

PERFORMANCE & AUDIT SUB COMMITTEE



Date: 25 February 2025

Location: Anneke's office, Dower House

Start time: 4pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence	✓		
2. Declarations of Interest	✓		
3. Notes of Previous Meeting – 20 August 2024			✓
4. Performance Report October - December 2024			✓
5. Charges 2025/26			✓
6. AOCB			
7. Dates of Next Meetings: Trust Board: 25 February 2025 Performance & Audit Sub-Committee: 13 May 2025 Trading Subsidiary: 13 May 2025			

For further information please contact: Anneke Freel, Chief Officer
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PERFORMANCE REPORT OCTOBER – DECEMBER 2024

Date: 25 February 2025

Agenda Item: 4

Report by: Anneke Freel, Chief Officer

I PURPOSE OF REPORT

- 1.1 This report provides details of the Trust's performance for the third quarter of 2024/25. The report also provides an update on our nominated charity and although outwith quarter 3, provides an update on the impacts of Strom Eowyn.
- 1.2 In line with the organisational review, Strategic Vision and Corporate Delivery Plan, the performance report has been separated into 3 documents:
 - East Ayrshire Leisure Performs – providing an update on attendance figures, organisational learning, the risk register and other organisational wide items
 - Corporate Delivery Plan Record of Progress – providing an update on the priority outcomes
 - Financial Performance – providing an update on our financial position at the end of the quarter and projections to the end of the financial year

2 EAST AYRSHIRE LEISURE PERFORMS

- 2.1 The overall attendance at our venues for the period October to December 2024 was 488,348, which is an increase of 4.8% compared to the same period in 2023/24.
- 2.2 The Cultural Hubs attendances continue to be positively impacted by the community performing arts programme that has been introduced, in Stewarton Area Centre, Darvel Town Hall and Cumnock Town Hall with respective increases of 39%, 36% and 26%. Leisure Centres have also performed exceptionally during this period with Barony in particular seeing an increase in indoor and outdoor bookings resulting in an overall increase for the venue of 76%. The anomaly within this service for the period is Hunter Fitness Centre with a decrease of 30% and Doon Valley Leisure Centre with a decrease of 31%. This reduction will be monitored and interventions included to increase these numbers.
- 2.3 The attendances at our museums this period have seen an increase of 20% across the Burns House Museum, The Baird Institute and the Dick Institute. The Baird Institute itself recorded an increase of 27%. This is predominantly due to the engagement programme that has been introduced and the Cumnock Tryst anniversary exhibition.
- 2.4 The risk register has been reviewed with no changes.

3 CORPORATE DELIVERY PLAN RECORD OF PROGRESS

- 3.1 This report is the third quarter of a new corporate delivery plan for the 2024-26 period, which includes 46 strategic outputs across our 6 Strategic Themes. In quarter 3, 39 (85%) of the 2 year priorities are underway and 2 are now complete. Updates are included against each output within the record of progress report.

4 FINANCIAL PERFORMANCE

- 4.1 The financial performance quarter 3 report provides detail of the Trust's financial performance for the period October to December 2024. The projected outturn for East Ayrshire Leisure at 31st December 2024 is a breakeven position.
- 4.2 Trustees are asked to approve an allocation of £38k from the Museum Galleries Tax Fund for major exhibitions including the up and coming 'Before and After Coal'. In commemoration of the 40th anniversary of the Miners' Strike, National Galleries of Scotland have developed this exhibition and invited East Ayrshire Leisure and the Baird Institute to host as part of a three venue tour: NGS Portrait Gallery (Edinburgh), Kirkcaldy Museum and Galleries (Fife) and the Baird Institute (East Ayrshire).

The exhibition features a series of photographs by American photographer Milton Rogovin who came to Scotland to photograph Scottish miners at their pits, in their homes and during their leisure time. This series is shown with a new contemporary set of photographic documentation by artist Nicky Bird, who, forty years on from the Miners' Strike, has met with individuals and families connected with the original photographs to create the new artworks.

Since 2021, NGS have been engaged in community outreach programmes as part of the development of this exhibition in Cumnock and the surrounding areas as well as in East Lothian and Fife, exploring the history and lasting impact of coal in collaboration with local communities. In 2022 the Baird Institute hosted the NGS collaboration exhibition Billy Enigma, a spirited and expressive display of artwork by young people which was one of the outcomes of this outreach programme.

5. NOMINATED CHARITY - SAMH

- 5.1 At P&ASC on the 6th February 2024, the paper proposing our annual 'Charity of Choice' initiative was approved and in 2023-24 we started our support work with Marie Curie. For 2024-25, the Committee agreed to support SAMH (Scottish Action for Mental Health) to tie in with our overall wellbeing agenda and a number of initiatives have been progressed throughout the year. However, we believe that there is so much scope for expansion in our partnership with SAMH and many more opportunities which we have yet to explore. Therefore, it would be hugely beneficial for us to extend the partnership into 2025-26. This would allow us to put training packages in place and further develop workplace wellbeing schemes, further supporting the organisational change we are about to embark on. Looking to the future, the recommendation is that our chosen charity is in place for a 2 year period, which will allow greater opportunities to expand on the partnership.

6 IMPACT OF STORM EOWYN

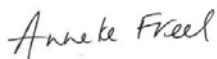
- 6.1 On Friday the 24th January, storm Eowyn brought dangerous conditions to East Ayrshire. Red warnings are rare and only issued in the most hazardous circumstances, representing danger to life and severe disruption, which is what we saw. The storm was as big as any of us can remember and felt very intense for a long period of time, as reflected in the damage to some of our facilities. We were alerted to an amber warning on Wednesday 22nd January, which escalated to red on Thursday 23rd.
- 6.2 This most vulnerable of our sites were Annanhill Golf Course and Dean Castle Country Park, which both have significant tree cover and the Big Top at Ayrshire Athletics Arena. The impact on the Big Top was discussed with relevant specialist contractors as soon as the amber warning was received. The advice was that the structure could sustain the wind speeds associated with the amber warning and given that it would take 4 days to dismantle, the Big Top supplier made the decision to keep it in situ.

- 6.3 As soon as the red warning was received, the team put measures in place to close the golf course and country park and to postpone the events in the big top. We also removed or dismantled the highest risk pieces of equipment within the Big Top. We will now look to reschedule the events that had been planned and work with our East Ayrshire Council insurance colleagues to minimise the losses. It should be noted that East Ayrshire Leisure is not liable for the loss of the big top structure.
- 6.4 As well as impacting on the above venues, the storm also damaged the roof at the Dick Institute and a wall at Doon Valley Leisure Centre.
- 6.5 In partnership with East Ayrshire Council, the team has done an incredible job in clearing up after the storm or putting measures in place as quickly as possible to minimise the impact on our communities. We were also delighted to support East Ayrshire Council in providing a warm space for the communities in the Irvine Valley who were without power and water for 4 days.

Recommendation/s:

It is recommended that Trustees:

- i. Note the East Ayrshire Leisure Performs Report for the period October to December 2024



Signature:

Designation: Chief Officer

Date: 19 February 2025



EAST AYRSHIRE LEISURE PERFORMS
QUARTER 3
OCTOBER - DECEMBER
2024/25



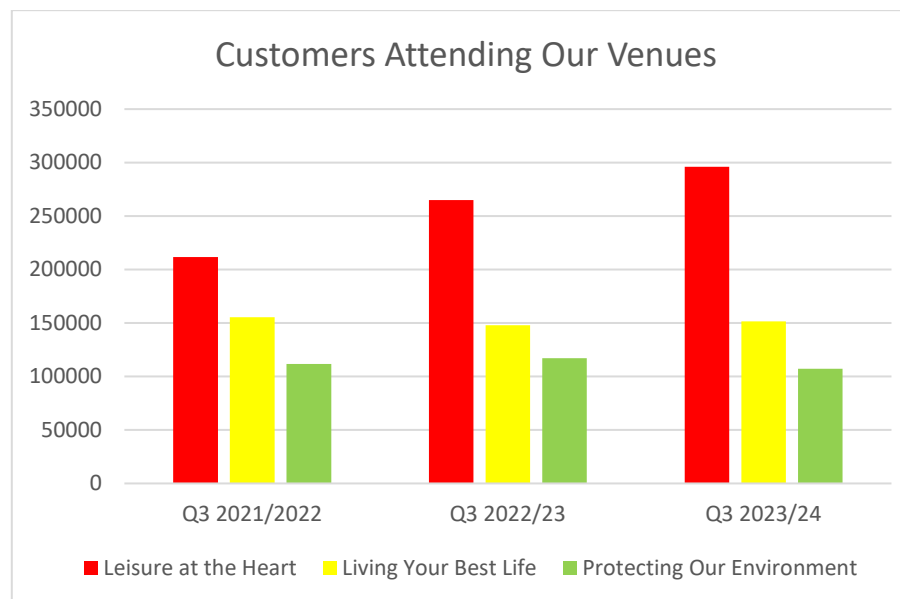
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PERFORMANCE INDICATORS

Attendance Figures

The following chart summarises our attendance figures across 3 of our strategic themes and the table provides a detailed breakdown of which venues are included within each theme.



- **Leisure at the Heart** portfolio has seen a significant increase compared to the same period in 2023/24 of 11.8%. Whilst libraries are generally performing well, attendances have been impacted by the community performing arts programme that has been introduced, in Stewraton Area Centre, Darvel Town Hall and Cumnock Town Hall with respective increases of 39%, 36% and 26%. Morton Hall has recorded an increase of 576%, which for context is an increase from 446 to 3015 compared to 2023/24. Whilst this could be a potential error in the data collection which is being investigated, it is also worth noting that bookings are beginning to increase again following previous closures for refurbishment. Leisure Centre have also performed exceptionally during this period with Barony in particular seeing an increase in indoor and outdoor bookings resulting in an overall increase for the venue of 76%. The anomaly within this service for the period is Hunter Fitness Centre with a decrease of 30% and Doon Valley Leisure Centre with a decrease of 31%. This reduction will be monitored and interventions included to increase these numbers.
- The venues within the **Living Your Best Life** portfolio have seen an overall decrease of 42% compared to the same period in 2023/24. As highlighted in previous reports, this is not surprising as the Palace and Grand Hall is now closed for refurbishment. However, if you were to remove the Palace Theatre and Grand Hall figures from the stats for a truer indication of how well the venues were performing, we have recorded an increase of 4.8%

- **Protecting our Environment** is currently only recording figures for Dean Castle Country Park. The Country Park continues to be popular, although has recorded a decrease of 8% compared to the same period in 2023/24. This can be aligned to the spike in attendances at Dean Castle when it was opened in 2023 and is now stabilising to a more sustainable figure.

Leisure at the Heart	Living Your Best Life	Protecting our Environment
Auchinleck Library Cumnock Library Darvel Library Newmilns Library Galston Library Dick Institute Library Stewarton Library Crosshouse Library Stewarton Area Centre Boswell Centre Galston Community Centre Darvel Town Hall Morton Hall Cumnock Town Hall Barony Sports Village Doon Valley Leisure Centre Rose reilly Sports Centre Loudoun Lesiure Centre Hunter Fitness Suite St Joseph's Leisure Centre Grange Leisure Centre William McIlvanney Leisure Centre E-books Mobile Services Football Pavilions	Dick Institute Museum Dean Castle Burns House Museum Burns Monument Centre Baird Institute Doon Valley Museum Ayrshire Athletics Arena Annanhill Golf Course	Dean Castle Country Park River Ayr Way

Strategic Vision Performance Monitoring

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

Performance Indicator	Quarter 1 Performance	Quarter 2 Performance	Quarter 3 Performance	Quarter 4 Performance	2023/24 Performance	2030 Strategic Aspirations
People attending our Venues	501,656	505,464	488,348		2.18 million	2.9 million
People engaging in our programmes						0.99 million
Our eastayrshireleisure.com online visitors	232,775	238,202	260,241		0.93 million	0.38 million
Online visitors to futuremuseums.com	31,100	28,480	31,430		0.23 million	0.25 million
Number of programmes for 12-25 year olds	18	18	17		70	30
Number of programmes for 65+	15	20	11		29	15
Number of local and regional events and exhibitions	12	69	31		88	40
Number of children engaged in our education programme	5365	1117	2761		15446	20,000
Opportunities that we offer for volunteers and work placements	4	18	5		16	50
Our absence Levels	2.85	2.63	2.79		7.19	8 days / annum
Our staff turnover rates	2.2%	3.3%	5.4% (5 fixed term & 3 retirements)		4.5%	7-10%
Number of community initiatives that we support	19	15	10		55	30
Number of partnership projects we engage in	40	11	18		138	40
Carbon Footprint	Not currently recorded				Not currently recorded	990tCO2e

KEY UPDATES

Insurance Claims

The following information provides an update on the number of live claims in progress during the period October - December 2024:-

Public Liability	2 x ongoing
Employers' Liability	1 x ongoing
Motor Claim	3 x ongoing 1 x new

Gifts & Hospitality

No gifts and hospitality records were received during this period.

ORGANISATIONAL LEARNING

Organisational Learning is our new framework which analyses feedback from events and activities, staff and customer comments and complaints, venue visits, audits and external accreditation schemes. This process demonstrates our commitment for continuous improvement through collectively sharing and reviewing processes and procedures whilst also celebrating good practice and acknowledging where there are opportunities to learn.

Learning Theme	Recommendation/Notes	Action Required
Customer Care/Services	<ul style="list-style-type: none"> • Service and Staff praised for levels of customer care: <ul style="list-style-type: none"> - The staff are always so lovely; absolutely brilliant event; we had an awesome time; thank you all for pulling out all the stops and making it a really memorable day. - Comments received re. Kilmarnock Christmas Festival: Best year yet! and Charitable Group visiting DCCP: Her warm, approachable manner encouraged our young people to get involved and made the experience truly memorable. Thank you for taking such good care of us. 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Staff newsletter and Intranet - staff to be notified.
	<ul style="list-style-type: none"> • Negative attitude of staff 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Customer Service Protocol - Customer Journey Training being rolled out to all frontline staff
Health & Safety	<ul style="list-style-type: none"> • Staff being subjected to verbal abuse, concerned for their own safety, feeling intimidated and/or threatened, public refusing to leave premises 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Violence & Aggression H&S Standard - Violence & Aggression Risk Assessment - Staff awareness – do's & don'ts - Conflict Handling Training - Scenario Based Exercise
	<ul style="list-style-type: none"> • Minor accidents occurring while putting equipment away/bring it out. 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Manual Handling H&S Standard - Manual Handling Awareness Training - E-Learning

		<ul style="list-style-type: none"> - Staff to make sure equipment is properly stored in an appropriate, safe manner in accordance with Risk Assessments.
	<ul style="list-style-type: none"> • Needle found by member of public who pricked finger 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Staff to ensure regular checks are undertaken. - Sharps Protocol
	<ul style="list-style-type: none"> • Trips and slips 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Staff to follow guidance within the manual handling techniques when carrying items and take due care carrying items up/downstairs. - Regular cleaning required as part of facility check list - moss build up on slabs.

RISK REGISTER

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a reduction in funding received from East Ayrshire Council, resulting in a reduction in service provision and a requirement to generate more income from services.	Chief Officer	4	4	16 RISK APPETITE: CAUTIOUS (Compliance)	HIGH	<ul style="list-style-type: none"> • Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider. • Organisational Learning • Implementation of Growth Plan 2024-2030 • PR; communications with staff and customers • Financial Strategy •
2	There is a risk of not being able to maintain high quality services because of a lack of funding, resulting in a failure to invest, loss of staff, a reduction in staff commitment and damage to East Ayrshire Leisure's reputation.	Executive Managers & Strategic Leads	4	3	12 RISK APPETITE: OPEN (Reputation)	MEDIUM	<ul style="list-style-type: none"> • Business Planning • Positive Public Relations • Equipment Replacement Programme • Leisure Facility Strategy • Financial Strategy • Continued dialogue with Council • B.E.S.T. - ongoing training and development of staff • Organisational Learning • Implementation of Growth Plan 2024-2030
3	There is a risk partners and external stakeholders do not see East Ayrshire Leisure as a partner of choice because of a lack of resources invested in partnership activity, resulting in a failure to deliver Delivery Plan targets and the loss of external funding.	Executive Managers & Strategic Leads	3	3	9 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> • Service reviews • Positive Public Relations • Service Level Agreements/Contracts • Strategic Vision 2020-2030 with 2 yearly Corporate Delivery Plans • Leisure Facility Strategy

No.	Risk	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.	Executive Managers & Strategic Leads	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> Regular communication with the Council Business Continuity Plan Regular Workplace inspections and reviews Fire Risk Assessments Established repairs reporting system Proposed Asset Management Plan (EAC) Capital Improvement Plan (EAC) Environmental management, monitoring and reporting Leisure Facility Strategy and Action Plan Maintenance Liaison Group Leisure Programme Board
5	There is a risk that East Ayrshire Leisure does not take commercial opportunities because staff are not able to identify and take these opportunities, resulting in lost revenue streams, perceptions of poor service and the failure to be aligned with market demands.	Executive Managers & Strategic Leads	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> Attendance at Events Recruitment and Selection procedure B.E.S.T. reviews Training and development programme Growth Plan 2024-30 Financial Strategy Establishment of a trading subsidiary
6	There is a risk that East Ayrshire Leisure does not have the right people with the right skills in the right	Executive Managers &	3	2	6	LOW	<ul style="list-style-type: none"> Training and development Ongoing review of Training matrices Induction Process B.E.S.T. review and development programme

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	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.	Strategic Leads			RISK APPETITE: OPEN (Operation)		<ul style="list-style-type: none"> Recruitment and selection procedures Effective communication with staff
7	There is a risk that East Ayrshire Leisure will not comply with legislation standards and fail to meet the requirements of Health & Safety, GDPR, OSCR, VAT etc.	Executive Managers & Strategic Leads	1	4	4 RISK APPETITE: CAUTIOUS (Compliance)	LOW	<ul style="list-style-type: none"> Health & Safety Strategy Group Partnerships Working Groups Service Level Agreement Support from East Ayrshire Council
8	There is a risk that East Ayrshire Leisure will not be able to operate services due to a failure in IT systems including the Box Office and Booking System. This would result in a loss of income, not being able to meet community demand and reputational damage.	Executive Managers & Strategic Leads	2	4	8 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> Dedicated Systems Development Officer and IT Co-ordinator Regular communication with Council's IT dept Ongoing review of systems
9	There is a risk that East Ayrshire Leisure will not be able to proceed with planned	Executive Managers &	3	4	12	MEDIUM	<ul style="list-style-type: none"> Partnership working groups (SAG) Support from EAC Appropriate insurance cover in place

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	events due to natural disasters, severe weather, threats or other unexpected incidents.	Strategic Leads			RISK APPETITE: OPEN (Operation)		<ul style="list-style-type: none">• Contract agreements in place• PR; communications with staff and customers



CORPORATE DELIVERY PLAN
RECORD OF PROGRESS
QUARTER 3
OCTOBER – DECEMBER
2024/25



KEY:

Chief Officer	AF
Executive Lead: People, Policy and Performance	JB
Executive Lead: Place, Projects and Programmes	PM

Strategic Lead: Leisure at the Heart of Every Community	GR
Strategic Lead: Living Your Best Life	VACANT
Strategic Lead: Protecting our Environment	CK

Strategic Lead: Sharing Our Vision	DR
Strategic Lead: Creating a Solid Foundation for Growth	LR
Strategic Lead: Investing in our People and Embracing our Values	IP



- No Progress





- Some Progress






- Complete



SHARING OUR VISION

Strategic Objective: To create a programme of community engagement activities which includes consultation with our customers and potential customers about existing and future facilities and services and to adopt a positive approach to feedback



Output		Lead	Progress	Comments
1	Develop and implement a 2 year programme of Customer Exchange activities for members of the community	DR		<p>Following approval of the transfer of Council services and Kilmarnock Leisure Centre Trust, we are continuing with our engagement plans and the full implementation of our Communications Plan is now underway.</p> <p>The Customer Roadshows outlined in previous quarter update are now at planning stage and will be an opportunity for customers to engage with teams, find out more about services and make suggestions for future developments.</p> <p>Meetings with Community Groups have been scheduled and a webpage is being planned which will keep communities up to date on the future direction and remodelling allowing us to share key information. We will also be implementing an online 'suggestion box' where the public can submit ideas</p>
2	Develop a programme of customer consultation activities aligned to the priorities within the Leisure Facility Strategy	DR		<p>A schedule has been devised covering 2024-25, and 2025-26. Upcoming consultations include: Auchinleck Boswell Library, Burns House Museum, Crosshouse Library, Cumnock Library, Galston Community Centre, Galston Town Hall Community Hub and Mobile Libraries</p>



SHARING OUR VISION				
Strategic Objective: To ensure our use of creative marketing-led activities effectively promote our high quality services, maximise customer engagement and make a real difference to how people view East Ayrshire Leisure Trust				
Output		Lead	Progress	Comments
3	Develop and implement a programme of signage and interpretation as outlined in the Leisure Facility Strategy 2022-30	DR		<p>A programme of works is being actioned in accordance with our Leisure Facility Strategy and actions assigned through Teamwork.</p> <p>A project to install a number of TV screens and/or digital signage across multiple Trust venues is currently underway. We are also procuring software which will allow key, and targeted, messaging to be delivered across multiple sites from one central point. The Council's IT are assisting with the full infrastructure requirements and install.</p>
4	Review all actions within the East Ayrshire Leisure Digital Transformation Action Plan 2021-24 and develop a revised action plan for the period 2024-26	DR		<p>A draft action plan for 2024-26 has been developed by the Development Officer: Marketing & Tourism. Further exploratory meetings with the Strategic Leads are scheduled.</p> <p>Once Strategic Leads for Hospitality and Events are in place, plan will be developed to take account of new services/catering</p>
5	Develop, implement and evaluate a Destination Campaign Action Plan for 2024-26	DR		<p>Joint promotions with the Council to promote the area across the central belt through print and digital advertising took place March-Sept 24.</p> <p>VisitScotland have announced that their Accreditation Scheme is being withdrawn and as of March 2025, quality assurance ratings will no longer be awarded. Discussions have taken place with VisitScotland's Business Support Officer to investigate alternative options which are being introduced through Association of Scottish Visitor Attractions (ASVA).</p> <p>We are looking into becoming a member of this body to provide us with alternative benchmarking, training and networking opportunities from April 2025.</p>



				<p>East Ayrshire Tourism Forum are collectively looking at the 'Brown Signage' strategy.</p> <p>Action Plan being revisited to take account of VisitScotland changes outlined above.</p>
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SHARING OUR VISION				
Strategic Objective: To integrate our values into all aspects of our business including Review and Development programme, recruitment, training and meetings. To focus on skills, knowledge and experience in the development of our business and to ensure we invest in industry specialist training which is tailored to meet the needs of our programmes				
Output		Lead	Progress	Comments
6	Develop and implement an online learning platform to deliver a range of high quality training designed specifically for the needs of the Trust	DR		Initial discussions with the Council indicate that our preferred option would be to continue to use Learn Pro. The Council recently re-tendered and have updated the scope of work, with Learn Pro winning the bid. A meeting scheduled for Feb 25 with the Council's Organisational Development reps to discuss our requirements and reporting mechanisms prior to meeting with Learn Pro to initiate the move to our own page. The vision is for this platform to fully reflect the Trust's needs and will incorporate all learning and development requirements from across the services, with bespoke design and branding
7	Develop and implement a 2 year programme of Staff Exchange events, activities and initiatives	DR		<p>We are waiting on the final Staff Survey report being submitted from IBP Strategy & Research which will be circulated in due course.</p> <p>Our Communications Plan is well underway, and Staff Exchange sessions are planned throughout the year incorporating information sessions about the transfer of services and induction sessions for all incoming staff.</p>



				<p>Following on from the success of our inaugural 'Wellbeing Wednesday' staff Exchange event in 2024, we have secured a date in September for our 2025 event. One of the key features and successes in 2024 was the variety of activities on offer, with staff being able to engage in as little or as many as they chose to. We will build on this premise and continue to offer as many types of activities, from the 'mindful' to the active and from the creative to the physical.</p> <p>The Vision Team conducted their annual site visit in Dec 24 to carry out 'mystery shop' following Visitscotland accreditation scheme guidance. This part of the Exchange programme allows the team to visit attractions outwith our own service areas to identify areas of good practice which could be incorporate in-house or adopted at our venues.</p>
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LEISURE AT THE HEART OF EVERY COMMUNITY				
Strategic Objective: To work with community, local authority and private providers to develop a Leisure Facility Strategy that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity				
Output		Lead	Progress	Comments
8	As part of East Ayrshire Council's project team, develop proposals for Doon Valley Leisure Centre to maximise opportunities that the community campus has for community participation in leisure activities.	GR		A series of programme board meetings have now been set up to discuss the refurbishment plans for the Doon Campus.
9	Secure funding for the upgrade and development of sports pitches as part of the implementation of the sports pitch priorities identified in the Leisure Facility Strategy 2022-2030	GR		<p>Merlin Park development is scheduled to be complete for September 2025.</p> <p>Early discussions have started taking place between the Scottish Football Association and local clubs regarding the demand for sports pitches, particularly in Kilmarnock</p>

LEISURE AT THE HEART OF EVERY COMMUNITY				
Strategic Objective: To work collaboratively with key partners and stakeholders in the development of programmes and activities whilst exploring innovative delivery models which ensure best value for our customers				
Output		Lead	Progress	Comments
10	Develop and implement an action plan for the opening of Galston Town Hall	GR		
11	Introduce, monitor and evaluate a pilot mobile services programme and integrate successes into core services	GR		This has will be integrated into the remodelling exercise once additional services transfer to ensure that a comprehensive outreach service is developed that meets the needs of rural and remote communities.

LEISURE AT THE HEART OF EVERY COMMUNITY				
Strategic Objective: To work with partners to explore funding opportunities for refurbishment and development of leisure facilities				
Output		Lead	Progress	Comments
12	Secure funding for the redevelopment of Darvel Town Hall	GR		
13	Implement improvement plan for Rose Reilly Sports Centre including installation of a studio for fully inclusive exercise, an outdoor pump track, new play area and outdoor fitness space	GR		The active wellbeing suite equipment will be installed in January 2025. Alliance Leisure has carried out a feasibility report and programme for the development of a pump track and enhanced play area.






LIVING YOUR BEST LIFE			
Strategic Objective: To support the development of sustainable pathways that encourage lifelong participation in leisure activities			
Output	Lead	Progress	Comments
14	Establish a Youth Board in line with the East Ayrshire Leisure Programme Development Strategy 2022-2026		<p>Following initial meeting, focus has been on the development of young ambassadors e.g. Performing Arts (pathways, educational links), Visual Arts/Museums (young curators) and Sport (youth golf links).</p> <p>A funding application for £15K has been submitted to Youth Arts Fund to support the development of a Young Curator programme to reach young people who face barriers to arts opportunities.</p> <p>Initial meetings arranged with East Ayrshire Youth Theatre to discuss a Performing Arts Pathway.</p>


LIVING YOUR BEST LIFE			
Strategic Objective: To contribute to a programme of high profile regional and national events, exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors			
Output	Lead	Progress	Comments
15	Work with key stakeholders across Ayrshire to develop a regional wide Cultural Strategy		<p>Still in planning stage. Following initial meeting/discussions, tender was advertised for consultant two times. Unfortunately, neither tender exercises attracted any interest.</p> <p>This will be reviewed in 2025 to determine if there is a different approach that could be taken.</p>
16	Develop a funding strategy for the implementation of the Ayrshire Regional Sports Park		3 submissions have been received for the feasibility study for the Regional Sports Park. This will be evaluated in early February with




				the aim of appointing a consultant and beginning the commission in April
17	Develop a masterplan for Annanhill Golf Course, which includes the development of the clubhouse to enhance participation in female and youth golf			In partnership with Annanhill Golf Club and the Council's Greener and Vibrant Communities and initial meeting was held to get initial feedback into priorities for Annanhill Golf Course and Park. Over 30 people attended and predominantly represented young golfers and local residents.
18	Review the opportunities for 2024/26 within the East Ayrshire Leisure Programme Development Strategy 2022-2026 and develop and implement a 2 year programme of hallmark and regional events			The post of Strategic Lead for Events was advertised in January 25. Once in place, the new Strategic Lead will develop a rolling programme of regional events
19	Implement redevelopment project at Burns House Museum as part of the Mauchline CARS project			CARS funding has been approved for the project and the funding application has been submitted to the National Lottery Heritage Fund.
20	Develop an interpretation plan that provides enhance public access to the Dean Castle			<p>Label interpretation – complete.</p> <p>Medieval Makeover Version 1 is on Futuremuseum. Version 2 sent back for feedback from game developer (Inspire). Links to collections and artefacts shared with Inspire.</p> <p>Monthly tours up and running. School bookings and Museum workshops up and running.</p>
21	Develop and implement Cultural Kilmarnock			Grand Hall and Palace Theatre have been closed and now emptied. Invasive structural surveys are now ongoing with contractors anticipated to start Spring 2025

LIVING YOUR BEST LIFE

Strategic Objective: To develop activities and services that contribute to the Scottish Government's aspirations for 'A Healthy and Active Nation' and 'A Creative, Open and Connected Nation' and to ensure that East Ayrshire Leisure is at the heart of future trends and initiatives


Output		Lead	Progress	Comments
22	Implement a campaign to promote the new Futuremuseum.com platform and add community based collections to the website			Futuremuseum is now live
23	Develop a funding strategy for the creation of an 'open store' museum			<p>East Ayrshire Council has supported the move of East Ayrshire Leisure Headquarters to Civic Centre South in Kilmarnock Town Centre. This will be the catalyst for moving the library from the Dick Institute into Civic South and transforming the Dick Institute into a museum and Art Gallery, allowing a high percentage of the collection to be put on display.</p> <p>An expression of interest will be submitted to the National Lottery Heritage Fund in Q4 to provide funding to support this project</p>
24	Maintain accreditation for our museums by reviewing the Collection Procedural Manual in line with the Collection Development Strategy 2022-30 and Collection Agreement and submitting an application to Museum Galleries Scotland			Accreditation application has been submitted. Awaiting feedback from Museum Galleries Scotland which is due March 2025
25	Develop an action plan for the completion of the digitisation of the entire museum collection onto Axiell Collection Management System			<p>Ongoing process as part of Collection Care Management Action Plan.</p> <p>Plan of action with deadlines has been developed with regular audits by both the Chief Officer and East Ayrshire Council's Internal Audit team</p>
26	Implement, monitor and evaluate the actions outlined in the East Ayrshire Leisure Sporting Pathways Action Plan 2023-26			A mid plan review has been carried out with additional actions identified to deliver the priorities of the Sporting Pathways Action Plan. The Evaluation of this will be reported to Board in early 2027.




INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES				
Strategic Objective: To develop and embed our People Strategy so that employees at all levels, alongside our customers, partners and communities, are engaged and can contribute to the business.				
Output		Lead	Progress	Comments
27	Develop, implement, monitor and evaluate a People Strategy	IP		


INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES			
Strategic Objective: To offer work placements, volunteering and apprenticeships			
Output	Lead	Progress	Comments
28	Identify and implement opportunities for Foundation Apprenticeships	IP	 A student previously on placement within Hospitality gained valuable knowledge and experience allowing them to secure employment within the Trust.
29	Identify and implement opportunities for Modern Apprenticeships	IP	 Application has been made through the Council's Jobs and Training Fund for the following Modern Apprentices: Rural Skills – to work alongside the Urban Farm co-ordinator Active Leisure, Learning and Wellbeing – one specifically to provide opportunities for school leavers within the Doon Valley area at Doon Valley Leisure Centre and another placement within our Rose Reilly Sports Centre
30	Identify and implement opportunities for Graduate Apprenticeships	IP	 Application has been made through EAC Jobs and Training Fund for 3 graduate Interns: 1 x Graphic Design and 2 x Marketing & Development.

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Strategic Objective: To review and continually improve and enhance our systems and processes to ensure that they are effective and appropriate in the transformation of our business





Output		Lead	Progress	Comments
31	Implement, Monitor and Evaluate Leisure Management Systems	IP		<p>Modernisation for the system continues with all upgrades being pushed to the recently procured training environment. Superusers have attended online training sessions to ensure understanding of the changes and to allow roll out to the wider team.</p> <p>Online sign up went live just at the end of this quarter and has boosted the up take in fitness memberships. Further updates and figures will be available for the next full quarter.</p> <p>The Council's IT have assisted in ensuring our new payment systems are fully integrated with the booking system across all our sites to allow improvements for the customer journey and for our staff teams to navigate the systems more seamlessly, also enabling a more streamlined reconciliation and income allocation process.</p> <p>Focus now needs to move to the Invoicing and Debt Recovery capabilities of the system to ensure we provide accessible services for our communities while maximising income.</p> <p>East Ayrshire Leisure's APP launched on Friday 6th December with 8 native sites. The APP keeps our customers informed and connected by being able to book into classes, easily track and edit bookings, receive notifications, latest news and offers and view what's on across East Ayrshire Leisure. We had 650 downloads from launch up to the end of Q3. Development of the App will continue as we progress with our organisational growth.</p>


32	Implement, Monitor and Evaluate Leisure Ticketing Systems	IP		<p>Further development of our Spektrix ticketing system has been integral in the delivery of our Big Top Panto, with the capability to create and amend seating plans, introduce multi layered pricing structures, promote special offers and tailored ticketing promotions.</p> <p>We continue to work closely with the Spektrix Team to ensure we provide an improved customer journey, we are currently developing plans for improved scanning and reporting capabilities. Development plans are also underway to integrate into our already successful APP to provide a one stop shop for our customers.</p>
33	Review and identify various payment methods available to the Trust which will enhance customer service	IP		Working Closely with the Council and our third party providers we have successfully implemented suitable and accessible payment methods across our sites.
34	Explore opportunities to enhance the existing commitment reporting system	IP		In discussion with the Council's Finance and Procurement teams with a focus on specific purchase groups and e-invoicing opportunities to enhance the current processes and provide more efficient reporting on commitments.




CREATING A SOLID FOUNDATION FOR GROWTH				
Strategic Objective: To develop a collaborative approach with relevant partners to explore wider opportunities that fit within the Trust's vision and values and to explore opportunities to share resources across all our services internally and with key stakeholders				
Output		Lead	Progress	Comments
35	Develop, implement, monitor and evaluate identified actions outlined within the East Ayrshire Leisure Growth Plan	LR		<p>Updated Growth Plan approved by Board, actions identified and Working Groups established</p> <p>Detailed Implementation Plan developed in conjunction with key partners and affected services/organisations.</p>




CREATING A SOLID FOUNDATION FOR GROWTH

Strategic Objective: To maximise the return from commercial opportunities, especially around retail, hospitality and membership packages, so that we are in a position to fulfil our charitable obligations and become a sustainable organisation

Output		Lead	Progress	Comments
36	Expand the membership packages to include opportunities across all service areas	LR		Working Group has been established to review current memberships offer across all services & develop a comprehensive range of membership packages – implementation scheduled for April 2026.
37	Introduce a hospitality offer to support large scale events and programmes at identified venues as outlined in the Leisure Facility Strategy	LR		Hospitality offer is being adapted to suit events in conjunction with Event Programme. Further development will be introduced following appointment of Strategic Lead for Hospitality.
38	Develop and implement a retail plan, which includes on-line and venue sales	LR		Retail Plan will be developed following appointment of Strategic Lead for Hospitality & Retail.
39	Prepare a Business Plan for the development of a Trading Arm	LR		Working Group has been established and Azets were commissioned to carry out some advisory work around VAT/Tax implications. Report has been received and implications are being reviewed to determine business plan and next steps Business Plan submitted to Board 12-11-24 and development of Trading Subsidiary has been included in the Detailed Implementation Plan

PROTECTING OUR ENVIRONMENT				
Strategic Objective: To prepare and adopt a Climate Change Declaration on an annual basis which audits our carbon footprint and outlines priorities for carbon reduction				
Output		Lead	Progress	Comments
40	Implement, monitor and evaluate the East Ayrshire Leisure Net Zero Action Plan 2024-26	CK		External recycling bins now in operation for all venues. Carbon Literacy training course being rolled out. Sustainable bathroom consumables and dispensers have been introduced in all venues.

PROTECTING OUR ENVIRONMENT				
Strategic Objective: To adopt the principles of Visit Scotland's Green Tourism Business Scheme to reduce the environment impact of our business				
Output		Lead	Progress	Comments
41	Develop a funding strategy for further upgrades to Dean Castle Country Park's outdoor toilets and car park to include LED lighting and EV charging points	CK		Work Place Inspection issued and working with the Council for confirmed costs and timescales for upgrading the outdoor toilets
42	Develop a funding strategy to enhance adventure and informal play at Dean Castle Country Park	CK		Included as part of the Urban Croft proposal
43	Develop an Urban Croft proposal, including funding strategy that focuses on Assloss Walled Garden, Assloss Stables, Assloss Car Park and the paddocks at Dean Castle Country Park	CK		Urban Croft Feasibility report completed and first funding application was submitted. Unsuccessful on this occasion so, currently exploring other options.

PROTECTING OUR ENVIRONMENT				
Strategic Objective: To implement a Sustainable Transport Strategy which encourages active travel in all our operations and with our staff and customers				
Output		Lead	Progress	Comments
44	As part of the Ayrshire Roads Alliance led project team implementation of the Kilmarnock Green Infinity Loop, particularly as it goes through Dean Castle Country Park, Ayrshire Athletics Arena, Scott Ellis Playing Fields and Annanhill Golf Course	CK		Route Agreed
45	Update the accessibility audit and associated action plan of the River Ayr Way and develop a funding strategy to carry out improvement works to tie in with the 20 th anniversary celebrations	CK		Accessibility Audit underway and working with Ayrshire Roads Alliance in relation to bridges on the route. Currently working on a Funding application to support these works
46	Develop a funding strategy to upgrade and install additional electrical supply to Annanhill Golf Course to allow the move from diesel to electric golf carts	CK		Meetings held onsite to consider solar panel and wind power options.



FINANCIAL PERFORMANCE
QUARTER 3
OCTOBER - DECEMBER
2024/25



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Notes:

All financial figures are cumulative to the current quarter and projected to the end of the financial year, i.e Qtr 3 shows the actual amounts for Qtr 3, combined with projections up to the end of March 2025.

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

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

FINANCIAL PERFORMANCE KEY**ADVERSE:****FAVOURABLE:**

SUMMARY STATEMENT

The current projected outturn for East Ayrshire Leisure at 31ST December 2024 is a breakeven position. Management will continue to monitor and implement action to ensure the projected position is achieved.

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

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

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

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

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

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

ANNUAL BUDGET

Table below provides detail of Annual Budget showing the impact of 2024/25 savings approved at 20th February 2024 Board meeting.

Service Division	Annual Budget 2024/25	Annual Budget 2024/25 Qtr 1	Annual Budget 2024/25 Qtr 2	Annual Budget 2024/25 Qtr 3	Annual Budget 2024/25 Qtr 4	Comments
EXECUTIVE MANAGEMENT		346,690	787,870	651,810		
SHARING OUR VISION		415,810	384,470	395,280		
INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES		615,660	617,510	658,930		
CREATING A SOLID FOUNDATION FOR GROWTH		198,780	162,990	172,770		
LEISURE AT THE HEART OF EVERY COMMUNITY		1,947,260	1,769,470	1,888,850		
LIVING YOUR BEST LIFE		994,760	921,050	976,690		
PROTECTING ENVIRONMENT		1,000,880	941,940	994,410		
TOTAL	5,638,300					
SAVINGS TO BE ALLOCATED	(181,000)					
TOTAL	5,457,300	5,519,840	5,585,300	5,738,740	0	
Management Fee	(5,457,300)	(5,502,030)	(5,506,930)	(5,604,370)		
Reserves	0	(17,810)	(78,370)	(134,370)		
TOTAL	0	0	0	0	0	

OVERALL NET POSITION

Notes:

Tables A and B present financial information in different formats:

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

For all tables

Columns 1 and 2 refer to information for prior year; 1st column provides prior year information for same period and the 2nd column provides final position for full prior year

Column 3 refers to the Service Areas

Column 4 provides the Annual Budget – this reconciles to the Annual Budget table above

Column 5 provides the Actuals to date (including commitments)

Column 6 provides Actual Expenditure as a % of Annual Budget

Column 7 provides anticipated projected position for end of financial year

Column 8 provides anticipated projected variance for current financial year – (Favourable)/Adverse)

Final column provides quick review of favourable/adverse position

TABLE A – OVERALL NET POSITION

Actual Out-turn to 31/03/24	Service Division	Annual Estimate 2024/25	Revised Actual Exp. to 31/12/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse	
321,098	EXECUTIVE MANAGEMENT	651,810	348,713	53%	584,900	(66,910)	
404,249	SHARING OUR VISION	395,280	311,942	79%	400,120	4,840	
61,510	Vision Management Team	56,100	42,139	75%	57,100	1,000	
44,977	Visual Communications	41,680	31,458	75%	41,700	20	
192,788	Marketing & Tourism	191,860	157,299	82%	195,680	3,820	
35,509	Organisational Administration	33,180	25,624	77%	33,180	0	
69,466	Training & Engagement	72,460	55,422	76%	72,460	0	
720,572	INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES	658,930	467,677	71%	657,270	(1,660)	
65,532	People Management Team	67,880	47,237	70%	71,880	4,000	
45,027	Volunteer & Placement	44,680	31,804	71%	42,030	(2,650)	
164,741	Systems & Data	170,170	130,728	77%	170,280	110	
460,984	Corporate	394,630	270,446	69%	391,510	(3,120)	
(15,713)	Active Community Hubs	(18,430)	(12,538)	68%	(18,430)	0	
210,137	CREATING A SOLID FOUNDATION FOR GROWTH	172,770	155,623	90%	158,450	(14,320)	
59,298	Growth Management Team	55,110	41,257	75%	55,110	0	
42,846	Finance	64,150	29,426	46%	65,140	990	
78,982	Commercial (Hospitality & Retail)	11,830	75,325	637%	12,520	690	
29,012	Commercial (Business)	41,680	9,615	23%	25,680	(16,000)	
2,092,364	LEISURE AT THE HEART OF EVERY COMMUNITY	1,888,850	1,623,439	86%	1,904,870	16,020	
74,621	Community Management Team	94,800	53,570	57%	50,390	(44,410)	
342,438	Cultural Hubs	296,660	237,987	80%	334,300	37,640	
349,908	Lifestyle Hubs	364,150	377,097	104%	337,430	(26,720)	
991,496	Library Hubs	916,110	713,707	78%	919,850	3,740	
215,377	Sport Hubs	118,810	173,428	146%	164,580	45,770	
23,890	Sport Football	27,890	1,785	6%	27,890	0	
94,633	Management Arrangements	70,430	65,866	94%	70,430	0	
1,210,772	LIVING YOUR BEST LIFE	976,690	816,121	84%	1,038,040	61,350	

49,024	Best Life Management Team	61,560	30,577	50%	36,260	(25,300)	
159,986	Sports	112,780	91,376	81%	133,290	20,510	
511,206	Museums	491,270	386,171	79%	512,360	21,090	
354,871	Performing Arts	163,890	211,192	129%	239,520	75,630	
135,685	Visual Arts	147,190	96,805	66%	116,610	(30,580)	
1,069,350	PROTECTING OUR ENVIRONMENT	994,410	773,685	78%	995,090	680	
73,177	Environment Management Team	72,690	48,739	67%	57,740	(14,950)	
544,813	Sustainability	519,290	403,453	78%	518,400	(890)	
108,805	Estates	98,830	71,491	72%	99,860	1,030	
342,555	Countryside	303,600	250,003	82%	319,090	15,490	
6,028,543	TOTAL	5,738,740	4,497,201	78%	5,738,740	0	
(5,827,870)	Management Fee	(5,604,370)	(4,161,549)	74%	(5,604,370)	0	
200,673	TOTAL	134,370	335,652		134,370	0	
(214,340)	Trs From Reserves	(134,370)	(134,370)	100%	(134,370)	0	
(13,667)	TOTAL (after transfer from reserves)	0	201,282		0	0	

TABLE B – OVERALL NET POSITION

Actual Out- turn to 31/03/24	Service Division	Annual Estimate 2024/25	Revised Actual Exp. to 31/12/24	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/25	Variance (Favourable) / Adverse	
(2,464,202)	Income From Charitable Activities	(2,281,790)	(1,556,421)	68%	(2,413,755)	(131,965)	
(5,827,870)	Management Fee	(5,604,370)	(4,161,549)	74%	(5,604,370)	0	
(8,292,072)	TOTAL INCOME	(7,886,160)	(5,717,970)	73%	(8,018,125)	(131,965)	
5,914,990	Employee Costs	5,514,080	4,081,804	74%	5,459,530	(54,550)	
80,245	Transport Costs	45,300	81,749	180%	69,530	24,230	
907,532	Premises Costs	848,920	545,627	64%	847,290	(1,630)	
1,192,096	Supplies & Services	1,453,510	1,288,437	89%	1,609,905	156,395	
32,680	Financing Costs	5,000	0		5,000	0	
187,400	Support Costs	0	0		0	0	
177,801	Governance Costs	153,720	56,005	36%	161,240	7,520	
8,492,745	TOTAL RESOURCES EXPENDED	8,020,530	6,053,622	75%	8,152,495	131,965	
200,673	NET POSITION	134,370	335,652		134,370	0	
(214,340)	Trs From Reserves	(134,370)	(134,370)	100%	(134,370)	0	
(13,667)	TOTAL (after transfer from reserves)	0	201,282		0	0	

Notes

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

EXECUTIVE MANAGEMENT SERVICE ANALYSIS

Actual Out-turn to 31/03/24	EXECUTIVE MANAGEMENT	Annual Estimate 2024/25	Revised Actual Exp. to 31/12/24	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/25	Variance (Favourable) / Adverse
(5,827,870)	Executive Management	(4,952,560)	(3,812,836)	77%	(5,019,470)	(66,910)
(29,230)	Trs From Reserves	(10,000)	(10,000)		(10,000)	0
(5,857,100)	TOTAL OBJECTIVE ANALYSIS	(4,962,560)	(3,822,836)	77%	(5,029,470)	(66,910)
(133,393)	Income From Charitable Activities	0	(9,685)		(58,470)	(58,470)
(5,827,870)	Management Fee	(5,604,370)	(4,161,549)	74%	(5,604,370)	0
0	External funding	0	0		0	0
(5,961,263)	TOTAL INCOME	(5,604,370)	(4,171,234)	74%	(5,662,840)	(58,470)
330,212	Employee Costs	334,090	217,476	65%	287,380	(46,710)
0	Transport Costs	0	0		0	0
8,405	Premises Costs	0	27,679		0	0
83,172	Supplies & Services	297,940	101,360	34%	336,190	38,250
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
32,701	Governance Costs	19,780	11,883	60%	19,800	20
454,490	TOTAL RESOURCES EXPENDED	651,810	358,398	55%	643,370	(8,440)
(5,506,772)	NET POSITION	(4,952,560)	(3,812,836)	77%	(5,019,470)	(66,910)
(29,230)	Trs From Reserves	(10,000)	(10,000)		(10,000)	0
(5,536,002)	TOTAL (after transfer from reserves)	(4,962,560)	(3,822,836)	77%	(5,029,470)	(66,910)

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

SHARING OUR VISION ANALYSIS

Actual Out-turn to 31/03/24	SHARING OUR VISION	Annual Estimate 2024/25	Revised Actual Exp. to 31/12/24	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/25	Variance (Favourable) / Adverse
61,510	Vision Management Team	56,100	42,139	75%	57,100	1,000
44,977	Visual Communications	41,680	31,458	75%	41,700	20
192,788	Marketing & Tourism	191,860	157,299	82%	195,680	3,820
35,509	Organisational Administration	33,180	25,624	77%	33,180	0
69,466	Training & Engagement	72,460	55,422	76%	72,460	0
0	Trs From Reserves	0	0		0	0
404,249	TOTAL OBJECTIVE ANALYSIS	395,280	311,942	79%	400,120	4,840
(1,033)	Income From Charitable Activities	(1,500)	(5,100)	340%	(5,100)	(3,600)
(1,033)	TOTAL INCOME	(1,500)	(5,100)	340%	(5,100)	(3,600)
333,905	Employee Costs	317,630	236,990	75%	317,370	(260)
0	Transport Costs	0	255		260	260
0	Premises Costs	0	0		0	0
68,991	Supplies & Services	78,150	78,835	101%	86,590	8,440
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
2,387	Governance Costs	1,000	962	96%	1,000	0
405,283	TOTAL RESOURCES EXPENDED	396,780	317,042	80%	405,220	8,440
404,249	NET POSITION	395,280	311,942	79%	400,120	4,840
0	Trs From Reserves	0	0		0	0
404,249	TOTAL (after transfer from reserves)	395,280	311,942	79%	400,120	4,840

Comments
<p>Sharing Our Vision is responsible for Visual Communications; Marketing and Tourism; Organisational Administration; and Training and Engagement.</p> <p><u>Sharing Our Vision</u></p> <p>A small adverse position is anticipated, primarily due to additional marketing required to promote alternative programme following closure of Palace and Grand Hall Complex.</p>

INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES ANALYSIS

Actual Out-turn to 31/03/24	INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES	Annual Estimate 2024/25	Revised Actual Exp. to 31/12/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse
65,532	People Management Team	67,880	47,237	70%	71,880	4,000
45,027	Volunteer & Placement	44,680	31,804	71%	42,030	(2,650)
199,043	Systems & Data	170,170	130,728	77%	170,280	110
460,984	Corporate	394,630	270,446		391,510	(3,120)
(15,713)	Community Lettings Co Managed Centres	(18,430)	(12,538)		(18,430)	0
(14,460)	Trs From Reserves	(40,460)	(40,460)		(40,460)	0
740,414	TOTAL OBJECTIVE ANALYSIS	618,470	427,217	69%	616,810	(1,660)
(47,238)	Income From Charitable Activities	(31,200)	(18,693)	60%	(32,040)	(840)
(47,238)	TOTAL INCOME	(31,200)	(18,693)	60%	(32,040)	(840)
462,847	Employee Costs	482,270	361,315	75%	487,740	5,470
0	Transport Costs	0	333		360	360
14,800	Premises Costs	12,450	5,589	45%	13,080	630
103,021	Supplies & Services	149,660	109,052	73%	142,380	(7,280)
0	Financing Costs	0	0		0	0
187,400	Support Costs	0	0		0	0
34,045	Governance Costs	45,750	10,080	22%	45,750	0
802,112	TOTAL RESOURCES EXPENDED	690,130	486,370	70%	689,310	(820)
754,874	NET POSITION	658,930	467,677	71%	657,270	(1,660)
(14,460)	Trs From Reserves	(40,460)	(40,460)		(40,460)	0
740,414	TOTAL (after transfer from reserves)	618,470	427,217	69%	616,810	(1,660)

Comments
<p>Investing in Our People and Embracing Our Values is responsible for Volunteer and Placement; Systems and Data; Corporate; and Community Lettings.</p> <p><u>Investing in Our People and Embracing Our Values</u></p> <p>A small favourable position is anticipated.</p>

CREATING A SOLID FOUNDATION FOR GROWTH ANALYSIS

Actual Out-turn to 31/03/24	CREATING A SOLID FOUNDATION FOR GROWTH	Annual Estimate 2024/25	Revised Actual Exp. to 31/12/24	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/25	Variance (Favourable) / Adverse
59,298	Growth Management Team	55,110	41,257	75%	55,110	0
42,846	Finance	64,150	29,426	46%	65,140	990
78,982	Commercial (Hospitality & Retail)	11,830	75,325	637%	12,520	690
29,012	Commercial (Business)	41,680	9,615	23%	25,680	(16,000)
0	Trs From Reserves	0	0		0	0
210,137	TOTAL OBJECTIVE ANALYSIS	172,770	155,623	90%	158,450	(14,320)
(405,314)	Income From Charitable Activities	(440,360)	(261,118)	59%	(460,360)	(20,000)
(405,314)	TOTAL INCOME	(440,360)	(261,118)	59%	(460,360)	(20,000)
363,059	Employee Costs	360,220	225,783	63%	314,220	(46,000)
0	Transport Costs	0	0		0	0
2,241	Premises Costs	0	151		0	0
235,530	Supplies & Services	239,940	178,208	74%	284,120	44,180
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
14,621	Governance Costs	12,970	12,599	97%	20,470	7,500
615,451	TOTAL RESOURCES EXPENDED	613,130	416,741	68%	618,810	5,680
210,137	NET POSITION	172,770	155,623	90%	158,450	(14,320)
0	Trs From Reserves	0	0		0	0
210,137	TOTAL (after transfer from reserves)	172,770	155,623	90%	158,450	(14,320)

Comments
<p>Creating A Solid Foundation For Growth is responsible for Financial Reporting, Commercial and Hospitality Services.</p> <p><u>Creating A Solid Foundation For Growth</u></p> <p>Currently a favourable position is anticipated, predominantly due to Bank Interest Received. Other variances are related to a maternity leave currently being filled by agency personnel</p> <p>Detailed review and evaluation of Hospitality Provision within Alternative Programme is currently ongoing - it is anticipated any shortfall will be met from existing Trust resources.</p>

LEISURE AT THE HEART OF EVERY COMMUNITY ANALYSIS

Actual Out-turn to 31/03/24	LEISURE AT THE HEART OF EVERY COMMUNITY	Annual Estimate 2024/25	Revised Actual Exp. to 31/12/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse
74,621	Community Management Team	94,800	53,570	57%	50,390	(44,410)
342,438	Cultural Hubs	296,660	237,987	80%	334,300	37,640
349,908	Lifestyle Hubs	364,150	377,097	104%	337,430	(26,720)
991,496	Library Hubs	916,110	713,707	78%	919,850	3,740
215,377	Sport Hubs	118,810	173,428	146%	164,580	45,770
23,890	Sport Football	27,890	1,785	6%	27,890	0
94,633	Management Arrangements	70,430	65,866	94%	70,430	0
(20,570)	Trs From Reserves	(3,000)	(3,000)		(3,000)	0
2,071,794	TOTAL OBJECTIVE ANALYSIS	1,885,850	1,620,439	86%	1,901,870	16,020
(1,096,681)	Income From Charitable Activities	(1,049,690)	(672,048)	64%	(1,052,800)	(3,110)
(1,096,681)	TOTAL INCOME	(1,049,690)	(672,048)	64%	(1,052,800)	(3,110)
2,421,731	Employee Costs	2,206,970	1,659,375	75%	2,228,270	21,300
29,876	Transport Costs	12,830	17,174	134%	22,660	9,830
485,518	Premises Costs	460,690	295,808	64%	460,690	0
231,110	Supplies & Services	247,240	318,719	129%	235,240	(12,000)
9,100	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
11,710	Governance Costs	10,810	4,410	41%	10,810	0
3,189,045	TOTAL RESOURCES EXPENDED	2,938,540	2,295,487	78%	2,957,670	19,130
2,092,364	NET POSITION	1,888,850	1,623,439	86%	1,904,870	16,020
(20,570)	Trs From Reserves	(3,000)	(3,000)		(3,000)	
2,071,794	TOTAL (after transfer from reserves)	1,885,850	1,620,439	86%	1,901,870	16,020

Comments
<p>Leisure at the Heart of the Community has responsibility for the operations of our community based facilities, which are split into 4 categories; Lifestyle Hubs, Sports Hubs & Pavilions, Library Hubs and Cultural hubs. The team also has responsibility for developing the regular programming within these venues e.g. Aquatics, Fitness and Readership programmes and to work with local partners adopting a place based approach to maximum the use of our venues and ensure we meet the needs of the local communities.</p> <p>Overall an £16k adverse position is projected, predominantly relating to essential additional staffing costs re long -term staff absence, with income remaining steady across the service area as a whole.</p> <p><u>Community Management Team</u> A favourable position is a result of projected savings in staffing costs.</p> <p><u>Cultural Hubs</u> An adverse position is a result of long-term absence, which management continue to monitor closely.</p> <p><u>Lifestyle Hubs</u> A favourable position is a result of projected increases in income across several areas including Fitness Development membership income.</p> <p><u>Library Hubs</u> A small adverse position is projected.</p> <p><u>Sport Hubs</u> An adverse position is a result of the reduced projection of sports hall income, which we continue to monitor closely.</p>

LIVING YOUR BEST LIFE ANALYSIS

Actual Out-turn to 31/03/24	LIVING YOUR BEST LIFE	Annual Estimate 2024/25	Revised Actual Exp. to 31/12/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse
49,024	Best Life Management Team	61,560	30,577	50%	36,260	(25,300)
159,986	Sports	112,780	91,376	81%	133,290	20,510
511,206	Museums	491,270	386,171	79%	512,360	21,090
320,569	Performing Arts	163,890	211,192	129%	239,520	75,630
135,685	Visual Arts	147,190	96,805	66%	116,610	(30,580)
(105,650)	Trs From Reserves	(33,580)	(33,580)		(33,580)	0
1,070,820	TOTAL OBJECTIVE ANALYSIS	943,110	782,541	83%	1,004,460	61,350
(733,938)	Income From Charitable Activities	(712,520)	(551,979)	77%	(735,800)	(23,280)
(733,938)	TOTAL INCOME	(712,520)	(551,979)		(735,800)	(23,280)
1,104,211	Employee Costs	979,110	735,349	75%	982,760	3,650
11,636	Transport Costs	7,780	44,536	572%	19,760	11,980
302,159	Premises Costs	293,560	163,903	56%	290,750	(2,810)
420,505	Supplies & Services	357,250	418,589	117%	429,060	71,810
13,910	Financing Costs	5,000	0		5,000	0
0	Support Costs	0	0		0	0
57,987	Governance Costs	46,510	5,724	12%	46,510	0
1,910,408	TOTAL RESOURCES EXPENDED	1,689,210	1,368,101	81%	1,773,840	84,630
1,176,470	NET POSITION	976,690	816,121	84%	1,038,040	61,350
(105,650)	Trs From Reserves	(33,580)	(33,580)		(33,580)	0
1,070,820	TOTAL (after transfer from reserves)	943,110	782,541	83%	1,004,460	61,350

Comments

Living Your Best Life is responsible for Sports; Museums, Performing Arts and Visual Arts. Remit includes the following venues – Dean Castle, Dick Institute, Grand Hall & Palace Complex, Ayrshire Athletics Arena, Annanhill Golf Course, Baird Institute, Burns House Museum & Library.

Best Life Management Team

Favourable position of £25k projected due to the resignation of the Strategic Lead (September 2024) who is not being replaced this financial year.

Sports

We anticipate a £20k adverse position due to additional bank staffing and essential equipment purchases for Ayrshire Athletics Arena.

Museums

Overall position £21k adverse predominantly due to bank staff costs in covering DC vacancy, additional staffing through holiday period and providing additional support to Stores project.

Performing Arts

Panto and Big Top Live will now be subject to review and evaluation. Panto Projection has been updated to actuals, but is offset by a reduction in income due to the closures of The Palace and The Grand Hall.

The projected figure includes an allocation of up to £150k from 2024-25 pension savings re loss of income relating to Palace and Grand Hall closure.

Visual Arts

Currently showing a £30k favourable position as the current year exhibition programme will be met from MGTR funds held in Reserves.

PROTECTING OUR ENVIRONMENT ANALYSIS

Actual Out-turn to 31/03/24	PROTECTING OUR ENVIRONMENT	Annual Estimate 2024/25	Revised Actual Exp. to 31/12/24	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/25	Variance (Favourable) / Adverse
73,177	Environment Management Team	72,690	48,739	67%	57,740	(14,950)
544,813	Sustainability	519,290	403,453	78%	518,400	(890)
108,805	Estates	98,830	71,491	72%	99,860	1,030
342,555	Countryside	303,600	250,003	82%	319,090	15,490
(44,430)	Trs From Reserves	(47,330)	(47,330)		(47,330)	0
1,024,920	TOTAL OBJECTIVE ANALYSIS	947,080	726,355	77%	947,760	680
(46,606)	Income From Charitable Activities	(46,520)	(37,797)	81%	(69,185)	(22,665)
(46,606)	TOTAL INCOME	(46,520)	(37,797)		(69,185)	(22,665)
899,026	Employee Costs	833,790	645,516	77%	841,790	8,000
38,733	Transport Costs	24,690	19,451	79%	26,490	1,800
94,410	Premises Costs	82,220	52,496	64%	82,770	550
49,767	Supplies & Services	83,330	83,674	100%	96,325	12,995
9,670	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
24,351	Governance Costs	16,900	10,346	61%	16,900	0
1,115,956	TOTAL RESOURCES EXPENDED	1,040,930	811,483	78%	1,064,275	23,345
1,069,350	NET POSITION	994,410	773,685	78%	995,090	680
(44,430)	Trs From Reserves	(47,330)	(47,330)		(47,330)	0
1,024,920	TOTAL (after transfer from reserves)	947,080	726,355	77%	947,760	680

Comments

Protecting Our Environment is responsible for Sustainability; Estates and Countryside.

Countryside

Small adverse variance predominately relates to additional spend on staffing within Residential Centre at DCCP. Significant management action and promotion has been implemented to develop the Residential Centre which has resulted in some additional costs but has also ensured that service ah achieved the income target for the centre. Management are monitoring these costs and will incorporate these costs in future charging review.

RESERVES AS AT 31ST DECEMBER 2024

Notes

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

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

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

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

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

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

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

Summary

UNRESTRICTED RESERVES	2023/24 b/f	2023/24 SURPLUS	BALANCE 31 March 2024	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
RETAINED RESERVES	270,000		270,000		270,000						270,000	
UNUSEABLE RESERVES	89,942	0	89,942	17,850	107,792					-	107,792	
UNALLOCATED RESERVES	209,405	13,667	223,072	16,370	239,442						239,442	
ALLOCATED RESERVES	564,345	0	564,345	-34,220	530,125		17,810	60,560	47,020	0	404,735	see Allocated Table
MGTR FUNDS	85,047		85,047		85,047		(48,596)		8,980		124,663	£86k allocated Board 20.06.24 - Malky McCormick Collection £38k to be allocated to Exhibition Programme 2024-25
FIXED ASSET RESERVE	34,920		34,920		34,920						34,920	
HOLIDAY PAY PROVISION	(60,874)		(60,874)		(60,874)						(60,874)	

TOTAL
UNRESTRICTED
RESERVES

1,192,785 13,667 1,206,453 0 1,206,452 0 (30,786) 60,560 56,000 0 1,120,678

Allocated Reserves Analysis

ALLOCATED RESERVES	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Box Office/Booking System	13,775			10,450			3,325	1 June 2021 Board, 28 June 2022 Board	Ongoing	
People Counters	3,000						3,000	28 June 2022 Board	Ongoing	Release balance as uncommitted
Valuations	4,000						4,000	28 June 2022 Board	Ongoing	Release balance as uncommitted
Equipment Replacement Programme	94,120			8,600			85,520	28 June 2022 Board	Ongoing	Allocation approved by Executive Management; £45.8k + £10.75k transferred to Unuseable Reserves
Wellbeing Initiatives - EA Gift Cards to staff	4,280						4,280	4 October 2022 Board	Ongoing	Release balance as uncommitted
10th Anniversary Events and Initiatives	19,590						19,590	21 February 2023 Board	Ongoing	Release £16,720 as uncommitted
Uniforms	35,000						35,000	30 May 2023 Board	Ongoing	Release balance as uncommitted
Security Costs - Palace & Grand Hall	2,500						2,500	30 May 2023 Board	Ongoing	Release balance as uncommitted
Dean Castle - Visitor Safety Measures	5,000						5,000	30 May 2023 Board	Ongoing	Release balance as uncommitted
Climate Strategy	30,000			20,360			9,640	28 Nov 2023 Board	Ongoing	

Urban Farm - Feasibility Study	30,000			23,250		6,750	28 Nov 2023 Board	Ongoing	
24-25 Savings Balance	181,000					181,000	20 Feb 2024 Board	Ongoing	
IT Equipment linked to new Systems	10,000		8,450			1,550	20 June 2024 Board	Ongoing	
Potential NDR Liability	7,300			3,720		3,580	20 June 2024 Board	Ongoing	
Regional Sports Park	30,000					30,000	20 June 2024 Board	Ongoing	
Growth Plan - Trading Subsidiary	20,000			10,000		10,000	20 June 2024 Board	Ongoing	Release balance as uncommitted
Collection Management Support (1 FTE Co-ordinator)	22,680	7,810	7,820	7,050		0	28 Sept 2023 Board	Complete	
Venue Equipment	3,000			3,000		0	28 June 2022 Board	Complete	
Secure Portal Upgrade	4,880		4,880			0	28 June 2022 Board	Complete	
Event Management	10,000	10,000				0	22 November 2022 Board	Complete	£10k still required, release balance as uncommitted
23-24 Savings Balance	0					0	21 February 2023 Board	Complete	redesignate as per note, release balance as uncommitted
IT Equipment - Corporate Services	0					0	1 June 2021 Board	Complete	Release balance as uncommitted
	0					0			
TOTAL ALLOCATED RESERVES	530,125	0	17,810	60,560	47,020	0			404,735

GENERAL PROJECTS

Notes:

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

Project	Partners	Balance b/f 01.04.24	Balance at 31.12.24	Expected Completion Date
KGIL Artworks Programme	EAC/ARA	£0	£770	Ongoing
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£3,707)	(£3,593)	Ongoing
VACMA	Creative Scotland / Other Ayrshire Authorities	£0	£0	Ongoing
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Mar 2027
Kilmarnock Green Infrastructure	Sustrans	(£14,955)	(£14,955)	Jun 2027
Digital Storyteller in Residence	Scottish Book Trust	(£2,372)	(£2,372)	Mar 2025
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	(£1,665)	(£0)	Oct 2023
SHOUT	EAC	(£3,684)	(£3,474)	Ongoing
Morton Hall and Library	EAC	£21,744	£142	Mar 2025
Wifi Project	EAC	(£24,700)	(£24,700)	Mar 2025
Foster Carer Service - Memberships	EAC	(£4,000)	(£4,000)	Ongoing

Youth Memberships	EAC	(£8,162)	(£7,562)	Ongoing
Annick Valley Leisure Facilities	EAC	(£198,144)	(£144,757)	Ongoing
Stewarton Dev Cont	EAC	(£49,464)	(£64,138)	Ongoing
Patna Leisure Facilities	EAC	(£810)	(£810)	Ongoing
Going Green (Par for the Course)	REF	£155,439	£0	Mar 2024
FutureMuseum.co.uk Redevelopment	Museum Gallery Scotland	£386	£569	Mar 2024
Nature Therapy Breaks	Shared Care Scotland	(£12,952)	(£20,130)	Mar 2024
Celebration Wood	0	£0	(£540)	Ongoing
Mayfest event at DCCP	EALT	£0	£5,501	Mar 2024
Ayrshire Food Festival	EAC	£0	£0	Ongoing
Leisure Facility Strategy	EAC	(£0)	(£0)	Mar 2025
Cultural Hub Events	Creative Scotland	(£32,236)	(£3,281)	Ongoing
Parental Employability - Work Experience	EAC	(£1,323)	(£1,133)	Mar 2024
Fanzones	0	£0	£49	Jul 2024
Big Top	0	£0	£295,575	Mar 2026

Starry Nights	0	£0	£56	Dec 2026
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Additional Information

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

Ayrshire Libraries Forum is a network partnership of the three Ayrshire councils, Ayrshire NHS, school, prison and higher education libraries to be used towards the upkeep of Ayrshire Working Lives website.

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

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

Kilmarnock Green Infrastructure – RIBA stages 3 and 4 for routes 1 and 2 are scheduled to be complete by Spring 2024. It is anticipated that route 2 will begin construction towards the end of the summer 2024. The project has now been transferred to Ayrshire Roads Alliance to manage.

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

Irvine Valley Trails – Work has now been completed improving access to this path network, upgrading bridges, gates, steps and fencing as well as installing new signage. Trails Capital Grant funding from the Low Carbon Travel and Transport Fund and the Renewable Energy Fund has now all been received and finances balanced.

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

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

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

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

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

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

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

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

Going Green (Par for the Course) – A daily mile circular path network around the course has been installed and is finished with a 100% recycled material produced from selected arisings from highway and maintenance works. A section of the path is made of recycled plastic boardwalk and new ponds have been created along with a ditch and bund at the 10th creating a wildlife corridor. Wildflower meadows were also created across various sections of the course and trees planted through carbon offset donations. We won Sustainable Golf Highlight of the Month competition in association with BIGGA and have also been shortlisted as a finalist for 'Sustainable project of the year' at the Golf Environment Awards 2025.

FutureMuseum.co.uk Redevelopment - A successful bid was submitted to Museums Galleries Scotland for £47,000 to support the redevelopment of the south west Scotland partnership project. The project is estimated to take two years to complete. FutureMuseum.co.uk is a partnership between East Ayrshire Leisure Trust, Dumfries and Galloway Council, North Ayrshire Council and South Ayrshire Council. The objectives of the project are to maximise access to the museum and gallery collections of the South-West of Scotland, to deepen people's understanding of the history of the region, and to drive footfall to the museums and galleries in the region. A redesign of the website will make it more accessible through improved design, site navigation and effective use of analytical tools to support content generation.

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

Dean Castle Mayfest – A weekend of events were designed and programmed at the end of May 2023 to restart our live programme at the Dean Castle. Funding for Mayfest was secured through the Heritage Lottery Fund (Castle Restoration) , The Community Renewal Fund and other town centre partners. All events were well attended with the Sunday seeing approx. 10K visitors.

Ayrshire Food Festival – The programme is for 2 events each year – May and Sept – funded by EAC and Taste of Ayrshire.

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

Cultural Hub Events – Funding has enabled the transportation costs for pupil/student visits to the East Ayrshire Leisure Temporary Exhibition Programme based at our galleries at the Dick Institute and Baird Institute. This has taken place over the past 2 years – Quentin Blake (39 Primary & Secondary School visits), Cornelia Parker (6 Secondary School visits), Martin Creed (Ayrshire College project and one Secondary School visit), Georgia O’Keefe (10 Secondary Schools).

Funding also supported:

- Artist fees to assist with engagement and set-up of exhibitions and engagement activities.
- Art club sessions and engagement.
- Visual Art and exhibition engagement activity.
- Materials and resources.

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

Fanzones – Dedicated Family Fanzone was set up at Ayrshire Athletics Arena for the three Scotland games in Euros 2024. These events included children’s activities, live bands, local artists to create a unique and enjoyable family friendly experience for Ayrshire.

Big Top - The Big Top venue will provide an exciting and accessible performance space that allows a family friendly environment and can accommodate 652 seats. It will be in situ throughout December and January and allow us to maintain our audience numbers in readiness for the newly refurbished Palace Theatre & Grand Hall’s reopening in 2026.

Starry Nights – Christmas Event scheduled for Dean Castle Country Park. Event delivered by partner organisation – GCLIVE.

EXTERNAL FUNDING

Notes:

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

EXTERNAL FUNDING APPROVED APPLICATIONS

(*denotes funding not available to East Ayrshire Council)

EXTERNAL FUNDING APPROVED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2024/25
Protecting Our Environment	Drax - Doon 'n' Roon the Moon	£2,000	
TOTAL		£2,000	£0

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Protecting Our Environment	Aria - Doon 'n' Roon the Moon	£2,000	The high application rates and recent Scottish Government funding cuts have made this year's funding round extremely competitive and while there is clear merit in your project it unfortunately was not successful this time.
Protecting Our Environment	Nature Restoration Fund - Fond of Ponds	£45,000	
TOTAL		£47,000	

Debt Identified for Write off

Bad and doubtful debts totalling £10,906.70 has been identified for write-off. Provision exists within the Annual Accounts for debt write-off and is currently valued at £41,078. Current reporting on aged debt dictates a provision of £28,000 is required, which will be actively pursued in line with policy.

Reason for write-off are summarised below:-

Reason for Write-Off	No of Accounts	Amount
Debt is uneconomical to pursue	70	£ 5,721.10
Poor recovery prospects	13	£ 5,185.60
Total	83	£ 10,906.70

CHARGES FOR SERVICES 2025/26

Date: 25 February 2025

Agenda Item: 5

Report by: Anneke Freel, Chief Officer

I PURPOSE OF REPORT

- 1.1 The purpose of this report is to put forward proposals for the 2025/26 schedule of charges for Trustee consideration and approval.

2 CHARGES FOR SERVICES 2025/26

- 2.1 East Ayrshire Leisure Trust is committed to providing high quality leisure services, fulfilling our Strategic Vision and Delivery Plan objectives and making a real difference to how people view the Trust. East Ayrshire Leisure's 10 year Strategic Vision ensures that leisure is at the heart of every community. Therefore, it is important that we develop a charging schedule that meets the needs of individual communities. Working groups with key representatives from relevant service areas have been established to monitor and review the various aspects of the charges schedule including benchmarking with comparable organisations. These groups will continue throughout 2025/26 with a focus on continuous improvement ensuring that the charges and fees meet the needs of our communities, customers and the organisation.
- 2.2 With the Organisational Growth planned for 2025-26, including the transfer of services from EAC and Kilmarnock Leisure Centre Trust (the Galleon), there has been no substantial changes in these Charges for Services. Further review will take place as we look to integrate services. This will be brought to P&ASC in Autumn 2025 for implementation in April 2026.
- 2.3 Services continue to operate in difficult conditions and our proposed charges seek to offer an appropriate balance, which reflects value for money for customers, the need to consider the overall cost of service provision and accessibility to services for all sections of the community. An extensive review of charges has been conducted by Strategic Leads to ensure charges are appropriate and allow benchmarking with other Trusts and providers. Key changes are detailed below:

Flexible Space

- 2.4 Charges for Services 2024/25 report submitted to Trust Board on Feb 2024 referred to the detailed review of flexible space charges. The Pricing Strategy for 2025-26 proposes to retain the Standard Hall hire rate of £15 p/h and a Large Hall hire rate of £17 p/h during opening times, with an increase on charges for out with normal opening hours. Out with normal opening hours will increase from £20 p/h to £25 p/h per hall before midnight (minimum 3hr booking) and increase from £30 per hour to £35 per hour per hall after midnight.

Dower House Conference Centre

- 2.5 As part of the EAL Growth Plans. Leisure Facility Strategy and East Ayrshire Council's review of Leisure and Culture, East Ayrshire Leisure's headquarters will move from the Dower House at Dean Castle Country Park to Wallace Chambers (Civic Centre South) in Kilmarnock Town Centre. This move will allow the Dower House to revert back to a conference centre, providing a range of rooms of varying sizes available to book for meetings, conferences and weddings. Charges will be based on the flexible space rates with an additional charge for exclusive use.

Annanhill Golf Course

- 2.6 Over the past few years, there has been significant investment and development at Annanhill Golf Course and the Trust not increased fees due to the disruption to the course. As we reach the end of these major changes, we are proposing to increase fees, whilst still remaining competitive and affordable to our customers. The full price season ticket will increase from £250 to £275 for the year, with various concessionary prices still available.

Active Wellbeing Membership

- 2.7 Rose Reilly Sports Centre's Active Wellbeing Hub is scheduled to open in March 2025. Together with the transfer of the Galleon Leisure Centre and the current CHAT team within Vibrant Communities to East Ayrshire Leisure, it presents an opportunity to introduce a Wellbeing membership to support the most vulnerable people within the community. The wellbeing membership will give access to Rose Reilly's wellbeing hub, all referral classes across East Ayrshire, access to Loudoun Leisure Centre, Doon Valley Leisure Centre and the Galleon Leisure Centre's swimming pools and access to the gyms at Doon Valley Leisure Centre, Galleon Leisure Centre, Hunter Fitness Suite, Loudoun Leisure Centre, Rose Reilly Sports Centre and William McIlvanney Leisure Centre. The proposal is for 1 month free, then £10 per month thereafter. Members will still receive ongoing support from the CHAT team. Following the 12 month period we would look to migrate them onto one of our mainstream memberships.

- 2.8 Mainstream memberships are being reviewed as part of the transfer of services.

Wellbeing Initiatives

- 2.9 A Wellbeing Initiatives report submitted to Trust Board on 4 October 2022 approved discounted offers for staff. These offers have been well supported. In recognition of the benefits to staff wellbeing and the current cost of living, discounted offers will continue to be offered.

Hospitality

- 2.10 Due to the increasing costs of bar and catering provision, it is necessary to implement increases on hospitality prices. Increases will be carefully managed to ensure that the hospitality service continues to be sustainable whilst remaining reasonable and affordable to our customers.

Loyalty Discounts

- 2.11 The Trust currently operates a loyalty discount for regular bookings and clubs affiliated to East Ayrshire Sports Council. This current pricing strategy is working well and it is recommended that this discount remains in place. The rationale for this is that it encourages groups to affiliate to the Sports Council who provide invaluable support and guidance.

3 FINANCIAL IMPLICATIONS

- 3.1 The proposed schedule of charges for 2025/26 does not include a target for increased income for 2025/26. It is not envisaged that the proposed changes will have any detrimental impact on current use of facilities or income levels.

4 EQUALITY IMPACT ASSESSMENT

- 4.1 An Equality Impact Assessment Screening has been carried out. As the review of charges is recommending minimal changes to the charging strategy at this point, no impacts have been identified.

Recommendations:

It is recommended that Trustees:

- i. Consider and approve the proposed charges; and
- ii. Otherwise note the contents of the report.

PERFORMANCE AND AUDIT SUB-COMMITTEE



Signature: *Anneke Freel*

Designation: Chief Officer

Date: 30 January 2025