

# TRUST BOARD MEETING



**Date: Tuesday 23 September 2025**

**Location: Ayrshire Athletics Arena, Queens Drive, Kilmarnock**

**Start time: 6.30pm or immediately after the conclusion of the AGM**

<b>AGENDA</b>			
<b>AGENDA ITEM</b>	<b>FOR NOTING</b>	<b>FOR DISCUSSION</b>	<b>FOR APPROVAL/ DECISION</b>
<b>1. Appointment of Office Bearers and Trustees</b>			✓
<b>2. Apologies for Absence</b>	✓		
<b>3. Declarations of Interest</b>	✓		
<b>4. Minutes of previous meetings</b> 4.1 Board Meeting: 27 May 2025 4.2 P&ASC Meeting: 19 August 2025	✓		✓
<b>5. Quarterly Update Presentation</b>		✓	
<b>6. Performance Report April - June 2025</b>			✓
<b>7. Staff Satisfaction Survey 2024</b>	✓		
<b>8. AOCB</b>		✓	
<b>9. Dates of Next Meetings:</b> <b>Performance &amp; Audit Sub-Committee:</b> 4 November 2025 <b>Special Trust Board:</b> 11 November 2025 <b>Trust Board:</b> 11 December 2025			

For further information please contact: Anneke Freel, Chief Officer

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# REPORT TO BOARD OF TRUSTEES

## APPOINTMENT OF OFFICE BEARERS AND TRUSTEES

Date: 23 September 2025

Agenda Item: I

Report by: Anneke Freel, Chief Officer

### I. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek confirmation of reappointment of existing Trustees to the Board, to adopt the revised constitution and remit the nominations committee to appoint an Independent Chair of the Board of Trustees.

### 2. APPOINTMENT OF TRUSTEES TO BOARD

- 2.1 Under clause 30 of the constitution, a Trustee who has served for a period of 6 years shall not be eligible for re-appointment until a further period of one year has elapsed. The Board may, by way of a resolution passed by majority vote at a Board meeting, waive the provisions of clause 30 in relation to a particular Charity Trustee if they consider that exceptional considerations make that appropriate.

This applies to Councillors C Maitland and I Linton

Given the East Ayrshire Council Leisure and Cultural Review and the recent transfer of additional services to East Ayrshire Leisure, as well as the extensive remodelling exercise that the Trust is undertaking, it is deemed appropriate to enact clause 33 to ensure continuity during this period of change.

- 2.2 It recommended to appoint Councillor C Maitland to the Chair of the Board until the Nominations Committee is in a position to recommend an Independent Chair and J Roberts to the Vice Chair Position, with Jim Roberts being appointed to Chair of Performance and Audit.
- 2.3 The East Ayrshire Leisure Board of Trustees from 23 September 2025 will be:
- Councillor C Maitland (Chair)
  - J Roberts, Independent Trustee (Vice Chair and Chair of Performance and Audit)
  - Councillor L Mabon
  - Councillor G Boyd
  - Councillor J Adams
  - Councillor I Linton
  - M Swan, Independent Trustee
  - D Ross, Independent Trustee
  - R Hannah, Independent Trustee
  - A Wilson, Trade Union Representative Trustee
  - Vacant
  - Richard Grieveson, East Ayrshire Council, Ex Officio Trustee
  - Joseph McLachlan, East Ayrshire Council, Ex Officio Trustee

# REPORT TO BOARD OF TRUSTEES

## 3. APPOINTMENT OF TRUSTEES TO PERFORMANCE AND AUDIT SUB-COMMITTEE

3.1 It is recommended that there are no changes to the Performance and Audit Sub-Committee. A Wilson will remain as the trade union representative on P&ASC. The P&ASC will be made up of:

- J Roberts, Independent Trustee (Chair)
- Councillor L Mabon
- Councillor G Boyd
- A Wilson, Trade Union Representative Trustee

## 4. CONCLUSION

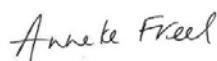
4.1 The Management Team would like to express their gratitude to the Board of Trustees for their ongoing support and commitment to East Ayrshire Leisure and look forward to working with them throughout 2025/26.

### Recommendation/s:

It is recommended that the Board of Trustees:

- i. Remit the Nominations Committee to select an Independent Chair for recommendation to the Board in 2026/27;
- ii. Elect Councillor Maitland and J Roberts to Chair and Vice Chair of East Ayrshire Leisure respectively; and
- iii. Otherwise note the content of the paper

Signature:



Designation: Chief Officer

Date: 10 September 2025

# REPORT TO BOARD OF TRUSTEES

## PERFORMANCE REPORT APRIL TO JUNE 2025

Date: 23 September 2025

Agenda Item: 6

Report by: Anneke Freel, Chief Officer

### I INTRODUCTION

- 1.1 This report provides details of the Trust's performance for the first 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 I
  - 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 613,872, which is an increase of 14.62% compared to the same period in 2024/25.
- 2.2 Our community performing arts venues have performed really well with Cumnock Town Hall showing an increase of 38% and Darvel Town Hall showing an increase of 22%. Other than Burns House Museum and the Burns Monument Centre, the museums have recorded a decrease, particularly the Baird Institute, where we are considering a review of programming to bolster and grow attendance.
- 2.3 Dean Castle Country Park has had a busy start to the year with an increase of 8% and our libraries continue to continue to show a positive trend. Book borrowing has increased for the first time in recent years by 33% compared to the same period in 2024/25.
- 2.4 The Lifestyle Hubs have collectively recorded an increase of 8.1%. For comparison, this doesn't include the Galleon Leisure Centre, which attracted nearly 90,000 people in the 12 week period. We will monitor figures in the Galleon over the next year, so we can include it in our trends from 2026/27.
- 2.5 The introduction of the Active Wellbeing suite as had a significant impact on the attendance figures at Rose Reilly Sports Centre, with an increase of 21.4% for the period.
- 2.6 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 EAC 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	31	28	95	5561	33	18	32
2030 Target	30	15	40	20000	50	54	106
Variance against baseline	55%	300%	239%	-54%	94%	6%	28%
Variance against target	3%	87%	138%	-72%	-34%	-40%	-20%

2.7 The 2030 target is already close to being achieved within Q1 of 2025/26. However, as we have now welcomed Vibrant Communities and the Galleon Leisure Centre to East Ayrshire leisure with other services scheduled to transfer throughout 2025 and 2026, the performance indicators and targets are no longer wholly relevant. We will be reviewing our Strategic Vision and our key performance indicators, with the intention of adding qualitative indicators as part of our development of a measurement framework for April 2026.

2.8 The risk register has been reviewed and with no additional risks identified.

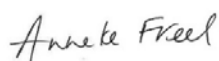
## 3. FINANCIAL PERFORMANCE

3.1 The financial performance quarter 1 report provides detail of the Trust's financial performance for the period April to June 2025. The outturn for East Ayrshire Leisure at 30<sup>th</sup> June 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 April to June 2025

A handwritten signature in cursive script, reading "Anneke Freer".

Signature:

Designation: Chief Officer

Date: 10 September 2025

EAST AYRSHIRE LEISURE GROWTH 2025.26 PRIORITY ACTION PLAN						
No.	ACTION	STATUS	START	FINISH	LEAD	COMMENT / UPDATE
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 beng developed concurrently with te masterplan development
2	CDP24-26 Action - Cultural Kilmarnock	Started	02/04/2025	02/04/2028	A Freel	MCLH contractors are on site. EAC/EALT working with contractor's PR team to develop a marketing plan for the initial period up to May 26. EALT 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 schedule to close as stage 1 ot the refurbishment in summer 26. An assessment on the impact on income and customers is currentlty being carried out
4	CDP24-26 Action - Galston Town Hall	Started	02/04/2025	31/10/2025	P Mathieson	Handover is scheduled for early October. Fit out will then begin with a proposed opening November/ December
5	CDP24-26 Action - Review of Programming Strategy	Started	01/08/2025	31/01/2025	P Mathieson	
6	CDP24-26 Action - Refurbishment of Burns House Museum	Started	01/08/2025	31/01/2026	P Mathieson	CBC stone are on site with completion of external works in September. Review of existing strategic objectives is being carruied out with the revised Strategic Framework scheduled to be presented to Board in November
7	Review 2020-2030 Strategic Vision	Started	10/10/2025	11/11/2025	A Freel	
8	Development of CDP 26/28	Started	01/08/2025	11/11/2025	A Freel	Strategic Leads are working on outputs for their service area for submission by 08/10/25
9	Development of Measurement Framework	Not Started	10/10/2025	11/11/2025	A Freel	Strategic Leads are working on the measurement framework for their servce area to by submitted for collation, review and finalisation 08/10/25

10 Development of Service Remodelling Plans	Started	01/08/2025	08/10/2025 A Freel	Strategic Leads are working on the remodelling of their service area to be submitted for collation, review and finalisation 08/10/25 as above
11 Consolidation of Organisational Remodelling	Not Started	09/10/2025	11/11/2025 A Freel	
12 Preparation of Remodelling Consultation Plan	Not Started	09/10/2025	11/11/2025 J Biggart	
13 Implementation of Remodelling Consultation Plan	Not Started	12/11/2025	31/01/2026 J Biggart	
14 Development and implementation of Ayrshire 360 Campaign	Not Started	12/11/2025	31/03/2026 J Biggart	
15 Development of Organisational Training Plan	Not Started	12/11/2025	31/03/2026 J Biggart	
16 Transfer of Galleon to Learn to Swim	Not Started	12/11/2025	31/03/2026 P Mathieson	
17 Transfer of Galleon from Gladstone to Legend	Not Started	12/11/2025	31/03/2026 J Biggart	
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	Not Started	12/11/2025	31/01/2025 J Biggart	
20 Development of 26/27 Programme	Started	12/11/2025	31/01/2025 A Freel	Working group has been established
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	
24 Publish 2025/26 Annual Report	Not Started	23/09/2025	11/11/2025 J Biggart	Urart appraisal programme has been developed for discussion with Trade Unions. Will be piloted with the executive management team in 2026
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	Not Started	01/08/2025	31/10/2025 J Biggart	
28 Development of a management appraisal programme	Started	01/10/2025	31/12/2025 A Freel	





# **EAST AYRSHIRE LEISURE PERFORMS**

## **QUARTER I**

**APRIL – JUNE 2025**

**2025/26**





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## PERFORMANCE INDICATORS

### Attendance Figures

Venues have now been reallocated to our new service areas as outlined below. Whilst attendance figures will be monitored in their service area, an overall attendance figure will be included in this report and compared to the same period for the previous year.

COMMUNITIES	COMMERCIAL	CENTRAL	CREATIVE
<b>Community Wellbeing</b>	<b>Event Management</b>	<b>Facility Management</b>	<b>Performing Arts</b>
Afton Court, New Cumnock	Moorfield Resource Centre	Wallace Chambers	Cumnock Town Hall
Crosshouse Library	<b>Hospitality &amp; Retail</b>		Darvel Town Hall
Ellisland Court, Mauchline	Central Production Unit		Palace Concert Hall
Galston Community Centre	Treehouse Centre		Palace Theatre
Garven Court KK	London Road Café, KK		<b>Museum and Arts</b>
Hunter Fitness Suite	Rosebank Day Centre		Baird institute
Rose Reilly Sports Centre	Roundhouse Café & Osprey Lounge		Burns House Museum
Ross Court Day Centre, Galston	Sir Alexander Fleming Centre		Dean Castle
Rowantree Court, Drongan	Hamilton Gardens		Dower House
<b>Community Greenspaces</b>	St Maurs, Kilmaurs		Dick Institute
Annanhill Golf Course (grounds)	Balmoral Rd KK		Jougs
Ayrshire Athletics Arena (grounds)	Boswell Centre		Burns Monument Centre
Dean Castle Country Park	Patna Community Centre		
<b>Community Pathways</b>	Town House, Stewarton		
Barony Sporty Village	<b>Lifestyles</b>		
Grange Leisure Centre	Galleon Leisure Centre		
St Josephs Leisure Centre	Loudoun Leisure Centre		
William McIlvanney Leisure Centre	Doon Valley Leisure Centre		
Stewarton Academy			
Annanhill Golf Course			
Ayrshire Athletics Arena			
<b>Community Learning</b>			
Auchinleck Library			
Cumnock Library			
Galston Town Hall			
Morton Hall			
Mobile Library			
Homewards			
Newmilns Library			
Stewarton Area Centre			

Overall attendance has increased for quarter 1, compared to the same period in 2024/24 by 14.62%. Our community performing arts venues have performed really well with Cumnock Town Hall showing an increase of 38% and Darvel Town Hall showing an increase of 22%. Other than Burns House Museum and the Burns Monument Centre, the museums have recorded a decrease, particularly the Baird Institute, where we are considering a review of programming to bolster and grow attendance.

Dean Castle Country Park has had a busy start to the year with an increase of 8% and our libraries continue to continue to show a positive trend. Book borrowing has increased for the first time in recent years by 33% compared to the same period in 2024/25. The Lifestyle Hubs have collectively recorded an increase of 8.1%. For comparison, this doesn't include the Galleon Leisure Centre, which attracted nearly 90,000 people in the 12 week period. We will monitor figures in the Galleon over the next year, so we can include it in our trends from 2026/27.

The introduction of the Active Wellbeing suite as had a significant impact on the attendance figures at Rose Reilly Sports Centre, with an increase of 21.4% for the period.

	24/25	25/25	Variance
<b>Q1</b>	535573	613872	14.62
<b>Q2</b>	506203	0	-100.00
<b>Q3</b>	488518	0	-100.00
<b>Q4</b>	532500	0	-100.00
<b>Total</b>	<b>2062794</b>	<b>613872</b>	<b>-70.24</b>

Table 1 – attendance figures

## Strategic Vision Performance Monitoring

The following performance indicators are aligned to our 10 year Strategic Vision

Performance Indicator	Quarter 1 Performance	Quarter 2 Performance	Quarter 3 Performance	Quarter 4 Performance	2025/26 Performance	2030 Strategic Aspirations
People attending our Venues	613,872					2.9 million
People engaging in our programmes	tbc					0.99 million
Our eastayrshireleisure.com online visitors	tbc					0.38 million
Online visitors to futuremuseums.com	25,623					0.25 million
Number of programmes for 12-25 year olds	31					30
Number of programmes for 65+	28					15
Number of local and regional events and exhibitions	95					40
Number of children engaged in our education programme	5561					20,000
Opportunities that we offer for volunteers and work placements	31					50
Our absence Levels	2.67					8 days / annum
Our staff turnover rates	2.9%					7-10%
Number of community initiatives that we support	18					30
Number of partnership projects we engage in	32					40
Carbon Footprint	Not currently recorded				Not currently recorded	990tCO2e

## **KEY UPDATES**

### **Insurance Claims**

The following information provides an update on the number of live claims in progress during the period April - June 2025:-

Public Liability	4 x ongoing
Employers' Liability	1 x ongoing
Motor Claim	2 x ongoing

### **Gifts & Hospitality**

No gifts and hospitality records were received during this period.

## **RISK REGISTER**

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a reduction in funding received from East Ayrshire Council, resulting in a reduction in service provision and a requirement to generate more income from services.	Chief Officer	4	4	16  RISK APPETITE: CAUTIOUS (Compliance)	HIGH	<ul style="list-style-type: none"> <li>• Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider.</li> <li>• Organisational Learning</li> <li>• Implementation of Growth Plan 2024-2030</li> <li>• PR; communications with staff and customers</li> <li>• Financial Strategy</li> <li>•</li> </ul>
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.	Executive Managers & Strategic Leads	4	3	12  RISK APPETITE: OPEN (Reputation)	MEDIUM	<ul style="list-style-type: none"> <li>• Business Planning</li> <li>• Positive Public Relations</li> <li>• Equipment Replacement Programme</li> <li>• Leisure Facility Strategy</li> <li>• Financial Strategy</li> <li>• Continued dialogue with Council</li> <li>• B.E.S.T. - ongoing training and development of staff</li> <li>• Organisational Learning</li> <li>• Implementation of Growth Plan 2024-2030</li> </ul>
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 Delivery Plan	Executive Managers & Strategic Leads	3	3	9  RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> <li>• Service reviews</li> <li>• Positive Public Relations</li> <li>• Service Level Agreements/Contracts</li> <li>• Strategic Vision 2020-2030 with 2 yearly Corporate Delivery Plans</li> <li>• Leisure Facility Strategy</li> </ul>

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	targets and the loss of external funding.						
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.	Executive Managers & Strategic Leads	3	4	12  RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> <li>Regular communication with the Council</li> <li>Business Continuity Plan</li> <li>Regular Workplace inspections and reviews</li> <li>Fire Risk Assessments</li> <li>Established repairs reporting system</li> <li>Proposed Asset Management Plan (EAC)</li> <li>Capital Improvement Plan (EAC)</li> <li>Environmental management, monitoring and reporting</li> <li>Leisure Facility Strategy and Action Plan</li> <li>Maintenance Liaison Group</li> <li>Leisure Programme Board</li> </ul>
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 revenue streams, perceptions of poor service and the failure to be aligned with market demands.	Executive Managers & Strategic Leads	4	3	12  RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> <li>Attendance at Events</li> <li>Recruitment and Selection procedure</li> <li>B.E.S.T. reviews</li> <li>Training and development programme</li> <li>Growth Plan 2024-30</li> <li>Financial Strategy</li> <li>Establishment of a trading subsidiary</li> </ul>



No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
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.	Executive Managers & Strategic Leads	3	2	6  RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> <li>• Training and development</li> <li>• Ongoing review of Training matrices</li> <li>• Induction Process</li> <li>• B.E.S.T. review and development programme</li> <li>• Recruitment and selection procedures</li> <li>• Effective communication with staff</li> </ul>
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.	Executive Managers & Strategic Leads	1	4	4  RISK APPETITE: CAUTIOUS (Compliance)	LOW	<ul style="list-style-type: none"> <li>• Health &amp; Safety Strategy Group</li> <li>• Partnerships Working Groups</li> <li>• Service Level Agreement</li> <li>• Support from East Ayrshire Council</li> </ul>
8	There is a risk that East Ayrshire Leisure will not be able to operate services due to a failure in IT systems including the Box Office and Booking System. This would result in a loss of income, not being able to meet	Executive Managers & Strategic Leads	2	4	8  RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> <li>• Dedicated Systems Development Officer and IT Co-ordinator</li> <li>• Regular communication with Council's IT dept</li> <li>• Ongoing review of systems</li> </ul>

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	community demand and reputational damage.						
9	There is a risk that East Ayrshire Leisure will not be able to proceed with planned events due to natural disasters, severe weather, threats or other unexpected incidents.	Executive Managers & Strategic Leads	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> <li>• Partnership working groups (SAG)</li> <li>• Support from EAC</li> <li>• Appropriate insurance cover in place</li> <li>• Contract agreements in place</li> <li>• PR; communications with staff and customers</li> </ul>
10	There is a risk that the transfer of additional services will put addition pressures on resources that will have an impact on service delivery or the change process will lead to low staff morale, which could also have an impact on service delivery	Executive Managers & Strategic Leads	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> <li>• Implementation of communication plan</li> <li>• Ongoing review of meeting schedule</li> <li>• Review of management structures</li> <li>• Review of operating model</li> <li>• Training and development</li> <li>• Ongoing review of Training matrices</li> <li>• Induction Process</li> <li>• B.E.S.T. review and development programme</li> </ul>



# **FINANCIAL PERFORMANCE**

## **QUARTER I**

### **APRIL - JUNE**

#### **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 I shows the actual amounts for Qtr I, combined with projections up to the end of March 2026.

The 1<sup>st</sup> 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:**

## **SUMMARY STATEMENT**

The projected outturn for East Ayrshire Leisure at 30<sup>th</sup> June 2025 is a breakeven position.

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 27<sup>th</sup> May 2025 Board meeting.

<b>Service Division</b>	<b>Annual Budget 2025/26</b>	<b>Annual Budget 2025/26 Qtr 1</b>	<b>Annual Budget 2025/26 Qtr 2</b>	<b>Annual Budget 2025/26 Qtr 3</b>	<b>Annual Budget 2025/26 Qtr 4</b>	<b>Comments</b>
<b>EXECUTIVE MANAGEMENT</b>		445,750				
<b>SHARING OUR VISION</b>		1,085,560				
<b>INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES</b>		648,950				
<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>		171,860				
<b>LEISURE AT THE HEART OF EVERY COMMUNITY</b>		3,287,770				
<b>LIVING YOUR BEST LIFE</b>		1,573,000				
<b>PROTECTING ENVIRONMENT</b>		1,148,280				
<b>TRADING</b>		199,680				
<b>EXISTING TRUST</b>	6,208,050					
<b>GALLEON</b>	139,790					
<b>VIBRANT COMMUNITIES</b>	2,752,840					
<b>SAVINGS</b>	(120,000)					
<b>TOTAL</b>	8,980,680	8,560,850	0	0	0	
<b>Management Fee</b>	(8,980,680)	(8,545,880)				
<b>Reserves</b>	0	(14,970)				
<b>TOTAL</b>	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 30/06/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse	
<b>857,243</b>	<b>EXECUTIVE MANAGEMENT</b>	<b>1,085,560</b>	<b>222,542</b>	<b>21%</b>	<b>1,076,380</b>	<b>(9,180)</b>	
<b>399,932</b>	<b>SHARING OUR VISION</b>	<b>445,750</b>	<b>110,024</b>	<b>25%</b>	<b>445,750</b>	<b>0</b>	
58,117	Vision Management Team	57,760	14,754	26%	57,760	0	
41,958	Visual Communications	42,940	10,994	26%	42,940	0	
195,280	Marketing & Tourism	210,900	53,449	25%	210,900	0	
34,166	Organisational Administration	60,150	15,165	25%	60,150	0	
70,412	Training & Engagement	74,000	15,662	21%	74,000	0	
<b>821,616</b>	<b>INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES</b>	<b>648,950</b>	<b>145,293</b>	<b>22%</b>	<b>667,860</b>	<b>18,910</b>	
62,956	People Management Team	69,850	16,473	24%	69,850	0	
42,254	Volunteer & Placement	45,940	10,527	23%	44,440	(1,500)	
176,922	Systems & Data	175,310	47,690	27%	175,310	0	
555,825	Corporate	376,280	78,199	21%	396,690	20,410	
(16,341)	Active Community Hubs	(18,430)	(7,595)	41%	(18,430)	0	
<b>181,071</b>	<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>	<b>171,860</b>	<b>38,122</b>	<b>22%</b>	<b>170,360</b>	<b>(1,500)</b>	
56,088	Growth Management Team	56,780	14,492	26%	56,780	0	
43,926	Finance	115,080	23,631	21%	113,580	(1,500)	
15,278	Commercial (Business)	0	0	0%	0	0	
<b>2,140,189</b>	<b>LEISURE AT THE HEART OF EVERY COMMUNITY</b>	<b>3,287,770</b>	<b>979,860</b>	<b>30%</b>	<b>3,287,770</b>	<b>0</b>	
70,824	Community Management Team	98,650	17,803	18%	98,650	0	
368,606	Cultural Hubs	313,970	49,063	16%	313,970	0	
486,783	Lifestyle Hubs	330,340	42,310	13%	330,340	0	
911,558	Library Hubs	939,020	260,339	28%	939,020	0	
178,923	Sport Hubs	193,740	29,201	15%	193,740	0	
18,096	Sport Football	23,510	(1,479)	-6%	23,510	0	
105,399	Management Arrangements	67,070	8,874	13%	67,070	0	

0	Community Health & Activity	230,460	160,593	70%	230,460	0	
0	Older People's Wellbeing	85,960	96,301	112%	85,960	0	
0	Lifeskills & Inclusion	359,820	161,727	45%	359,820	0	
0	Communities	645,230	155,127	24%	645,230	0	
<b>1,041,555</b>	<b>LIVING YOUR BEST LIFE</b>	<b>1,573,000</b>	<b>178,350</b>	<b>11%</b>	<b>1,557,170</b>	<b>(15,830)</b>	
29,983	Best Life Management Team	0	89	0%	0	0	
173,691	Sports	119,730	(69,961)	-58%	137,240	17,510	
535,641	Museums	491,780	122,228	25%	491,680	(100)	
157,240	Performing Arts	166,470	42,594	26%	152,150	(14,320)	
144,999	Visual Arts	150,300	37,783	25%	149,520	(780)	
0	Galleon	69,370	(133,982)	-193%	69,370	0	
0	Young People, Sport & Division	575,350	179,600	31%	557,210	(18,140)	
<b>1,016,663</b>	<b>PROTECTING OUR ENVIRONMENT</b>	<b>1,148,280</b>	<b>266,866</b>	<b>23%</b>	<b>1,148,280</b>	<b>0</b>	
63,828	Environment Management Team	74,750	17,097	23%	74,750	0	
529,007	Sustainability	529,730	131,433	25%	529,730	0	
81,909	Estates	103,060	23,616	23%	103,060	0	
341,919	Countryside	279,690	57,543	21%	279,690	0	
0	Play & Early Intervention	161,050	37,177	23%	161,050	0	
<b>0</b>	<b>TRADING</b>	<b>199,680</b>	<b>187,710</b>	<b>94%</b>	<b>207,280</b>	<b>7,600</b>	
0	Event Management	58,930	121,744	207%	52,710	(6,220)	
0	Galleon Hospitality	53,870	9,995	0%	54,300	430	
65,779	Commercial (Hospitality & Retail)	86,880	55,791	64%	100,270	13,390	
<b>6,458,270</b>	<b>TOTAL</b>	<b>8,560,850</b>	<b>2,128,768</b>	<b>25%</b>	<b>8,560,850</b>	<b>0</b>	
<b>(5,921,648)</b>	<b>Management Fee</b>	<b>(8,545,880)</b>	<b>(2,125,040)</b>	<b>25%</b>	<b>(8,545,880)</b>	<b>0</b>	
<b>536,622</b>	<b>TOTAL</b>	<b>14,970</b>	<b>3,728</b>		<b>14,970</b>	<b>0</b>	
<b>(506,690)</b>	<b>Trs From Reserves</b>	<b>(14,970)</b>	<b>(14,970)</b>		<b>(14,970)</b>	<b>0</b>	
<b>0</b>	<b>Trs To Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	
<b>29,932</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>(11,242)</b>		<b>0</b>	<b>0</b>	
	<b>External Funding</b>						
<b>29,932</b>	<b>TOTAL (after external funding)</b>	<b>0</b>	<b>(11,242)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**TABLE B – OVERALL NET POSITION**

Actual Out- turn to 31/03/25	Service Division	Annual Estimate 2025/26	Revised Actual Exp. to 30/06/25	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/26	Variance (Favourable) / Adverse	
(2,582,086)	Income From Charitable Activities	(5,545,720)	(1,146,882)	21%	(5,857,941)	(312,221)	
(5,921,648)	Management Fee	(8,545,880)	(2,125,040)	25%	(8,545,880)	0	
<b>(8,503,734)</b>	<b>TOTAL INCOME</b>	<b>(14,091,600)</b>	<b>(3,271,922)</b>	<b>23%</b>	<b>(14,403,821)</b>	<b>(312,221)</b>	
5,517,493	Employee Costs	10,507,400	2,609,834	25%	10,519,351	11,951	
78,398	Transport Costs	57,340	14,020	24%	53,800	(3,540)	
1,022,516	Premises Costs	1,371,080	72,581	5%	1,355,520	(15,560)	
2,011,661	Supplies & Services	2,000,480	595,886	30%	2,315,850	315,370	
56,930	Financing Costs	6,500	0	0%	6,500	0	
187,400	Support Costs	0	0		0	0	
165,958	Governance Costs	163,770	(16,671)	-10%	167,770	4,000	
<b>9,040,355</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>14,106,570</b>	<b>3,275,651</b>	<b>23%</b>	<b>14,418,791</b>	<b>312,221</b>	
<b>536,622</b>	<b>NET POSITION</b>	<b>14,970</b>	<b>3,728</b>		<b>14,970</b>	<b>0</b>	
<b>(506,690)</b>	<b>Trs From Reserves</b>	<b>(14,970)</b>	<b>(14,970)</b>		<b>(14,970)</b>	<b>0</b>	
<b>29,932</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>(11,242)</b>		<b>0</b>	<b>0</b>	

## **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 30/06/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse
(5,064,405)	Executive Management	(7,460,320)	(1,902,498)	26%	(7,469,500)	(9,180)
(193,910)	Trs From Reserves	0	0		0	0
(5,258,315)	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>(7,460,320)</b>	<b>(1,902,498)</b>	<b>26%</b>	<b>(7,469,500)</b>	<b>(9,180)</b>
(97,831)	Income From Charitable Activities	(106,640)	0		(114,320)	(7,680)
(5,921,648)	Management Fee	(8,545,880)	(2,125,040)	25%	(8,545,880)	0
0	External funding	0	0		0	0
(6,019,479)	<b>TOTAL INCOME</b>	<b>(8,652,520)</b>	<b>(2,125,040)</b>	<b>25%</b>	<b>(8,660,200)</b>	<b>(7,680)</b>
295,880	Employee Costs	779,530	124,642	16%	773,970	(5,560)
0	Transport Costs	600	0		600	0
56,712	Premises Costs	2,600	24,038		2,600	0
558,700	Supplies & Services	389,690	71,376	18%	393,750	4,060
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
43,782	Governance Costs	19,780	2,486	13%	19,780	0
955,074	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,192,200</b>	<b>222,542</b>	<b>19%</b>	<b>1,190,700</b>	<b>(1,500)</b>
(5,064,405)	<b>NET POSITION</b>	<b>(7,460,320)</b>	<b>(1,902,498)</b>	<b>26%</b>	<b>(7,469,500)</b>	<b>(9,180)</b>
(193,910)	Trs From Reserves	0	0		0	0
(5,258,315)	<b>TOTAL (after transfer from reserves)</b>	<b>(7,460,320)</b>	<b>(1,902,498)</b>	<b>26%</b>	<b>(7,469,500)</b>	<b>(9,180)</b>

Comments
<p><b>Executive Management</b> encompasses Trust Board, Chief Officer, Executive Leads and Trust-wide activities and funding.</p> <p><u>Executive Management</u> Favourable variance relates to management action being taken to support all the Trust Services</p>



## SHARING OUR VISION ANALYSIS

Actual Out-turn to 31/03/25	SHARING OUR VISION	Annual Estimate 2025/26	Revised Actual Exp. to 30/06/25	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/26	Variance (Favourable) / Adverse
58,117	Vision Management Team	57,760	14,754	26%	57,760	0
41,958	Visual Communications	42,940	10,994	26%	42,940	0
195,280	Marketing & Tourism	210,900	53,449	25%	210,900	0
34,166	Organisational Administration	60,150	15,165	25%	60,150	0
70,412	Training & Engagement	74,000	15,662	21%	74,000	0
0	Trs From Reserves	0	0		0	0
399,932	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>445,750</b>	<b>110,024</b>	<b>25%</b>	<b>445,750</b>	<b>0</b>
(5,100)	Income From Charitable Activities	(1,500)	(250)	17%	(1,500)	0
<b>(5,100)</b>	<b>TOTAL INCOME</b>	<b>(1,500)</b>	<b>(250)</b>	<b>17%</b>	<b>(1,500)</b>	<b>0</b>
313,947	Employee Costs	367,500	85,345	23%	371,390	3,890
255	Transport Costs	0	0		0	0
0	Premises Costs	0	0		0	0
87,861	Supplies & Services	78,750	24,929	32%	74,860	(3,890)
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
2,969	Governance Costs	1,000	0	0%	1,000	0
405,032	<b>TOTAL RESOURCES EXPENDED</b>	<b>447,250</b>	<b>110,274</b>	<b>25%</b>	<b>447,250</b>	<b>0</b>
399,932	<b>NET POSITION</b>	<b>445,750</b>	<b>110,024</b>	<b>25%</b>	<b>445,750</b>	<b>0</b>
0	Trs From Reserves	0	0		0	0
399,932	<b>TOTAL (after transfer from reserves)</b>	<b>445,750</b>	<b>110,024</b>	<b>25%</b>	<b>445,750</b>	<b>0</b>

Comments
<p><b>Sharing Our Vision</b> is responsible for Visual Communications; Marketing and Tourism; Organisational Administration; and Training and Engagement.</p> <p><u>Sharing Our Vision</u> 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..</p>

## 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 30/06/25	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/26	Variance (Favourable) / Adverse
62,956	People Management Team	69,850	16,473	24%	69,850	0
42,254	Volunteer & Placement	45,940	10,527	23%	44,440	(1,500)
176,922	Systems & Data	175,310	47,690	27%	175,310	0
555,825	Corporate	376,280	78,199	21%	396,690	20,410
(16,341)	Active Community Hubs	(18,430)	(7,595)	41%	(18,430)	0
<b>(46,140)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>775,476</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>648,950</b>	<b>145,293</b>	<b>22%</b>	<b>667,860</b>	<b>18,910</b>
(28,267)	Income From Charitable Activities	(31,200)	(7,678)	25%	(31,200)	0
<b>(28,267)</b>	<b>TOTAL INCOME</b>	<b>(31,200)</b>	<b>(7,678)</b>	<b>25%</b>	<b>(31,200)</b>	<b>0</b>
493,278	Employee Costs	496,420	139,252	28%	517,330	20,910
423	Transport Costs	0	0		0	0
11,304	Premises Costs	12,270	0	0%	12,270	0
112,818	Supplies & Services	125,440	40,179	32%	123,440	(2,000)
0	Financing Costs	0	0		0	0
187,400	Support Costs	0	0		0	0
44,660	Governance Costs	46,020	(26,460)	-57%	46,020	0
<b>849,883</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>680,150</b>	<b>152,971</b>	<b>22%</b>	<b>699,060</b>	<b>18,910</b>
<b>821,616</b>	<b>NET POSITION</b>	<b>648,950</b>	<b>145,293</b>	<b>22%</b>	<b>667,860</b>	<b>18,910</b>
<b>(46,140)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>775,476</b>	<b>TOTAL (after transfer from reserves)</b>	<b>648,950</b>	<b>145,293</b>	<b>22%</b>	<b>667,860</b>	<b>18,910</b>

Comments
<p><b>Investing in Our People and Embracing Our Values</b> is responsible for Volunteer and Placement; Systems and Data; Corporate; and Active Community Hubs</p> <p><u>Investing in Our People and Embracing Our Values</u></p> <p>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.</p>

## 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 30/06/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse
56,088	Growth Management Team	56,780	14,492	26%	56,780	0
43,926	Finance	115,080	23,631	21%	113,580	(1,500)
15,278	Commercial (Business)	0	0		0	0
0	Trs From Reserves	0	0		0	0
115,292	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>171,860</b>	<b>38,122</b>	<b>22%</b>	<b>170,360</b>	<b>(1,500)</b>
(432,595)	Income From Charitable Activities	0	(1,889)		(4,000)	(4,000)
<b>(432,595)</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>(1,889)</b>		<b>(4,000)</b>	<b>(4,000)</b>
324,503	Employee Costs	149,110	32,909	22%	147,610	(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	7,103	31%	26,750	4,000
<b>613,666</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>171,860</b>	<b>40,012</b>	<b>23%</b>	<b>174,360</b>	<b>2,500</b>
<b>181,071</b>	<b>NET POSITION</b>	<b>171,860</b>	<b>38,122</b>	<b>22%</b>	<b>170,360</b>	<b>(1,500)</b>
0	Trs From Reserves	0	0		0	0
<b>181,071</b>	<b>TOTAL (after transfer from reserves)</b>	<b>171,860</b>	<b>38,122</b>	<b>22%</b>	<b>170,360</b>	<b>(1,500)</b>

Comments
<p><b>Creating A Solid Foundation For Growth</b> is responsible for Financial Reporting &amp; Commercial (Business).</p> <p><u>Creating A Solid Foundation For Growth</u></p> <p>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.</p>

## 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 30/06/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse
70,824	Community Management Team	98,650	17,803	18%	98,650	0
368,606	Cultural Hubs	313,970	49,063	16%	313,970	0
486,783	Lifestyle Hubs	330,340	42,310	13%	330,340	0
911,558	Library Hubs	939,020	260,339	28%	939,020	0
178,923	Sport Hubs	193,740	29,201	15%	193,740	0
18,096	Sport Football	23,510	(1,479)	-6%	23,510	0
105,399	Management Arrangements	67,070	8,874	13%	67,070	0
0	Community Health & Activity	230,460	160,593	70%	230,460	0
0	Older People's Wellbeing	85,960	96,301	112%	85,960	0
0	Lifeskills & Inclusion	359,820	161,727	45%	359,820	0
0	Communities	645,230	155,127	24%	645,230	0
(112,180)	Trs From Reserves	0	0		0	0
2,028,009	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>3,287,770</b>	<b>979,860</b>	<b>30%</b>	<b>3,287,770</b>	<b>0</b>
(1,038,890)	Income From Charitable Activities	(1,337,760)	(288,609)	22%	(1,338,121)	(361)
(1,038,890)	<b>TOTAL INCOME</b>	<b>(1,337,760)</b>	<b>(288,609)</b>	<b>22%</b>	<b>(1,338,121)</b>	<b>(361)</b>
2,239,084	Employee Costs	3,779,260	1,090,215	29%	3,767,261	(11,999)
23,181	Transport Costs	16,830	4,446	26%	16,830	0
538,247	Premises Costs	497,660	29,849	6%	497,480	(180)
320,158	Supplies & Services	320,970	143,959	45%	333,510	12,540
29,780	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
28,630	Governance Costs	10,810	0	0%	10,810	0
3,179,079	<b>TOTAL RESOURCES EXPENDED</b>	<b>4,625,530</b>	<b>1,268,468</b>	<b>27%</b>	<b>4,625,891</b>	<b>361</b>
2,140,189	<b>NET POSITION</b>	<b>3,287,770</b>	<b>979,860</b>	<b>30%</b>	<b>3,287,770</b>	<b>0</b>
(112,180)	Trs From Reserves	0	0		0	0
2,028,009	<b>TOTAL (after transfer from reserves)</b>	<b>3,287,770</b>	<b>979,860</b>	<b>30%</b>	<b>3,287,770</b>	<b>0</b>



Comments
<p><b>Leisure at the Heart of the Community</b> has responsibility for the operations of our community based facilities, which are split into 4 categories; Lifestyle Hubs, Sports Hubs &amp; 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.</p> <p>As part of organisational growth from 2025/26 Community Health &amp; Activity, Older People's Wellbeing, Lifeskills &amp; Inclusion and Communities transferred to the trust and have been allocated to the Leisure at the Heart of the Community theme.</p> <p>This service is projecting a breakeven position for Qtr 1. £12k favourable payroll variance relates to vacancies in Communities which are not being filled 2025/26 but potentially adverse payroll positions across Cultural, Lifestyle, Library and Sport Hubs. Strategic Lead is confident that these can be offset by income if these come to fruition.</p>

## **LIVING YOUR BEST LIFE ANALYSIS**

<b>Actual Out-turn to 31/03/25</b>	<b>LIVING YOUR BEST LIFE</b>	<b>Annual Estimate 2025/26</b>	<b>Revised Actual Exp. to 30/06/25</b>	<b>Actual Exp as % of Annual Estimate</b>	<b>Projected Out- turn to 31/03/26</b>	<b>Variance (Favourable) / Adverse</b>
29,983	Best Life Management Team	0	89		0	0
173,691	Sports	119,730	(69,961)	-58%	137,240	17,510
535,641	Museums	491,780	122,228	25%	491,680	(100)
157,240	Performing Arts	166,470	42,594	26%	152,150	(14,320)
144,999	Visual Arts	150,300	37,783	25%	149,520	(780)
0	Galleon	69,370	(133,982)	-193%	69,370	0
0	Young People, Sport & Division	575,350	179,600	31%	557,210	(18,140)
<b>(95,190)</b>	<b>Trs From Reserves</b>	<b>(14,970)</b>	<b>(14,970)</b>		<b>(14,970)</b>	<b>0</b>
<b>946,365</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>1,558,030</b>	<b>163,380</b>	<b>10%</b>	<b>1,542,200</b>	<b>(15,830)</b>
(812,199)	Income From Charitable Activities	(3,408,490)	(700,762)	21%	(3,441,770)	(33,280)
<b>(812,199)</b>	<b>TOTAL INCOME</b>	<b>(3,408,490)</b>	<b>(700,762)</b>	<b>21%</b>	<b>(3,441,770)</b>	<b>(33,280)</b>
999,724	Employee Costs	3,424,980	751,273	22%	3,398,670	(26,310)
23,894	Transport Costs	12,190	4,080	33%	8,650	(3,540)
309,645	Premises Costs	774,220	22,577	3%	755,840	(18,380)
487,682	Supplies & Services	717,090	100,982	14%	782,770	65,680
17,480	Financing Costs	6,500	0		6,500	0
0	Support Costs	0	0		0	0
15,329	Governance Costs	46,510	200	0%	46,510	0
<b>1,853,754</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>4,981,490</b>	<b>879,112</b>	<b>18%</b>	<b>4,998,940</b>	<b>17,450</b>
<b>1,041,555</b>	<b>NET POSITION</b>	<b>1,573,000</b>	<b>178,350</b>	<b>11%</b>	<b>1,557,170</b>	<b>(15,830)</b>
<b>(95,190)</b>	<b>Trs From Reserves</b>	<b>(14,970)</b>	<b>(14,970)</b>		<b>(14,970)</b>	<b>0</b>
<b>946,365</b>	<b>TOTAL (after transfer from reserves)</b>	<b>1,558,030</b>	<b>163,380</b>	<b>10%</b>	<b>1,542,200</b>	<b>(15,830)</b>

## 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 & Division transferred to the trust and have been allocated to the Living Your Best Life team.

### Best Life Management Team

Breakeven position projected,

### Sports

£17.5k adverse position due predominantly to coaching income shortfall. Management are aware and taking action to recruit qualified staff to promote this service and reduce the deficit.

### Performing Arts

£14.3k favourable position is projected due to management action taken to control expenditure budgets. In recognition of the income shortfalls relating to Palace and Grand Hall closure. **This position includes an allocation of £150k from 25/26 pension savings regarding loss of income relating to Palace and Grand Hall closures.**

### Visual Arts

Small £780 favourable variance relates to expenditure savings anticipated.

### Galleon

Breakeven position projected,

### Young People, Sport & Division

£18.1k favourable position projecting predominantly due to savings relating to modern apprentices as currently no modern apprentices planned for this financial year.

## PROTECTING OUR ENVIRONMENT ANALYSIS

Actual Out-turn to 31/03/25	PROTECTING OUR ENVIRONMENT	Annual Estimate 2025/26	Revised Actual Exp. to 30/06/25	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/26	Variance (Favourable) / Adverse
63,828	Environment Management Team	74,750	17,097	23%	74,750	0
529,007	Sustainability	529,730	131,433	25%	529,730	0
81,909	Estates	103,060	23,616	23%	103,060	0
341,919	Countryside	279,690	57,543	21%	279,690	0
0	Play & Early Intervention	161,050	37,177	23%	161,050	0
(59,270)	Trs From Reserves	0	0		0	0
957,393	TOTAL OBJECTIVE ANALYSIS	1,148,280	266,866	23%	1,148,280	0
(167,204)	Income From Charitable Activities	(92,590)	(22,554)	24%	(113,590)	(21,000)
(167,204)	TOTAL INCOME	(92,590)	(22,554)	24%	(113,590)	(21,000)
851,077	Employee Costs	1,050,350	269,307	26%	1,063,350	13,000
30,645	Transport Costs	27,720	5,495	20%	27,720	0
106,458	Premises Costs	83,600	(5,497)	-7%	83,600	0
172,486	Supplies & Services	62,300	20,115	32%	70,300	8,000
9,670	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
13,532	Governance Costs	16,900	0	0%	16,900	0
1,183,868	TOTAL RESOURCES EXPENDED	1,240,870	289,420	23%	1,261,870	21,000
1,016,663	NET POSITION	1,148,280	266,866	23%	1,148,280	0
(59,270)	Trs From Reserves	0	0		0	0
	Designated Funds					0
	Trs To Reserves					0
957,393	TOTAL (after transfer from reserves)	1,148,280	266,866	23%	1,148,280	0

Comments
<p><b>Protecting Our Environment</b> 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.</p> <p>Overall service is projecting at breakeven across all departments.</p> <p><u>Countryside</u></p> <p>£13k adverse variance for payroll relates 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.</p>

## TRADING ANALYSIS

Actual Out-turn to 31/03/25	TRADING	Annual Estimate 2025/26	Revised Actual Exp. to 30/06/25	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/26	Variance (Favourable) / Adverse
0	Event Management	58,930	121,744	207%	52,710	(6,220)
0	Galleon Hospitality	53,870	9,995	19%	54,300	430
65,779	Commercial (Hospitality & Retail)	86,880	55,791	64%	100,270	13,390
0	Trs From Reserves	0	0		0	0
65,779	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>199,680</b>	<b>187,710</b>	<b>94%</b>	<b>207,280</b>	<b>7,600</b>
0	Income From Charitable Activities	(567,540)	(125,140)	22%	(813,440)	(245,900)
0	<b>TOTAL INCOME</b>	<b>(567,540)</b>	<b>(125,140)</b>	<b>22%</b>	<b>(813,440)</b>	<b>(245,900)</b>
0	Employee Costs	460,250	116,891	25%	479,770	19,520
0	Transport Costs	0	0		0	0
0	Premises Costs	730	1,614	221%	3,730	3,000
0	Supplies & Services	306,240	194,346	63%	537,220	230,980
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
0	Governance Costs	0	0		0	0
0	<b>TOTAL RESOURCES EXPENDED</b>	<b>767,220</b>	<b>312,851</b>	<b>41%</b>	<b>1,020,720</b>	<b>253,500</b>
0	<b>NET POSITION</b>	<b>199,680</b>	<b>187,710</b>	<b>94%</b>	<b>207,280</b>	<b>7,600</b>
0	Trs From Reserves	0	0		0	0
	Designated Funds					0
	Trs To Reserves					0
0	<b>TOTAL (after transfer from reserves)</b>	<b>199,680</b>	<b>187,710</b>	<b>94%</b>	<b>207,280</b>	<b>7,600</b>

Comments
<p><b>Trading</b> is responsible for Event Management, Galleon Hospitality, Commercial (Hospitality &amp; Retail).</p> <p><u>Event Management</u> £6.2k favourable position projecting as anticipated net position at Summer Live at the Dean after taking into account recent income from Story of Swing and Pink Floyd.</p> <p><u>Hospitality &amp; Retail</u> Following the recent appointment of the strategic lead for Hospitality &amp; Retail and the upcoming transfer of additional catering services, a full review of the service is currently on going and anticipated that any shortfall will be covered via existing trust resources.</p>

## **RESERVES AS AT 30<sup>th</sup> JUNE 2025**

### **Notes**

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

The 1<sup>st</sup> table is a summary report and the 2<sup>nd</sup> 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 2<sup>nd</sup> 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

<b>UNRESTRICTED RESERVES</b>	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	0	0	0	224,015	see Allocated Table
MGTR FUNDS	80,533		80,533		80,533	-37,903	14,970				103,466	25-26 Allocations:- £62,890 - Malky McCormick Collection (Qtr 1 £14,970) £6k - support Malky McCormick project £8k - support exhibition at Baird
FIXED ASSET RESERVE	34,920		34,920		34,920						34,920	
HOLIDAY PAY PROVISION	(60,874)		(60,874)		(60,874)						(60,874)	
<b>TOTAL UNRESTRICTED RESERVES</b>	<b>851,658</b>	<b>(29,921)</b>	<b>821,738</b>	<b>0</b>	<b>821,737</b>	<b>-37,903</b>	<b>14,970</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>844,670</b>	

## 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	1 June 2021 Board, 28 June 2022 Board	Ongoing	
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		Ongoing	
25-26 Savings Balance	0		0	151,000	151,000						151,000		Ongoing	
	0		0		0						0			
<b>TOTAL ALLOCATED RESERVES</b>	<b>53,015</b>	<b>0</b>	<b>53,015</b>	<b>171,000</b>	<b>224,015</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>224,015</b>			

## **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

<b>Project</b>	<b>Partners</b>	<b>Balance b/f 01.04.25</b>	<b>Balance at 30.06.25</b>	<b>Expected Completion Date</b>
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)	£2,000	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	£3,843	Mar 2025
Wifi Project	EAC	(£2,456)	(£2,456)	Mar 2025
Foster Carer Service - Memberships	EAC	(£4,000)	(£4,000)	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)	(£32,048)	Ongoing

Patna Leisure Facilities	EAC	(£810)	(£810)	Ongoing
Celebration Wood	n/a	(£2,100)	(£3,360)	Ongoing
Leisure Facility Strategy	EAC	£1,830	£128,276	Mar 2025
Parental Employability - Work Experience	EAC	(£1,133)	(£1,133)	Ongoing
Civic Centre Set Up	EAC	£37,429	£83,657	Dec 2025
Sports Council	EAC/Sport Council	£0	(£270)	Ongoing
Talented Athlete Support Programme	EAC/Sports Council	£0	£0	Ongoing
Youth Work Network	EAC	£0	£3,000	Ongoing
Nature Therapy Breaks	Shared Care Scotland	(£501)	£0	Mar 2025

### **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.

**Talented Athlete Support Programme** - Ongoing project that recognises and celebrate the achievements of local athletes with financial package of support and leisure facility pass provided by EALT and the Galleon Leisure Centre. Awards of £200 and £1000 are awarded to athletes depending of the level of achievement/National representation. This funding is a reducing pot however, additional funding is sought from local businesses to financially support/sponsor the annual awards evening and the number of awards approved.

**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.

**Nature Therapy Breaks** – Working with East Ayrshire Council Children and Disabilities Team, we hosted family groups staying throughout the school holiday periods. The staff thoroughly enjoyed working with the families to ensure opportunities were suggested to suit all requirements. When asked what difference the break had made for the young people, their responses were overwhelmingly positive and in most instances attendees noted benefits to their mental health and wellbeing.

## **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
Leisure at the Heart of Every Community	Scottish Book Trust - Bookbug Week	£200	£200
<b>TOTAL</b>		<b>£200</b>	<b>£200</b>

## EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Living Your Best Life	The James Weir Foundation - The Malky McCormick Project	£2,382	High volume of applications
<b>TOTAL</b>		<b>£2,382</b>	



## STAFF SATISFACTION SURVEY 2024

Date: 23 September 2025

Agenda Item: 7

Report by: Dianne Reid, Strategic Lead: Sharing Our Vision

### **I PURPOSE OF REPORT**

- 1.1 The purpose of this report is to provide a summary of the key findings from our 2024 Staff Satisfaction Survey.

### **2 INTRODUCTION**

- 2.1 East Ayrshire Leisure Trust is committed to the continuous improvement of the organisation and to engaging with our employees as part of this process. In 2024 we undertook a full employee satisfaction survey in conjunction with IBP Research, with the overall objective of obtaining feedback from staff on a wide range of aspects of the organisation, as well as to help inform its wider development.

### **3 METHODOLOGY**

- 3.1 316 employees were invited to take part in the online survey, and 164 employees responded, representing a response rate of 52%. The employees were made up of full time, part time and bank workers and the majority of respondents were in Assistant roles, although responses were received from all levels of staff.
- 3.2 The following themes were investigated; employees' perception of issues relating to their job, views on issues related to their immediate team, their views on the support provided to employees, perception of Health & Safety and Training & Development within the organisation, experiences of the Exchange programme and demonstration of our core values and finally a "Net Promoter Score" of the Trust as an organisation.
- 3.3 Our previous survey was carried out in 2018, so, wherever possible, the questions were kept the same to allow for comparison/trend analysis. However, as the organisation restructured in 2023, we considered it more appropriate to analyse answers using our 'family groups' rather than service areas.

### **4 SUMMARY OF KEY FINDINGS**

#### **4.1 My Job:**

- The majority of respondents either 'Strongly Agree' or 'Agree' with all statements about being respected by colleagues; they enjoy the work they do, they are treated with respect by their manager and their job is interesting
- The most common theme from written comments was that staff considered they are having to deliver things that go beyond their role or that they experienced issues relating to cutbacks and lack of resources
- Those in assistant roles were more positive about what is expected of them in their role – worth noting that a significant amount of work went into identifying key activities for each role and the roll out of these job updates was pushed out through our intranet and team meetings

### 4.2 My Team:

- Employees are very positive about various aspects of their immediate team, feeling that they understand how their job fits into the aims of the wider team, that they have a regular opportunity to read or hear about what is going on within East Ayrshire Leisure Trust and that they feel part of a team working together to achieve common objective
- A lack of consistency with frequency of team meetings and one-to-ones was highlighted as an area for improvement

### 4.3 Support:

- A majority of employees continue to feel that they get the support they need from colleagues and from their line manager / supervisor, that they are recognised for the work that they do and that their line manager demonstrates effective leadership.
- Not receiving constructive feedback about their work, and managers not dealing effectively with poor performance was noted as a theme from comments

### 4.4 Training & Development:

- Employees agreed they are aware of job opportunities within East Ayrshire Leisure Trust.
- Respondents are slightly less likely to express a positive view in relation to people having the agreed training to do their job well, being able to put learning into practice, being encouraged to point out areas for improvement and having agreed training and development needs in the last 12 months.
- The exception relates to the Trust investing appropriately in its employees' professional development, where agreement is slightly higher than previously

### 4.5 Health & Safety:

- Continues to be a clear strength with most employees feeling that they know their responsibilities, feeling comfortable approaching their manager with Health & Safety concerns and feeling that East Ayrshire Leisure Trust takes Health & Safety seriously
- The majority of respondents have undergone a Health & Safety induction and are aware of other aspects of H&S support

### 4.6 Exchange Programme:

- 40% of respondents attended Exchange events, including coffee chats, in the last year with 75% saying that they found them useful
- The staff newsletter is read by the majority of respondents "all the time" or "most of the time" although only a minority say they use the staff intranet with the same frequency.

### 4.7 The Organisation as a whole:

- A significant majority of employees say they understand East Ayrshire Leisure Trust's vision and how what they do contributes to this vision; most also consider that terms and conditions are fair and competitive.
- A significant majority say that they actively speak highly of the organisation and consider that East Ayrshire Leisure Trust is a positive, creative and empowering employer.
- In contrast, levels of agreement remain lower in relation to morale being good within East Ayrshire Leisure Trust. However it should be noted that the staff survey was circulated following a significant period of change for the Organisation as a whole; the new structure was introduced in April 2023 and the survey was circulated within that first year. The majority of comments within this section refer to pay grading and resource constraints, as outlined in the 'My Job' section above, which will be addressed through Organisational Remodelling.

### 4.8 Working for the Trust:

- The key positive things that people perceive about working for East Ayrshire Leisure Trust include aspects of pay and rewards, enjoyment of the job role, range of development opportunities, support from team and colleagues, aspects of working environment, working with communities, public and service users, and a sense of the work being rewarding and stimulating generally
- Areas for improvement suggested related to workload issues, resources to deliver the job, training and development support, perceptions of management approach and style, a desire for improved internal communications within the organisation, and the perceived fairness of pay and conditions across the organisation.
- The “net promoter score” for East Ayrshire Leisure Trust as an employer shows a result of +20%; this has improved significantly from +9% in 2018.

## 5. ACTION PLAN & AREAS FOR IMPROVEMENT

- 5.1 Following the production of the final survey report, a number of actions have already been put in place, for example, the format, content and frequency of the staff newsletter has been changed to reflect staff comments and intranet development has been actioned as part of our overall digital review.
- 5.2 The Training & Development needs of all staff (including the need to ensure managers are dealing effectively with poor performance) will be addressed through individualised Training Matrices, and the development of our bespoke online training platform, scheduled to be complete by the end of our current Corporate Delivery Plan.
- 5.3 Our Review and Development programme, ‘Reviewing BEST Practice’ will be reviewed to ensure it reflects our requirements more accurately, taking our values and behaviours into account and the extent to which employees’ demonstrate them. Consideration will also be given to using a more ‘competency’ based framework. This will be put in place following organisational remodelling.
- 5.4 Communication, particularly in terms of team meetings and one-to-ones, working with other teams and feedback on team performance will be addressed through review and implementation of our Meeting Schedule. A Protocol outlining all areas of staff communication, and how they can access them, is also being devised; this will incorporate all feedback mechanisms, Exchange events, intranet, newsletters, surveys, meeting schedule and any additional opportunities to engage.
- 5.5 Workload concerns, the extent to which people feel valued by the organisation and overall morale within the organisation will be addressed through the Organisational Remodelling exercise.

### Recommendations:

It is recommended that Trustees:

- i. Note the contents of the report.

Signature: Dianne Reid

Designation: Strategic Lead: Sharing Our Vision

Date: 1 May 25