Review and Development programme has been designed, Reviewing B.E.S.T Practice. • A training matrix for each job role will be reviewed in line with the new management structure. • Training delivery has focussed on:- <ul style="list-style-type: none"> ▪ Preparation for Interview ▪ Leadership and Management Development <ul style="list-style-type: none"> ✓ Values and Diversity ✓ Strategy ✓ Employee Engagement ✓ Communication ✓ Motivation, Line Management ✓ Mentally Healthy Workplace ✓ Managing Poor Performance ✓ Learning and Development ✓ Financial Management • Exchange Programme <ul style="list-style-type: none"> ✓ Values and Culture ✓ Vision, Mission and Values • During the year a number of Development Sessions for Team Leaders were delivered:- <ul style="list-style-type: none"> ▪ Leadership and Management ▪ Vision, Mission and Values ▪ Safeguarding Policy ▪ Health and Safety Standards ▪ Communication

			<ul style="list-style-type: none">• The revised volunteer framework was utilised to appoint two interns within Cultural Services.
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FINANCIAL PERFORMANCE

2019/20

Only summary tables are included in this report as detailed financial performance is included in quarterly reports

Table A: Annual Budget –Table below provides detail of Annual Budget showing the impact of 2019/20 savings approved at 4 June 2019 Board.

Service Division	Annual Budget 2019/20	Annual Budget 2019/20 Qtr 1	Annual Budget 2019/20 Qtr 2	Annual Budget 2019/20 Qtr 3	Annual Budget 2019/20 Qtr 4
Corporate Services	1,488,860	1,175,630	1,181,630	1,184,630	1,428,150
Culture & Community Venues	1,972,130	2,008,660	2,013,320	2,017,750	2,037,860
Countryside & Outdoor Activities	831,920	884,430	933,570	935,490	984,960
Sport & Fitness	439,830	519,860	537,640	549,600	563,750
Total	4,732,740	4,588,580	4,666,160	4,687,470	5,014,720
Management Fee	(4,732,740)	(4,556,230)	(4,619,640)	(4,637,950)	(4,945,960)
Reserves	-	(32,350)	(46,520)	(49,520)	(68,760)
Total	0	0	0	0	0

Table B: Net Position 2019/20 by Service Area

<u>Revised Actual Exp. To 31/3/19</u>	<u>Actual Out-turn to 31/03/19</u>	<u>Service Division</u>	<u>Annual Estimate 2019/20</u>	<u>Revised Actual Exp. To 31/3/20</u>	<u>Revised Budget To 31/3/20</u>	<u>Actual Exp as % of Annual Estimate</u>	<u>Actual Out-turn to 31/03/20</u>	<u>Variance (Favourable) / Adverse</u>
1,293,037	1,293,037	CORPORATE SERVICES	1,428,150	1,260,846	1,428,150	1	1,260,846	(167,304)
118,728	118,728	Chief Executive & Board	142,160	104,913	142,160	74%	104,913	(37,247)
858,320	858,320	People & Finance	981,350	865,962	981,350	88%	865,962	(115,388)
315,989	315,989	Marketing & Development	304,640	289,971	304,640	95%	289,971	(14,669)
2,224,246	2,224,246	CULTURE & COMMUNITY VENUES	2,037,860	2,161,571	2,037,860	106%	2,161,571	123,711
74,222	74,222	Cultural Management	75,640	76,571	75,640	101%	76,571	931
145,710	145,710	Collection Care	151,630	148,948	151,630	98%	148,948	(2,682)
476,884	476,884	Arts/Libraries/Museum Development	476,140	463,167	476,140	97%	463,167	(12,973)
(4,259)	(4,259)	Youth Theatre	(5,290)	(565)	(5,290)	11%	(565)	4,725
979,416	979,416	Libraries	952,980	932,495	952,980	98%	932,495	(20,485)
(25,485)	(25,485)	Hospitality	(35,020)	(28,729)	(35,020)	82%	(28,729)	6,291
409,399	409,399	Performing Arts Venues	346,860	403,048	346,860	116%	403,048	56,188
259,891	259,891	Community Venues	232,840	239,667	232,840	103%	239,667	6,827
(91,532)	(91,532)	Community Lettings & Co-Managed Centres - Lets	(157,920)	(73,029)	(157,920)	46%	(73,029)	84,891
914,504	914,504	COUNTRYSIDE & OUTDOOR ACTIVITIES	984,960	1,058,788	984,960	107%	1,058,788	73,828
248,459	248,459	Countryside & Outdoor Activities Management	372,920	300,113	372,920	80%	300,113	(72,807)
466,977	466,977	Countryside Development	503,700	496,749	503,700	99%	496,749	(6,951)
188,148	188,148	Outdoor Activities	139,910	245,087	139,910	175%	245,087	105,177
10,919	10,919	Countryside Hospitality	(31,570)	16,839	(31,570)	-53%	16,839	48,409
695,641	695,641	SPORT & FITNESS	563,750	631,233	563,750	112%	631,233	67,483
314,723	314,723	Sport & Fitness Management	351,980	313,370	351,980	89%	313,370	(38,610)
43,916	43,916	Area 1	(39,160)	50,973	(39,160)	-130%	50,973	90,133
(0)	(0)	Area 2	0	0	0	0%	0	0
261,470	261,470	Area 3	206,350	222,283	206,350	108%	222,283	15,933
75,532	75,532	Temporary Facilities	44,580	44,608	44,580	0%	44,608	28
5,127,428	5,127,428	TOTAL	5,014,720	5,112,439	5,014,720	102%	5,112,439	97,719
(4,829,955)	(4,829,955)	Management Fee	(4,945,960)	(4,945,950)	(4,945,960)	100%	(4,945,950)	10
297,473	297,473	TOTAL	68,760	166,489	68,760	-	166,489	97,729
0	0	Savings Yet to be Identified	0	0	0	-	0	0
(190,830)	(190,830)	Trs From Reserves	(68,760)	(68,760)	(68,760)	-	(68,760)	0
0	0	Designated Funds	0	0	0	-	0	0
0	0	Trs To Reserves	0	0	0	-	0	0
106,643	106,643	TOTAL (after transfer to reserves)	0	97,729	0	-	97,729	97,729

Table C: Overall Net Position 2019/20 by Activity

Revised Actual Exp. To 31/3/19	Actual Out-turn to 31/03/19	Service Division	Annual Estimate 2019/20	Revised Actual Exp. To 31/3/20	Revised Budget To 31/3/20	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/20	Variance (Favourable) / Adverse
(2,090,693)	(2,090,693)	Income From Charitable Activities	(2,490,240)	(2,174,887)	(2,490,240)	87%	(2,174,887)	315,353
(4,829,955)	(4,829,955)	Management Fee	(4,945,960)	(4,945,950)	(4,945,960)	100%	(4,945,950)	10
(6,920,648)	(6,920,648)	TOTAL INCOME	(7,436,200)	(7,120,837)	(7,436,200)	96%	(7,120,837)	315,363
-	-	-	-	-	-	-	-	-
5,151,221	5,151,221	Employee Costs	5,358,810	5,158,824	5,358,810	96%	5,158,824	(199,986)
38,257	38,257	Transport Costs	33,750	38,754	33,750	115%	38,754	5,004
649,869	649,869	Premises Costs	641,780	672,573	641,780	105%	672,573	30,793
1,032,941	1,032,941	Supplies & Services	1,131,340	1,083,798	1,131,340	96%	1,083,798	(47,542)
31,510	31,510	Financing Costs	27,330	27,187	27,330	99%	27,187	(143)
187,400	187,400	Support Costs	187,400	187,400	187,400	0%	187,400	0
126,923	126,923	Governance Costs	124,550	118,790	124,550	95%	118,790	(5,760)
7,218,121	7,218,121	TOTAL RESOURCES EXPENDED	7,504,960	7,287,326	7,504,960	97%	7,287,326	(217,634)
-	-	-	-	-	-	-	-	-
297,473	297,473	NET POSITION	68,760	166,489	68,760	-	166,489	97,729
0	0	Savings Yet to be Identified	0	0	0	-	0	0
(190,830)	(190,830)	Trs From Reserves	(68,760)	(68,760)	(68,760)	-	(68,760)	0
0	0	Designated Funds	0	0	0	-	0	0
0	0	Trs To Reserves	0	0	0	-	0	0
106,643	106,643	TOTAL (after transfer to reserves)	0	97,729	0	-	97,729	97,729

Table D: Reserves Position at 31st March 2020

UNRESTRICTED RESERVES	2018/19 b/f	2018/19 DEFICIT	BALANCE 31 March 2019	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE
- FIXED ASSET RESERVE	34,920		34,920		34,920						34,920
- RETAINED RESERVES UNUSABLE RESERVES (DEPRECIATION RESERVES)	210,000		210,000		210,000	-70,000					140,000
MGTR FUNDS					18,233						18,233
ALLOCATED RESERVES	18,000	36,350	54,350	5,640	59,990		32,350	14,170	3,000	0	10,470
- UNALLOCATED RESERVES	162,984	-	19,991	-5,640	14,351	70,000					84,351
REIMBURSEMENT FROM CULTURAL SERVICES (Redundancy costs temporarily funded from Reserves 18/19)		142,993			13,380						13,380
- HOLIDAY PAY PROVISION	(92,180)	31,306	(60,874)		-60,874						(60,874)
TOTAL UNRESTRICTED RESERVES	362,104	-75,337	286,767	0	318,380	0	32,350	14,170	3,000	19,240	249,620
- RESTRICTED RESERVES			100,494				-375	1,661	4,578	31,380	63,250
- PENSION RESERVE			(1,625,000)								(1,625,000)
TOTAL RESERVES			(1,237,739)								(1,312,130)

GENERAL PROJECTS

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

<u>Project</u>	<u>Partners</u>	<u>Balance b/f 01.04.19</u>	<u>Balance at 31.3.20</u>	<u>Expected Completion Date</u>
<u>Ayrshire Libraries Forum</u>	<u>North Ayrshire Council/South Ayrshire Council/East Ayrshire Council</u>	<u>(£4,234)</u>	<u>(£4,132)</u>	<u>Ongoing</u>
<u>Burns Birthday in Mauchline</u>	<u>Event Scotland</u>	<u>£0</u>	<u>(£861)</u>	<u>Mar 2020</u>
<u>Kilmarnock Green Infrastructure</u>	<u>Sustrans</u>	<u>(£15,000)</u>	<u>(£14,955)</u>	<u>Ongoing</u>
<u>Museums Database</u>	<u>Museum Gallery Scotland</u>	<u>(£8,480)</u>	<u>(£9,450)</u>	<u>Sep 2020</u>
<u>Digital Storyteller in Residence</u>	<u>Scottish Book Trust</u>	<u>(£6,552)</u>	<u>(£2,416)</u>	<u>Ongoing</u>
<u>Nature Therapy Breaks</u>	<u>Shared Care Scotland</u>	<u>(£5,432)</u>	<u>(£4,889)</u>	<u>Mar 2020</u>
<u>Natural Leaders</u>	<u>Scottish National Heritage</u>	<u>£0</u>	<u>(£7,175)</u>	<u>Sep 2020</u>
<u>Irvine Valley Trails 2019 onwards</u>	<u>LCTT, Transport Scotland, EAC Renewable Energy Fund</u>	<u>(£43,715)</u>	<u>(£27,973)</u>	<u>Jun 2020</u>
<u>Logan Centre (Ringfenced)</u>	<u>Three Village Centre (Limited Company & Charity)</u>	<u>-</u>	<u>(£7,356)</u>	<u>Ongoing</u>
<u>Rose Reilly Renaming</u>	<u>EAC</u>	<u>-</u>	<u>£15,588</u>	<u>Ongoing</u>
<u>SHOUT</u>	<u>EAC</u>	<u>-</u>	<u>(£5,000)</u>	<u>Mar 2021</u>
<u>Johnnie Walker Display</u>	<u>EAC</u>	<u>-</u>	<u>£5,369</u>	<u>Ongoing</u>

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 2019/20
<u>Cultural</u>	<u>Event Scotland - Burns Birthday in Mauchline</u>	- <u>£5,000</u>	<u>£5,000</u>
<u>Countryside</u>	<u>Ecorys UK - International Countryside in Finland 14-18 October 2019</u>	- <u>£435</u>	<u>£378</u>
<u>Cultural</u>	<u>Scottish Book Trust - Book Week Scotland</u>	- <u>£750</u>	<u>£750</u>
<u>Sport</u>	<u>Access to Work - Sport Office Adaptions</u>	- <u>£1,488</u>	<u>£1,480</u>
<u>Cultural</u>	<u>Scottish Book Trust - First Minister's Reading Challenge</u>	- <u>£500</u>	<u>£500</u>
<u>Cultural</u>	<u>Creative Scotland/Screen Scotland - Cumnock Town Hall Community Cinema</u>	- <u>£12,612</u>	<u>£0</u>
<u>Cultural</u>	<u>Bookbug Week - Scottish Book Trust</u>	- <u>£175</u>	<u>£0</u>
<u>Cultural</u>	<u>Live Literature</u>	- <u>£1,000</u>	<u>£0</u>
<u>Sport</u>	<u>SHOUT - EAC</u>	- <u>£5,000</u>	<u>£5,000</u>
<u>TOTAL</u>	-	- <u>£26,960</u>	<u>£13,108</u>

EXTERNAL FUNDING NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS

<u>Section</u>	<u>Name of Funding Provider and Project</u>	<u>Value of Funding/Support</u>	<u>Comments</u>
<u>Countryside</u>	<u>Sustrans Community Link - Kilmarnock Green Infrastructure (stage 1)</u>	- <u>£24,566</u>	<u>Paid to EAC</u>
<u>Countryside</u>	<u>Sustrans Places for Everyone - Kilmarnock Green Infrastructure (stage 2)</u>	- <u>£300,000</u>	-
<u>TOTAL</u>	-	- <u>£324,566</u>	-



PERFORMANCE SCORECARD

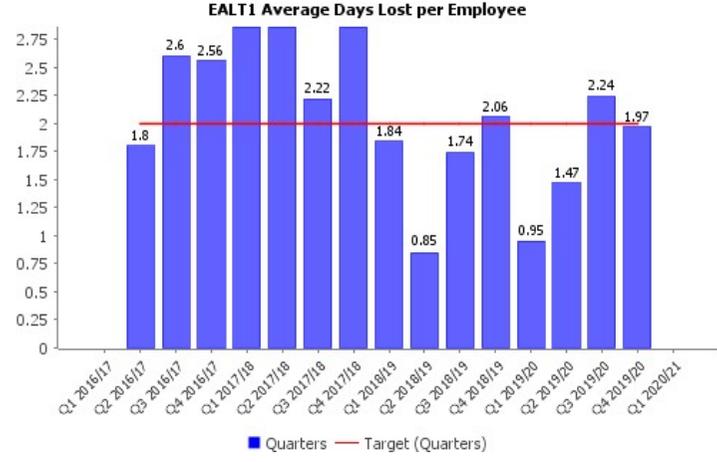
2019/20

EALT PI Report

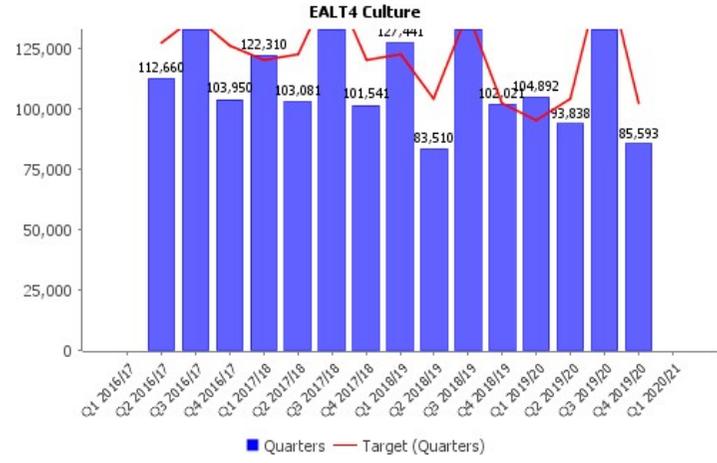
Generated on: 04 May 2020 13:38

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
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EALT1 Average Days Lost per Employee	1.97	2	↑	↑	All employees are managed in accordance with East Ayrshire Leisure's Sickness absence. Absence for this period is primarily due to long term absence.
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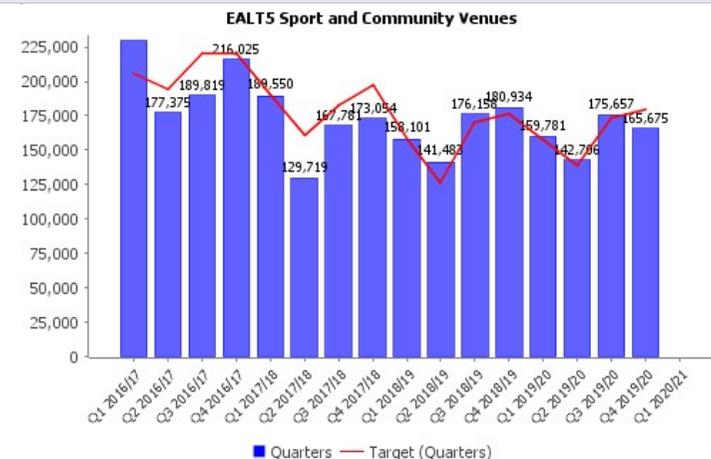


EALT4 Culture	85,593	102,283	↓	↓
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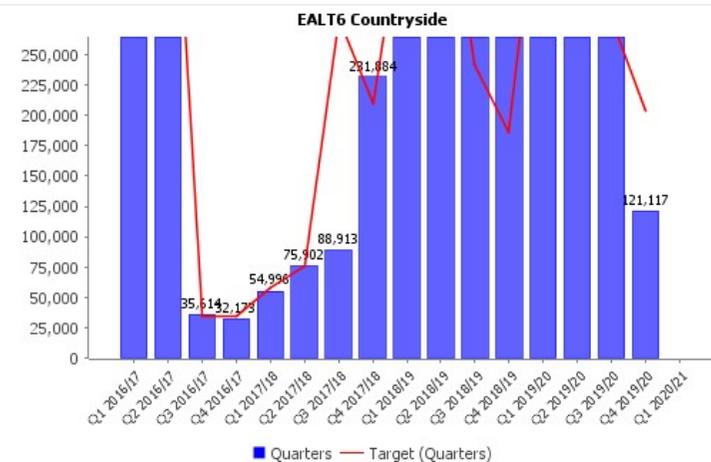


Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
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EALT5 Sport and Community Venues	165,675	179,362	⬇️	⬇️			⚠️
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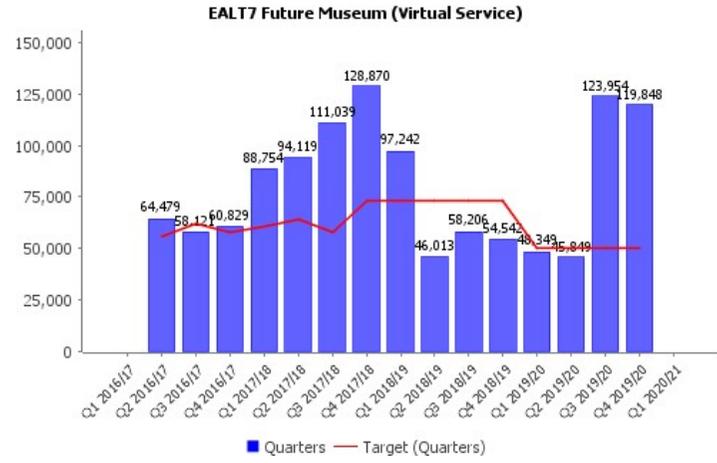
EALT6 Countryside	121,117	203,611	⬇️	⬇️	Figures for River Ayr Way are collected quarterly. Due to remote working, these figures have not been collected and have had an impact on both annual and Q4 figures. Other venues closed 18th March		🛑
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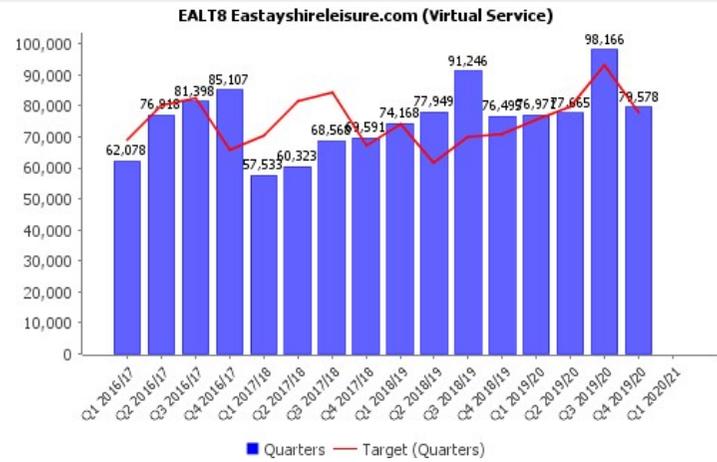
Code & Short Name	Current Value	Current Target	Short Term	Long Term	Latest Note	Trend Chart	Traffic Light
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			Trend	Trend		Icon
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EALT7 Future Museum (Virtual Service)	119,848	50,000	↓	↑	There has been a spike in visits to Futuremuseum.com since museums closed on the 18th March and greater promotion of on-line resources has been implemented	✓
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EALT8 Eastayshireleisure.co m (Virtual Service)	79,578	78,024	↓	↑		✓
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RISK REGISTER

Including Risks Associated With Covid19

Table A: Risk Register Covid 19

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
(i)	There is a threat to the viability of current Business Operations arising from Business closure 18 March 20 resulting in reduction in service provision and the inability to fully deliver Strategic Delivery Plan. – Open Risk	1,2,3,4	Executive Management and Development Managers	5	3	15	MEDIUM	<ul style="list-style-type: none"> Consider and review the implications of COVID-19 Review actions within the Strategic Delivery Plan Continue to deliver and develop alternative services online Social media and website presence Customer e-newsletters
(ii)	There is a risk to the organisation's management due to the high dependency on the 2 members of Executive Management Team. - Open Risk	1,2,3,4	Chief Officer	3	3	9	LOW	<ul style="list-style-type: none"> Business Continuity Plan Weekly DMT Business Meetings
(iii)	There is a threat to the financial stability of the organisation resulting from loss of income. Ongoing closure could have an impact on the management fee received from East Ayrshire Council. - Open Risk	1,2,3,4	Executive Management and Development Managers	5	4	20	HIGH	<ul style="list-style-type: none"> Continued dialogue with East Ayrshire Council in relation to the management fee Consider financial support available to the organisation as a result of the coronavirus Claim employees wages through Job Retention Schedule Monitor cashflow and reduce expenditure where possible Continued support & guidance given by Community Leisure UK

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
(iv)	Reduction in workforce from COVID 19 resulting in loss of key staff and skills. Potential reduction in availability of all staff to resume roles resulting in inability to deliver all services with potential loss of income. - Open Risk	1,2,3,4	Executive Management and Development Managers	4	3	12	MEDIUM	<ul style="list-style-type: none"> Alternative service provision – transformation Training & Development Programme Recruitment & Selection procedure
(v)	There is a risk to our reputation if we do not adhere to government guidance in an appropriate timely manner to ensure both staff and customers are in safe and controlled environment. - Open Risk	1,2,3,4	Executive Management and Development Managers	2	4	8	LOW	<ul style="list-style-type: none"> Follow and monitor Local, Scottish and National Government guidance Consider and review the implications of COVID-19 on the operation of our business Support from East Ayrshire Council Effective communication with staff and customers
(vi)	There is a risk that East Ayrshire Leisure staff morale could be at an all time low due to the impact of COVID 19. (financial, bereavement, domestic circumstances, etc) - Open Risk	1,2,3,4	Executive Management and Development Managers	3	4	16	MEDIUM	<ul style="list-style-type: none"> Regular communication with staff Access to support services eg counselling services Staff trained in mental health practices Staff engagement programme Access to EAC Wellbeing Programme Staff Recognition Scheme
(vii)	There is a risk that East Ayrshire Leisure will not be in a position to attract existing customers back to our facilities due to financial constraints, alternative opportunities	1,2,3,4	Executive Management and Development Managers	3	4	12	MEDIUM	<ul style="list-style-type: none"> Review of service provision – transformation Customer engagement programme Customer e-newsletters

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	being available and loss of confidence. - Open Risk							
(viii)	There is a risk that East Ayrshire Leisure's business continuity if key decisions cannot be made due to the inability to hold Trustee board and performance and audit meetings. – Cautious Risk	1,2,3,4	Chief Officer	3	5	15	MEDIUM	<ul style="list-style-type: none"> • Regular liaison with Chair and Vice Chair • Regular Trustee updates • Review of agenda items • Establishment of video conferencing

Table B: Existing Risk Register

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

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
						(Reputation)		
3	There is a risk partners and external stakeholders do not see East Ayrshire Leisure as a partner of choice because of a lack of resources invested in partnership activity, resulting in a failure to deliver Business Plan targets and the loss of external funding.	1,2,3,4	All Senior Managers	3	3	9 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> • Service reviews • Positive Public Relations • Service Level Agreements/Contracts
4	There is a risk that buildings are not at the standard required or operating efficiently in terms of environmental sustainability due to a lack of capital investment or maintenance, resulting in a reduction in facilities, loss of income, the inability to market services, inability to respond to impacts of climate change or weather and the loss of services.	1,2,3,4	All Senior Managers	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> • Regular communication with the Council • Business Continuity Plan • Regular Workplace inspections and reviews • Fire Risk Assessments • Established repairs reporting system • Proposed Asset Management Plan (EAC) • Capital Improvement Plan • Environmental Management, Monitoring and reporting
5	There is a risk that East Ayrshire Leisure does not take commercial opportunities because staff are not able to identify and take these opportunities, resulting in lost	1,2,3,4	All Senior Managers	4	3	12	MEDIUM	<ul style="list-style-type: none"> • Attendance at Events • Recruitment and Selection procedure • EAGER reviews • Training and development programme

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	revenue streams, perceptions of poor service and the failure to be aligned with market demands.					RISK APPETITE: OPEN (Financial)		
6	There is a risk that East Ayrshire Leisure does not have the right people with the right skills in the right places because of the failure to adapt/train existing staff, not recruiting the right people and not motivating its workforce. This would result in poor services, lack of customer engagement, failure to cross-sell and a loss of income.	1,2,3,4	All Senior Managers	3	2	6	LOW	<ul style="list-style-type: none"> • Training and development • Ongoing review of Training matrices • Induction Process • Eager Reviews • Recruitment and selection procedure • Effective communication with staff
7	There is a risk that East Ayrshire Leisure will not comply with legislation standards and fail to meet the requirements of Health & Safety, GDPR, OSCR, VAT etc. n		All Senior Managers	2	4	8	MEDIUM	<ul style="list-style-type: none"> • Partnerships Working Groups • Service Level Agreement • Support from East Ayrshire Council

No.	Risk	Strategic bjective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
						(Compliance)		

Risk Register

Risk Area 1

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

Risk Area 2

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

Risk Area 3

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

Risk Area 4

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

Risk Area 5

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

Risk Area 6

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

Risk Area 7

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