

TRUST BOARD MEETING



Date: 24 November 2020

Location: VScene

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: 6 October 2020 3.2 P&ASC Meeting: 10 November 2020	✓		✓
4. Performance Report July - September 2020			✓
5. Cumnock and Auchinleck Area Leisure Proposals			✓
6. Chief Officer's Report			✓
7. AOCB			
8. Dates of Next Meetings: Performance & Audit Sub-Committee: 9 February 2021 Trust Board: 23 February 2021			

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



PERFORMANCE REPORT JULY - SEPTEMBER 2020

Date: 24 November 2020

Agenda Item: 4

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

- 1.1 This report provides details of the Trust's performance for the period July to September 2020, the second quarter of the 2020/21 financial year.
- 1.2 Whilst the report provides Trustees with a detailed analysis of Trust performance in the period, it is set within a context of an unprecedented situation brought about by lockdown restrictions associated with Covid 19. Whilst there was an ease in lockdown restrictions affecting leisure services in July 2020, new ways of working were required to take account of government guidance.

2 FINANCIAL PERFORMANCE

- 2.3 The East Ayrshire Leisure Performs Q2 reports provides detail of the Trust's financial performance for the period July to September 2020. The lockdown restrictions and the subsequent closure of all venues has resulted in limited generation of income during this period. At the end of quarter 2 and reflecting current government guidance an adverse variance of £110,310. This variance is a significant improvement from the projections at quarter 1, which were £193,898. However, ongoing monitoring is in place to maximise income and minimise expenditure to try and reduce this variance further.

3 PERFORMANCE STATISTICS

- 3.1 As could be expected there has been an overall decrease of 83% in attendances for quarter 2 compared to quarter 2 in 2019/20. However, there have been some numbers that we have not been able to record effectively that would potentially impact on the overall figure. For example, the figures have not been recorded from the River Ayr Way and the numbers to Dean Castle Country Park are based on the number of visitors to the visitor centre. The Country Park has been very busy, but the restrictions in the visitor centre will undoubtedly affect overall figures. A system to more accurately record these figures is being explored.
- 3.2 Some areas of the business have seen a significant rise during the period. E-books has continued to grow with an 116% increase compared to quarter 2 in 2019/20 and Annanhill Golf Course had a great summer with a rise of 82% for the same period last year.

4 RISK REGISTER

- 4.1 The risk register continues to be reviewed on a regular basis.

REPORT TO BOARD OF TRUSTEES



Recommendation/s:

It is recommended that the Board:

- i. Consider and approve the East Ayrshire Leisure Performs Report for the period July to September 2020;
- ii. Otherwise note the content of this report.

Signature: *Anneke Freed*

Designation: Chief Officer

Date: 6 November 2020



EAST AYRSHIRE LEISURE PERFORMS

QUARTER 2

JULY TO SEPTEMBER

2020/21



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PROGRESS AGAINST CORPORATE DELIVERY PLAN 2020-22

N	NO PROGRESS	S	SOME PROGRESS	C	COMPLETE
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KEY

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



SHARING OUR VISION

SHARING OUR VISION

Delivery Plan Output		Lead	Progress	Comments
Action: We will introduce Customer Exchange evenings at key venues to ensure that customers have the opportunity to discuss the priorities for facilities and services				
1	Organise 2 customer Exchange evenings each year at key venues	HCS	S	Community consultation on leisure provision took place via online survey. Development & Engagement Programme for 2020/21 is currently being developed; incorporating Coffee Chats, review of staff and customer newsletters and virtual roadshows.
Action: We will be represented on appropriate community forums including community sports hubs, community councils and community action plan steering groups				
2	Attend meetings of appropriate community groups or where relevant topics are on the agenda	HCS	S	Work has begun with Cumnock and District Leisure Group, Cumnock Juniors Enterprise Company and Vibrant Communities to develop a community leisure hub based around the new facilities at the Barony Campus in Cumnock. Implementation of the Hub is anticipated by 01/06/21 An initial survey of community greenspace has taken place with EAC to inform a community greenspace project working with community groups.
Action: We will develop a Plan which complements our Strategic Objectives, utilising the full marketing mix and ensuring tailored campaigns are created.				
3	Design a Communications Strategy	R&BDM	N	
4	Priorities for each area of our organisation will be identified and timetabled biannually	R&BDM	N	
5	Campaigns for each project will be created, implemented and monitored	R&BDM	S	During the current COVID-10 pandemic we have changed the Marketing Campaign process to ensure requests for all marketing and promotional support are dealt with as efficiently and effectively as possible during this period of rapid change. During quarter 2 we have focused on: <ul style="list-style-type: none"> Hospitality

				<ul style="list-style-type: none"> • Re-opening of venues • Fitness programme • Increased communications with staff and customers
6	A digital marketing strategy will be developed to ensure maximum reach and continuous digital development	R&BDM	N	
7	A press and PR strategy will be developed to maximise coverage locally, nationally and through specialist press to drive visitor/audience growth	R&BDM	N	
8	Design, develop and deliver detailed evaluation strategy for all areas of Trust.	R&BDM	N	
Action: We will develop a collaborative working arrangement with East Ayrshire Vibrant Communities to explore potential shared services, partnership working and innovation in delivery				
9	Establish a working group with key colleagues that meets quarterly to ensure collaboration in programming.	SDM	S	<p>Connection has been made between libraries and Vibrant communities to explore digital employment opportunities</p> <p>The sports development team has also been working with Vibrant Communities on active schools, athletics, sports clubs development</p>
Action: We will work with key partners to develop a Cultural Strategy for East Ayrshire				
10	Establish a working group with all key stakeholders represented	CDM	S	A review of existing Cultural Strategies from other regions has started
11	Develop a region wide document that sets a shared set of objectives, performance indicators and monitoring systems and outlines an agreed direction of the sector.	CDM	N	
12	Maintain and develop futuremuseum.co.uk partnership increasing visits to site of 2% every 2 years	CDM	N	
13	Work with Creative Scotland/Museum Galleries Scotland/Heritage Fund/Scottish Libraries Information Council/Arts Council England to support our programmes, generating funding for service development and maintaining accreditation status	CDM	S	<p>Funding has been secured from SBT for Book Week Scotland.</p> <p>A submission has been made to the Cultural Venues Recovery Fund</p>

Action: We will develop a formal collaborative arrangement with the Kilmarnock Leisure Centre Trust				
14	Reviewed existing services to reduce duplication and identify areas of best practice	CO	N	
Action: We will review our customer service standards and charter and customer feedback forms introducing key customer performance targets which we will measure monitor and report on annually				
15	Benchmark customer service performance targets, identifying a range of relevant targets	HCS	N	
16	Establish focus groups of customer and key partners in order to identify 3 key customer performance targets	HCS	N	
17	Review customer service standards, customer charter and customer feedback forms	HCS	S	A review of customer service standards and the customer charter has been completed and communicated to staff, reiterated at recent induction session for staff returning from furlough. Feedback forms have been updated.
18	Measure, monitor and report on key performance indicators annually	HCS	S	A review of key and statutory performance indicators has been carried out with a review scheduled for Q3/4 to ensure consistency across service areas and to provide robust data.
LEISURE AT THE HEART OF EVERY COMMUNITY				
Delivery Plan Output		Lead	Progress	Comments
Action: We will use the information from the Facility Audit 2019/20 to develop a Facility and Investment Strategy				
19	Carry out community consultation on the Leisure Facility Audit 2019/20	CO	S	On-line consultation has taken place between May and July. Aprox 160 members of the community contributed to the survey. This will be analysed alongside the EAC Resident's Survey to inform the Leisure Facility Management and Development Strategy. A digital roadshow is being planned for 2021 to add value to the survey and present findings.
20	Use community feedback to develop an action plan for leisure facilities in East Ayrshire	CO	N	
21	Agree a Facility and Investment Strategy for all leisure facilities	CO	N	
22	Develop and agree a maintenance programme for each venue/facility	CO	S	Regular liaison is taking place between EAL and EAC to agree maintenance priorities and to develop a

				system for reporting and monitoring. This will inform a maintenance programme for each venue.
Action: We will continue to invest in our significant cultural built environment assets (Dick Institute, Dean Castle, Baird Institute, Burns House Museum, Palace Theatre) to ensure all venues maintain at least four star Visit Scotland status				
23	Identify full venue costs associated with maintaining VisitScotland status	CO	N	Accreditation Visits have been deferred to 2021.
24	Identify capital costs required to develop the cultural built environment assets to ensure they are maintained at the level required.	CO	S	<p>Newmilns Library is being moved into Morton Hall as part of the regeneration and improvement works for Morton Hall. Work is scheduled for completion in October with the new library space due to open in December and accompanying promotional campaign/video will follow.</p> <p>A Leisure Capital Investment Programme Board has been established with key colleagues in EAL and EAC to identify priority capital projects for core venues. The group meets monthly.</p>
Action: We will work with local partners to develop an options appraisal for the future of Auchinleck Leisure Centre				
25	Identify full venue costs associated with the development of Auchinleck Leisure Centre as a standalone venue including staffing, services etc.	CO	S	Revenue costs have been established to operate Auchinleck as a standalone facility. In 2019/20 Auchinleck Leisure Centre was in a breakeven position. However, additional revenue costs would include costs for cleaning, pool plant operation and utilities that were previously covered by East Ayrshire Council.
26	Identify capital costs required to develop Auchinleck Leisure Centre as a standalone venue including separation of boiler and pool plant, floodlit car parking etc	CO	S	East Ayrshire Council has estimated a capital cost of £2.9M to develop Auchinleck Leisure Centre as a standalone facility.
27	Develop an options appraisal that identifies various options for the future of the Leisure Centre	CO	S	An option appraisal is being developed as part of an overall place based approach to developing a Community Leisure Hub in the Cumnock and Auchinleck area.

Action: We will work with East Ayrshire Council on the development of Doon Leisure Centre as part of the new school development at Doon Academy				
28	Develop an options appraisal that identifies opportunities for leisure provision within the proposed Doon Academy Learning Campus	CO	N	
29	Attend project board meetings to ensure that community leisure requirements are represented	CO	N	
Action: We will work with East Ayrshire Council to carry out a review of all synthetic and grass and pitches and pavilions as well as a floodlight replacement programme				
30	Establish a working group to review existing facilities and user information	P&EDM	S	A review of all pitches in East Ayrshire has taken place which has included condition and user levels. This will inform the working group objectives.
31	Develop an action plan that identifies development and investment opportunities for sports pitches over a 10 year period	P&EDM	N	
32	Develop opportunities for alternative and innovative use of pitches and pavilions where appropriate	P&EDM	S	Work has started to identify operational pavilions and pavilions that are subject of CAT applications to finalise portfolio of sports pitches
Action: We will develop an Improvement Plan for Ayrshire Athletics Arena that includes an extension to the outdoor spectator area at Ayrshire Athletics Arena to enhance the facility and attract National Athletics Events				
33	Liaise with key partners to develop a costed specification for spectator and other facilities at Ayrshire Athletics Arena	SDM	S	A business case is being developed to extend the offer at Ayrshire Athletics Arena to develop a focus on wellbeing.
34	Submit funding applications	SDM	N	
35	Develop a sponsorship package	SDM	N	
36	Increase spectator seating capacity by 50%	SDM	S	Initial conversations have taken place with Scottish Athletics.
37	Work with Scottish Athletics and Kilmaronock Harriers to attract 2 national events to complement the local and regional programme of athletics events at the AAA	SDM	N	
Action: We will continue to implement the East Ayrshire Strategic Route Network				
38	Implement a 40km paths network in the Irvine Valley	LDM	S	Contractors have been appointed to implement the first phase of works. Interpretation consultants have also been appointed to develop a suite of signage and

				<p>interpretation for the network. Draft interpretation has been issued to community groups and representatives for comment prior to finalisation.</p> <p>Due to Covid19, an extension has been given for implementation of this project until December 2021</p>
39	Develop and implement phase 2 (detailed design) of the Kilmarnock Green Infrastructure Project by July 2020	LDM	S	Tender documents have been developed to appoint consultants to carry out the detailed design of the project.
40	Secure funding for phase 3 (capital implementation) of the Kilmarnock Green Infrastructure Project by December 2020	LDM	N	
41	Deliver programmed actions supporting development of the 22km Kilmarnock Green Infrastructure Project by March 2022	LDM	N	
42	Oversee implementation of the Doon Valley Way and the Lugar Water Trail as part of the Coalfield Communities Landscape Partnership	LDM	S	All funding has been secured for the access projects within the Landscape Partnership scheme and a tender specification will be issued to contractors by end of November 2020.
Action: To develop a masterplan for the development of the Palace Theatre and Grand Hall Complex and submit funding bids to implement the masterplan				
43	Develop a masterplan for the Palace Theatre and Grand Hall Complex	CO	S	Working group has been established as part of the overall masterplan for Kilmarnock Town Centre Regeneration. A specific project team will meet to develop proposals for the Palace Complex that will feed into the town centre masterplan. The group is scheduled to meet for the first time in early November.
44	Submit external funding bids	CO	N	
45	Develop community engagement and activity plan	CO	N	
46	Commission a consultant for detailed design	CO	N	
Action: We will develop a management plan for Annanhill Golf Course that maximises customer experience whilst protecting and enhancing nature conservation				
47	Development of a community engagement/consultation plan	P&EDM	N	

48	Development of a maintenance and repair programme	P&EDM	S	A winter work programme has been established with priorities identified by estates team and Annanhill Golf Club
49	Production of a costed programme of improvements	P&EDM	S	
50	Adoption of a 5 year management plan for the integrated site which includes parkland and golf course	P&EDM	N	
51	Submit Greenflag Award application	P&EDM	N	
Action: We will review the Dean Castle Country Park management plan to ensure a that visitors continue to enjoy the country park whilst protecting and enhancing nature conservation				
52	Development of a community engagement/consultation plan	P&EDM	N	
53	Development of a maintenance and repair programme	P&EDM	C	An annual work programme has been developed
54	Production of a costed programme of improvements	P&EDM	S	A review of equipment has been undertaken along with a list of improvements. This will be costed and programmed over a 5 year period
56	Greenflag Award achieved	P&EDM	S	Greenflag Assessment took place on the 06/10/20. The results are expected in November 2020.
Action: We will develop a maintenance and development plan for the River Ayr Way				
57	Development of a community engagement/consultation plan	LDM	N	
58	Development of a maintenance and repair programme	LDM	S	Maintenance of the River Ayr Way started again in August 2020 and a programme of emergency repairs has been carried out.
59	Production of a costed programme of improvements	LDM	N	
60	Adoption of a 5 year maintenance and development plan for the River Ayr Way	LDM	N	

LIVING YOUR BEST LIFE

Delivery Plan Output		Lead	Progress	Comments
Action: We will develop an EAL specific cultural engagement strategy to outline our commitment to lifelong participation in visual and performing arts, libraries, museums and performing arts				
61	Establish a number of cultural engagement working groups to work on each area of engagement	CDM	S	<p>A new and exciting blended schools engagement programme entitled 'My Tribe' based around the Grayson Perry exhibition which is scheduled for January 2021 is to be launched in October 2020. Five EA schools are signed up for this.</p> <p>Revised Dean Castle Activity Plan has been developed and presented to HLF. The activity plan now includes new approaches to blended learning.</p> <p>In Partnership with EAC, a Digital Champions – Project has commenced with 9 Homeworks clients currently in receipt of iPads and support.</p> <p>Reading Is Magic took place in September and October 2020 and was based on a co-ordinated online promotion. Comm Lib staff were fully engaged in this project.</p> <p>Bookbug Gifting. Work has begun with Community Libraries, LIBTECH and community partners in the distribution of 1,400 BookBug Primary I Family Bags across the region as part of the Bookbug Gifting initiative.</p> <p>Book Week Scotland events are being planned and will include Helen Fitzgerald (online), Tom Foster (online), Book and DVD sale at DI planned.</p>
62	Develop an engagement strategy which outlines sustained engagement programmes such as Bookbug, E-books, reader development strategies; digital initiatives and participatory arts activities	CDM	S	Work has started on a cultural service wide programme engagement strategy.

63	Include the Education Attainment Challenge Framework and other school facing activities and monitor related active involvement	CDM	S	
64	Align the above to a shared set of objectives, performance indicators and monitoring systems in relation to all cultural engagement activities	CDM	S	Cultural Programme and engagement strategy will consider monitoring and evaluation as part of the wider document.
Action: We will continue to programme high quality outward facing cultural programmes that profile East Ayrshire as a must visit destination.				
65	Establish a number of programming working groups to weave together the diverse cultural threads that form the fabric of East Ayrshire's cultural programme	CDM	N	
66	Deliver a rolling two year visual art exhibition and event plan which delivers high impact/profile programmes that capture the imagination and helps to grow visitor/audience numbers by 1% over 2 years.	CDM	S	<p>First meetings have taken place and meetings scheduled to ensure our two year programme across our venues remains in place. May 2020 exhibitions rescheduled to 2021. Communication with external partners ongoing in securing 2022 programme onwards. Programem includes:</p> <p>Jan – May: Grayson Perry (Arts Council England) May – Sept: Claude Cahun (Hayward Touring) Sept – Dec: Seedscapes (Impressions Gallery)</p> <p>Full programme for Young People's Gallery and associated engagement also in place for 2021 – 2022.</p>
67	Support community partners in the delivery of their cultural events including work with event organisers such as the Boswell Book Festival and the Cumnock Tryst.	CDM	S	<p>Supported Scottish Book Trust and partnered with Boswell Book Festival in the delivery of Reading Is Magic</p> <p>Work is ongoing in the development of The Cumnock Tryst – Howson exhibition at the Baird in 2021</p> <p>Work is ongoing on an exciting partnership with the Ayrshire Hospice for the large scale installation of Forget Me Nots at the Dick Institute.</p> <p>Work ongoing in the support of Ayrshire Open Studios in their launch and Open Studios weekend in 2021;</p>

				<p>Continuing to work in partnership with the Coalfield Communities Landscape Partnership in the delivery of the cultural element of this project (Tryst);</p> <p>Continuing to support the cultural activity of the Mauchline CARS project;</p> <p>Support given to Stewarton Community Museum in terms of environmental control technology and advice.</p>
Action: We will continue to offer a varied programme of events and activities across our performing arts venues and extend the programme to community venues				
68	Deliver a programming policy which supports an innovative programme of dance, music and drama across all community and performing arts venues	C&PDM	N	
69	Support community partners in the delivery of their performing arts workshops and programmes	C&PDM	N	
70	Provide youth theatre opportunities for young people from 5 – 18 years	C&PDM	N	
71	Present 2 EAYT productions each year.	C&PDM	N	
Action: We will complete the refurbishment and restoration of Dean Castle and establish the importance of the re-opening of the newly refurbished venue				
72	Deliver the five year plan which forms part of the funded programme commitment.	CDM	S	The contractor working on the Castle project has gone into administration. It is hoped to have new arrangements in place by November 2020.
73	Carry out detailed evaluation plan linked to the funded programme.	CDM	N	
74	Relaunch Dean Castle in 2021	CDM	N	Due to the contractual delays, the reopening of the Castle is scheduled for 2022.
75	Maintain current standard of collection care and meet our Accreditation/Recognition commitments.	CDM	S	<p>A formal request has been made to extend the data digitisation project with Museum Galleries Scotland as well as a request to widen the scope to include data migration.</p> <p>An upgrade of MEACO has been undertaken to ensure the environmental monitoring of our collections is maintained to the highest standard. MEACO visited on 01 and 02.10.20 to upgrade the</p>

				systems and carry out annual maintenance as per the contract.
Action: We will prepare an East Ayrshire Aquatics Strategy				
76	Establish a Swimming Development working group with all key stakeholders represented	SDM	N	
77	Develop an district wide aquatics strategy which sets a shared set of objectives, performance indicators and monitoring systems in relation to all aquatics sports and activities	SDM	N	
78	Increase 'Learn to Swim' membership by 10%	SDM	N	
79	Introduce our Rookie Lifeguard programme into 2 schools each year	SDM	N	
80	Provide internal and external opportunities for training and recruitment of Scottish Swimming Tutors	SDM	N	
Action: We will develop a Community Golf Development Plan to encourage participation school, community and club golf				
81	Establish a working group with key stakeholders and establish a regular meeting schedule	SDM	N	
82	Develop a Golf Development Plan which sets a shared set of objectives, performance indicators and monitoring systems in relation to school, community and club golf	SDM	N	
83	Increase golf membership by 2% each year using 2019 as a baseline	SDM	S	Target exceeded for 2020/21 Q2 with golf attendance figures 6769 compared to 3713 for the same period in 2019/20
Action: We will develop a Sports Coaching Strategy that will identify the progression from grassroots activity to club participation for priority sports and will introduce foundation skills for priority sports, coach education and employment				
84	Establish a Coaching Development working group with all key stakeholders represented	SDM	N	
85	Develop an district wide sports coaching strategy which sets a shared set of objectives, performance indicators and monitoring systems in relation to all sports and activities	SDM	N	
86	Develop a subsidised coach education programme with integrated volunteer hours	SDM	N	
87	Introduce a coaching programme with 3 annual blocks for each priority sport	SDM	S	Run, Jump & Throw Block will run from Oct –Dec with over 100 children signed up for the block.
88	Develop a partnership with each club associated with priority sport	SDM	N	

Action: We will develop a plan for Outdoor Learning that introduces young people to outdoor, experiential learning				
89	Increase participation in outdoor learning activities by 5% based on 2019 figures as a baseline	LDM	S	Partnership Project is being developed with Alzheimer's Scotland to encourage greater use of the outdoors.
90	Organise an annual outdoor learning school holiday programme	LDM	N	
91	Participate annually in Playday	LDM	N	
92	Support 3 schools each year in the development of outdoor learning initiatives	LDM	S	Outdoor Learning support provided to St Sophia's and St Xavier's with planned 9 week programmes with Muirkirk and Obthank Primary Schools
Action: We will develop a Recreation Plan for East Ayrshire which will promote walking, cycling and other outdoor pursuits throughout East Ayrshire				
94	Implementation of a community engagement/consultation plan	LDM	N	
95	Development of an East Ayrshire Recreation Plan for the period 2020 – 2025 which details Core Paths, Local Path Networks, Hill Paths, Water Access Routes and key Recreation Sites	LDM	S	<p>A review of the Core Path Plan has been carried out and has been included in a draft Recreation Plan which also includes local path networks, hill paths and recreation sites across East Ayrshire and will be presented to Board.</p> <p>An expression of interest has been submitted on behalf of the local community group for the Annick Valley Active Travel Network</p> <p>A second expression of interest has been submitted to be 1 of 10 areas selected to take part in a Sustaining Choices project focusing on active travel in Cumnock and surrounding areas linked to the new Barony Campus</p>
Action: We will continue to attract local and national sporting events to our community sporting events				
96	Attract 4 new events to our community sports venues each year	SDM	S	West district cross country relay championships were booked into Scott Ellis for October. It has now had to be rescheduled to November pending restrictions

Action: We will continue to work on an innovative programme to raise the profile of the Grand Hall as a regional and national venue for large scale music events and programmes				
97	Organise at least 2 large scale events annually	C&PDM	N	
98	Represent East Ayrshire Leisure at relevant trade fairs and conferences	C&PDM	N	
Action: We will continue work with Imagine Theatre on a collaborative approach to Pantomime production				
99	Formalise a co-production plan with Imagine Theatre for 2020-22	C&PDM	N	
100	Present an annual pantomime performance including: 2020: Aladdin, 2021: Snow White, 2022: Peter Pan (tbc)	C&PDM	N	Panto 2020 has been rescheduled to 2021.
101	Increase income by 3% and reduce subsidy by 3% by the end of the plan period using 2019 as a baseline	C&PDM	N	
102	Organise annual pantomime educational workshop	C&PDM	N	
Action: To host Illuminight with Lidl at Dean Castle Country Park for the 4th year				
103	Increase in attendances by 10% with 2019 as baseline	LDM	N	Illuminight 2020 has been cancelled.
104	Increase in profit by 3% with 2019 as baseline	LDM	N	
105	3 sponsors engaged in event	LDM	N	
106	£10k external funds to enhance creative	LDM	N	
107	10 student placements	LDM	N	
108	10 volunteers	LDM	N	
Action: We will enhance and develop our annual running programme that introduces people to running, provides a progressive pathway and attracts national competitors to East Ayrshire				
109	Increase participation in Cairn Table Race, K12/24 and River Ayr Way Challenge by 5% based on 2019 figures as a baseline	LDM	N	All 2020 trail running events were cancelled.
110	Deliver a 'Couch to 5k' and '10 weeks to 10k' progressive running programme	LDM	N	The 2020 running programme was cancelled.
111	Support Kilmarnock Harriers in the development of the annual 'Roon the Toon' 10k event	LDM	N	Roon the Toon 2020 was cancelled.

I12	Support Dean Castle Country Park Run Group in the delivery of the weekly parkrun programme	LDM	N	Dean Castle Park Run has been suspended until restrictions are lifted.
I13	Support community groups in the development of annual community running events	LDM	N	
Action: We will work with partners to develop a programme of activities that will celebrate the 2020 Summer Olympics				
I14	Establish a working group with multi-agency representatives	SDM	S	A multi agency group was established but was disbanded due to lockdown restrictions. This will be reviewed in 2021.
I15	Submit external funding applications to support programme of activities	SDM	N	
I16	Develop and implement a programme of events and activities	SDM	N	
I17	Include activities that promote 2 'Fringe' sports from the Summer Olympics	SDM	N	
Action: We will encourage community participation in fitness through the introduction of a GP Referral Scheme and a programme of fitness classes and activities				
I18	Organise 4 'come and try' fitness open days at each community sports facility each year	SDM	N	
I19	Increase participation in fitness classes by 10% by 2022	SDM	N	
I20	Develop a partnership with Kilmarnock Leisure Centre Trust to jointly promote and develop fitness activities	SDM	N	
I21	Develop a GP Referral Fitness Pathway to support customer progression	SDM	N	
I22	Introduce Personal Training sessions to 5 community sports venues	SDM	N	
I23	Provide opportunities for employees to progress to level 3 personal training/fitness	SDM	N	
Action: We will provide experiential learning opportunities for young people through our Treehouse Residential Centre				
I24	Treehouse: Promote the services offered through the residential centre to East Ayrshire Headteachers	LDM	N	
I25	Treehouse: Work with community groups to raise the profile of the residential centre	LDM	N	
I26	Treehouse: Organise 5 week long residential, experiential programmes each year	LDM	N	

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Delivery Plan Output		Lead	Progress	Comments
Action: We will design and implement a People Strategy that will support and facilitate the delivery of operational objectives				
127	Development of an Equality and Diversity Statement	HCS	N	
128	Implementation of an Organisational Development Framework	HCS	N	
130	Design a training and development programme which is tailored to meet the needs of the organisation.	HCS	S	Currently ongoing, an Induction Session has been designed and delivered to all employees as they return to work after being on furlough leave.
Action: We will embed and develop our 'Exchange' programme in all forums and structures for communication				
132	Implement an annual programme of staff and team meetings	HCS	C	A Meeting Schedule has been produced which outlines all the meetings taking place across the Trust. Meetings take place regularly and range from one to one progress meetings at individual team level through to full service area meetings and those at senior/corporate level. The Schedule outlines the meeting type, its purpose i.e. which topics will be discussed, who is expected to attend and the recommended frequency and is available for all staff to view via the intranet.
133	Organise an annual staff event	HCS	S	Plans are currently being developed for a 2021 staff event.
135	Develop and enhance the staff intranet	HCS	S	Test site has been developed and staff have been invited to volunteer to trial the site prior to going live.
Action: We will develop a Volunteer Strategy We will develop a Volunteer Strategy that will allow employees and the community to engage in volunteering opportunities				
138	Recruit 2 modern apprentices each year of the plan and support apprentices to achieve SVQ qualifications	LDM	S	2 Modern Apprentices have been recruited to support the work of the outdoor access team, starting with maintenance of the River Ayr Way.

I39	Develop a Community Path Warden Scheme and recruit 3 volunteer path wardens each year	LDM	S	A business case has been developed for a Community Path Warden Scheme which will be piloted in the Irvine Valley in 2021
I40	Develop and deliver a programme of mentoring and training	LDM	N	
I41	Organise 4 volunteering events each year	LDM	S	Funding has been secured from Action Earth to enable volunteers to work on the restoration of the sensory garden at Dean Castle Country Park.
I42	Continue to support Dean Castle Textile Team	LDM	N	
I43	Develop a Volunteer Strategy which identifies opportunities for: Regular volunteer placements, Community volunteer events, School work experience, Modern apprenticeships, Employee volunteering days	LDM	S	Work has started to review of all existing documents that will inform the volunteer strategy to be discussed with Extended Management team prior to presentation to Board. A profile has been established to implement a Volunteer Golf Warden Scheme for Annanhill Golf Course
Action: We will review our annual employee review process and develop a Review and Development Programme that ensures BEST practice across all of our service areas.				
I45	Develop a new review and development programme linked to strategic themes and organisational values	HCS	C	Reviewing B.E.S.T Practice is our annual performance, review and development process. This process allows employees and managers to agree annual objectives and to identify and record appropriate learning and development to support their delivery. The process will ensure staff are clear about their role and how they contribute to delivering the key priorities identified in our Strategic Vision and Delivery Plan.
I46	Implement a training programme for all employees to ensure engagement in review and development	HCS	S	Currently being progressed and is scheduled to be delivered during January – March 2. A flexible delivery model is being considered.
Action: We will designate Trustees as ambassadors for key areas of the business				
I47	Nominate Trustees as business area ambassadors	CO	N	
I48	Implement a training programme for Trustees and agree an annual programme of engagement	CO	N	

CREATING A SOLID FOUNDATION FOR GROWTH

Delivery Plan Output		Lead	Progress	Comments
Action: We will develop and maintain robust health and safety and risk management processes to ensure that our people and customers are in a safe environment				
149	Review the remit of the Health and Safety Working group to ensure it meets the needs of the organisation	HCS	C	Key employees with a clear focus on the safe management of buildings and implementation of policies and procedures have been identified to provide Development Manager's with advise and guidance on Health & Safety matters.
150	Ensure that Health and Safety is a standard item on all team meetings	HCS	C	Executive Management and Development Managers are aware of the requirement for Health & Safety to be a standing item on all agendas.
151	Continue to record and review all incidents/near misses across the organisation	HCS	C	Incidents/near misses will be reviewed on a six monthly basis and findings presented to the Development Management Team. This will allow discussion regarding re-occurring themes or areas for development which could be applied Trust-wide.
152	Review Health & Safety Standards and Protocols	HCS	C	A process has been established that will ensure documents are routinely reviewed and staff have access to the most up to date information.
Action: To review and continually improve and enhance our information technology infrastructure and operations and to embrace digital technology				
153	Review wifi across all our venues	HCS	S	A review has been undertaken and a report has been submitted to EAC Transformation Team seeking installation of public wifi across all East Ayrshire Leisure venues.
154	Review and develop our box office and booking system and operations to enhance the customer journey	HCS	S	Work has been commissioned with Nouveau which will improve the box office and booking system customer journey. Key areas of development have featured around kids activities, community venues, synthetic grass pitch and grass pitch bookings.

155	Review and development of website	HCS	S	Development will be an ongoing process to ensure maximum engagement and customer focus. Website Protocol is being updated to ensure information is accurate and updated regularly and that all staff are aware of their responsibilities in this regard.
156	Develop stock and ordering system to streamline processes	HCS	S	Creation of a replacement programme is underway and will be implemented in conjunction with the ordering and requisition process.
Action: We will review, develop and maintain robust financial processes to ensure financial sustainability of our organisation				
157	Design Financial Strategy	HCS	N	
159	Implement annual internal audit plan and identify improvements	HCS	S	Implementation of the 2020-21 Internal Audit Plan is underway, an update will be presented to the P&SC.
161	Annual review and development of charging schedule	HCS	S	2021-22 Review scheduled to commence December 2020
162	Review of accountancy bulletins and protocols	HCS	S	A schedule is currently being developed to ensure EAC Accountancy bulletins reflect East Ayrshire Leisure as an organisation and are accessible to staff. Protocols are reviewed on an annual basis.
Action: We will carry out a review of income and expenditure across all cost centre and expenditure codes to streamline financial monitoring and reporting				
164	Streamlined Coding Structure with a 15% reduction in financial coding	HCS	S	A process has been developed and work is underway with the Development Managers to reduce unnecessary coding where possible.
Action: We will review the existing Service Level Agreement with East Ayrshire Council to ensure high quality service delivery				
165	Revised Service Level Agreement for the period 2020 – 2025	CO	N	
Action: We will develop partnerships and collaborative working arrangements with partners and key stakeholders				
166	Identify and explore all opportunities to promote full East Ayrshire Leisure offering	CO	N	
167	Establish a liaison group at shared sites to ensure cross service promotion and integrated working arrangements	CO	N	

Action: We will create a programme of internal and external review, analysing both customer and staff satisfaction levels, highlighting areas of success and identifying areas for development				
168	Continue our VisitScotland Accreditation Scheme (visits to venues every 2 years)	R&BDM	S	Visit Scotland have developed an industry standard and consumer mark to demonstrate that organisations are adhering to government and public health guidance. The online assessment ensures that the relevant protocols are in place and once complete we will receive certification and access to the 'We're Good To Go' mark for display in our venues and online.
169	Mystery shopping carried out annually	R&BDM	N	Due Nov 2020, dependant on COVID-19 situation. Virtual/digital options to be considered.
170	Staff satisfaction surveys carried out every two years	R&BDM	N	
171	Development Plans produced from each review undertaken	R&BDM	S	Process is being developed that will allow action plans from various sources to be merged into one overall plan for the organisation.
172	Review and development of customer feedback	R&BDM	C	A review of all feedback procedures incorporating comments, complaints, suggestions - has taken place and new processes have been developed to ensure maximum benefit. 'Organisational Learning' will be fed back to DMT and positive comments will be utilised more within promotional campaigns, newsletters and social media
Action: We will identify areas for growth across all areas of the Trust with a focus on retail, hospitality, membership and other key business areas.				
173	Development of a Retail Strategy to identify opportunities across venues and organisational areas	HCS	N	
174	Development of a range of membership packages	HCS	S	Working group was set up and options for 'Friends' and 'Supporters' schemes were investigated which will be developed throughout 2020.
175	Development of a Hospitality Plan which identifies opportunities for bars, cafes, vending and event catering	HCS	S	Hospitality Development Officer is in discussion with East Ayrshire Council's catering service to explore further business opportunities that supports income generation.

Action: We will create a robust performance framework and systems which will support all staff to successfully implement delivery planning priorities and improve workplace performance

178	Implement a workplace framework which will facilitate a positive performance climate	HCS	N	
179	Design and Implement a revised Review and Development Framework linking workplace performance to business planning priorities	HCS	C	A new review and development programme 'Reviewing BEST Practice' has been designed in line with the Vision, Mission, Values and Delivery Plan and will be implemented from April 2021 onwards.
180	Design and introduce a revised recruitment process based upon workplace values	HCS	N	
181	Set and meet challenging financial targets and build sufficient reserves.	F&BDM	N	
182	Design and implement key quality indicators in order to measure the quality of our performance	HCS	S	An audit of our SPIs, and all KPIs has started.
183	Review, measure, monitor and report upon key performance indicators	HCS	N	
184	Measure monitor and report upon business planning priorities	HCS	N	

PROTECTING OUR ENVIRONMENT

Delivery Plan Output	Lead	Progress	Comments
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Action: We will publish an annual Climate Change Declaration that outlines our carbon footprint and our priorities for carbon reduction

186	Report on annual carbon use by April of each year	P&EDM	N	
187	Develop an annual action plan to identify measures to reduce carbon use and improve environmental efficiency.	P&EDM	N	

Action: We will participate in the VisitScotland Green Business Scheme to reduce the impact our organisation has on the environment

188	Organise a liaison meeting with VisitScotland to identify key actions for inclusion within the Green Business Scheme	P&EDM	N	
189	Develop an action plan to adopt the principles of the Green Business Scheme	P&EDM	N	
190	Apply for accreditation within the scheme	P&EDM	N	
191	Apply for Green Business Accreditation	P&EDM	N	

Action: We will develop an organisational wide Sustainable Transport Strategy and embed the principles of Active and Sustainable Travel throughout our organisation, projects and programmes

192	Establish a working group and agree a set of objectives and actions for the development of the strategy	P&EDM	N	
193	Develop a Sustainable Transport Strategy which includes priorities for active travel including travel to work and travel for work, as well as opportunities for customers to access our facilities using sustainable transport choices	P&EDM	N	
194	Carry out a programme of staff awareness sessions	P&EDM	N	
195	Reduce staff mileage by 5%	P&EDM	N	

KEY UPDATES

Insurance Claims

The following information provides an update on the number of live claims in progress during the period July – September 2020:-

Public Liability	4 claims remain ongoing
Employers' Liability	1 claim remains ongoing
Motor Claim	No live claims

Claims submitted by East Ayrshire Leisure

Following a government announcement East Ayrshire Leisure closed the doors to the public for all venues and offices on the 18th March. This has had a detrimental impact on the organisation therefore a Business Interruption Claim was submitted by East Ayrshire Leisure to Zurich Municipal Insurance for business losses as a result of the coronavirus.

Business Interruption Claim	1 claim remains ongoing
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Gifts & Hospitality

No gifts or hospitality were received during this period.

Customer Complaints

During the July - September 2020 period 134 comments were received and logged by the Marketing & Development Team; 13 of these were complaints, and were categorised as follows:

Category	No Received	Stage 1 / 2	Status
Countryside Maintenance	2	1	Resolved
Equipment/Resources	1	1	Resolved

Staff	2	1	Resolved
Online payments	1	1	Resolved
Other	7	1	Resolved

Positive Comments

We received 5 positive comments during the period, highlights include:

"Just a short note to commend the work of all the staff contributing to the excellent golfing experience at Annanhill Golf Course. The golf course is in excellent condition and is superbly presented. The greens are magnificent too. A special mention for the golf starters too who are all very welcoming and professional at their job."

"I feel that the greenkeepers must be thanked for the condition of the course it has to be one if not the best conditioned public course on the West Coast and under difficult circumstances the on course staff and catering staff should also be congratulated for their endeavour and patience."

"We had a lovely time at your centre [Dick institute]. It took us 3 and a half hours to complete our tour, and also a visit to your little cafe, a much needed brew and biscuits. One of your assistants covered nearly the whole of the upper floor with us, making the whole experience very interesting and I would recommend this little gem to anyone visiting your area, thank you so much."



FINANCIAL PERFORMANCE

TO 30.09.20



Performance & Audit Sub Committee

2020/21 EAST AYRSHIRE LEISURE BUDGET

AS AT 30th September 2020 – QUARTER 2 - PERIOD 6

The projected outturn for East Ayrshire Leisure at 30th September 2020 is an adverse position of £1,010,310 reduced by external funding received of £615,000 and potential further funding of approximately £285,000 resulting in a potential adverse position of £110,310. 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 have been closely monitored and managed within the Service during the year where possible - 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 2020/21 savings approved at 25th February 2020 Board.

Service Division	Annual Budget 2020/21	Annual Budget 2020/21 Qtr 1	Annual Budget 2020/21 Qtr 2	Annual Budget 2020/21 Qtr 3	Annual Budget 2020/21 Qtr 4	Comments
EXECUTIVE MANAGEMENT		1,376,610	1,368,060			
CULTURAL DEVELOPMENT		1,451,340	1,451,800			
COMMUNITY & PERFORMING ARTS DEVELOPMENT		410,970	414,860			
LEISURE DEVELOPMENT		658,030	662,580			
SPORTS DEVELOPMENT		650,780	653,580			
PROPERTY & ESTATES DEVELOPMENT		179,360	183,360			
BUDGET TO BE ALLOCATED TO SERVICES	4,632,030					
TOTAL	4,632,030	4,727,090	4,734,240	0	0	
Management Fee	(4,632,030)	(4,727,090)	(4,734,240)			
Reserves						
TOTAL	0	0	0	0	0	

Venues Allocated to Sport Areas:-

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

TABLE A – OVERALL NET POSITION

Revised Actual Exp. To 30/9/19	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Exp. To 30/9/20	Revised Budget To 30/9/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
617,171	1,335,535	EXECUTIVE MANAGEMENT	1,368,060	563,982	727,045	41%	1,432,270	64,210
455,675	1,049,622	Corporate Services	1,028,090	367,977	575,691	36%	986,540	(41,550)
161,334	297,803	Relationship & Business Development	389,760	155,957	191,974	40%	368,660	(21,100)
161	(11,891)	Hospitality Development	(49,790)	40,048	(40,620)	-80%	77,070	126,860
794,684	1,621,181	CULTURAL DEVELOPMENT	1,451,800	629,905	723,193	43%	1,416,410	(35,390)
59,738	97,030	Cultural Development	272,500	117,456	134,067	43%	267,550	(4,950)
75,906	148,948	Collection Care	103,790	49,430	52,361	48%	105,720	1,930
88,944	182,046	Visual Arts Development	37,460	13,486	24,734	36%	33,950	(3,510)
48,921	130,205	Museums Development	121,370	53,371	48,481	44%	119,740	(1,630)
521,174	1,062,952	Libraries	916,680	396,162	463,550	43%	889,450	(27,230)
180,417	482,540	COMMUNITY & PERFORMING ARTS DEVELOPMENT	414,860	321,419	228,829	77%	653,820	238,960
72,722	155,503	Performing Arts Development	193,270	116,028	135,075	60%	228,960	35,690
147,138	400,066	Community Development	253,260	200,105	106,235	79%	426,210	172,950
(39,443)	(73,029)	Community Lettings & Co-Managed Centres - Lets	(31,670)	5,286	(12,481)	-17%	(1,350)	30,320
390,208	794,546	LEISURE DEVELOPMENT	662,580	277,146	308,274	42%	687,180	24,600
149,982	297,796	Leisure Development	166,070	81,273	77,103	49%	172,980	6,910
223,957	463,637	Countryside & Visitors Development	455,670	179,024	211,015	39%	469,860	14,190
16,269	33,113	Green Infrastructure Development	40,840	16,011	20,156	39%	40,840	0
0	0	Volunteer Development	0	839	0		3,500	3,500
440,374	878,637	SPORTS DEVELOPMENT	653,580	678,368	296,951	104%	1,388,510	734,930
152,346	313,370	Sports Development Team	260,190	102,526	126,659	39%	252,510	(7,680)
76,959	130,081	Community Sports Area 1	55,940	254,375	43,279	455%	445,290	389,350
174,131	352,736	Community Sports Area 2	309,180	319,968	115,235	103%	659,270	350,090
28,312	44,608	Temporary Facilities	3,280	3,255	3,280	99%	3,280	0
8,627	37,843	Football Venues	24,990	(1,756)	8,498	-7%	28,160	3,170
0	0	PROPERTY & ESTATES DEVELOPMENT	183,360	71,628	89,995	39%	166,360	(17,000)
2,422,854	5,112,439	TOTAL	4,734,240	2,542,449	2,374,287	54%	5,744,550	1,010,310
(2,314,808)	(4,945,950)	Management Fee	(4,734,240)	(2,350,100)	(2,372,918)	50%	(4,734,240)	0
108,046	166,489	TOTAL	0	192,349	1,369		1,010,310	1,010,310
(46,520)	(68,760)	Trs From Reserves	0	0	0		0	0
61,526	97,729	TOTAL (after transfer from reserves)	0	192,349	1,369		1,010,310	1,010,310
0	0	External Funding	0	(648,938)	0		(900,000)	(900,000)
61,526	97,729	TOTAL (after external funding)	0	(456,588)	1,369	0	110,310	110,310

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 30/9/19	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Exp. To 30/9/20	Revised Budget To 30/9/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
(1,011,437)	(2,174,887)	Income From Charitable Activities	(2,286,930)	(143,777)	(1,100,967)	6%	(520,840)	1,766,090
(2,314,808)	(4,945,950)	Management Fee	(4,734,240)	(2,350,100)	(2,372,918)	50%	(4,734,240)	0
0	0	External Funding	0	(648,938)	0		(900,000)	(900,000)
(3,326,245)	(7,120,837)	TOTAL INCOME	(7,021,170)	(3,142,815)	(3,473,885)	45%	(6,155,080)	866,090
2,551,317	5,158,824	Employee Costs	5,075,480	2,340,019	2,471,774	46%	4,779,030	(296,450)
16,000	38,754	Transport Costs	37,540	13,286	18,633	35%	47,400	9,860
189,120	672,573	Premises Costs	597,370	134,112	235,005	22%	572,500	(24,870)
625,518	1,083,798	Supplies & Services	1,179,160	192,565	693,058	16%	768,350	(410,810)
0	27,187	Financing Costs	4,000	0	0	0%	4,000	0
0	187,400	Support Costs	0	0	0		0	0
52,337	118,790	Governance Costs	127,620	6,244	56,784	5%	94,110	(33,510)
3,434,291	7,287,326	TOTAL RESOURCES EXPENDED	7,021,170	2,686,226	3,475,254	38%	6,265,390	(755,780)
108,046	166,489	NET POSITION	0	(456,588)	1,369		110,310	110,310
(46,520)	(68,760)	Trs From Reserves	0	0	0		0	0
61,526	97,729	TOTAL (after transfer from reserves)	0	(456,588)	1,369		110,310	110,310

TABLE C – INCOME POSITION

Revised Actual Income To 30/9/20	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Income To 30/9/20	Revised Budget Income To 30/9/20	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
(145,708)	(278,186)	EXECUTIVE MANAGEMENT	(359,540)	(29,863)	(203,752)	8%	(79,570)	279,970
(8,802)	(20,072)	Corporate Services	(19,000)	(386)	(9,504)	2%	(1,000)	18000
(631)	(3,010)	Relationship & Business Development	(1,500)	0	(750)	0%	0	1,500
(136,276)	(255,105)	Hospitality Development	(339,040)	(29,478)	(193,498)	9%	(78,570)	260,470
(59,514)	(120,397)	CULTURAL DEVELOPMENT	(100,050)	(11,651)	(50,986)	12%	(48,640)	51,410
(3,414)	(16,750)	Cultural Development	(17,800)	(72)	(8,902)	0%	(70)	17,730
(7,906)	(10,465)	Collection Care	(2,610)	(2,610)	(2,180)	100%	(3,330)	(720)
0	0	Visual Arts Development	0	0	0		0	0
(15,682)	(16,694)	Museums Development	(4,980)	(387)	(2,490)	8%	(380)	4,600
(32,511)	(76,489)	Libraries	(74,660)	(8,582)	(37,414)	11%	(44,860)	29,800
(306,105)	(718,239)	COMMUNITY & PERFORMING ARTS DEVELOPMENT	(628,240)	(11,109)	(259,972)	2%	(71,590)	556,650
(132,960)	(335,247)	Performing Arts Development	(309,820)	(3,497)	(120,818)	1%	(15,790)	294,030
(126,942)	(287,263)	Community Development	(279,290)	(7,448)	(120,584)	3%	(48,060)	231,230
(46,204)	(95,728)	Community Lettings & Co-Managed Centres - Lets	(39,130)	(164)	(18,570)	0%	(7,740)	31,390
(51,725)	(98,230)	LEISURE DEVELOPMENT	(56,840)	(9,453)	(28,420)	17%	(14,890)	41,950
(29,699)	(54,473)	Leisure Development	(15,740)	284	(7,870)		280	16,020
(20,477)	(42,208)	Countryside & Visitors Development	(41,100)	(9,737)	(20,550)	24%	(15,170)	25,930
(1,549)	(1,549)	Green Infrastructure Development	0	0	0		0	0
0	0	Volunteer Development	0	0	0		0	0
(448,385)	(959,835)	SPORTS DEVELOPMENT	(1,142,260)	(81,701)	(557,837)	7%	(306,150)	836,110
(608)	(955)	Sports Development Team	0	0	0		0	0
(221,208)	(511,593)	Community Sports Area 1	(608,050)	(11,487)	(267,593)	2%	(152,640)	455,410
(218,619)	(436,818)	Community Sports Area 2	(529,970)	(70,214)	(287,702)	13%	(152,440)	377,530
(5,225)	(6,139)	Temporary Facilities	0	0	0		0	0
(2,725)	(4,330)	Football Venues	(4,240)	0	(2,542)	0%	(1,070)	3,170
0	0	PROPERTY & ESTATES DEVELOPMENT	0	0	0		0	0
(1,011,437)	(2,174,887)	TOTAL	(2,286,930)	(143,777)	(1,100,967)	6%	(520,840)	1,766,090
(2,314,808)	(4,945,950)	Management Fee	(4,734,240)	(2,350,100)	(2,372,918)	50%	(4,734,240)	0
0	0	External Funding	0	(648,938)	0		(900,000)	(900,000)
(3,326,245)	(7,120,837)	TOTAL	(7,021,170)	(3,142,815)	(3,473,885)	45%	(6,155,080)	866,090

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 30/9/19	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Exp. To 30/9/20	Revised Budget To 30/9/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
762,880	1,613,721	EXECUTIVE MANAGEMENT	1,727,600	593,845	930,797	34%	1,511,840	(215,760)
464,477	1,069,694	Corporate Services	1,047,090	368,363	585,195	35%	987,540	(59,550)
161,965	300,813	Relationship & Business Development	391,260	155,957	192,724	40%	368,660	(22,600)
136,437	243,214	Hospitality Development	289,250	69,526	152,878	24%	155,640	(133,610)
854,198	1,741,578	CULTURAL DEVELOPMENT	1,551,850	641,556	774,179	41%	1,465,050	(86,800)
63,152	113,780	Cultural Development	290,300	117,528	142,969	40%	267,620	(22,680)
83,812	159,413	Collection Care	106,400	52,039	54,541	49%	109,050	2,650
88,944	182,046	Visual Arts Development	37,460	13,486	24,734	36%	33,950	(3,510)
64,604	146,899	Museums Development	126,350	53,759	50,971	43%	120,120	(6,230)
553,685	1,139,441	Libraries	991,340	404,744	500,964	41%	934,310	(57,030)
486,522	1,200,778	COMMUNITY & PERFORMING ARTS DEVELOPMENT	1,043,100	332,528	488,801	32%	725,410	(317,690)
205,681	490,750	Performing Arts Development	503,090	119,525	255,893	24%	244,750	(258,340)
274,080	687,330	Community Development	532,550	207,554	226,819	39%	474,270	(58,280)
6,760	22,699	Community Lettings & Co-Managed Centres - Lets	7,460	5,450	6,089	73%	6,390	(1,070)
441,933	892,776	LEISURE DEVELOPMENT	719,420	286,599	336,694	40%	702,070	(17,350)
179,680	352,269	Leisure Development	181,810	80,989	84,973	45%	172,700	(9,110)
244,434	505,845	Countryside & Visitors Development	496,770	188,761	231,565	38%	485,030	(11,740)
17,818	34,662	Green Infrastructure Development	40,840	16,011	20,156	39%	40,840	0
	0	Volunteer Development	0	839	0		3,500	3,500
888,759	1,838,472	SPORTS DEVELOPMENT	1,795,840	760,069	854,788	42%	1,694,660	(101,180)
152,954	314,325	Sports Development Team	260,190	102,526	126,659	39%	252,510	(7,680)
298,167	641,674	Community Sports Area 1	663,990	265,862	310,872	40%	597,930	(66,060)
392,750	789,554	Community Sports Area 2	839,150	390,183	402,937	46%	811,710	(27,440)
33,538	50,747	Temporary Facilities	3,280	3,255	3,280	99%	3,280	0
11,351	42,173	Football Venues	29,230	(1,756)	11,040	-6%	29,230	0
0	0	PROPERTY & ESTATES DEVELOPMENT	183,360	71,628	89,995	39%	166,360	(17,000)
3,434,291	7,287,326	TOTAL	7,021,170	2,686,226	3,475,254	38%	6,265,390	(755,780)

EXECUTIVE MANAGEMENT

Revised Actual Exp. To 30/9/19	Actual Out-turn to 31/03/20	EXECUTIVE MANAGEMENT	Annual Estimate 2020/21	Revised Actual Exp. To 30/9/20	Revised Budget To 30/9/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
455,675	1,049,622	Corporate Services	1,028,090	367,977	575,691	36%	986,540	(41,550)
161,334	297,803	Relationship & Business Development	389,760	155,957	191,974	40%	368,660	(21,100)
161	(11,891)	Hospitality Development	(49,790)	40,048	(40,620)	-80%	77,070	126,860
0	0	External Funding	0	(648,938)	0		(900,000)	(900,000)
(2,314,808)	(4,945,950)	Management Fee	(4,734,240)	(2,350,100)	(2,372,918)	50%	(4,734,240)	0
(34,350)	(41,350)	Trs From Reserves	0	0	0		0	0
(1,731,987)	(3,651,765)	TOTAL OBJECTIVE ANALYSIS	(3,366,180)	(2,435,055)	(1,645,873)	72%	(4,201,970)	(835,790)
(145,708)	(278,186)	Income From Charitable Activities	(359,540)	(29,863)	(203,752)	8%	(79,570)	279,970
(2,314,808)	(4,945,950)	Management Fee	(4,734,240)	(2,350,100)	(2,372,918)	50%	(4,734,240)	0
0	0	External funding	0	(648,938)	0		(900,000)	(900,000)
(2,460,516)	(5,224,136)	TOTAL INCOME	(5,093,780)	(3,028,901)	(2,576,670)	59%	(5,713,810)	(620,030)
493,837	1,007,848	Employee Costs	1,174,190	507,160	575,130	43%	1,086,190	(88,000)
901	2,513	Transport Costs	0	0	0		0	0
5,838	12,127	Premises Costs	2,680	(4,342)	1,344	-162%	2,850	170
250,065	368,817	Supplies & Services	514,630	86,182	343,305	17%	386,700	(127,930)
0	0	Financing Costs	0	0	0		0	0
0	187,400	Support Costs	0	0	0		0	0
12,238	35,016	Governance Costs	36,100	4,845	11,018	13%	36,100	0
762,880	1,613,721	TOTAL RESOURCES EXPENDED	1,727,600	593,845	930,797	34%	1,511,840	(215,760)
(1,697,637)	(3,610,415)	NET POSITION	(3,366,180)	(2,435,055)	(1,645,873)	72%	(4,201,970)	(835,790)
(34,350)	(41,350)	Trs From Reserves	0	0	0		0	0
(1,731,987)	(3,651,765)	TOTAL (after transfer from reserves)	(3,366,180)	(2,435,055)	(1,645,873)	72%	(4,201,970)	(835,790)

Comments
<p>Executive Management encompasses Trust Board, Chief Officer and Corporate Services. Corporate Services has responsibility for the following areas: Relationship and Business Development, Finance and Business Development, Business Support and Hospitality. The Hospitality Service operates across all operational services.</p> <p><u>Corporate Services</u> Favourable variance relates mainly to a fulltime vacancy which will not be filled in the current financial year.</p> <p><u>Relationship & Business Development</u> Savings from reduced service provision during facilities closures.</p> <p><u>Hospitality</u> Reduction in Hospitality Income due to closure of venues and postponement of events offset by savings from reduced hospitality provision during facilities closures.</p>

CULTURAL DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/9/19	Actual Out-turn to 31/03/20	CULTURAL DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 30/9/20	Revised Budget To 30/9/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
59,738	97,030	Cultural Development	272,500	117,456	134,067	43%	267,550	(4,950)
75,906	148,948	Collection Care	103,790	49,430	52,361	48%	105,720	1,930
88,944	182,046	Visual Arts Development	37,460	13,486	24,734	36%	33,950	(3,510)
48,921	130,205	Museums Development	121,370	53,371	48,481	44%	119,740	(1,630)
521,174	1,062,952	Libraries	916,680	396,162	463,550	43%	889,450	(27,230)
0	(3,620)	Trs From Reserves	0	0	0		0	0
794,684	1,617,561	TOTAL OBJECTIVE ANALYSIS	1,451,800	629,905	723,193	43%	1,416,410	(35,390)
(59,514)	(120,397)	Income From Charitable Activities	(100,050)	(11,651)	(50,986)	12%	(48,640)	51,410
(59,514)	(120,397)	TOTAL INCOME	(100,050)	(11,651)	(50,986)	12%	(48,640)	51,410
646,709	1,312,710	Employee Costs	1,136,070	534,889	554,993	47%	1,092,500	(43,570)
6,212	12,170	Transport Costs	11,980	2,305	5,872	19%	9,540	(2,440)
33,361	160,218	Premises Costs	138,440	38,298	57,716	28%	140,030	1,590
155,988	236,239	Supplies & Services	244,870	65,836	147,352	27%	202,490	(42,380)
0	7,449	Financing Costs	4,000	0	0	0%	4,000	0
0	0	Support Costs	0	0	0		0	0
11,927	12,792	Governance Costs	16,490	229	8,246	1%	16,490	0
854,198	1,741,578	TOTAL RESOURCES EXPENDED	1,551,850	641,556	774,179	41%	1,465,050	(86,800)
794,684	1,621,181	NET POSITION	1,451,800	629,905	723,193	43%	1,416,410	(35,390)
0	(3,620)	Trs From Reserves						0
794,684	1,617,561	TOTAL (after transfer from reserves)	1,451,800	629,905	723,193	43%	1,416,410	(35,390)

Comments
<p>Cultural Development has responsibility for the operation of museums, EAC collections, statutory library provision and the creative programming across all venues with a particular focus on museums, libraries, visual arts and exhibitions. The team is made up of key service areas: Collection Care Development, Visual Arts Development, Museums Development, Libraries Operations and Libraries Programmes.</p> <p><u>Cultural Development - Overall</u></p> <p>£43.5k has been projected in anticipated savings from vacancies not being filled in addition to a further £43.2k projected as savings as a result of anticipated reduced spend due to uncertainty in respect of library events and cultural exhibitions and a reduced programme for 2020/21. These savings have been offset by a £35.3k income shortfall due to closure of venues, the uncertainty in respect of future library events and cultural exhibitions and introduction of “cashless” processes across venues.</p>

COMMUNITY & PERFORMING ARTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/9/19	Actual Out-turn to 31/03/20	COMMUNITY & PERFORMING ARTS DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 30/9/20	Revised Budget To 30/9/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
72,722	155,503	Performing Arts Development	193,270	116,028	135,075	60%	228,960	35,690
147,138	400,066	Community Development	253,260	200,105	106,235	79%	426,210	172,950
(39,443)	(73,029)	Community Lettings & Co-Managed Centres - Lets	(31,670)	5,286	(12,481)	-17%	(1,350)	30,320
(4,000)	0	Trs From Reserves	0	0	0		0	0
176,417	482,540	TOTAL OBJECTIVE ANALYSIS	414,860	321,419	228,829	77%	653,820	238,960
(306,105)	(718,239)	Income From Charitable Activities	(628,240)	(11,109)	(259,972)	2%	(71,590)	556,650
(306,105)	(718,239)	TOTAL INCOME	(628,240)	(11,109)	(259,972)	2%	(71,590)	556,650
295,554	626,672	Employee Costs	512,870	262,655	248,006	51%	485,970	(26,900)
0	0	Transport Costs	0	0	0		0	0
71,237	246,116	Premises Costs	210,230	61,659	81,138	29%	187,200	(23,030)
103,189	283,457	Supplies & Services	273,500	7,889	136,405	3%	39,250	(234,250)
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
16,541	44,534	Governance Costs	46,500	325	23,252	1%	12,990	(33,510)
486,522	1,200,778	TOTAL RESOURCES EXPENDED	1,043,100	332,528	488,801	32%	725,410	(317,690)
180,417	482,540	NET POSITION	414,860	321,419	228,829	77%	653,820	238,960
(4,000)		Trs From Reserves	0	0	0		0	0
176,417	482,540	TOTAL (after transfer from reserves)	414,860	321,419	228,829	77%	653,820	238,960

Comments
<p>Community & Performing Arts Development has responsibility for Cumnock Town Hall, the Palace Theatre and Grand Hall and Community Venues across East Ayrshire and works with a range of local, regional, national providers and commercial companies to deliver high profile events and opportunities through our full range of venues with both a local and regional focus. The team is made up of 2 key service areas: Performing Arts Development and Community Development.</p> <p><u>Income</u> £556.6k has been projected as an income shortfall due to closure of venues and postponement of events, particularly the 2020 Panto. 80% income shortfall has been assumed on community lettings and 82% income shortfall assumed for community halls.</p> <p><u>Expenditure</u> These shortfalls have been partially offset by £26.9k in anticipated savings from vacancies not being filled and £290.7k projected in savings across the rest of expenditure. The latter will predominantly arise due to a reduction in contracted payments to Imagine Theatre and a potential reduction in irrecoverable VAT due to cancellation of the 2020 Panto.</p>

LEISURE DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/9/19	Actual Out-turn to 31/03/20	LEISURE DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 30/9/20	Revised Budget To 30/9/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
149,982	297,796	Leisure Development	166,070	81,273	77,103	49%	172,980	6,910
223,957	463,637	Countryside & Visitors Development	455,670	179,024	211,015	39%	469,860	14,190
16,269	33,113	Green Infrastructure Development	40,840	16,011	20,156	39%	40,840	0
0	0	Volunteer Development	0	839	0		3,500	3,500
(3,630)	(3,630)	Trs From Reserves	0	0	0		0	0
386,578	790,916	TOTAL OBJECTIVE ANALYSIS	662,580	277,146	308,274	42%	687,180	24,600
(51,725)	(98,230)	Income From Charitable Activities	(56,840)	(9,453)	(28,420)	17%	(14,890)	41,950
(51,725)	(98,230)	TOTAL INCOME	(56,840)	(9,453)	(28,420)	17%	(14,890)	41,950
337,601	661,381	Employee Costs	562,980	256,336	275,963	46%	539,980	(23,000)
7,663	19,078	Transport Costs	18,930	5,725	9,468	30%	18,930	0
33,308	94,749	Premises Costs	81,970	15,326	30,718	19%	84,730	2,760
56,150	98,180	Supplies & Services	38,640	8,876	12,093	23%	41,530	2,890
0	4,106	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
7,210	15,282	Governance Costs	16,900	336	8,452	2%	16,900	0
441,933	892,776	TOTAL RESOURCES EXPENDED	719,420	286,599	336,694	40%	702,070	(17,350)
390,208	794,546	NET POSITION	662,580	277,146	308,274	42%	687,180	24,600
(3,630)	(3,630)	Trs From Reserves						0
386,578	790,916	TOTAL (after transfer from reserves)	662,580	277,146	308,274	42%	687,180	24,600

Comments
<p>Leisure Development has responsibility over more passive recreation and outdoor pursuits that introduce people to physical activity. The team includes the following services: Countryside & Visitor Development, Green Infrastructure and Volunteer Development.</p> <p><u>Leisure Development - Overall</u></p> <p>£41.9k has been projected as an income shortfall due to closure of the residential centre and park in addition to postponement of events. This has been partially offset by £23k in anticipated savings from vacancies not being filled for the year.</p>

SPORTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/9/19	Actual Out-turn to 31/03/20	SPORTS DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 30/9/20	Revised Budget To 30/9/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
152,346	313,370	Sports Development Team	260,190	102,526	126,659	39%	252,510	(7,680)
76,959	130,081	Community Sports Area 1	55,940	254,375	43,279	455%	445,290	389,350
174,131	352,736	Community Sports Area 2	309,180	319,968	115,235	103%	659,270	350,090
28,312	44,608	Temporary Facilities	3,280	3,255	3,280	99%	3,280	0
8,627	37,843	Football Venues	24,990	(1,756)	8,498	-7%	28,160	3,170
(4,540)	(20,160)	Trs From Reserves	0	0	0		0	0
435,834	858,477	TOTAL OBJECTIVE ANALYSIS	653,580	678,368	296,951	104%	1,388,510	734,930
(448,385)	(959,835)	Income From Charitable Activities	(1,142,260)	(81,701)	(557,837)	7%	(306,150)	836,110
(448,385)	(959,835)	TOTAL INCOME	(1,142,260)	(81,701)	(557,837)	7%	(306,150)	836,110
777,615	1,550,215	Employee Costs	1,512,760	707,351	731,040	47%	1,414,780	(97,980)
1,224	4,992	Transport Costs	3,880	5,256	1,942	135%	16,180	12,300
45,375	159,363	Premises Costs	160,050	23,172	62,087	14%	153,690	(6,360)
60,126	97,104	Supplies & Services	107,520	23,782	53,903	22%	98,380	(9,140)
0	15,632	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
4,420	11,166	Governance Costs	11,630	509	5,816	4%	11,630	0
888,759	1,838,472	TOTAL RESOURCES EXPENDED	1,795,840	760,069	854,788	42%	1,694,660	(101,180)
440,374	878,637	NET POSITION	653,580	678,368	296,951	104%	1,388,510	734,930
(4,540)	(20,160)	Trs From Reserves	0	0	0		0	0
435,834	858,477	TOTAL (after transfer from reserves)	653,580	678,368	296,951	104%	1,388,510	734,930

Comments

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

Income

£836.1k has been projected as an income shortfall due to closure of venues, along with the freeze on monthly Learn to Swim and Fitness Membership direct debits until full reactivation of fitness and aquatic services. The service is currently considering it's Pricing Strategy to support all customers in reactivation of our services.

£65k of the income shortfall relates to Annanhill Golf Course which reopened on 1 June 2020. The following income shortfalls have currently been assumed for Sport overall:

- 100% income shortfall in fantastic parties
- 90% income shortfall in supervised childrens activities
- 80-85% income shortfall across membership direct debits, PAYG Gym and fitness classes, public swimming and lessons
- 70-95% income shortfall across meeting room, indoor/outdoor facility hire, football pitch and swimming pool hire
- 47% income shortfall in SGP hire

Expenditure

These income shortfalls have been partially offset by £97.9k in anticipated savings from vacancies not being filled and net savings of £3.2k across expenditure.

PROPERTY & ESTATES DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/9/19	Actual Out-turn to 31/03/20	PROPERTY & ESTATES DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 30/9/20	Revised Budget To 30/9/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
0	0	Property & Estates Development	183,360	71,628	89,995	39%	166,360	(17,000)
0	0	Trs From Reserves	0	0	0		0	0
0	0	TOTAL OBJECTIVE ANALYSIS	183,360	71,628	89,995	39%	166,360	(17,000)
0	0	Income From Charitable Activities	0	0	0		0	0
0	0	TOTAL INCOME	0	0	0		0	0
0	0	Employee Costs	176,610	71,628	86,642	41%	159,610	(17,000)
0	0	Transport Costs	2,750	0	1,351	0%	2,750	0
0	0	Premises Costs	4,000	0	2,002		4,000	0
0	0	Supplies & Services	0	0	0		0	0
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
0	0	Governance Costs	0	0	0		0	0
0	0	TOTAL RESOURCES EXPENDED	183,360	71,628	89,995	39%	166,360	(17,000)
0	0	NET POSITION	183,360	71,628	89,995	39%	166,360	(17,000)
		Trs From Reserves	0	0	0		0	0
0	0	TOTAL (after transfer from reserves)	183,360	71,628	89,995	39%	166,360	(17,000)

Comments
<p>Property & Estates Development is a new service area for 2020/21 created as part of the management review and has responsibility for co-ordinating the management, maintenance, health and safety and development of the facilities within East Ayrshire Leisure's remit. Maintaining and developing high quality facilities is paramount for the growth of our business. The team includes facility and estate management and sustainable development and will lead on our environmental responsibilities through the implementation of our annual Climate Change Declaration. The creation of this dedicated team has released managers from various premise management responsibilities to allow them to focus on the development of the programmes and services to our customers.</p> <p><u>Expenditure</u></p> <p>£17k has been projected against employee costs as savings due to a vacancy within the Service which has now been filled.</p>

RESERVES AS AT 30 SEPTEMBER 2020

TABLE A – Summary

TABLE B – Unusable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – Summary

[illegible]

TABLE B – Unusable Reserves

UNUSABLE RESERVES	2019/20 b/f	2019/20 DEFICI T	BALANC E 31 March 2020	APPROVED ALLOCATION S	REVISED BALANC E	PROPOSED DRAWDOWN N	Q1	Q2	Q3	Q4	BALANC E	APPROVA L	STATU S	NOTES
Annanhill Golf Course - Staff Welfare Facilities	7,420		7,420		7,420						7,420	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17 to 2020/21
Homewords Van	1,720		1,720		1,720						1,720	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	9,140	0	9,140		9,140		0	0	0	0	9,140			

TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2019/20 b/f	2019/20 DEFICIT	BALANCE 31 March 2020	APPROVED ALLOCATIONS	REVISED BALANCE	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Website Development	470		470		470					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	
TOTAL ALLOCATED RESERVES	10,470	0	10,470	0	10,470	0	0	0	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 01.04.20	Balance at 30.09.20	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,132)	(£4,117)	Ongoing
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Mar 2022
Kilmarnock Green Infrastructure	Sustrans	(£14,955)	(£14,955)	Ongoing
Museums Database	Museum Gallery Scotland	(£9,450)	(£9,450)	Mar 2021
Digital Storyteller in Residence	Scottish Book Trust	(£2,416)	(£2,416)	Ongoing
Natural Leaders	Scottish National Heritage	(£7,175)	(£7,175)	Mar 2021
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	(£27,973)	(£27,973)	Dec 2020
Logan Centre (Ringfenced)	Three Village Centre (Limited Company & Charity)	(£7,356)	(£7,356)	Ongoing
Rose Reilly Renaming	EAC	£15,588	£16,422	Ongoing
SHOUT	EAC	(£5,000)	(£5,000)	Mar 2021
Johnnie Walker Display	EAC	£5,369	£5,435	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 normally takes place on the last Saturday in January at Burns House Museum, Mauchline Parish Church Halls and Mauchline Kirkyard. The family event which is funded by EventScotland is free and includes lots of Burns related activity including visual art, puppet making, Kirkyard tours with our partners Mauchline Burns Club, curator talks and a very special performance by pupils of Mauchline Primary School. The event will not be taking place in 2021 due to EventScotland funding being withdrawn due to Covid 19.

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. Progress with the project was interrupted due to Covid 19, however MGS have granted an extension to 31 March 2021 to complete the project.

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.

The Natural Leaders project work had began on key open spaces with Auchinleck, Doon and Kilmarnock Academy and the project had aimed to develop Local Nature Reserves for community use and as an outdoor learning resource. Due to Covid 19, this project unfortunately will no longer be able to continue as intended for 2020/21 and will therefore come to an end. Work is currently underway on the project completion paperwork and drafting up a proposal for the surplus.

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

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

Rose Reilly Renaming – This project was scheduled to be completed for Saturday 21st March with Rose Reilly attending an official launch, offering free sports activities for the local community. It has now been postponed however, the preparatory building work is well underway including the completion of the external building cleaning and signage. It is anticipated work on the internal signage and new external lighting will recommence once Covid-19 restrictions are lifted and an alternative launch date will be facilitated.

SHOUT - £5000 Funding from East Ayrshire Council has been issued to offer FREE swimming to SHOUT card holders during the school holiday periods throughout the year.

Johnnie Walker Display – East Ayrshire Council is in partnership with Diageo to run a yearlong programme of activity in 2020, celebrating 200 years of Johnnie Walker Whisky. The partnership is supported with an investment of £110,000 from Diageo, part of which is attributed to the Dick Institute Johnnie Walker display. To mark the beginning of the bicentenary celebrations, Diageo were keen to work with East Ayrshire Leisure to develop a new display of never before seen collection items. East Ayrshire Leisure led the display development in partnership with the Johnnie Walker Archive which required three new museum standard environmentally controlled cases, two flat screen televisions, display cradles and three new interpretation banners with bespoke hanging systems. East Ayrshire Leisure delivered the display by 19th February and the year of celebrations launched with an event which welcomed around 60 people.



EXTERNAL FUNDING (JULY – SEPTEMBER 2020)



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 2020/21
East Ayrshire Leisure	South Ayrshire Council - Enabling Rural Communities	Supply of: 4 x Home User Laptop with Windows 10, 5 x Portable projection screen up to 92", 22 x Apple Ipad 2019 10.2" 32GB, 5 x HD Projector and 4 x wireless Sound bar	
Leisure Development	Volunteering Matters - DCCP Sensor Garden Volunteering Programme	£250	
East Ayrshire Leisure	HMRC - Eat Out to Help Out Scheme	£2,082	£2,082
Cultural Development	Scottish Book Trust - Book Week Scotland	£750	
TOTAL		£3,082	£2,082

Note I

East Ayrshire Leisure registered for Coronavirus Job Retention Scheme (CJRS) and has currently received grant of £546,672.62. The scheme is currently scheduled to continue until October 2020 and it is anticipated that a further £285,000 could be received. Grant received is dependant on the number of staff on furlough which is reducing as services are reactivated. (These figures are included in the projected position for the Trust.)

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Community & Performing Arts Development	National Lottery Community Fund (Emerging Futures Fund) - Connection - Community Advent Project	£49,900	
TOTAL		£49,900	



PERFORMANCE SCORECARD



EALT PI Report

Generated on: 02 November 2020 14:26

Cannot group these rows by Theme

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	0.36	2	↑	↑	All employees are managed in accordance with East Ayrshire Leisure's Supporting Attendance at Work Policy.	<p>EALT1 Average Days Lost per Employee</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>1.8</td></tr><tr><td>Q2 2016/17</td><td>2.6</td></tr><tr><td>Q3 2016/17</td><td>2.56</td></tr><tr><td>Q4 2016/17</td><td>2.6</td></tr><tr><td>Q1 2017/18</td><td>2.22</td></tr><tr><td>Q2 2017/18</td><td>2.22</td></tr><tr><td>Q3 2017/18</td><td>2.22</td></tr><tr><td>Q4 2017/18</td><td>1.84</td></tr><tr><td>Q1 2018/19</td><td>0.85</td></tr><tr><td>Q2 2018/19</td><td>1.74</td></tr><tr><td>Q3 2018/19</td><td>2.06</td></tr><tr><td>Q4 2018/19</td><td>0.95</td></tr><tr><td>Q1 2019/20</td><td>1.47</td></tr><tr><td>Q2 2019/20</td><td>2.24</td></tr><tr><td>Q3 2019/20</td><td>1.97</td></tr><tr><td>Q4 2019/20</td><td>0.68</td></tr><tr><td>Q1 2020/21</td><td>0.36</td></tr><tr><td>Q2 2020/21</td><td>0.36</td></tr><tr><td>Q3 2020/21</td><td>0.36</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	1.8	Q2 2016/17	2.6	Q3 2016/17	2.56	Q4 2016/17	2.6	Q1 2017/18	2.22	Q2 2017/18	2.22	Q3 2017/18	2.22	Q4 2017/18	1.84	Q1 2018/19	0.85	Q2 2018/19	1.74	Q3 2018/19	2.06	Q4 2018/19	0.95	Q1 2019/20	1.47	Q2 2019/20	2.24	Q3 2019/20	1.97	Q4 2019/20	0.68	Q1 2020/21	0.36	Q2 2020/21	0.36	Q3 2020/21	0.36	🟢
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EALT4 Culture	19,635	102,283	↑	↓	Libraries, museums and community venues didn't open until end of July and into August and have opened with a reduced capacity and no programming or events. The Palace Theatre remains closed	<p>EALT4 Culture</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>112,660</td></tr><tr><td>Q2 2016/17</td><td>103,950</td></tr><tr><td>Q3 2016/17</td><td>122,310</td></tr><tr><td>Q4 2016/17</td><td>103,080</td></tr><tr><td>Q1 2017/18</td><td>101,540</td></tr><tr><td>Q2 2017/18</td><td>101,540</td></tr><tr><td>Q3 2017/18</td><td>101,540</td></tr><tr><td>Q4 2017/18</td><td>83,510</td></tr><tr><td>Q1 2018/19</td><td>102,000</td></tr><tr><td>Q2 2018/19</td><td>104,892</td></tr><tr><td>Q3 2018/19</td><td>93,836</td></tr><tr><td>Q4 2018/19</td><td>85,593</td></tr><tr><td>Q1 2019/20</td><td>0</td></tr><tr><td>Q2 2019/20</td><td>0</td></tr><tr><td>Q3 2019/20</td><td>0</td></tr><tr><td>Q4 2019/20</td><td>0</td></tr><tr><td>Q1 2020/21</td><td>0</td></tr><tr><td>Q2 2020/21</td><td>0</td></tr><tr><td>Q3 2020/21</td><td>19,635</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	112,660	Q2 2016/17	103,950	Q3 2016/17	122,310	Q4 2016/17	103,080	Q1 2017/18	101,540	Q2 2017/18	101,540	Q3 2017/18	101,540	Q4 2017/18	83,510	Q1 2018/19	102,000	Q2 2018/19	104,892	Q3 2018/19	93,836	Q4 2018/19	85,593	Q1 2019/20	0	Q2 2019/20	0	Q3 2019/20	0	Q4 2019/20	0	Q1 2020/21	0	Q2 2020/21	0	Q3 2020/21	19,635	🔴
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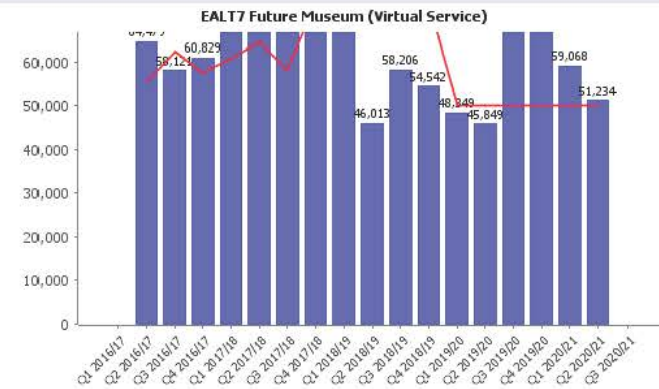
Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																								
EALT5 Sport and Community Venues	30,300	179,362	▲	▼	Sports venues have been reopening on a phased plan since August 2020. Pools have remained closed until October 2020. Whilst open, there have been very restrictive measures in place leading to a significant reduction in capacity. Not all clubs and community groups have been able to return to venues	<p>EALT5 Sport and Community Venues</p> <table><thead><tr><th>Quarter</th><th>Visitors</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>150,101</td></tr><tr><td>Q2 2018/19</td><td>141,488</td></tr><tr><td>Q3 2018/19</td><td>176,150</td></tr><tr><td>Q4 2018/19</td><td>180,934</td></tr><tr><td>Q1 2019/20</td><td>159,781</td></tr><tr><td>Q2 2019/20</td><td>142,704</td></tr><tr><td>Q3 2019/20</td><td>175,657</td></tr><tr><td>Q4 2019/20</td><td>165,675</td></tr><tr><td>Q1 2020/21</td><td>0</td></tr><tr><td>Q2 2020/21</td><td>0</td></tr><tr><td>Q3 2020/21</td><td>30,300</td></tr></tbody></table>	Quarter	Visitors	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	150,101	Q2 2018/19	141,488	Q3 2018/19	176,150	Q4 2018/19	180,934	Q1 2019/20	159,781	Q2 2019/20	142,704	Q3 2019/20	175,657	Q4 2019/20	165,675	Q1 2020/21	0	Q2 2020/21	0	Q3 2020/21	30,300	🚦
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EALT6 Countryside	72,453	203,611	▲	▼	The actual figures for the Country Park are likely to be significantly higher. However they are extrapolated from a reading taken at the Visitor Centre. The visitor centre has been operating with a reduced capacity since it opened in July. Readings haven't been taken from the people counters on the River Ayr Way this year.	<p>EALT6 Countryside</p> <table><thead><tr><th>Quarter</th><th>Visitors</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>250,000</td></tr><tr><td>Q2 2016/17</td><td>250,000</td></tr><tr><td>Q3 2016/17</td><td>35,619</td></tr><tr><td>Q4 2016/17</td><td>32,173</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>250,000</td></tr><tr><td>Q2 2018/19</td><td>250,000</td></tr><tr><td>Q3 2018/19</td><td>250,000</td></tr><tr><td>Q4 2018/19</td><td>250,000</td></tr><tr><td>Q1 2019/20</td><td>250,000</td></tr><tr><td>Q2 2019/20</td><td>250,000</td></tr><tr><td>Q3 2019/20</td><td>250,000</td></tr><tr><td>Q4 2019/20</td><td>250,000</td></tr><tr><td>Q1 2020/21</td><td>121,117</td></tr><tr><td>Q2 2020/21</td><td>0</td></tr><tr><td>Q3 2020/21</td><td>72,453</td></tr></tbody></table>	Quarter	Visitors	Q1 2016/17	250,000	Q2 2016/17	250,000	Q3 2016/17	35,619	Q4 2016/17	32,173	Q1 2017/18	54,996	Q2 2017/18	75,902	Q3 2017/18	88,913	Q4 2017/18	231,884	Q1 2018/19	250,000	Q2 2018/19	250,000	Q3 2018/19	250,000	Q4 2018/19	250,000	Q1 2019/20	250,000	Q2 2019/20	250,000	Q3 2019/20	250,000	Q4 2019/20	250,000	Q1 2020/21	121,117	Q2 2020/21	0	Q3 2020/21	72,453	🚦
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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
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EALT7 Future Museum (Virtual Service)

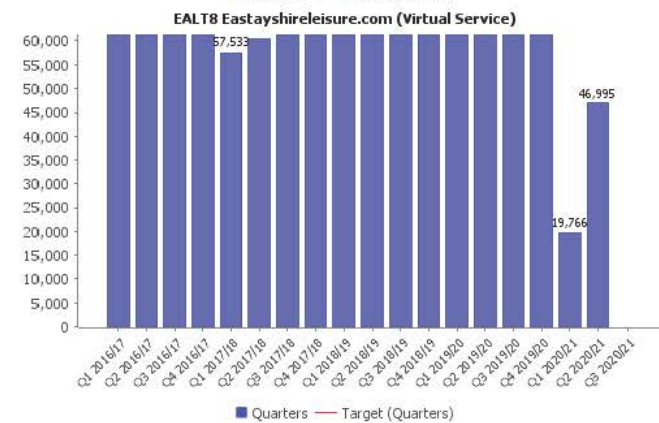
51,234

50,000



EALT8 Eastayshireleisure.com (Virtual Service)

46,995



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	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a 20% reduction in funding received from East Ayrshire Council, resulting in a reduction in service provision and a requirement to generate more income from services.	Chief Officer	4	4	16 RISK APPETITE: CAUTIOUS (Compliance)	HIGH	<ul style="list-style-type: none"> • Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider. • Best Value Review Implementation • PR; communications with staff and customers
2	There is a risk of not being able to maintain high quality services because of a lack of funding, resulting in a failure to invest, loss of staff, a reduction in staff commitment and damage to East Ayrshire Leisure's reputation.	Executive Managers & Development Managers	4	3	12 RISK APPETITE: OPEN (Reputation)	MEDIUM	<ul style="list-style-type: none"> • Business Planning • Positive Public Relations • Equipment Replacement Policy • Continued dialogue with Council • Employee Recognition Scheme • Review of B.E.S.T. practise - ongoing training and development of staff
3	There is a risk partners and external stakeholders do not see East Ayrshire Leisure as a partner of choice because of a lack of resources invested in partnership activity, resulting in a failure to deliver Business Plan	Executive Managers & Development Managers	3	3	9 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> • Service reviews • Positive Public Relations • Service Level Agreements/Contracts

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	targets and the loss of external funding.						
4	There is a risk that buildings are not at the standard required or operating efficiently in terms of environmental sustainability due to a lack of capital investment or maintenance, resulting in a reduction in facilities, loss of income, the inability to market services, inability to respond to impacts of climate change or weather and the loss of services.	Executive Managers & Development Managers	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> Regular communication with the Council Business Continuity Plan Regular Workplace inspections and reviews Fire Risk Assessments Established repairs reporting system Proposed Asset Management Plan (EAC) Capital Improvement Plan Environmental Management, Monitoring and reporting
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	Executive Managers & Development Managers	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> Attendance at Events Recruitment and Selection procedure Review of Best Practise Training and development programme

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	aligned with market demands.						
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.	Executive Managers & Development 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 • Review of B.E.S.T. Practise • Recruitment and selection procedure • Effective communication with staff
7	There is a risk that East Ayrshire Leisure will not comply with legislation standards and fail to meet the requirements of Health & Safety, GDPR, OSCR, VAT etc.	Executive Managers & Development Managers	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 - COVID 19

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
8	There is a threat to the viability of current Business Operations arising from Business closure 18 March 20 resulting in reduction in service provision and the inability to fully deliver Strategic Delivery Plan. – Open Risk	Executive Management and Development Managers	5	3	15	MEDIUM	<ul style="list-style-type: none"> Consider and review the implications of COVID-19 inc social distancing measures Review actions within the Strategic Delivery Plan Continue to deliver and develop alternative services online Social media and website presence Customer e-newsletters Working from home policy
9	There is a risk to the organisation's management due to the high dependency on the 2 members of Executive Management Team and Development Management team. - Open Risk	Chief Officer	3	3	9	LOW	<ul style="list-style-type: none"> Business Continuity Plan Weekly DMT Business Meetings Stress Management training Monitoring workloads through 1-1 meetings
10	There is a threat to the financial stability of the organisation resulting from loss of income. Ongoing closure could have an impact on the management fee received from East Ayrshire Council. - Open Risk	Executive Management and Development Managers	5	4	20	HIGH	<ul style="list-style-type: none"> Continued dialogue with East Ayrshire Council in relation to the management fee Consider financial support available to the organisation as a result of the coronavirus Claim employees wages through Job Retention Schedule Monitor cashflow and reduce expenditure where possible Continued support & guidance given by Community Leisure UK Move to more online services and sales Maximise additional income streams

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
11	Reduction in workforce from COVID 19 resulting in loss of key staff and skills. Potential reduction in availability of all staff to resume roles resulting in inability to deliver all services with potential loss of income. - <u>Open Risk</u>	Executive Management and Development Managers	4	3	12	MEDIUM	<ul style="list-style-type: none"> • Alternative service provision – transformation • Training & Development Programme • Recruitment & Selection procedure • Working from home policy
12	There is a risk to our reputation if we do not adhere to government guidance in an appropriate timely manner to ensure both staff and customers are in safe and controlled environment. - <u>Open Risk</u>	Executive Management and Development Managers	2	4	8	LOW	<ul style="list-style-type: none"> • Follow and monitor Local, Scottish and National Government guidance • Consider and review the implications of COVID-19 on the operation of our business • Support from East Ayrshire Council • Effective communication with staff and customers
13	There is a risk that East Ayrshire Leisure staff morale could be at an all time low due to the impact of COVID 19. (financial, bereavement, domestic circumstances, furlough etc) - <u>Open Risk</u>	Executive Management and Development Managers	3	4	16	MEDIUM	<ul style="list-style-type: none"> • Regular communication with staff • Access to support services eg counselling services • Staff trained in mental health practices • Staff engagement programme • Access to EAC Wellbeing Programme • Staff Recognition Scheme
14	There is a risk that East Ayrshire Leisure will not be in a position to attract existing customers back to our facilities	Executive Management and	3	4	12	MEDIUM	<ul style="list-style-type: none"> • Review of service provision – transformation • Customer engagement programme • Customer e-newsletters

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	due to financial constraints, alternative opportunities being available and loss of confidence. - <u>Open Risk</u>	Development Managers					
15	There is a risk that East Ayrshire Leisure's business continuity if key decisions cannot be made due to the inability to hold Trustee board and performance and audit meetings. – <u>Cautious Risk</u>	Chief Officer	3	5	15	MEDIUM	<ul style="list-style-type: none"> • Regular liaison with Chair and Vice Chair • Regular Trustee updates • Review of agenda items • Establishment of video conferencing
16	There is a risk that building and/or equipment maintenance and repairs cannot be carried out either due to lack of staff or companies no longer operating, resulting in non-service provision or loss/damage to our facilities. - <u>Open Risk</u>	Executive Management and Development Managers	3	4	12	MEDIUM	<ul style="list-style-type: none"> • Regular communication with EAC • Business Continuity Plan • Alternative service delivery
17	There is a risk that capital projects cannot proceed which will impact on planned and unplanned opportunity to upgrade existing facilities. - <u>Open Risk</u>	Executive Management and Development Managers	2	3	6	LOW	<ul style="list-style-type: none"> • Regular communication with EAC and other partners • Work in partnership to resolve issues and minimise impact • Effective communication with staff and customers

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
18	There is a risk that external funding may be withdrawn or have to be repaid due to projects no longer being viable or East Ayrshire Leisure being unable to fulfil requirements to meet funding obligations. - <u>Open Risk</u>	Executive Management and Development Managers	2	3	6	LOW	<ul style="list-style-type: none"> • Regular communication with funders and partners • Work in partnership to resolve issues and minimise impact eg extend funding, consider alternative delivery option • Effective communication with customers

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



CUMNOCK AND AUCHINLECK AREA LEISURE PROPOSALS

Date: 24 November 2020

Agenda Item: 5

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

- 1.1 This purpose of this report is to present to Trustees a proposal to adopt a place based approach to the leisure facilities in the Cumnock and Auchinleck Area.

2 BACKGROUND

- 2.1 In 2019, East Ayrshire Leisure was asked by East Ayrshire Council to consider a management proposal for the community facilities within the Barony Campus. Furthermore and following the impact that Covid19 has had on community leisure facilities, East Ayrshire Leisure was asked to consider a partnership approach to the management of Visions Leisure Centre as part of the overall management of the facilities at the Barony Sports Village.
- 2.2 The Barony Campus is Scotland's most innovative, ambitious and inclusive learning facility and is scheduled to open in October 2020. The campus includes a Sports Village incorporating extensive community facilities including indoor sports halls, a dance studio, national standard rugby pitches, synthetic grass and grass pitches and a 4 lane athletics track. The pitches have been operational since 2019 and have been managed on a temporary basis by Cumnock Juniors Enterprise Trust. The Rugby pitches have provided home status to Cumnock Rugby Club.
- 2.3 Visions Leisure Centre, Cumnock is owned by Cumnock and District Leisure Trust and managed by Visions Ltd. Cumnock and District Leisure Trust, with huge community support and energy, opened Visions Leisure Centre in 2004 and have managed it as a successful and well regarded community facility ever since.
- 2.4 Auchinleck Leisure Centre is part of Auchinleck Academy. The school has been replaced by the new Robert Burns Academy within the Barony Campus and the existing school building in Auchinleck is scheduled for demolition in 2020/21 – 2021/22. It would be possible to retain the Leisure facilities on site as a standalone building at an estimated cost of £2.9m and additional annual running costs of £0.080m and the options for the centre need to be explore with the local community.

3 PERFORMANCE STATISTICS

- 3.1 The proposal is to adopt a place based approach to the leisure facilities in the area and develop a Leisure Hub which would be managed by East Ayrshire Leisure in partnership with key community stakeholders. The Hub would include:
- The community facilities within the new Barony Campus
 - Visions Leisure Centre
 - Auchinleck Synthetic Grass Pitches and Auchinleck Leisure Centre (subject to community engagement)
 - Merlin Park football grounds
 - Cumnock Area path network
 - Auchinleck Boswell Centre and Library

- 3.2 This place based proposal would facilitate a co-ordinated approach to all of the publicly funded and operated leisure facilities in the area, would develop a shared vision amongst key stakeholders and partners for the management and provision of services and facilities to the community and would provide savings through shared resources.
- 3.3 All bookings would be taken through East Ayrshire Leisure's booking system. There are currently 3 separate booking systems across the existing facilities. Integrating all bookings into EALT's system could result in a saving which would be included into the financial proposals that will be developed as part of the redesign of services.
- 3.4 A package of memberships would be developed for the Hub. This would allow members access to the whole suite of facilities in the Hub as well as other East Ayrshire Leisure venues across the local authority area.
- 3.5 As well as regular fitness, sports pitch and games hall programming, the Hub would be used as a base for innovative programming, keeping an eye on trends within the leisure sector e.g. immersive and digital fitness programmes. Once established, key business proposals would be developed to scope out other local, regional and potentially national events and programmes to maximise the full range of facilities available within the hub.

4 COMMUNITY PARTNERSHIPS

Visions Leisure Centre

- 4.1 Discussions are ongoing regarding Visions Leisure Centre to explore a proposal that would see the facility continuing to be owned by Cumnock and District Leisure Trust but managed on their behalf by East Ayrshire Leisure as part of the place based hub. The Leisure Centre would retain its unique identity but be an integral part of the Barony Sports Village and the Hub, providing a high quality pool and gym to enhance the overall offer, as well as improved membership and visitor facilities. The swim academy and lesson programme would continue to be operated and developed at Visions Leisure Centre.

Pathway to Priority Sports

- 4.2 As part of East Ayrshire Leisure's Strategic Vision, it is committed to developing community pathways for 6 identified priority sports; Football, Rugby, Athletics, Swimming, Gymnastics and Golf.
- 4.3 Until October 2020, Cumnock Juniors Enterprise Trust (CJCE) has managed the sport pitch bookings within the Barony Campus. The proposal would be to transfer this administrative task to East Ayrshire Leisure in order to co-ordinate all bookings across the Hub. CJCE as a primary football development club in the region would take the lead on the development of a School of Football in partnership with East Ayrshire Leisure and the Council. The School of Football would be a valuable asset to provide not only sports coaching for young people but also lifestyle skills sessions and workshops including diet & nutrition, leadership skills and motivational techniques for schoolchildren and would be a valuable contribution to reducing community barriers. It is currently funded through a Scottish Football Association "Cashback" programme, and delivered through a Community Partnership between CJCE and Ayr United Football Academy.

To provide sustainability around the School of Football, should SFA funding be reduced, there is an opportunity to integrate the funding requirements into the financial model for the Hub.

This arrangement would support the Pathway to Priority Sports approach that is being developed by East Ayrshire Leisure in partnership with SportScotland, East Ayrshire Council, Ayrshire College and local partners encouraging greater school to club and career opportunities for participants with potential for participants to progress to compete in senior SFA league and cup competitions.

REPORT TO BOARD OF TRUSTEES



CJCE is an SFA Platinum Quality Club based on its coaching skills, qualifications and governance. This presents a great opportunity for school pupils to join a structured pathway, beyond that which exists to date, to pursue personal ambitions. This would also apply to the CJCE Coaching Leadership Academy pupils.

East Ayrshire Leisure will look to work with Auchinleck Talbot to offer a similar pathway programme at the synthetic grass pitches in Auchinleck.

- 4.4 The facilities within the new Barony Sports Village include high quality Rugby Pitches which support the School of Rugby operated by Cumnock Rugby Club and supported by Scottish Rugby. As part of the ongoing development of Rugby, The Council through The Robert Burns Academy and Cumnock Rugby Football Club offer the "School of Rugby" which will give pupils the opportunity to improve their physical literacy, rugby skills as part of their school curriculum and to enjoy the many benefits that participation in rugby offers.

The School of Rugby gives pupils the opportunity to train in a rugby environment during school time for the first and second year of their secondary school life. This programme is designed as a social and academic development programme that will not only help young people develop as players, but also aid them in their physical, social, emotional and academic development.

Out with school hours, East Ayrshire Leisure and East Ayrshire Council will work with Cumnock Rugby Club to agree fixtures at the start of each season and an action plan for community engagement in rugby activities.

- 4.5 A Pathway for Athletics has also been developed in recent years through a partnership between East Ayrshire Leisure and Kilmarnock Harriers. This pathway includes a Run, Jump and Throw programme operated by East Ayrshire Leisure and aimed at children between 3 and 11 years. This programme dovetails into the activities offered through Kilmarnock Harriers' Club programme at the Ayrshire Athletics Arena.

The proposal is to expand this Pathway into the Cumnock Area Leisure Hub in partnership with Kilmarnock Harriers. East Ayrshire Leisure will operate a Run, Jump and Throw coaching programme and the Harriers will look to establish a satellite club.

- 4.6 Swimming is one of the most important life skills that a young person can learn at an early age. In 2019, East Ayrshire Leisure formed a partnership with Scottish Swimming to introduce a high quality, accredited swimming programme from birth to adulthood across its wet side leisure centres. With the development of the Cumnock Area Leisure Hub, East Ayrshire Leisure will review the existing programme at Visions Leisure Centre alongside the programme at Auchinleck Leisure Centre to introduce a comprehensive programme for group and individual lessons.

Further to that, it is proposed that swimming is integrated into the curriculum from an early age using the model currently adopted at Doon Valley Leisure Centre. Currently all primary school aged children from Dalmellington benefit from a programme of swimming lessons delivered by trained members of the school staff or East Ayrshire Leisure swimming instructors. An options appraisal will need to be carried out to determine the exact model for school swimming and the 3 likely options are:

- School staff trained to carry out swimming lessons and access Visions Leisure Centre as an extension to the school campus free of charge
- East Ayrshire Leisure swimming instructors provide swimming lessons with a charge to the individual schools or parents to cover the costs of the instructor

- Active Schools and East Ayrshire Leisure work with senior students from Robert Burns Academy to train as lifeguards and swim teachers and to deliver the swimming programme as part of their citizenship and leadership development

- 4.7 As part of the development of a Coaching Development Plan, East Ayrshire Leisure intends to review the existing gymnastics programme to establish a Pathway to Gymnastics which focuses on balance and movement in younger children that will feed into the established gymnastics clubs in East Ayrshire.
- 4.8 The facilities within the Barony Campus have been designed to ensure full inclusion in a wide range of activities. East Ayrshire Leisure will work with East Ayrshire Council and Sportsability Ayrshire to implement a programme of activities aimed at people with disabilities. This may include, but will not be limited to all ability bike coaching, swimming and athletics.
- 4.9 East Ayrshire Leisure and East Ayrshire Council will work with SportScotland to develop the Cumnock Area Leisure Hub using the Community Sports Hub model. A Community Hub Partnership will be established with representation from Cumnock Juniors Enterprise Company, Cumnock and Area Leisure Trust, East Ayrshire Council (Education, Vibrant Communities and Facility and Property Management), Cumnock Rugby Club, East Ayrshire Leisure and other key stakeholders. The partnership will meet quarterly or more often as required.

Community Arts, Culture and Events Programming

- 4.10 As well as impressive sport and fitness facilities being available in the proposed Cumnock and Area Leisure Hub, there are also excellent opportunities to add to the existing high profile cultural offer within the Cumnock Area provided by East Ayrshire Leisure, The Cumnock Tryst, Boswell Book Festival, Centrestage and East Ayrshire Council Instrumental Music Service. Barony Hall within the Barony Campus provides state of the art facilities and there is an opportunity to work collaboratively on an annual programme of community and strategic events as part of the local, regional and national events calendar to establish the Cumnock Area as a key location out with the city market for strategic programming and tourism.
- 4.11 Individual business cases will also be prepared for regular community programming such as pottery, art and cookery classes that will maximise the use of the facilities available to the community out with school hours.

Sustainable Choices

- 4.12 In partnership with Ayrshire Roads Alliance, East Ayrshire Leisure has submitted an expression of interest for the Place Based Leisure Hub to be included in the Planning Aid Scotland (PAS) Sustainable Choices Project. This application was successful and we will work with PAS, Paths for All and Sustrans Scotland to develop an area based sustainable transport action plan with the aim of connecting communities in to all community and leisure facilities within the hub. This unique action plan will encourage conversations about opportunities for walking and cycling and will connect to other projects in the area including the NERD project and the Coalfield Communities Landscape Partnership. A decision is expected by the end of October 2020.

5 COMMUNITY ENGAGEMENT

- 5.1 These proposals have been developed collaboratively with East Ayrshire Council, Cumnock and District Leisure Group, Barony Campus staff and Cumnock Juniors Community Enterprise. Further engagement will take place specifically aimed at developing the programme and activity within the site and will include a range of community stakeholders including Cumnock Rugby Club and Kilmarnock Harriers.

REPORT TO BOARD OF TRUSTEES



- 5.2 Engagement will be undertaken with customers and groups who use Auchinleck Leisure Centre to explore all options for the future of the leisure centre and the activities that take place within it.
- 5.3 Work will continue with Cumnock and District Leisure Group to explore options for the management of Visions Leisure Centre.

6 FINANCIAL IMPLICATIONS

- 6.1 At a meeting of East Ayrshire Council Cabinet on 28th October 2020, an additional subsidy of £0.070M was approved for the operation of Barony Sports Village until the 31st May 2021. This will enable a fully costed proposal for the operation of the full place based hub to be developed with key partners. This proposal will be presented to East Ayrshire Council and East Ayrshire Leisure Board of Trustees in February 2021 for final consideration. Subject to approval, it is anticipated that the new arrangements will be implemented by 1st June 2021.

Recommendation/s:

It is recommended that Trustees:

- i. Approve the temporary management of Barony Sports Village from 1st January 2021;
- ii. Remit the Business and Engagement Development Manager to carry out customer and community engagement on the future of Auchinleck Leisure Centre;
- iii. Remit the Chief Officer to work with Cumnock and District Leisure Group on options for the future management of Visions Leisure Centre;
- iv. Remit the Chief Officer to develop service design proposals for the management of the place based hub for the Cumnock and Auchinleck area;
- v. Remit the Sports Development Manager to work with key stakeholders in the development of a hub partnership; and
- vi. Otherwise note the content of this report.

Signature: *Annette Freer*

Designation: Chief Officer

Date: 6 November 2020

REPORT TO BOARD OF TRUSTEES



CHIEF OFFICER'S REPORT

Date: 24 November 2020

Agenda Item: 6

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 AYRSHIRE HOSPICE FORGET ME NOTS

The Cultural Development Team has been working with Ayrshire Hospice and East Ayrshire Council on a Forget-Me-Not appeal. Forget-Me-Nots have been lovingly made in Ayrshire by Morrell's Forge Blacksmith and are made entirely from steel. Members of the community are invited to purchase a Forget-Me-Not which will then be displayed in a 'Memory Meadow' at the Dick Institute from 18th November until 22nd December 2020.

This is a really exciting collaboration and the opportunity to support a really important, local charity.

2.2 NATURAL HEALTH PROJECT

Due to Covid-19 and the restrictions that were put in place from March 2020, several of the activities that were scheduled to take place as part of the Dean Castle Country Park 'Parks for People Project' were not able to be finished. The official end date of the project was July 2021 and resulted in a revenue shortfall of £166k.

After liaison with the National Heritage Lottery Fund (NHLF), it has been agreed that the grant will not need to be returned to the lottery provider, but will be used to complete a number of interpretation, publicity and volunteering initiatives. However, the NHLF has also agreed to support a Natural Health project that will include working with Alzheimers Scotland, Child and Adolescent Mental Health Services (CAMHS) and the East Ayrshire Health and Social Care Partnership to support vulnerable groups who have faced particular challenges during the Covid-19 pandemic.

2.3 CHRISTMAS ACTIVITIES

A Christmas projection will take place at The Cross, Kilmarnock each evening from 1 - 24 Dec. There will also be an Elf Trail at the Dean Castle Country Park which will take place throughout December. To coincide with the virtual Christmas Light Switch On Sunday 29th November, we will be launching a competition where families and schools will be encouraged to send a video of their own light switch on via Facebook.

2.4 CAPITAL LEISURE PROGRAMME BOARD UPDATE

The Chief Officer and the Property and Estates Development Manager meet with key East Ayrshire Council Officers on a monthly basis to monitor the capital programme as it relates to venues that are within East Ayrshire Leisure's portfolio. The projects currently in construction or development are:

- Dean Castle: final novation with the new contractor for Dean Castle is expected by the end of November with anticipated onsite mobilisation in early January 2021. This has led to a delay

REPORT TO BOARD OF TRUSTEES



of approximately 6 months to the overall project. It is anticipated that we will be able to reopen the Castle to the public late 2022 / early 2023.

- Morton Hall and Newmilns Library: Phase 1 refurbishment works to Morton Hall are now complete and the Community and Performing Arts Development Team are working with local communities to open the halls again for community bookings. The library is likely to be moved from the existing building to the new library space in Morton Hall in January 2021. Work will now begin with the local community to develop the next phase of refurbishment proposals.
- Palace and Grand Hall Complex: A project board has now been established to develop refurbishment and renovation proposals for the Palace Theatre and Grand Hall. Early discussions have taken place with the National Heritage Lottery Fund. Whilst future proposals are being developed, emergency and planned repairs will continue to be programmed.
- Galston Library: Proposals are currently being developed to move Galston Library from its existing venue to the Galston Townhouse.
- Sports Venues: The Sports Development team are working on proposals to improve the gym and fitness facilities at the Hunter Fitness Centre and Ayrshire Athletics Arena. This is in response to the restrictions that are currently in place and to provide enhanced opportunities for East Ayrshire Leisure members.

2.5 STATUTORY PERFORMANCE INDICATOR REVIEW

A review of statutory performance indicators (SPIs) was scheduled to be presented to the Board of Trustees at the November Board meeting. However, it has been decided that a review of the guidance associated with the monitoring and reporting of SPIs is also required and a full review will be presented to the Board of Trustees in February 2021 for implementation in 2021/22.

Recommendation/s:

It is recommended that the Board of Trustees:

- i. Note the content of the paper

Signature:

A handwritten signature in cursive script, appearing to read "Anneke Freil".

Designation: Chief Officer

Date: 11 November 2020