

PERFORMANCE & AUDIT SUB COMMITTEE



Date: Tuesday 11 November 2025

Location: Anneke's office, Wallace Chambers

Start time: 4.30pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence	✓		
2. Declarations of Interest	✓		
3. Notes of Previous Meeting – 19 August 2025			✓
4. Performance Report July - September 2025			✓
5. AOCB			
6. Dates of Next Meetings: Trust Board: 11 December 2025 Performance & Audit Sub-Committee: 10 February 2026			

For further information please contact: Anneke Freel, Chief Officer
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REPORT TO BOARD OF TRUSTEES

PERFORMANCE REPORT JULY TO SEPTEMBER 2025

Date: 11 November 2025

Agenda Item: 4

Report by: Anneke Freel, Chief Officer

I INTRODUCTION

- 1.1 This report provides details of the Trust's performance for the second quarter of 2025/26.
- 1.2 Given the transfer of additional services and the extensive remodelling exercise, the Board of Trustees are asked to approve revised reporting framework for the remainder of 2025/26. This framework will include:
 - A quarterly performance update from the Chief Officer
 - An Executive Management Priority Action Plan update. Template attached as appendix 1
 - A Financial Report

As part of the remodelling exercise, further recommendations will be made for reporting from 2026 onwards to ensure proper scrutiny a Performance and Audit Sub-Committee and that the Board of Trustees receive the most relevant information in a succinct and engaging way.

2 EAST AYRSHIRE LEISURE PERFORMS

- 2.1 The overall attendance at our venues for the period April to June 2025 was 366,572 which is a decrease of 27% compared to the same period in 2024/25. This change is predominantly due to the partial closure of Burns House Museum during this period for refurbishment and a significant reduction in Futuremuseum and museum enquiries, 46% and 30% respectively. We are currently recruiting for a Strategic Lead: Museum and Arts who will focus on developing new and increasing audiences for our museums through an innovative engagement plan.
- 2.2 We have also been able to identify glitches with the new booking system, which may have been recording inflated figures in 2024/25. This has been rectified and figures going forward are accurate and will be tracked, compared and benchmarked from this point forward. The figures for Q2 are more in line with the same period in 2023/24.
- 2.3 Crosshouse Library has seen an increase of 20% in this period. This has been due to a change in opening hours from a Saturday to a Wednesday, encouraging greater school use of the facilities. We are also in discussions with the NHS Ayrshire and Arran Home Birthing team to host regular information sessions within the facility from Q3.
- 2.4 We continue to monitor the performance aspirations set out in our Strategic Vision with many projections already being exceeded as outlined in the table below. It should be noted that the variances are based on how close we are to achieving the 2030 target. In some cases, these are being exceeded. Intervention areas that we will focus on are Children engaged in educational activities and opportunities for volunteers. Given the transfer of additional services from the Council to the Trust, the Strategic Vision and associated targets will be reviewed in 2025/26.

REPORT TO BOARD OF TRUSTEES



Measurement	Progs. for 12-25yrs	Progs. For 65+	Events and Exhibitions	Children engaged in education	Opportunities for volunteers	Community Initiatives	Partnership Projects
2018 Baseline	20	7	28	12000	17	17	25
2024/25 Q1&2	53	53	205	7655	62	173	76
2030 Target	30	15	40	20000	50	54	106
Variance against baseline	165%	657%	632%	-36%	265%	918%	204%
Variance against target	77%	253%	413%	-62%	24%	477%	90%

2.5 The additional of Vibrant Community and Galleon activities into this reporting is clearly giving a record which is not comparable to previous years. These performance indicators will be reset from 2026 onwards, with a new baseline established from 2025.

2.6 The risk register has been reviewed, and no additional risks were identified.

3. FINANCIAL PERFORMANCE

3.1 The financial performance quarter 1 report provides detail of the Trust's financial performance for the period July to September 2025. The outturn for East Ayrshire Leisure on 30th September 2025 is a breakeven position. 2025/26 will be another challenging year for the Trust with the closure of the Palace Theatre and Grand Hall resulting in significant income shortfalls in both performing arts and hospitality, and additional spend to provide alternative storage facilities for the equipment.

Recommendation/s:

It is recommended that Trustees:

- i. Note the East Ayrshire Leisure Performs Report for the period July to September 2025

A handwritten signature in cursive script that reads 'Annette Freal'.

Signature:

Designation: Chief Officer

Date: 29 October 2025

EAST AYRSHIRE LEISURE GROWTH 2025/26 PRIORITY ACTION PLAN							Not Started
No.	ACTION	STATUS	START	FINISH	LEAD	COMMENT / UPDATE	Started
							Complete
1	CDP24-26 Action - Regional Sports Park Masterplan	Started	02/04/2025	30/11/2025	S Clark	Draft proposals have been presented and will form part of the community consultation through October. An external funding strategy is being developed concurrently with the masterplan development.	
2	CDP24-26 Action - Cultural Kilmarnock	Started	02/04/2025	02/04/2028	A Freel	McLaughlin & Harvey contractors are on site. The Council and Trust are working with the contractor's PR team to develop a marketing plan for the initial period up to May 26. The Trust has appointed a Marketing Development Officer to work on the communication plan.	
3	CDP24-26 Action - Doon Valley Leisure Centre	Started	02/04/2025	31/03/2027	P Mathieson	Pool is scheduled to close as stage 1 of the refurbishment in summer 26. An assessment on the impact on income and customers is currently being carried out.	
4	CDP24-26 Action - Galston Town Hall	Started	02/04/2025	31/10/2025	P Mathieson	Handover is scheduled for early Dec. Fit out will then begin with a proposed opening Jan.	
5	CDP24-26 Action - Review of Programming Strategy	Started	01/08/2025	31/01/2025	P Mathieson	Ongoing	
6	CDP24-26 Action - Refurbishment of Burns House Museum	Started	01/08/2025	31/01/2026	P Mathieson	CBC Stone have completed agreed contract, additional external works being identified to be funded from (CARS) Conservation Area Regeneration Schemes.	
7	Review 2020-2030 Strategic Vision	Started	10/10/2025	11/11/2025	A Freel	Review of existing strategic objectives is being carried out with the revised Strategic Framework scheduled to be presented to Board in December.	
8	Development of CDP 26/28	Complete	01/08/2025	11/11/2025	A Freel	All outputs have been submitted and will form part of the new Framework to be presented to Board in December.	

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9	Development of Measurement Framework	Complete	10/10/2025	11/11/2025	A Freel	All measurements have been submitted and will form part of the new Framework to be presented to Board in December.
10	Development of Service Remodelling Plans	Started	01/08/2025	08/10/2025	A Freel	New operational model has been developed, has been agreed at Executive Management and will be discussed with Trade Unions on the 30th October. This new operating model will be presented at a Special meeting of the Board on the 11th November.
11	Consolidation of Organisational Remodelling	Complete	09/10/2025	11/11/2025	A Freel	As above
12	Preparation of Remodelling Consultation Plan	Started	09/10/2025	11/11/2025	J Biggart	Communication and consultation plan is being developed and will be discussed with Trade Union on the 30th October.
13	Implementation of Remodelling Consultation Plan	Not Started	12/11/2025	31/01/2026	J Biggart	
14	Development and implementation of Ayrshire 360 Campaign	started	12/11/2025	31/03/2026	J Biggart	
15	Development of Organisational Training Plan	started	12/11/2025	31/03/2026	J Biggart	Initial meeting with Strategic Leads took place on 28th October to identify training priorities.
16	Transfer of Galleon to Learn to Swim	Started	12/11/2025	31/03/2026	P Mathieson	On Track for April 2026
17	Transfer of Galleon from Gladstone to Legend	Started	12/11/2025	31/03/2026	J Biggart	Initial meeting with Legend Implementation Team is scheduled to take place on the 31st October.
18	Development and Introduction of new membership package	Started	02/04/2025	11/11/2025	P Mathieson	New membership package is being tested against booking system to ensure that it is compatible before developing further.
19	Review of Fees and Charges	Started	12/11/2025	31/01/2025	J Biggart	Initial meeting with Strategic Leads will take place on 29th October.
20	Development of 26/27 Programme	Started	12/11/2025	31/01/2025	S Clark	Working group has been established and marketing team currently developing template for group to agree and progress. Programme will launch in March for Spring & Summer.
21	Development and implementation of transfer of additional services	Not Started	12/11/2025	31/03/2026	A Freel	
22	Register Trading Company	Started	01/08/2025	31/10/2025	A Freel	Paperwork has been submitted to Companies House
23	Recruit to Chair and Vacant Trustee positions	Not Started	12/11/2025	31/03/2026	A Freel	

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24	Publish 2025/26 Annual Report	started	23/09/2025	11/11/2025	J Biggart	Draft report is being finalised prior to publication
25	Present Annual Report to EAC	Not Started	11/12/2025	11/12/2025	A Freel	
26	Review organisational meeting schedule	Not Started	01/08/2025	31/10/2025	J Biggart	
27	Review of EALT representation on external groups	Started	01/08/2025	31/10/2025	S Clark	Template has been established and the majority of external groups have been identified. Allocation to new Strategic Leads, Development Managers etc. to be completed.
28	Development of a management appraisal programme	Started	01/10/2025	31/12/2025	A Freel	Draft appraisal programme has been developed for discussion with Trade Unions. Will be piloted with the Executive Management team in 2026.



FINANCIAL PERFORMANCE
QUARTER 2
JULY - SEPTEMBER
2025/26



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Notes:

All financial figures are cumulative to the current quarter and projected to the end of the financial year, i.e Qtr 1 shows the actual amounts for Qtr 1, combined with projections up to the end of March 2026.

The 1st paragraph is a brief statement which summarises the current financial position.

The 'Annual Budget Table' reconciles the annual budget for the Trust. The budget is initially reported to the Board in February for the upcoming financial year, but there are often adjustments throughout the year. This table provides a reconciliation from initial February report to the current report.

FINANCIAL PERFORMANCE KEY

ADVERSE:		FAVOURABLE:	
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SUMMARY STATEMENT

The projected outturn for East Ayrshire Leisure at 30th September 2025 is a breakeven position.

Community & Corporate Catering transferred to the Trust on 18th August 2025. Discussions are still ongoing re Budget transfer and further information will be provided at Qtr 3.

An allocation of £50k is projected within Executive Management to partially fund Remodelling proposals scheduled for 1 April 2026. Management are currently preparing an analysis of anticipated Remodelling Costs.

Detailed explanation of variances can be found within individual Service Analysis.

There are further variances within Income and Expenditure, these are closely monitored and managed within the Service during the year where possible - Detailed explanation of variances can be found within individual Service Analysis.

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

ANNUAL BUDGET

Table below provides detail of Annual Budget approved at 27th May 2025 Board meeting.

Service Division	Annual Budget 2025/26	Annual Budget 2025/26 Qtr 1	Annual Budget 2025/26 Qtr 2	Annual Budget 2025/26 Qtr 3	Annual Budget 2025/26 Qtr 4	Comments
EXECUTIVE MANAGEMENT		445,750	460,790			
SHARING OUR VISION		1,085,560	811,300			
INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES		648,950	683,180			
CREATING A SOLID FOUNDATION FOR GROWTH		171,860	176,600			
LEISURE AT THE HEART OF EVERY COMMUNITY		3,287,770	3,540,800			
LIVING YOUR BEST LIFE		1,573,000	1,605,460			
PROTECTING ENVIRONMENT		1,148,280	1,190,110			
TRADING		199,680	246,390			
EXISTING TRUST	6,208,050					
GALLEON	139,790					
VIBRANT COMMUNITIES	2,752,840					
SAVINGS	(120,000)					
TOTAL	8,980,680	8,560,850	8,714,630	0	0	
Management Fee	(8,980,680)	(8,545,880)	(8,643,550)			
Reserves	0	(14,970)	(71,080)			
TOTAL	0	0	0	0	0	

OVERALL NET POSITION

Notes:

Tables A and B present financial information in different formats:

TABLE A: Overall Net Position (including Income/Expenditure) for Trust analysed by Service Area

TABLE B: Overall Net Position (including Income/Expenditure) for Trust analysed by Subjective Level

For all tables

Column 1 refers to information for prior year; column provides final position for full prior year

Column 2 refers to the Service Areas

Column 3 provides the Annual Budget – this reconciles to the Annual Budget table above

Column 4 provides the Actuals to date (including commitments)

Column 5 provides Actual Expenditure as a % of Annual Budget

Column 6 provides anticipated projected position for end of financial year

Column 7 provides anticipated projected variance for current financial year – (Favourable)/Adverse)

Final column provides quick review of favourable/adverse position

TABLE A – OVERALL NET POSITION

Actual Out-turn to 31/03/25	Service Division	Annual Estimate 2025/26	Revised Actual Exp. to 30/09/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse	
857,243	EXECUTIVE MANAGEMENT	980,170	551,664	56%	1,025,985	45,815	
399,932	SHARING OUR VISION	460,790	222,159	48%	460,790	0	
58,117	Vision Management Team	60,030	30,618	51%	60,030	0	
41,958	Visual Communications	44,660	22,626	51%	44,660	0	
195,280	Marketing & Tourism	216,410	104,367	48%	216,410	0	
34,166	Organisational Administration	63,580	30,448	48%	63,580	0	
70,412	Training & Engagement	76,110	34,101	45%	76,110	0	
821,616	INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES	683,180	371,295	54%	733,090	49,910	
62,956	People Management Team	74,580	34,353	46%	74,580	0	
42,254	Volunteer & Placement	47,660	25,351	53%	46,160	(1,500)	
176,922	Systems & Data	182,320	100,582	55%	182,320	0	
555,825	Corporate	397,220	223,621	56%	448,630	51,410	
(16,341)	Active Community Hubs	(18,600)	(12,612)	68%	(18,600)	0	
181,071	CREATING A SOLID FOUNDATION FOR GROWTH	176,600	79,083	45%	175,100	(1,500)	
56,088	Growth Management Team	59,050	30,399	51%	59,050	0	
43,926	Finance	117,550	48,684	41%	116,050	(1,500)	
15,278	Commercial (Business)	0	0	0%	0	0	
2,140,189	LEISURE AT THE HEART OF EVERY COMMUNITY	3,542,600	2,107,916	60%	3,496,400	(46,200)	
70,824	Community Management Team	98,530	37,456	38%	97,970	(560)	
368,606	Cultural Hubs	319,340	134,424	42%	321,480	2,140	
486,783	Lifestyle Hubs	376,930	144,548	38%	366,030	(10,900)	
911,558	Library Hubs	982,950	513,975	52%	993,920	10,970	
178,923	Sport Hubs	208,150	69,494	33%	207,910	(240)	
18,096	Sport Football	18,000	3,851	21%	19,000	1,000	
105,399	Management Arrangements	76,860	30,633	40%	76,860	0	

0	Community Health & Activity	415,350	314,719	76%	413,190	(2,160)	
0	Older People's Wellbeing	88,360	200,467	227%	73,400	(14,960)	
0	Lifeskills & Inclusion	306,560	340,172	111%	315,390	8,830	
0	Communities	651,570	318,177	49%	611,250	(40,320)	
1,041,555	LIVING YOUR BEST LIFE	1,441,430	816,442	57%	1,292,510	(148,920)	
29,983	Best Life Management Team	0	89	0%	90	90	
173,691	Sports	121,110	(7,314)	-6%	153,610	32,500	
535,641	Museums	522,380	264,793	51%	523,040	660	
157,240	Performing Arts	178,470	218,364	122%	132,840	(45,630)	
144,999	Visual Arts	162,660	85,232	52%	154,280	(8,380)	
0	Galleon	(80,590)	(113,754)	141%	(80,590)	0	
0	Young People, Sport & Diversion	537,400	369,031	69%	409,240	(128,160)	
1,016,663	PROTECTING OUR ENVIRONMENT	1,190,110	634,682	53%	1,196,185	6,075	
63,828	Environment Management Team	77,380	35,603	46%	77,380	0	
529,007	Sustainability	552,500	271,149	49%	552,500	0	
81,909	Estates	108,440	46,531	43%	104,655	(3,785)	
341,919	Countryside	295,200	163,395	55%	303,730	8,530	
0	Play & Early Intervention	156,590	118,004	75%	157,920	1,330	
0	TRADING	246,390	291,620	118%	341,210	94,820	
0	Event Management	74,360	114,563	154%	77,750	3,390	
0	Corporate Catering	0	19,271	0%	0	0	
0	Community Catering	0	(1,131)	0%	0	0	
0	Galleon Hospitality	53,670	38,088	0%	60,370	6,700	
65,779	Commercial (Hospitality & Retail)	(35,500)	36,084	-102%	33,570	69,070	
0	Hospitality Management Team	153,860	84,746	55%	169,520	15,660	
6,458,270	TOTAL	8,721,270	5,074,862	58%	8,721,270	(0)	
(5,921,648)	Management Fee	(8,650,190)	(4,269,410)	49%	(8,650,190)	0	
536,622	TOTAL	71,080	805,452		71,080	(0)	
(506,690)	Trs From Reserves	(71,080)	(71,080)		(71,080)	0	
0	Trs To Reserves	0	0		0	0	
29,932	TOTAL (after transfer from reserves)	0	734,372		(0)	(0)	
	External Funding						
29,932	TOTAL (after external funding)	0	734,372	0	(0)	(0)	

TABLE B – OVERALL NET POSITION

Actual Out-turn to 31/03/25	Service Division	Annual Estimate 2025/26	Revised Actual Exp. to 30/09/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse	
(2,582,086)	Income From Charitable Activities	(5,546,700)	(2,455,578)	44%	(6,811,300)	(1,264,600)	
(5,921,648)	Management Fee	(8,650,190)	(4,269,410)	49%	(8,650,190)	0	
(8,503,734)	TOTAL INCOME	(14,196,890)	(6,724,988)	47%	(15,461,490)	(1,264,600)	
5,517,493	Employee Costs	10,515,290	5,596,672	53%	11,115,120	599,830	
78,398	Transport Costs	57,730	38,619	67%	87,475	29,745	
1,022,516	Premises Costs	1,353,530	463,823	34%	1,366,040	12,510	
2,011,661	Supplies & Services	2,175,900	1,392,866	64%	2,778,725	602,825	
56,930	Financing Costs	1,500	0	0%	1,500	0	
187,400	Support Costs	0	0		0	0	
165,958	Governance Costs	164,020	38,461	23%	183,710	19,690	
9,040,355	TOTAL RESOURCES EXPENDED	14,267,970	7,530,441	53%	15,532,570	1,264,600	
536,622	NET POSITION	71,080	805,452		71,080	(0)	
(506,690)	Trs From Reserves	(71,080)	(71,080)		(71,080)	0	
29,932	TOTAL (after transfer from reserves)	0	734,372		(0)	(0)	

Notes

The following individual Service tables provide analysis in both formats; by sub-service and by subjective level, followed by a summarised comments section for each Service area.

EXECUTIVE MANAGEMENT SERVICE ANALYSIS

Actual Out-turn to 31/03/25	EXECUTIVE MANAGEMENT	Annual Estimate 2025/26	Revised Actual Exp. to 30/09/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse
(5,064,405)	Executive Management	(7,670,020)	(3,717,746)	48%	(7,624,205)	45,815
(193,910)	Trs From Reserves	0	0		0	0
(5,258,315)	TOTAL OBJECTIVE ANALYSIS	(7,670,020)	(3,717,746)	48%	(7,624,205)	45,815
(97,831)	Income From Charitable Activities	(106,640)	(9,800)		(116,440)	(9,800)
(5,921,648)	Management Fee	(8,650,190)	(4,269,410)	49%	(8,650,190)	0
0	External funding	0	0		0	0
(6,019,479)	TOTAL INCOME	(8,756,830)	(4,279,210)	49%	(8,766,630)	(9,800)
295,880	Employee Costs	519,940	254,032	49%	520,440	500
0	Transport Costs	600	0		600	0
56,712	Premises Costs	6,610	58,923		6,610	0
558,700	Supplies & Services	539,880	239,668	44%	594,995	55,115
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
43,782	Governance Costs	19,780	8,841	45%	19,780	0
955,074	TOTAL RESOURCES EXPENDED	1,086,810	561,464	52%	1,142,425	55,615
(5,064,405)	NET POSITION	(7,670,020)	(3,717,746)	48%	(7,624,205)	45,815
(193,910)	Trs From Reserves	0	0		0	0
(5,258,315)	TOTAL (after transfer from reserves)	(7,670,020)	(3,717,746)	48%	(7,624,205)	45,815

Comments

Executive Management encompasses Trust Board, Chief Officer, Executive Leads and Trust-wide activities and funding.

Adverse variance relates to anticipated spend in relation to remodelling.

SHARING OUR VISION ANALYSIS

Actual Out-turn to 31/03/25	SHARING OUR VISION	Annual Estimate 2025/26	Revised Actual Exp. to 30/09/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse
58,117	Vision Management Team	60,030	30,618	51%	60,030	0
41,958	Visual Communications	44,660	22,626	51%	44,660	0
195,280	Marketing & Tourism	216,410	104,367	48%	216,410	0
34,166	Organisational Administration	63,580	30,448	48%	63,580	0
70,412	Training & Engagement	76,110	34,101	45%	76,110	0
0	Trs From Reserves	0	0		0	0
399,932	TOTAL OBJECTIVE ANALYSIS	460,790	222,159	48%	460,790	0
(5,100)	Income From Charitable Activities	(1,500)	(600)	40%	(1,500)	0
(5,100)	TOTAL INCOME	(1,500)	(600)	40%	(1,500)	0
313,947	Employee Costs	382,540	180,379	47%	385,500	2,960
255	Transport Costs	0	0		0	0
0	Premises Costs	0	0		0	0
87,861	Supplies & Services	78,750	41,680	53%	75,790	(2,960)
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
2,969	Governance Costs	1,000	700	70%	1,000	0
405,032	TOTAL RESOURCES EXPENDED	462,290	222,759	48%	462,290	0
399,932	NET POSITION	460,790	222,159	48%	460,790	0
0	Trs From Reserves	0	0		0	0
399,932	TOTAL (after transfer from reserves)	460,790	222,159	48%	460,790	0

Comments

Sharing Our Vision is responsible for Visual Communications; Marketing and Tourism; Organisational Administration; and Training and Engagement.

Service is currently showing an overall breakeven position. Small adverse variance within payroll is related to a long term absence however service has taken management action within supplies and services to fund this variance..

INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES ANALYSIS

Actual Out-turn to 31/03/25	INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES	Annual Estimate 2025/26	Revised Actual Exp. to 30/09/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse
62,956	People Management Team	74,580	34,353	46%	74,580	0
42,254	Volunteer & Placement	47,660	25,351	53%	46,160	(1,500)
176,922	Systems & Data	182,320	100,582	55%	182,320	0
555,825	Corporate	397,220	223,621	56%	448,630	51,410
(16,341)	Active Community Hubs	(18,600)	(12,612)	68%	(18,600)	0
(46,140)	Trs From Reserves	(3,330)	(3,330)		(3,330)	0
775,476	TOTAL OBJECTIVE ANALYSIS	679,850	367,965	54%	729,760	49,910
(28,267)	Income From Charitable Activities	(31,200)	(20,712)	66%	(45,680)	(14,480)
(28,267)	TOTAL INCOME	(31,200)	(20,712)	66%	(45,680)	(14,480)
493,278	Employee Costs	523,560	301,523	58%	559,950	36,390
423	Transport Costs	0	0		0	0
11,304	Premises Costs	12,270	1,230	10%	12,270	0
112,818	Supplies & Services	132,530	98,844	75%	160,530	28,000
0	Financing Costs	0	0		0	0
187,400	Support Costs	0	0		0	0
44,660	Governance Costs	46,020	(9,590)	-21%	46,020	0
849,883	TOTAL RESOURCES EXPENDED	714,380	392,007	55%	778,770	64,390
821,616	NET POSITION	683,180	371,295	54%	733,090	49,910
(46,140)	Trs From Reserves	(3,330)	(3,330)		(3,330)	0
775,476	TOTAL (after transfer from reserves)	679,850	367,965	54%	729,760	49,910

Comments

Investing in Our People and Embracing Our Values is responsible for Volunteer and Placement; Systems and Data; Corporate; and Active Community Hubs

An adverse position is being projected primarily due to additional costs relating to Disclosure requirements and Apprenticeship Levy. These additional costs are directly related to the service transfers in April 2025 and the subsequent increase in staff numbers. Management are currently considering funding options for current and future years.

One off costs of £30k are projected for IT Refresh related to service transfers and remodelling.

CREATING A SOLID FOUNDATION FOR GROWTH ANALYSIS

Actual Out-turn to 31/03/25	CREATING A SOLID FOUNDATION FOR GROWTH	Annual Estimate 2025/26	Revised Actual Exp. to 30/09/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse
56,088	Growth Management Team	59,050	30,399	51%	59,050	0
43,926	Finance	117,550	48,684	41%	116,050	(1,500)
15,278	Commercial (Business)	0	0		0	0
0	Trs From Reserves	0	0		0	0
115,292	TOTAL OBJECTIVE ANALYSIS	176,600	79,083	45%	175,100	(1,500)
(432,595)	Income From Charitable Activities	0	(6,834)		(12,000)	(12,000)
(432,595)	TOTAL INCOME	0	(6,834)		(12,000)	(12,000)
324,503	Employee Costs	153,850	68,887	45%	152,350	(1,500)
0	Transport Costs	0	0		0	0
151	Premises Costs	0	0		0	0
271,957	Supplies & Services	0	0		0	0
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
17,056	Governance Costs	22,750	17,030	75%	34,750	12,000
613,666	TOTAL RESOURCES EXPENDED	176,600	85,918	49%	187,100	10,500
181,071	NET POSITION	176,600	79,083	45%	175,100	(1,500)
0	Trs From Reserves	0	0		0	0
181,071	TOTAL (after transfer from reserves)	176,600	79,083	45%	175,100	(1,500)

Comments

Creating A Solid Foundation For Growth is responsible for Financial Reporting & Commercial (Business).

Small variance on Employee Costs is projected due to reduced hours for an employee offset by additional staff costs relating to integration of services and setting up of Trading subsidiary.

LEISURE AT THE HEART OF EVERY COMMUNITY ANALYSIS

Actual Out-turn to 31/03/25	LEISURE AT THE HEART OF EVERY COMMUNITY	Annual Estimate 2025/26	Revised Actual Exp. to 30/09/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse
70,824	Community Management Team	98,530	37,456	38%	97,970	(560)
368,606	Cultural Hubs	319,340	134,424	42%	321,480	2,140
486,783	Lifestyle Hubs	376,930	144,548	38%	366,030	(10,900)
911,558	Library Hubs	982,950	513,975	52%	993,920	10,970
178,923	Sport Hubs	208,150	69,494	33%	207,910	(240)
18,096	Sport Football	18,000	3,851	21%	19,000	1,000
105,399	Management Arrangements	76,860	30,633	40%	76,860	0
0	Community Health & Activity	415,350	314,719	76%	413,190	(2,160)
0	Older People's Wellbeing	88,360	200,467	227%	73,400	(14,960)
0	Lifeskills & Inclusion	306,560	340,172	111%	315,390	8,830
0	Communities	651,570	318,177	49%	611,250	(40,320)
(112,180)	Trs From Reserves	0	0		0	0
2,028,009	TOTAL OBJECTIVE ANALYSIS	3,542,600	2,107,916	60%	3,496,400	(46,200)
(1,038,890)	Income From Charitable Activities	(1,337,760)	(578,271)	43%	(2,156,150)	(818,390)
(1,038,890)	TOTAL INCOME	(1,337,760)	(578,271)	43%	(2,156,150)	(818,390)
2,239,084	Employee Costs	4,024,540	2,285,131	57%	4,674,500	649,960
23,181	Transport Costs	16,810	14,335	85%	27,730	10,920
538,247	Premises Costs	514,150	174,561	34%	523,870	9,720
320,158	Supplies & Services	314,050	207,441	66%	415,640	101,590
29,780	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
28,630	Governance Costs	10,810	4,719	44%	10,810	0
3,179,079	TOTAL RESOURCES EXPENDED	4,880,360	2,686,187	55%	5,652,550	772,190
2,140,189	NET POSITION	3,542,600	2,107,916	60%	3,496,400	(46,200)
(112,180)	Trs From Reserves	0	0		0	0
2,028,009	TOTAL (after transfer from reserves)	3,542,600	2,107,916	60%	3,496,400	(46,200)

Comments

Leisure at the Heart of the Community has responsibility for the operations of our community based facilities, which are split into 4 categories; Lifestyle Hubs, Sports Hubs & Pavilions, Library Hubs and Cultural hubs. The team also has responsibility for developing the regular programming within these venues e.g. Aquatics, Fitness and Readership programmes and to work with local partners adopting a place based approach to maximum the use of our venues and ensure we meet the needs of the local communities.

As part of organisational growth from 2025/26 Community Health & Activity, Older People's Wellbeing, Lifeskills & Inclusion and Communities transferred to the trust and have been allocated to the Leisure at the Heart of the Community theme.

This service is projecting a favourable position for Qtr 2 as expecting income overall to perform better and vacancies not being filled 2025/26.

LIVING YOUR BEST LIFE ANALYSIS

Actual Out-turn to 31/03/25	LIVING YOUR BEST LIFE	Annual Estimate 2025/26	Revised Actual Exp. to 30/09/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse
29,983	Best Life Management Team	0	89		90	90
173,691	Sports	121,110	(7,314)	-6%	153,610	32,500
535,641	Museums	522,380	264,793	51%	523,040	660
157,240	Performing Arts	178,470	218,364	122%	132,840	(45,630)
144,999	Visual Arts	162,660	85,232	52%	154,280	(8,380)
0	Galleon	(80,590)	(113,754)	141%	(80,590)	0
0	Young People, Sport & Diversion	537,400	369,031	69%	409,240	(128,160)
(95,190)	Trs From Reserves	(37,750)	(37,750)		(37,750)	0
946,365	TOTAL OBJECTIVE ANALYSIS	1,403,680	778,692	55%	1,254,760	(148,920)
(812,199)	Income From Charitable Activities	(3,409,470)	(1,395,764)	41%	(3,532,130)	(122,660)
(812,199)	TOTAL INCOME	(3,409,470)	(1,395,764)	41%	(3,532,130)	(122,660)
999,724	Employee Costs	3,349,570	1,609,616	48%	3,182,460	(167,110)
23,894	Transport Costs	12,190	7,185	59%	19,360	7,170
309,645	Premises Costs	731,140	199,720	27%	723,150	(7,990)
487,682	Supplies & Services	709,740	379,843	54%	843,720	133,980
17,480	Financing Costs	1,500	0		1,500	0
0	Support Costs	0	0		0	0
15,329	Governance Costs	46,760	15,842	34%	54,450	7,690
1,853,754	TOTAL RESOURCES EXPENDED	4,850,900	2,212,206	46%	4,824,640	(26,260)
1,041,555	NET POSITION	1,441,430	816,442	57%	1,292,510	(148,920)
(95,190)	Trs From Reserves	(37,750)	(37,750)		(37,750)	0
946,365	TOTAL (after transfer from reserves)	1,403,680	778,692	55%	1,254,760	(148,920)

Comments

Living Your Best Life is responsible for Sports; Museums, Performing Arts and Visual Arts. Remit includes the following venues – Dean Castle, Dick Institute, Grand Hall & Palace Complex, Ayrshire Athletics Arena, Annanhill Golf Course, Baird Institute, Burns House Museum & Library. As part of organisational growth from 2025/26 Galleon and Young People, Sport & Diversion transferred to the trust and have been allocated to the Living Your Best Life team.

£148.9k favourable position projected due to management action taken to control expenditure budgets and savings in year with posts not being filled 2025/26.

This position includes an allocation of £150k from 25/26 pension savings regarding loss of income relating to Palace and Grand Hall closures.

PROTECTING OUR ENVIRONMENT ANALYSIS

Actual Out-turn to 31/03/25	PROTECTING OUR ENVIRONMENT	Annual Estimate 2025/26	Revised Actual Exp. to 30/09/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse
63,828	Environment Management Team	77,380	35,603	46%	77,380	0
529,007	Sustainability	552,500	271,149	49%	552,500	0
81,909	Estates	108,440	46,531	43%	104,655	(3,785)
341,919	Countryside	295,200	163,395	55%	303,730	8,530
0	Play & Early Intervention	156,590	118,004	75%	157,920	1,330
(59,270)	Trs From Reserves	0	0		0	0
957,393	TOTAL OBJECTIVE ANALYSIS	1,190,110	634,682	53%	1,196,185	6,075
(167,204)	Income From Charitable Activities	(92,590)	(45,194)	49%	(125,080)	(32,490)
(167,204)	TOTAL INCOME	(92,590)	(45,194)	49%	(125,080)	(32,490)
851,077	Employee Costs	1,087,220	588,807	54%	1,109,700	22,480
30,645	Transport Costs	28,130	15,776	56%	33,785	5,655
106,458	Premises Costs	88,630	23,074	26%	93,280	4,650
172,486	Supplies & Services	61,820	51,636	84%	67,600	5,780
9,670	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
13,532	Governance Costs	16,900	583	3%	16,900	0
1,183,868	TOTAL RESOURCES EXPENDED	1,282,700	679,876	53%	1,321,265	38,565
1,016,663	NET POSITION	1,190,110	634,682	53%	1,196,185	6,075
(59,270)	Trs From Reserves	0	0		0	0
	Designated Funds					0
	Trs To Reserves					0
957,393	TOTAL (after transfer from reserves)	1,190,110	634,682	53%	1,196,185	6,075

Comments

Protecting Our Environment is responsible for Sustainability; Estates and Countryside. As part of organisational growth from 2025/26 Play and Early Intervention transferred to the trust and have been allocated to the Protecting Our Environment team.

£6k adverse variance relates predominantly to new employee for the Roundhouse, however department is optimistic that additional donations will be generated to contribute towards these costs. Further income is also projected for the Treehouse Residential Centre and from professional services provided for bat surveys.

TRADING ANALYSIS

Actual Out-turn to 31/03/25	TRADING	Annual Estimate 2025/26	Revised Actual Exp. to 30/09/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse
0	Event Management	74,360	114,563	154%	77,750	3,390
0	Galleon Hospitality	53,670	38,088	71%	60,370	6,700
65,779	Commercial (Hospitality & Retail)	(35,500)	36,084	-102%	33,570	69,070
0	Hospitality Management Team	153,860	84,746	55%	169,520	15,660
0	Trs From Reserves	(30,000)	(30,000)		(30,000)	0
65,779	TOTAL OBJECTIVE ANALYSIS	216,390	261,620	121%	311,210	94,820
0	Income From Charitable Activities	(567,540)	(398,403)	70%	(822,320)	(254,780)
0	TOTAL INCOME	(567,540)	(398,403)	70%	(822,320)	(254,780)
0	Employee Costs	474,070	308,294	65%	530,220	56,150
0	Transport Costs	0	1,323		6,000	6,000
0	Premises Costs	730	6,316	865%	6,860	6,130
0	Supplies & Services	339,130	373,753	110%	620,450	281,320
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
0	Governance Costs	0	337		0	0
0	TOTAL RESOURCES EXPENDED	813,930	690,023	85%	1,163,530	349,600
0	NET POSITION	246,390	291,620	118%	341,210	94,820
0	Trs From Reserves	(30,000)	(30,000)		(30,000)	0
	Designated Funds					0
	Trs To Reserves					0
0	TOTAL (after transfer from reserves)	216,390	261,620	121%	311,210	94,820

Comments
<p>Trading is responsible for Event Management, Galleon Hospitality, Commercial (Hospitality & Retail).</p> <p>Adverse position relates to recent appointment of the strategic lead for Hospitality & Retail and the upcoming transfer of additional catering services - a full review of the service is currently ongoing and anticipated that any shortfall will be covered via existing trust resources.</p>

RESERVES AS AT 30th SEPTEMBER 2025

Notes

The Reserves Table provides detail on the current Reserves position for the Trust

The 1st table is a summary report and the 2nd table provides analysis of the committed amounts from Reserves

Line 1 Retained Reserves refers to our Reserves Policy – currently set to “minimum 2% of Turnover”.

Line 2 refers to Unallocated Reserves – this amount will initially be allocated to fund any in-year deficit and then to any additional spend approved by The Board.

Line 3 Allocated Reserves refers to allocated amounts and the 2nd table provides further analysis of progress on these commitments

Line 4 MGTR refers to Museum and Galleries Tax Relief received and this must be used to help fund future exhibitions

Lines 5 & 6 refer to specific accounting entries required each financial year

Summary

UNRESTRICTED RESERVES	2024/25 b/f	2024/25 DEFICIT	BALANCE 31 March 2025	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN/RECEIPTS	Q1	Q2	Q3	Q4	BALANCE	NOTES
RETAINED RESERVES	270,000		270,000		270,000						270,000	
UNUSEABLE RESERVES	154,162	0	154,162	0	154,162					-	154,162	
UNALLOCATED RESERVES	319,902	(29,921)	289,981	-171,000	118,981						118,981	
ALLOCATED RESERVES	53,015	0	53,015	171,000	224,015		0	23,325	0	0	200,690	see Allocated Table
MGTR FUNDS	80,533		80,533		80,533	-37,903	14,970	32,780			70,686	
FIXED ASSET RESERVE	34,920		34,920		34,920						34,920	
HOLIDAY PAY PROVISION	(60,874)		(60,874)		(60,874)						(60,874)	
TOTAL UNRESTRICTED RESERVES	851,658	(29,921)	821,738	0	821,737	-37,903	14,970	56,105	0	0	788,565	

Allocated Reserves Analysis

ALLOCATED RESERVES	2024/25 b/f	2024/25 DEFICIT	BALANCE 31 March 2025	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN/RECEIPTS	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Box Office/Booking System	3,325		3,325		3,325			3,325			0	1 June 2021 Board, 28 June 2022 Board	Complete	
Climate Strategy	9,640		9,640		9,640						9,640	28 Nov 2023 Board	Ongoing	
Urban Farm - Feasibility Study	6,750		6,750		6,750						6,750	28 Nov 2023 Board	Ongoing	
IT Equipment linked to new Systems	1,550		1,550		1,550						1,550	20 June 2024 Board	Ongoing	
Potential NDR Liability	1,750		1,750		1,750						1,750	20 June 2024 Board	Ongoing	
Regional Sports Park	30,000		30,000		30,000						30,000	20 June 2024 Board	Ongoing	
Roundhouse Improvements	0		0	20,000	20,000			20,000			0		Complete	
25-26 Savings Balance	0		0	151,000	151,000						151,000		Ongoing	
	0		0		0						0			
TOTAL ALLOCATED RESERVES	53,015	0	53,015	171,000	224,015		0	0	23,325	0	0	200,690		

GENERAL PROJECTS

Notes:

General Projects are multi-annual projects involving funding from external partners. These projects are not included in the Financial Monitoring reports. The table gives an overview of the projects and the Additional Information gives a brief description of each of the projects

Project	Partners	Balance b/f 01.04.25	Balance at 30.09.25	Expected Completion Date
KGIL Artworks Programme	EAC/ARA	£770	£770	Ongoing
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£3,593)	(£3,579)	Ongoing
VACMA	Creative Scotland / Other Ayrshire Authorities	(£4,664)	(£3,000)	Ongoing
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Mar 2027
Digital Storyteller in Residence	Scottish Book Trust	(£2,372)	(£2,372)	Mar 2026
SHOUT	EAC	(£3,474)	(£3,474)	Ongoing
Morton Hall and Library	EAC	£3,998	£4,548	Ongoing
Wifi Project	EAC	(£2,456)	(£2,320)	Ongoing
Foster Carer Service - Memberships	EAC	(£4,000)	(£2,550)	Ongoing
Youth Memberships	EAC	(£7,562)	(£7,562)	Ongoing
Annick Valley Leisure Facilities	EAC	(£40,493)	(£39,648)	Ongoing
Stewarton Dev Cont	EAC	(£32,048)	(£43,387)	Ongoing

Patna Leisure Facilities	EAC	(£810)	(£810)	Ongoing
Celebration Wood	n/a	(£2,100)	(£3,900)	Ongoing
Leisure Facility Strategy	EAC	£1,830	£97,717	Ongoing
Parental Employability - Work Experience	EAC	(£1,133)	(£781)	Ongoing
Civic Centre Set Up	EAC	£37,429	£87,142	Dec 2025
Sports Council	EAC/Sport Council	£0	(£160)	Ongoing
Youth Work Network	EAC	£0	£4,750	Ongoing
Essential Spend 2025-26	EAC	£0	£4,275	Mar 2026
Jumpstart	EAC	£0	(£265)	Ongoing
Bowling League	Galleon Bowling	£0	(£611)	Ongoing

Additional Information

KGIL Artworks Programme – This project is being managed by East Ayrshire Leisure Trust in conjunction with Ayrshire Road Alliance.

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.

VACMA – Visual Arts and Craft Makers Awards – East Ayrshire Leisure Trust is taking lead from 2024/25. Creative Scotland contribute £6k funding along with £1k from each of the 3 Ayrshire authorities.

Burns Birthday in Mauchline – The project which was funded by Event Scotland has now come to an end. There is a surplus balance which Event Scotland have said we can use towards future support of cultural programme for Scotland’s Winter Festival planning. The team are drafting a proposal to utilise the balance and it is anticipated funds will be utilised by end of 2024-25.

Digital Storyteller in Residence - The project which was funded by the Scottish Book Trust has now come to an end. There is a surplus balance which Scottish Book Trust have said we can use towards further Digital Storytelling activities. The team are drafting a proposal which will support the digital infrastructure in conjunction with Library Mobile Services. It is anticipated funds will be utilised by end of 2024-25.

SHOUT - £5,000 funding from East Ayrshire Council has been issued to offer FREE swimming to SHOUT card holders during the school holiday periods.

Morton Hall and Library – Procurement of new furniture for Newmilns Library is being managed by the Trust but will be funded by EAC. A maximum of £20,000 of the £30,000 allocation will be for library furniture and the balance is for the overall venue.

Wifi Project - After an initial review was submitted to the EAC we have since received funding of £20,000 to contribute to the installation costs of Wi-Fi across all East Ayrshire Leisure standalone venues.

Foster Carer Service - Memberships – £4,000 funding from East Ayrshire Council has been issued to support foster carers in accessing sport and physical activity services for the children they are caring for.

Youth Memberships – £5,000 funding will be utilised to target certain 16-17 years olds who currently do not engage with physical activity or our sports venues. The funding will be utilised to pay for a fitness membership that will give them access to our gyms, fitness classes, swimming pools, running tracks and racquet sports.

Annick Valley Leisure Facilities – EAC Members and Officers Working Group (MOWG) on developer contributions identified £212,000 which has been allocated for Annick Valley and has been transferred to East Ayrshire Leisure.

Stewarton Dev Contr – With reference to the cabinet report of 31st May 2023, £49,464 has been allocated from developer contribution funds towards leisure projects in Stewarton.

Patna Leisure Facilities – EAC Members and Officers Working Group (MOWG) on developer contributions identified £810 which has been allocated for Patna and has been transferred to East Ayrshire Leisure.

Celebration Wood - Sponsorship Income to be gathered here until a sufficient fund is achieved to progress purchase of trees and planting

Leisure Facility Strategy – Following the publication of the Leisure Facility Strategy 2020-2030, East Ayrshire Council allocated £500k for their capital programme to implement the priorities for the period 2020-2025. A cross service leisure facility action plan has been produced to identify and implement the priorities for this funding.

Parental Employability – Work Experience – Funding was secured from EAC to deliver a work experience project with Parental Employability. The scheme is aiming to give parents who are interested in working in the outdoors some practical experience and training.

Civic Centre Set Up – EAC have allocated funding to assist the Trust with setting up Wallace Chambers as new Head Office.

Sports Council – The Sports Council is hosted within East Ayrshire Leisure/Council and administration support from YPSD Team Coordinator, however is a constituted organisation that is the locally elected committee who play a role in promoting and developing sports throughout East Ayrshire. The annual accounts has income from EAC Contribution of £10,700 per year, affiliation fees and coach education costs. Income and expenditure fluctuates each year based on number of affiliated members, funding awards granted and coach education fees. There should be circa £8000 in the accounts.

Youth Work Network - Similar to Sports Council, however this network does not have a yearly affiliation fee that is applied to members and this is used to encourage more youth work organisations to affiliate and receive the benefits and support that members can access. Expenditure in the YWN fluctuates based on funding awards to affiliated members as well as training course fees.

Essential Spend 2025-26 – This cost centre relates to additional funding of £100k secured from EAC to address urgent issues that require essential spend in 2025-26.

Jumpstart – £265 Balance from galleon for Jumpstart programme

Bowling League – Funds relating to Bowling League at Galleon Leisure Centre

EXTERNAL FUNDING

Notes:

A robust monitoring process is now in place for all External Funding applications from initial submission to subsequent successful or unsuccessful award.

EXTERNAL FUNDING APPROVED APPLICATIONS

(*denotes funding not available to East Ayrshire Council)

EXTERNAL FUNDING APPROVED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2025/26
Protecting Your Environment	Local Energy Scotland - EAL Solar Panel Project	£79,803	£0
Living Your Best Life	Creative Scotland - Visual Arts and Craft Maker Awards VACMA	£6,000	£0
Leisure at the Heart of Every Community	Parkinson's UK Physical Activity Grants 2025	£3,000	£0
Leisure at the Heart of Every Community	Walking Scotland - Walking Development	£20,000	£0
Leisure at the Heart of Every Community	NHS Endowment Fund - Weight Management	£39,395	£0
Living Your Best Life	The Corrie Family Grant - Active Schools	£1,710	£1,710
Living Your Best Life	Scottish Cycling - Active Schools/Bikeability	£29,500	£0
TOTAL		£179,408	£1,710

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Living Your Best Life	MGS - Burns house Museum & Library/Nanse Tinnocks	£59,321	Application rejected on the grounds that other applicants were in more need of the funding and MGS did not consider external works to the courtyard as eligible for the fund.
Leisure at the Heart of Every Community	NHS Endowment Fund - Walking Development	£15,000	The committee have reviewed this and unfortunately have declined the bid for funding. The funding available for bids each year is a minimal amount and on this basis they agreed that the request was not fully aligned to NHS A&A charity policy and that there is unknown continuity after one year for funding & process going forward.
TOTAL		£74,321	