

# TRUST BOARD MEETING



Date: 19 July 2016

Location: Cumnock Town Hall

Start time: 6pm

<b>AGENDA</b>			
<b>AGENDA ITEM</b>	<b>FOR NOTING</b>	<b>FOR DISCUSSION</b>	<b>FOR APPROVAL/ DECISION</b>
<b>1. Apologies for Absence</b>	✓		
<b>2. Declarations of Interest</b>	✓		
<b>3. Minutes of previous meetings</b> 3.1 Board Meeting: 7 June 2016			✓
<b>4. Marketing and Development</b> 4.1 Mystery Shopping	✓		
<b>5. Chief Executive's Report</b>	✓		
<b>6. Severance Report</b> (Confidential Paper)	✓		
<b>7. AOCB</b>			
<b>8. Dates of Next Meetings:</b> <b>Performance &amp; Audit Sub-Committee:</b> 15 August 2016 <b>Trust AGM/Board:</b> 13 September 2016			

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# REPORT TO BOARD OF TRUSTEES



## MYSTERY SHOPPING

Date: 19 July 2016

Agenda Item: 4.1

Report by: Dianne McGregor, Marketing & Development Manager

### Summary

The purpose of this report is to update Trustees on the 'Mystery Shopping' exercise which was carried out in 2016.

## 1. BACKGROUND

- 1.1 'Mystery Shopping' is a tool commonly used within organisations to gauge the visitor experience through the eyes of the customer. It can be used to assess staff compliance with protocols/procedures, staff knowledge and attitude and to identify any training requirements. It is also useful in identifying any physical issues with venues or barriers to customer engagement.
- 1.2 In May 2016 East Ayrshire Leisure undertook a Mystery Shopping exercise in conjunction with East Ayrshire Council's Organisational Development team. A variety of scenarios were devised and the mystery shopping took place during a one month period at a range of venues.

## 2. THE PROCESS

- 2.1 Shoppers were asked to assess various aspects of the venues/events including the booking process, staff attitude and knowledge and the overall customer experience, with individual scenarios created for each venue. In addition, shoppers were asked to report on a standard set of criteria, for example; were staff wearing ID badges, were noticeboards and promotional materials up-to-date? Reports on each scenario have been provided, with 'shopper impressions' and a section for additional comments, suggestions and recommendations for development.
- 2.2 The six scenarios carried out were:
  1. St Joseph's Leisure Centre: make an enquiry about booking a badminton court and equipment
  2. Loudoun Leisure Centre: make an enquiry about gym membership, inductions and the process for booking a place for spin classes
  3. Dean Castle & Country Park: arrive from out of town and look for information about the collections, the castle and the park history
  4. Dick Institute Library: borrow new library books, look to be signposted to newest books, with a particular interest in Scottish fiction/art
  5. Dick Institute Gallery: visit latest exhibition in main gallery and look for exhibition information. Also look for other places to go and see that day
  6. Dean Castle Country Park Visitor Centre: Enquire about the development proposals for the Country Park.

# REPORT TO BOARD OF TRUSTEES



## 3. OUTCOMES / CONSIDERATIONS

- 3.1 The results were collated in a report provided by the Mystery Shopper which was circulated to Senior Managers. Where significant issues were identified, or where exceptional service was provided by staff, their appropriate Team Leaders/Managers also received a copy of the full report with appropriate feedback given to staff.
- 3.2 In summary, the standards of customer care across the six venues were inconsistent, ranging from excellent and going above and beyond expectations to delivering unsatisfactory levels of service. The overall impression from the Mystery Shopper was that there were several areas which need to be improved upon across venues:
- Acknowledgement of customers when entering venue
  - Cross-selling of products/venues
  - Guide to be utilised/offered to customers
  - Website to be utilised/promoted to customers
  - Staff require to be up-skilled, to be more confident in their delivery
- 3.3 Marketing & Development and People & Finance have been working with EAC's Organisational Development department to produce an action plan incorporating:
- The design of a bespoke e-learning module covering all aspects of customer care
  - East Ayrshire Leisure's expectations of employee behaviour and how this can be added to current induction procedures
  - Training programme for Team Leaders/managers for Managing Poor Performance
  - Bespoke training to be devised to:
    - Embrace organisational and cultural change within the organisation
    - Up-skill staff; increase product knowledge and confidence
    - Provide staff with opportunities for first-hand learning experiences, for example front of house staff carrying out Mystery Shopping at other venues

## 4. ANNUAL PROGRAMME

- 4.1 It is envisaged that this exercise will be repeated across all service areas of East Ayrshire Leisure and that mystery shopping will be carried out twice a year.
- 4.2 Marketing & Development Manager and People & Finance Manager will work with Senior Managers to identify a programme of scenarios and areas of priority.
- 4.3 The results of this feedback, combined with analysis of customer feedback and staff surveys, will be used to inform future planning and training requirements and embed the ethos of continuous improvement, as outlined within the Marketing Plan and Business Plan.

### Recommendation/s:

It is recommended that Trustees:

- i. Note the content of this report.

# REPORT TO BOARD OF TRUSTEES



Signature:

*Diane McGregor*

Designation: Marketing & Development Manager

Date: 13 July 2016

# REPORT TO BOARD OF TRUSTEES



## CHIEF EXECUTIVE'S REPORT

Date: 19 July 2016

Agenda Item: 5

### 1. PURPOSE

- 1.1 The purpose of this report is to provide the Board with updates on key issues that may not be covered by other agenda items.

### 2. KEY BUSINESS ISSUES

#### 2.1 TOURISM ACTION PLAN

- 2.1.1 The Council has approved its Draft Tourism Action Plan for consultation following consideration by Cabinet on 8<sup>th</sup> June 2016. The Draft Action Plan will be circulated to key stakeholders, including East Ayrshire Leisure in due course, and it is expected that the Trust's role in managing and developing tourism in East Ayrshire will be recognised in the final Action Plan. Involvement in Tourism is a key objective of the Trust's 2016-19 Business Plan, and the Council was keen to see the Trust's role emphasised in the Business Plan.

#### 2.2 BEST VALUE REVIEW

- 2.2.1 East Ayrshire Council has confirmed that it will be carrying out a Best Value Review of Leisure, Sport and Culture over the next few months. The Review has a savings target of 5% of the current budgets for services attached to it, and a further examination of the Trust's facility remit will form a key element of the review, as will the relationship between East Ayrshire Leisure and the Galleon Leisure Centre Trust. The full Project Brief is attached as Appendix I to this report.

#### 2.3 FINANCE

- 2.3.1 In addition to the 5% budget saving to be generated from the Best Value Review in 2017/18, there is also a requirement to meet the Council's ongoing annual efficiency savings target of 2.5%. In addition, savings of £150,000 will be required to offset the sum covered by a one off payment from reserves in 2016/17, giving a total budget reduction target of £766,000 in 2017/18. It will be essential that the Trust's core facility remit is reviewed if this savings target is to be addressed.
- 2.4 For 2016/17, there is an outstanding savings target of £159,000 which will be partially met through the review of Sport and Community Venues. Other savings will be found wherever possible, however, it may be necessary to utilise reserves to balance the budget at the year end. Work on the review of charges for Sport and Community Venues is continuing, however, there are several issues still to consider and the final recommendations will not be available until later in the year.

### 3. INFORMATION

#### 3.1 SPORT AND COMMUNITY VENUES

##### 3.1.1 Roon the Toon

Kilmarnock Harriers AAC, in partnership with East Ayrshire Leisure Trust, East Ayrshire Council and Ayrshire Roads Alliance, held a 10K road race, 'Roon the Toon' starting at the Ayrshire Athletics Arena on Sunday 12<sup>th</sup> June 2016.

The event had the twin objectives of encouraging East Ayrshire residents to get involved in athletic activities and to showcase and attract visitors to the town. 1089 runners took part, and the majority (66%) were from East Ayrshire. The event attracted a significant amount of first time runners, several participants from local business, local sports clubs and local services.

The planning, preparation and delivery of the event a success with excellent feedback from competitors and partners involved. The intention is that this will become an established event in both the local and in the athletics community calendar.

### 3.1.2 Annanhill Golf Course Works

East Ayrshire Leisure in conjunction with East Ayrshire Council have met to discuss proposals in regards to priority spend areas within Annanhill Golf Course. Drainage works required have been identified with costs to be established. Design options for changing room and starters office improvements are being devised by EAC. A decision regarding the works to install the sewer pipe this winter has not been made yet.

### 3.1.3 Chartered Institute for the Management of Sport and Physical Activity

East Ayrshire Leisure is now recognised under CIMSPA employer partner scheme. CIMSPA provides leadership, support and empowerment for professionals working in sport and physical activity. Membership will enable the trust to access a wide range of tools to support professional development programmes for staff.

## 3.2 CULTURAL SERVICES

3.2.1 The National Theatre of Scotland stopped off in Kilmarnock on their journey from Glasgow's SECC to London's National Theatre. Their award winning musical "Our Ladies of Perpetual Succour" played for 5 performances at the Palace Theatre and this was the only appearance outside a major City during their UK & Ireland tour.

3.2.2 Visitor figures have more than doubled at the Baird Institute in response to the 'Picasso At Play' exhibition. The Glasgow Herald named 'Picasso At Play' the number one thing to do in Scotland on the weekend of Friday 24 June (beating the Glasgow Real Ale Festival and Elton John). All three Cumnock Primary Schools have visited the exhibition.

3.2.3 East Ayrshire Youth Theatre performed the Scottish premiere of 'Made In Dagenham' at the Palace Theatre in May. Inspired by a true story and based on the hit movie, Made in Dagenham showed how ordinary people do extraordinary things when they stand together. A cast of almost 50 young people performed three shows which they had been working towards over two terms.

3.2.4 The implementation of the service review took place across Cultural Services. This was a major piece of work and has now been rolled out across the service. It has resulted in considerable change for many in the staff team and resulted in achieving the £500,000 savings target, whilst continuing to provide a high quality services.

3.2.5 The Dean Castle funding bid was submitted to the Heritage Lottery Fund for £1.5M match funding for the £5.2m restoration and modernisation project. This was a major piece of work that was delivered by the team. We will be notified of outcome during late August/early September 2016.

3.2.6 The Read, Write, Count event was launched at Patna Library and the Dick Institute in May which featured the world famous Badger the Mystical Mutt. We also carried out a full programme of Bookbug activities across the network. Our national event programmes took in World Book Night in April, the Summer Reading Challenge in May which was launched at the Dick Institute. The team continue to

provide innovative programmes across the network which have now been dovetailed into our new opening hours.

## 3.2.7 Artists Work in public Places

### 3A John Dickie Street – Burns

Planning permission has been received for the work. However, the project has been unable to progress because of planned remedial works to the building. The artist (Seelevel Design) has been advised that the project is delayed indefinitely, with a view to restarting discussions with the artist when the repair works are underway / complete. It has not been possible to state at this time when that will be.

### Elmbank Green Space – WWI

The project has commenced and the community information sharing and engagement will take place with 2016 Scottish Makar Jackie Kay on the evening of Thursday 4 August at the Dick Institute. The event will comprise sharing of stories relating to WWI, including contribution of heritage aspects with Cultural Development staff who will use items from the DI collection relating to WWI (letters, postcards) to encourage inspiration for poetry or prose. The writings will be collected by Jackie Kay and developed into a work which will be translated onto the path artworks.

## 3.3 COUNTRYSIDE SERVICES

3.3.1 The 2016 Countryside Events Programme has so far been well received. As well as events within the Country Park, we have been supporting community groups including the Irvine Valley Regeneration Partnership who attracted over 400 people to their very successful walking festival, Darvel Community Council on their popular gala day and the Dunaskin Heritage Centre, where we have organised a series of 'Dunaskin Dauners' from April to October.

3.3.2 The Dean Castle Country Park Spring Festival in March attracted over 2000 people to take part in a range of art and craft activities over the Easter weekend. The Country Park has also been the venue of several charity fun days including the Lauren Currie Foundation Charity Run, Osteoporosis Fundraising Day, SSPCA sponsored walk event and a Diabetes Family Event.

3.3.3 We have also been focusing on rural skills volunteering events, attracting 55 volunteers between April and June, as well as preparing for our summer programme and a programme of events to celebrate the 10<sup>th</sup> anniversary of the River Ayr Way.

3.3.4 The Dean Castle Country Park Development Project is scheduled to begin on site in September 2016. As part of the community engagement strategy for the project, a series of guided walks is being organised to provide more information about the proposals. The first of these walks was offered to Trustees and Elected Members on the 10<sup>th</sup> June. The walk and the information which was given was well received and helped to address many concerns that individuals had regarding the project. The intention is to roll this out on Friday afternoons throughout the summer to specific community groups who have a particular interest in the Country Park or to Trustees and Elected members who were unable to attend the earlier session.

## 3.4 PEOPLE AND FINANCE

3.4.1 Recruitment is well underway for the appointment of the Accountancy Assistant and the Training and Development Officer. It is anticipated that the people will be in post early Autumn.

3.4.2 Scott Moncrieff have been on-site to conduct our annual audit. Audit report will be submitted to the Performance & Audit Sub Committee on 23<sup>rd</sup> August 2016, and subsequently to the Trust AGM on 13<sup>th</sup> September 2016.

## REPORT TO BOARD OF TRUSTEES



### Recommendation/s:

It is recommended that the Board:

- i. Notes the updates provided by the Chief Executive.

Signature:

A handwritten signature in black ink, appearing to be "J. Allan".

Designation: Chief Executive

Date: 13 July 2016

# EAST AYRSHIRE COUNCIL PROJECT BRIEF



East Ayrshire  
COUNCIL

<b>Title</b>	<b>BEST VALUE SERVICE REVIEW OF LEISURE, SPORT AND CULTURE</b>
<b>Lead Officer</b>	<b>Katie Kelly, Head of Housing and Communities</b>
<b>Scope and Purpose of Review</b>	<p>The case for the establishment of an Arms Length External Organisation (ALEO) to manage a range of Leisure, Culture and Community Services was approved by Cabinet on 26 October and ratified by Council on 1 November 2012, with the new East Ayrshire Leisure Trust becoming operational from 1 July 2013. As a consequence, it was agreed that the review should not revisit the wider business case around the establishment of the Trust but should instead focus upon activities that currently fall within the responsibility of the East Ayrshire Leisure Trust and the longstanding Galleon Leisure Centre Trust, both of which are supported financially by the Council.</p> <p><b>Relationship between the Galleon Centre Leisure Trust and the East Ayrshire Leisure Trust</b></p> <ul style="list-style-type: none"> <li>• Consider and compare current charging structures and levels of subsidy for sport and leisure activities across these two Trusts.</li> <li>• Consider staffing issues around pay and conditions of service that would require to be addressed to deliver an integrated ALEO.</li> <li>• Consider potential opportunities for savings arising from integration of management arrangements across the two Trusts.</li> <li>• Examine the potential for integration of these ALEOs and make recommendations in this respect.</li> </ul> <p><b>Learning from each other</b></p> <ul style="list-style-type: none"> <li>• Consider and identify best practice across the East Ayrshire and the Galleon Centre Leisure Trusts and where available from other Leisure related ALEOs and make recommendations for improving performance and developing commercial opportunities.</li> <li>• Examine potential for cross learning, staff development, sharing of performance management and successful marketing and commercial practices across the two Trusts.</li> </ul> <p><b>Performance against Business Plan Commitments</b></p> <ul style="list-style-type: none"> <li>• Reflect on existing business plan commitments and consider the potential impact of reduced funding.</li> <li>• Consider the best way forward and make recommendations, as appropriate, to achieve improvement across the Trust's Sporting Facilities, Libraries, Museums, Theatre and Countryside Services</li> <li>• Following the detailed review of Culture &amp; Countryside Services completed in 2015, assess the initial impact of the new service arrangements arising from this review from both a financial and operational perspective and make any additional recommendations, as required.</li> </ul>

	<p><b>Governance</b></p> <ul style="list-style-type: none"> <li>• Consider best practice identified from other ALEOs and recommendations from Audit Scotland and OSCR to ensure that the governance arrangements for the East Ayrshire Leisure Trust and the Galleon Centre Leisure Trust remain sound and fully compliant.</li> </ul> <p><b>Sustainability and Capital Investment</b></p> <ul style="list-style-type: none"> <li>• Examine the sustainability of current facilities operated by these Trusts within the context of available revenue and capital funding.</li> <li>• Consider the current condition of the Galleon Centre within the context of lifecycle planning and examine potential options in this regard, including consideration of a replacement Galleon Sports Centre in Kilmarnock.</li> <li>• Consider the future shape of sports and leisure facilities in East Ayrshire within the context of existing facilities and the Council's new 10 Year Capital Investment Programme.</li> </ul> <p><b>External Funding</b></p> <ul style="list-style-type: none"> <li>• Undertake a review of external funding attracted by the two Trusts and identify further opportunities to encourage greater external funding.</li> </ul> <p><b>Opportunities for Future Development</b></p> <ul style="list-style-type: none"> <li>• Reflecting on developments within other ALEOs and in view of the transformational change required across the Council, examine and highlight potential opportunities for new ways of further developing the relationship and current delivery arrangements shared between the Council and the East Ayrshire Leisure Trust.</li> </ul>
<p><b>Key Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Timeous and cost effective delivery of the Leisure, Culture and Community Services delivered by the East Ayrshire Leisure Trust and the Galleon Leisure Trust;</li> <li>• Improved use of facilities;</li> <li>• Strengthened governance arrangements;</li> <li>• Simplified arrangements for recharging for professional services;</li> <li>• Capital investment targeted to support improved facilities.</li> </ul>
<p><b>Target/Indicative Savings</b></p>	<p>A 5% savings target has been set for the Review.</p>
<p><b>Staffing Implications</b></p>	<p>Review to be undertaken by the Policy, Planning and Performance Division – James Lally Corporate Officer (Policy and Planning)</p> <p>Review methodology to include:</p> <ul style="list-style-type: none"> <li>• A series of one to one sessions with key managers responsible for key service areas within East Ayrshire Leisure Trust and the Galleon Leisure Trust;</li> <li>• Where available, benchmarking information will be used to identify best practice and learn from other ALEOs;</li> <li>• Stakeholder feedback, including analysis of existing staff and customer feedback results;</li> <li>• Findings and recommendations to be included in report to the Head of Service by the end of September 2016.</li> </ul>

<b>Timescale</b>	Target completion date October 2016.	
<b>Risks</b>	<ul style="list-style-type: none"> <li>• Weak governance of the ALEO;</li> <li>• Service Failure;</li> <li>• Increased number of complaints;</li> <li>• Declining Performance</li> <li>• Failure to deliver Business Plan Objectives</li> </ul>	
<b>Links to Outcomes (Indicate if area of work contributes to Local Outcomes)</b>	<b>Economy and Skills</b>	
	Local economic activity increased.	✓
	Skills, qualifications and employability improved for all learners.	
	<b>Safer Communities</b>	
	East Ayrshire residents are safe and protected from crime in their communities.	
	East Ayrshire residents are safe and supported in their homes and communities.	
	Road safety improved through enforcement, engineering and education, positively influencing driver behaviour and effective early intervention.	
	Drug supply and misuse prevented through effective enforcement, prevention and early intervention.	✓
	Adults and children at risk protected from domestic abuse	
	Improved wellbeing and life chances for individuals who are at risk of harm.	✓
	East Ayrshire residents are safe and protected from anti-social behaviour.	✓
	<b>Wellbeing</b>	
	Children and young people, including those in early years and their carers are supported to be active, healthy and to reach their potential at all life stages.	✓
	All residents are given the opportunity to improve their wellbeing, to lead an active healthy life and to make positive lifestyle choices.	✓
	Older people and adults who require support and their carers are included and empowered to live the healthiest life possible.	✓
Work with communities to address the impact inequalities has on the health and wellbeing of our residents.	✓	

**Will an Equality  
Impact  
Assessment be  
Required**

Not applicable.