

TRUST BOARD MEETING



Date: 25 February 2020

Location: Visitor Centre, DCCP, Kilmarnock

Start time: 6pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence / Introductions	✓		
2. Declarations of Interest	✓		
3. Minutes of previous meetings 3.1 Board Meeting: 3 December 2019			✓
4. Presentation - Vision, Mission and Values	✓		
5. Chief Officer Report			✓
6. Performance Report Oct – Dec 2019			✓
7. Charges 2020/21			✓
8. Budget 2020/21			✓
9. Voluntary Severance Report This is a restricted document and not for onward circulation			✓
10. AOCB			
11. Dates of Next Meetings: Performance & Audit Sub-Committee: 19 May 2020 Trust Board: 2 June 2020			

For further information please contact: Anneke Freel, Chief Officer
Email: Anneke.Freel@eastayrshireleisure.com Tel: 01563 554710

REPORT TO BOARD OF TRUSTEES



CHIEF OFFICER'S REPORT

Date: 25 February 2020

Agenda Item: 5

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

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

2. KEY BUSINESS ISSUES

2.1 MANAGEMENT REVIEW

The East Ayrshire Leisure Management Review which was approved by the Board of Trustees on 3 December 2019 has now been concluded and will be implemented as planned on the 1 April 2020.

A transition action plan has been developed for the period January to March to ensure that workloads are managed and that we are able to focus on key areas of work during this challenging period of transitioning from the existing management team to the revised structure. A management development programme is also being developed to support Development Managers and Development Officers in their new roles.

2 Development Officer posts remained vacant after the internal recruitment process and these have been advertised as per the usual vacancy procedures. Appendix 1 outlines the extended management team and the employees who will take on the various roles from April 2020. It should be noted that, despite the challenges in terms of workload and transition, the Development Managers are embracing their new roles ahead of schedule to ensure that business continues to operate fully in this period. And into the new financial year.

2.2 EXCHANGE

The next round of full staff exchange sessions took place in January 2020. The sessions provided employees with an update on the management review and started the role out of the Vision, Mission and Values and our 10 year strategic vision and 2 year delivery plan. Whilst these sessions were well attended, a programme of smaller team meetings will take place throughout February and March prior to the publication of our strategic vision in April.

2.3 TRANSFORMATION

Following the successful conclusion of the management review, East Ayrshire Leisure intends to begin a process of 'transformation'. This will allow us to take a fresh look at and challenge every aspect of our business to ensure that we are delivering services which meet the needs and demands of our communities and audiences whilst operating in the most efficient and effective way possible. All members of staff will be given the opportunity to and will actively be encouraged to engage in this process through a variety of mechanisms throughout 2020.

2.4 FLEXIBLE RETIREMENT OPTIONS

East Ayrshire Council has recently introduced a flexible retirement option programme aimed at employees over the age of 50. The aim of this exercise is to allow employees to express an interest in retiring early subject to the organisation retaining the necessary skills and knowledge to operate the service and that the costs associated with the preferred retirement option can be recovered within a 2 year period. Prior to offering this same programme to East Ayrshire Leisure employees, we plan to work with East Ayrshire Council Human Resources team to determine the impact that this might have if it was to be introduced.

2.5 CHRISTMAS

In 2019, East Ayrshire Council asked East Ayrshire Leisure to take the lead in managing the Kilmarnock Christmas light switch on. A working group was established to develop and produce this event from across various service areas and the opportunity was taken to promote an integrated programme of festive activities. The light switch on was well attended and received excellent feedback from local people. East Ayrshire Leisure will take the lead on this programme again in 2020.

Cinderella at the Palace Theatre formed part of this integrated programme of festive activities and received 5 star reviews across the board. It was complemented the 'Big Snowy Christmas' which was staged at Cumnock Town Hall.

2.6 NATIONAL RECOGNITION

East Ayrshire Leisure has been nominated recently for nationally significant awards. Our 'Digital Storyteller in Residence' was shortlisted for Best Community Project at the Herald Society Awards and our Gaelic Visual Arts project was shortlisted for the Innovation in Education Award at the Scottish Gaelic Awards. Both of these initiatives demonstrate our commitment to working in partnership with a range of local and national stakeholders and community groups to develop innovative and creative projects that introduce new audiences to our cultural programme.

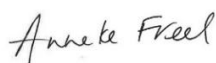
The Palace and Grand Hall and Cumnock Town Hall were both successful in the Best Bar None Awards in January with Cumnock Town Hall receiving a Silver Award in its very first time within this awards programme. The Palace and Grand Hall received a Gold Award. The recognition of both of these venues is testament to the work that the team has invested in developing our hospitality services. The success of our bars will provide a strong foundation for future growth of hospitality into catering and vending.

Recommendation/s:

It is recommended that the Board of Trustees:

- i. Remit the Chief Officer to undertake transformational activities and to feed back to the Board of Trustees at regular intervals;
- ii. Remit the Chief Officer to explore flexible retirement options for employees over the age of 50, introduce if appropriate and report to board for final approvals; and
- iii. Otherwise note the content of the paper

Signature:



Designation: Chief Officer

Date: 5 February 2020

REPORT TO BOARD OF TRUSTEES

PERFORMANCE REPORT OCTOBER TO DECEMBER 2020

Date: 25 February 2020

Agenda Item: 6

Report by: Anneke Freel, Chief Officer

Summary

This report provides details of the Trust's performance for the period October to December 2020, the third quarter of the 2019/20 financial year. The report projects an adverse variance and a favourable position in attendances for Q3.

I PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Trustees with a detailed analysis of Trust performance across a range of headings previously agreed by the Board.

2 BACKGROUND

- 2.1 The Trust's performance reporting procedures are now well established and are regularly reviewed and updated. The Performance Scorecard has been updated and included in this report. The Risk Register is also included with no updates proposed at this time.

3 RESULTS

3.1 BUSINESS PLAN

The report highlights significant progress towards achieving the goals and targets of the 2018/19 Business Plan which has been extended to cover the period 2019/20. This extension was agreed to allow a review of facilities and the management structure to inform the new business plan which will be implemented from April 2020. A wide range of programming and marketing activities have been implemented during the quarter with the aim of generating income and/or attendances.

Attendance at venues had an overall increase of 15.0% for Q3. This varies across service areas as detailed within the report and is mainly due to increased visitor numbers at Dean Castle Country Park where visitor numbers are beginning to return to pre-development recorded visits. Projections for all venues will be reviewed for 2020/21 in line with the new 10 year Strategic Vision.

3.2 FINANCE

An adverse variance of £25,790 position is projected in the report and the full details for each service area are included. The adverse position is related mainly to the café at Dean Castle Country Park, Sports Membership and Annanhill Golf Course. These areas of the business need to be re-established following major development projects that had a significant impact on service. An arrangement is now in place with East Ayrshire Council's catering services to review the operation of the café at Dean Castle Country Park. It will also be moved to Hospitality Services from April 2020 to enable a different approach to be taken to its management. As it stands, this variance could be met by unallocated reserves and all service areas are working to essential spend following a line by line review by the management team.

- 3.3 In recognition of the current financial position it is recommended that the current Financial Reserves Policy of between 3-5% of turnover is changed to a minimum of 2% of turnover. This would provide a contingency for any adverse weather over the next few months which may have an impact on the financial position.

4 VENUE DEVELOPMENT

4.1 A joint board has been established with key colleagues from East Ayrshire Leisure and East Ayrshire Council to develop, programme and monitor capital investment projects that impact on venues within the remit of East Ayrshire Leisure. Following the community engagement exercise over the Leisure Facility Audit, this board will be instrumental in developing the Leisure facility Plan.

4.2 Projects will be split into 4 categories:

- Projects in Construction
- Projects in Development
- Business Case Development
- Strategic Definition

4.3 The Dean Castle Restoration and Modernisation Project is currently the only project under Construction. However, we have a number of projects that are in development. These are:

Morton Hall

The first phase of this project is the relocation of the library into Morton Hall, improved accessibility and the refurbishment of entrance hall and toilets. A masterplan for the whole building will be developed in partnership with the community and East Ayrshire Council.

The Palace and Grand Hall

East Ayrshire Council has committed funding through their capital programme for the development of the Palace and Grand Hall. This funding through the capital fund is in addition to a programme of essential maintenance that will be carried out in 2020/21. This allocation of funding will allow us to develop a masterplan for the complex that will allow us to attract external funds for significant redevelopment. A project team will be established to take this forward.

Dick Institute

Following from the refurbishment works that took place at the Dick Institute in 2019, there is a requirement for additional works to take place to upgrade the heating system. This is being programmed in for 2020/21 and will be programmed to minimise the impact on the opening of the venue.

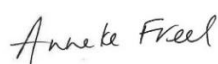
4.4 The Programme Board is also working on a business case for the development of Ayrshire Athletics Arena and Annanhill Golf Course, as well as for the relocation of Galston Library.

Recommendation/s:

It is recommended that the Sub-Committee:

- Consider and approve the Performance Report for October to December 2020;
- Otherwise note the content of this report.

Signature:



Designation: Chief Officer

Date: 5 February 2020

East Ayrshire Leisure Performs

October - December 2019



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PROGRESS AGAINST 2016-19 ACTION PLAN

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

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

ACTION NO	ACTION	TARGET	PROGRESS (green/amber/red)	ACTION PLAN
EAL 1.1	Increase Customer Satisfaction levels	<ul style="list-style-type: none"> Show annual customer satisfaction improvements each year of Business Plan 		
EAL 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	<ul style="list-style-type: none"> Increase levels of attendance/ticket sales by 5% over the term of the business plan. Continue to invest in programme development. Increase online visitor usage by 2% each year of Business Plan 	Culture and Community Services <ul style="list-style-type: none"> Attendance and ticket sales at Q3 have decreased by 17% <u>Target: 161,283</u> <u>Actual: 134,376</u> <p>This is due to fall in Grand Hall and Dick Institute. Programme highlights are detailed in the highlights section.</p>	<ul style="list-style-type: none"> Marketing Campaigns for 20/21 are currently being scheduled
			<ul style="list-style-type: none"> Future Museum unique visits have shown a 148% increase on target <u>Target: 50,000</u> <u>Actual: 123,954</u> 	<ul style="list-style-type: none"> Prepare Museum Galleries Scotland funding bid with futuremuseum.co.uk partners for May.
			Sport and Fitness <ul style="list-style-type: none"> Sport & Fitness Q3 attendance projection achieved. <u>Target: 172,981</u> <u>Actual: 175,657</u> 	<ul style="list-style-type: none"> Ongoing development and implementation of Sport and Fitness core activities and programmes for children, young people and adults delivered across facility remit.
			Countryside and Outdoor Activities <ul style="list-style-type: none"> Overall attendance and ticket sales have increased by 40.6% against 19/20 	<ul style="list-style-type: none"> Dean Castle Country Park saw an increase in visitor numbers against the projections for the quarter. The introduction of Parkrun on a weekly basis has

			<u>Target: 279,980</u> <u>Actual: 393,722</u>	<p>contributed to the increase in numbers. Annanhill Golf Course has also seen an increase of 16.6%, whilst Ayrshire Athletics Arena has increased by more than 50% against the projected targets. Ayrshire Athletics played host to a number of large scale events in Q3.</p>
			<u>Overall Attendance Target</u> <ul style="list-style-type: none"> Q3 saw an overall increase in projected targets of 15% <u>Target: 614,244</u> <u>Actual: 706,755</u> 	
			<u>Corporate Services</u> <ul style="list-style-type: none"> Eastayrshireleisure.com figs have exceeded the targets by almost 5.5% <u>Target: 93,070</u> <u>Actual: 98,166</u> 	
EAL 1.3	Achieve new quality standards and/or maintain current Accreditation standards	Visit Scotland: <ul style="list-style-type: none"> 4 star: Doon Valley Museum 4 star: Dick Institute 4 star: Baird Institute 4/5 star: Dean Castle and Country Park 4 star: Burns House Museum 	<ul style="list-style-type: none"> No Change 	<ul style="list-style-type: none"> Assessments scheduled for 2020
		Arts Council England Museum Accreditation: <ul style="list-style-type: none"> Dean Castle/Baird/Doon Valley/Burns House/Dick Institute maintained. 	<ul style="list-style-type: none"> No Change 	

		Collection Significance: <ul style="list-style-type: none"> Musical Instrument/Burns Collections maintained. 	<ul style="list-style-type: none"> No Change 	
		How Good Is Our Public Library Service: <ul style="list-style-type: none"> 2016/17 – 1 indicator tested 2017/18 – further 2 indicators tested 2018/19 – further 2 indicators tested. 	<ul style="list-style-type: none"> No Change 	
		British Computer Society Accreditation: <ul style="list-style-type: none"> Maintain annual accreditation 	<ul style="list-style-type: none"> No Change 	
		UKA: <ul style="list-style-type: none"> Maintain Certification at Ayrshire Athletics Arena 	<ul style="list-style-type: none"> No Change 	
		FIFA: <ul style="list-style-type: none"> Certification of all Synthetic Grass Pitches 	<ul style="list-style-type: none"> No Change 	
		RLSS: <ul style="list-style-type: none"> Maintain Approved Training Centre status 	<ul style="list-style-type: none"> No Change 	
		Green Flag: <ul style="list-style-type: none"> Gain award for Dean Castle Country Park Gain award for Annanhill Golf Course 	<ul style="list-style-type: none"> No Change 	<ul style="list-style-type: none"> Assessments scheduled for 2020
EAL 1.4	Maintain and sustain high level partnerships that support service delivery and improvement.	<ul style="list-style-type: none"> Maintain current partnership network. 	<ul style="list-style-type: none"> On target with quarter highlights detailed below 	<ul style="list-style-type: none"> Develop formal partnership with Kilmarnock Harriers and Kilmarnock Football Club
EAL 1.5	Introduce a system to audit, monitor and improve environmental efficiency across our core facilities	<ul style="list-style-type: none"> Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives. 	<ul style="list-style-type: none"> On target and monitored through the Climate Change Report 	<ul style="list-style-type: none"> Ensure environmental efficiency is incorporated into the facility review

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

ACTION NO	ACTION	TARGET	PROGRESS	ACTION PLAN
EAL 2.1	Increase general participation /attendance levels across service areas	<ul style="list-style-type: none"> ▪ Increase participation/ attendance levels by 5% over the term of the Business Plan. 	<ul style="list-style-type: none"> ▪ As outlined in 1.2 above 	<ul style="list-style-type: none"> ▪ Continue to invest in programme and marketing of events that capture both visitors and residents imagination.
EAL 2.2	Increase opportunities for/numbers of young people (12-25) using our services.	<ul style="list-style-type: none"> ▪ Increase by 1% each year number of young people using our service areas. ▪ Raise £50K external funding during life of Business Plan to support programmes aimed at young people. ▪ Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes e.g. EASC Affiliated Sports Clubs, Youth Arts Network, Vibrant Communities. ▪ Offer reduced cost/free access to facility/project use for targeted groups of young people. ▪ Carry out project surveys to measure behavioural change impact in 2016/17/18/19 	<ul style="list-style-type: none"> ▪ On target with quarter highlights detailed below 	
EAL 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<ul style="list-style-type: none"> ▪ Apply audit findings where appropriate, in 2017/18/19 ▪ Support people using our facilities/ programmes with mixed ability needs. 	<ul style="list-style-type: none"> ▪ On target with quarter highlights detailed below 	
EAL 2.4	Increase opportunities for/numbers of older people (60+) using our services.	<ul style="list-style-type: none"> ▪ Increase attendance by older people by 1% each year. ▪ Ensure we have programmes that are attractive to older users. ▪ Carry out sample surveys to measure behavioural change impact in 2016/17/18/19 ▪ Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire & Arran, Vibrant Communities. 	<ul style="list-style-type: none"> ▪ On target with quarter highlights detailed below 	<ul style="list-style-type: none"> ▪ Developing programmes with Vibrant Communities team around "Back To Work" in our Libraries and the programme delivery and the Dean Castle project.

STRATEGIC OBJECTIVE THREE – TO ENHANCE EAST AYRSHIRE'S TOURISM OFFER

ACTION NO	ACTION	TARGET	PROGRESS	ACTION PLAN
EAL 3.1	Increase visitor attendance at our key tourist attractions: Dick Institute, Dean Castle & Country Park, Baird Institute, Doon Valley Museum, Burns House Museum & Library, River Ayr Way, Palace & Grand Hall Complex and Cumnock Town Hall	<ul style="list-style-type: none"> ▪ Increase levels of visitor attendance in line with targets set in local Tourism Strategies. ▪ Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events. ▪ Submit external funding bids to support tourism development across our facilities/venues. ▪ Maintain and develop partnership working with Visit Scotland/ EventsScotland to support our programmes. 	<u>Cultural and Community Services</u> <ul style="list-style-type: none"> ▪ Quarter 3 – attendance to tourism venues has decreased by 19.6% (105,065 actual – 130,675 target). This is due to the reduced usage of Grand Hall and Dick Institute during the quarter. 	<ul style="list-style-type: none"> ▪ Marketing Campaigns for 20/21 are currently being scheduled
			<u>Countryside and Outdoor Activities</u> <ul style="list-style-type: none"> ▪ Quarter 2 – attendance to tourism venues, has increase by 17.7% against Q2 targets (target = 467,793; actual = 550,662) 	
EAL 3.2	Work with local groups to add value to the tourism offer.	<ul style="list-style-type: none"> ▪ Work with 4 groups each year to support community development and to harness local knowledge. 	<ul style="list-style-type: none"> ▪ On target with highlights detailed in table below 	

STRATEGIC OBJECTIVE FOUR – TO BE RECOGNISED AS AN EMPLOYER OF CHOICE

ACTION NO	ACTION	TARGET	PROGRESS	ACTION PLAN
EAL 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> Respond to survey findings. Maintain constructive relationship with Trade Union – 6 meetings annually. Maintain absence to below acceptable level of 2 days per quarter Continue to achieve low levels of formal Grievances 	<p><u>Corporate Services</u></p> <ul style="list-style-type: none"> Staff have been asked to put forward their ideas/suggestions on how we can make further improvements to the organisation overall and hence contribute to increased satisfaction rates. The feedback will be incorporated into an action plan. East Ayrshire Leisure has built an effective working relationship with Trade Union, meetings will now take place quarterly with the option to hold a Special Meeting if required. Absence level recorded for the period 16 September to 8 December was 2.24 days. No grievances were undertaken during this period. 	<ul style="list-style-type: none"> Absence during this period is primarily due to long term absence. Managers continue to follow the Sickness Absence Management policy maintaining regular contact with staff to support them back to work.
EAL 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> 6 Modern Apprenticeships during life of Business Plan subject to funding. 10 work placements during life of Business Plan 3 interns during life of Business Plan. Volunteers increase by 2% each year. 	<ul style="list-style-type: none"> On target with quarter highlights detailed below 	<ul style="list-style-type: none"> Monitor the apprenticeships with CBC during the life of the Dean Castle project. Manage interns during life of the Dean Castle project. Work with East Ayrshire Council to support the modern

				apprentices appointed to maintain the strategic path network
EAL 4.3	Advance staff through training and development	<ul style="list-style-type: none"> ▪ Increase the use of EAGER working towards 95% coverage for permanent staff. ▪ Develop training matrix for all service areas ▪ Develop bespoke e-learning modules and training courses ▪ Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations 	<ul style="list-style-type: none"> ▪ On target 	

QUARTER 3 HIGHLIGHTS

CULTURE AND COMMUNITY SERVICES

Performing Arts Venues

- In October, the Palace hosted the filming of BBC's 'Breaking the News' and a near-capacity gig for Lloyd Cole
- Wet Wet Wet played to a capacity crowd in the Grand Hall in November and was followed by our EAYT production of The Addams Family in the Palace.
- Our festive season saw panto Cinderella receiving 5-star reviews across the board. Audience figures were slightly down although income increased. Cumnock Town Hall staged the 'Big Snowy Christmas' show.

Arts/Museums/Libraries Development

- Our 'Digital Storyteller in Residence' was shortlisted for Best Community Project at the Herald Society Awards and our Gaelic Visual Arts project was shortlisted for the Innovation in Education Award at the Scottish Gaelic Awards.
- COMICS exhibition from Seven Stories at the Dick Institute (the only Scottish venue in the tour), featured an eclectic mix of original, iconic comic art.
- Killie Comic Con saw *Back to the Future's* DeLorean drive to the front door to welcome hundreds of visitors
- The annual Ayrshire College Graduate Exhibition took place in the Young People's Gallery.
- One Giant Leap visual art competition, in conjunction with Illuminight, embraced the anniversary of the moon landing.
- Imprint continued with a host of significant author events and our schools programme welcomed 500 pupils
- Burns Monument Centre ran a range of highly successful local and family history research workshops.
- Baird Institute hosted Discovering Ancient Egypt exhibition in collaboration with National Museums Scotland. The exhibition was supported by a significant schools workshop programme, family day and curator's talks.
- Book Week Scotland welcomed literary giant Denise Mina to the Dick Institute and closed with a music themed event with 'The Sound of Young Scotland'.

Collection Care

- The Dean Castle restoration and refurbishment project is progressing well and during this period we have hosted 3 successful events at the Dick Institute which have attracted approximately 40 people at each event. The new team of Interns started and will be working on Future Museum and digitising the collections linked to the Castle; the impact of this team can already be seen in the figures for www.futuremuseum.co.uk

Libraries

- The Dick Institute is working towards introducing a Gaelic section in the library and hosts a regular Gaelic Conversation Group
- 'Action on Hearing Loss' continues to hold sessions in the Dick Institute, Auchinleck and Darvel Library
- Various Libraries now host Housing Support surgeries in partnership with EAC staff
- 'Brew and a Blether' group started in Stewarton Library run by external body and Crosshouse Library has a knitting group
- Homewords staff have been part of the team involved in developing a Friendship Group for Housebound customers which brings socially excluded people from their homes to the Dick Institute for tea and a chat
- We celebrated National Mobiles Day with nursing home residents coming to visit the Mobile Library
- Patna Library staff has developed a strong partnership with Patna Primary with the staff member being invited to come and talk to the pupils, hand out prizes in the school for a design a bookmark competition run by the school (which are now displayed in the library). The school also recently organised an author visit and the author visited the library as part of the session.

COUNTRYSIDE & OUTDOOR ACTIVITY

Outdoor Activity Development

- Sportshall Athletics at the AAA welcomed 615 pupils from 27 Schools
- East Ayrshire Schools Cross Country Competition had 556 school children from East Ayrshire attend AAA
- East Ayrshire Sportshall Final saw 94 children attending from Nether Robertland, Onthank, Gargieston and Fenwick Primary Schools
- AAA held the West of Scotland Cross Country Relay Championships and Ayrshire School Cross Country was held in conjunction with Kilmarnock Harriers AC. Also hosted October Outdoor Camp

Countryside Development

- The Countryside Rangers compiled new survey data for East Ayrshire's new Recreation Plan. This new resource will document current information about East Ayrshire's core, local and hill path networks.
- Rangers have been working closely with East Ayrshire Councils Planning Department to carry out a range of Ecological surveys as part of EACs infrastructure and demolition programme.
- Rangers activities focused on wildlife and 'Food for Free' activities for families and children and worked with Whitelees Rangers Service to deliver Halloween and Nae Fireworks events.
- The Natural Leaders project at Doon, Auchinleck and Kilmarnock Academy has added a practical element to add to the survey work and Local Nature Reserve creation. These improvements will enhance access and biodiversity of the areas.
- Friends of the Dean membership has increased with the group focussing on the delivery of the woodland management plan for the Boyd Wood, essential maintenance to the parks boardwalks and clearing invasive rhododendrons from our woodlands.
- Four Conservation Skills Trainees started their 8 month placement, focussing on conservation skills and traditional rural skills including, Coppicing and Phase 1 Habitat Surveys and Outdoor First Aid, through Parks for People HLF funding.
- 20 students from Ayrshire College, social studies access course, completed the volunteering module, carrying out woodland and invasive species management, tree planting and path maintenance.

Visitor Development

- Illuminight 2019 attracted over 10,000 visitors to the Dean Castle Country Park for the 'Space' themed light festival. The event was recognised nationally by Event Scotland and national media, hailed as 'one of Scotland's leading winter attractions'.
- The Visitor Centre was used as a conference venue for Ayrshire Roads Alliance, Poppy Scotland, the Creative Minds team, the Instrumental Music Services and Ayrshire College.

Green Infrastructure Development

- 3 Modern Apprentices have continued to support the Access Maintenance team with ongoing repairs and maintenance across the rural path network.
- A £300k grant from Sustrans was received in support of the Kilmarnock Green Infrastructure Project.
- IH Borland successfully completed landscaping works forming part of the Irvine Valley Trails Project.

Estates Development

- A programme of pro-active tree safety works were completed at Dean Castle Country Park. In total 114 trees had works undertaken involving the removal of dead branches and limbs.
- The Estates Team completed a programme of repairs and upgrades to footpaths and boardwalks in Dean Castle Country Park with 250 metres of anti-slip netting being attached to boardwalks within the Park.
- Following a successful summer season for the Rare Breeds Farm at Dean Castle Country Park all 2019 bred livestock have gone to market.
- The autumn programme of planned maintenance works was completed at Annanhill golf course including the creation of the winter greens, feeding and repairs to the summer greens and repairs/improvements to the tees across the site

SPORT & FITNESS

Fitness Memberships

- Increase opportunities for/numbers of older people (60+) using our services: 17 memberships
- Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities: 2 memberships.
- Increased participation, memberships - Gold: 34, Silver: 38, Bronze: 5, Junior: 3
- Increase opportunities for/numbers of young people (12-25), memberships: 125 youth, 5 Student
- Increase levels of staff satisfaction – memberships: 119 staff

Coaching Programme

- 8109 children aged between 2-14 years attended the Sports Coaching programmes for Athletics, Badminton, Football, Gymnastics and Activity Clubs.

Venue Development and Partnerships

- Partnership with EAC Vibrant Communities CHIP continues to develop. CHIP Activity classes will be returning to S&F venues - plans to implement a GP Referral Programme for physical activity across key venues. 5 members of staff completed the course in October 2019.
- Working closely with EAC for venue refurbishment plans for swimming pools and sports centres and have been engaging with customers and clubs where there has been an impact in service delivery due to closures.
- Stewarton Sports Centre Gym has been painted, new gym flooring installed and a new Half Rack with Olympic bars and discs added. The Community Room has also had worktops removed, been painted and new lighting installed for a boutique style Spin Studio. Further work at Stewarton Sports Centre is planned for Q4.
- Ongoing development of relationship with Vibrant Communities within the Stewarton area resulting in prior bookings which had moved to alternative venues now returning to Trust facilities.
- Ongoing partnership arrangement with both Kilmarnock Football Club and Kilmarnock Ladies Football Club for exclusive use of the Synthetic Grass Pitch for training and weekend games at the William McIlvanney Leisure Centre. This partnership continues to develop resulting in indoor hall hire bookings from both clubs now also taking place within the venue.
- Auchinleck Leisure Centre staff team attended a training session with management at Daldorch house to learn about working with individuals with autism.
- We successfully launched our new learn to swim programme at Auchinleck, Doon Valley and Loudoun Leisure Centre in October 2019, which coincided with the move to Direct Debit memberships. An initial target to convert 400 members from our old to new programme was established with 424 members now accessing our programme.
- 24 staff obtained 'Scottish Swimming Teachers' Qualification, 4 staff obtained 'Pool Plant Operators' Qualifications, 1 member of staff gained 'Exercise to Music' through Modern Apprenticeship and 1 member of staff Personal Training through Modern Apprenticeship

CORPORATE SERVICES UPDATES

Insurance Claims

Public Liability	1 claim was closed
Employers' Liability	2 claims remains ongoing
Motor Claim	No claims

Gifts & Hospitality

No offer of gifts or hospitality were received during this period.

Customer Complaints

During the October-December period we had 706,755 visitors/attendees at our venues. 209 comments were received and logged by the Marketing & Development Team; 14 of these were complaints, and were categorised as follows:

Category	No Received	Stage 1 / 2	Status
Building Maintenance	2	Stage 1	Resolved
Equipment / Resources	2	Stage 1	Resolved
Events/Activities/Classes	5	Stage 1	Resolved
Online payments	1	Stage 1	Resolved
Other (DCCP Cafe)	1	Stage 2	Resolved
Staff	3	1 x Stage 1 2 x Stage 2	Resolved Resolved

Vision, Mission & Values

In order to progress our culture, and develop the future direction of the organisation, it was important to review the Vision, Mission and Values originally set out at the inception of the Trust, to ensure they adequately reflected not only the new direction but also the views of our employees. Various sessions were held to give all staff the opportunity to contribute.

Recurring themes emerged from the sessions and these were used to develop the Vision and Mission statements as well as the Values which staff felt best reflected our organisation. They also form the basis of the new Strategic Vision and Delivery Plan and will be at the heart of everything we do.

In order to fully embed and immerse the values into our teams, a strapline of 'Living your B.E.S.T life' and a set of accompanying 'behaviours' were developed. A series of events, the first of which take place in January 2020, has been created as part of our wider 'Exchange' programme and will introduce staff to these new elements. These information sessions will ensure staff are fully aware of the values and expected behaviours prior to the full roll-out in April. New materials, including infographic posters for both customers and staff, lanyards and screen-savers are currently under development. The Staff Recognition scheme is also being reviewed to reflect the new values and they will also form the basis of our new recruitment process and staff training and development programmes.

Annual Report

The Annual Report showcases who we are as an organisation, our portfolio of venues and facilities, what our aims and objectives are, and how we have performed against targets throughout the year. Our Annual Report 2018-19 was produced and presented to East Ayrshire Council in December. The success of our many projects, events and activities as well as our approach to the delivery of quality services and programmes across the Leisure remit was widely recognised. As part of our commitment to becoming a paper-lite organisation, we did not produce printed copies of the report this year and it is available to read on our website, with the link being sent out to our many funders, partners and collaborators.

FORTHCOMING PROGRAMME OF EVENTS & ACTIVITIES

	Jan-Mar 2020 programme	
Palace Theatre	January	Maintenance & Inspections Young Farmers Variety Shows
	February	Young Farmers Variety Shows The Bear Liam Dolan Show The Jersey Beats Various other shows
	March	Dancefest KAOS – 9 to 5
Grand Hall	January	Maintenance & Inspections
	February	Lifeboat Janey Godley Soup Pot Tour
	March	Twin Atlantic
DCCP	January	Friend of the Dean volunteering Programme Tues/Sun Junior Ranger Squirrel Club Kilmarnock Park Run- weekly programme
	February	Half-term holiday programme -Bird Bothies 11 February -Bird Feeder Workshop 12 February Friend of the Dean volunteering Programme Tues/Sun Junior Ranger Squirrel Club Kilmarnock Park Run- weekly programme
	March	Nature Therapy Breaks 14/15 and 28/29 Junior Ranger Squirrel Club Kilmarnock Park Run- weekly programme

AAA	January	Run, Jump & Throw Mon, Tues, Thurs & Sat Block 1 commences 13 Jan MINI MOVERS Mon & Thurs · 4pm – 4.30pm Block 1 commences 13 Jan
	February	Run, Jump & Throw Mon, Tues, Thurs & Sat Block continued MINI MOVERS Mon & Thurs · 4pm – 4.30pm Block continued Giant Heptathlon
	March	Run, Jump & Throw Mon, Tues, Thurs & Sat Block continued MINI MOVERS Mon & Thurs · 4pm – 4.30pm Block continued
Sport	January	New fitness programme across key venues including targeted January promotion. New sports coaching programme across key venue remit Kid's activity session recommencing following Christmas period.
	February	“Bring a friend for Free Friday” promotion Targeted promotion on “Motiv8” fitness sessions
	March	Refer a friend promotion
Auchinleck LC	January	Development of Learn 2 Swimming programme under direct debit scheme. Ongoing development of childrens activities.
	February	
	March	
Doon Valley LC	January	Ongoing development to fitness programme and activities under fitness memberships. Development of swimming lesson programme under direct debit scheme
	February	Hill Billy 10K
	March	
Grange LC	January	Junior Handball Tournament Adult Handball Tournament Hurlford Badminton Tournament
	February	Junior Handball Tournament Adult Handball Tournament Hurlford Badminton Tournament
	March	Junior Handball Tournament Adult Handball Tournament

Hunter FS	January	Tot's activity sessions
	February	
	March	
Loudoun LC	January	Development of Learn 2 Swimming programme under direct debit scheme.
	February	
	March	
St Josephs LC	January	
	February	EAC Event
	March	
Stewarton SC	January	
	February	Jam Street Grading
	March	Rebrand of Stewarton Sports Centre
William McIlvanney LC	January	
	February	
	March	Nutrition seminar to link with national nutrition and hydration week. Scottish School Pipeband Championships.



FINANCIAL PERFORMANCE

TO 31.12.19

2019/20 EAST AYRSHIRE LEISURE BUDGET
AS AT 31st December 2019 – QUARTER 3 - PERIOD 9
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The projected outturn for East Ayrshire Leisure at 31th December 2019 is an adverse position of £25,790 which can be met from Unallocated Reserves. Management will continue to monitor and implement action to minimise adverse position.

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

There are further variances within Income and Expenditure, these are closely monitored and managed within the Service - detailed analysis provided below.

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

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

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

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

ANNUAL BUDGET –Table below provides detail of Annual Budget showing the impact of 2019/20 savings approved at 4 June 2019 Board.

Service Division	Annual Budget 2019/20	Annual Budget 2019/20 Qtr 1	Annual Budget 2019/20 Qtr 2	Annual Budget 2019/20 Qtr 3	Annual Budget 2019/20 Qtr 4	Comments
CORPORATE SERVICES	1,488,860	1,175,630	1,181,630	1,184,630		
CULTURAL	1,972,130	2,008,660	2,013,320	2,017,750		
COUNTRYSIDE & OUTDOOR ACTIVITIES	831,920	884,430	933,570	935,490		
SPORT & FITNESS	439,830	519,860	537,640	549,600		
TOTAL	4,732,740	4,588,580	4,666,160	4,687,470		
Management Fee	(4,732,740)	(4,556,230)	(4,619,640)	(4,637,950)		
Reserves		(32,350)	(46,520)	(49,520)		
TOTAL	0	0	0	0	0	

Venues Allocated to Sport Areas:-

Area 1	St Josephs Leisure Centre, Stewarton Sports Centre, William McIlvanney Campus, Grange Leisure Centre
Area 3	Auchinleck Leisure Centre, Doon Valley Leisure Centre, Loudoun Leisure Centre, Hunter Fitness Suite
Sports Temporary Facilities	Catrine Games Hall, Mauchline Games Hall

TABLE A – OVERALL NET POSITION

Revised Actual Exp. To 31/12/18	Actual Out-turn to 31/03/19	Service Division	Annual Estimate 2019/20	Revised Actual Exp. To 31/12/19	Revised Budget To 31/12/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse
766,679	1,293,037	CORPORATE SERVICES	1,184,630	786,936	837,762	1	1,074,850	(109,780)
86,078	118,728	Chief Executive & Board	120,820	73,286	93,184	61%	105,780	(15,040)
471,879	858,320	People & Finance	757,130	485,545	519,975	64%	668,140	(88,990)
208,722	315,989	Marketing & Development	306,680	228,105	224,603	74%	300,930	(5,750)
1,705,321	2,224,246	CULTURAL	2,017,750	1,368,804	1,407,686	68%	2,043,420	25,670
52,248	74,222	Cultural Management	75,640	55,253	55,058	73%	75,880	240
108,344	145,710	Collection Care	152,150	107,090	111,715	70%	148,190	(3,960)
339,080	476,884	Arts/Libraries/Museum Development	475,120	330,404	345,190	70%	471,580	(3,540)
3,432	(4,259)	Youth Theatre	(5,290)	8,231	(6,486)	-156%	(5,290)	0
695,385	979,416	Libraries	958,040	683,848	700,945	71%	936,270	(21,770)
(36,793)	(25,485)	Hospitality	(35,020)	(28,982)	(28,829)	83%	(38,520)	(3,500)
437,570	409,399	Performing Arts Venues	340,060	131,734	207,184	39%	334,670	(5,390)
171,681	259,891	Community Venues	226,710	147,653	147,811	65%	227,800	1,090
(65,626)	(91,532)	Community Lettings & Co-Managed Centres - Lets	(169,660)	(66,427)	(124,902)	39%	(107,160)	62,500
641,030	914,504	COUNTRYSIDE & OUTDOOR ACTIVITIES	935,490	714,448	597,009	76%	1,008,670	73,180
161,670	248,459	Countryside & Outdoor Activities Management	372,920	221,951	265,279	60%	308,230	(64,690)
307,889	466,977	Countryside Development	474,960	342,465	335,093	72%	463,550	(11,410)
174,488	188,148	Outdoor Activities	119,180	132,288	42,598	111%	236,550	117,370
(3,017)	10,919	Countryside Hospitality	(31,570)	17,744	(45,961)	-56%	340	31,910
491,441	695,641	SPORT & FITNESS	549,600	483,296	418,212	88%	586,320	36,720
216,216	314,723	Sport & Fitness Management	351,980	228,016	255,727	65%	313,500	(38,480)
35,890	43,916	Area 1	(47,780)	39,612	(25,816)	-83%	16,620	64,400
0	(0)	Area 2	0	0	0	0%	0	0
189,607	261,470	Area 3	206,360	176,640	149,261	86%	217,160	10,800
49,728	75,532	Temporary Facilities	39,040	39,028	39,040	0%	39,040	0
3,604,470	5,127,428	TOTAL	4,687,470	3,353,484	3,260,669	72%	4,713,260	25,790
(3,413,379)	(4,829,955)	Management Fee	(4,637,950)	(3,478,939)	(3,502,069)	75%	(4,637,950)	0
191,091	297,473	TOTAL	49,520	(125,455)	(241,400)		75,310	25,790
0	0	Savings Yet to be Identified	0	0	0		0	0
(126,050)	(190,830)	Trs From Reserves	(49,520)	(49,520)	(49,520)		(49,520)	0
0	0	Designated Funds	0	0	0		0	0
0	0	Trs To Reserves	0	0	0		0	0
65,041	106,643	TOTAL (after transfer to reserves)	0	(174,975)	(290,920)		25,790	25,790

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 31/12/18	Actual Out-turn to 31/03/19	Service Division	Annual Estimate 2019/20	Revised Actual Exp. To 31/12/19	Revised Budget To 31/12/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse
(1,181,990)	(2,090,693)	Income From Charitable Activities	(2,488,830)	(1,662,943)	(1,907,507)	67%	(2,261,850)	226,980
(3,413,379)	(4,829,955)	Management Fee	(4,637,950)	(3,478,939)	(3,502,069)	75%	(4,637,950)	0
(4,595,370)	(6,920,648)	TOTAL INCOME	(7,126,780)	(5,141,882)	(5,409,576)	72%	(6,899,800)	226,980
3,600,833	5,151,221	Employee Costs	5,341,620	3,737,119	3,877,935	70%	5,132,620	(209,000)
24,920	38,257	Transport Costs	33,750	25,082	25,324	74%	35,280	1,530
364,519	649,869	Premises Costs	577,050	354,558	365,191	61%	590,510	13,460
740,136	1,032,941	Supplies & Services	1,091,240	827,976	817,989	76%	1,080,390	(10,850)
0	31,510	Financing Costs	8,090	0	0	0%	8,090	0
0	187,400	Support Costs	0	0	0	0%	0	0
56,053	126,923	Governance Costs	124,550	71,693	81,737	58%	128,220	3,670
4,786,460	7,218,121	TOTAL RESOURCES EXPENDED	7,176,300	5,016,427	5,168,176	70%	6,975,110	(201,190)
191,091	297,473	NET POSITION	49,520	(125,455)	(241,400)		75,310	25,790
0	0	Savings Yet to be Identified	0	0	0		0	0
(126,050)	(190,830)	Trs From Reserves	(49,520)	(49,520)	(49,520)		(49,520)	0
0	0	Designated Funds	0	0	0		0	0
0	0	Trs To Reserves	0	0	0		0	0
65,041	106,643	TOTAL (after transfer to reserves)	0	(174,975)	(290,920)		25,790	25,790

TABLE C – INCOME POSITION

Revised Actual Income To 31/12/18	Actual Out-turn to 31/03/19	Service Division	Annual Estimate 2019/20	Revised Actual Income To 31/12/19	Revised Budget Income To 31/12/19	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse
(7,260)	(8,650)	CORPORATE SERVICES	(2,000)	(4,575)	(1,502)	229%	(4,750)	(2,750)
0	0	Chief Executive & Board	0	0	0		0	0
(6,248)	(7,238)	People & Finance	(2,000)	(3,644)	(1,502)	182%	(3,250)	(1,250)
(1,012)	(1,412)	Marketing & Development	0	(931)	0		(1,500)	(1,500)
(519,030)	(1,022,609)	CULTURAL	(1,048,900)	(793,758)	(813,961)	76%	(1,043,180)	5,720
0	0	Cultural Management	0	0	0	0%	0	0
(9,971)	(16,721)	Collection Care	(2,610)	(10,580)	(2,395)	405%	(10,730)	(8,120)
(35,779)	(43,020)	Arts/Libraries/Museum Development	(29,080)	(36,578)	(24,267)	126%	(40,570)	(11,490)
(31,796)	(51,396)	Youth Theatre	(49,650)	(28,255)	(41,207)	57%	(46,650)	3,000
(40,811)	(67,733)	Libraries	(68,150)	(24,151)	(51,191)	35%	(69,440)	(1,290)
(117,954)	(147,822)	Hospitality	(173,040)	(117,446)	(126,771)	68%	(166,540)	6,500
(137,125)	(487,682)	Performing Arts Venues	(454,560)	(426,619)	(361,955)	94%	(497,120)	(42,560)
(58,810)	(83,552)	Community Venues	(90,900)	(72,577)	(70,373)	80%	(93,720)	(2,820)
(86,785)	(124,683)	Community Lettings & Co-Managed Centres - Lets	(180,910)	(77,552)	(135,802)	43%	(118,410)	62,500
(166,054)	(318,803)	COUNTRYSIDE & OUTDOOR ACTIVITIES	(447,010)	(288,989)	(388,340)	65%	(353,830)	93,180
0	0	Countryside & Outdoor Activities Management	0	0	0		0	0
(56,013)	(71,266)	Countryside Development	(51,100)	(36,736)	(38,575)	72%	(44,340)	6,760
(100,423)	(225,820)	Outdoor Activities	(239,910)	(163,225)	(211,755)	68%	(185,550)	54,360
(9,617)	(21,717)	Countryside Hospitality	(156,000)	(89,027)	(138,010)	57%	(123,940)	32,060
(489,648)	(740,631)	SPORT & FITNESS	(990,920)	(575,621)	(703,704)	58%	(860,090)	130,830
0	(379)	Sport & Fitness Management	0	(608)	0		(610)	(610)
(257,556)	(389,482)	Area 1	(558,700)	(306,827)	(390,398)	55%	(463,150)	95,550
0	0	Area 2	0	0	0	0%	0	0
(222,394)	(337,644)	Area 3	(426,970)	(262,926)	(308,056)	62%	(391,080)	35,890
(9,698)	(13,126)	Temporary Facilities	(5,250)	(5,260)	(5,250)		(5,250)	0
(1,181,991)	(2,090,693)	TOTAL	(2,488,830)	(1,662,943)	(1,907,507)	67%	(2,261,850)	226,980
(3,413,379)	(4,829,955)	Management Fee	(4,637,950)	(3,478,939)	(3,502,069)	75%	(4,637,950)	0
(4,595,370)	(6,920,648)	TOTAL	(7,126,780)	(5,141,882)	(5,409,576)	72%	(6,899,800)	226,980

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 31/12/18	Actual Out-turn to 31/03/19	Service Division	Annual Estimate 2019/20	Revised Actual Exp. To 31/12/19	Revised Budget To 31/12/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse
773,939	1,301,687	CORPORATE SERVICES	1,186,630	791,511	839,264	67%	1,079,600	(107,030)
86,077	118,728	Chief Executive & Board	120,820	73,286	93,184	61%	105,780	(15,040)
478,127	865,558	People & Finance	759,130	489,189	521,477	64%	671,390	(87,740)
209,735	317,401	Marketing & Development	306,680	229,036	224,603	75%	302,430	(4,250)
2,224,350	3,246,856	CULTURAL	3,066,650	2,162,562	2,221,647	71%	3,086,600	19,950
52,248	74,222	Cultural Management	75,640	55,253	55,058	73%	75,880	240
118,315	162,431	Collection Care	154,760	117,670	114,110	76%	158,920	4,160
374,858	519,904	Arts/Libraries/Museum Development	504,200	366,982	369,457	73%	512,150	7,950
35,228	47,137	Youth Theatre	44,360	36,486	34,721	82%	41,360	(3,000)
736,197	1,047,149	Libraries	1,026,190	707,999	752,136	69%	1,005,710	(20,480)
81,160	122,337	Hospitality	138,020	88,463	97,942	64%	128,020	(10,000)
574,695	897,081	Performing Arts Venues	794,620	558,353	569,139	70%	831,790	37,170
230,491	343,443	Community Venues	317,610	220,231	218,184	69%	321,520	3,910
21,159	33,151	Community Lettings & Co-Managed Centres - Lets	11,250	11,125	10,900	99%	11,250	0
807,084	1,233,306	COUNTRYSIDE & OUTDOOR ACTIVITIES	1,382,500	1,003,437	985,349	73%	1,362,500	(20,000)
161,670	248,459	Countryside & Outdoor Activities Management	372,920	221,951	265,279	60%	308,230	(64,690)
363,902	538,243	Countryside Development	526,060	379,202	373,668	72%	507,890	(18,170)
274,911	413,968	Outdoor Activities	359,090	295,513	254,353	82%	422,100	63,010
6,600	32,636	Countryside Hospitality	124,430	106,771	92,049	86%	124,280	(150)
981,089	1,436,272	SPORT & FITNESS	1,540,520	1,058,917	1,121,916	69%	1,446,410	(94,110)
216,216	315,102	Sport & Fitness Management	351,980	228,624	255,727	65%	314,110	(37,870)
293,446	433,398	Area 1	510,920	346,439	364,582	68%	479,770	(31,150)
0	0	Area 2	0	0	0	0%	0	0
412,001	599,114	Area 3	633,330	439,566	457,317	69%	608,240	(25,090)
59,426	88,658	Temporary Facilities	44,290	44,288	44,290	100%	44,290	0
4,786,461	7,218,121	TOTAL	7,176,300	5,016,427	5,168,176	70%	6,975,110	(201,190)
		Management Fee						0
4,786,461	7,218,121	TOTAL	7,176,300	5,016,427	5,168,176	70%	6,975,110	(201,190)

CORPORATE SERVICES ANALYSIS

Revised Actual Exp. To 31/12/18	Actual Out-turn to 31/03/19	CORPORATE SERVICES	Annual Estimate 2019/20	Revised Actual Exp. To 31/12/19	Revised Budget To 31/12/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse	Comment
(7,259)	(8,650)	Income From Charitable Activities	(2,000)	(4,575)	(1,502)	229%	(4,750)	(2,750)	Projected additional income from Marketing activities
(3,413,379)	(4,829,955)	Management Fee	(4,637,950)	(3,478,939)	(3,502,069)	75%	(4,637,950)	0	
(3,420,638)	(4,838,605)	TOTAL INCOME	(4,639,950)	(3,483,514)	(3,503,571)	75%	(4,642,700)	(2,750)	
650,976	915,052	Employee Costs	938,200	598,309	684,036	64%	850,700	(87,500)	Projected saving due to temporary arrangements following retiral of Chief Executive and further vacancies which are not being filled at this time.
692	1,815	Transport Costs	2,750	1,095	2,065	40%	2,750	0	
8,262	8,295	Premises Costs	16,510	12,750	3,378	77%	4,500	(12,010)	Favourable variance relates to management action to partially offset the projected deficit position.
101,436	157,984	Supplies & Services	196,660	162,505	137,081	83%	185,470	(11,190)	Favourable variance relates to management action on general expenditure to partially offset the projected deficit position.
0	0	Financing Costs	0	0	0		0	0	
0	187,400	Support Costs	0	0	0		0	0	
12,573	31,140	Governance Costs	32,510	16,853	12,704	52%	36,180	3,670	
773,938	1,301,686	TOTAL RESOURCES EXPENDED	1,186,630	791,511	839,264	67%	1,079,600	(107,030)	
(2,646,700)	(3,536,919)	NET POSITION	(3,453,320)	(2,692,003)	(2,664,307)	78%	(3,563,100)	(109,780)	
		Savings Yet to be Identified						0	
(25,340)	(65,250)	Trs From Reserves	(37,350)	(37,350)	(37,350)		(37,350)	0	
		Designated Funds						0	
		Trs To Reserves						0	
(2,672,040)	(3,602,169)	TOTAL (after transfer to reserves)	(3,490,670)	(2,729,353)	(2,701,657)	78%	(3,600,450)	(109,780)	

CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 31/12/18	Actual Out-turn to 31/03/19	CULTURAL	Annual Estimate 2019/20	Revised Actual Exp. To 31/12/19	Revised Budget To 31/12/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse	Comment
(519,030)	(1,022,609)	Income From Charitable Activities	(1,048,900)	(793,758)	(813,961)	76%	(1,043,180)	5,720	Community Lettings and Co-managed venues has carried a historic financial impact to the Trust. Anticipated shortfall this year is £62.5k. This adverse variance has been offset by increased income projections across Performing Arts and Community Venues and prudent financial management across service areas.
		Management Fee						0	
(519,030)	(1,022,609)	TOTAL INCOME	(1,048,900)	(793,758)	(813,961)	76%	(1,043,180)	5,720	
1,474,256	2,098,054	Employee Costs	1,998,310	1,473,116	1,441,931	74%	2,023,750	25,440	Increased bank costs linked to increased income.
8,856	13,482	Transport Costs	12,590	8,349	9,450	66%	11,250	(1,340)	
205,939	373,801	Premises Costs	351,240	205,948	227,561	59%	360,690	9,450	Increased costs predominantly due to flooring replacement commitment at Palace foyer £12k.
509,350	687,955	Supplies & Services	637,000	438,908	495,071	69%	623,400	(13,600)	Prudent financial management across service areas partially offset by museum refurbishment commitment at Dick Institute £12.5k.
0	7,440	Financing Costs	4,000	0	0	0%	4,000	0	
0	0	Support Costs	0	0	0		0	0	
25,949	66,123	Governance Costs	63,510	36,241	47,634	57%	63,510	0	
2,224,350	3,246,856	TOTAL RESOURCES EXPENDED	3,066,650	2,162,562	2,221,647	71%	3,086,600	19,950	
1,705,321	2,224,246	NET POSITION	2,017,750	1,368,804	1,407,686	68%	2,043,420	25,670	
(82,780)	(86,590)	Trs From Reserves	(4,000)	(4,000)	(4,000)		(4,000)	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
1,622,541	2,137,656	TOTAL (after transfer to reserves)	2,013,750	1,364,804	1,403,686	68%	2,039,420	25,670	

COUNTRYSIDE & OUTDOOR ACTIVITIES SERVICE ANALYSIS

Revised Actual Exp. To 31/12/18	Actual Out-turn to 31/03/19	COUNTRYSIDE & OUTDOOR ACTIVITIES	Annual Estimate 2019/20	Revised Actual Exp. To 31/12/19	Revised Budget To 31/12/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse	Comment
(166,054)	(318,803)	Income From Charitable Activities	(447,010)	(288,989)	(388,340)	65%	(353,830)	93,180	Adverse variance predominantly relates to income shortfalls at Annanhill Golf Course £79.9k, Treehouse Residential Centre £11k and DCCP Café £32k partially offset by additional income generated by Events £27k
		Management Fee						0	
(166,054)	(318,803)	TOTAL INCOME	(447,010)	(288,989)	(388,340)	65%	(353,830)	93,180	
611,385	882,524	Employee Costs	1,033,130	707,613	752,822	68%	951,360	(81,770)	Favourable variance relates predominantly to staff vacancies.
15,371	22,890	Transport Costs	18,410	15,638	13,809	85%	21,280	2,870	
104,586	189,319	Premises Costs	156,590	96,730	99,095	62%	170,860	14,270	Adverse variance relates mainly to treeworks at DCCP.
66,031	96,936	Supplies & Services	153,380	172,304	106,947	112%	198,010	44,630	Adverse variance relates mainly to additional spend relating to agency staff at the DCCP café.
0	24,070	Financing Costs	4,090	0	0	0%	4,090	0	
0	0	Support Costs	0	0	0		0	0	
9,711	17,568	Governance Costs	16,900	11,152	12,676	66%	16,900	0	
807,084	1,233,306	TOTAL RESOURCES EXPENDED	1,382,500	1,003,437	985,349	73%	1,362,500	(20,000)	
641,030	914,504	NET POSITION	935,490	714,448	597,009	76%	1,008,670	73,180	
(1,250)	(22,310)	Trs From Reserves	(8,170)	(8,170)	(8,170)		(8,170)	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
639,780	892,194	TOTAL (after transfer to reserves)	927,320	706,278	588,839	76%	1,000,500	73,180	

SPORT & FITNESS SERVICE ANALYSIS

Revised Actual Exp. To 31/12/18	Actual Out-turn to 31/03/19	SPORT & FITNESS	Annual Estimate 2019/20	Revised Actual Exp. To 31/12/19	Revised Budget To 31/12/19	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/20	Variance (Favourable) / Adverse	Comment
(489,648)	(740,631)	Income From Charitable Activities	(990,920)	(575,621)	(703,704)	58%	(860,090)	130,830	Adverse variance predominantly relates to income shortfalls across indoor hall hire £43.4k, supervised children's activities £41.8k, pay as you go £27.5k and membership income £38.5k, partially offset by securing new income from Kilmarnock Football Club for William McIlvanney synthetic grass pitch.
		Management Fee						0	
(489,648)	(740,631)	TOTAL INCOME	(990,920)	(575,621)	(703,704)	58%	(860,090)	130,830	
864,216	1,255,591	Employee Costs	1,371,980	958,081	999,146	70%	1,306,810	(65,170)	Favourable variance relates to management action in regard to bank staff budgets to partially offset the projected income shortfall position.
0	70	Transport Costs	0	0	0		0	0	
45,733	78,454	Premises Costs	52,710	39,129	35,157	74%	54,460	1,750	
63,320	90,066	Supplies & Services	104,200	54,259	78,890	52%	73,510	(30,690)	Favourable variance relates to management action in regard to general expenditure budgets to partially offset the projected income shortfall position.
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
7,820	12,091	Governance Costs	11,630	7,447	8,723	64%	11,630	0	
981,089	1,436,272	TOTAL RESOURCES EXPENDED	1,540,520	1,058,917	1,121,916	69%	1,446,410	(94,110)	
491,441	695,641	NET POSITION	549,600	483,296	418,212	88%	586,320	36,720	
(16,680)	(16,680)	Trs From Reserves	0	0	0		0	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
474,761	678,961	TOTAL (after transfer to reserves)	549,600	483,296	418,212	88%	586,320	36,720	

RESERVES AS AT 31 December 2019

TABLE A – Summary

TABLE B – Unusable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – Summary

UNRESTRICTED RESERVES	2018/19 b/f	2018/19 DEFICIT	BALANCE 31 March 2019	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
FIXED ASSET RESERVE	34,920		34,920		34,920						34,920	
RETAINED RESERVES	210,000		210,000		210,000						210,000	
UNUSABLE RESERVES (DEPRECIATION RESERVES)	28,380		28,380		28,380		0	0	0	0	28,380	see Table B
MGTR FUNDS					18,233						18,233	
ALLOCATED RESERVES	18,000	36,350	54,350	5,640	59,990		32,350	14,170	3,000	0	10,470	see Table C
UNALLOCATED RESERVES	162,984	-142,993	19,991	-5,640	14,351						14,351	
REIMBURSEMENT FROM CULTURAL SERVICES (Redundancy costs temporarily funded from Reserves 18/19)					13,380						13,380	
HOLIDAY PAY PROVISION	(92,180)	31,306	(60,874)		-60,874						(60,874)	
TOTAL UNRESTRICTED RESERVES	362,104	-75,337	286,767	0	318,380	0	32,350	14,170	3,000	0	268,860	
RESTRICTED RESERVES			100,494				-375	1,661	4,578		94,630	
PENSION RESERVE			(1,625,000)								(1,625,000)	
TOTAL RESERVES			(1,237,739)								(1,261,510)	

TABLE B – Unusable Reserves

UNUSABLE RESERVES	2018/19 b/f	2018/19 DEFICIT	BALANCE 31 March 2019	Reallocation to Unallocated - Board 27/11/18	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	2,440		2,440		2,440						2,440	14 July 2015 Board	Ongoing	Works complete - amount to be drawn down at year end for depreciation. 5 years from 2015/16 to 2019/20
Annanhill Golf Course - Staff Welfare Facilities	14,650		14,650		14,650						14,650	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17 to 2020/21
Annanhill Golf Course - Maintenance Equipment	7,840		7,840		7,840						7,840	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine now in use. Will be drawn down at year end to cover depreciation. 5 years from 2015/16 to 2019/20
Homewords Van	3,450		3,450		3,450						3,450	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17 to 2020/21
TOTAL UNUSABLE RESERVES	28,380	0	28,380		28,380		0	0	0	0	28,380			

TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2018/19 b/f	2018/19 DEFICIT	BALANCE 31 March 2019	APPROVED ALLOCATIONS	REVISED BALANCE	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Website Development	15,470		15,470		15,470	6,000	6000	3,000		470	19 Sept 2017 Board	Ongoing	Redesignate £25k from Marketing Co-ordinator (Sport) to Website Development - launched Aug 2019. Balance allocated to Intranet Development
Dower House Upgrades		10,000	10,000		10,000					10,000	4 June 2019 Board	Ongoing	
Libraries Fit Out	1,550		1,550	-1,550	0					0	14 July 2015 Board	Complete	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2018. £10k allocated to Newmilns reallocated to Unallocated Board 27 Nov 18. DI Project almost complete - additional £3k reallocated to Unallocated Board 26 Feb 19. Balance released as uncommitted
CS Miscellaneous Expenditure	980		980	-980	0					0	5 June 2018 Board	Complete	Should be complete by the end of the year. Balance released as uncommitted
Nouveau (Postcode & Bank checker)		4,000	4,000		4,000	4,000				0	4 June 2019 Board	Complete	
IT Upgrade costs		22,350	22,350		22,350	22,350				0	4 June 2019 Board	Complete	
Redundancy Costs			0	8,170	8,170		8,170			0	4 June 2019 Board	Complete	
TOTAL ALLOCATED RESERVES	18,000	36,350	54,350	5,640	59,990	32,350	14,170	3,000	0	10,470			

GENERAL PROJECTS

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

Project	Partners	Balance b/f 01.04.19	Balance at 31.12.19	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,234)	(£4,222)	Ongoing
Burns Birthday in Mauchline	Event Scotland	£0	(£5,076)	Mar 2020
DCCP Development Project	EAC Renewable Energy Fund	£0	£0	Jun 2021
Kilmarnock Green Infrastructure	Sustrans	(£15,000)	(£14,955)	Ongoing
Museums Database	Museum Gallery Scotland	(£8,480)	(£9,450)	Mar 2020
Digital Storyteller in Residence	Scottish Book Trust	(£6,552)	(£2,588)	Ongoing
Nature Therapy Breaks	Shared Care Scotland	(£5,432)	(£5,432)	Mar 2020
Natural Leaders	Scottish National Heritage	£0	(£1,836)	Sep 2020
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	(£43,715)	(£43,715)	Jun 2020
Logan Centre (Ringfenced)	Three Village Centre (Limited Company & Charity)	£0	(£7,356)	Ongoing

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 is now in its fifth year and will take place on Saturday 25th January from 12noon until 4pm 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.

DCCP Development Project - DCCP Development Project received £600,000 from the Renewable Energy Fund. The funding is specifically targeted at the biodiversity, paths, volunteering and activities aspects of the project. The path works are now complete and the overall project for Dean Castle Country Park will be finalised by July 2020.

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.

Museums Database - East Ayrshire Leisure cares for approximately 250,000 objects within the museums it manages on behalf of East Ayrshire Council. Currently these collections are documented on a mixture of ageing and basic database systems. As we progress through the actions outlined within our Accreditation plan, including a full, basic inventory of all collections, plus our work with our Recognised collections, it is clear that we require a modern, future-proof database for use across the museum service, with opportunities for working with external partners in a more co-ordinated and efficient way. The total project cost is £21,600, of which Museums Galleries Scotland has awarded 75% of project costs. The task to procure, install and begin to populate the new database will be complete by the project end-date of 31 March 2020.

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.

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

The Natural Leaders project is well underway with work beginning on key open spaces with Auchinleck, Doon and Kilmarnock Academy. This project aims to develop Local Nature Reserves which can be used by the community and as an outdoor learning resource.

All funding is in place for the Irvine Valley Trails Project and contractors have been appointed to begin work on the first phase.

Logan Centre (Ringfenced) – Funding allocated to EA Leisure for future disbursement to Logan area.



**EXTERNAL FUNDING
(OCTOBER - DECEMBER 2019)**

EXTERNAL FUNDING APPROVED APPLICATIONS

(* denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2019/20
Cultural	Scottish Book Trust - First Minister's Reading Challenge	£500	
TOTAL		£500	£0

EXTERNAL FUNDING NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Countryside	Sustrans Places for Everyone - Kilmarnock Green Infrastructure (stage 2)	£300,000	
TOTAL		£300,000	



PERFORMANCE SCORECARD

EALT PI Report

Generated on: 27 January 2020 10:14

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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
EALT1 Average Days Lost per Employee	2.24	2	↓	↑	All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management Policy. Absence during this period is primarily due to long term absence.	<p>EALT1 Average Days Lost per Employee</p> <p>■ Quarters — Target (Quarters)</p>	🔴
EALT4 Culture	134,376	161,283	↑	↑	The reduction in visitor numbers is largely due to falls in usage of Grand Hall and Dick Institute. Greater promotional marketing will be required as we move forward to support future visitor growth.	<p>EALT4 Culture</p> <p>■ Quarters — Target (Quarters)</p>	🔴

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																		
EALT5 Sport and Community Venues	175,657	172,981	↑	↑		<div><p>EALT5 Sport and Community Venues</p><table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>225,000</td></tr><tr><td>Q2 2016/17</td><td>177,375</td></tr><tr><td>Q3 2016/17</td><td>189,819</td></tr><tr><td>Q4 2016/17</td><td>216,025</td></tr><tr><td>Q1 2017/18</td><td>189,550</td></tr><tr><td>Q2 2017/18</td><td>129,719</td></tr><tr><td>Q3 2017/18</td><td>167,781</td></tr><tr><td>Q4 2017/18</td><td>173,054</td></tr><tr><td>Q1 2018/19</td><td>158,101</td></tr><tr><td>Q2 2018/19</td><td>141,483</td></tr><tr><td>Q3 2018/19</td><td>176,151</td></tr><tr><td>Q4 2018/19</td><td>180,934</td></tr><tr><td>Q1 2019/20</td><td>169,781</td></tr><tr><td>Q2 2019/20</td><td>142,706</td></tr><tr><td>Q3 2019/20</td><td>175,657</td></tr><tr><td>Q4 2019/20</td><td>175,657</td></tr></tbody></table><p>■ Quarters — Target (Quarters)</p></div>	Quarter	Value	Q1 2016/17	225,000	Q2 2016/17	177,375	Q3 2016/17	189,819	Q4 2016/17	216,025	Q1 2017/18	189,550	Q2 2017/18	129,719	Q3 2017/18	167,781	Q4 2017/18	173,054	Q1 2018/19	158,101	Q2 2018/19	141,483	Q3 2018/19	176,151	Q4 2018/19	180,934	Q1 2019/20	169,781	Q2 2019/20	142,706	Q3 2019/20	175,657	Q4 2019/20	175,657	🟢
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EALT6 Countryside	393,722	279,980	↓	↑		<div><p>EALT6 Countryside</p><table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>477,688</td></tr><tr><td>Q2 2016/17</td><td>500,000</td></tr><tr><td>Q3 2016/17</td><td>35,614</td></tr><tr><td>Q4 2016/17</td><td>42,173</td></tr><tr><td>Q1 2017/18</td><td>54,996</td></tr><tr><td>Q2 2017/18</td><td>75,902</td></tr><tr><td>Q3 2017/18</td><td>88,913</td></tr><tr><td>Q4 2017/18</td><td>231,884</td></tr><tr><td>Q1 2018/19</td><td>434,235</td></tr><tr><td>Q2 2018/19</td><td>500,000</td></tr><tr><td>Q3 2018/19</td><td>372,797</td></tr><tr><td>Q4 2018/19</td><td>271,037</td></tr><tr><td>Q1 2019/20</td><td>449,213</td></tr><tr><td>Q2 2019/20</td><td>500,000</td></tr><tr><td>Q3 2019/20</td><td>393,722</td></tr><tr><td>Q4 2019/20</td><td>393,722</td></tr></tbody></table><p>■ Quarters — Target (Quarters)</p></div>	Quarter	Value	Q1 2016/17	477,688	Q2 2016/17	500,000	Q3 2016/17	35,614	Q4 2016/17	42,173	Q1 2017/18	54,996	Q2 2017/18	75,902	Q3 2017/18	88,913	Q4 2017/18	231,884	Q1 2018/19	434,235	Q2 2018/19	500,000	Q3 2018/19	372,797	Q4 2018/19	271,037	Q1 2019/20	449,213	Q2 2019/20	500,000	Q3 2019/20	393,722	Q4 2019/20	393,722	🟢
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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																														
EALT7 Future Museum (Virtual Service)	123,954	50,000	↑	↑	The growth in unique visits is due to the increased content being generated as a result of the Dean Castle Restoration project. This has been supported by the work of the two new interns that has helped to promote and showcase the collections.	<p>EALT7 Future Museum (Virtual Service)</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>64,479</td></tr><tr><td>Q2 2016/17</td><td>58,121</td></tr><tr><td>Q3 2016/17</td><td>60,829</td></tr><tr><td>Q4 2016/17</td><td>88,754</td></tr><tr><td>Q1 2017/18</td><td>94,119</td></tr><tr><td>Q2 2017/18</td><td>111,039</td></tr><tr><td>Q3 2017/18</td><td>128,870</td></tr><tr><td>Q4 2017/18</td><td>97,242</td></tr><tr><td>Q1 2018/19</td><td>46,013</td></tr><tr><td>Q2 2018/19</td><td>58,206</td></tr><tr><td>Q3 2018/19</td><td>54,542</td></tr><tr><td>Q4 2018/19</td><td>48,349</td></tr><tr><td>Q1 2019/20</td><td>45,849</td></tr><tr><td>Q2 2019/20</td><td>123,954</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	64,479	Q2 2016/17	58,121	Q3 2016/17	60,829	Q4 2016/17	88,754	Q1 2017/18	94,119	Q2 2017/18	111,039	Q3 2017/18	128,870	Q4 2017/18	97,242	Q1 2018/19	46,013	Q2 2018/19	58,206	Q3 2018/19	54,542	Q4 2018/19	48,349	Q1 2019/20	45,849	Q2 2019/20	123,954	
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EALT8 Eastayshireleisure.com (Virtual Service)	98,166	93,070	↑	↑		<p>EALT8 Eastayshireleisure.com (Virtual Service)</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>62,078</td></tr><tr><td>Q2 2016/17</td><td>76,948</td></tr><tr><td>Q3 2016/17</td><td>81,398</td></tr><tr><td>Q4 2016/17</td><td>85,107</td></tr><tr><td>Q1 2017/18</td><td>57,533</td></tr><tr><td>Q2 2017/18</td><td>60,323</td></tr><tr><td>Q3 2017/18</td><td>68,568</td></tr><tr><td>Q4 2017/18</td><td>69,591</td></tr><tr><td>Q1 2018/19</td><td>74,168</td></tr><tr><td>Q2 2018/19</td><td>77,949</td></tr><tr><td>Q3 2018/19</td><td>91,246</td></tr><tr><td>Q4 2018/19</td><td>76,495</td></tr><tr><td>Q1 2019/20</td><td>77,665</td></tr><tr><td>Q2 2019/20</td><td>98,166</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	62,078	Q2 2016/17	76,948	Q3 2016/17	81,398	Q4 2016/17	85,107	Q1 2017/18	57,533	Q2 2017/18	60,323	Q3 2017/18	68,568	Q4 2017/18	69,591	Q1 2018/19	74,168	Q2 2018/19	77,949	Q3 2018/19	91,246	Q4 2018/19	76,495	Q1 2019/20	77,665	Q2 2019/20	98,166	
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PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
↑	Improving
▬	No Change
↓	Getting Worse

Short Term Trends	
↑	Improving
▬	No Change
↓	Getting Worse



RISK REGISTER

Risk Register

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a 20% reduction in funding received from East Ayrshire Council, resulting in a reduction in service provision and a requirement to generate more income from services.	1,2,3,4	Chief Executive	4	4	16 RISK APPETITE: CAUTIOUS (Compliance)	HIGH	<ul style="list-style-type: none"> 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.	1,2,3,4	All Senior Manager	4	3	12 RISK APPETITE: OPEN (Reputation)	MEDIUM	<ul style="list-style-type: none"> Business Planning Positive Public Relations Equipment Replacement Policy Continued dialogue with Council Employee Recognition Scheme EAGER - 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.	1,2,3,4	All Senior 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	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
4	There is a risk that buildings are not at the standard required or operating efficiently in terms of environmental sustainability due to a lack of capital investment or maintenance, resulting in a reduction in facilities, loss of income, the inability to market services, inability to respond to impacts of climate change or weather and the loss of services.	1,2,3,4	All Senior Managers	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> 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
5	There is a risk that East Ayrshire Leisure does not take commercial opportunities because staff are not able to identify and take these opportunities, resulting in lost revenue streams, perceptions of poor service and the failure to be aligned with market demands.	1,2,3,4	All Senior Managers	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> Attendance at Events Recruitment and Selection procedure EAGER reviews Training and development programme

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
6	There is a risk that East Ayrshire Leisure does not have the right people with the right skills in the right places because of the failure to adapt/train existing staff, not recruiting the right people and not motivating its workforce. This would result in poor services, lack of customer engagement, failure to cross-sell and a loss of income.	1,2,3,4	All Senior Managers	3	2	6 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> • Training and development • Ongoing review of Training matrices • Induction Process • Eager Reviews • 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.		All Senior Managers	2	4	8 RISK APPETITE: CAUTIOUS (Compliance)	MEDIUM	<ul style="list-style-type: none"> • Partnerships Working Groups • Service Level Agreement • Support from East Ayrshire Council

Risk Register

Risk Area 1

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

Risk Area 2

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

Risk Area 3

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

Risk Area 4

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

Risk Area 5

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

Risk Area 6

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

Risk Area 7

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

REPORT TO BOARD OF TRUSTEES

CHARGES FOR SERVICES 2020/21

Date: 25 February 2020

Agenda Item: 7

Report by: Anneke Freel, Chief Officer

Summary

This report puts forward proposals for charges for services for 2020/21.

I PURPOSE OF REPORT

- 1.1 The purpose of this report is to put forward proposals for the 2020/21 schedule of charges for Board consideration and approval.

2 CHARGES FOR SERVICES 2020/21

- 2.1 East Ayrshire Leisure is committed to providing high quality leisure services, fulfilling our Strategic Vision and Delivery Plan objectives and making a real difference to how people view East Ayrshire Leisure. Services continue to operate in difficult market conditions and the proposed charges seek to offer an appropriate balance which reflects value for money for customers, the need to consider the overall cost of service provision and accessibility to services for all sections of the community. An extensive review of charges has been conducted by all Services Managers and the proposed schedule of charges is shown as Appendix I of this report.
- 2.2 To ensure consistent application across the Trust, the management team has reviewed concession categories and would propose to offer concessions as appropriate to the following groups:
- Under 16
 - Over 65
 - In Full Time Education
 - Disabled
 - Unemployed
- 2.3 Charges for Community Space (indoor hall/meeting rooms etc.) was an area that required a full review and a new Pricing Strategy has been developed to simplify the whole process. Previously Community Space was categorised by size as small, medium or large and discounts were applied depending on the type of organisation (commercial or voluntary groups) or the type of booking (regular or one-off). It is recommended that these categories and discounts are removed and that all bookings (excluding commercial organisations) are charged £20 per hour for all Community Space areas, within core hours, discounted to £12.50 minimum charge if it is a regular booking. Charges for out with core hours will be £30 per hour. All commercial rates will be by negotiation.

It is proposed that East Ayrshire Council's use of Community Space within core hours will be charged at minimum charge of £12.50 per hour. Charges for large events will be subject to negotiation. Current free lets under existing Service Level Agreements will remain free.

Bookings within the school estate will be managed as per the revised East Ayrshire Council / East Ayrshire Leisure School Letting Policy.

REPORT TO BOARD OF TRUSTEES



- 2.4 During 2019/20 the Sport and Fitness Team has continued to develop their fitness and membership offer and will continue to review and develop this further during 2020/21. Where necessary the Team will take appropriate action in response to local and private gym operator's membership incentives and initiatives to mitigate against membership cancellations and loss of income to the Trust. Following these promotions it is recommended that the Joining Fee charge is removed from the membership offer.

During 2019/20 a Staff Membership of £10 was introduced and a small increase from £10 to £12 is proposed.

Interest has been shown in relation to a Corporate Membership offer. This is currently being considered and a business case is being developed.

- 2.5 Sport and Fitness currently operate a loyalty discount for regular bookings and affiliation to East Ayrshire Sports Council. This current pricing strategy is working well and it is recommended that this discount remains in place. The rationale for this is that it encourages groups to affiliate to the Sports Council who provide invaluable support and guidance.
- 2.6 East Ayrshire Leisure's 10 year Strategic Vision ensures that leisure is at the heart of every community. Therefore, it is important that we develop a Pricing Strategy that meets the needs of individual communities. Therefore, working groups with key representatives from relevant service areas have been established to monitor and review the revised Pricing Strategy. These groups will continue throughout 2020-21 with a focus on continuous improvement ensuring that the Pricing Strategy is addressing the needs of our communities, customers and the organisation.

3 FINANCIAL IMPLICATIONS

- 3.1 The proposed schedule of charges for 2020/21 does not include a target for increased income for 2020/21. It is not envisaged that the proposed changes in Pricing Strategy will have any detrimental impact on current use of facilities or income levels.

4 HUMAN RESOURCE IMPLICATIONS

- 4.1 There are no human resource implications arising directly from this report.

5 LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising directly from this report.

6 EQUALITIES IMPACT ASSESSMENT

- 6.1 There are no significant changes to existing charges. Therefore it is not envisaged that there will be any adverse impact on any one group. However any future changes to services or introduction of new charges would undergo an Equality Impact Assessment as and when required.

Recommendations:

It is recommended that the Board:

- i. Consider and approve the schedule of charges attached as Appendix I; and
- ii. Otherwise note the contents of the report.

REPORT TO BOARD OF TRUSTEES



Signature: *Anneke Freel*

Designation: Chief Officer

Date: 5 February 2020

APPENDICES

Appendix I – Charges for Trust Services 2020/21

Charging for Services 2020/21

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2019/20	2020/21			Gross Charge	NOTES (for Board Report)
				Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%		
Trust	Booking Fee		VAT	£ 1.50	33.33%	£ 1.67	£ 0.33	£ 2.00	Vat status dependent on supply.
Trust	Booking Fee		NON VAT	£ 1.50	33.33%	£ 2.00	£ -	£ 2.00	Vat status dependent on supply.
Trust	Postage		VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	Actual cost subject to minimum £2
Trust	Community Space - Commercial	Per hour or part thereof	NON VAT			£ -	£ -		NEW PRICING STRATEGY - by negotiation
Trust	Community Space - Groups	Per hour or part thereof	NON VAT			£ 20.00	£ -	£ 20.00	NEW PRICING STRATEGY
Trust	Community Space - Regular Bookings	Per hour or part thereof	NON VAT			£ 12.50	£ -	£ 12.50	NEW PRICING STRATEGY - minimum charge
Trust	Community Space - EAC	Per hour or part thereof	NON VAT			£ 12.50	£ -	£ 12.50	NEW PRICING STRATEGY
Trust	Community Space - outwith core hours	Per hour or part thereof	NON VAT			£ 30.00	£ -	£ 30.00	NEW PRICING STRATEGY
Trust	Equipment Hire - Table	per unit per day	VAT	£ 4.00	0.00%	£ 3.33	£ 0.67	£ 4.00	
Trust	Equipment Hire - Chair	per unit per day	VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	
Trust	Equipment Hire - Delivery	per unit	VAT	£ 55.00	0.00%	£ 45.83	£ 9.17	£ 55.00	
Trust	Equipment Hire - Construction	per hour	VAT	£ 55.00	0.00%	£ 45.83	£ 9.17	£ 55.00	
Cultural - Arts/Libs/Mus Dev / Countryside & Outdoor Activities	East Ayrshire Group Visits Outwith Hours	per visit	Non VAT	£ 30.00	0.00%	£ 30.00	£ -	£ 30.00	
Arts/Libs/Mus Dev / Countryside & Outdoor Activities	Non East Ayrshire Group Visits Outwith Hours	per visit	Non VAT	£ 50.00	0.00%	£ 50.00	£ -	£ 50.00	

Charging for Services 2020/21

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2019/20	2020/21				NOTES (for Board Report)
				Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	
Cultural - Arts/Libs/Mus Dev / Countryside & Outdoor Activities	Non-East Ayrshire School visits	Per Pupil	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Cultural - Libraries/Arts/Libs/Mus Dev	PC printout/photocopy black & white A3	per item	VAT	£ 0.20	0.00%	£ 0.17	£ 0.03	£ 0.20	
Cultural - Libraries/Arts/Libs/Mus Dev	PC printout/photocopy black & white A4	per item	VAT	£ 0.10	0.00%	£ 0.08	£ 0.02	£ 0.10	
Cultural - Libraries/Arts/Libs/Mus Dev	PC printout/photocopy colour A3	per item	VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	
Cultural - Libraries/Arts/Libs/Mus Dev	PC printout/photocopy colour A4	per item	VAT	£ 0.35	0.00%	£ 0.29	£ 0.06	£ 0.35	
Sport & Fitness / Countryside & Outdoor Activities	Children's Coaching/Led Activities	0.5 hour	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Sport & Fitness / Countryside & Outdoor Activities	Children's Coaching/Led Activities	1 hour	Non VAT	£ 4.00	0.00%	£ 4.00	£ -	£ 4.00	
Sport & Fitness / Countryside & Outdoor Activities	Children's Coaching/Led Activities	2 hours	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Sport & Fitness	Children - Kids Play Party		VAT	£ 80.00	0.00%	£ 66.67	£ 13.33	£ 80.00	Party Offer currently under Review
Sport & Fitness	Children - Kids Play+ Party		VAT	£ 100.00	0.00%	£ 83.33	£ 16.67	£ 100.00	Party Offer currently under Review

Charging for Services 2020/21

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2019/20	2020/21			Gross Charge	NOTES (for Board Report)
				Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%		
Marketing & Development	Promotional bundle	Per show/event	VAT	£ 240.00	0.00%	£ 200.00	£ 40.00	£ 240.00	
Marketing & Development	Boosted social media	Per advert	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Marketing & Development	Website rotator advert	Per advert	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Marketing & Development	Mailshots	Per letter	VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	Minimum £2 - In line with Postage Charge
Marketing & Development	Postcode report	Per report	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Marketing & Development	Advertising - Full back page	Full commercial rate	VAT	£ 1,200.00	0.00%	£ 1,000.00	£ 200.00	£ 1,200.00	
Marketing & Development	Advertising - Full back page	Community/not for profit rate	VAT	£ 600.00	0.00%	£ 500.00	£ 100.00	£ 600.00	
Marketing & Development	Advertising - Full interior page	Full commercial rate	VAT	£ 960.00	0.00%	£ 800.00	£ 160.00	£ 960.00	
Marketing & Development	Advertising - Full interior page	Community/not for profit rate	VAT	£ 480.00	0.00%	£ 400.00	£ 80.00	£ 480.00	
Marketing & Development	Advertising - Half back page	Full commercial rate	VAT	£ 660.00	0.00%	£ 550.00	£ 110.00	£ 660.00	
Marketing & Development	Advertising - Half back page	Community/not for profit rate	VAT	£ 330.00	0.00%	£ 275.00	£ 55.00	£ 330.00	
Marketing & Development	Advertising - Half interior page	Full commercial rate	VAT	£ 540.00	0.00%	£ 450.00	£ 90.00	£ 540.00	
Marketing & Development	Advertising - Half interior page	Community/not for profit rate	VAT	£ 270.00	0.00%	£ 225.00	£ 45.00	£ 270.00	
Marketing & Development	Advertising - Quarter interior page	Full commercial rate	VAT	£ 300.00	0.00%	£ 250.00	£ 50.00	£ 300.00	
Marketing & Development	Advertising - Quarter interior page	Community/not for profit rate	VAT	£ 150.00	0.00%	£ 125.00	£ 25.00	£ 150.00	

Charging for Services 2020/21

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2019/20	2020/21				NOTES (for Board Report)
				Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	
Cultural - Collection Care	Reproduction fee for book, magazine video of archival material		VAT	£ 70.00	0.00%	£ 58.33	£ 11.67	£ 70.00	

Charging for Services 2020/21

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2019/20	2020/21				NOTES (for Board Report)
				Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	
Cultural - Arts/Libs/Mus Dev	Dick Institute Art Class - Adult	Per term (9 wks per term/£6 per class)	Non VAT	£ 54.00	0.00%	£ 54.00	£ -	£ 54.00	
Cultural - Arts/Libs/Mus Dev	Dick Institute Art Class - Children (Do Art!)	Per term (9 wks per term/£5 per class)	Non VAT	£ 45.00	0.00%	£ 45.00	£ -	£ 45.00	
Cultural - Arts/Libs/Mus Dev	EXPLORERS - Teeny	Per term (9 wks per term/£2.50 per class)	Non VAT	£ 22.50	0.00%	£ 22.50	£ -	£ 22.50	
Cultural - Arts/Libs/Mus Dev	EXPLORERS - Wee	Per term (9 wks per term/£4 per class)	Non VAT	£ 36.00	0.00%	£ 36.00	£ -	£ 36.00	
Cultural - Arts/Libs/Mus Dev	EXPLORERS - Young Uns	Per term (9 wks per term/£6 per class)	Non VAT	£ 54.00	0.00%	£ 54.00	£ -	£ 54.00	
Cultural - Arts/Libs/Mus Dev	In-house ICT Courses - Basic Computing & Next Steps Computing - 9 weeks	Per course of 9 weeks	Non VAT	£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	
Cultural - Arts/Libs/Mus Dev	In-house ICT Courses -Basic Computing & Next Steps Computing - 9 weeks - Concession	Per course of 9 weeks	Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Cultural - Arts/Libs/Mus Dev	Digital Space Hire - Business, Professional, Commercial	Full day	Non VAT	£ 100.00	0.00%	£ 100.00	£ -	£ 100.00	
Cultural - Arts/Libs/Mus Dev	Digital Space Hire - Business, Professional, Commercial	Half day	Non VAT	£ 60.00	0.00%	£ 60.00	£ -	£ 60.00	
Cultural - Arts/Libs/Mus Dev	Digital copies on CD Rom	For a maximum of 5 images	VAT	£ 10.00	0.00%	£ 8.33	£ 1.67	£ 10.00	
Cultural - Arts/Libs/Mus Dev	Digital copies on CD Rom	per image thereafter	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Arts/Libs/Mus Dev	Digital copies -sent by email	per image	VAT	£ 5.00	0.00%	£ 4.17	£ 0.83	£ 5.00	
Cultural - Arts/Libs/Mus Dev	Photocopy/Reader/PC Printout (Colour)	per copy	VAT	£ 0.90	0.00%	£ 0.75	£ 0.15	£ 0.90	
Cultural - Arts/Libs/Mus Dev	Heritage/Museum Enquiry	per hour	VAT	£ 30.00	0.00%	£ 25.00	£ 5.00	£ 30.00	
Cultural - Arts/Libs/Mus Dev	Fee for staff talks to outside groups / organisations	Per Hour	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Cultural - Arts/Libs/Mus Dev	Summer / Easter School Workshops	per day (max 5 days)		£ 20.00	0.00%	£ 20.00	£ -	£ 20.00	
Cultural - Arts/Libs/Mus Dev	School's Engagement Workshops	per day (per class max 30)		£ 160.00	0.00%	£ 160.00	£ -	£ 160.00	
Cultural - Arts/Libs/Mus Dev	School's Engagement Workshops	per .5 day (per class max 30)		£ 80.00	0.00%	£ 80.00	£ -	£ 80.00	

Cultural - Arts/Libs/Mus Dev	Open Toonz Animation Workshops	per session (1.5 hrs)		£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Arts/Libs/Mus Dev	Digital Art Workshops	per session (1.5 hrs)		£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Arts/Libs/Mus Dev	Unity Programming Workshops	per session (1.5 hrs)		£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Arts/Libs/Mus Dev	Digi Lounge Access	per session (1.5 hrs)		£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Cultural - Arts/Libs/Mus Dev	Digital One to Ones	per session (1.5 hrs)		£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Arts/Libs/Mus Dev	Equipment Hire -Projector			£ 70.00	0.00%	£ 70.00	£ -	£ 70.00	
Cultural - Arts/Libs/Mus Dev	Equipment Hire - PA package (lights, mics, sound and digital projector)			£ 100.00	0.00%	£ 100.00	£ -	£ 100.00	

Charging for Services 2020/21

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2019/20	2020/21				NOTES (for Board Report)
				Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	
Cultural - Libraries	Braille Printing from electronic format (registered blind)	per sheet	VAT	£ 0.10	0.00%	£ 0.08	£ 0.02	£ 0.10	
Cultural - Libraries	DVD Hire - Blockbuster no concessions	per 2 days	VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	DVD Service being reviewed 20-21
Cultural - Libraries	DVD Hire - Boxed Set (older stock)	per 2 weeks	VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	DVD Service being reviewed 20-21
Cultural - Libraries	DVD Hire - Boxed Set (older stock) - Concession	per 2 weeks	VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	DVD Service being reviewed 20-21
Cultural - Libraries	DVD Hire - Boxed Set new releases	per 2 weeks	VAT	£ 4.00	0.00%	£ 3.33	£ 0.67	£ 4.00	DVD Service being reviewed 20-21
Cultural - Libraries	DVD Hire - Boxed Set new releases - Concession	per 2 weeks	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	DVD Service being reviewed 20-21
Cultural - Libraries	DVD hire (including Blu-ray) - Concession (New stock)	per item	VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	DVD Service being reviewed 20-21
Cultural - Libraries	DVD hire (including Blu-ray) - Concession (Older Stock)	per item	VAT	£ 0.50	0.00%	£ 0.42	£ 0.08	£ 0.50	DVD Service being reviewed 20-21
Cultural - Libraries	DVD hire (including Blu-ray) Adult (new stock)	per item	VAT	£ 1.50	0.00%	£ 1.25	£ 0.25	£ 1.50	DVD Service being reviewed 20-21
Cultural - Libraries	DVD hire (including Blu-ray) Adult (older Stock)	per item	VAT	£ 0.75	0.00%	£ 0.63	£ 0.13	£ 0.75	DVD Service being reviewed 20-21
Cultural - Libraries	Fines Adult	per day, per item	Non VAT	£ 0.10	0.00%	£ 0.10	£ -	£ 0.10	
Cultural - Libraries	Fines Concession	per day, per item	Non VAT	£ 0.05	0.00%	£ 0.05	£ -	£ 0.05	
Cultural - Libraries	Jute bags		VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Libraries	Jute bags/8 items borrowed		VAT	£ 2.40	0.00%	£ 2.00	£ 0.40	£ 2.40	
Cultural - Libraries	Magnifying sheets/each		VAT	£ 2.35	0.00%	£ 1.96	£ 0.39	£ 2.35	
Cultural - Libraries	Maximum Fine	per item	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Libraries	Maximum Fine - Concessions	per item	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Cultural - Libraries	Replacement Membership Tickets	each	Non VAT	£ 1.00	0.00%	£ 1.00	£ -	£ 1.00	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Cultural - Libraries	Reservation Passport (Annual Subscription)	each	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Libraries	Reservations - Adult	per item	Non VAT	£ 0.50	0.00%	£ 0.50	£ -	£ 0.50	
Cultural - Libraries	Reservations - Concession	per item	Non VAT	£ 0.25	0.00%	£ 0.25	£ -	£ 0.25	
Cultural - Libraries	Sale of Headphones		VAT	£ 1.40	0.00%	£ 1.17	£ 0.23	£ 1.40	
Cultural - Libraries	USB pens	each	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Libraries	Withdrawn stock Talking Books	per item	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Libraries	Withdrawn stock DVD Sales	per item	VAT	£ 2.50	-20.00%	£ 1.67	£ 0.33	£ 2.00	
Cultural - Libraries	Withdrawn stock Hardback Book Sales	per item	Non VAT	£ 0.50	0.00%	£ 0.50	£ -	£ 0.50	
Cultural - Libraries	Withdrawn stock Magazines Sales	per item	Non VAT	£ 0.20	0.00%	£ 0.20	£ -	£ 0.20	
Cultural - Libraries	Withdrawn stock Paperback Book Sales	per item	Non VAT	£ 0.25	0.00%	£ 0.25	£ -	£ 0.25	

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Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2019/20	2020/21				NOTES (for Board Report)
				Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	
Cultural - Performing Arts Venues - Youth Theatre	East Ayrshire Youth Theatre	Per term (11 weeks in a term)	Non VAT	£ 130.00	0.00%	£ 130.00	£ -	£ 130.00	Retain pricing
Cultural - Performing Arts Venues - Youth Theatre	East Ayrshire Youth Theatre Junior	Per term (11 weeks in a term)	Non VAT	£ 55.00	0.00%	£ 55.00	£ -	£ 55.00	Retain pricing
Cultural - Performing Arts Venues - Palace Theatre	Auditorium Additional Access	Per hour or part thereof	VAT	£ 100.00	0.00%	£ 83.33	£ 16.67	£ 100.00	
Cultural - Performing Arts Venues - Palace Theatre	Auditorium Performance Only (Fri-Sat 0900-2300)	First 7 hours access or part thereof	VAT	£ 890.00	2.47%	£ 760.00	£ 152.00	£ 912.00	
Cultural - Performing Arts Venues - Palace Theatre	Auditorium Performance Only (Mon-Thurs 0900-2300)	First 7 hours access or part thereof	VAT	£ 715.00	2.80%	£ 612.50	£ 122.50	£ 735.00	
Cultural - Performing Arts Venues - Palace Theatre	Auditorium Rehearsal Only (Fri-Sat 0900-2300)	First 7 hours access or part thereof	VAT	£ 575.00	3.30%	£ 495.00	£ 99.00	£ 594.00	
Cultural - Performing Arts Venues - Palace Theatre	Auditorium Rehearsal Only (Mon-Thurs 0900-2300)	First 7 hours access or part thereof	VAT	£ 420.00	2.86%	£ 360.00	£ 72.00	£ 432.00	
Cultural - Performing Arts Venues - Palace Theatre	Professional Hire	Hourly Rate	VAT			£ -	£ -		Rate negotiated with Team Leader
Cultural - Performing Arts Venues - Grand Hall	Hall Hire (Main Hall)	Hourly Rate	Non VAT			£ 40.00	£ -	£ 40.00	NEW PRICING STRATEGY
Cultural - Performing Arts Venues - Grand Hall	Show hire	Various packages	VAT			£ -	£ -		Rate negotiated with Team Leader
Cultural - Performing Arts Venues - Grand Hall	All Halls Professional Hire	Hourly Rate	VAT			£ -	£ -		Rate negotiated with Team Leader
Cultural - Performing Arts Venues	Equipment Hire -Radio Mics (Daily)		VAT	£ 20.00	0.00%	£ 16.67	£ 3.33	£ 20.00	Retain pricing
Cultural - Performing Arts Venues	Equipment Hire -Radio Mics (Weekly)		VAT	£ 70.00	0.00%	£ 58.33	£ 11.67	£ 70.00	Retain pricing
Cultural - Performing Arts Venues	Equipment Hire -Haze/Smoke/Fog Machine		VAT	£ 25.00	0.00%	£ 20.83	£ 4.17	£ 25.00	Retain pricing
Cultural - Performing Arts Venues	Equipment Hire -Projector		VAT	£ 70.00	7.14%	£ 62.50	£ 12.50	£ 75.00	
Cultural - Performing Arts Venues	Equipment Hire -Projector Screen		VAT	£ 70.00	7.14%	£ 62.50	£ 12.50	£ 75.00	
Cultural - Performing Arts Venues	Equipment Hire - Grand Hall Sound Package		VAT	£ 250.00	-40.00%	£ 125.00	£ 25.00	£ 150.00	Moving to one flat rate

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Cultural - Performing Arts Venues	Equipment Hire - Grand Hall lighting package		VAT	£ 350.00	-42.86%	£ 166.67	£ 33.33	£ 200.00	Moving to one flat rate
Cultural - Performing Arts Venues	Equipment Hire -Standard Microphone Package		VAT	£ 50.00	0.00%	£ 41.67	£ 8.33	£ 50.00	
Cultural - Performing Arts Venues - Grand Hall	Equipment Hire -Grand Piano (Grand Hall)		VAT	£ 350.00	0.00%	£ 291.67	£ 58.33	£ 350.00	
Cultural - Performing Arts Venues - Grand Hall	Equipment Hire -Upright Piano		VAT	£ 75.00	33.33%	£ 83.33	£ 16.67	£ 100.00	
Cultural - Performing Arts Venues	Other Technical Equipment								Price to be negotiated by Technical Stage Manager
Cultural - Performing Arts Venues	Cloakroom		VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	
Cultural - Performing Arts Venues	Ticket Printing for Internal Event for external sales (per 100 tickets)		VAT	£ 12.50	0.00%	£ 10.42	£ 2.08	£ 12.50	
Cultural - Performing Arts Venues	Ticket printing for External Event (per 100 tickets)		VAT	£ 25.00	0.00%	£ 20.83	£ 4.17	£ 25.00	
Cultural - Performing Arts Venues	Ticket processing for External Events		VAT			£ -	£ -		10% commission rate chargeable
Cultural - Performing Arts Venues	Commission on Merchandise Sales		VAT			£ -	£ -		10% commission rate chargeable
Cultural - Performing Arts Venues	Postage for tickets		VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	Minimum £2 - In line with Postage Charge
Cultural - Performing Arts Venues	External Workshops	Per Hour	VAT			£ -	£ -		Rate negotiable with Team Leader
Cultural - Performing Arts Venues	Overnight Hall Hire for Storage	2 Hrs @ Hall Hire Rate	VAT			£ -	£ -		Rate negotiable with Team Leader
Cultural - Performing Arts Venues	Hire of AV Package - Laptop, Projector & Screen	Per Booking	VAT	£ 50.00	20.00%	£ 60.00	£ -	£ 60.00	

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				Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	
Cultural - Community Venues	Synthetic Grass Pitch (unmanned sites) single	Per Hour Juveniles	Non VAT	£ 16.90	0.00%	£ 16.90	£ -	£ 16.90	
Cultural - Community Venues	Synthetic Grass Pitch (unmanned sites) single	Per Hour Adult	Non VAT	£ 33.80	0.00%	£ 33.80	£ -	£ 33.80	
Cultural - Community Venues	Synthetic Grass Pitch (unmanned sites) large	Per Hour Juveniles	Non VAT	£ 33.80	0.00%	£ 33.80	£ -	£ 33.80	
Cultural - Community Venues	Synthetic Grass Pitch (unmanned sites) large	Per Hour Adult	Non VAT	£ 67.40	0.00%	£ 67.40	£ -	£ 67.40	

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				Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	
Countryside & Outdoor Activities	Commercial Lease of Land	Per week	Non VAT	£ 3,000.00	0.00%	£ 3,000.00	£ -	£ 3,000.00	
Countryside & Outdoor Activities	Commercial Lease of Land	Per day	Non VAT	£ 500.00	0.00%	£ 500.00	£ -	£ 500.00	
Countryside & Outdoor Activities	Community Lease of Land	Excluding pavilion	Non VAT	£ 100.00	0.00%	£ 100.00	£ -	£ 100.00	
Countryside & Outdoor Activities	Community Lease of Land	Including pavilion	Non VAT	£ 150.00	0.00%	£ 150.00	£ -	£ 150.00	
Countryside & Outdoor Activities	Young Naturalists Club	Annual Fee	Non VAT	£ 50.00	0.00%	£ 50.00	£ -	£ 50.00	In line with Youth Theatre
Countryside & Outdoor Activities	Workshop Space Hire	Various packages	VAT	£ 200.00	0.00%	£ 166.67	£ 33.33	£ 200.00	
Countryside & Outdoor Activities	Weddings	Room only	Non VAT			£ -	£ -		Bespoke package for external spaces by negotiation
Countryside & Outdoor Activities	Golf Fees	Adult Round - Peak	Non VAT	£ 20.00	10.00%	£ 22.00	£ -	£ 22.00	
Countryside & Outdoor Activities	Golf Fees	Concession Round - Peak	Non VAT	£ 10.00	20.00%	£ 12.00	£ -	£ 12.00	
Countryside & Outdoor Activities	Golf Fees	Season Ticket	Non VAT	£ 200.00	25.00%	£ 250.00	£ -	£ 250.00	
Countryside & Outdoor Activities	Golf Fees	Season Ticket - Concessions	Non VAT	£ 110.00	36.36%	£ 150.00	£ -	£ 150.00	
Countryside & Outdoor Activities	Golf Fees	Buggy Hire	VAT	£ 20.00	0.00%	£ 16.67	£ 3.33	£ 20.00	
Countryside & Outdoor Activities	Golf Fees	Golf Board hire	VAT	£ 15.00	0.00%	£ 12.50	£ 2.50	£ 15.00	
Countryside & Outdoor Activities	Golf Fees	Lockers - Internal	Non VAT	£ 50.00	0.00%	£ 50.00	£ -	£ 50.00	
Countryside & Outdoor Activities	Golf Fees	Lockers - External	Non VAT	£ 30.00	0.00%	£ 30.00	£ -	£ 30.00	
Countryside & Outdoor Activities	Golf Evening/Winter Green Fees (18 holes)	Adult	Non VAT	£ 15.00	-33.33%	£ 10.00	£ -	£ 10.00	Lower price to attract more usage
Countryside & Outdoor Activities	Golf Evening/Winter Green Fees (18 holes)	Concession	Non VAT	£ 7.50	-33.33%	£ 5.00	£ -	£ 5.00	Lower price to attract more usage
Countryside & Outdoor Activities	Golf Winter Season Ticket	Season Ticket	Non VAT	£ 160.00	-50.00%	£ 80.00	£ -	£ 80.00	Lower price to attract more usage
Countryside & Outdoor Activities	Golf Winter Season Ticket	Season Ticket - Concession	Non VAT	£ 90.00	-55.56%	£ 40.00	£ -	£ 40.00	Lower price to attract more usage

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Countryside & Outdoor Activities	East Ayrshire Groups & Schools Residential	Per Group (regardless of size)						£300	NEW
Countryside & Outdoor Activities	Groups & Schools outwith East Ayrshire Residential	Per Group (regardless of size)						£400	NEW
Countryside & Outdoor Activities	Residential Centre Catering	Per Head/Per Night						£20	NEW
Countryside & Outdoor Activities	East Ayrshire School/Group Day Activity	NEW						Free	NEW
Countryside & Outdoor Activities	Non East Ayrshire School/Group Day Activity	Per person /Per Activity						£3	NEW
Countryside & Outdoor Activities	Evening Activity (led by visiting group)	Per Group (regardless of size)						Free	NEW (if no additional staff or resources required)
Countryside & Outdoor Activities	Evening Activity (Specialist Activity)	Per Group (regardless of size)						£50	NEW
Countryside & Outdoor Activities	Evening Activity (Adhoc Activities)	Per Group (regardless of size)						By arrangement	NEW
Countryside & Outdoor Activities	Volunteer Residential	Per person/night	VAT	£ 42.00		£ -	£ -		By negotiation
Countryside & Outdoor Activities	Conservation Holiday	Per person/night	VAT	£ 168.00		£ -	£ -		By negotiation
Countryside & Outdoor Activities	Consultancy Fees	per day	VAT	£ 500.00	0.00%	£ 416.67	£ 83.33	£ 500.00	
Countryside & Outdoor Activities	Ranger Led Activity	per hour	Non VAT	NEW		£ 2.50	£ 0.50	£3	
Countryside & Outdoor Activities	Ranger Led Activity with materials	per hour	Non VAT	NEW		£ 4.17	£ 0.83	£5	
Countryside & Outdoor Activities	All Ability Cycling Sessions	Per 1/2 hour	Non VAT			£ 1.67	£ 0.33	£2	Shorter time to suit users
Countryside & Outdoor Activities	All Ability Cycling Sessions	per hour	Non VAT	£ 3.00	0.00%	£ 3.00	£ -	£ 3.00	
Countryside & Outdoor Activities	Football grass	per hour	Non VAT	£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	
Countryside & Outdoor Activities	Football concession- grass	per hour	Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Countryside & Outdoor Activities	Indoor Hall - Exclusive Use - 1/4 Hall	per hour	Non VAT	£ 20.00	0.00%	£ 20.00	£ -	£ 20.00	
Countryside & Outdoor Activities	Indoor Hall - Full - Exclusive Use - Adult	per hour	Non VAT	£ 70.00	14.29%	£ 80.00	£ -	£ 80.00	
Countryside & Outdoor Activities	Indoor Hall - Full - Exclusive Use - Children	per hour	Non VAT	£ 40.00	0.00%	£ 40.00	£ -	£ 40.00	
Countryside & Outdoor Activities	Indoor Hall - Individual Entry	Adult	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Countryside & Outdoor Activities	Indoor Hall - Individual Entry	Child	Non VAT	£ 3.00	0.00%	£ 3.00	£ -	£ 3.00	
Countryside & Outdoor Activities	Outdoor Track - Club/Group	Shared Use per hour	Non VAT	£ 40.00	0.00%	£ 40.00	£ -	£ 40.00	
Countryside & Outdoor Activities	Outdoor Track - Full - Exclusive Use	per hour	Non VAT	£ 70.00	14.29%	£ 80.00	£ -	£ 80.00	
Countryside & Outdoor Activities	Outdoor Track - Individual Entry	Adult	Non VAT	£ 5.00	-40.00%	£ 3.00	£ -	£ 3.00	Attract more users
Countryside & Outdoor Activities	Outdoor Track - Individual Entry	Child	Non VAT	£ 3.00	-33.33%	£ 2.00	£ -	£ 2.00	Attract more users
Countryside & Outdoor Activities	Full Facility - Events	per day	Non VAT	£ 600.00	0.00%	£ 600.00	£ -	£ 600.00	
Countryside & Outdoor Activities	Changing Room Hire	Per hour				£ 12.50	£ -	£ 12.50	NEW - In line with minimum charge
Countryside & Outdoor Activities	Gym - AAA	Per 1 hour	Non VAT	£ 4.00	0.00%	£ 4.00	£ -	£ 4.00	
Countryside & Outdoor Activities	Gym - AAA induction with initial programme	Per session	Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Countryside & Outdoor Activities	Gym - AAA - Exclusive Booking (4-6 users)	Per hour	Non VAT	£ 30.00	0.00%	£ 30.00	£ -	£ 30.00	
Countryside & Outdoor Activities	Athletics Party - up to 24		Non VAT	£ 125.00	0.00%	£ 125.00	£ -	£ 125.00	Party Offer currently under Review
Countryside & Outdoor Activities	Athletics Party - up to 36		Non VAT	£ 155.00	0.00%	£ 155.00	£ -	£ 155.00	Party Offer currently under Review

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				Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	
Sport & Fitness	Badminton Court	Adult	Non VAT	£ 7.20	4.17%	£ 7.50	£ -	£ 7.50	
Sport & Fitness	Badminton Court	Concession	Non VAT	£ 5.65	2.65%	£ 5.80	£ -	£ 5.80	
Sport & Fitness	Table Tennis	Adult	Non VAT	£ 5.15	0.97%	£ 5.20	£ -	£ 5.20	
Sport & Fitness	Table Tennis	Concession	Non VAT	£ 3.60	0.00%	£ 3.60	£ -	£ 3.60	
Sport & Fitness	Children's Fun Sessions	1 hour	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Sport & Fitness	Children's Fun Sessions	1.5 hours	Non VAT	£ 3.00	0.00%	£ 3.00	£ -	£ 3.00	
Sport & Fitness	Children's Fun Sessions	2 hours	Non VAT	£ 3.20	0.00%	£ 3.20	£ -	£ 3.20	
Sport & Fitness	Children - Additional Castle/Face Paints		VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Sport & Fitness	Equipment Hire	Equipment Hire	Non VAT	£ 1.50	0.00%	£ 1.50	£ -	£ 1.50	
Sport & Fitness	Fitness Class (90 mins)	Per class		£ 6.20	16.13%	£ 7.20	£ -	£ 7.20	
Sport & Fitness	Fitness Class (45 mins)	Per class	Non VAT	£ 4.65	3.23%	£ 4.80	£ -	£ 4.80	
Sport & Fitness	Fitness Class (30 mins)	Per class	Non VAT	£ 3.10	3.23%	£ 3.20	£ -	£ 3.20	
Sport & Fitness	Synthetic Grass Pitch - 1/2 Pitch 1HR m/week	Adult	Non VAT	£ 43.30	-14.55%	£ 37.00	£ -	£ 37.00	
Sport & Fitness	Synthetic Grass Pitch - 1/2 Pitch 1HR m/week	Juveniles	Non VAT	£ 29.00	-13.79%	£ 25.00	£ -	£ 25.00	
Sport & Fitness	Synthetic Grass Pitch - 1/2 Pitch 1HR w/e	Juveniles	Non VAT	£ 11.50	4.35%	£ 12.00	£ -	£ 12.00	
Sport & Fitness	Synthetic Grass Pitch - 1/3 Pitch 1HR m/week	Adult	Non VAT	£ 29.00	-13.79%	£ 25.00	£ -	£ 25.00	
Sport & Fitness	Synthetic Grass Pitch - 1/3 Pitch 1HR m/week	Juveniles	Non VAT	£ 19.30	-13.99%	£ 16.60	£ -	£ 16.60	
Sport & Fitness	Synthetic Grass Pitch - 1/3 Pitch 1HR w/e	Juveniles	Non VAT	£ 7.70	3.90%	£ 8.00	£ -	£ 8.00	
Sport & Fitness	Synthetic Grass Pitch - Full Pitch - 1 HR w/e	Adult	Non VAT	£ 34.60	4.05%	£ 36.00	£ -	£ 36.00	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Sport & Fitness	Synthetic Grass Pitch - Full Pitch - 1 HR w/e	Juveniles	Non VAT	£ 23.00	4.35%	£ 24.00	£ -	£ 24.00	
Sport & Fitness	Sports Hall per division	Adult	Non VAT	£ 10.60	4.72%	£ 11.10	£ -	£ 11.10	
Sport & Fitness	Sports Hall per division	Juveniles	Non VAT	£ 7.40	4.05%	£ 7.70	£ -	£ 7.70	
Sport & Fitness	Gym	Adult	Non VAT	£ 5.15	2.91%	£ 5.30	£ -	£ 5.30	
Sport & Fitness	Gym	Juveniles	Non VAT	£ 3.60	2.78%	£ 3.70	£ -	£ 3.70	
Sport & Fitness	Gym Induction		Non VAT	£ 13.00	15.38%	£ 15.00	£ -	£ 15.00	Changed to reflect an increase in staff costs
Sport & Fitness	Personal Training	Per hour	Non VAT	£ 25.00	0.00%	£ 25.00	£ -	£ 25.00	
Sport & Fitness	Pool - 1-1 Swimming Lessons (30 mins)	10 lesson Block	Non VAT	£ 121.50	0.00%	£ 121.50	£ -	£ 121.50	
Sport & Fitness	Pool - 1-1 Swimming Lessons (30 mins)	per class (30 mins)	Non VAT	£ 13.50	0.00%	£ 13.50	£ -	£ 13.50	
Sport & Fitness	Pool - 1-2 Swimming Lesson (30 mins)	10 lesson Block	Non VAT	£ 207.00	4.35%	£ 216.00	£ -	£ 216.00	
Sport & Fitness	Pool - 1-2 Swimming Lesson (30 mins)	per class (30 mins)	Non VAT	£ 23.00	4.35%	£ 24.00	£ -	£ 24.00	
Sport & Fitness	Learn to Swim Membership - Child	Rolling Monthly DD				£ 18.00	£ -	£ 18.00	NEW
Sport & Fitness	Learn to Swim Membership - Adult	Rolling Monthly DD				£ 22.00	£ -	£ 22.00	NEW
Sport & Fitness	Crash Course Swim Lessons	per lesson	Non VAT			£ 4.50	£ -	£ 4.50	NEW
Sport & Fitness	Pool Hire	Per hour	Non VAT	£ 26.80	11.94%	£ 30.00	£ -	£ 30.00	
Sport & Fitness	Pool - Adult Swim	Each	Non VAT	£ 3.10	6.45%	£ 3.30	£ -	£ 3.30	
Sport & Fitness	Pool - Child Swim	Each	Non VAT	£ 2.05	2.44%	£ 2.10	£ -	£ 2.10	
Sport & Fitness	Pool - Big splash Family Session (2 adults, 5 children)		Non VAT	£ 4.50	11.11%	£ 5.00	£ -	£ 5.00	
Sport & Fitness	Pool - Big splash Family Session (2 adults, 5 children) incl Hall		Non VAT	£ 6.50	7.69%	£ 7.00	£ -	£ 7.00	
Sport & Fitness	Pool Party with Bouncy Castle		VAT	£ 85.00	17.65%	£ 83.33	£ 16.67	£ 100.00	Party Offer currently under Review
Sport & Fitness	Pool Party with Inflatable		VAT	£ 70.00	42.86%	£ 83.33	£ 16.67	£ 100.00	Party Offer currently under Review

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Sport & Fitness	Pool - Primary School Lessons	Per Child	Non VAT	£ 2.00	0.00%	£ 2.00	£ -	£ 2.00	
Sport & Fitness	Gymnasium Hall- Adult	Per hour	Non VAT	£ 17.25	2.03%	£ 17.60	£ -	£ 17.60	
Sport & Fitness	Gymnasium Hall- Children	Per hour	Non VAT	£ 11.45	2.18%	£ 11.70	£ -	£ 11.70	
Sport & Fitness	Rookie Lifeguard	Per session	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Sport & Fitness	Walking Football	1 hour	NON VAT	£ 3.00	0.00%	£ 3.00	£ -	£ 3.00	
Sport & Fitness	Membership- Gold Single	Rolling Monthly		£ 29.00	0.00%	£ 29.00	£ -	£ 29.00	
Sport & Fitness	Membership- Gold Joint	Rolling Monthly		£ 55.00	0.00%	£ 55.00	£ -	£ 55.00	
Sport & Fitness	Membership- Gold Concession	Rolling Monthly		£ 20.00	0.00%	£ 20.00	£ -	£ 20.00	
Sport & Fitness	Membership- Silver Single	6 Month Contract		£ 25.00	0.00%	£ 25.00	£ -	£ 25.00	
Sport & Fitness	Membership- Silver Joint	6 Month Contract		£ 47.00	0.00%	£ 47.00	£ -	£ 47.00	
Sport & Fitness	Membership Bronze- Single	Rolling Monthly		£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	
Sport & Fitness	Membership Bronze- Joint	Rolling Monthly		£ 20.00	0.00%	£ 20.00	£ -	£ 20.00	
Sport & Fitness	Membership Bronze- Concession	Rolling Monthly		£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Sport & Fitness	Membership Youth 12- 17yrs	Rolling Monthly		£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	
Sport & Fitness	Membership- Jnr 8 - 11yrs	PAYG		£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Sport & Fitness	Staff Membership			£ 10.00	20.00%	£ 12.00	£ -	£ 12.00	
Sport & Fitness	Corporate Membership					£ -	£ -		NEW - Proposal currently being developed
Sport & Fitness	GP Referral Class					£ -	£ -		NEW - Charge tbc once training complete
Sport & Fitness	Member Motiv8 1-1					£ 16.00	£ -	£ 16.00	NEW
Sport & Fitness	Member Motiv8 1-2					£ 20.00	£ -	£ 20.00	NEW
Sport & Fitness	Member Motiv8 1-3					£ 30.00	£ -	£ 30.00	NEW

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2020/21	Revised Charge for 2020/21	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Sport & Fitness	Member Motiv8 1-4					£ 40.00	£ -	£ 40.00	NEW
Sport & Fitness	Non-Member Motiv8 1-1					£ 18.00	£ -	£ 18.00	NEW
Sport & Fitness	Non-Member Motiv8 1-2					£ 24.00	£ -	£ 24.00	NEW
Sport & Fitness	Non-Member Motiv8 1-3					£ 36.00	£ -	£ 36.00	NEW
Sport & Fitness	Non-Member Motiv8 1-4					£ 48.00	£ -	£ 48.00	NEW

REPORT TO BOARD OF TRUSTEES

TRUST BUDGET 2020/21

Date: 25 February 2020

Agenda Item: 8

Report By: Anneke Freel, Chief Officer

Summary

This report confirms the Trust's budget position for 2020/21 and shows how the savings target of £190,750 will be achieved.

I. BACKGROUND

- I.1 The Council's Best Value Review of Services in March 2017 established a savings requirement of £1,056,000 to be achieved by 2021/22. To date £674,580 has been achieved leaving an outstanding balance of £381,420. The balance of savings has been allocated evenly over the next 2 financial years:-

2020/21	£190,750
2021/22	<u>£190,670</u>
	£381,420

- I.2 The Trust Board has previously considered individual Service Reviews (Feb 2018 and Jan 2019) and Review of Management Structure approved on 3 December 2019. These reviews will generate the savings target for 2020/21 and 2021/22.

2 SAVINGS IN 2020/21 and 2021/22

- 2.1 A summary of savings is shown below:

Previous Reports	Savings 2020-21	Savings 2021-22
Review of Management Structure (Dec 2019)	329,940	
Cultural Services Review (Feb 2018)	33,800	
Countryside Services Review (Jan 2019)	5,160	9,640
Savings Yet to be Identified		2,880
TOTAL	368,900	12,520
GRAND TOTAL	381,420	

REPORT TO BOARD OF TRUSTEES

3 Draft Annual Budget for 2020/21

- 3.1 The table below outlines the draft trust budget for 2020/21 and includes the savings outlined above. In preparation for 2020/21 budgetary monitoring and reporting, the management team are reviewing all income and expenditure targets to reflect the changes in structures and will update the reporting as part of the quarterly monitoring that is presented to Performance and Audit Sub Committee and Trust Board.

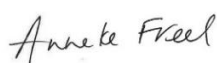
Service Division	Annual Budget 2019/20 as at Qtr 3	Reserves Adjustments	Base Annual Budget 2020/21	2020/21 Adjustments	2020/21 Savings	Draft Annual Budget 2020/21
CORPORATE SERVICES	1,184,630	(37,350)	1,147,280	237,440		1,384,720
OPERATIONAL SERVICES	3,502,840	(12,170)	3,490,670	(52,610)		3,438,060
SAVINGS TO BE ALLOCATED	0		0		(190,750)	(190,750)
TOTAL	4,687,470	(49,520)	4,637,950	184,830	(190,750)	4,632,030
Management Fee	(4,637,950)		(4,637,950)	(184,830)	190,750	(4,632,030)
Reserves	(49,520)	49,520	0			0
TOTAL	0	0	0	0	0	0

Recommendation/s:

It is recommended that the Board:

- i. Approve the budget position shown in this report; and
- ii. Otherwise note the content of this report.

Signature:



Designation: Chief Officer

Date: 6 February 2020