

TRUST BOARD MEETING

Date: 4 October 2022

Location: Stewarton Area Centre

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

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Appointment of Office Bearers and Trustees (pages 1-2)			✓
2. Apologies for Absence	✓		
3. Declarations of Interest	✓		
4. Minutes of previous meetings 4.1 Board Meeting: 28 June 2022 4.2 P&ASC Meeting: 16 August 2022	✓		✓
5. Performance Report April – June 2022	✓		
6. Scheme of Delegation			✓
7. Wellbeing Initiatives			✓
8. AOCB			
9. Dates of Next Meetings: Performance & Audit Sub-Committee: 8 November 2022 Trust Board: 22 November 2022			

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

APPOINTMENT OF OFFICE BEARERS AND TRUSTEES

Date: 4 October 2022

Agenda Item: I

Report by: Anneke Freel, Chief Officer

I. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek confirmation of reappointment of existing Trustees to the Board.

2. APPOINTMENT OF TRUSTEES TO BOARD

- 2.1 Under clause 32 of the constitution, a Charity Trustee who has served for a period of 6 years shall not be eligible for re-appointment until a further period of one year has elapsed. The Board may, by way of a resolution passed by majority vote at a Board meeting, waive the provisions of clause 32 in relation to a particular Charity Trustee if they consider that exceptional considerations make that appropriate.

This applies to R Hume and J Livingston

Due to the number of Charity Trustee vacancies, it is deemed that exceptional considerations are appropriate. Therefore, it is recommended that R Hume and J Livingston remain on the Board of Trustees to provide continuity during the recruitment process, to facilitate a transition period and to provide mentoring to new Trustee Ambassadors.

- 2.2 Melanie Swan has been appointed as an independent trustee.
- 2.3 R Mann has resigned from the Board of Trustees.
- 2.4 1 independent Trustee vacancy exist with a further 2 anticipated in 2022/23. A recruitment process will be undertaken.
- 2.5 Following the local government elections in May Councillor J McGhee and Councillor J Roberts will no longer be on the Board of Trustees. Councillor G Boyd and Councillor L Holland replaced them. Councillor J Adams resigned as a Charity Trustee in May and took up his position as an Elected Member Trustee.
- 2.6 It is further recommended to appoint Councillor C Maitland to the Chair of the Board and R Hume to the Vice Chair Position.
- 2.7 The East Ayrshire Leisure Board of Trustees from 27th September 2022 will be:
- Councillor Clare Maitland (Chair)
 - R Hume, Charity Trustee (Vice Chair)
 - Councillor L Holland
 - Councillor G Boyd
 - Councillor J Adams
 - Councillor I Linton
 - J Livingston, Charity Trustee

REPORT TO BOARD OF TRUSTEES

- M Swan, Charity Trustee
- Vacant
- A Wilson, Trade Union Representative Trustee
- Blair Millar, East Ayrshire Council, Ex Officio Trustee
- Joseph McLachlan, East Ayrshire Council, Ex Officio Trustee

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

- 3.1 Changes in the membership of the Board of Trustees has also resulted in changes to the Performance and Audit Sub-Committee. Councillors L Holland and G Graham will replace Councillors J Roberts and J McGhee. A Wilson will remain as the trade union representative on P&ASC. The P&ASC will be made up of:

- R Hume, Charity Trustee (Chair)
- Councillor L Holland
- Councillor G Boyd
- J Livingston, Charity Trustee
- A Wilson, Trade Union Representative Trustee

4. CONCLUSION

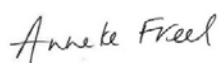
- 4.1 A warm welcome to M Swan who joins the board of trustees and a special thanks should be noted to all retiring trustees who have supported the development of East Ayrshire Leisure Trust since 2013 with a particular appreciation for all Trustees who have guided the management team throughout the recovery period. A further thanks should be noted to R Hume and J Livingston for continuing to support East Ayrshire Leisure and who will support our recruitment and transition with new Charity Trustees.

Recommendation/s:

It is recommended that the Board of Trustees:

- Pass a resolution to re-appoint R Hume and J Livingston;
- Confirm M Swan as an Independent Trustee
- Elect Councillor Maitland and re-appoint R Hume to chair and Vice Chair of East Ayrshire Leisure respectively;
- Otherwise note the content of the paper

Signature:



Designation: Chief Officer

Date: 1 September 2022

REPORT TO BOARD OF TRUSTEES

PERFORMANCE REPORT APRIL - JUNE 2022

Date: 4 October 2022

Agenda Item: 5

Report by: Anneke Freel, Chief Officer

I PURPOSE OF REPORT

- I.1 This report provides details of the Trust's performance for the period April to June 2022, the first quarter of the 2022/23 financial year.
- I.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 April – June 2022 was 403,385. Whilst this isn't full recovery to pre-covid figures and attendances continue to be monitored within our libraries and museums in particular, it is showing strong recovery with an increase of 139% across all venues compared to the same period in 21/22.
- 2.2 E-books and other digital services continue to show growth beyond pre-covid figures. This trend will be reflected in the development of our services going forward.
- 2.3 Community Lifestyle Hubs and Sports Centres are performing well with Rose Reilly Sports Centre and Loudoun, Doon and McIlvanney Leisure Centres all recording figures above pre-covid numbers.
- 2.4 The performance indicators identified within the strategic vision are now being reported within the performance report. It's great to see schools starting to use the venues again.
- 2.5 Organisational Learning is also now included within the performance report
- 2.6 There are no changes to the risk register for this quarter. However, the management team will review the Covid-19 risk register and integrate it into the core organisational risk register for quarter 2.

3 CORPORATE DELIVERY PLAN RECORD OF PROGRESS

- 3.1 91 priority outputs have been included within the 2022-24 Corporate Delivery Plan. April – June 2022 represents the first quarter of this 2 year period. In this period, 5 outputs are marked as complete including the review of the Service Level Agreement and Constitution. 35 other outputs are also underway and progressing well. Some of these are highlighted in the following paragraphs.

REPORT TO BOARD OF TRUSTEES

- 3.2 As part of our organisational review and our move to a structure which reflects our Strategic Themes, communication and consultation work is underway with staff teams across the organisations to enable a seamless transition from the old to the new.
- 3.3 We have produced a Fitness Development Plan to capitalise on the strong recovery of our programme and to focus on customer retention.
- 3.4 Proposals for the restoration and redevelopment of Galston Town Hall have received planning permission and the project is scheduled for completion early in 2023. These proposals include the movement of Galston Library into this fantastic heritage building. This is in line with the Leisure Facility Strategy and will provide us with the opportunity to create a multi-cultural hub with the potential for repatriation of local collections into the local area.
- 3.5 Creatures Great and Small exhibition was opened at the Main Gallery in The Dick Institute in April. Workshops will be focussed on pre-5 groups. Ploughing the Past exhibition is on display in the Baird Institute and was curated in partnership with Cumnock History Group. Ploughing Up the Past will be officially opened on the 7th July. The 'Name your Fears, Tame Your Fears' exhibition was opened in the Young People's Gallery in June 2022 and features work by Logan PS.
- 3.6 The natural health programme has been introduced and is being delivered by the Countryside Team. Work will be undertaken to determine how it could be expanded to other service areas and linked to the East Ayrshire Health and Social Care Partnership and EAC's Community Health Improvement Project (CHIP)

4 FINANCIAL PERFORMANCE

- 4.1 The financial performance quarter 1 report provides detail of the Trust's financial performance for the period April - June 2022. The projected outturn for East Ayrshire Leisure at 30th June 2022 is a breakeven position. This position has been achieved due to vacancies and management actions minimising expenditure to offset any projected income shortfalls. Management will continue to monitor and implement action to ensure a breakeven position.

Recommendation/s:

It is recommended that Trustees:

- i. Consider and note the East Ayrshire Leisure Performs Report for the period April - June 2022; and
- ii. Otherwise note the content of this report.

Annette Freer

Signature:

Designation: Chief Officer

Date: 19 August 2022



EAST AYRSHIRE LEISURE PERFORMS

QUARTER I

APRIL - JUNE

2022/23



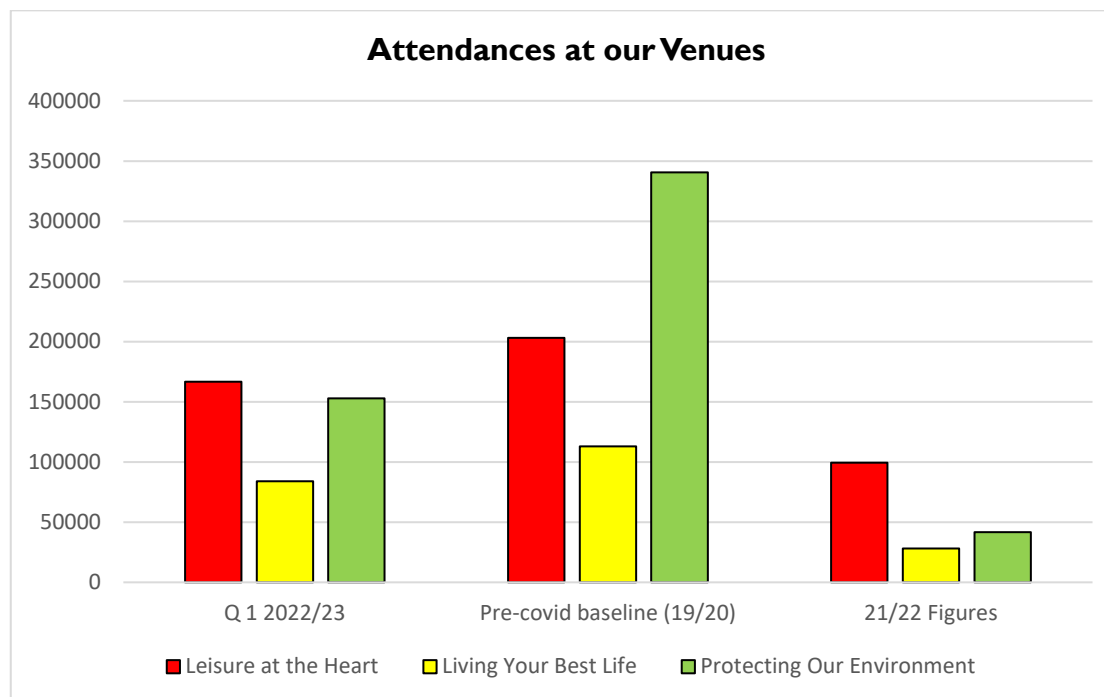
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PERFORMANCE INDICATORS

Attendance Figures

The following chart summarises our attendance figures across 4 of our strategic themes and the table provides a detailed breakdown of which venues are included within each theme.



- * Whilst some of our venues within **Leisure at the Heart** are performing exceptionally well (Ebooks increase of 212% and William McIlvanney Leisure Centre increase of 198% on pre-covid figures), libraries continue to show a decrease in attendance. Although this has resulted in an overall decrease of 18% on pre-covid attendance figures, it is an improving trend with a 68% increase from the same period in 2021/22 across the theme.
- * With Dean Castle still closed and Burns Monument Centre still operating with an appointment system, **Living Your Best Life** is showing a decrease of 48% on pre-covid figures for the quarter. However, our museum venues in particular are beginning to show strong recovery with an increase of 110% across the theme for quarter 1. It should be noted that this figure does not include the Palace Theatre at this time, so is likely to be a more favourable position.
- * The River Ayr Way people counters are no longer operational. Therefore, **Protecting our Environment** will only record figures to Dean Castle Country Park until new people counters are installed along the medium distance route.

Leisure at the Heart	Living Your Best Life	Protecting our Environment
Auchinleck Library Cumnock Library Darvel Library Newmilns Library Galston Library Dick Institute Library Patna Library Drongan Library Whatriggs Library Stewarton Library Crosshouse Library Stewarton Area Centre Boswell Centre Galston Community Centre Darvel Town Hall Morton Hall Cumnock Town Hall Auchinleck Leisure Centre 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	2022/23 Performance	2030 Strategic Aspirations
People attending our Venues	403,385					2.9 million
People engaging in our programmes	Reports are currently being developed through the box office system and will be updated for Q2					0.99 million
Our eastayrshireleisure.com online visitors	135,981					0.38 million
Online visitors to futuremuseums.com	43,350					0.25 million
Number of programmes for 12-25 year olds	14					30
Number of programmes for 65+	3					15
Number of local and regional events and exhibitions	30					40
Number of children engaged in our education programme	2675					20,000
Opportunities that we offer for volunteers and work placements	5					50
Our absence Levels	Average 2.98 days lost per employee					8 days / annum
Our staff turnover rates						7-10%
Number of community initiatives that we support	12					30
Number of partnership projects we engage in	26					40
Carbon Footprint	Reported at end of financial year					990tCO2e

KEY UPDATES

Insurance Claims

The following information provides an update on the number of live claims in progress during the period April - June 2022:-

Public Liability	2 remain open 1 closed
Employers' Liability	n/a
Motor Claim	n/a

Gifts & Hospitality

No gifts or hospitality were received during this period.

ORGANISATIONAL LEARNING

Organisational Learning is a relatively new concept for the Trust, it is a process that demonstrates our commitment for continuous improvement through collectively sharing and reviewing processes, procedures, appreciate/celebrate good practice and acknowledge where there are opportunities to learn.

During the period April – June the following action plan was developed which is categorised into key themes:

Learning Theme	Recommendation/Notes	Action Required
Customer Care/Services	<ul style="list-style-type: none"> Friendly, helpful, kind, attentive, motivational; all phrases been said about staff this quarter. Staff going above and beyond during coaching sessions and museum visits. 	<ul style="list-style-type: none"> Service action required
	<ul style="list-style-type: none"> Visual arts & exhibition programme praised 	<ul style="list-style-type: none"> Service action required
	<ul style="list-style-type: none"> Customers complaining about a member of staff raising their voice to their son touching one of the museum pieces. 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> Customer Service Protocol
H&S: Checks & 'Housekeeping'	<ul style="list-style-type: none"> Cleanliness fell below expected standards. Chairs were of poor quality/standard. 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> Equipment Replacement Programme
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 Risk Assessment Staff awareness – do's & don'ts Conflict Handling Training
	<ul style="list-style-type: none"> Dealing with inappropriate behaviour from customers/public and customers using facilities under the influence of drugs and/or alcohol 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> Violence & Aggression Risk Assessment Staff awareness – do's & don'ts Conflict Handling Training
	<ul style="list-style-type: none"> Minor accidents occurring while putting equipment away. 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> Manual Handling Training

Learning Theme	Recommendation/Notes	Action Required
Work Environment	<ul style="list-style-type: none"> Enforce the culture of the organisation and ensure that staff display the values and behaviours set by the organisation. 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> Staff required to undertake an annual familiarisation of policies & procedures including the Code of Conduct Reiterate Trust Values & Behaviours
Information Security	<ul style="list-style-type: none"> Ensure staff are aware of their responsibilities detailed within the Code of Conduct and the Information Security Policy and the Acceptable use Policy. Review permissions within the booking system to ensure these are updated, relevant and understood by all users. 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> Staff required to undertake a familiarisation of documents Corporate Services
Code of Conduct	<ul style="list-style-type: none"> All staff to be reminded that under the Code of Conduct, any private enterprises should be declared. Staff reminded that they are not permitted to canvas customers while working for the Trust. Remind staff that they can only access gym and sport classes if they pay for the service or take out a gym membership. 	<ul style="list-style-type: none"> Service action required <ul style="list-style-type: none"> Staff newsletter Service action required <ul style="list-style-type: none"> Staff newsletter
Training & Development	<ul style="list-style-type: none"> Appoint a temporary mentor (same level) for all newly appointed members of staff with responsibility for managing or supervising people. All newly appointed supervisors or managers to be enrolled on Mandatory Leadership programme. 	<ul style="list-style-type: none"> Service action required Service action required

RISK REGISTER

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a 20% reduction in funding received from East Ayrshire Council, resulting in a reduction in service provision and a requirement to generate more income from services.	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. Best Value Review Implementation PR; communications with staff and customers
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 & Development Managers	4	3	12 RISK APPETITE: OPEN (Reputation)	MEDIUM	<ul style="list-style-type: none"> Business Planning Positive Public Relations Equipment Replacement Programme Continued dialogue with Council Review of B.E.S.T. practise - ongoing training and development of staff
3	There is a risk partners and external stakeholders do not see East Ayrshire Leisure as a partner of choice because of a lack of resources invested in partnership activity, resulting in a failure to deliver Business Plan targets and the loss of external funding.	Executive Managers & Development Managers	3	3	9 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> Service reviews Positive Public Relations Service Level Agreements/Contracts

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 & Development Managers	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 Environmental Management, Monitoring and reporting Leisure Facility Strategy
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 & Development Managers	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> Attendance at Events Recruitment and Selection procedure Review of Best Practise Training and development programme
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 Review of B.E.S.T. Practise

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.	Development Managers			RISK APPETITE: OPEN (Operation)		<ul style="list-style-type: none"> Recruitment and selection procedure 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 & Development Managers	I	4	4 RISK APPETITE: CAUTIOUS (Compliance)	LOW	<ul style="list-style-type: none"> Partnerships Working Groups Service Level Agreement Support from East Ayrshire Council

RISK REGISTER - COVID 19

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
8	There is a threat to the viability of current Business Operations arising from Business closure resulting in reduction in service provision and the inability to fully deliver Strategic Delivery Plan.	Executive Management and Development Managers	5	3	15 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> Consider and review the implications of COVID-19 including social distancing measures Review actions within the Strategic Delivery Plan Continue to deliver and develop alternative services Social media and website presence Customer e-newsletters Working from home policy
9	There is a risk to the organisation's management due to the high dependency on the 2 members of Executive Management Team and Development Management team.	Chief Officer	3	3	9 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> Business Continuity Plan Monthly DMT Business Meetings Stress Management training Monitoring workloads through 1-1 meetings
10	There is a threat to the financial stability of the organisation resulting from loss of income. Ongoing closure could have an impact on the management fee received from East Ayrshire Council.	Executive Management and Development Managers	5	4	20 RISK APPETITE: OPEN (Financial)	HIGH	<ul style="list-style-type: none"> Continued dialogue with East Ayrshire Council in relation to the management fee Consider financial support available to the organisation as a result of the coronavirus Claim employees wages through Job Retention Schedule Monitor cashflow and reduce expenditure where possible Continued support & guidance given by Community Leisure UK Online services including sales Maximise additional income streams

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
11	Reduction in workforce from COVID 19 resulting in loss of key staff and skills. Potential reduction in availability of all staff to resume roles resulting in inability to deliver all services with potential loss of income.	Executive Management and Development Managers	4	3	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> Alternative service provision – transformation Training & Development Programme Recruitment & Selection procedure Working from home policy
12	There is a risk to our reputation if we do not adhere to government guidance in an appropriate timely manner to ensure both staff and customers are in safe and controlled environment.	Executive Management and Development Managers	2	4	8 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> Follow and monitor Local, Scottish and National Government guidance Consider and review the implications of COVID-19 on the operation of our business Support from East Ayrshire Council Effective communication with staff and customers
13	There is a risk that East Ayrshire Leisure staff morale could be at an all time low due to the impact of COVID 19. (financial, bereavement, domestic circumstances, furlough etc)	Executive Management and Development Managers	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> Regular communication with staff Access to support services eg counselling services Staff trained in mental health practices Staff engagement programme Access to Support & Wellbeing Programme
14	There is a risk that East Ayrshire Leisure will not be in a position to attract existing customers back to our facilities due to financial constraints,	Executive Management and Development Managers	3	4	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> Review of service provision – transformation Customer engagement programme Customer e-newsletters

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	alternative opportunities being available and loss of confidence.						
15	There is a risk that East Ayrshire Leisure's business continuity will be affected if key decisions cannot be made due to the inability to hold Trustee board and performance and audit meetings.	Chief Officer	1	5	5 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> Regular liaison with Chair and Vice Chair Regular Trustee updates Review of agenda items Establishment of video conferencing
16	There is a risk that building and/or equipment maintenance and repairs cannot be carried out either due to lack of staff or companies no longer operating, resulting in non-service provision or loss/damage to our facilities.	Executive Management and Development Managers	2	4	8 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> Regular communication with EAC Business Continuity Plan Alternative service delivery Maintenance Liaison Group
17	There is a risk that capital projects cannot proceed which will impact on planned and unplanned opportunity to upgrade existing facilities.	Executive Management and Development Managers	2	3	6 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> Regular communication with EAC and other partners Work in partnership to resolve issues and minimise impact Effective communication with staff and customers
18	There is a risk that external funding may be withdrawn or have to be repaid due to projects no longer being viable or East Ayrshire Leisure being unable to fulfil requirements to meet funding obligations.	Executive Management and Development Managers	2	3	6 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> Regular communication with funders and partners Work in partnership to resolve issues and minimise impact eg extend funding, consider alternative delivery option Effective communication with customers








CORPORATE DELIVERY PLAN
RECORD OF PROGRESS
QUARTER I
APRIL - JUNE
2022/23



KEY:







Chief Officer	CO	Finance & Business Development Manager	F&BDM	Property & Estates Development Manager	P&EDM
Business Support Development Officer	BSDO	Head of Corporate Services	HCS	Relationship & Business Development Manager	R&BDM
Community & Performing Arts Development Manager	C&PADM	Head of Operational Services	HOS	Sports Development Manager	SDM
Cultural Development Manager	CDM	Leisure Development Manager	LDM		




 - No Progress	 - Some Progress	 - Complete
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SHARING OUR VISION				
Strategic Objective 1: 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	Produce Customer Exchange programme	R&BDM		
2	Produce Staff Exchange programme	R&BDM		Staff Exchange Events have taken place; formal programme still to be produced.
3	Embed new feedback mechanisms following programme of audit recommendations	R&BDM		Meeting taken place with Internal Audit; full review programmed for later in the year.
4	Create calendar of community engagement activity, utilising our Community Consultation Process	R&BDM		
5	Produce and adopt a customer retention Strategy	R&BDM		Fitness Development Plan produced to focus on customer retention.

SHARING OUR VISION

Strategic Objective 2: 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
6	Design a Communications Strategy which delivers accessibility, diversity, equality and a multilingual approach	R&BDM		
7	Redesign and development of Future Museum to promote collections and services of South West Scotland	CDM		Funding has now been received for the redesign of Futuremuseum. Procurement documentation is being prepared to appoint a community facilitator and web design team to undertake the work.
8	Create standard video/digital format for recruitment	R&BDM		Complete and working well; examples include Head of Operations post.
9	Film and digital content created to promote all venues, service areas and opportunities	R&BDM		
10	Film and digital content created to tie in with hospitality/commercial lets, 'Community Spaces for hire'	R&BDM		
11	Create programme of tourism engagement and promotion whilst maintaining or improving accreditation ratings	R&BDM		The VisitScotland Accreditation Scheme is scheduled to be reactivated following Covid restrictions. A number of workshops / site visits are being arranged through June and August with VisitScotland to allow us to develop action plans for each venue ahead of our accreditation visit.

SHARING OUR VISION				
Strategic Objective 3: 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
12	Implement and promote the East Ayrshire Recreation Plan	LDM		
13	Develop regional wide Cultural Strategy	CDM		
14	Engage with and support Community Leisure UK in the implementation of the Community UK Business Plan	CO		

SHARING OUR VISION				
Strategic Objective 4: To introduce customer service related performance targets				
Output		Lead	Progress	Comments
15	Benchmark customer service performance targets, identifying appropriate targets and mechanisms for capturing data.	R&BDM		
16	Measure, monitor and report on key performance indicators annually	HOS		A review has taken place and new procedures are pending.
17	Ensure service delivery meets standards required to secure quality marks.	HOS		Track Mark accreditation for the Ayrshire Athletics Arena – 2 out the 6 modules achieved so far.







LEISURE AT THE HEART OF EVERY COMMUNITY

Strategic Objective 1: 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
18	Develop a Plan for our Outdoor Spaces which supports priority sports, community activities, events and programmes	HOS		
19	Develop and implement rolling 5 year management plans for Annanhill Golf Course and the River Ayr Way	P&EDM		The 5-year management plan is being produced for the River Ayr Way. Staff information sessions are being planned to integrate the management plan into work programmes.
20	Work with key community partners to develop Business Plan for AM Brown Institute and Catrine Heritage Masterplan	CO		Initial community engagement sessions have been undertaken.
21	Oversee implementation of the Doon Valley Way and the Lugar Water Trail as part of the Coalfield Communities Landscape Partnership	LDM		The preferred contractor has been appointed for the Lugar Water Trail. This work will be implemented by March 2023.
22	Work with East Ayrshire Council to expand access arrangements at the Barony Sports Village to provide access to other community leisure facilities outwith core school hours.	SDM		Grass pitches should be accessible from Autumn.




LEISURE AT THE HEART OF EVERY COMMUNITY




Strategic Objective 2: To work with partners to explore funding opportunities for refurbishment and development of leisure facilities



Output		Lead	Progress	Comments
23	Develop a Studio at the Rose Reilly Sports Centre which enables power assisted, fully inclusive exercise	SDM		Cost plans for works have been received and currently being reviewed.
24	Develop Business and Redevelopment Plan for Darvel Town Hall	C&PADM		External consultants, Wylie Shanks, have been appointed & initial site visit has taken place
25	Install community cinema facilities at Stewarton Area Centre to expand the programme	C&PADM		Funding bid has been submitted for equipment purchase.
26	Implement restoration and development plans for Galston Town Hall	CDM		The proposals for Galston Town Hall have received planning permission. Works are likely to start on site in November 2022 with completion scheduled for December 2023.
27	Explore the potential for the repatriation of collections to specific Flexible Cultural Hub venues across the region	CDM		Early discussions have taken place with Stewarton and District History Group regarding the development of a local museum and heritage centre within Stewarton Area Centre. This will allow access to collections and archives associated with the Annick Valley. A programme of works will be developed over the summer 2022 with the aim of opening the heritage centre in Spring 2023.
28	Develop and implement plans for the reopening of Doon Valley Museum as a Flexible Cultural Hub.	CDM		The development of the Doon Valley Museum is included in the overall Doon Valley Masterplan. This has been developed to RIBA stage 2 and will be the subject of funding bids over the coming months.





LEISURE AT THE HEART OF EVERY COMMUNITY


Strategic Objective 3: To work with East Ayrshire Council in reviewing and refining repair and maintenance plans and schedules for all facilities within our remit which include an annual programme of planned maintenance and decoration




Output		Lead	Progress	Comments
29	Develop and agree a proactive maintenance programme for each venue/facility	P&EDM		
30	Develop and implement a rolling programme of equipment maintenance and replacement	P&EDM		A template has been devised, agreed and circulated for gathering information on existing equipment.
31	Fulfil our obligations within East Ayrshire Council's Property Pledge	P&EDM		






LIVING YOUR BEST LIFE				
Strategic Objective 1: To support the development of sustainable pathways that encourage lifelong participation in leisure activities				
Output		Lead	Progress	Comments
32	Develop an East Ayrshire Leisure Sports Development Strategy	SDM		Currently being developed.
33	Produce a Natural Health Programme that will allow an effective referral process for patients and users of mental health services.	LDM		The natural health programme has been introduced and is being delivered by the Countryside Team. Work will be undertaken to determine how it could be expanded to other service areas and linked to the East Ayrshire Health and Social Care Partnership and EAC's Community Health Improvement Project (CHIP)
34	Produce an Outdoor Learning Plan, which supports the school curriculum	LDM		






LIVING YOUR BEST LIFE				
Strategic Objective 2: 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
35	Establish Strategic Programming Group which will implement and support a community, regional and national programme of events each year	CO		The Programme Development Strategy was approved by the Board of Trustees on the 28 th June. The strategic programming group will be established in Q4 2022/23 to implement the strategy.
36	Implement an annual programme of outdoor festivals and events	LDM		

37	Produce a Business Case for building 500-1000 seater Stadium to attract national athletics programmes	SDM		
38	Deliver a high impact/high profile rolling two year visual art and heritage exhibition and event programme across our gallery and museum venues	CDM		Creatures Great and Small exhibition was opened at the Main Gallery in The Dick Institute in April. Workshops will be focussed on pre-5 groups. Ploughing the Past exhibition is on display in the Baird Institute and was curated in partnership with Cumnock History Group. Ploughing Up the Past will be officially opened on the 7 th July. The 'Name your Fears, Tame Your Fears' exhibition was opened in the Young People's Gallery in June 2022 and features work by Logan PS.
39	Complete the five year building renovation and restoration of Dean Castle	CDM		CBC Stone is scheduled to complete all renovation and restoration work by early Autumn 2022
40	Redesign, reimagine and deliver interpretation, interactives, animations, engagement and activity plans for Dean Castle including a re-opening event	CDM		Final artwork will be finalised in Q2 for production and installation in early 2023.

LIVING YOUR BEST LIFE				
Strategic Objective 3: 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
41	Develop place based lifestyle hub networks to provide pathways for communities to become more engaged in wellbeing activities.	HOS		







42	Support the design and implementation of community-led creative initiatives	CDM		A number of community led creative initiatives have been supported included St Marnock's Square public art commission, the Promise and Ploughing Up the Past
43	Deliver the Cultural Kilmarnock project which will include refurbishment and development of key heritage venues and spaces, green corridors between town centre heritage sites, encourage active travel and support green, cultural and heritage tourism	CO		Proposals for Cultural Kilmarnock have been developed to RIBA stage 2 and will be submitted to the UK Government Levelling Up Fund ahead of the 6 th July deadline date.
44	Upgrade facilities at Annanhill Golf Course for expansion of female and youth golf	SDM		

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES				
Strategic Objective 1: 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
45	Develop the staff intranet to enable a streamlined and digital approach to staff management	R&BDM		
46	Develop IT and Telephony Infrastructure to support new ways of working	BSDM		IT inventory list has been created, replacement pc's are being considered as part of the equipment replacement programme and the one device strategy.
47	Implement digitisation of Systems & Processes	BSDM		Plans are being developed to transform systems from our current staffing structures to Strategic Themes eg HR, LD21, IT, H&S, Financials.
48	Produce a programme of engagement activities for employees and Trustee Ambassadors	R&BDM		
49	Develop Recognition Award Scheme for our Volunteers	R&BDM		

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES				
Strategic Objective 2: To offer work placements, volunteering and apprenticeships				
Output		Lead	Progress	Comments
50	Develop volunteering roles across all areas of the Trust	LDM		
51	Support the pathway to higher and further education and employment by establishing a programme of work experience at key venues	LDM		
52	Identify and implement opportunities for internships or modern apprenticeships across Trust services	LDM		
53	Establish a variety of volunteering placements for the Duke of Edinburgh award scheme	LDM		
54	Ensure that monitoring and evaluation demonstrates the impact of our volunteering programme, taking a threefold approach: On the volunteer; on East Ayrshire Leisure; and on the services' users.	LDM		






INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Strategic Objective 3: 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
55	Establish an annual calendar of Open Days and development opportunities for staff, volunteers and members of our communities.	R&BDM		
56	Design an annual Training and Development programme to suit the needs of the service	R&BDM		Will be implemented following completion of service-wide Reviewing BEST Practice.
57	Implement Organisational Redesign	CO		Information sessions have been held with the extended management team and the wider staff teams. Further opportunities for staff information sessions have been developed through an online portal and coffee chats programme. Consultation will begin in August 2022.
58	Develop a proactive Recruitment Process	HCS		
59	Develop an Equality and Diversity Statement reflective of the values of East Ayrshire Leisure supporting the development and fair treatment of staff	HCS		A draft Equality and Diversity Policy has been developed.
60	Implement an Organisational Development Framework	HCS		<p>A Communication & consultation plan has been developed and is being rolled out to support the implementation of the organisational review.</p> <p>The development of the Strategic Lead role and the review of the Development Officer Jop is now complete, key activities have been developed to support future recruitment.</p>




INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES




Strategic Objective 4: To ensure that our Board of Trustees reflects the community we serve and the need to be both a charitable and commercial organisation




Output	Lead	Progress	Comments
61 Design and annually review Training and Development Plan to support all Trustees	HCS		A Trustee induction and training session has been scheduled for the 13 th September. A tour of key buildings and an opportunity to meet staff is also being organised.
62 Review Recruitment Process ensuring that the Board of Trustees reflects and supports the aims, objectives and aspirations identified in the East Ayrshire Leisure Trust Constitution	HCS		Trustee Ambassador roles have been developed in line with our 6 Strategic Themes. Trustees were matched to an Ambassador role based on their key skills, experience and interests allowing future recruitment to be focused. This action is now complete.
63 Create and Implement a Youth Board	HCS		
64 Create and Implement a programme of Trustee Coffee Chats to engage with communities and customers	R&BDM		
65 Develop a programme of Trustee Ambassador site visits to engage with staff who act as community/customer spokespersons	R&BDM		




CREATING A SOLID FOUNDATION FOR GROWTH





Strategic Objective 1: 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
66	Review wifi across all our venues	BSDM		EAC public wifi has been installed within the Visitor Centre to support meeting room and office requirements.
67	Develop our box office & booking system and operations to enhance customer journey and allow more services to be bookable online	BSDM		In conjunction with DM's an audit of the system was undertaken to identify areas for development. Actions have been added to the Digital Transformation Action Plan allowing progress to be monitored and reported.
68	Develop website to include more online and interactive resources	R&BDM		Development work has started looking at the online education resources. A Working Group has been established consisting of key members of staff from across the organisation.




CREATING A SOLID FOUNDATION FOR GROWTH				
Strategic Objective 2: 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
69	Annual Review of Service Level Agreement	CO		The Service Level Agreement and constitution have been reviewed and approved by Board on the 28 th June and Council on the 29 th June. This action is now complete.
70	Establish a liaison group at shared sites to ensure cross-service promotion and integrated working arrangements	HOS		
71	Develop Business Plan for the Civic Centre South	CO		




CREATING A SOLID FOUNDATION FOR GROWTH				
Strategic Objective 3: 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
72	Produce Retail Plan to identify opportunities across venues and organisational areas	F&BDM		
73	Develop a range of Membership Packages	F&BDM		Direct Debit Membership for our Athletics Run, Jump and Throw programme has been launched with 80 members signing up.
74	Produce Hospitality Plan which identifies opportunities for bars, cafes, vending and event catering	F&BDM		

75	Carry out the feasibility of developing the Dower House as a conference centre and event space	CO		
76	Produce Commercialisation Plan to identify opportunities across venues	F&BDM		
77	Produce Advertising Plan	R&BDM		

CREATING A SOLID FOUNDATION FOR GROWTH				
Strategic Objective 4: To develop an effective performance management framework				
Output		Lead	Progress	Comments
78	Receive Unqualified external audit	F&BDM		The 2021-22 external audit is now complete, the annual report and accounts will be presented to the AGM on the 13 th September 2022.
79	Implement annual internal audit plan and identify improvements	F&BDM		The 2022-23 Internal Audit Plan was presented and approved at P&ASC on 14 th June 22. This action is now complete.
80	Achieve identified savings targets	CO		Savings targets for 2022/23 have been identified and integrated into service budgets.
81	Manage and deliver responsibilities under the Collections Agreement via the Collections Development Strategy and Documentation Procedural Manual	CDM		The Collections Development Strategy, Collections Agreement and Documentation Manual were approved by East Ayrshire Council in June 2022. A training session will follow with all relevant staff and monitoring system in place to ensure implementation of robust procedures.

PROTECTING OUR ENVIRONMENT				
Strategic Objective 1: 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
82	Produce an annual action plan to identify measures to reduce carbon use and improve environmental efficiency.	P&EDM		
83	Establish a carbon offset strategy through woodland creation	P&EDM		
84	Produce programme for replacing Trust vehicles with electric or more sustainable alternatives	P&EDM		Information being gathered as per Output 30
85	Develop Climate Change Strategy to achieving Net Zero	P&EDM		

PROTECTING OUR ENVIRONMENT				
Strategic Objective 2: To adopt the principles of Visit Scotland's Green Tourism Business Scheme to reduce the environment impact of our business				
Output		Lead	Progress	Comments
86	Develop an action plan to adopt the principles of the Green Business Scheme	P&EDM		
87	Introduce waste recycling across Trust venues	P&EDM		
88	Introduce a hospitality deposit return scheme to address new guidelines	F&BDM		

PROTECTING OUR ENVIRONMENT				
Strategic Objective 3: To implement a Sustainable Transport Strategy which encourages active travel in all our operations and with our staff and customers				
Output		Lead	Progress	Comments
89	Develop an organisational wide Sustainable Transport Plan and embed the principles of Active and Sustainable Travel throughout our organisation, projects and programmes	P&EDM		
90	Carry out a programme of staff and customer awareness sessions	P&EDM		
91	Deliver the first phase of the Kilmarnock Green Infinity Loop project which promotes active travel and makes closer connections between communities	CO		Funding has been secured for the first phase of the Kilmarnock Green Infinity Loop. Construction will begin in 2023.



FINANCIAL PERFORMANCE

QUARTER I

APRIL – JUNE

2022/23



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Notes:

All financial figures are cumulative to the current quarter and projected to the end of the financial year, i.e Qtr I shows the actual amounts for Qtr I, combined with projections up to the end of March 2023.

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

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

FINANCIAL PERFORMANCE KEY

ADVERSE:		FAVOURABLE:	
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SUMMARY STATEMENT

The projected outturn for East Ayrshire Leisure at 30th June 2022 is a breakeven position. This position has been achieved due to vacancies and management actions minimising expenditure to offset any projected income shortfalls.

Management will continue to monitor and implement action to ensure a breakeven position.

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

There are further variances within Income and Expenditure, these will be closely monitored and managed within the Service during the year where possible - detailed analysis is provided below.

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

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

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

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

ANNUAL BUDGET

Table below provides detail of Annual Budget showing the impact of 2022/23 savings approved at 22nd February 2022 Board.

Service Division	Annual Budget 2022/23	Annual Budget 2022/23 Qtr 1	Annual Budget 2022/23 Qtr 2	Annual Budget 2022/23 Qtr 3	Annual Budget 2022/23 Qtr 4	Comments
EXECUTIVE MANAGEMENT	1,245,680	1,325,420				
CULTURAL DEVELOPMENT	1,466,890	1,501,660				
COMMUNITY & PERFORMING ARTS DEVELOPMENT	425,390	435,830				
LEISURE DEVELOPMENT	615,770	634,610				
SPORTS DEVELOPMENT	609,690	719,830				
PROPERTY & ESTATES DEVELOPMENT	187,430	201,390				
SAVINGS TO BE ALLOCATED	0					
TOTAL	4,550,850	4,818,740				
Management Fee	(4,550,850)	(4,779,600)				
Reserves	0	(39,140)				
TOTAL	0	0				

Venues Allocated to Sport Areas:-

Community Sports Area 1	Grange Leisure Centre, St Josephs Leisure Centre, William McIlvanney Campus, Stewarton Sports Centre, Ayrshire Athletics Arena, Scott Ellis Pavilion
Community Sports Area 2	Auchinleck Leisure Centre, Doon Valley Leisure Centre, Loudoun Leisure Centre, Hunter Fitness Suite, Barony Campus, Annanhill Golf Course
Sports Temporary Facilities	Venues temporarily held by EALT, operating under management arrangements with community groups, funded by EAC

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

Revised Actual Exp. to 30/6/21	Actual Out-turn to 31/03/22	Service Division	Annual Estimate 2022/23	Revised Actual Exp. to 30/6/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse	
282,387	1,271,227	EXECUTIVE MANAGEMENT	1,325,420	229,280	17%	1,337,820	12,400	
194,431	927,465	Corporate Services	968,060	122,608	13%	980,460	12,400	
85,211	332,586	Relationship & Business Development	399,980	91,215	23%	399,980	0	
2,745	11,177	Hospitality Development	(42,620)	15,458	-36%	(42,620)	0	
385,882	1,459,442	CULTURAL DEVELOPMENT	1,501,660	391,081	26%	1,442,530	(59,130)	
65,836	280,864	Cultural Development	287,460	49,602	17%	226,310	(61,150)	
28,306	121,783	Collection Care	106,840	24,714	23%	106,070	(770)	
7,472	31,623	Visual Arts Development	39,260	8,455	22%	38,760	(500)	
26,864	124,510	Museums Development	124,870	33,162	27%	123,510	(1,360)	
257,405	900,661	Libraries	943,230	275,148	29%	947,880	4,650	
107,541	480,694	COMMUNITY & PERFORMING ARTS DEVELOPMENT	435,830	158,844	36%	469,700	33,870	
30,209	206,584	Performing Arts Development	235,840	82,612	35%	236,970	1,130	
74,816	269,971	Community Development	233,370	76,187	33%	246,980	13,610	
2,517	4,139	Community Lettings & Co-Managed Centres - Lets	(33,380)	45	0%	(14,250)	19,130	
131,178	566,145	LEISURE DEVELOPMENT	634,610	97,880	15%	543,900	(90,710)	
33,532	111,316	Leisure Development	159,470	(1,409)	-1%	102,600	(56,870)	
84,580	406,336	Countryside & Visitors Development	432,810	90,372	21%	398,970	(33,840)	
12,931	48,292	Green Infrastructure Development	42,330	8,917	21%	42,330	0	
135	201	Volunteer Development	0	0		0	0	
171,009	817,724	SPORTS DEVELOPMENT	717,890	180,089	25%	838,250	120,360	
39,902	193,956	Sports Development Team	39,940	(5,798)	-15%	19,300	(20,640)	
71,734	200,210	Community Sports Area 1	217,150	117,234	54%	311,740	94,590	
56,411	397,989	Community Sports Area 2	436,520	64,958	15%	481,930	45,410	
1,542	9,576	Temporary Facilities	1,990	1,999	100%	1,990	0	
1,422	15,992	Football Venues	22,290	1,696	8%	23,290	1,000	
36,796	177,918	PROPERTY & ESTATES DEVELOPMENT	201,390	36,287	18%	184,600	(16,790)	
1,114,795	4,773,150	TOTAL	4,816,800	1,093,460	23%	4,816,800	0	
(1,136,928)	(4,966,113)	Management Fee	(4,777,660)	(1,184,415)	25%	(4,777,660)	0	
(22,133)	(192,963)	TOTAL	39,140	(90,955)		39,140	0	
(3,770)	(18,305)	Trs From Reserves	(39,140)	(39,140)	100%	(39,140)	0	
(25,903)	(211,268)	TOTAL (after transfer from reserves)	0	(130,095)		0	0	
(63,150)	(244,377)	External Funding	0	0		0	0	
(89,053)	(455,644)	TOTAL (after external funding)	0	(130,095)	0	0	0	

TABLE B – OVERALL NET POSITION

Revised Actual Exp. to 30/6/21	Actual Out-turn to 31/03/22	Service Division	Annual Estimate 2022/23	Revised Actual Exp. to 30/6/22	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/23	Variance (Favourable) / Adverse	
(290,036)	(1,576,461)	Income From Charitable Activities	(2,243,210)	(460,416)	21%	(2,098,280)	144,930	
(1,136,928)	(4,966,113)	Management Fee	(4,777,660)	(1,184,415)	25%	(4,777,660)	0	
(63,150)	(244,377)	External Funding	0	0		0	0	
(1,490,114)	(6,786,951)	TOTAL INCOME	(7,020,870)	(1,644,831)	23%	(6,875,940)	144,930	
1,081,566	4,715,489	Employee Costs	5,316,150	1,125,157	21%	5,163,690	(152,460)	
6,954	40,318	Transport Costs	39,870	8,369	21%	41,960	2,090	
85,228	546,910	Premises Costs	547,610	110,710	20%	553,750	6,140	
216,806	757,089	Supplies & Services	1,028,760	295,764	29%	1,028,060	(700)	
0	8,360	Financing Costs	0	0		0	0	
0	187,400	Support Costs	0	0		0	0	
14,277	94,045	Governance Costs	127,620	13,877	11%	127,620	0	
1,404,831	6,349,611	TOTAL RESOURCES EXPENDED	7,060,010	1,553,876	22%	6,915,080	(144,930)	
(85,283)	(437,339)	NET POSITION	39,140	(90,955)		39,140	0	
(3,770)	(18,305)	Trs From Reserves	(39,140)	(39,140)	100%	(39,140)	0	
(89,053)	(455,644)	TOTAL (after transfer from reserves)	0	(130,095)		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

Revised Actual Exp. to 30/6/21	Actual Out-turn to 31/03/22	EXECUTIVE MANAGEMENT	Annual Estimate 2022/23	Revised Actual Exp. to 30/6/22	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/23	Variance (Favourable) / Adverse
194,431	927,465	Corporate Services	968,060	122,608	13%	980,460	12,400
85,211	332,586	Relationship & Business Development	399,980	91,215	23%	399,980	0
2,745	11,177	Hospitality Development	(42,620)	15,458	-36%	(42,620)	0
(63,150)	(244,377)	External Funding	0	0		0	0
(1,136,928)	(4,966,113)	Management Fee	(4,777,660)	(1,184,415)	25%	(4,777,660)	0
0	(4,220)	Trs From Reserves	0	0		0	0
(917,691)	(3,943,482)	TOTAL OBJECTIVE ANALYSIS	(3,452,240)	(955,135)	28%	(3,439,840)	12,400
(46,119)	(233,277)	Income From Charitable Activities	(360,040)	(94,335)	26%	(395,240)	(35,200)
(1,136,928)	(4,966,113)	Management Fee	(4,777,660)	(1,184,415)	25%	(4,777,660)	0
(63,150)	(244,377)	External funding	0	0		0	0
(1,246,198)	(5,443,767)	TOTAL INCOME	(5,137,700)	(1,278,750)	25%	(5,172,900)	(35,200)
253,984	1,055,148	Employee Costs	1,313,310	258,496	20%	1,360,910	47,600
0	0	Transport Costs	0	0		0	0
150	5,545	Premises Costs	2,680	(20,357)	-760%	2,680	0
60,096	226,072	Supplies & Services	333,370	88,994	27%	333,370	0
0	0	Financing Costs	0	0		0	0
0	187,400	Support Costs	0	0		0	0
14,277	30,340	Governance Costs	36,100	(3,518)	-10%	36,100	0
328,507	1,504,505	TOTAL RESOURCES EXPENDED	1,685,460	323,615	19%	1,733,060	47,600
(917,691)	(3,939,262)	NET POSITION	(3,452,240)	(955,135)	28%	(3,439,840)	12,400
0	(4,220)	Trs From Reserves	0	0		0	0
(917,691)	(3,943,482)	TOTAL (after transfer from reserves)	(3,452,240)	(955,135)	28%	(3,439,840)	12,400

Comments
<p>Executive Management encompasses Trust Board, Chief Officer and Corporate Services. Corporate Services has responsibility for the following areas: Relationship & Business Development, Finance & Business Development, Business Support and Hospitality. The Hospitality Service operates across all operational services.</p> <p><u>Corporate Services</u> Adverse variance relates to appointment of Head of Operations partially offset by income from EAC relating to provision of Active Club membership.</p> <p><u>Relationship & Business Development</u> Breakeven position projected.</p> <p><u>Hospitality</u> Breakeven position projected.</p>

CULTURAL DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/6/21	Actual Out-turn to 31/03/22	CULTURAL DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 30/6/22	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/23	Variance (Favourable) / Adverse
65,836	280,864	Cultural Development	287,460	49,602	17%	226,310	(61,150)
28,306	121,783	Collection Care	106,840	24,714	23%	106,070	(770)
7,472	31,623	Visual Arts Development	39,260	8,455	22%	38,760	(500)
26,864	124,510	Museums Development	124,870	33,162	27%	123,510	(1,360)
257,405	900,661	Libraries	943,230	275,148	29%	947,880	4,650
(3,770)	(3,765)	Trs From Reserves	(4,500)	(4,500)	100%	(4,500)	0
382,112	1,455,677	TOTAL OBJECTIVE ANALYSIS	1,497,160	386,581	26%	1,438,030	(59,130)
(1,982)	(69,619)	Income From Charitable Activities	(85,300)	(16,437)	19%	(94,320)	(9,020)
(1,982)	(69,619)	TOTAL INCOME	(85,300)	(16,437)	19%	(94,320)	(9,020)
268,947	1,156,810	Employee Costs	1,181,830	265,353	22%	1,128,730	(53,100)
2,015	12,059	Transport Costs	11,980	3,650	30%	14,390	2,410
28,225	142,900	Premises Costs	140,020	35,618	25%	140,540	520
88,677	209,950	Supplies & Services	236,640	100,624	43%	236,700	60
0	0	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
0	7,341	Governance Costs	16,490	2,273	14%	16,490	0
387,864	1,529,060	TOTAL RESOURCES EXPENDED	1,586,960	407,518	26%	1,536,850	(50,110)
385,882	1,459,442	NET POSITION	1,501,660	391,081	26%	1,442,530	(59,130)
(3,770)	(3,765)	Trs From Reserves	(4,500)	(4,500)	100%	(4,500)	0
382,112	1,455,677	TOTAL (after transfer from reserves)	1,497,160	386,581	26%	1,438,030	(59,130)

Comments
<p>Cultural Development has responsibility for the operation of museums, EAC collections, statutory library provision and the creative programming across all venues with a particular focus on museums, libraries, visual arts and exhibitions. The team is made up of key service areas: Collection Care Development, Visual Arts Development, Museums Development, Libraries Operations and Libraries Programmes.</p> <p><u>Cultural Development - Overall</u></p> <p>£50.1k savings predominantly from vacancies not being filled and £9k match funding being returned to service budgets for project underspends relating to Seedscapes: Future Proofing Nature and Grayson Perry due to low engagement as a result of covid and lower costs than budgeted.</p>

COMMUNITY & PERFORMING ARTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/6/21	Actual Out-turn to 31/03/22	COMMUNITY & PERFORMING ARTS DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 30/6/22	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/23	Variance (Favourable) / Adverse
30,209	206,584	Performing Arts Development	235,840	82,612	35%	236,970	1,130
74,816	269,971	Community Development	233,370	76,187	33%	246,980	13,610
2,517	4,139	Community Lettings & Co-Managed Centres - Lets	(33,380)	45	0%	(14,250)	19,130
0	(1,850)	Trs From Reserves	0	0		0	0
107,541	478,844	TOTAL OBJECTIVE ANALYSIS	435,830	158,844	36%	469,700	33,870
(19,900)	(353,388)	Income From Charitable Activities	(628,240)	(48,830)	8%	(595,560)	32,680
(19,900)	(353,388)	TOTAL INCOME	(628,240)	(48,830)	8%	(595,560)	32,680
73,189	424,329	Employee Costs	533,030	122,799	23%	533,030	0
0	0	Transport Costs	0	0		0	0
31,993	204,333	Premises Costs	211,470	51,398	24%	211,600	130
22,259	169,835	Supplies & Services	273,070	30,836	11%	274,130	1,060
0	4,370	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
0	31,214	Governance Costs	46,500	2,641	6%	46,500	0
127,442	834,082	TOTAL RESOURCES EXPENDED	1,064,070	207,674	20%	1,065,260	1,190
107,541	480,694	NET POSITION	435,830	158,844	36%	469,700	33,870
0	(1,850)	Trs From Reserves	0	0		0	0
107,541	478,844	TOTAL (after transfer from reserves)	435,830	158,844	36%	469,700	33,870

Comments
<p>Community & Performing Arts Development has responsibility for Cumnock Town Hall, the Palace Theatre and Grand Hall and Community Venues across East Ayrshire and works with a range of local, regional, national providers and commercial companies to deliver high profile events and opportunities through our full range of venues with both a local and regional focus. The team is made up of 2 key service areas: Performing Arts Development and Community Development.</p> <p><u>Community & Performing Arts Development - Overall</u> £32.7k income shortfall due to temporary closure of venues and events not being as well attended as anticipated.</p>

LEISURE DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/6/21	Actual Out-turn to 31/03/22	LEISURE DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 30/6/22	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/23	Variance (Favourable) / Adverse
33,532	111,316	Leisure Development	159,470	(1,409)	-1%	102,600	(56,870)
84,580	406,336	Countryside & Visitors Development	432,810	90,372	21%	398,970	(33,840)
12,931	48,292	Green Infrastructure Development	42,330	8,917	21%	42,330	0
135	201	Volunteer Development	0	0		0	0
0	(6,010)	Trs From Reserves	0	0		0	0
131,178	560,135	TOTAL OBJECTIVE ANALYSIS	634,610	97,880	15%	543,900	(90,710)
(10,767)	(21,366)	Income From Charitable Activities	(56,340)	(15,578)	28%	(36,100)	20,240
(10,767)	(21,366)	TOTAL INCOME	(56,340)	(15,578)	28%	(36,100)	20,240
121,943	474,874	Employee Costs	573,340	84,341	15%	453,170	(120,170)
3,340	17,220	Transport Costs	19,930	3,055	15%	19,040	(890)
6,640	53,918	Premises Costs	50,510	15,321	30%	53,010	2,500
10,022	30,070	Supplies & Services	30,270	10,148	34%	37,880	7,610
0	2,010	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
0	9,419	Governance Costs	16,900	593	4%	16,900	0
141,945	587,512	TOTAL RESOURCES EXPENDED	690,950	113,458	16%	580,000	(110,950)
131,178	566,145	NET POSITION	634,610	97,880	15%	543,900	(90,710)
0	(6,010)	Trs From Reserves	0	0		0	0
131,178	560,135	TOTAL (after transfer from reserves)	634,610	97,880	15%	543,900	(90,710)

Comments
<p>Leisure Development has responsibility over more passive recreation and outdoor pursuits that introduce people to physical activity. The team includes the following services: Countryside & Visitor Development, Green Infrastructure and Volunteer Development.</p> <p><u>Leisure Development - Overall</u></p> <p>£20k income shortfall relates to anticipated income for the year ahead from the residential centre, events and professional services income which is based purely on demand for building bat and bird survey work before demolition. This income shortfall has been funded by £111k in expenditure savings relating predominantly to vacancies not being filled.</p>

SPORTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/6/21	Actual Out-turn to 31/03/22	SPORTS DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 30/6/22	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/23	Variance (Favourable) / Adverse
39,902	193,956	Sports Development Team	39,940	(5,798)	-15%	19,300	(20,640)
71,734	200,210	Community Sports Area 1	217,150	117,234	54%	311,740	94,590
56,411	397,989	Community Sports Area 2	436,520	64,958	15%	481,930	45,410
1,542	9,576	Temporary Facilities	1,990	1,999	100%	1,990	0
1,422	15,992	Football Venues	22,290	1,696	8%	23,290	1,000
0	(2,460)	Trs From Reserves	(34,640)	(34,640)		(34,640)	0
171,009	815,264	TOTAL OBJECTIVE ANALYSIS	683,250	145,449	21%	803,610	120,360
(211,346)	(898,810)	Income From Charitable Activities	(1,113,290)	(285,235)	26%	(977,060)	136,230
(211,346)	(898,810)	TOTAL INCOME	(1,113,290)	(285,235)	26%	(977,060)	136,230
326,706	1,437,221	Employee Costs	1,530,140	358,668	23%	1,520,140	(10,000)
1,599	10,291	Transport Costs	5,210	1,664	32%	5,780	570
18,220	137,217	Premises Costs	139,930	28,731	21%	142,920	2,990
35,831	114,095	Supplies & Services	144,270	64,375	45%	134,840	(9,430)
0	1,980	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
0	15,731	Governance Costs	11,630	11,887	102%	11,630	0
382,355	1,716,534	TOTAL RESOURCES EXPENDED	1,831,180	465,325	25%	1,815,310	(15,870)
171,009	817,724	NET POSITION	717,890	180,089	25%	838,250	120,360
0	(2,460)	Trs From Reserves	(34,640)	(34,640)		(34,640)	0
171,009	815,264	TOTAL (after transfer from reserves)	683,250	145,449	21%	803,610	120,360

Comments

Sports Development has responsibility for programming activities within our community leisure centres and promotion of sports including badminton, football, gymnastics and swimming, as well as working with key local partners. The team manages our gyms and fitness programme and will work with EA Vibrant Communities in encouraging physical activity. The team has key service areas: Sport Operations, Community Sport Development, Fitness Development and Activity and Coaching Development.

Income

£136.2k income shortfall due predominantly to the reasons noted below. Income shortfalls projected across indoor hall hire, supervised childrens activities, equipment hire, PAYG fitness classes and gym income offset against the following which we are expecting to exceed targets: indoor/outdoor track, memberships, community space and swimming lessons.

- Indoor sports hall hire not being fully utilised, limited return of local clubs and community organisations for various reasons.
- Membership direct debit income has increased, which is resulting in less customers paying per class for the gym and fitness classes
- Limited sports coaching due to challenges with recruitment.
- Limited kids activity due to challenges with recruitment.
- Parties bookings are being restricted due to challenges with recruitment.
- Golf boards usage has not achieved it anticipated target.

Expenditure

Income shortfall offset against £16k savings across expenditure.

PROPERTY & ESTATES DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/6/21	Actual Out-turn to 31/03/22	PROPERTY & ESTATES DEVELOPMENT	Annual Estimate 2022/23	Revised Actual Exp. to 30/6/22	Actual Exp as % of Annual Estimate	Projected Out- turn to 31/03/23	Variance (Favourable) / Adverse
36,796	177,918	Property & Estates Development	201,390	36,287	18%	184,600	(16,790)
0	0	Trs From Reserves	0	0		0	0
36,796	177,918	TOTAL OBJECTIVE ANALYSIS	201,390	36,287	18%	184,600	(16,790)
0	0	Income From Charitable Activities	0	0		0	0
0	0	TOTAL INCOME	0	0		0	0
36,796	167,107	Employee Costs	184,500	35,500	19%	167,710	(16,790)
0	748	Transport Costs	2,750	0	0%	2,750	0
0	2,997	Premises Costs	3,000	0	0%	3,000	0
0	7,067	Supplies & Services	11,140	787	7%	11,140	0
0	0	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
0	0	Governance Costs	0	0		0	0
36,796	177,918	TOTAL RESOURCES EXPENDED	201,390	36,287	18%	184,600	(16,790)
36,796	177,918	NET POSITION	201,390	36,287	18%	184,600	(16,790)
0	0	Trs From Reserves	0	0		0	0
36,796	177,918	TOTAL (after transfer from reserves)	201,390	36,287	18%	184,600	(16,790)

Comments
<p>Property & Estates Development was a new service area created 2020/21 as part of the management review and has responsibility for co-ordinating the management, maintenance, health and safety and development of the facilities within East Ayrshire Leisure's remit. Maintaining and developing high quality facilities is paramount for the growth of our business. The team includes facility and estate management and sustainable development and will lead on our environmental responsibilities through the implementation of our annual Climate Change Declaration. The creation of this dedicated team has released managers from various premise management responsibilities to allow them to focus on the development of the programmes and services to our customers.</p> <p><u>Expenditure</u> £16.8k employee cost savings due to a vacancy within the service we are hopeful will be filled this year.</p>

RESERVES AS AT 30 JUNE 2022

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	2021/22 b/f	2021/22 SURPLUS	BALANCE 31 March 2022	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
RETAINED RESERVES	250,000	20,000	270,000		270,000						270,000	
UNUSEABLE RESERVES	21,540	10,050	31,590		31,590						31,590	
UNALLOCATED RESERVES	379,689	132,014	511,703		511,703						511,703	
ALLOCATED RESERVES	8,375	293,580	301,955	0	301,955		39,135	0	0	0	262,820	see Allocated Table
MGTR FUNDS	67,703		67,703		67,703						67,703	
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	701,353	455,644	1,156,998	0	1,156,997	0	39,135	0	0	0	1,117,862	

Allocated Reserves Analysis

ALLOCATED RESERVES	2021/22 b/f	2021/22 SURPLUS	BALANCE 31 March 2022	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAW DOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
IT Equipment - Corporate Services, P&E	2,800		2,800		2,800						2,800	1 June 2021 Board	Ongoing	
Libraries - Lorensbergs Netloan Upgrade	1,600		1,600		1,600						1,600	1 June 2021 Board	Ongoing	
Box Office/Booking System	3,975		3,975		3,975						3,975	1 June 2021 Board	Ongoing	
Spin Bikes - RRSC		34,635	34,635		34,635		34,635				0	28 June 2022 Board	Complete	
RAWV Signage (partially funded by SAC - SAC funds received 21/22 but deferred to 22/23)		8,730	8,730		8,730						8,730	28 June 2022 Board	Ongoing	
Sport Equipment & Repairs		4,335	4,335		4,335						4,335	28 June 2022 Board	Ongoing	
Secure Portal Upgrade		4,880	4,880		4,880						4,880	28 June 2022 Board	Ongoing	
DCCP Canopy - additional works (incl replacement furniture)		14,500	14,500		14,500						14,500	28 June 2022 Board	Ongoing	
People Counters		3,000	3,000		3,000						3,000	28 June 2022 Board	Ongoing	
Venue Equipment		3,000	3,000		3,000						3,000	28 June 2022 Board	Ongoing	
Box Office/Booking System		12,000	12,000		12,000						12,000	28 June 2022 Board	Ongoing	Reallocate £2,200 to IT Equipment
Valuations		4,000	4,000		4,000						4,000	28 June 2022 Board	Ongoing	
Ebooks		4,500	4,500		4,500		4,500				0	28 June 2022 Board	Complete	
Equipment Replacement Programme		200,000	200,000		200,000						200,000	28 June 2022 Board	Ongoing	
TOTAL ALLOCATED RESERVES	8,375	293,580	301,955	0	301,955	0	39,135	0	0	0	262,820			

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 01.04.22	Balance at 30.06.22	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£3,909)	(£3,909)	Ongoing
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Ongoing
Kilmarnock Green Infrastructure	Sustrans	(£14,955)	(£14,955)	Ongoing
Digital Storyteller in Residence	Scottish Book Trust	(£2,372)	(£2,372)	Ongoing
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	£160,950	(£20,098)	Ongoing
Dean Castle Event		(£5,000)	(£5,000)	Ongoing
SHOUT	EAC	(£5,000)	(£5,000)	Ongoing
Morton Hall and Library	EAC	£0	£16,271	Aug 2022
Dean Castle Restoration Project	HLF/EAC	£0	£2,735	Oct 2022
Wifi Project	EAC	(£19,700)	(£19,700)	Ongoing
DCCP Parks for People (Jul 20-Mar 21)	HLF/EAC	(£6,773)	(£6,773)	Jun 2022
Grayson Perry	EALT	(£6,686)	(£6,461)	May 2022
Foster Carer Service - Memberships	EAC	(£4,000)	(£4,000)	Ongoing
Youth Memberships	EAC	(£2,432)	(£2,342)	Ongoing
Annick Valley Leisure Facilities	EAC	(£199,029)	(£199,029)	Ongoing
Patna Leisure Facilities	EAC	(£810)	(£810)	Ongoing
FutureMuseum.co.uk Redevelopment	Museum Gallery Scotland	(£15,750)	(£15,750)	Aug 2023
Seedscares: Future Proofing Nature	Creative Scotland	(£3,574)	(£3,685)	Jul 2022
Queen's Jubilee Event	EAC	£0	£10,924	Jun 2022
Leisure at the Heart of All Communities	UK Government	£34,345	£210,040	Aug 2022
Fruit and Nut Tree Woodland	EAC	£13,114	£13,114	Sep 2022
Sharing Stories	SLIC via Scottish Government	(£8,965)	(£8,481)	Dec 2022
Creative Scotland Recovery Fund	Creative Scotland	£0	(£74,783)	Ongoing

Additional Information

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.

Burns Birthday in Mauchline – The project normally takes place on the last Saturday in January at Burns House Museum, Mauchline Parish Church Halls and Mauchline Kirkyard. The family event which is funded by EventScotland is free and includes lots of Burns related activity including visual art, puppet making, Kirkyard tours with our partners Mauchline Burns Club, curator talks and a very special performance by pupils of Mauchline Primary School. The event did not take place in 2021 due to EventScotland funding being withdrawn due to Covid 19 but it is hoped the event should be going ahead in the future.

Kilmarnock Green Infrastructure - The design and feasibility work has been completed for the Kilmarnock Green Infrastructure Project. £300k has been secured from Sustrans for further design work for a multi-million pound application later in the year. A Project Board, chaired by East Ayrshire Leisure, has been established to oversee the development and implementation of this 18 mile cycle route project for Kilmarnock made up of officers from East Ayrshire Leisure, East Ayrshire Council and Ayrshire Roads Alliance.

Digital Storyteller in Residence - The project which was funded by the Scottish Book Trust has now come to an end. The initiative worked with people facing social isolation for whatever reason, to encourage participation in and the use of digital platforms to tell their own personal story. The Arts, Libraries and Museums Development team led the project with partners in Kilmarnock Station Railway Heritage Trust (KRSHT) and Vibrant Communities. The project was externally recognised by being shortlisted for Community Project of the Year at the Herald Society Awards. There is a surplus balance which Scottish Book Trust have said we can use towards further Digital Storytelling activities. We are currently paying for further training for KRSHT from the fund, and have invested in suitable transit cases to keep the kit safe when loaned out to our partners.

Irvine Valley Trails - The Renewable Energy Fund has agreed that the shortfall in spend in the development stage grant can be reallocated to the Trails capital grant of £213,964. The Irvine Valley Trails project also received funding from the Low Carbon Travel and Transport Fund and Transport Scotland to implement a series of routes throughout the Irvine Valley that support active travel. All funding is in place for this project and implementation started autumn 2019.

Dean Castle Event - 2 funding bids will be submitted for this event – the outcome for the first submission is due June 2022 and the second bid still to be done. £5k has been identified as match funding. The event as a focal point for the reopening of the Castle will provide a celebratory, collaborative and high profile occasion through our confirmed partnerships with key Scottish cultural heavyweights including The Cumnock Tryst headed up by one of the world's most important composers, Sir James MacMillan, Professor Alistair McDonald - Composer and Sound Artist (Royal Conservatoire of Scotland), Professor Kirsteen McCue - historian and musician (Glasgow University, Burns Scotland), and Colin Currie – world renowned percussionist. The project will take a wholly accessible, collaborative and engaging approach, working with local pupils to

develop a newly commissioned work which will feature at the centre of the event, and welcoming on the spot participation for visitors through a unique series of percussion sculptures, an entirely new collection of musical instruments created by a local artist blacksmith for this event.

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.

Dean Castle Restoration Project - An HLF funded project led by EAC. Some expenditure is processed through East Ayrshire Leisure and subsequently recharged to EAC.

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.

DCCP Parks for People (Jul 20-Mar 21) – HLF have confirmed agreement that previously approved funding has been allocated to specific projects with an initial extension to May 2021. Given current restrictions HLF recognise a further extension may be necessary and have extended this to July 2021. Final spend is anticipated in 2022/23 on the courtyard canopy costs.

Grayson Perry – Our planned high profile exhibition for 2020/21 period ‘GRAYSON PERRY – The Vanity of Small Differences’ had to be postponed due to lockdown and travel restrictions. We are in communication with the lender to reorganise the exhibition for later in the year.

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.

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.

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.

Seedscares: Future Proofing Nature - A successful bid for £13,524 was secured to make a body of new contemporary visual art work through an artist-led participatory programme with young people exploring art, activism and climate change in response to COP26 and to the SEEDSCAPES exhibition in the Dick Institute Main Gallery. In a mutual exchange of perspectives the work will reflect a unique moment in time considering nature, biodiversity and the environment. The work will be presented through photography, exhibition and installation and will explore the vital interconnection between seeds, plants and human survival at this critical juncture in a world facing climate crisis and shaped by Covid.

Queen's Jubilee Event - EAC allocated £25k funding for the Queen's Jubilee Event held in June 2022. Event was managed by the Trust and costs will be subsequently recharged to EAC.

Leisure at the Heart of All Communities – We have received funding through the UK Government's Community Renewal Fund for the Leisure at the Heart of All Communities project, which aims to bring physical activity, cultural, heritage and greenspace activities right to every community in East Ayrshire. The project will refurbish 4 buses to deliver programmes throughout East Ayrshire from March to August 2022.

Fruit and Nut Tree Woodland – Funding has been secured through the Scottish Government Naturalisation Funding, to transform an area of unimproved grassland to a community woodland which focuses on the principles of 'food for free'. The woodland will be developed and planted by East Ayrshire Woodland's trainees as well as through community events organised by East Ayrshire Leisure's Countryside Ranger Service. The project also includes the establishment of a native hedgerow along the boundary of the site. To date, the native hedgerow has been planted through a number of volunteer sessions involving Ayrshire College, young people being looked after by EAC, the local community and corporate volunteers from Teleperformance Call Centre based at Rowallan Business Park.

Sharing Stories – This Project is supported by the Scottish Government Public Library COVID Recovery Fund and Scottish Library & Information Council. The primary aim of this project is to engage, build relationships with, and provide support for the many different groups within our communities who may have been adversely affected by the Covid-19 pandemic. Also to help rebuild our library service post-pandemic by enabling us to provide more and varied activities and purchase additional related resources, which will hopefully encourage people back through our doors and generate an upturn in usage and footfall – both of which have seen a steep decline as a direct result of Covid-19. We will be focusing on supporting children with learning disabilities, dementia sufferers, adults with low literacy levels and ESOL.

Creative Scotland Recovery Fund - £149,566 was secured from funding made available to enable cultural organisations working primarily for public benefit, to rebuild and create opportunities to increase their financial resilience after the COVID-19 pandemic. Initial programme of spend has been developed and approved by the funder

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)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2022/23
Cultural	Scottish Book Trust - Live Literature	£500	£0
Cultural	SLIC - #StreamMyStory	£1,168	£1,168
TOTAL		£1,668	£1,168

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Cultural	HLF - Future Collections	£250,000	Application rejected due to high volume of applications. However, it has been recommended that EALT work with HLF engagement team to strengthen the application and resubmit. Invited to reapply.
Cultural	HLF - Cultural Kilmarnock (Eofl)	£5,000,000	Expression of interest rejected as not enough heritage impact for amount requested. Invited to reapply in July 2022
TOTAL		£5,250,000	

REPORT TO BOARD OF TRUSTEES

SCHEME OF DELEGATION

Date: 4 October 2022

Agenda Item: 6

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval for the updated Scheme of Delegation to be implemented by officers of East Ayrshire Leisure.

2. BACKGROUND

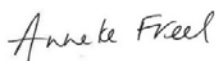
- 2.1 The Scheme of Delegation is an essential procedural document that defines decision making and financial processes within East Ayrshire Leisure. The original Scheme of Delegation was approved in July 2013, with a further update approved in September 2016 to reflect operational experience gained in the Trust's first three years of operation.
- 2.2 The Scheme of Delegation has now been updated to reflect changes in the organisational structures that were approved in November 2021 and the review of the East Ayrshire Leisure constitution which was approved in June 2022.
- 2.3 The updated Scheme of Delegation is attached as Appendix I to this report.

Recommendation/s:

It is recommended that the Board of Trustees:

- i. Consider and approve the updated Scheme of Delegation proposed in this report shown in Appendix I; and
- ii. Otherwise note the content of this report.

Signature:



Designation: Chief Officer

Date: 1 September 2022

Scheme of Delegation



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I. SCHEME OF DELEGATION

- 1.1 The Scheme of Delegation for East Ayrshire Leisure Trust set out in this document and annexes, as may be amended by the East Ayrshire Leisure Trust Board from time to time, is established to provide a framework within which the Trust will operate. Terms of reference and delegated authority to the Sub- Committees of the Board , the Chair of the Scottish Charitable Incorporate Organisation (SCIO) (hereafter referred to as the Chair of the Trust) or holder of any other post i.e. employees of the SCIO will at all times be in accordance with the Trust Constitution.
- 1.2 The Board may exercise all the powers of the Trust to borrow money and to mortgage or charge its undertaking and property, or any part thereof, as security for any or obligation of the Trust or of any third party.
- 1.3 The Board on behalf of the Trust may establish, maintain, participate in and contribute to any pension, superannuation, benevolent or life assurance fund, scheme or arrangement (whether contributory or otherwise) for the benefit of any persons (including Trustees, former Trustees – employees and former employees) who are or shall have been at any time in the employment of the Trust.
- 1.4 The Board on behalf of the Trust may establish, subsidise, subscribe to or support institutions, associations, clubs, schools, funds or trusts for the benefit of any of such organisations or their members as aforesaid, in order to advance the purposes of the Trust's as set out in Clause 4 of the Trust constitution.
- 1.5 All cheques, promissory notes, drafts, bills of exchange and other negotiable instruments and all receipts for moneys paid to the Trust shall be signed, drawn, accepted, endorsed or otherwise executed, as the case may be, in such a manner as the Trust shall from time to time determine.
- 1.6 Delegated powers granted to any sub-committee, Chair of the Trust and/or any employee will be exercised in compliance with the Trust's:
 - (a) Standing Orders
 - (b) Standing Orders on Contracts; and
 - (c) Financial Regulationsand must comply with any conditions set by the Board when granting the related delegated powers..
- 1.7 The Scheme of Delegation is subject to the principles of corporate management and governance and the policies adopted by the Trust as embodied in any policy document approved by the Board.

2. DELEGATION TO SUB-COMMITTEES

- 2.1 The Board may delegate any of their powers to a Sub-Committee or Sub-Committees consisting of at least one charity Trustee and other such persons, as the Board shall determine.
- 2.2 Any Sub-Committee so formed shall in the exercise of the powers delegated to it conform to any conditions that may be imposed upon it by the Board and shall report and be responsible to the Board.
- 2.3 Each sub-committee is populated from the charity trustees who compose the full Board of the Trust, but excluding the two charity trustees appointed under Clause 18.2 of the Trust's

constitution, on a rotational basis and each sub-committee applies the terms of reference and composition as detailed below:

(i) **APPEALS SUB-COMMITTEE**

(a) Composition

3 available trustees (3 a quorum).

Chair shall be:

(Option 1) either the Chair or the Vice-Chair of the Trust or

(Option 2) appointed from the 3 trustee members that comprise the sub-committee at each appeal.

(b) Terms of Reference

1. To determine appeals against:

- Dismissals;
- Any disciplinary action taken by the Chief Officer

2. To uphold or reject such appeals or order the varying of the disciplinary action taken.

3. To decide upon grievances raised by employees of the Trust at Stage 3 of the Trust's grievance procedure.

(c) Delegated Powers

Full delegated powers to uphold or reject grievance, or disciplinary appeals, or to order the varying of disciplinary action taken in respect of Trust employees.

(ii) **RECRUITMENT SUB-COMMITTEE**

(a) Composition

3 available trustees (3 a quorum).

Chair shall be Chair of the Trust

(b) Terms of Reference

To short-leet, interview and appoint applicant for the Chief Officer post within the Trust

(c) Delegated Powers

Full delegated powers to deal with all matters detailed within the above Terms of Reference.

3. DELEGATION TO EMPLOYEES

3.1 The Scheme of Delegation to employees as set out below is subject to:

- (a) appropriate provisions for income and expenditure having been made in the Business Plan for the current year;
- (b) the right of an employee to consult with the Chief Officer on any matter, even though it has been specifically delegated to him/her particularly;
- (c) a duty on an employee to consult where instructed or directed by the Chief Officer

- (d) the Chief Officer may not exercise his or her delegated authority and refer the matter for consideration to the Board or appropriate Sub Committee of the Board for a decision; and
- (e) any legal or regulatory restrictions.

4. CHIEF OFFICER

4.1 The following delegations are made to the Chief Officer:

1. to take all necessary action to fulfil the terms of his/her appointment as senior employee of the Trust and leader of the Executive Management Team
2. to authorise the issue of all publicity of the Trust and its services and to the promotion of them including the issue of press releases, pamphlets, and other forms of publicity on behalf of the Trust;
3. to absent themselves or to permit any member of staff to absent themselves occasionally and temporarily during business hours to attend to duties or services of a professional, civic, honorary, charitable or social nature provided that these do not interfere with the efficient discharge of their duties to the Trust;
4. to sign and to issue identity cards to employees of the Trust;
5. where he/she considers it would be in the interests of the Trust to do so, to approve the provision of reasonable hospitality to representatives of other organisations;
6. to grant the use of Trust accommodation to outside bodies for the purpose of holding meetings, etc if not otherwise provided for; and
7. to sell surplus stock, furniture and equipment for the best price in his/her reasonable opinion and to write off any such stock, furniture and equipment which have been unfit for use and are unsaleable.
8. to secure the efficient and effective implementation of the Trust's programmes and policies, the development of resources towards that end and to ensure the implementation of effective and equitable Human Resource policies. Also the maintenance of internal and external relations, being actions implicit in the day to day management of affairs and all steps ancillary thereto, not involving a change in policy and for which there is adequate provision in the Business Plan;
9. in an emergency and in cases of emergency, to take or to authorise the taking of all necessary action including the incurring of necessary expenditure outwith the Strategic Vision and Corporate Delivery Plan to secure the Trust's immediate interests, subject to consultation, as soon as practicable with the Chair and subject thereafter to a report on the action taken to the first available Board meeting;
10. to ensure adequate risk management arrangements are enforced throughout East Ayrshire Leisure Trust;
11. to liaise with East Ayrshire Council in respect of the terms within the Service Level Agreement between East Ayrshire Council and the Trust;
12. to determine, in line with the Strategic Vision and Corporate Delivery Plan, the use or occupancy of all facilities/offices of the Trust and authorise such alterations,

improvements and repairs as may be required. Also to determine and control the standard of furniture, furnishings and equipment within these sites within budget guidelines;

13. to issue orders for the supply of goods and services for the Trust required for normal working and to authorise the payment of accounts made by the Trust for goods and services properly supplied and for which there is provision in the Strategic Vision and Corporate Delivery Plan in accordance with purchasing policy and Financial Regulations;
14. to liaise with East Ayrshire Council's Finance and ICT as required to achieve best practice in the procurement, installation and maintenance of all hardware and software subject to the Service Level Agreement approved by the Board;
15. to obtain legal advice from East Ayrshire Council's Legal Service on legislative matters and to undertake any necessary legal work as may be required by the Trust; where there is a conflict of interest arising, to engage a private legal firm to provide this advice; and
16. to give a direction in special circumstances as determined by the Chief Officer acting reasonably that any officer shall not exercise a delegated function.
17. to execute all deeds and documentation which requires to be executed on behalf of the Trust

Human Resources

18. to appoint within the respective service all employees within the authorised establishment agreed by the Board;
19. to carry out normal matters relating to employee recruitment, promotion and transfer within the Trust's policy and apply the conditions of Service agreed by the Trust in respect of their employees;
20. to approve initial placing within approved salary scales and to review salary placing in appropriate circumstances, in conformity with accepted practices;
21. to appoint temporary and casual employees authorised as aforesaid in accordance with approved policy or in emergency conditions;
22. to arrange for the payment of wages, salaries and additional payments to employees etc, inclusive of incremental or annual awards agreed by the Board;
23. to apply the Trust's Conditions of Service as affecting employees within their service;
24. to exercise the powers under the Conditions of Service so far as discipline, grievance and efficiency of the service is concerned;
25. to exercise the discretionary powers available in implementation of the Conditions of Service in respect of all employees;
26. to authorise the working of ordinary overtime by appropriate employees;
27. to ensure compliance with Health and Safety legislation and Trust Policies and Codes of Practice;
28. to co-ordinate the training policy of the Trust;

29. to authorise, subject to arrangements approved by the Trust, the attendance of employees on full-time or part-time courses of study including day release, block release or sandwich courses, for appropriate qualifications and the payment of course fees and other expenses;
30. to authorise, subject to arrangements approved by the Trust, the attendance of employees at courses, seminars and conferences not exceeding one week, provided that the cost is reasonable and where such are held at alternative centres, employees will attend those nearest to the Trust's offices;
31. to undertake on behalf of the Trust negotiations and discussions with trade unions and other organisations concerned with the employees of the Trust;
32. to instruct the immediate implementation of any circular from any officially recognised body which allows no discretion to the Trust subject to a report to the Board;
33. to authorise the granting of special leave in respect of employees in accordance with the provisions of the appropriate Scheme of Salaries and Conditions of Service and any guidelines by the Trust;
34. to approve special leave with or without pay where the period of leave is in excess of the provision of the Trust's Conditions of Service;
35. to approve unpaid leave of absence for employees to undertake courses of further education where attendance at such courses is not covered by the training policy of the Trust;
36. to approved changes in post designations where there is no change in salary grade; and
37. to liaise with East Ayrshire Council as required in the carrying out of those duties subject to the specific Legal Agreement approved by the Board.

Finance

38. to arrange all aspects of insurance cover securing adequate protection of the Trust's interests together with the settlement of insurance claims against the Trust;
39. to initiate action for the recovery of any outstanding debt owed to the Trust and to instruct the Trust's debt collection agency to pursue outstanding debt considered recoverable;
40. to write off as irrecoverable any bad debt not exceeding an amount fixed from time to time by the Trust in circumstances where proceedings are inappropriate or unlikely to be fruitful; and
41. to liaise with the East Ayrshire Council's Finance and Information Technology Service as required in the carrying out of these duties subject to the specific Agreements approved by the Board.

Operations

42. to liaise with East Ayrshire Council's Facilities and Property Management Service as required in respect of the maintenance of facilities subject to the specific Agreement approved by the Board;

43. to let or arrange for the letting, hire and use of sports and leisure centres; swimming pools; pavilions and sports pitches; Theatre; Community Halls and all other indoor and outdoor leisure facilities, and also the provision of entertainment, promotions and events approved by the Trust and that in accordance with the policies, practices, and procedures and subject to the changes fixed from time to time by the Trust;
- I. to approve or reject any applications for free lets or reduced charges for lets at any facilities described above;
 - II. to provide courses as requested by outside agencies and to negotiate appropriate charges for these services;
 - III. to vary charges at all facilities for limited periods for special promotion campaigns;
 - IV. to approve or reject applications for charitable or other collections at all facilities; and
 - V. to arrange for public entertainment and other licences as may be necessary.
44. Sub delegation – In addition to the specific officer delegation to the Chief Officer referred to within this Scheme of Delegation, the Chief Officer may authorise other employees of the Trust to carry out all or a number of the duties listed under 4.1, numbers 8 to 43 inclusive.

Such sub delegation shall be notified in writing to the appropriate employee of the Trust, detailing the activities that have been delegated to them and the conditions (if any) under which the sub delegation may operate. The Chief Officer shall also specify the reporting arrangements in respect of sub delegation activity.

Copies of all notifications of sub delegation shall be appended to the master copy of the East Ayrshire Leisure Trust Scheme of Delegation and to an electronic copy of the Scheme of Delegation, which is available for public viewing.

5. PROCUREMENT

- 5.1 In relation to invitations to tender/quote, opening of tenders/quotations, acceptance of offers and authorisation of expenditure, the delegated authorities as detailed in Appendix A will apply.
- 5.2 The limits of delegation and the levels of delegated authority will be reviewed as and when considered appropriate by the Chief Officer and will be subject to approval by the Board.
- 5.3 In addition, the Chief Officer is authorised to:
- (a) sign every contract entered into by the Trust except where otherwise provided for in this Scheme;
 - (b) terminate on behalf of the Trust any contract which the Trust is entitled to terminate under appropriate conditions of contract where he/she is satisfied that it is the interest of the Trust to do so; and
 - (c) return, unopened, any tenders received after the closing date and time.

6. STATUTORY RESPONSIBILITIES

6.1 Land Reform (Scotland) Act 2003

To exercise operational functions under the Land Reform (Scotland) Act 2003 relating to:-

- upholding of access rights to assert and protect access rights and keep them open and free from obstruction or encroachment (Section 13);
- under Section 14, implementation of measures to remedy prohibition signs, obstruction, dangerous impediments etc which may prevent or deter the exercise of access rights;
- under Section 15, implementation of measures for safety, protection, guidance and assistance intended to warn and protect the public against danger and/or give direction;
- preparation of core paths plan (Section 17);
- service of public notices re consultation and adoption of core paths plan (Section 18);
- maintenance of core path (Section 19);
- review and amendment of core paths plan (Section 20);
- under Section 23 powers to reinstate core paths or rights of way following failure of land owner to carry out reinstatement works;
- appointment of rangers (Section 24); and
- establishment of local access forums (Section 25).

7. OBSERVANCE OF SCHEME OF DELEGATION

- 7.1 It shall be the responsibility of each Strategic Lead to ensure that this Scheme of Delegation is made known to appropriate employees within the facility/service.
- 7.2 A breach or non-compliance with this Scheme must be reported to the Chief Officer who shall determine the proper action to be taken.

APPENDIX A - PROCUREMENT DELEGATION

Delegation / Instruction	Level of Delegation
<p>INVITATION TO TENDER / QUOTE</p> <p>To invite Tenders/Quotations from a minimum of 3 Contractors/Suppliers, either, from lists drawn up and approved by the Chief Officer/Board for that purpose, or from persons other than those on such an approved list, at the discretion of the Chief Officer.</p> <p>a) Value in excess of £30,000</p> <p>b) Value up to £30,000</p> <p>c) Any Value</p> <p>On the approval of the Chief Officer*, to Invite Tenders/Quotations where it is considered that there are special circumstances justifying an exemption from obtaining competition.</p> <p><i>*A written record/reason shall be kept of such authorisation.</i></p>	<p>Chief Officer or Procurement Manager EAC</p> <p>Identified Managers or Procurement Manager EAC</p> <p>Chief Officer or Procurement Manager EAC</p>
<p>OPENING OF TENDERS / QUOTATIONS</p> <p>To open Tenders and formally record details therein.</p> <p>d) Value in excess of £30,000</p> <p>e) Value up to £30,000</p>	<p>A member of staff at Strategic Lead Grade, and one of the following: Chief Officer or Procurement Manager EAC</p> <p>A member of staff at Strategic Lead Grade, and one of the following: Identified Managers or Procurement Manager EAC</p>

Delegation / Instruction	Level of Delegation
<p>ACCEPTANCE OF OFFERS</p> <p>f) To accept the lowest tender/quotation (and to enter into Lease/Contract Hire Agreements) for the provision of Supplies, Works or Services:-</p> <p>1) Contracts over £100,000*</p> <p>* Board Approval will be sought for all Contracts over £250,000</p> <p>2) Contracts between £30,000 and £100,000</p> <p>3) Contracts up to £30,000</p> <p>g) Where it is intended to accept other than the lowest tender/quotation, the prior written authorisation of the Chief Officer should be obtained, and a written record/reason shall be kept of such authorisation.</p>	<p>Board of Trustees and The Chief Officer</p> <p>Chief Officer or Identified Manager</p> <p>Identified Manager</p> <p>As noted in Section (f) 1, 2, 3. With authorisation from the Chief Officer</p>
<p>AUTHORISATION OF EXPENDITURE</p> <p>h) To authorise expenditure on the purchase of goods and services up to the following limits on any one transaction, for the purpose of executing the business of East Ayrshire Leisure Trust, all in accordance with Standing Orders and Financial Regulations.</p> <p>1) Over £30,000</p> <p>2) Up to £30,000</p> <p>3) Up to £5,000</p> <p>i) To authorise expenditure on the purchase of goods and services from within stipulated contracts, for the purpose of executing the business of East Ayrshire Leisure Trust, all in accordance with Standing Orders and Financial Regulations.</p>	<p>Chief Officer or Identified Manager</p> <p>Appropriate Manager</p> <p>Appropriate Manager</p> <p>Refer to Authorised Signatory List for East Ayrshire Leisure Trust</p>

APPENDIX B – KEY CHIEF OFFICER DUTIES

- Appoint delegates to Chief Officer
- All necessary actions to fulfil terms of employment
- Authorise publicity
- Absence for duties during business hours
- Issue ID cards
- Reasonable hospitality
- Allow use of accommodation
- Sell surplus stock
- Implement programmes and policies
- Emergency action outside business plan
- Risk Management
- Liaison with EAC re-agreements
- Occupancy of facilities/repairs
- Orders/Procurement
- Legal Advice from EAC
- Execute deeds etc
- Staff appointment
- Placing on salary scales
- Payment of wages/salaries
- Grievance and Discipline
- Health and Safety
- Training Policy
- Courses, study etc
- Seminars/conferences
- Trade Union negotiations
- Changes in post designations with no change in salary
- Insurance cover
- Debt recovery/Bad dept
- Facility Maintenance
- Facility Letting
- Signing contracts
- Land reform Responsibilities

APPENDIX C – SUB DELEGATION OF DUTIES

In order to support the effective management of East Ayrshire Leisure this document notes the sub-delegations authorised to the named members of Executive Management Team. In addition to sub delegation members of the Executive Management Team will deputise for the Chief Officer where necessary and particularly to cover for any periods of annual leave or prolonged absence for any reason.

Item No	Sub Delegation to
1. to take all necessary action to fulfil the terms of his/her appointment as senior employee of the Trust and leader of the Executive Management Team	N/A
2. to authorise the issue of all publicity of the Trust and its services and to the promotion of them including the issue of Press Releases, pamphlets, and other forms of publicity on behalf of the Trust;	Head of Corporate Services / Head of Operational Services
3. to absent themselves or to permit any member of staff to absent themselves occasionally and temporarily during business hours to attend to duties or services of a professional, civic, honorary, charitable or social nature provided that these do not interfere with the efficient discharge of their duties to the Trust;	N/A
4. to sign and to issue identity cards to employees of the Trust;	Head of Corporate Services
5. where he/she considers it would be in the interests of the Trust to do so, to approve the provision of reasonable hospitality to representatives of other organisations;	Head of Corporate Services / Head of Operational Services
6. to grant the use of Trust accommodation to outside bodies for the purpose of holding meetings, etc if not otherwise provided for; and	Head of Corporate Services / Head of Operational Services
7. to sell surplus stock, furniture and equipment for the best price in his/her reasonable opinion and to write off any such stock, furniture and equipment which have been unfit for use and are unsaleable.	N/A
8. to secure the efficient and effective implementation of the Trust's programmes and policies, the development of resources towards that end, to ensure the implementation of effective and equitable Human Resource policies, also the maintenance of internal and external relations, being actions implicit in the day to day management of affairs and all steps ancillary thereto, not involving a change in policy and for which there is adequate provision in the Business Plan;	N/A
9. in an emergency and in cases of emergency, to take or to authorise the taking of all necessary action including the incurring of necessary expenditure outwith the Business Plan to secure the Trust's immediate interests, subject to consultation as soon as practicable with the Chair and subject thereafter to a report on the action taken to the first available Board meeting;	N/A

10. to ensure adequate risk management arrangements are enforced throughout East Ayrshire Leisure Trust;	N/A
11. determine, in line with the Corporate Delivery Plan, the use or occupancy of all facilities/offices of the Trust and authorise such alterations, improvements and repairs as may be required. Also to determine and control the standard of furniture, furnishings and equipment within these sites within budget guidelines;	Head of Operational Services
12. to issue orders for the supply of goods and services for the Trust required for normal working and to authorise the payment of accounts made by the Trust for goods and services properly supplied and for which there is provision in the Corporate Delivery Plan in accordance with purchasing policy and Financial Regulations;	Head of Corporate Services / Head of Operational Services
13. to liaise with East Ayrshire Council's Finance and Information Technology Service as required to achieve best practice in the procurement, installation and maintenance of all hardware and software subject to the Service Level Agreement approved by the Board;	Head of Corporate Services
14. to obtain legal advice from East Ayrshire Council's Legal Service on legislative matters and to undertake any necessary legal work as may be required by the Trust; where there is a conflict of interest arising, to engage a private legal firm to provide this advice; and	N/A
15. to give a direction in special circumstances as determined by the Chief Executive acting reasonably that any officer shall not exercise a delegated function.	N/A
16. to execute all deeds and documentation which requires to be executed on behalf of the Trust;	N/A
17. To appoint within the respective service all employees within the authorised establishment agreed by the Board;	N/A
18. To carry out normal matters relating to employee recruitment, promotion and transfer within the Trust's policy and apply the conditions of Service agreed by the Trust in respect of their employees;	Head of Corporate Services / Head of Operational Services
19. to approve initial placing within approved salary scales and to review salary placing in appropriate circumstances, in conformity with accepted practices;	N/A
20. to appoint temporary and casual employees authorised as aforesaid in accordance with approved policy or in emergency conditions;	N/A

21. to arrange for the payment of wages, salaries and additional payments to employees etc, inclusive of incremental or annual awards agreed by the Board;	Head of Corporate Services
22. to apply the Trust's Conditions of Service as affecting employees within their service;	Head of Corporate Services / Head of Operational Services
23. to exercise the powers under the Conditions of Service so far as discipline, grievance and efficiency of the service is concerned;	Head of Corporate Services / Head of Operational Services
24. to exercise the discretionary powers available in implementation of the Conditions of Service in respect of all employees;	N/A
25. to authorise the working of ordinary overtime by appropriate employees;	N/A
26. to ensure compliance with Health and Safety legislation and Trust Policies and Codes of Practice;	N/A
27. to co-ordinate the training policy of the Trust;	Head of Corporate Services
28. to authorise, subject to arrangements approved by the Trust, the attendance of employees on full-time or part-time courses of study including day release, block release or sandwich courses, for appropriate qualifications and the payment of course fees and other expenses;	N/A
29. to authorise, subject to arrangements approved by the Trust, the attendance of employees at courses, seminars and conferences not exceeding one week, provided that the cost is reasonable and where such are held at alternative centres, employees will attend those nearest to the Trust's HQ;	N/A
30. to undertake on behalf of the Trust negotiations and discussions with trade unions and other organisations concerned with the employees of the Trust;	N/A
31. to instruct the immediate implementation of any circular from any officially recognised body which allows no discretion to the Trust subject to a report to the Board;	N/A
32. to authorise the granting of special leave in respect of employees in accordance with the provisions of the appropriate Scheme of Salaries and Conditions of Service and any guidelines by the Trust;	Head of Corporate Services / Head of Operational Services
33. to approve special leave with or without pay where the period of leave is in excess of the provision of the Trust's Conditions of Service;	Head of Corporate Services / Head of Operational Services
34. to approve unpaid leave of absence for employees to undertake courses of	Head of Corporate

further education where attendance at such courses is not covered by the training policy of the Trust;	Services / Head of Operational Services
35. to approved changes in post designations where there is no change in salary grade; and	N/A
36. to liaise with East Ayrshire Council's Finance and Corporate Support Department as required in the carrying out of those duties subject to the specific Legal Agreement approved by the Board.	N/A
37. to arrange all aspects of insurance cover securing adequate protection of the Trust's interests together with the settlement of insurance claims against the Trust;	Head of Corporate Services
38. to initiate action for the recovery of any outstanding debt owed to the Trust and to instruct the Trust's debt collection agency to pursue outstanding debt considered recoverable;	Head of Corporate Services
39. to write off as irrecoverable any bad debt not exceeding an amount fixed from time to time by the Trust in circumstances where proceedings are inappropriate or unlikely to be fruitful; and	Head of Corporate Services
40. to liaise with the East Ayrshire Council's Finance and Information Technology Service as required in the carrying out of these duties subject to the specific Agreements approved by the Board.	Head of Corporate Services
41. to liaise with East Ayrshire Council's Facilities and Property Management Services as required in respect of the maintenance of facilities subject to the specific Agreement approved by the Board;	Head of Operational Services
<p>42. to let or arrange for the letting, hire and use of sports and leisure centres; swimming pools; pavilions and sports pitches; Theatre; Community Halls and all other indoor and outdoor leisure facilities, and also the provision of entertainment, promotions and events approved by the Trust and that in accordance with the policies, practices, and procedures and subject to the changes fixed from time to time by the Trust;</p> <p>1. to approve or reject any applications for free lets or reduced charges for lets at any facilities described above;</p> <p>2. to provide courses as requested by outside agencies and to negotiate appropriate charges for these services;</p> <p>3. to vary charges at all facilities for limited periods for special promotion campaigns;</p> <p>4. to approve or reject applications for charitable or other collections at all facilities; and</p> <p>5. to arrange for public entertainment and other licences as may be necessary.</p>	Head of Operational Services

REPORT TO BOARD OF TRUSTEES

WELLBEING INITIATIVES

Date: 4 October 2022

Agenda Item: 7

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval for initial proposals to meet the immediate needs of staff and communities in response to the significant challenges they are facing as we approach autumn and winter and the cost of living crisis.

2. BACKGROUND

- 2.1 The cost of living has risen sharply in recent months with the combined effect of rising inflation, food costs, interest rates and fuel prices. The impact of the pandemic, economic uncertainty and war, together with the increasing cost of goods and services are placing more of our staff and communities in financial hardship.
- 2.1 East Ayrshire Leisure is supporting East Ayrshire Council on developing a local response with initial cost of living proposals themed around energy, wellbeing, community, money, food and business. Our support to this campaign will predominantly focus on supporting communities by providing welcome and warm spaces within all of our venues.

3. EAST AYRSHIRE LEISURE PROPOSALS

- 3.1 As well as the support to East Ayrshire Council, the management team believes that there are a number of additional measures that we can implement that would support our staff and our customers as outlined below:

- **Reduction in Staff Membership**
The current staff membership fee is £15/month. This allows all East Ayrshire Leisure staff and Trustees as well as East Ayrshire Council elected members and East Ayrshire Council, East Ayrshire health and Social Care Partnership and Ayrshire Roads Alliance staff access to all of our gyms, fitness classes, pools and racquet sports. The recommendation is to reduce this fee to £5/month. We currently have 210 members of staff who access this discount. With the proposed reduction and accompanying campaign, this membership is likely to grow and would have a significant impact on the wellbeing of our teams.

Similarly, we propose to reduce the staff golf season ticket from £150/year to £50/year. We currently have 42 staff season ticket holders. Golf is a low impact sport, which benefits from the significant positive impact of being outdoors on both physical and mental wellbeing. This reduction for staff should stimulate greater interest and provide enhanced access for employees to play at Annanhill throughout the year.

- **Staff Gift Card**
In recognition of the current cost of living crisis and the valuable work that all the teams have done throughout the pandemic and recovery periods, it is recommended that all contracted staff are given a £150 EA Gift Card in the lead up to Christmas. The EA gift card can be used in gift shops, food stores and facilities across East Ayrshire. The gift card would cost East Ayrshire Leisure £45k and it is recommended that this is drawn down from existing unallocated reserves.

REPORT TO BOARD OF TRUSTEES

- Integration of Funded Initiatives

Throughout 2022, East Ayrshire Leisure has operated two funded projects that have had a significant impact on rural communities and young people. The Digital Bus was funded through the UK Government Community Renewal Fund and is scheduled to finish in December 2022. It is recommended that this service is included in an overall review of the mobile library service to enable us to offer a wider service to communities who don't benefit from our static venues.

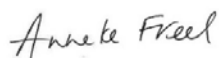
The Active Club was launched in April 2022 and was aimed at offering free or reduced cost activities to young people transitioning from primary to secondary school. The club is currently free to join for all 10 – 14 year olds and includes activities from across all service areas. As part of the recovery plan, East Ayrshire Council subsidises this membership to the value of £100 / year for every young person who joins and we currently have 500 members. The recommendation is that we review the Active Club alongside our Active Junior and Active Youth memberships, so provide a mechanism to integrate this into our core offer, whilst allowing it to remain affordable for families.

Recommendation/s:

It is recommended that the Board of Trustees:

- i. Approve the reduction of staff membership from £15 to £5;
- ii. Approve the reduction of staff golf season ticket from £150 to £50;
- iii. Approve the allocation of £45k from unallocated reserves for EA gift cards for all contracted members of staff
- iv. Otherwise, note the content of this report.

Signature:



Designation: Chief Officer

Date: 1 September 2022