

# East Ayrshire Leisure Performs

## April 2018 – March 2019



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# PROGRESS AGAINST 2016-19 ACTION PLAN

**Key:** RED (REQUIRES INTERVENTION) AMBER (WITHIN TOLERANCE) GREEN (POSITIVE PERFORMANCE)

**STRATEGIC OBJECTIVE ONE – TO BE RECOGNISED AS A PROVIDER OF HIGH QUALITY SERVICES AND FACILITIES THAT ARE WELL USED**

ACTION NO	ACTION	TARGET	PROGRESS OVERVIEW/HIGHLIGHTS AT 31 MARCH 2019
EAST AYRSHIRE LEISURE I.1	Increase Customer Satisfaction levels	Show annual customer satisfaction improvements each year of Business Plan	<ul style="list-style-type: none"> <li>Mystery Shopping via VisitScotland complete and action plan being implemented.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE I.2	Increase attendance levels/ticket sales through programme development both in person and online.	<p>Increase levels of attendance/ticket sales by 5% over the term of the business plan. This is no longer achievable given the significant savings and changes to service that have been made and will continue to be made until end of three year Business Plan period. 2018/19 target figures are based on a review of 2017/18 figures for each venue with an average increase of 2% across Sport and Culture service areas. Due to closures at both Annanhill and Dean Castle Country Park during the Business Plan period, Countryside and Outdoor Activities projections are based on a venue by venue basis.</p> <p>Continue to invest in programme development.</p>	<ul style="list-style-type: none"> <li>Cultural Services - Performance during year has fallen by 3.5% on revised target (Target 340,263 and Actual 337,885). Dean Castle remains closed due to refurbishment programme but all collections were moved to the Dick Institute and launched with new exhibition. The Dick Institute's library was closed for 16 weeks and fully closed for 6 days during the year. This closure has caused the fall in visitors to the venue. The refurbished building has been a huge success and the new café quickly has become a popular part of the visitor experience. The programme highlights include Bricktropolis, Michael Murpurgo exhibitions and hugely successful Pantomime and events programme at the Palace and Cumnock Town Hall. Our new events based programme at libraries and galleries has seen a rise in numbers of participatory work with people of all ages.</li> <li>Future Museum usage figure continued to fall and this is being addressed by the partnership as part of redesign strategy in 2019. The two new interns that we will employ will help generate new content for the site, which will help to grow usage.</li> <li>Attendance within Sport and Fitness is up 4% for 2018/19 against projected target. Target = 631,772 Actual = 656,676. Programme improvements and introduction of new activities through our fitness membership and sports offering has supported increase in attendances. Adverse weather has impacted on SGP operations with 37 days lost across venue remit. Vandalism at Loudoun Leisure Centre resulted in 23 days lost of operations. Essential repairs and maintenance and technical faults including power cuts has impact on venue operations with restrictions to swimming pools and sports halls for a total of 29 days for 2018/19.</li> </ul>

			<ul style="list-style-type: none"> <li>Attendance within Countryside and Outdoor Activity Services has increased in 2018/19 by over 28% (Target = 1255305, Actual = 1616759). This is predominantly due to the successful reopening of Dean Castle Country Park. However, Ayrshire Athletics Arena saw an increase of nearly 20% throughout the year. Projections for 2019/20 will be revised to take account of this growth.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p><b>EAST AYRSHIRE LEISURE OVERALL ATTENDANCE / PARTICIPATION IS 17.2 % UP ON THE 2018/19 TARGET. (Target = 2,227,340 Actual = 2,611,320).</b></p>
EAST AYRSHIRE LEISURE 1.3	Achieve new quality standards and/or maintain current Accreditation standards	<b>Visit Scotland:</b> 4 star: Dick Institute 4 star: Baird Institute 4/5 star: Dean Castle and Country Park 4 star: Burns House Museum 4 star: Palace and Grand Hall Complex 4 star: Ayrshire Athletics Arena	<ul style="list-style-type: none"> <li>Retained current star ratings</li> <li>Hospitality service Silver Bar None award winner</li> <li>Palace Theatre has 2 nominations in the Great British Pantomime Awards – Best Dame and Best Musical Arrangement.</li> </ul>
		<b>Arts Council England Museum Accreditation:</b> Dean Castle/Baird/Burns House/Dick Institute maintained.	<ul style="list-style-type: none"> <li>No change</li> </ul>
		<b>Collection Significance:</b> Musical Instrument/Burns Collections maintained.	<ul style="list-style-type: none"> <li>No change</li> </ul>
		<b>How Good Is Our Public Library Service:</b> 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.	<ul style="list-style-type: none"> <li>Given changes to Library Service we are discussing a suitable timeline for starting review in 2019 and possibly linking this with the How Good Is Our Culture and Sport Service when we have guidance from Community Leisure UK.</li> </ul>
		<b>British Computer Society Accreditation: Maintain annual accreditation</b>	<ul style="list-style-type: none"> <li>Accreditation maintained</li> </ul>

		<p><b>UKA:</b> Maintain Certification at Ayrshire Athletics Arena</p>	<ul style="list-style-type: none"> <li>UKA declared Ayrshire Athletics Arena is fit for competitions. UKA no longer carry out full accreditation programme.</li> </ul>
		<p><b>FIFA:</b> Certification of all Synthetic Grass Pitches</p>	<ul style="list-style-type: none"> <li>Working in partnership with EAC for re-certification Synthetic Grass Pitches</li> </ul>
		<p>Maintain status as <b>RLSS</b> Approved Training Centre</p>	<ul style="list-style-type: none"> <li>East Ayrshire Leisure recognised as RLSS Approved Training Centre. External verification has been concluded with Trust receiving 100% during audit.</li> </ul>
		<p>Gain <b>Green Flag</b> award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.</p>	<ul style="list-style-type: none"> <li>Assessment scheduled for Dean Castle Country Park in 2019</li> <li>Assessment scheduled for Annanhill Golf Course in 2019</li> </ul>
		<p>UKactive: achieve membership criteria</p>	<ul style="list-style-type: none"> <li>Full membership status achieved.</li> </ul>
			<p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE I.4	Maintain and sustain high level partnerships that support service delivery and improvement.	Maintain current partnership network.	<ul style="list-style-type: none"> <li>Worked with Event Scotland Mauchline Burns Club and Mauchline Primary School in the development and delivery of Burns's Birthday in Mauchline 2019 (funding value of £5,000).</li> <li>Worked with Museum Galleries Scotland to fund the Content Management System and Dean Castle project.</li> <li>Worked with HLF and Historic Environment Scotland to deliver the Dean Castle project.</li> <li>Worked with Scottish Book Trust, Kilmarnock Station Railway Heritage Trust and EAC Vibrant Communities to deliver the Digital Storytelling project (funding value of £36,000).</li> <li>Worked with EventScotland on the development and delivery of our GENERATION Z Year of Young People programme (funding value of £9,698).</li> <li>Worked with Bord Na Gaidhlig, Creative Scotland and Sgoil na Coille Nuaidh to deliver the year long Gaelic Visual Arts project (funding value of £6,500).</li> </ul>

			<ul style="list-style-type: none"><li>• Worked with Museums Galleries Scotland on the development and delivery of our Magic at the Museum event (funding value £2,000).</li><li>• Worked with Cumnock History Group in the development of the exhibition and event programme at the Baird Institute.</li><li>• Worked with Auchinleck Community Development Association, Galston Community Association and Newmilns Regeneration Association to support shared working in service delivery.</li><li>• Worked with Tesco Bags of Help, Loanhead Primary School, community individuals and poet Jackie Kay in the development of the Holehouse Commemorative Gardens redevelopment (funding value of £2,000).</li><li>• Worked with Scottish Libraries and Information Council - Digital Champions Network in the development of our new digital programme.</li><li>• Worked with Creative Scotland (funding value of £36,000) Ayrshire Young Carers and Vibrant Communities in the ongoing delivery of the MAKE SOME NOISE music project.</li><li>• Sport and Fitness continue to support facility access for a wide range of sports clubs, community groups and organisations. Ongoing developments of our fitness membership has resulted in 1215 of sales from August to March on direct debit. Sports coaching activities for priority sports remains popular with pathways in place to competitive sport clubs for those attending.</li><li>• Throughout 2018/19, Countryside and Outdoor Activity Services has continued to work in partnership with key stakeholders including Ayrshire College. Kilmarnock Harriers and various Community Golf Clubs. A more formal 3 year partnership arrangement is being negotiated with Kilmarnock Harriers to ensure strong and robust working that will ensure the development and growth of the Athletics Pathway.</li></ul>
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			<ul style="list-style-type: none"> <li>A new partnership has been developed with Xchange Scotland resulting in East Ayrshire Leisure taking the lead on the European Volunteering Programme.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 1.5	Introduce a system to audit, monitor and improve environmental efficiency across our core facilities	Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives.	<ul style="list-style-type: none"> <li>Funding has been secured through East Ayrshire Council to upgrade the heating controls within 3 key sites; Palace Theatre, Grand Hall and Dick Institute. It is anticipated that the upgrades will reduce gas consumption, carbon emissions and costs. East Ayrshire Council is in the process of appointing a contractor.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT 31 MARCH 2019
EAST AYRSHIRE LEISURE 2.1	Increase general participation /attendance levels across service areas	Increase levels of attendance/ticket sales by 5% over the term of the business plan. This is no longer achievable given the significant savings and changes to service that have been made and will continue to be made until end of three year Business Plan period. 2018/19 target figures are based on a review of 2017/18 figures for each venue with an average increase of 2% across Sport and Culture service areas. Due to closures at both Annanhill and Dean Castle Country Park during the Business Plan period, Countryside and Outdoor Activities projections are based on a venue by venue basis.	<ul style="list-style-type: none"> <li>Cultural Services - Performance during year has fallen by 3.5% on revised target (Target 340,263 and Actual 337,885). Dean Castle remains closed due to refurbishment programme but all collections were moved to Dick institute and launched with new exhibition. The Dick Institute’s library was closed for 16 weeks and fully closed for 6 days during the year. This closure has contributed to the fall in visitors to the venue. The refurbished building has been a real success and new café has become a popular part of the visitor experience. The programme highlights include Bricktropolis, Michael Murpurgo exhibitions and hugely successful Pantomime at the Palace. Our new events based programme at libraries and galleries has seen a rise in numbers of participatory work with people of all ages.</li> <li>Attendance within Sport and Fitness is up 4% for 2018/19 against projected target. Target = 631,772 Actual = 656,676. Programme improvements and introduction of new activities through our fitness membership and sports offering has supported increase in attendances. Adverse weather has impacted on SGP operations with 37 days lost across venue remit. Vandalism at Loudoun Leisure Centre resulted in 23 days lost of operations. Essential</li> </ul>

			<p>repairs and maintenance and technical faults including power cuts has impact on venue operations with restrictions to swimming pools and sports halls for a total of 29 days for 2018/19.</p> <ul style="list-style-type: none"> <li>Attendance within Countryside and Outdoor Activity Services has increased in 2018/19 by over 28% (Target = 1255305, Actual = 1616759) This is predominantly due to the successful reopening of Dean Castle Country Park. However, Ayrshire Athletics Arena saw an increase of nearly 20% throughout the year.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p><b>EAST AYRSHIRE LEISURE OVERALL ATTENDANCE / PARTICIPATION IS 17.2 % UP ON THE 2018/19 TARGET. (TARGET = 2,227,340 ACTUAL = 2,611,320).</b></p>
EAST AYRSHIRE LEISURE 2.2	Increase opportunities for/numbers of young people (12-25) using our services.	<ul style="list-style-type: none"> <li>Increase by 1% each year number of young people using our service areas.</li> <li>Raise £50K external funding during life of Business Plan to support programmes aimed at young people.</li> <li>Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes e.g. EASC Affiliated Sports Clubs, Youth Arts Network, Vibrant Communities.</li> <li>Offer reduced cost/free access to facility/project use for targeted groups of young people.</li> <li>Carry out project surveys to measure behavioural change impact in 2016/17/18/19</li> </ul>	<ul style="list-style-type: none"> <li>Cultural Services baseline usage showed that 9% of our users were aged 12 - 25 in 2016/17. Figures this year show 11.5%. It should be noted that we also have a 20% usage rate amongst the 0-11 age range. Specific areas of the service provide dedicated programmes for young people but overall visit /usage figures are weighted to an older demographic.</li> <li>The Cultural Services community engagement programme has exceeded all expectations in terms of attendance, diversity and income generation. A variety of programmes including GENERATION Z (1,479 people attended), the Dick Institute Art Classes, Young Explorers, Family Days and the new digital programme (coding, minecraft and Digi Lounge) are attracting a more diverse audience in terms of age range and ethnicity. 4,314 people have actively participated in our programmes (an increase of 1,118 on last year's total).</li> <li>Our school workshops including Egyptians, Burns and Romans remain ever popular and our CfE based programme continues to receive outstanding feedback from participating schools. This year we welcomed 50 class engagements (1,650 pupils) to our workshops (an increase of 29 classes on last year's 21 class visits).</li> </ul>

			<ul style="list-style-type: none"> <li>• Our Digital Storytelling project funded by the Scottish Book Trust is enabling us to reach those most isolated through working in communities with partners in Kilmarnock Station Railway Heritage Trust and Vibrant Communities. The project focuses on valuing and profiling diverse voices through digital participation and to date we have worked with 41 individuals to develop digital skills as well as combatting isolation.</li> <li>• Our Gaelic Visual Art programme secured a second round of external funding (£6,500) to enable us to work with pupils from Sgoil na Coille Nuaidh and provide a peer reviewed artist with Gaelic language medium communication. Around 40 pupils are engaged in a year long project focussing on enhancing Gaelic communication skills within visual art. One secondary pupil skills and language placement is also underway as part of this project.</li> <li>• Sport usage shows that 33% of our users are aged 12 -25 in 2018/19 compared to 31% in 2017/18</li> <li>• Funding was secured from the Scottish Natural Heritage to develop a Natural Leaders Project aimed at S4 and S5 pupils in Auchinleck, Cumnock, Doon and Kilmarnock Academies. This project will involve the young people identifying local greenspaces of note, developing management plans and achieving Local Nature Reserve status for these sites. This project will start in January 2019 for 2 years. The Natural Leaders programme builds on the Rural Skills for Work project with Stewarton Academy and Ayrshire College which led to 8 young people achieving a SVQ level 4 in Rural Skills.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<ul style="list-style-type: none"> <li>• Apply audit findings where appropriate, in 2017/18/19</li> <li>• Support people using our facilities/ programmes with mixed ability needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Culture: the estimated people using our service area with mobility, sensory or learning disabilities stood at 2% during 17/18. The survey this year shows 1.5% We have continued to review the accessibility of our venues and are looking to start major improvements at Dean Castle, look to improve stage access at Cumnock Town Hall and have made accessibility improvements to how people access and engage with the library at the Dick Institute.</li> </ul>

			<ul style="list-style-type: none"> <li>• Sport usage shows that 0.2% of our users are considered to have physical, sensory or learning disabilities in 2018/19</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
<p>EAST AYRSHIRE LEISURE 2.4</p>	<p>Increase opportunities for/numbers of older people (60+) using our services.</p>	<ul style="list-style-type: none"> <li>• Increase attendance by older people by 1% each year.</li> <li>• Ensure we have programmes that are attractive to older users.</li> <li>• Carry out sample surveys to measure behavioural change impact in 2016/17/18/19</li> <li>• Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire &amp; Arran, Vibrant Communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Culture: The number of older people using our facilities was calculated as being 34% during 2017/18. <b>The survey this year shows 26%</b>. We continue to play a major role in engaging older people through the programmes across our library and performing arts venues. We have active groups of older people that use our facilities and programmes on a daily basis.</li> <li>• Our Digital Storytelling project funded by the Scottish Book Trust is enabling us to reach those most isolated through working in communities with partners in Kilmarnock Station Railway Heritage Trust and Vibrant Communities. The project focuses on valuing and profiling diverse voices through digital participation and to date we have worked with 41 individuals to develop digital skills as well as combatting isolation.</li> <li>• Homewords continues to provide a vital service and visited 1,500 people during the year.</li> <li>• Sport usage shows that 4.3% of our customers are aged 60+ in 2018/19</li> <li>• In 2018/19, the Growing Memories project worked with over 200 participants. The growing memories wildlife garden has been established at the Country Park using wildflowers that have been grown in care environments across East Ayrshire. The celebration day took place in July with many of the participants enjoying a traditional tea dance to recognise their work. Work is now ongoing with Alzheimer Scotland and Dementia Scotland.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT 31 MARCH 2019
EAST AYRSHIRE LEISURE 3.1	Increase visitor attendance at our key tourist attractions including: Dick Institute, Dean Castle & Country Park, Baird Institute, Doon Valley Museum, Burns House Museum & Library, River Ayr Way, Palace & Grand Hall Complex and Cumnock Town Hall	<ul style="list-style-type: none"> <li>• Increase levels of visitor attendance in line with targets set in local Tourism Strategies.</li> <li>• Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events.</li> <li>• Submit external funding bids to support tourism development across our facilities/venues.</li> <li>• Maintain and develop partnership working with Visit Scotland/ EventsScotland to support our programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural Services - Listed Tourist venues show visitor numbers of 337,885 and shows a decrease of 0.7% on target (Target 340,263 – Actual 337,885 ). This is due to the closure of the Dick Institute during refurbishment works.</li> <li>• £5M Dean Castle is now underway and will be complete in 2021. Dick Institute was refurbished during the year with a £300K development.</li> <li>• Dean Castle Country Park has had a very successful first year back in business and has benefited significantly from the lovely weather in spring and early summer. There has been an increase of nearly 30% against projections for 2018/19 (Target = 1161881; Actual = 1508083)</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p>An overall increase of 40% has been achieved against revised quarter 3 targets for venues listed as tourism venues</p>
EAST AYRSHIRE LEISURE 3.2	Work with local groups to add value to the tourism offer.	<ul style="list-style-type: none"> <li>• Work with 4 groups each year to support community development and to harness local knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>• Worked closely with Community groups to deliver the Community Venue review. In particular Galston Community Association and Auchinleck Community Development Initiative to introduce new Management Agreements.</li> <li>• Worked with Cumnock History group to develop exhibitions at the Baird institute.</li> <li>• Worked with Kilmarnock Station Railway heritage group to support Digital Storytelling project</li> <li>• Significant strides have been made in 2018/19 for the implementation of the Strategic Path Network, particularly in the Irvine Valley and Kilmarnock where external funds have been secured for implementation of the Irvine Valley Trails and delivery of the Kilmarnock Green Infrastructure Project. This has been further enhanced by the work with East Ayrshire Council and other partners in the development of the Coalfield Communities Landscape Partnership</li> </ul>

			<p>Scheme.</p> <ul style="list-style-type: none"> <li>• Countryside and Outdoor Activity Services continued to support local community groups in the organisation of walking festivals with particular success in the Irvine Valley where the event shows growth every year.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
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**STRATEGIC OBJECTIVE FOUR – TO BE RECOGNISED AS AN EMPLOYER OF CHOICE**

<b>ACTION NO</b>	<b>ACTION</b>	<b>TARGET</b>	<b>PROGRESS AT 31 MARCH 2019</b>
EAST AYRSHIRE LEISURE 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> <li>• Respond to survey findings.</li> <li>• Maintain constructive relationship with Trade Union – 6 meetings annually.</li> <li>• Maintain absence to below acceptable level of 8 days per annum.</li> <li>• Continue to achieve low levels of formal Grievances</li> </ul>	<ul style="list-style-type: none"> <li>• Absence levels for the year is 6.49 days which is below the acceptable 8 working days lost per employee. The top 3 causes of absence and action taken to tackle these are as follows: <ul style="list-style-type: none"> <li>○ Personal Stress – Early intervention is pursued through Occupational Health.</li> <li>○ Operations/Treatment/Recovery – Managers and Team Leaders support staff through regular contact and employees are referred to Occupational Health where appropriate.</li> <li>○ Injury – Non Work – Regular contact is maintained with employees and where appropriate they are referred to Occupational Health.</li> </ul> </li> <li>• There were no formal grievances raised by employees during 2018/19.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> <li>• 6 Modern Apprenticeships during life of Business Plan subject to funding.</li> <li>• 10 work placements during life of Business Plan</li> <li>• 3 interns during life of Business Plan.</li> <li>• Individual volunteers increase by 2% each year</li> <li>• Volunteer days increased by 2%</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural – 4 apprenticeships advertised, 2 interns advertised. 42 volunteer opportunities created.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>

<p>EAST AYRSHIRE LEISURE 4.3</p>	<p>Advance staff through training and development</p>	<ul style="list-style-type: none"> <li>• Increase the use of EAGER working towards 95% coverage for permanent staff.</li> <li>• Develop training matrix for all service areas</li> <li>• Develop bespoke e-learning modules and training courses</li> <li>• Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations</li> </ul>	<p><b>EAGER</b></p> <table border="1" data-bbox="1176 255 2016 622"> <thead> <tr> <th>Service</th> <th>Total</th> <th>Submitted</th> <th>Completed</th> </tr> </thead> <tbody> <tr> <td>Countryside Services</td> <td>38</td> <td>28</td> <td>74%</td> </tr> <tr> <td>Cultural Services</td> <td>75</td> <td>68</td> <td>91%</td> </tr> <tr> <td>Directorate</td> <td>5</td> <td>5</td> <td>100%</td> </tr> <tr> <td>Marketing &amp; Development</td> <td>5</td> <td>5</td> <td>100%</td> </tr> <tr> <td>People &amp; Finance</td> <td>14</td> <td>14</td> <td>100%</td> </tr> <tr> <td>Sports &amp; Community Venues</td> <td>44</td> <td>43</td> <td>98%</td> </tr> <tr> <td></td> <td><b>181</b></td> <td><b>163</b></td> <td><b>90%</b></td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• The introduction of a new template for progress meetings now provides a link to EAGER objectives which can be reviewed quarterly.</li> <li>• Action Plans were designed and implemented for the following activities <ul style="list-style-type: none"> <li>- Staff Survey results</li> <li>- Mystery Shopper exercise</li> <li>- Investigations</li> </ul> </li> <li>• A Training profile is being developed for each post which identifies mandatory training, these are reviewed as part of the recruitment process.</li> <li>• Mandatory training has now been revised to include Cybersecurity Prevent, Safetalk and Suicide Awareness.</li> <li>• During 2018/19 bespoke training has been sourced for:- <ul style="list-style-type: none"> <li>▪ Customer Services Training</li> <li>▪ Marketing and Communication</li> <li>▪ Food Safety Hygiene</li> <li>▪ Swimming Courses</li> </ul> </li> <li>• Training delivery has focussed on:- <ul style="list-style-type: none"> <li>▪ Competency Based Interviews</li> <li>▪ Preparation for Interview</li> </ul> </li> </ul>	Service	Total	Submitted	Completed	Countryside Services	38	28	74%	Cultural Services	75	68	91%	Directorate	5	5	100%	Marketing & Development	5	5	100%	People & Finance	14	14	100%	Sports & Community Venues	44	43	98%		<b>181</b>	<b>163</b>	<b>90%</b>
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			<ul style="list-style-type: none"><li>▪ Developing the Leadership and Management Programme</li><li>▪ Developing a bespoke training package for Information Governance</li><li>▪ Developing Bespoke training for Job Evaluation</li><li>▪ Customer Services</li></ul> <ul style="list-style-type: none"><li>• Across the year a number of Development Sessions have been delivered in the following areas<ul style="list-style-type: none"><li>▪ Information Governance</li><li>▪ Managing Attendance</li><li>▪ Managing Performance</li><li>▪ Drugs and Alcohol Policy</li><li>▪ Homeworking Policy</li></ul></li><li>• The first ever Exchange staff development session was delivered for staff across East Ayrshire Leisure on 25/26 June 2018</li><li>• A revised framework and protocol is in place to welcome volunteers to the organisation. Volunteering opportunities are available via the web site and where appropriate job outlines have been designed.</li></ul> <p><b>POSITIVE PERFORMANCE</b></p>
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**FINANCIAL PERFORMANCE**  
**TO 31.03.19**

**Performance & Audit Sub Committee**  
**2018/19 EAST AYRSHIRE LEISURE BUDGET**  
**AS AT 31<sup>st</sup> March 2019 – QUARTER 4 - PERIOD 9**  
**SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY**

The actual outturn for East Ayrshire Leisure at 31<sup>st</sup> March 2019 is an adverse variance of £106,643. The following items also require funding designated for the future financial year to support service improvement and development. Funding for this deficit has been identified within Unallocated Reserves.

<b>Items for Designation</b>	
Dower House Upgrades	£10,000
Nouveau (Postcode & Bank checker)	£4,000
IT Upgrade costs	£22,350
<b>TOTAL</b>	<b>£36,350</b>

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 - detailed analysis provided below.

TABLE A – Overall Net Position (including Income/Expenditure) for East Ayrshire Leisure analysed by Service Area

TABLE B – Overall Net Position (including Income/Expenditure) for East Ayrshire Leisure analysed by Subjective Level

TABLE C – Income Position for East Ayrshire Leisure analysed by Service Area

TABLE D – Expenditure Position for East Ayrshire Leisure analysed by Service Area

ANNUAL BUDGET –Table below provides detail of Annual Budget showing the impact of 2018/19 savings approved at 27 Feb 2018 Board.

Service Division	Annual Budget 2018/19	Annual Budget 2018/19 Qtr 1	Annual Budget 2018/19 Qtr 2	Annual Budget 2018/19 Qtr 3	Annual Budget 2018/19 Qtr 4	Comments
<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	1,034,740	1,041,090	1,032,940	1,023,380	1,073,180	
<b>MARKETING &amp; DEVELOPMENT</b>	283,310	283,310	294,280	298,230	322,210	
<b>CULTURAL</b>	1,907,010	1,910,350	1,931,630	2,016,220	2,125,410	
<b>COUNTRYSIDE &amp; OUTDOOR ACTIVITIES</b>	782,710	783,960	809,010	820,410	878,810	
<b>SPORT &amp; FITNESS</b>	508,650	510,100	551,420	561,000	621,170	
<b>TOTAL</b>	<b>4,516,420</b>	<b>4,528,810</b>	<b>4,619,280</b>	<b>4,719,240</b>	<b>5,020,780</b>	
<b>Management Fee</b>	<b>(4,493,670)</b>	<b>(4,493,670)</b>	<b>(4,542,830)</b>	<b>(4,570,440)</b>	<b>(4,829,950)</b>	
<b>Reserves</b>	<b>(22,750)</b>	<b>(35,140)</b>	<b>(76,450)</b>	<b>(148,800)</b>	<b>(190,830)</b>	
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

#### Venues Allocated to Sport Areas:-

Area 1 St Josephs Leisure Centre, Stewarton Sports Centre, William McIlvanney Campus

Area 2 Grange Leisure Centre, , Hunter Fitness Suite, Mauchline Games Hall

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

**TABLE A – OVERALL NET POSITION**

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse
1,015,467	1,015,467	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	1,073,180	977,047	1,073,180	91%	977,047	(96,133)
295,701	295,701	<b>MARKETING &amp; DEVELOPMENT</b>	322,210	315,989	322,210	98%	315,989	(6,221)
2,147,019	2,147,019	<b>CULTURAL</b>	2,125,410	2,224,246	2,125,410	105%	2,224,246	98,836
71,837	71,837	Cultural Management	73,390	74,222	73,390	101%	74,222	832
146,282	146,282	Collection Care	149,990	145,710	149,990	97%	145,710	(4,280)
415,834	415,834	Arts/Libraries/Museum Development	460,180	476,884	460,180	104%	476,884	16,704
7,014	7,014	Youth Theatre	(5,290)	(4,259)	(5,290)	81%	(4,259)	1,031
996,489	996,489	Libraries	1,019,680	979,416	1,019,680	96%	979,416	(40,264)
(25,883)	(25,883)	Hospitality	(26,690)	(25,485)	(26,690)	95%	(25,485)	1,205
408,568	408,568	Performing Arts Venues	368,880	409,399	368,880	111%	409,399	40,519
196,853	196,853	Community Venues	225,090	259,891	225,090	115%	259,891	34,801
(69,975)	(69,975)	Community Lettings & Co-Managed Centres - Lets	(139,820)	(91,532)	(139,820)	65%	(91,532)	48,288
922,273	922,273	<b>COUNTRYSIDE &amp; OUTDOOR ACTIVITIES</b>	878,810	914,504	878,810	104%	914,504	35,694
0	0	Countryside & Outdoor Activities Management	333,790	248,459	333,790	74%	248,459	(85,331)
591,596	591,596	Countryside Development	353,540	466,977	353,540	132%	466,977	113,437
330,677	330,677	Outdoor Activities	190,650	188,148	190,650	99%	188,148	(2,502)
0	0	Countryside Hospitality	830	10,919	830	1316%	10,919	10,089
746,640	746,640	<b>SPORT &amp; FITNESS</b>	621,170	695,641	621,170	112%	695,641	74,471
378,740	378,740	Sport & Community Management	414,970	314,723	414,970	76%	314,723	(100,247)
14,586	14,586	Area 1	(42,120)	54,178	(42,120)	-129%	54,178	96,298
59,260	59,260	Area 2	35,070	78,995	35,070	225%	78,995	43,925
175,101	175,101	Area 3	203,540	231,729	203,540	114%	231,729	28,189
118,953	118,953	Temporary Facilities	9,710	16,017	9,710	0%	16,017	6,307
5,127,100	5,127,100	<b>TOTAL</b>	5,020,780	5,127,428	5,020,780	102%	5,127,428	106,648
(5,111,940)	(5,111,940)	Management Fee	(4,829,950)	(4,829,955)	(4,829,950)	100%	(4,829,955)	(5)
15,160	15,160	<b>TOTAL</b>	190,830	297,473	190,830		297,473	106,643
0	0	Savings Yet to be Identified	0	0	0		0	0
(117,860)	(117,860)	Trs From Reserves	(190,830)	(190,830)	(190,830)		(190,830)	0
0	0	Designated Funds	0	0	0		0	0
10,000	10,000	Trs To Reserves	0	0	0		0	0
(92,700)	(92,700)	<b>TOTAL (after transfer to reserves)</b>	0	106,643	0		106,643	106,643

**TABLE B – OVERALL NET POSITION**

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse
(1,728,481)	(1,728,481)	Income From Charitable Activities	(2,337,450)	(2,090,693)	(2,337,450)	89%	(2,090,693)	246,757
(5,111,940)	(5,111,940)	Management Fee	(4,829,950)	(4,829,955)	(4,829,950)	100%	(4,829,955)	(5)
(6,840,421)	(6,840,421)	<b>TOTAL INCOME</b>	<b>(7,167,400)</b>	<b>(6,920,648)</b>	<b>(7,167,400)</b>	<b>97%</b>	<b>(6,920,648)</b>	<b>246,752</b>
4,982,657	4,982,657	Employee Costs	5,291,650	5,151,221	5,291,650	97%	5,151,221	(140,429)
38,018	38,018	Transport Costs	35,110	38,257	35,110	109%	38,257	3,147
741,635	741,635	Premises Costs	613,660	649,869	613,660	106%	649,869	36,209
752,756	752,756	Supplies & Services	1,076,040	1,032,941	1,076,040	96%	1,032,941	(43,099)
31,510	31,510	Financing Costs	31,690	31,510	31,690	99%	31,510	(180)
212,400	212,400	Support Costs	187,400	187,400	187,400	0%	187,400	0
96,605	96,605	Governance Costs	122,680	126,923	122,680	103%	126,923	4,243
<b>6,855,581</b>	<b>6,855,581</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>7,358,230</b>	<b>7,218,121</b>	<b>7,358,230</b>	<b>98%</b>	<b>7,218,121</b>	<b>(140,109)</b>
<b>15,160</b>	<b>15,160</b>	<b>NET POSITION</b>	<b>190,830</b>	<b>297,473</b>	<b>190,830</b>		<b>297,473</b>	<b>106,643</b>
0	0	Savings Yet to be Identified	0	0	0		0	0
(117,860)	(117,860)	Trs From Reserves	(190,830)	(190,830)	(190,830)		(190,830)	0
0	0	Designated Funds	0	0	0		0	0
10,000	10,000	Trs To Reserves	0	0	0		0	0
<b>(92,700)</b>	<b>(92,700)</b>	<b>TOTAL (after transfer to reserves)</b>	<b>0</b>	<b>106,643</b>	<b>0</b>		<b>106,643</b>	<b>106,643</b>

**TABLE C – INCOME POSITION**

Revised Actual Income To 31/03/18	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Income To 31/3/19	Revised Budget Income To 31/12/18	Actual Income as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable / Adverse)
(3,378)	(3,378)	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	(5,000)	(7,238)	(5,000)	145%	(7,238)	(2,238)
(617)	(617)	<b>MARKETING &amp; DEVELOPMENT</b>	0	(1,412)	0		(1,412)	(1,412)
(763,667)	(763,667)	<b>CULTURAL</b>	(998,640)	(1,022,609)	(998,640)	102%	(1,022,609)	(23,969)
0	0	Cultural Management	0	0	0	0%	0	0
(4,188)	(4,188)	Collection Care	(2,000)	(16,721)	(2,000)	836%	(16,721)	(14,721)
(14,742)	(14,742)	Arts/Libraries/Museum Development	(13,270)	(43,020)	(13,270)	324%	(43,020)	(29,750)
(39,415)	(39,415)	Youth Theatre	(42,650)	(51,396)	(42,650)	121%	(51,396)	(8,746)
(74,599)	(74,599)	Libraries	(59,600)	(67,733)	(59,600)	114%	(67,733)	(8,133)
(126,834)	(126,834)	Hospitality	(163,610)	(147,822)	(163,610)	90%	(147,822)	15,788
(276,108)	(276,108)	Performing Arts Venues	(442,560)	(487,682)	(442,560)	110%	(487,682)	(45,122)
(86,540)	(86,540)	Community Venues	(91,200)	(83,552)	(91,200)	92%	(83,552)	7,648
(141,241)	(141,241)	Community Lettings & Co-Managed Centres - Lets	(183,750)	(124,683)	(183,750)	68%	(124,683)	59,067
(219,788)	(219,788)	<b>COUNTRYSIDE &amp; OUTDOOR ACTIVITIES</b>	(335,010)	(318,803)	(335,010)	95%	(318,803)	16,207
0	0	Countryside & Outdoor Activities Management	0	0	0		0	0
(40,082)	(40,082)	Countryside Development	(101,140)	(71,266)	(101,140)	70%	(71,266)	29,874
(179,707)	(179,707)	Outdoor Activities	(209,870)	(225,820)	(209,870)	108%	(225,820)	(15,950)
0	0	Countryside Hospitality	(24,000)	(21,717)	(24,000)	90%	(21,717)	2,283
(741,032)	(741,032)	<b>SPORT &amp; FITNESS</b>	(998,800)	(740,631)	(998,800)	74%	(740,631)	258,169
(69,619)	(69,619)	Sport & Community Management	0	(379)	0		(379)	(379)
(233,589)	(233,589)	Area 1	(433,240)	(274,103)	(433,240)	63%	(274,103)	159,137
(184,341)	(184,341)	Area 2	(247,510)	(194,104)	(247,510)	78%	(194,104)	53,406
(238,350)	(238,350)	Area 3	(318,050)	(272,045)	(318,050)	86%	(272,045)	46,005
(15,133)	(15,133)	Temporary Facilities	0	0	0		0	0
(1,728,481)	(1,728,481)	<b>TOTAL</b>	(2,337,450)	(2,090,693)	(2,337,450)	89%	(2,090,693)	246,757
(5,111,940)	(5,111,940)	<b>Management Fee</b>	(4,829,950)	(4,829,955)	(4,829,950)	100%	(4,829,955)	(5)
(6,840,421)	(6,840,421)	<b>TOTAL</b>	(7,167,400)	(6,920,648)	(7,167,400)	97%	(6,920,648)	246,752

**TABLE D – EXPENDITURE POSITION**

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse
1,018,844	1,018,844	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	1,078,180	984,286	1,078,180	91%	984,286	(93,894)
296,318	296,318	<b>MARKETING &amp; DEVELOPMENT</b>	322,210	317,401	322,210	99%	317,401	(4,809)
(86,590)	(86,590)	<b>CULTURAL</b>	3,124,050	3,246,856	3,124,050	104%	3,246,856	122,806
0	0	Cultural Management	73,390	74,222	73,390	101%	74,222	832
0	0	Collection Care	151,990	162,431	151,990	107%	162,431	10,441
(1,890)	(1,890)	Arts/Libraries/Museum Development	473,450	519,904	473,450	110%	519,904	46,454
0	0	Youth Theatre	37,360	47,137	37,360	126%	47,137	9,777
(70,180)	(70,180)	Libraries	1,079,280	1,047,149	1,079,280	97%	1,047,149	(32,131)
0	0	Hospitality	136,920	122,337	136,920	89%	122,337	(14,583)
(13,380)	(13,380)	Performing Arts Venues	811,440	897,081	811,440	111%	897,081	85,641
(1,140)	(1,140)	Community Venues	316,290	343,443	316,290	109%	343,443	27,153
0	0	Community Lettings & Co-Managed Centres - Lets	43,930	33,151	43,930	75%	33,151	(10,779)
1,142,061	1,142,061	<b>COUNTRYSIDE &amp; OUTDOOR ACTIVITIES</b>	1,213,820	1,233,306	1,213,820	102%	1,233,306	19,486
0	0	Countryside & Outdoor Activities Management	333,790	248,459	333,790	74%	248,459	(85,331)
631,678	631,678	Countryside Development	454,680	538,243	454,680	118%	538,243	83,563
510,383	510,383	Outdoor Activities	400,520	413,968	400,520	103%	413,968	13,448
0	0	Countryside Hospitality	24,830	32,636	24,830	131%	32,636	7,806
1,487,671	1,487,671	<b>SPORT &amp; FITNESS</b>	1,619,970	1,436,272	1,619,970	89%	1,436,272	(183,698)
448,359	448,359	Sport & Community Management	414,970	315,102	414,970	76%	315,102	(99,868)
248,175	248,175	Area 1	391,120	328,281	391,120	84%	328,281	(62,839)
243,601	243,601	Area 2	282,580	273,099	282,580	97%	273,099	(9,481)
413,451	413,451	Area 3	521,590	503,773	521,590	97%	503,773	(17,817)
134,085	134,085	Temporary Facilities	9,710	16,017	9,710		16,017	6,307
3,858,305	3,858,305	<b>TOTAL</b>	7,358,230	7,218,121	7,358,230	98%	7,218,121	(140,109)
		<b>Management Fee</b>						0
3,858,305	3,858,305	<b>TOTAL</b>	7,358,230	7,218,121	7,358,230	98%	7,218,121	(140,109)

**CHIEF EXECUTIVE & PEOPLE & FINANCE SERVICE ANALYSIS**

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	CHIEF EXECUTIVE & PEOPLE & FINANCE	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(3,378)	(3,378)	Income From Charitable Activities	(5,000)	(7,238)	(5,000)	145%	(7,238)	(2,238)	
(5,111,940)	(5,111,940)	Management Fee	(4,829,950)	(4,829,955)	(4,829,950)	100%	(4,829,955)	(5)	
(5,115,318)	(5,115,318)	<b>TOTAL INCOME</b>	(4,834,950)	(4,837,193)	(4,834,950)	100%	(4,837,193)	(2,243)	
704,484	704,484	Employee Costs	766,940	705,359	766,940	92%	705,359	(61,581)	Favourable variance due to vacancies and a long term absence.
1,834	1,834	Transport Costs	2,750	1,815	2,750	66%	1,815	(935)	
17,273	17,273	Premises Costs	15,760	8,295	15,760	53%	8,295	(7,465)	Favourable variance resulting from reduced costs relating to Western Road depot.
56,179	56,179	Supplies & Services	77,410	52,996	77,410	68%	52,996	(24,414)	Favourable variance predominately due to an underspend in postage; reduced requirement for bad debt provision; and management action to address projected deficit.
0	0	Financing Costs	0	0	0		0	0	
212,400	212,400	Support Costs	187,400	187,400	187,400		187,400	0	
26,675	26,675	Governance Costs	27,920	28,420	27,920	102%	28,420	500	
<b>1,018,844</b>	<b>1,018,844</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,078,180</b>	<b>984,286</b>	<b>1,078,180</b>	<b>91%</b>	<b>984,286</b>	<b>(93,894)</b>	
(4,096,473)	(4,096,473)	<b>NET POSITION</b>	(3,756,770)	(3,852,907)	(3,756,770)	103%	(3,852,907)	(96,137)	
		Savings Yet to be Identified						0	
(12,300)	(12,300)	Trs From Reserves	(34,190)	(34,190)	(34,190)		(34,190)	0	
		Designated Funds						0	
		Trs To Reserves						0	
(4,108,773)	(4,108,773)	<b>TOTAL (after transfer to reserves)</b>	(3,790,960)	(3,887,097)	(3,790,960)	103%	(3,887,097)	(96,137)	

**MARKETING & DEVELOPMENT SERVICE ANALYSIS**

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	MARKETING & DEVELOPMENT	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(617)	(617)	Income From Charitable Activities	0	(1,412)	0		(1,412)	(1,412)	
		Management Fee						0	
(617)	(617)	<b>TOTAL INCOME</b>	<b>0</b>	<b>(1,412)</b>	<b>0</b>		<b>(1,412)</b>	<b>(1,412)</b>	
232,125	232,125	Employee Costs	212,390	209,693	212,390	99%	209,693	(2,697)	Projected saving due to a part time vacancy and reduced use of bank staff.
0	0	Transport Costs	0	0	0		0	0	
0	0	Premises Costs	0	0	0		0	0	
62,630	62,630	Supplies & Services	107,100	104,988	107,100	98%	104,988	(2,112)	
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
1,563	1,563	Governance Costs	2,720	2,720	2,720	100%	2,720	(0)	
<b>296,318</b>	<b>296,318</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>322,210</b>	<b>317,401</b>	<b>322,210</b>	<b>99%</b>	<b>317,401</b>	<b>(4,809)</b>	
<b>295,701</b>	<b>295,701</b>	<b>NET POSITION</b>	<b>322,210</b>	<b>315,989</b>	<b>322,210</b>	<b>98%</b>	<b>315,989</b>	<b>(6,221)</b>	
(18,730)	(18,730)	Trs From Reserves	(31,060)	(31,060)	(31,060)		(31,060)	0	
		Designated Funds						0	
		Trs To Reserves						0	
<b>276,971</b>	<b>276,971</b>	<b>TOTAL (after transfer to reserves)</b>	<b>291,150</b>	<b>284,929</b>	<b>291,150</b>	<b>98%</b>	<b>284,929</b>	<b>(6,221)</b>	

## CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	CULTURAL	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(763,667)	(763,667)	Income From Charitable Activities	(998,640)	(1,022,609)	(998,640)	102%	(1,022,609)	(23,969)	Overall income position is positive but this is offset by the income deficit across Community Venues (£7K) and Community Lettings and Co-Managed venues (£55K) which has had a historic shortfall which is increasing year-on-year. This will require a joint solution with East Ayrshire Council to make this financially sustainable.
		Management Fee						0	
(763,667)	(763,667)	<b>TOTAL INCOME</b>	<b>(998,640)</b>	<b>(1,022,609)</b>	<b>(998,640)</b>	<b>102%</b>	<b>(1,022,609)</b>	<b>(23,969)</b>	
1,997,502	1,997,502	Employee Costs	1,987,840	2,098,054	1,987,840	106%	2,098,054	110,214	The increase in staff costs is due to the late implementation of the Performing Arts Review (£44K) and subsequent costs to support Voluntary Severance. In addition Community Venues continue to carry unachievable costs (addressed as a result of redesign of service for 2019/20) linked to operation which included £15K Bank costs and £11K maternity costs. In Libraries additional staff costs of £13K re Newmilns Library - a joint solution is currently being developed with EAC. Elsewhere increased bank costs are linked to increased income across performing Arts venues.
10,340	10,340	Transport Costs	13,950	13,482	13,950	97%	13,482	(468)	
400,364	400,364	Premises Costs	372,740	373,801	372,740	100%	373,801	1,061	

468,980	468,980	Supplies & Services	678,390	687,955	678,390	101%	687,955	9,565
7,440	7,440	Financing Costs	7,620	7,440	7,620	98%	7,440	(180)
0	0	Support Costs	0	0	0		0	0
26,060	26,060	Governance Costs	63,510	66,123	63,510	104%	66,123	2,613
<b>2,910,686</b>	<b>2,910,686</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>3,124,050</b>	<b>3,246,856</b>	<b>3,124,050</b>	<b>104%</b>	<b>3,246,856</b>	<b>122,806</b>
<b>2,147,019</b>	<b>2,147,019</b>	<b>NET POSITION</b>	<b>2,125,410</b>	<b>2,224,246</b>	<b>2,125,410</b>	<b>105%</b>	<b>2,224,246</b>	<b>98,836</b>
<b>(25,600)</b>	<b>(25,600)</b>	<b>Trs From Reserves</b>	<b>(86,590)</b>	<b>(86,590)</b>	<b>(86,590)</b>		<b>(86,590)</b>	<b>0</b>
		<b>Designated Funds</b>					<b>0</b>	<b>0</b>
		<b>Trs To Reserves</b>						<b>0</b>
<b>2,121,419</b>	<b>2,121,419</b>	<b>TOTAL (after transfer to reserves)</b>	<b>2,038,820</b>	<b>2,137,656</b>	<b>2,038,820</b>	<b>105%</b>	<b>2,137,656</b>	<b>98,836</b>

**COUNTRYSIDE & OUTDOOR ACTIVITIES SERVICE ANALYSIS**

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	COUNTRYSIDE & OUTDOOR ACTIVITIES	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(219,788)	(219,788)	Income From Charitable Activities	(335,010)	(318,803)	(335,010)	95%	(318,803)	16,207	The contractor installing the sewage pipe across Annanhill Golf Course was scheduled to be off site by March 2018. However, this has been delayed and has significantly impacted on the season ticket income. A compensation claim has been agreed with East Ayrshire Council and has been added to the revenue budgets. A shortfall in income is also being projected for the new Treehouse Centre. Due to the delay in opening last year, bookings are not on target. Work is ongoing to promote this new aspect of the business. The catering contractor handed in their termination notice for the café at Dean Castle Country Park from 31st October resulting in a 5 month shortfall in income. The catering service will be operated in-house until Oct 2019 as per Board report Jan 2019.
		Management Fee						0	
(219,788)	(219,788)	<b>TOTAL INCOME</b>	(335,010)	(318,803)	(335,010)	95%	(318,803)	16,207	
743,082	743,082	Employee Costs	922,680	882,524	922,680	96%	882,524	(40,156)	Due to the Castle being closed, seasonal visitor service assistant posts have not been filled. Management savings have also been introduced through a reduction in bank staff and overtime and a review of keyholding procedures in pavilions has resulted in a saving. These savings will contribute to off setting loss of income in the Treehouse Centre.
25,785	25,785	Transport Costs	18,410	22,890	18,410	124%	22,890	4,480	
243,528	243,528	Premises Costs	162,680	189,319	162,680	116%	189,319	26,639	Additional expenditure was incurred for drainage and landscaping at Annanhill and DCCP.

83,607	83,607	Supplies & Services	69,080	96,936	69,080	140%	96,936	27,856	One off expenditure was required to purchase new furniture for the treehouse centre and the Dower House. Additional expenditure was also required for PPE and training. Additional expenditure has also been required to operate the café in terms of equipment hire/purchase and supply purchases.
24,070	24,070	Financing Costs	24,070	24,070	24,070	100%	24,070	0	
0	0	Support Costs	0	0	0		0	0	
21,990	21,990	Governance Costs	16,900	17,568	16,900	104%	17,568	668	
<b>1,142,061</b>	<b>1,142,061</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,213,820</b>	<b>1,233,306</b>	<b>1,213,820</b>	<b>102%</b>	<b>1,233,306</b>	<b>19,486</b>	
<b>922,273</b>	<b>922,273</b>	<b>NET POSITION</b>	<b>878,810</b>	<b>914,504</b>	<b>878,810</b>	<b>104%</b>	<b>914,504</b>	<b>35,694</b>	
<b>(32,380)</b>	<b>(32,380)</b>	<b>Trs From Reserves</b>	<b>(22,310)</b>	<b>(22,310)</b>	<b>(22,310)</b>		<b>(22,310)</b>	<b>0</b>	
		<b>Designated Funds</b>					<b>0</b>	<b>0</b>	
		<b>Trs To Reserves</b>						<b>0</b>	
<b>889,893</b>	<b>889,893</b>	<b>TOTAL (after transfer to reserves)</b>	<b>856,500</b>	<b>892,194</b>	<b>856,500</b>	<b>104%</b>	<b>892,194</b>	<b>35,694</b>	

**SPORT & FITNESS SERVICE ANALYSIS**

Revised Actual Exp. To 31/03/18	Actual Out-turn to 31/03/18	SPORT & FITNESS	Annual Estimate 2018/19	Revised Actual Exp. To 31/3/19	Revised Budget To 31/3/19	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(741,032)	(741,032)	<b>Income From Charitable Activities</b>	(998,800)	(740,631)	(998,800)	74%	(740,631)	258,169	Shortfall in membership income has arisen due to unforeseen delays in the implementation of memberships (£78K) as well as a delayed opening of the William McIlvanney Leisure Centre (£80K). Income associated with indoor hall (£42K) and synthetic grass pitches hire (£55K) is also lower than expected.
		<b>Management Fee</b>						0	
(741,032)	(741,032)	<b>TOTAL INCOME</b>	(998,800)	(740,631)	(998,800)	74%	(740,631)	258,169	
1,305,464	1,305,464	Employee Costs	1,401,800	1,255,591	1,401,800	90%	1,255,591	(146,209)	Variance relates to several vacancies within Sport and Fitness.
60	60	Transport Costs	0	70	0		70	70	
80,471	80,471	Premises Costs	62,480	78,454	62,480	126%	78,454	15,974	
81,360	81,360	Supplies & Services	144,060	90,066	144,060	63%	90,066	(53,994)	Variance relates to contingency fund agreed as part of the review of Sport and Community Venues and management action to address projected deficit.
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
20,316	20,316	Governance Costs	11,630	12,091	11,630	104%	12,091	461	
<b>1,487,671</b>	<b>1,487,671</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,619,970</b>	<b>1,436,272</b>	<b>1,619,970</b>	<b>89%</b>	<b>1,436,272</b>	<b>(183,698)</b>	
<b>746,640</b>	<b>746,640</b>	<b>NET POSITION</b>	<b>621,170</b>	<b>695,641</b>	<b>621,170</b>	<b>112%</b>	<b>695,641</b>	<b>74,471</b>	
(28,850)	(28,850)	Trs From Reserves	(16,680)	(16,680)	(16,680)		(16,680)	0	
	0	Designated Funds					0	0	
10,000	10,000	Trs To Reserves						0	
<b>727,790</b>	<b>727,790</b>	<b>TOTAL (after transfer to reserves)</b>	<b>604,490</b>	<b>678,961</b>	<b>604,490</b>	<b>112%</b>	<b>678,961</b>	<b>74,471</b>	

## RESERVES AS AT 31 MARCH 2019

TABLE A – Summary

TABLE B – Unuseable Reserves

TABLE C – Allocated Reserves Analysis

### TABLE A – SUMMARY

<b>UNRESTRICTED RESERVES</b>	2017/18 b/f	2017/18 SURPLUS	BALANCE 31 March 2018	Reallocation to Unallocated - Board 27/11/18 & 26/2/19	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
FIXED ASSET RESERVE	39,280		39,280		39,280					4360	34,920	
RETAINED RESERVES	250,000		250,000	-40,000	210,000						210,000	
UNUSEABLE RESERVES (DEPRECIATION RESERVES)	47,620		47,620		47,620		0	0	0	19,240	28,380	see Table B
ALLOCATED RESERVES	122,930	92,700	215,630	-47,540	168,090		12,390	41,310	55,520	35,260	23,610	see Table C adjusted for £22,750 2018/19 Budget Savings not identified
ALLOCATED RESERVES - 18/19 BUDGET SAVINGS	22,750		22,750		22,750					22,750	0	
UNALLOCATED RESERVES	69,834	0	69,834	87,540	157,374						157,374	
HOLIDAY PAY PROVISION	(92,180)		(92,180)		-92,180						(92,180)	
<b>TOTAL UNRESTRICTED RESERVES</b>	<b>460,234</b>	<b>92,700</b>	<b>552,934</b>	<b>0</b>	<b>552,934</b>	<b>0</b>	<b>12,390</b>	<b>41,310</b>	<b>55,520</b>	<b>81,610</b>	<b>362,104</b>	
RESTRICTED RESERVES			143,020				16,722	4,919	(1,639)	22,524	<b>100,494</b>	
PENSION RESERVE			(3,607,000)								(3,607,000)	
<b>TOTAL RESERVES</b>			<b>(2,911,046)</b>								<b>(3,144,402)</b>	

**TABLE B – Unuseable Reserves**

<b>UNUSEABLE RESERVES</b>	2017/18 b/f	2017/18 SURPLUS	BALANCE 31 March 2018	Reallocation to Unallocated - Board 27/11/18	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	4,330		4,330		4,330					1,890	2,440	14 July 2015 Board	Ongoing	Works complete - amount to be drawn down at year end for depreciation. 5 years from 2015/16
Annanhill Golf Course - Staff Welfare Facilities	21,980		21,980		21,980					7,330	14,650	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17
Annanhill Golf Course - Maintenance Equipment	16,130		16,130		16,130					8,290	7,840	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine now in use. Will be drawn down at year end to cover depreciation. 5 years from 2015/16.
Homewords Van	5,180		5,180		5,180					1,730	3,450	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17
<b>TOTAL UNUSEABLE RESERVES</b>	<b>47,620</b>	<b>0</b>	<b>47,620</b>		<b>47,620</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,240</b>	<b>28,380</b>			

**TABLE C – Allocated Reserves Analysis**

<b>ALLOCATED RESERVES</b>	2017/18 b/f	2017/18 SURPLUS	BALANCE 31 March 2018	Reallocation to Unallocated - Board 27/11/18 & 26/2/19	REVISED BALANCE	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Website Development	23,900		23,900		23,900		2430		6,000	15,470	19 Sept 2017 Board	Ongoing	Redesignate £25k from Marketing Co-ordinator (Sport) to Website Development. Tender to be issued by Procurement by August 2018.
Libraries Fit Out	80,500		80,500	-13,000	67,500	3,340	10020	52590		1,550	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2018. £10k allocated to Newmilns reallocated to Unallocated Board 27 Nov 18. DI Project almost complete - additional £3k reallocated to Unallocated Board 26 Feb 19.
PFS Miscellaneous Expenditure		8,000	8,000		8,000	2,100	2,700		2220	980	5 June 2018 Board	Ongoing	Should be complete by the end of the year
Redundancy Costs				16,830	16,830				13380	3,450	18 Sept 2018 Board	Ongoing	Temporary drawdown - to be reimbursed from Cultural Service Budget in 2019/20. <b>Balance to be reallocated to Unallocated</b>

Training & Development	8,430	8,430		8,430	4,250	2390			1,790	19 Sept 2017 Board	Complete	Training & Development Funds for 2018/19 allocated to Sport Training, balance to be spent by Dec 2018. <b>Balance to be reallocated to Unallocated</b>	
Promotion of New Mobile Libraries	2,500	2,500		2,500			2500		0	19 Sept 2017 Board	Complete	Redesignate to promotion of new Mobile Libraries - to be utilised by March 2019	
Keep Scotland Beautiful	1,250	1,250		1,250	1,250				0	27 Feb 2018 Board	Complete		
DCCP Play Area	6,350	6,350	-6,350	0					0	27 Feb 2018 Board	Complete	Proposals have been developed and feasibility and costs have been sought from Jupiter Play. Finalised proposals will be ready by Sept 2018. Balance of £6,350 reallocated to Unallocated Board 27 Nov 18.	
M&D Induction Video		5,000	5,000	5,000			5000		0	6 June 2018 Board	Complete	Should be complete by the end of the year	
Sport Equipment		17,500	17,500	-820	16,680	1,450	15,230		0	7 June 2018 Board	Complete	Should be complete by the end of Qtr 2. Balance of £820 reallocated to Unallocated Board 27 Nov 18.	
Marketing Activity		30,000	30,000	-12,000	18,000		8,540	2930	6160	370	8 June 2018 Board	Complete	Temp member of staff until March 2019. £7k reallocated to Unallocated Board 27 Nov 18. Additional £5k to be reallocated to Unallocated Board 26 Feb 19. <b>Balance to be reallocated to Unallocated</b>

Amalgamation Activity	32,200	32,200	-32,200	0						0	9 June 2018 Board	Complete	Reallocated to Unallocated Board 27 Nov 18.
<b>TOTAL ALLOCATED RESERVES</b>	<b>122,930</b>	<b>92,700</b>	<b>215,630</b>	<b>-47,540</b>	<b>168,090</b>	<b>12,390</b>	<b>41,310</b>	<b>55,520</b>	<b>35,260</b>	<b>23,610</b>			

<b>UNALLOCATED RESERVES as at Qtr 4</b>	157,374
Released from Redundancy costs	3,450
Released from Marketing Activity	370
Released from Training & Development	1,790
<b>TOTAL UNALLOCATED RESERVES</b>	<b>162,984</b>
<b>Items Committed 2018/19</b>	
2018-19 Shortfall	106,643
Designated Items	36,350
<b>TOTAL</b>	<b>142,993</b>
<b>REVISED UNALLOCATED RESERVES</b>	<b>19,991</b>
<b>REVISED UNALLOCATED RESERVES</b>	<b>19,991</b>

## GENERAL PROJECTS

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

Project	Partners	Balance b/f 01.04.18	Balance at 31.03.19	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,336)	(£4,234)	Ongoing
Make Some Noise	Creative Scotland	(£13,180)	(£10,550)	Jun 2019
Kilmarnock Green Infrastructure	Transport Scotland / Scottish Natural Heritage	(£15,000)	(£15,000)	Ongoing
River Ayr Way	Awards For All	(£1,549)	(£1,549)	Ongoing
Museums Database	Museum Gallery Scotland	(£6,480)	(£8,480)	Dec 2019
Gaelic Visual Arts	Bord Na Gaidhlig	(£5,400)	(£4,982)	Sep 2019
Digital Storyteller in Residence	Scottish Book Trust	£0	(£6,552)	Jun 2019
Nature Therapy Breaks	Shared Care Scotland	£0	(£5,432)	Sep 2019
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	-	(£43,715)	June 2020

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.

Make Some Noise is a music project funded by Creative Scotland and aimed at young people in a foster, looked-after, kinship or young caring environment and designed to help build self-esteem and provide a range of creative learning opportunities.

The design and feasibility work has been completed for the Kilmarnock Green Infrastructure Project. A further award of £85k has been made by Sustrans to prepare RIBA stage 7 designs and a landscape masterplan for the project. This will inform the capital bid to Sustrans Scotland and a further bid to the Green Infrastructure Fund administered through the Scottish Natural Heritage. A Project Board, chaired by East Ayrshire Leisure, has been established to oversee the development and implementation of this 18 mile cycle route project for Kilmarnock made up of officers from East Ayrshire Leisure, East Ayrshire Council and Ayrshire Roads Alliance.

Following the completion of the Countryside Festival in 2015, there was an outstanding balance of £1,549 from the Awards for All grant. Awards for All have agreed that this money can be retained and used as part of the funding package for the upgraded River Ayr Way Signage and Interpretation project. Survey work has been completed for this project and work has begun with local communities to ensure that signage and interpretation is link to the towns and villages along the route. An expression of interest is being prepared for the VisitScotland Rural Paths Fund to rebrand and upgrade the signage and interpretation along the whole route. Expressions of Interest are due to be submitted by 31<sup>st</sup> October.

Museums Database - East Ayrshire Leisure cares for approximately 250,000 objects within the museums it manages on behalf of East Ayrshire Council. Currently these collections are documented on a mixture of ageing and basic database systems. As we progress through the actions outlined within our Accreditation plan, including a full, basic inventory of all collections, plus our work with our Recognised collections, it is clear that we require a modern, future-proof database for use across the museum service, with opportunities for working with external partners in a more co-ordinated and efficient way. The total project cost is £21,600, of which Museums Galleries Scotland has awarded 75% of project costs. The task to procure, install and begin to populate the new database will be complete by the project end-date of 31 Dec 2019.

Gaelic Visual Arts - The Dick Institute's *Gaidhlig Gailearaidhean* will see a second series of workshops facilitated in Gaelic in the galleries, aimed at promoting the use of Gaelic and the development of Gaelic language skills utilising visual arts and culture. Monthly workshops take place with Gaelic Artist Eoghann MacColl and young Gaelic speakers from the Mcllvannay Campus. The project also supports one apprentice placement from the Mcllvannay Campus. Funded by Bord Na Gaidhlig and Creative Scotland.

Digital Storyteller in Residence – East Ayrshire is one of only five funded Storyteller residencies across Scotland. The project seeks to work with people facing social isolation for whatever reason, to encourage participation in and the use of digital platforms to tell their own personal story. The project funds a full time storyteller in residence based at the Dick Institute but working across the region. The Arts, Libraries and Museums Development team are the lead applicant with partners in Kilmarnock Station Railway Heritage Trust and Vibrant Communities. The project is funded by the Scottish Book Trust and runs for nine months until June 2019.

Funding has been secured from Shared Care Scotland to offer free residential respite experiences for young people who have care responsibilities for family members. 2 weekend sessions will be offered to 20 young people identified in partnership with East Ayrshire Carers.

Received funding of £162,000 from the Renewable Energy Fund to appoint a project officer to implement the Irvine Valley Trails Project over a 3 year period. The Renewable Energy Fund has agreed that the shortfall in spend in the development stage grant can be reallocated to the Trails capital grant of £213,964. The Irvine Valley Trails project also received funding from the Low Carbon Travel and Transport Fund and Transport Scotland to implement a series of routes throughout the Irvine Valley that support active travel. All funding is in place for this project and implementation will start in Autumn 2019.



**EXTERNAL FUNDING  
(JANUARY - MARCH 2019)**

## EXTERNAL FUNDING APPROVED APPLICATIONS

(\* denotes funding not available to East Ayrshire Council)

<b>Section</b>	<b>Name of Funding Provider and Project</b>	<b>Value of Funding/Support</b>	<b>Received in 2018/19</b>
Countryside	Transport Scotland - Irvine Valley Trails Project	£231,606	£0
Sport	Developing Dalmellington Parish - Save a life Events	£2,342	£0
Cultural	Scottish Book Trust - Live Literature	£1,800	£0
<b>TOTAL</b>		<b>£235,748</b>	<b>£0</b>

## EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Sport	Developing Dalmellington Parish - Employability Event	* £4,200	Application was assessed against a number of criteria and whilst the value of the work was recognised, it scored below the required standard in one or more of the priority areas.
Sport	Developing Dalmellington Parish - Fitness Training Studio Refurbishment	* £19,865	Application was assessed against a number of criteria and whilst the value of the work was recognised, it scored below the required standard in one or more of the priority areas.
<b>TOTAL</b>		<b>£24,065</b>	



**EXTERNAL FUNDING  
(APRIL 2018 – MARCH 2019)**

## EXTERNAL FUNDING APPROVED APPLICATIONS

(\* denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2018/19
Countryside	LLCT - Low Carbon Travel & Transport Challenge Fund - Irvine Valley Trails	£325,976	£0
Cultural	Scottish Book Trust - Digital Storyteller in Residence	£6,900	£6,900
Cultural	The Reading Agency - Summer Reading Challenge	£350	£350
Cultural	Event Scotland – Burns Birthday in Mauchline	£5,000	£5,000
Cultural	Scottish Book Trust - Book Week Scotland	£750	£750
Cultural	National Museums Scotland - Purchase of Eglinton Tournament book from auction	£163	£163
Countryside	Sustrans - Kilmarnock Green Infrastructure Project	£85,000	£0
Countryside	Scottish Natural Heritage - Natural Leaders	£15,040	£0

Countryside	Shared Care Scotland - Nature Therapy Breaks		£5,432	£5,432
Countryside	EAC Renewable Energy Fund - Irvine Valley Trails Project	*	£213,964	£0
Cultural	Scottish Book Trust - Live Literature		£300	£300
Cultural	Scottish Book Trust - The Muriel Spark 100 Library Programme		£2,793	£2,793
Countryside	Ecorys - NE(E)T working – towards inclusion in international youth work		£289	£289
Countryside	Transport Scotland - Irvine Valley Trails Project		£231,606	£0
Sport	Developing Dalmellington Parish - Save a life Events		£2,342	£0
Cultural	Scottish Book Trust - Live Literature		£1,800	£0
<b>TOTAL</b>			<b>£897,705</b>	<b>£21,977</b>

## EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Countryside	Greggs Foundation - Sensory Garden Project	* £2,000	Application scored below the required standard in one or more priority areas.
Countryside	Postcode Lottery Fund - Positive Pathways	* £20,000	Met the criteria, but fund was oversubscribed.
Countryside	Postcode Lottery Fund - Natural Health	* £20,000	Met the criteria, but fund was oversubscribed.
Countryside	HLF - YOYP Discover!	£10,000	Other applications achieved outcomes more strongly or represented better value for money and in particular project did not adequately involve young people in the design, delivery and evaluation of the project.
Countryside	Visit Scotland - Rural Tourism Infrastructure Fund - Irvine Valley Trails Project	£250,000	There was no evidence of a current visitor pressure point or details of the current users of the trails and therefore no alignment with Rural Tourism Infrastructure Fund (RTIF) criteria.
Sport	Developing Dalmellington Parish - Employability Event	* £4,200	Application was assessed against a number of criteria and whilst the value of the work was recognised, it scored below the required standard in one or more of the priority areas.
Sport	Developing Dalmellington Parish - Fitness Training Studio Refurbishment	* £19,865	Application was assessed against a number of criteria and whilst the value of the work was recognised, it scored below the required standard in one or more of the priority areas.
<b>TOTAL</b>		<b>£326,065</b>	



# **FUTURE EVENTS PROGRAMME**

## 2019 Outline Programme

Please note that this list is indicative of the events, exhibitions and activities that are being planned for 2019. The programme is subject to a programming planning process and will be subject to change throughout the year.

	May - Aug	Sept - Dec
Palace	Funbox Local Dance School Shows Pre-Edinburgh Comedy Weekend	LMS Show Imprint Shows Duke Of Edinburgh Awards Panto
Grand Hall	Tbc	Tbc
Cumnock TH	CASS Show	Cumnock Tryst Show CASS Show Camps Panto
Community Venues	Tbc - Mining Themed Play At Auchinleck Boswell Centre - Ayr Gaiety Theatre Rural Touring Network 20/06/19 Tbc - Events Linked To Library Summer Reading Challenge Theme Of 'Space' At Auchinleck Boswell Centre, Darvel Town Hall And Stewarton Area Centre	Tbc - Hosting Of Authors/Talks As Part Of Library Imprint 2019
DCCP	Outdoor Cinema K24 / K12 Ultra Marathon School Holiday Programme Gin Fest Live At The Dean Pop Up Restaurants Nature Therapy Weekends Community Clean Ups Pet Show Growing Memories Tea Dance	Have A Go Outdoor Festival Illuminight Winter Fest Pop Up Restaurants School Holiday Programme
Golf	School Holiday Programme	School Holiday Programme
AAA	10 Weeks To 10k Roon The Toon School Holiday Programme	East Ayrshire School Sportshall Athletics Championships East Ayrshire Schools Cross Country Ayrshire Schools Cross Country School Holiday Programme

Countryside	Irvine Valley Walking Festival Camp Outs Cairn Table Race The Labyrinth Play Day Run the Blades Whitelee Nae Fireworks weekend Whitelee Halloween Festival	Doon Valley Outdoor Festival Annick Valley Outdoor Festival River Ayr Way Challenge
Libraries	Bookbug Week Summer Reading Challenge / Space Exploration Chiefly In The Scottish Dialect Event / Scots Writers' Day	Imprint Book Festival Libraries Week Book Week Scotland Killie Comic Con
Dick Institute	Ayrshire College Graduate Exhibition Dean Castle Collections At The Dick Institute The Printed Line from the V&A  Digital Storyteller in Residence Celebratory Event	Comics Exhibition Romans Schools Week WWII Schools Week Dean Castle Collections At The Dick Institute
Baird		Ancient Egyptians NMS Ancient Egyptians School Week
BMC		
Burns House		
Castle	Keep, Palace And Courtyard Closed For Refurbishment	Keep, Palace And Courtyard Closed For Refurbishment
Sport	Sport and Fitness Class Offering across 6 sites  Summer Programme  Learn to Swim Programme including Pre-school, Child and Adult.  Rookie Lifeguard Programme	Sport and Fitness Class Offering across 6 sites  Learn to Swim Programme including Pre-school, Child and Adult.  Rookie Lifeguard Programme  New Les Mill Quarter Launch Event  New Sports Coaching Programme in place

	<p>New Les Mill Quarter Launch Event</p> <p>New Sports Coaching Programme in place across 7 sites.</p> <p>Kid's Activity Sessions in place across 6 sites.</p>	<p>across 7 sites.</p> <p>Kid's Activity Sessions in place across 6 sites.</p>
Auchinleck LC		Swimming Teacher Course
Doon Valley LC	Expansion of fitness programmes	
Grange LC	Provisional Dance events and Gymnastics Competition	Provisional Dance Events
Hunter FS	Tot's activity sessions running throughout each week.	Tot's activity sessions running throughout each week.
Loudoun LC	Dance Programme	Dance Programme
St Josephs LC	Cars on the Campus	
Stewarton SC	Expansion of fitness programmes	Cycle Race
William McIlvanney LC	Expansion of fitness programmes	Opening of Synthetic Grass Pitch



## **OTHER RELEVANT UPDATES**

## Insurance Claims

Public Liability Claims: 1 claim reopened which was initially repudiated.

Employers Liability Claim: 1 claim remains ongoing; 1 claim reopened which was initially repudiated.

## Debt Identified for Write off

Debt Recovery & Bad Debt Policy was approved by the Trust Board on 19 April 2016. As part of the policy the Senior Officer is required to report all approved write-offs to the Board on an annual basis.

Bad and doubtful debts totalling £2562.61 have been identified for write-off. Provision exists within the Annual Accounts for debt write-off and is currently valued at £4751.61.

Reason for write-off are summarised below:-

Reason for Write-Off	No of Accounts	Amount
Debt is uneconomical to pursue	18	£1687.34
Poor recovery prospects	2	£ 875.27
<b>Total</b>	<b>20</b>	<b>£2562.61</b>

## Gifts and Hospitality

There were 3 forms submitted for the period January to March 2019:

Date Received	Name	From	Nature of Hospitality or Gift
30/01/19	Volunteer Development Coordinator	Volunteer	1 wheelbarrow 15 pairs of gloves 1 x 1lb axe 1 x 3lb axe
05/03/19	Hospitality Officer	Tennents	2 tickets to football match
06/03/19	Volunteer Development Coordinator	Volunteer	1 pair of binoculars

## Customer Complaints

During the Jan-March period a total number of 175 comments were received and logged by the Marketing & Development Team. 9 of these were complaints, and were categorised as follows:

<b>Category</b>	<b>No. received</b>
Events/Activities/Tours/exhibitions	1
Fines, fees, charges	1
Online payments/Booking/Box Office	2
Staff	4
Other	1
<b>Total</b>	<b>9</b>

## STAFF SURVEY 2019 – SUMMARY

The survey reflected the content of the inaugural one in 2017 with a couple of additional questions to assess the impact of our action plan. In general, the overall results are not dissimilar to the previous survey but there was a general (if modest) upwards trend with some particular points worthy of note:

	Highlights	Areas for development	Actions/Notes
<b>My Job</b>	<ul style="list-style-type: none"> <li>▪ More saying their job makes good use of their abilities</li> <li>▪ Improvement on people feeling their work is valued</li> </ul>	<ul style="list-style-type: none"> <li>▪ Management of workload</li> </ul>	<ul style="list-style-type: none"> <li>▪ Comments suggest that this is influenced by resource constraints</li> </ul>
<b>My Team</b>	<ul style="list-style-type: none"> <li>▪ Positive shift in people feeling aware of what is going on in the organisation and feeling that teams work together</li> </ul>	<ul style="list-style-type: none"> <li>▪ Provide teams with feedback through regular team meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting schedule now in place but needs to be promoted to teams</li> </ul>
<b>Support</b>		<ul style="list-style-type: none"> <li>▪ Line Managers to provide constructive feedback</li> <li>▪ Management of poor performance</li> </ul>	<ul style="list-style-type: none"> <li>▪ Meeting schedule now in place but needs to be implemented</li> <li>▪ Training programme in place</li> </ul>
<b>Training &amp; Development</b>	<ul style="list-style-type: none"> <li>▪ More people saying they are aware of, and have had, suitable training</li> </ul>		
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>▪ Results have remained at high levels</li> </ul>		
<b>General</b>	<ul style="list-style-type: none"> <li>▪ Improvement in perceived morale; people enjoy their job and working within team</li> <li>▪ Good attendance at Exchange events (64%) with 78% finding them useful</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff understanding of our vision and how they can contribute to it</li> </ul>	<ul style="list-style-type: none"> <li>▪ The job and the public are the main motivators for people and T&amp;Cs, but scope to look at things like staff discounts, uniforms etc.</li> <li>▪ Pay and financial constraints are the main continued factors in low morale.</li> </ul>

## MYSTERY SHOPPING 2019 – SUMMARY

Mystery Shopping was carried out early 2019, by VisitScotland and in line with our Accreditation programme. The focus was on our Leisure Centres to assess the investment in customer service/membership sales training which had been implemented in 2018 and to identify any further training needs or areas for development. The table below indicates any points of note within each category.

<b>MYSTERY SHOPPING SUMMARY 2019</b>			
	<b>Highlights</b>	<b>Areas for development</b>	<b>Actions</b>
<b>Pre-arrival</b>	<ul style="list-style-type: none"> <li>▪ Very high standard of service and hospitality observed with good personalisation</li> <li>▪ Staff friendly polite, courteous and professional</li> <li>▪ Memberships offered and good cross-selling</li> </ul>	<ul style="list-style-type: none"> <li>▪ Directional advice /transport suggestions for visitors</li> <li>▪ More pro-activity e.g. site invitation</li> <li>▪ Promote the facilities available at the centre</li> </ul>	<ul style="list-style-type: none"> <li>▪ Highlight the website to all customers as an additional resource for information</li> <li>▪ Ensure consistency on customer care</li> <li>▪ Ensure consistency of facility information provided</li> </ul>
<b>Staff</b>	<ul style="list-style-type: none"> <li>▪ High standards of hospitality and friendliness</li> <li>▪ Warm &amp; friendly welcome</li> <li>▪ Excellent tour and discussion</li> <li>▪ Vast knowledge of fitness industry</li> <li>▪ Staff were helpful, polite and courteous</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use of the website as a resource for customers</li> <li>▪ Promotion of the membership offer</li> <li>▪ Demonstrate more of a customer focus</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff to familiarise themselves with the Customer Service Protocol</li> <li>▪ Include directional advice e.g. parking and access when talking to customers on the phone</li> <li>▪ Ensure copies of relevant resources for customers are readily available</li> <li>▪ Staff to be familiar with all aspects of Membership detail</li> </ul>
<b>Cleanliness</b>	<ul style="list-style-type: none"> <li>▪ All displays well-kept and tidy</li> <li>▪ Cleanliness standards very high inside and outside the centre</li> <li>▪ Changing rooms well maintained and clean</li> </ul>	<ul style="list-style-type: none"> <li>▪ External areas to be kept clean and tidy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Carry out litter pick/tidy pre-opening</li> </ul>

<p><b>Corporate Standards</b></p>	<ul style="list-style-type: none"> <li>▪ Mixed results from 2/7 standards being demonstrated to 7/7</li> </ul>	<ul style="list-style-type: none"> <li>▪ Entrance areas needing reviewed</li> <li>▪ ID badges to be worn at all times</li> <li>▪ Promote the Membership offer</li> <li>▪ Cross-selling within the organisation</li> <li>▪ Promote website</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that customers are directed to the website for further information</li> <li>• All staff to wear ID badges</li> <li>• Ensure notice boards and promotional materials are kept up to date</li> <li>• Staff to be familiar with all aspects of Membership detail in order to pro-actively offer</li> <li>• Staff to have additional information for cross-selling</li> </ul>
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# **PERFORMANCE SCORECARD**

# EALT PI Report

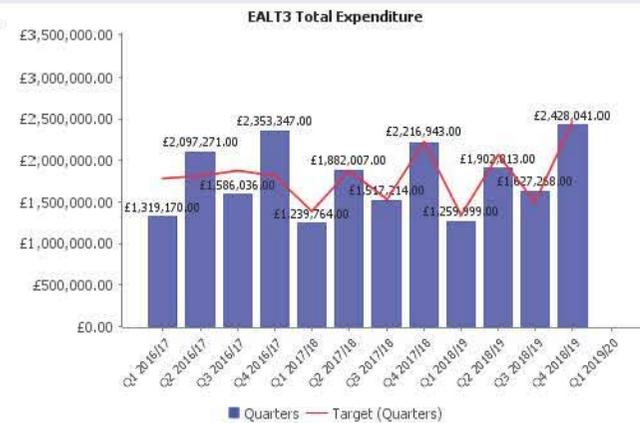
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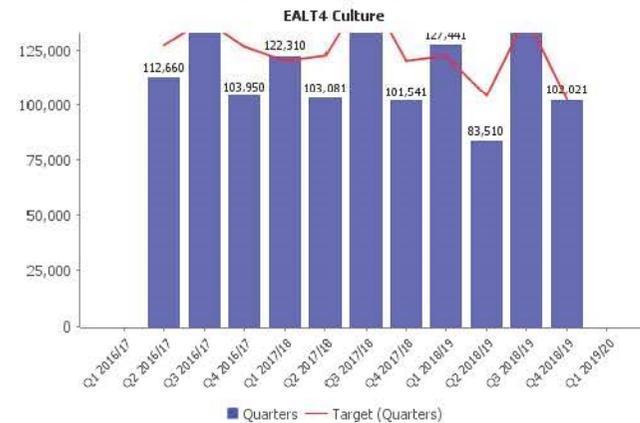
Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																												
EALT1 Average Days Lost per Employee	2.06	2	↓	↑	All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management Policy. Absence during this period is primarily due to long term absence.	<p><b>EALT1 Average Days Lost per Employee</b></p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>1.8</td></tr> <tr><td>Q2 2016/17</td><td>2.6</td></tr> <tr><td>Q3 2016/17</td><td>2.56</td></tr> <tr><td>Q4 2016/17</td><td>2.7</td></tr> <tr><td>Q1 2017/18</td><td>2.7</td></tr> <tr><td>Q2 2017/18</td><td>2.22</td></tr> <tr><td>Q3 2017/18</td><td>2.7</td></tr> <tr><td>Q4 2017/18</td><td>1.84</td></tr> <tr><td>Q1 2018/19</td><td>0.85</td></tr> <tr><td>Q2 2018/19</td><td>1.74</td></tr> <tr><td>Q3 2018/19</td><td>2.06</td></tr> <tr><td>Q4 2018/19</td><td>2.06</td></tr> <tr><td>Q1 2019/20</td><td>2.06</td></tr> </tbody> </table>	Quarter	Value	Q1 2016/17	1.8	Q2 2016/17	2.6	Q3 2016/17	2.56	Q4 2016/17	2.7	Q1 2017/18	2.7	Q2 2017/18	2.22	Q3 2017/18	2.7	Q4 2017/18	1.84	Q1 2018/19	0.85	Q2 2018/19	1.74	Q3 2018/19	2.06	Q4 2018/19	2.06	Q1 2019/20	2.06	⚠
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EALT2 Total Income	£2,325,278.00	£2,211,739.00	↑	↑	Variances on income are to be expected due to cyclical fluctuations	<p><b>EALT2 Total Income</b></p> <table border="1"> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>£1,745,235.00</td></tr> <tr><td>Q2 2016/17</td><td>£1,636,928.00</td></tr> <tr><td>Q3 2016/17</td><td>£1,705,635.00</td></tr> <tr><td>Q4 2016/17</td><td>£1,911,335.00</td></tr> <tr><td>Q1 2017/18</td><td>£1,577,260.00</td></tr> <tr><td>Q2 2017/18</td><td>£1,756,094.00</td></tr> <tr><td>Q3 2017/18</td><td>£1,482,326.00</td></tr> <tr><td>Q4 2017/18</td><td>£2,024,741.00</td></tr> <tr><td>Q1 2018/19</td><td>£1,496,284.00</td></tr> <tr><td>Q2 2018/19</td><td>£1,619,562.00</td></tr> <tr><td>Q3 2018/19</td><td>£2,325,278.00</td></tr> <tr><td>Q4 2018/19</td><td>£2,325,278.00</td></tr> <tr><td>Q1 2019/20</td><td>£2,325,278.00</td></tr> </tbody> </table>	Quarter	Value	Q1 2016/17	£1,745,235.00	Q2 2016/17	£1,636,928.00	Q3 2016/17	£1,705,635.00	Q4 2016/17	£1,911,335.00	Q1 2017/18	£1,577,260.00	Q2 2017/18	£1,756,094.00	Q3 2017/18	£1,482,326.00	Q4 2017/18	£2,024,741.00	Q1 2018/19	£1,496,284.00	Q2 2018/19	£1,619,562.00	Q3 2018/19	£2,325,278.00	Q4 2018/19	£2,325,278.00	Q1 2019/20	£2,325,278.00	✅
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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
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EALT3 Total Expenditure	£2,428,041.00	£2,464,166.00	↓	↓	Variances on expenditure are to be expected due to cyclical fluctuations		🟢
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EALT4 Culture	102,021	102,200	↓	↓	Cultural Services has achieved the revised target for the quarter.		🟡
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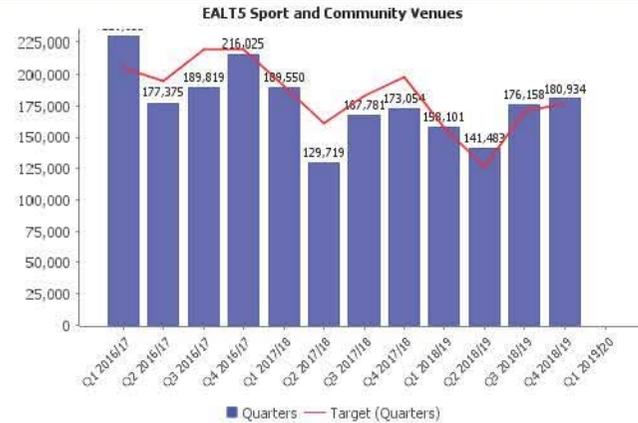


Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
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EALT5 Sport and Community Venues 180,934 176,882



EALT5 Sport and Community Venues

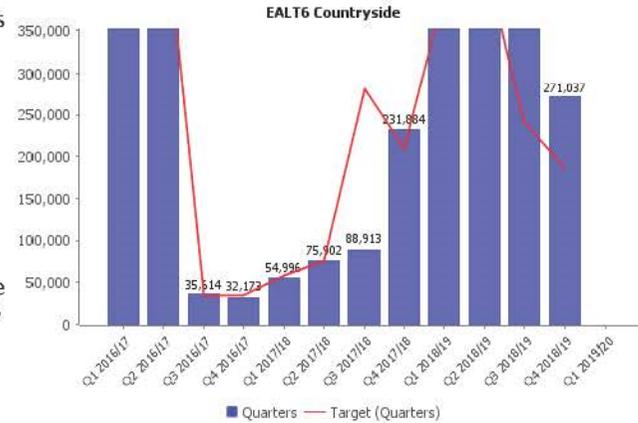


EALT6 Countryside 271,037 186,040



Dean Castle Country Park figures for Q4 have exceeded the profiled figures by nearly 64%. This was due to conservative profiling to take account of planned closures during the development stage of the Parks for People Project. Profiling for 2019/20 will reflect this fully open position. Whilst Ayrshire Athletics Arena figures have shown a decline for Q4, the annual performance figures have increased by nearly 20%. This is due to the realignment of programmes.

EALT6 Countryside



Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
EALT7 Future Museum (Virtual Service)	54,542	73,431	↓	↓	Future Museum has shown a reduction in use. We are currently looking to redesign the site for 2019. This is a partnership based website. As part of the Dean Castle project we will also be employing interns to support digitisation of collections, which will add new content for 2019/20.		
EALT8 Eastayshireleisure.com (Virtual Service)	76,495	70,983	↓	↑			

PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse



# **RISK REGISTER**

## Risk Register

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a 20% reduction in funding received from East Ayrshire Council, resulting in a reduction in service provision and a requirement to generate more income from services.	1,2,3,4	Chief Executive	4	4	16  RISK APPETITE: CAUTIOUS (Compliance)	HIGH	<ul style="list-style-type: none"> <li>• Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider.</li> <li>• Best Value Review Implementation</li> <li>• PR; communications with staff and customers</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.	1,2,3,4	All Senior Manager	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 Policy</li> <li>• Continued dialogue with Council</li> <li>• Employee Recognition Scheme</li> <li>• EAGER - ongoing training and development of staff</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 Business Plan targets and the loss of external funding.	1,2,3,4	All Senior Managers	3	3	9  RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> <li>• Service reviews</li> <li>• Positive Public Relations</li> <li>• Service Level Agreements/Contracts</li> </ul>

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
4	There is a risk that buildings are not at the standard required or operating efficiently in terms of environmental sustainability due to a lack of capital investment or maintenance, resulting in a reduction in facilities, loss of income, the inability to market services, inability to respond to impacts of climate change or weather and the loss of services.	1,2,3,4	All Senior Managers	3	4	12  RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> <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</li> <li>• Environmental Management, Monitoring and reporting</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.	1,2,3,4	All Senior Managers	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>• EAGER reviews</li> <li>• Training and development programme</li> </ul>

No.	Risk	Strategic Objective	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.	1,2,3,4	All Senior Managers	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>• Eager Reviews</li> <li>• Recruitment and selection procedure</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.		All Senior Managers	2	4	8  RISK APPETITE: CAUTIOUS (Compliance)	MEDIUM	<ul style="list-style-type: none"> <li>• Dedicated Health &amp; Safety Officer</li> <li>• Partnerships Working Groups</li> <li>• Service Level Agreement</li> <li>• Support from East Ayrshire Council</li> </ul>

## **Risk Register**

### Risk Area 1

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

### Risk Area 2

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

### Risk Area 3

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

### Risk Area 4

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

### Risk Area 5

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

### Risk Area 6

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

### Risk Area 7

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