

TRUST BOARD MEETING



Date: 27 February 2018

Location: Chambers, London Road HQ

Start time: 6.00pm

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: 24 January 2018 3.2 Performance & Audit Sub-Committee: 12 February 2018			✓ ✓
4. Illuminight 2018-20 This is a restricted document and not for onward circulation			✓
5. Charges for Services 2018/19			✓
6. Trust Budget 2018/19			✓
7. Performance Report October – December 2017			✓
8. Review of Cultural Services This is a restricted document and not for onward circulation			✓
9. Chief Executive's Report	✓		
10. AOCB			
11. Dates of Next Meetings: TBC			

For further information please contact: John Griffiths, Chief Executive
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REPORT TO BOARD OF TRUSTEES



CHARGES FOR SERVICES 2018/19

Date: 27 February 2018

Agenda Item: 5

Report by: John Griffiths, Chief Executive

Summary

This report puts forward proposals for charges for services for 2018/19.

I PURPOSE OF REPORT

- 1.1 The purpose of this report is to put forward proposals for the 2018/19 schedule of charges for Board consideration and approval.

2 CHARGES FOR SERVICES 2018/19

- 2.1 Charges across all service areas have been reviewed by Managers and Team Leaders and the proposed schedule of charges is shown as Appendix I of this report. Services continue to operate in difficult market conditions and the proposed charges seek to offer an appropriate balance reflecting value for money for customers, the need to consider the overall cost of service provision and accessibility to services for all sections for the community. A target for increased net income of £15,000 for 2018/19 is included within the budget projections for 2018/19, predominantly achievable from an average 3% increase on Synthetic Grass Pitch and Indoor Hall charges. This income will be in addition to any income already declared within individual Service Reviews.
- 2.2 We have had to change our approach to transaction charges for tickets to follow new legislation that was introduced on 6 January 2018. Organisations can no longer levy charges for credit card sales as this is now deemed to be discriminatory. We now have a consistent transaction charge of £1 and this is used to offset the cost of our booking and ticketing system software. The original booking fee was £1.50 and was only applied to card bookings and have now reduced this to £1 but covers all advertised ticketed bookings. The booking Fee will only be applied per transaction, which could include multiple tickets purchases, and includes cash transactions. Other options were considered, but were considered to be unworkable. The booking fee will be kept under review and any major issues will be reported to the Board.

The following statement will be used in all future publicity material to explain the situation:

'Please note that tickets bought through the East Ayrshire Leisure box office incur a booking and ticketing fee of £1. The booking fee helps to cover the cost of our ticketing and booking software. Booking fees do not apply to free but ticketed events and are only applied if stated on publicity material.'

- 2.3 Following the approval at the Trust Board Meeting 20th June 2017 for the "phasing out" of the Sport and Community Venue loyalty discount which applies to synthetic grass pitches and indoor hall hire, the impact on income and attendances during 2017/2018 has been under constant review. Taking into account the over provision of facilities and direct competition in respect of new indoor halls and synthetic grass pitches from private operators, community organisations and sports clubs it is proposed that the discount on offer for 2017/2018 remains in place with an average of 3% increase applied to charges. This rationale will help support additional income for 2018/2019 and will provide

REPORT TO BOARD OF TRUSTEES



the necessary time to consider the Trust pricing strategy prior to integration with the Galleon Leisure Centre.

- 2.4 The Youth Theatre has slightly increased its attendance numbers in each age group and we are now in a position to propose an increase to allow it to become financially sustainable and not rely on Reserve sums for 2018-19. In the previous Board report it was felt a greater increase would have been needed to reach this position than we are now able to offer. For sessions 2018-19 the blocks will be 11 weeks long instead of current 10 week blocks to fit with the school holiday calendar and provide more time for show preparation. We will continue to offer 10% reduction for siblings and free places for families on low incomes (on application). The following table outlines the proposed package and continues to offer excellent value for money.

East Ayrshire Youth Theatre Charges					
AGE RANGE	CURRENT CHARGE	CURRENT HOURLY RATE	PROPOSED CHARGE	PERCENT INCREASE HOURLY/BLOCK	HOURLY RATE
5-7	£35	£3.50	£50	30%/43%	£4.55
8 – 11	£90	£4.50	£125	26%/39%	£5.68
12-18	£90	£4.50	£125	26%/39%	£5.68

- 2.5 Trustees have previously considered reports regarding the Youth Theatre and noted the requirement to provide an ongoing subsidy for this service. The intention to move the Youth Theatre to a financially sustainable position has also been discussed at previous meetings. The need to find substantial savings and to operate with a more commercial focus as the Trust moves forward should be taken in to account when the charging proposal for this service is considered.
- 2.6 2017 saw a substantial decline in numbers using Annanhill Golf Course. This was primarily due to the sewage pipe that is being installed across the course as part of the Fardalehill Housing Development. This work reduced the course to 9 holes, which wasn't attractive to season ticket holders. The works at the golf course are scheduled to be completed by the end of March. In order to try and encourage golfers to return to the course for the 2018/19 season, we proposed to offer reduced ticket sales for one year only. Coupled with a programme of events and activities and a promotional campaign it is hoped that the numbers will improve for the coming season.
- 2.7 Trust Board 16 March 2017 approved the introduction of a minimum charge of £10 per hour for use of Community Venues. It is proposed that this charge increases to £11 per hour from April 2018 to ensure that a greater level of current cost is covered from income.
- 2.8 Following discussions at the Performance and Audit Sub-Committee on 12 February, it was agreed that payment options for block bookings would be investigated to assist customers and to provide a more consistent approach, where possible, across services.

3 FINANCIAL IMPLICATIONS

- 3.1 The proposed schedule of charges for 2018/19 is expected to generate increased income of £15,000 across all service areas, in addition to the increased income levels highlighted in service review proposals.

4 HUMAN RESOURCE IMPLICATIONS

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

5 LEGAL IMPLICATIONS

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

REPORT TO BOARD OF TRUSTEES



6 EQUALITIES IMPACT ASSESSMENT

- 6.1 Equalities Impact Assessment for relevance was undertaken and there would be no adverse impact on any one group. EIA Form A is attached as Appendix 2.

Recommendations:

It is recommended that the Board:

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

Signature:

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

Designation: Chief Executive

Date: 13 February 2018

APPENDICES

Appendix 1 – Charges for Trust Services 2018/19

Appendix 2 – Equalities Impact Assessment Form A

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2017/18	2018/19				NOTES (for Board Report)
				Gross Charge	% Uplift for 2018/19	Revised Charge for 2018/19	VAT @ 20%	Gross Charge	
Trust	Booking Fee		VAT	£ 1.50	-33.33%	£ 0.83	£ 0.17	£ 1.00	Vat status dependent on supply. Reduction due to recent legislation changes that means charges cannot be made for card only transactions. Booking Fee is now being applied to all tickets not just card payments and have reduced accordingly. This is a Booking Fee to offset software costs and is only applied when advertised.
Trust	Booking Fee		NON VAT	£ 1.50	-33.33%	£ 1.00	£ -	£ 1.00	Vat status dependent on supply. Reduction due to recent legislation changes that means charges cannot be made for card only transactions. Booking Fee is now being applied to all tickets not just card payments and have reduced accordingly. This is a Booking Fee to offset software costs and is only applied when advertised.
Trust	Postage		VAT	£ 1.50	0.00%	£ 1.25	£ 0.25	£ 1.50	Actual cost subject to minimum £1.50
Cultural/Sports & Community Venues	Hall Hire - Large	Per hour or part thereof	Non VAT	£ 72.00	0.00%	£ 72.00	£ -	£ 72.00	Increase min charge from £10 to £11
Cultural/Sports & Community Venues	Hall Hire - Medium	Per hour or part thereof	Non VAT	£ 58.00	3.45%	£ 60.00	£ -	£ 60.00	Increase min charge from £10 to £11
Cultural/Sports & Community Venues	Hall Hire - Small	Per hour or part thereof	Non VAT	£ 48.00	4.17%	£ 50.00	£ -	£ 50.00	Increase min charge from £10 to £11
Countryside	Fun Fairs Lease of Land - Kilmarnock	Per week	Non VAT	£ 2,000.00	50.00%	£ 3,000.00	£ -	£ 3,000.00	
Countryside	Lease of Playing Fields - Large Events	3 days or less	Non VAT	£ 530.00	32.08%	£ 700.00	£ -	£ 700.00	
Countryside	Local Events /Galas / Festivals	Full day (max 8hrs) excluding Pavilion	Non VAT	£ 120.00	25.00%	£ 150.00	£ -	£ 150.00	
Countryside	Local Events /Galas / Festivals	Full day (max 8hrs) including Pavilion	Non VAT	£ 200.00	25.00%	£ 250.00	£ -	£ 250.00	
Countryside	Local Events /Galas / Festivals	Half day (max 4hrs) excluding Pavilion	Non VAT	£ 90.00	11.11%	£ 100.00	£ -	£ 100.00	
Countryside	Local Events /Galas / Festivals	Half day (max 4hrs) including Pavilion	Non VAT	£ 130.00	15.38%	£ 150.00	£ -	£ 150.00	
Arts/Libs/Mus Dev	Dick Institute Art Class - Adult	Per term (9 weeks in a term)	Non VAT			£ 54.00	£ -	£ 54.00	NEW CHARGE
Arts/Libs/Mus Dev	Dick Institute Art Class - Children (Do Art!)	Per term (9 weeks in a term)	Non VAT			£ 45.00	£ -	£ 45.00	NEW CHARGE

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Arts/Libs/Mus Dev	EXPLORERS - Teeny	Per term (9 weeks in a term)	Non VAT			£ 22.50	£ -	£ 22.50	NEW CHARGE
Arts/Libs/Mus Dev	EXPLORERS - Wee	Per term (9 weeks in a term)	Non VAT			£ 36.00	£ -	£ 36.00	NEW CHARGE
Arts/Libs/Mus Dev	EXPLORERS - Young Uns	Per term (9 weeks in a term)	Non VAT			£ 54.00	£ -	£ 54.00	NEW CHARGE
Arts/Libs/Mus Dev	In-house ICT Courses - Basic Computing & Next Steps Computing - 9 weeks	Per course of 9 weeks	Non VAT	£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	
Arts/Libs/Mus Dev	In-house ICT Courses -Basic Computing & Next Steps Computing - 9 weeks - Concession	Per course of 9 weeks	Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Arts/Libs/Mus Dev	Learning Centre Hire - Business, Professional, Commercial	Full day	Non VAT	£ 100.00	0.00%	£ 100.00	£ -	£ 100.00	
Arts/Libs/Mus Dev	Learning Centre Hire - Business, Professional, Commercial	Half day	Non VAT	£ 60.00	0.00%	£ 60.00	£ -	£ 60.00	
Arts/Libs/Mus Dev	Digital copies on CD Rom	For a maximum of 5 images	VAT	£ 13.00	-23.08%	£ 8.33	£ 1.67	£ 10.00	
Arts/Libs/Mus Dev	Digital copies on CD Rom	per image thereafter	VAT	£ 3.50	-14.29%	£ 2.50	£ 0.50	£ 3.00	
Arts/Libs/Mus Dev	Digital copies -sent by email	per image	VAT			£ 4.17	£ 0.83	£ 5.00	NEW CHARGE
Arts/Libs/Mus Dev	Heritage Charges A4 Photocopy/Reader/PC Printout (Colour)	per copy	VAT	£ 0.80	12.50%	£ 0.75	£ 0.15	£ 0.90	
Arts/Libs/Mus Dev	Heritage/museum Enquiry	per hour	VAT	£ 30.00	0.00%	£ 25.00	£ 5.00	£ 30.00	
Arts/Libs/Mus Dev	Fee for staff talks to outside groups / organisations	Per Hour	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Arts/Libs/Mus Dev / Countryside	East Ayrshire Group Visits Out with Hours	per visit	Non VAT	£ 30.00	0.00%	£ 30.00	£ -	£ 30.00	
Arts/Libs/Mus Dev / Countryside	Non East Ayrshire Group visits out with Hours	per visit	Non VAT	£ 50.00	0.00%	£ 50.00	£ -	£ 50.00	
Arts/Libs/Mus Dev / Countryside	Non-East Ayrshire School visits	Per Pupil	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Performing Arts Venues - Youth Theatre	East Ayrshire Youth Theatre	Per term (11 weeks in a term)	Non VAT	£ 90.00	38.89%	£ 125.00	£ -	£ 125.00	Applicable from new term Aug 2018.
Performing Arts Venues - Youth Theatre	East Ayrshire Youth Theatre Junior	Per term (11 weeks in a term)	Non VAT	£ 35.00	42.86%	£ 50.00	£ -	£ 50.00	Applicable from new term Aug 2018.
Performing Arts Venues - Palace Theatre	Auditorium Additional Access	Per hour or part thereof	VAT	£ 90.00	5.56%	£ 79.17	£ 15.83	£ 95.00	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2017/18	2018/19				NOTES (for Board Report)
				Gross Charge	% Uplift for 2018/19	Revised Charge for 2018/19	VAT @ 20%	Gross Charge	
Performing Arts Venues - Palace Theatre	Auditorium Performance Only (Fri-Sat 0900-2300)	First 7 hours access or part thereof	VAT	£ 810.00	4.94%	£ 708.33	£ 141.67	£ 850.00	
Performing Arts Venues - Palace Theatre	Auditorium Performance Only (Mon-Thurs 0900-2300)	First 7 hours access or part thereof	VAT	£ 648.00	4.94%	£ 566.67	£ 113.33	£ 680.00	
Performing Arts Venues - Palace Theatre	Auditorium Rehearsal Only (Fri-Sat 0900-2300)	First 7 hours access or part thereof	VAT	£ 513.00	7.21%	£ 458.33	£ 91.67	£ 550.00	
Performing Arts Venues - Palace Theatre	Auditorium Rehearsal Only (Mon-Thurs 0900-2300)	First 7 hours access or part thereof	VAT	£ 378.00	5.82%	£ 333.33	£ 66.67	£ 400.00	
Performing Arts Venues - Palace Theatre	Professional Hire	Hourly Rate	VAT			£ -	£ -		Rate negotiated with Team Leader
Performing Arts Venues - Grand Hall	Show hire	Various packages	VAT			£ -	£ -		Rate negotiated with Team Leader
Performing Arts Venues - Grand Hall	All Halls Professional Hire	Hourly Rate	VAT			£ -	£ -		Rate negotiated with Team Leader
Performing Arts Venues	Equipment Hire -Radio Mics (Daily)		VAT	£ 18.00	0.00%	£ 15.00	£ 3.00	£ 18.00	
Performing Arts Venues	Equipment Hire -Radio Mics (Weekly)		VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Performing Arts Venues	Equipment Hire -Haze/Smoke/Fog Machine		VAT	£ 18.00	0.00%	£ 15.00	£ 3.00	£ 18.00	
Performing Arts Venues	Equipment Hire -Projector		VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Performing Arts Venues	Equipment Hire -Projector Screen		VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	

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				Gross Charge	% Uplift for 2018/19	Revised Charge for 2018/19	VAT @ 20%	Gross Charge	
Performing Arts Venues	Equipment Hire -d&b Q1 + C7 PA package		VAT	£ 240.00	0.00%	£ 200.00	£ 40.00	£ 240.00	50% discount for charity/community groups
Performing Arts Venues	Equipment Hire -d&b Q1 + B2 PA package		VAT	£ 240.00	0.00%	£ 200.00	£ 40.00	£ 240.00	50% discount for charity/community groups
Performing Arts Venues	Equipment Hire -d&b Q1 + C7 + B2 PA package		VAT	£ 300.00	0.00%	£ 250.00	£ 50.00	£ 300.00	50% discount for charity/community groups
Performing Arts Venues	Equipment Hire -d&b C7 PA		VAT	£ 96.00	0.00%	£ 80.00	£ 16.00	£ 96.00	50% discount for charity/community groups
Performing Arts Venues	Equipment Hire -Choir/Orchestra lighting package		VAT	£ 348.00	0.00%	£ 290.00	£ 58.00	£ 348.00	50% discount for charity/community groups
Performing Arts Venues	Equipment Hire -Staging Units		VAT	£ 6.00	0.00%	£ 5.00	£ 1.00	£ 6.00	50% discount for charity/community groups
Performing Arts Venues	Equipment Hire -Altair 4 way Wireless comms		VAT	£ 72.00	0.00%	£ 60.00	£ 12.00	£ 72.00	50% discount for charity/community groups
Performing Arts Venues	Equipment Hire -Logic Systems LM20 wedge system		VAT	£ 120.00	0.00%	£ 100.00	£ 20.00	£ 120.00	50% discount for charity/community groups
Performing Arts Venues	Equipment Hire -RCF Active speaker/monitor		VAT	£ 14.40	0.00%	£ 12.00	£ 2.40	£ 14.40	50% discount for charity/community groups
Performing Arts Venues	Equipment Hire -Yamaha M7CL digital mixer system		VAT	£ 72.00	0.00%	£ 60.00	£ 12.00	£ 72.00	50% discount for charity/community groups

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2017/18	2018/19				NOTES (for Board Report)
				Gross Charge	% Uplift for 2018/19	Revised Charge for 2018/19	VAT @ 20%	Gross Charge	
Performing Arts Venues	Equipment Hire -Standard Microphone Package		VAT	£ 48.00	0.00%	£ 40.00	£ 8.00	£ 48.00	
Performing Arts Venues	Equipment Hire -Full band Microphone Package		VAT	£ 144.00	0.00%	£ 120.00	£ 24.00	£ 144.00	
Performing Arts Venues	Equipment Hire -Behringer X32 Comp Digital Mixer		VAT	£ 36.00	0.00%	£ 30.00	£ 6.00	£ 36.00	50% discount for charity/community groups
Performing Arts Venues	Equipment Hire -Avolites Pearl Expert lighting desk		VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	50% discount for charity/community groups
Performing Arts Venues	Equipment Hire -LED Moving Head Lighting Units		VAT	£ 36.00	0.00%	£ 30.00	£ 6.00	£ 36.00	50% discount for charity/community groups
Performing Arts Venues	Equipment Hire -LED PAR / Batten units		VAT	£ 18.00	0.00%	£ 15.00	£ 3.00	£ 18.00	50% discount for charity/community groups
Performing Arts Venues - Grand Hall	Equipment Hire -Grand Piano (Grand Hall)		VAT	£ 300.00	5.00%	£ 262.50	£ 52.50	£ 315.00	
Performing Arts Venues - Grand Hall	Equipment Hire -Upright Piano		VAT	£ 66.00	6.06%	£ 58.33	£ 11.67	£ 70.00	
Performing Arts Venues	Cloakroom		VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	
Performing Arts Venues	Ticket Printing for Internal Event for external sales (per 100 tickets)		VAT	£ 12.00	4.17%	£ 10.42	£ 2.08	£ 12.50	
Performing Arts Venues	Ticket printing for External Event (per 100 tickets)		VAT	£ 24.00	4.17%	£ 20.83	£ 4.17	£ 25.00	
Performing Arts Venues	Ticket processing for External Events		VAT			£ -	£ -		10% commission rate chargeable
Performing Arts Venues	Commission on Merchandise Sales		VAT			£ -	£ -		10% commission rate chargeable
Performing Arts Venues	Postage for tickets		VAT	£ 1.50	0.00%	£ 1.25	£ 0.25	£ 1.50	Minimum £1.50
Performing Arts Venues	External Workshops	Per Hour	VAT			£ -	£ -		NEW CHARGE - Rate negotiable with Team Leader
Performing Arts Venues	Children's Dance Workshops	Per 10 wk Block	Non VAT	£ 25.00		£ 25.00	£ -	£ 25.00	NEW CHARGE
Performing Arts Venues	Children's Dance Workshops	Per Session	Non VAT	£ 25.00		£ 3.50	£ -	£ 3.50	NEW CHARGE
Performing Arts Venues	Overnight Hall Hire for Storage	2 Hrs @ Hall Hire Rate	VAT			£ -	£ -		NEW CHARGE - depending on size of hall

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Performing Arts Venues	Hire of AV Package - Laptop, Projector & Screen	Per Booking	VAT	£25.00		£ 25.00	£ 5.00	£ 30.00	NEW CHARGE
Cultural - Libraries	Braille Printing from electronic format (registered blind)	per sheet	VAT	£ 0.10	0.00%	£ 0.08	£ 0.02	£ 0.10	
Cultural - Libraries	DVD Hire - Blockbuster no concessions	per 2 days	VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	
Cultural - Libraries	DVD Hire - Boxed Set (older stock)	per 2 weeks	VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	
Cultural - Libraries	DVD Hire - Boxed Set (older stock) - Concession	per 2 weeks	VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	
Cultural - Libraries	DVD Hire - Boxed Set new releases	per 2 weeks	VAT	£ 4.00	0.00%	£ 3.33	£ 0.67	£ 4.00	
Cultural - Libraries	DVD Hire - Boxed Set new releases - Concession	per 2 weeks	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Libraries	DVD hire (including Blu-ray) - Concession (New stock)	per item	VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	
Cultural - Libraries	DVD hire (including Blu-ray) - Concession (Older Stock)	per item	VAT	£ 0.50	0.00%	£ 0.42	£ 0.08	£ 0.50	
Cultural - Libraries	DVD hire (including Blu-ray) Adult (new stock)	per item	VAT	£ 1.50	0.00%	£ 1.25	£ 0.25	£ 1.50	
Cultural - Libraries	DVD hire (including Blu-ray) Adult (older Stock)	per item	VAT	£ 0.75	0.00%	£ 0.63	£ 0.13	£ 0.75	
Cultural - Libraries	Fax - incoming	per sheet	VAT	£ 0.50	0.00%	£ 0.42	£ 0.08	£ 0.50	
Cultural - Libraries	Fax - Outgoing non- UK	per sheet	VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	
Cultural - Libraries	Fax - Outgoing UK	per sheet	VAT	£ 1.50	0.00%	£ 1.25	£ 0.25	£ 1.50	
Cultural - Libraries	Fines Adult	per day, per item	Non VAT	£ 0.10	0.00%	£ 0.10	£ -	£ 0.10	
Cultural - Libraries	Fines Concession	per day, per item	Non VAT	£ 0.05	0.00%	£ 0.05	£ -	£ 0.05	
Cultural - Libraries	Jute bags		VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Libraries	Jute bags/8 items borrowed		VAT	£ 2.40	0.00%	£ 2.00	£ 0.40	£ 2.40	
Cultural - Libraries	Magnifying sheets/each		VAT	£ 2.35	0.00%	£ 1.96	£ 0.39	£ 2.35	
Cultural - Libraries	Maximum Fine	per item	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Libraries	Maximum Fine - Concessions	per item	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Cultural - Libraries	Replacement Membership Tickets	each	Non VAT	£ 1.00	0.00%	£ 1.00	£ -	£ 1.00	
Cultural - Libraries	Reservation Passport (Annual Subscription)	each	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Libraries	Reservations - Adult	per item	Non VAT	£ 0.50	0.00%	£ 0.50	£ -	£ 0.50	
Cultural - Libraries	Reservations - Concession	per item	Non VAT	£ 0.25	0.00%	£ 0.25	£ -	£ 0.25	
Cultural - Libraries	Sale of Headphones		VAT	£ 1.40	0.00%	£ 1.17	£ 0.23	£ 1.40	
Cultural - Libraries	USB pens	each	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	

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Cultural - Libraries	Withdrawn stock CD Talking Books (over 4 CDs)	per item	VAT	£ 6.00	0.00%	£ 5.00	£ 1.00	£ 6.00	
Cultural - Libraries	Withdrawn stock CD Talking Books (up to 4 CDs)	per item	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Libraries	Withdrawn stock DVD Sales (Double set)	per item	VAT	£ 5.00	0.00%	£ 4.17	£ 0.83	£ 5.00	
Cultural - Libraries	Withdrawn stock DVD Sales (single)	per item	VAT	£ 2.50	0.00%	£ 2.08	£ 0.42	£ 2.50	
Cultural - Libraries	Withdrawn stock Hardback Book Sales - Child	per item	Non VAT	£ 0.25	0.00%	£ 0.25	£ -	£ 0.25	
Cultural - Libraries	Withdrawn stock Hardback Book Sales - Fiction Adult	per item	Non VAT	£ 0.50	0.00%	£ 0.50	£ -	£ 0.50	
Cultural - Libraries	Withdrawn stock Magazines Sales - Monthly	per item	Non VAT	£ 0.20	0.00%	£ 0.20	£ -	£ 0.20	
Cultural - Libraries	Withdrawn stock Magazines Sales - Weekly	per item	Non VAT	£ 0.10	0.00%	£ 0.10	£ -	£ 0.10	
Cultural - Libraries	Withdrawn stock Paperback Book Sales - Fiction Adult	per item	Non VAT	£ 0.25	0.00%	£ 0.25	£ -	£ 0.25	
Cultural - Libraries	Withdrawn stock Paperback Books Sales - Child	per item	Non VAT	£ 0.15	0.00%	£ 0.15	£ -	£ 0.15	
Cultural - Libraries	Withdrawn stock Unless individually priced - Non Fiction	Adult hard back	Non VAT	£ 1.00	0.00%	£ 1.00	£ -	£ 1.00	
Cultural - Libraries	Withdrawn stock Unless individually priced - Non Fiction	Children hardback	Non VAT	£ 0.50	0.00%	£ 0.50	£ -	£ 0.50	
Cultural - Libraries	Withdrawn stock Unless individually priced - Non Fiction	Child paperback	Non VAT	£ 0.25	0.00%	£ 0.25	£ -	£ 0.25	
Cultural - Libraries	Withdrawn stock Unless individually priced - Non Fiction	Adult paperback	Non VAT	£ 0.30	0.00%	£ 0.30	£ -	£ 0.30	
Cultural - Libraries/Cultural Development	PC printout/photocopy black & white A3	per item	VAT	£ 0.20	0.00%	£ 0.17	£ 0.03	£ 0.20	
Cultural - Libraries/Cultural Development	PC printout/photocopy black & white A4	per item	VAT	£ 0.10	0.00%	£ 0.08	£ 0.02	£ 0.10	
Cultural - Libraries/Cultural Development	PC printout/photocopy colour A3	per item	VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	
Cultural - Libraries/Cultural Development	PC printout/photocopy colour A4	per item	VAT	£ 0.35	0.00%	£ 0.29	£ 0.06	£ 0.35	
Cultural - Collection Care	Reproduction fee for book, magazine video of archival material		VAT	£ 70.00	0.00%	£ 58.33	£ 11.67	£ 70.00	
Countryside	Auditorium	Full day	Non VAT	£ 200.00	0.00%	£ 200.00	£ -	£ 200.00	
Countryside	Auditorium	Half day	Non VAT	£ 130.00	0.00%	£ 130.00	£ -	£ 130.00	
Countryside	Evening Rates	+£25 per hour	Non VAT	£ 120.00	0.00%	£ 120.00	£ -	£ 120.00	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2017/18	2018/19				NOTES (for Board Report)
				Gross Charge	% Uplift for 2018/19	Revised Charge for 2018/19	VAT @ 20%	Gross Charge	
Countryside	Young Naturalists Club	Annual Fee	Non VAT	£ 30.00	66.67%	£ 50.00	£ -	£ 50.00	Applicable from Aug 2018 for Young Naturalists Club.
Countryside	Room Hire - Small - Boyd Room	Full day	Non VAT	£ 105.00	0.00%	£ 105.00	£ -	£ 105.00	
Countryside	Room Hire - Small - Boyd Room	Half day	Non VAT	£ 75.00	0.00%	£ 75.00	£ -	£ 75.00	
Countryside	Room Hire -Large - De Walden Room/Glencairn Room	Full day	Non VAT	£ 195.00	0.00%	£ 195.00	£ -	£ 195.00	
Countryside	Room Hire -Large - De Walden Room/Glencairn Room	Half day	Non VAT	£ 135.00	0.00%	£ 135.00	£ -	£ 135.00	
Countryside	Room Hire - Medium - Scott Ellis Room	Full day	Non VAT	£ 135.00	0.00%	£ 135.00	£ -	£ 135.00	
Countryside	Room Hire - Medium - Scott Ellis Room	Half day	Non VAT	£ 85.00	0.00%	£ 85.00	£ -	£ 85.00	
Countryside	Workshop Space Hire	Various packages	VAT						NEW CHARGE
Countryside	Weddings	Room only	Non VAT	£ 440.00	36.36%	£ 600.00	£ -	£ 600.00	
Countryside	Countryside parties	Max 24 participants per 2 hours	Non VAT			£ 125.00	£ -	£ 125.00	NEW CHARGE
Countryside	Golf Fees - Annanhill	Adult Round - Peak	Non VAT	£ 20.00	0.00%	£ 20.00	£ -	£ 20.00	
Countryside	Golf Fees - Annanhill	Concession Round - Peak (under 18s and 60 plus)	Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Countryside	Golf Fees - Annanhill	Season Ticket	Non VAT	£ 295.00	0.00%	£ 295.00	£ -	£ 295.00	Introductory incentive £200 for 2018 season only.
Countryside	Golf Fees - Annanhill	Season Ticket + affiliation	Non VAT	£ 325.00	0.00%	£ 325.00	£ -	£ 325.00	Introductory incentive £200 for 2018 season only. + £30 payable to AGC
Countryside	Golf Fees - Annanhill	Youth - Season ticket - under 18s	Non VAT			£ 80.00	£ -	£ 80.00	New charge - promotion for year of young people.
Countryside	Golf Fees - Annanhill	Season Ticket - Concession (60 plus)	Non VAT	£ 110.00	0.00%	£ 110.00	£ -	£ 110.00	
Countryside	Golf Fees - Annanhill	Buggy Hire	VAT	£ 18.00	0.00%	£ 15.00	£ 3.00	£ 18.00	
Countryside	Golf Fees	Lockers	Non VAT	£ 11.50	0.00%	£ 11.50	£ -	£ 11.50	
Countryside	Golf Evening/Winter Green Fees - Annanhill (18 holes)	Adult	Non VAT	£ 13.50	0.00%	£ 13.50	£ -	£ 13.50	
Countryside	Golf Evening/Winter Green Fees - Annanhill (9 holes)	Adult	Non VAT	£ 9.00	0.00%	£ 9.00	£ -	£ 9.00	
Countryside	Golf Evening/Winter Green Fees - Annanhill (18 holes)	Concession	Non VAT	£ 7.00	0.00%	£ 7.00	£ -	£ 7.00	
Countryside	Golf Evening/Winter Green Fees - Annanhill (9 holes)	Concession	Non VAT	£ 4.50	0.00%	£ 4.50	£ -	£ 4.50	
Countryside	Golf Winter Season Ticket - Annanhill	Season Ticket	Non VAT	£ 157.00	0.00%	£ 157.00	£ -	£ 157.00	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2017/18	2018/19				NOTES (for Board Report)
				Gross Charge	% Uplift for 2018/19	Revised Charge for 2018/19	VAT @ 20%	Gross Charge	
Countryside	Golf Winter Season Ticket - Annanhill	Season Ticket + affiliation	Non VAT	£ 172.00	0.00%	£ 172.00	£ -	£ 172.00	£15 payable to AGC
Countryside	Golf Winter Season Ticket - Annanhill	Season Ticket - Concession (inc under 18 and 60 plus)	Non VAT	£ 62.00	0.00%	£ 62.00	£ -	£ 62.00	
Countryside	Golf Season Ticket - Replacement		Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Countryside	East Ayrshire School Residential	Per Pupil / per session	VAT	£ 42.00	0.00%	£ 35.00	£ 7.00	£ 42.00	
Countryside	Non East Ayrshire School Residential	Per Pupil / per session	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Countryside	Volunteer Residential	Per person/ per session	VAT	£ 42.00	0.00%	£ 35.00	£ 7.00	£ 42.00	
Countryside	Conservation Holiday	Per adult / 4 day package	VAT	£ 168.00	0.00%	£ 140.00	£ 28.00	£ 168.00	
Countryside	Conservation Holiday	Per child / 4 day package	VAT	£ 120.00	0.00%	£ 100.00	£ 20.00	£ 120.00	
Countryside	Consultancy Fees	per day	VAT	£ 432.00	15.74%	£ 416.67	£ 83.33	£ 500.00	
Sport & Community Venues	All Ability Cycling Group Sessions	per session	Non VAT	£ 30.00	0.00%	£ 30.00	£ -	£ 30.00	
Sport & Community Venues	All Ability Cycling Sessions	per session	Non VAT	£ 2.20	36.36%	£ 3.00	£ -	£ 3.00	
Sport & Community Venues	Badminton Court	Adult	Non VAT	£ 6.00	16.67%	£ 7.00	£ -	£ 7.00	
Sport & Community Venues	Badminton Court	Concession	Non VAT	£ 5.00	10.00%	£ 5.50	£ -	£ 5.50	
Sport & Community Venues	Table Tennis	Adult	Non VAT	£ 4.00	25.00%	£ 5.00	£ -	£ 5.00	
Sport & Community Venues	Table Tennis	Concession	Non VAT	£ 3.00	16.67%	£ 3.50	£ -	£ 3.50	
Sport & Community Venues / Countryside	Children's Coaching/Led Activities	0.5 hour	Non VAT	£ 2.00	25.00%	£ 2.50	£ -	£ 2.50	
Sport & Community Venues / Countryside	Children's Coaching/Led Activities	1 hour	Non VAT	£ 3.00	33.33%	£ 4.00	£ -	£ 4.00	
Sport & Community Venues / Countryside	Children's Coaching/Led Activities	2 hours	Non VAT	£ 4.00	25.00%	£ 5.00	£ -	£ 5.00	
Sport & Community Venues	Children's Fun Sessions	1 hour	Non VAT	£ 2.30	8.70%	£ 2.50	£ -	£ 2.50	
Sport & Community Venues	Children's Fun Sessions	1.5 hours	Non VAT	£ 2.80	7.14%	£ 3.00	£ -	£ 3.00	
Sport & Community Venues	Children's Fun Sessions	2 hours	Non VAT	£ 3.00	6.67%	£ 3.20	£ -	£ 3.20	
Sport & Community Venues	Children - Fun Themes Parties (10 - 40 children)	Per child	VAT	£ 4.85	0.00%	£ 4.04	£ 0.81	£ 4.85	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2017/18	2018/19				NOTES (for Board Report)
				Gross Charge	% Uplift for 2018/19	Revised Charge for 2018/19	VAT @ 20%	Gross Charge	
Sport & Community Venues	Children - Additional Castle/Balloon Modeller/Face Paints		VAT	£ 50.00	10.00%	£ 45.83	£ 9.17	£ 55.00	
Sport & Community Venues	Children - Kids Play Party		VAT	£ 70.00	7.14%	£ 62.50	£ 12.50	£ 75.00	
Sport & Community Venues	Children - Kids Play Party + Soft play		VAT	£ 85.00	5.88%	£ 75.00	£ 15.00	£ 90.00	
Sport & Community Venues	Children - Adventure World Party/Halloween		VAT	£ 100.00	5.00%	£ 87.50	£ 17.50	£ 105.00	
Sport & Community Venues / Countryside	Children - Athletics Party	(25 - 36 participants) - per 2 hours	Non VAT	£ 150.00	3.33%	£ 155.00	£ -	£ 155.00	
Sport & Community Venues / Countryside	Children - Athletics Party	Max 24 participants - per 2 hours	Non VAT	£ 120.00	4.17%	£ 125.00	£ -	£ 125.00	
Sport & Community Venues / Countryside	TOTS Athletics Party (3-5yrs)	Max 24 participants-1.5 hrs	Non VAT	£ 120.00	0.00%	£ 120.00	£ -	£ 120.00	Reduced no. of participants from 30 to 24.
Sport & Community Venues	Dance Studio (large)	Adult	Non VAT	£ 24.20	3.31%	£ 25.00	£ -	£ 25.00	
Sport & Community Venues	Dance studio (small)	Adult	Non VAT	£ 16.80	4.76%	£ 17.60	£ -	£ 17.60	
Sport & Community Venues	Equipment Hire	Equipment Hire	Non VAT	£ 1.00	50.00%	£ 1.50	£ -	£ 1.50	
Sport & Community Venues	Equipment Hire - Chair	per unit per day	VAT	£ 1.20	66.67%	£ 1.67	£ 0.33	£ 2.00	
Sport & Community Venues	Equipment Hire - Delivery	per unit	VAT	£ 50.00	10.00%	£ 45.83	£ 9.17	£ 55.00	
Sport & Community Venues	Equipment Hire - Construction	per hour	VAT	£ 50.00	10.00%	£ 45.83	£ 9.17	£ 55.00	
Sport & Community Venues	Equipment Hire - Table	per unit per day	VAT	£ 3.00	33.33%	£ 3.33	£ 0.67	£ 4.00	
Sport & Community Venues	Fitness Class (55mins)	Per class	Non VAT	£ 4.20	19.05%	£ 5.00	£ -	£ 5.00	
Sport & Community Venues	Fitness Class (30 mins)	per class	Non VAT	£ 2.50	20.00%	£ 3.00	£ -	£ 3.00	
Sport & Community Venues	Football over 18's training - grass	Per Session	Non VAT	£ 22.50	0.00%	£ 22.50	£ -	£ 22.50	
Sport & Community Venues	Football over 18's - grass	Per Match	Non VAT	£ 28.50	0.00%	£ 28.50	£ -	£ 28.50	
Sport & Community Venues	Football under 18's training - grass	Per Session	Non VAT	£ 14.00	0.00%	£ 14.00	£ -	£ 14.00	
Sport & Community Venues	Football under 18's - grass	Per Match	Non VAT	£ 17.00	0.00%	£ 17.00	£ -	£ 17.00	
Sport & Community Venues	Football 7 aside - grass	Per hour	Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Sport & Community Venues	Synthetic Grass Pitch (unmanned sites) single	Per Hour Juveniles	Non VAT	£ 16.40	3.05%	£ 16.90	£ -	£ 16.90	
Sport & Community Venues	Synthetic Grass Pitch (unmanned sites) single	Per Hour Adult	Non VAT	£ 32.80	3.05%	£ 33.80	£ -	£ 33.80	
Sport & Community Venues	Synthetic Grass Pitch (unmanned sites) large	Per Hour Juveniles	Non VAT	£ 32.80	3.05%	£ 33.80	£ -	£ 33.80	
Sport & Community Venues	Synthetic Grass Pitch (unmanned sites) large	Per Hour Adult	Non VAT	£ 65.40	3.06%	£ 67.40	£ -	£ 67.40	
Sport & Community Venues	Synthetic Grass Pitch - 1/2 Pitch 1HR m/week	Adult	Non VAT	£ 42.00	3.10%	£ 43.30	£ -	£ 43.30	
Sport & Community Venues	Synthetic Grass Pitch - 1/2 Pitch 1HR m/week	Juveniles	Non VAT	£ 28.00	3.57%	£ 29.00	£ -	£ 29.00	
Sport & Community Venues	Synthetic Grass Pitch - 1/2 Pitch 1HR w/e	Juveniles	Non VAT	£ 11.20	2.68%	£ 11.50	£ -	£ 11.50	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2017/18	2018/19				NOTES (for Board Report)
				Gross Charge	% Uplift for 2018/19	Revised Charge for 2018/19	VAT @ 20%	Gross Charge	
Sport & Community Venues	Synthetic Grass Pitch - 1/3 Pitch 1HR m/week	Adult	Non VAT	£ 28.00	3.57%	£ 29.00	£ -	£ 29.00	
Sport & Community Venues	Synthetic Grass Pitch - 1/3 Pitch 1HR m/week	Juveniles	Non VAT	£ 18.70	3.21%	£ 19.30	£ -	£ 19.30	
Sport & Community Venues	Synthetic Grass Pitch - 1/3 Pitch 1HR w/e	Juveniles	Non VAT	£ 7.50	2.67%	£ 7.70	£ -	£ 7.70	
Sport & Community Venues	Synthetic Grass Pitch - Full Pitch - 1 HR w/e	Adult	Non VAT	£ 33.60	2.98%	£ 34.60	£ -	£ 34.60	
Sport & Community Venues	Synthetic Grass Pitch - Full Pitch - 1 HR w/e	Juveniles	Non VAT	£ 22.40	2.68%	£ 23.00	£ -	£ 23.00	
Sport & Community Venues	Sports Hall per division	Adult	Non VAT	£ 10.30	2.91%	£ 10.60	£ -	£ 10.60	
Sport & Community Venues	Sports Hall per division	Juveniles	Non VAT	£ 7.20	2.78%	£ 7.40	£ -	£ 7.40	
Sport & Community Venues	Full Hall - 2 Courts (Games Halls)	Adult	Non VAT	£ 24.70	2.83%	£ 25.40	£ -	£ 25.40	
Sport & Community Venues	Full Hall - 2 Courts (Games Halls)	Juveniles	Non VAT	£ 16.50	3.03%	£ 17.00	£ -	£ 17.00	
Sport & Community Venues	General Purpose Room	With Kitchen - per hour	Non VAT	£ 15.00	20.00%	£ 18.00	£ -	£ 18.00	
Sport & Community Venues	General Purpose Room	Without Kitchen - per hour	Non VAT	£ 13.50	11.11%	£ 15.00	£ -	£ 15.00	
Sport & Community Venues	Indoor Hall - Exclusive Use - 1/4 Hall	per hour	Non VAT	£ 15.50	3.23%	£ 16.00	£ -	£ 16.00	
Sport & Community Venues	Indoor Hall - Full - Exclusive Use - Adult	per hour	Non VAT	£ 62.00	3.23%	£ 64.00	£ -	£ 64.00	
Sport & Community Venues	Indoor Hall - Full - Exclusive Use - Children	per hour	Non VAT	£ 31.00	3.23%	£ 32.00	£ -	£ 32.00	
Sport & Community Venues	Indoor Hall - Individual Entry	Adult	Non VAT	£ 4.00	0.00%	£ 4.00	£ -	£ 4.00	
Sport & Community Venues	Indoor Hall - Individual Entry	Child	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Sport & Community Venues	Outdoor Track - Club/Group	Shared Use per hour	Non VAT	£ 31.00	3.23%	£ 32.00	£ -	£ 32.00	
Sport & Community Venues	Outdoor Track - Full - Exclusive Use - Adult	per hour	Non VAT	£ 62.00	3.23%	£ 64.00	£ -	£ 64.00	
Sport & Community Venues	Outdoor Track - Full - Exclusive Use - Children	per hour	Non VAT	£ 31.00	100.00%	£ 62.00	£ -	£ 62.00	
Sport & Community Venues	Outdoor Track - Individual Entry	Adult	Non VAT	£ 4.00	0.00%	£ 4.00	£ -	£ 4.00	
Sport & Community Venues	Outdoor Track - Individual Entry	Child	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Sport & Community Venues	Full Facility - Events - Adult	per day	Non VAT	£ 596.00	0.67%	£ 600.00	£ -	£ 600.00	
Sport & Community Venues	Full Facility - Events - Children	per day	Non VAT	£ 462.00	1.73%	£ 470.00	£ -	£ 470.00	
Sport & Community Venues	Full Exclusive Use - Weekday - EAC Schools	Events only 1/2 day	Non VAT	£ 84.00	1.19%	£ 85.00	£ -	£ 85.00	By negotiation
Sport & Community Venues	Full Exclusive Use - Weekday - EAC Schools	Events only Full Day	Non VAT	£ 168.00	1.19%	£ 170.00	£ -	£ 170.00	By negotiation
Sport & Community Venues	Gym	Adult	Non VAT	£ 4.50	11.11%	£ 5.00	£ -	£ 5.00	
Sport & Community Venues	Gym	Juveniles	Non VAT	£ 3.00	16.67%	£ 3.50	£ -	£ 3.50	
Sport & Community Venues	Gym Induction		Non VAT	£ 12.00	3.33%	£ 12.40	£ -	£ 12.40	
Sport & Community Venues	Gym - Stage 2 Gym Induction / Review	Per hour	Non VAT	£ 16.00	0.00%	£ 16.00	£ -	£ 16.00	
Sport & Community Venues	Gym - AAA	Per 1 hour	Non VAT	£ 3.70	8.11%	£ 4.00	£ -	£ 4.00	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2017/18	2018/19				NOTES (for Board Report)
				Gross Charge	% Uplift for 2018/19	Revised Charge for 2018/19	VAT @ 20%	Gross Charge	
Sport & Community Venues	Gym - AAA induction	Per session	Non VAT	£ 5.50	0.00%	£ 5.50	£ -	£ 5.50	
Sport & Community Venues	Gym - AAA - Exclusive Booking (4-6 users)	Per hour	Non VAT	£ 26.00	0.00%	£ 26.00	£ -	£ 26.00	
Sport & Community Venues	Membership - Bronze Concession Membership	1 month	Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Sport & Community Venues	Membership - Bronze Joint Membership	1 month	Non VAT	£ 20.00	0.00%	£ 20.00	£ -	£ 20.00	
Sport & Community Venues	Membership - Bronze Single Membership	1 month	Non VAT	£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	
Sport & Community Venues	Membership - Silver Concession Membership	1 month	Non VAT	£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	
Sport & Community Venues	Membership - Silver Joint Membership	1 month	Non VAT	£ 40.00	0.00%	£ 40.00	£ -	£ 40.00	
Sport & Community Venues	Membership - Silver Single Membership	1 month	Non VAT	£ 25.00	0.00%	£ 25.00	£ -	£ 25.00	
Sport & Community Venues	Membership - Gold Concession Membership	1 month	Non VAT	£ 20.00	0.00%	£ 20.00	£ -	£ 20.00	
Sport & Community Venues	Membership - Gold Joint Membership	1 month	Non VAT	£ 50.00	0.00%	£ 50.00	£ -	£ 50.00	
Sport & Community Venues	Membership - Gold Single Membership	1 month	Non VAT	£ 32.00	0.00%	£ 32.00	£ -	£ 32.00	
Sport & Community Venues	Personal Training	Per hour	Non VAT	£ 25.00	0.00%	£ 25.00	£ -	£ 25.00	
Sport & Community Venues	Pool - 1-1 Swimming Lessons (30 mins)	10 lesson Block	Non VAT	£ 117.00	3.85%	£ 121.50	£ -	£ 121.50	Free lesson for Block Booking
Sport & Community Venues	Pool - 1-1 Swimming Lessons (30 mins)	per class (30 mins)	Non VAT	£ 13.00	3.85%	£ 13.50	£ -	£ 13.50	
Sport & Community Venues	Pool - 1-2 Swimming Lesson (30 mins)	10 lesson Block	Non VAT	£ 198.00	4.55%	£ 207.00	£ -	£ 207.00	Free lesson for Block Booking
Sport & Community Venues	Pool - 1-2 Swimming Lesson (30 mins)	per class (30 mins)	Non VAT	£ 22.00	4.55%	£ 23.00	£ -	£ 23.00	
Sport & Community Venues	Pool - Adult/Child/Parent & Toddler Swimming Group Lesson	Per lesson	Non VAT	£ 3.40	2.94%	£ 3.50	£ -	£ 3.50	
Sport & Community Venues	Pool - Adult Swim	Each	Non VAT	£ 3.00	0.00%	£ 3.00	£ -	£ 3.00	
Sport & Community Venues	Pool - Child Swim	Each	Non VAT	£ 2.00	0.00%	£ 2.00	£ -	£ 2.00	
Sport & Community Venues	Pool - Big splash Family Session (2 adults, 5 children)		Non VAT	£ 3.50	14.29%	£ 4.00	£ -	£ 4.00	
Sport & Community Venues	Pool - Big splash Family Session (2 adults, 5 children) incl Hall		Non VAT	£ 5.00	20.00%	£ 6.00	£ -	£ 6.00	
Sport & Community Venues	Pool Hire	Per hour	Non VAT	£ 26.00	3.08%	£ 26.80	£ -	£ 26.80	
Sport & Community Venues	Pool Party with Bouncy Castle		VAT	£ 75.00	6.67%	£ 66.67	£ 13.33	£ 80.00	
Sport & Community Venues	Pool Party with Floats		VAT	£ 40.00	12.50%	£ 37.50	£ 7.50	£ 45.00	
Sport & Community Venues	Pool Party with Inflatable		VAT	£ 60.00	8.33%	£ 54.17	£ 10.83	£ 65.00	
Sport & Community Venues	Pool - Primary School Lessons	Per Child	Non VAT	£ 2.00	0.00%	£ 2.00	£ -	£ 2.00	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2017/18	2018/19				NOTES (for Board Report)
				Gross Charge	% Uplift for 2018/19	Revised Charge for 2018/19	VAT @ 20%	Gross Charge	
Sport & Community Venues	Gymnasium Hall- Adult	Per hour	Non VAT			£ 17.25	£ -	£ 17.25	NEW CHARGE
Sport & Community Venues	Gymnasium Hall- Children	Per hour	Non VAT			£ 11.45	£ -	£ 11.45	NEW CHARGE
Sport & Community Venues	Rookie Lifeguard	Per session	Non VAT			£ 5.00	£ -	£ 5.00	NEW CHARGE
Sport & Community Venues	Walking Football	1 hour	NON VAT			£ 3.00	£ -	£ 3.00	NEW CHARGE
Sport & Community Venues	Fitness Class	45minutes	Non VAT			£ 4.50	£ -	£ 4.50	NEW CHARGE
Marketing & Development	Promotional bundle	Per show/event	VAT	£ 240.00	0.00%	£ 200.00	£ 40.00	£ 240.00	
Marketing & Development	Boosted social media	Per advert	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Marketing & Development	Website rotator advert	Per advert	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Marketing & Development	Mailshots	Per letter	VAT	£ 1.20	25.00%	£ 1.25	£ 0.25	£ 1.50	Minimum £1.50
Marketing & Development	Postcode report	Per report	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Marketing & Development	Advertising - Full back page	Full commercial rate	VAT	£ 1,200.00	0.00%	£ 1,000.00	£ 200.00	£ 1,200.00	
Marketing & Development	Advertising - Full back page	Community/not for profit rate	VAT	£ 600.00	0.00%	£ 500.00	£ 100.00	£ 600.00	
Marketing & Development	Advertising - Full interior page	Full commercial rate	VAT	£ 960.00	0.00%	£ 800.00	£ 160.00	£ 960.00	
Marketing & Development	Advertising - Full interior page	Community/not for profit rate	VAT	£ 480.00	0.00%	£ 400.00	£ 80.00	£ 480.00	
Marketing & Development	Advertising - Half back page	Full commercial rate	VAT	£ 660.00	0.00%	£ 550.00	£ 110.00	£ 660.00	
Marketing & Development	Advertising - Half back page	Community/not for profit rate	VAT	£ 330.00	0.00%	£ 275.00	£ 55.00	£ 330.00	
Marketing & Development	Advertising - Half interior page	Full commercial rate	VAT	£ 540.00	0.00%	£ 450.00	£ 90.00	£ 540.00	
Marketing & Development	Advertising - Half interior page	Community/not for profit rate	VAT	£ 270.00	0.00%	£ 225.00	£ 45.00	£ 270.00	
Marketing & Development	Advertising - Quarter interior page	Full commercial rate	VAT	£ 300.00	0.00%	£ 250.00	£ 50.00	£ 300.00	
Marketing & Development	Advertising - Quarter interior page	Community/not for profit rate	VAT	£ 150.00	0.00%	£ 125.00	£ 25.00	£ 150.00	

Assessing for Relevance

FORM A: Assessing for Relevance

1. Policy Details

User : eac\mcgregord

Policy : Charging Policy

Policy Lead Officer : John Griffiths

Date Relevance Assessment conducted : 02-01-2018

2. Which groups of people do you think will be, or potentially could be, impacted upon by the implementation of this policy? (tick as appropriate)

People with disabilities: : yes

People from black and minority ethnic communities and different racial backgrounds : yes

Women and men (boys and girls) : yes

Older people, children and young people : yes

Lesbian, gay, bisexual and transgender people : yes

People from different religions or beliefs and people with no belief : yes

Women who are pregnant or on maternity leave : yes

People who are married or in a civil partnership : yes

3. Do you have evidence or reason to believe that this policy/function/review will, or may potentially:

General Duties level of impact (high, medium or low)

Eliminate discrimination faced by particular groups : low

Impact upon the promotion of equality of opportunity between particular groups : low

Impact upon good relations between particular groups : low

Does it have overall relevance to equality? : low

4. Equality impact assessment required? (All high and medium results MUST be impact assessed) : 0

5. Rationale for decision : The charges are applied equally across all groups and consideration has been given to affordability for all groups.

Concessions are available for various groups.

REPORT TO BOARD OF TRUSTEES



TRUST BUDGET 2018/19

Date: 27 February 2018

Agenda Item: 6

Report By: John Griffiths, Chief Executive

Summary

This report confirms the Trust's budget position for 2018/19 and shows how the savings target of £190,750 will be met from service reviews.

1. BACKGROUND

- 1.1 The Trust has been set a savings target of £190,750 for the financial year of 2018/19. This amount forms part of 20% savings requirement to be achieved by 2021/22 established in the Council's Best Value Review of Services in March 2017.
- 1.2 The Trust Board has considered detailed review of Countryside, Cultural, and Sport and Community Services in recent months and these reviews will generate the bulk of the savings target in 2018/19. In addition this Agenda includes proposals for charges for services which should generate additional income to offset an element of the savings requirement.

2 SAVINGS IN 2018/19

- 2.1 A summary of savings approved through service reviews and charges for services is shown below:

Cultural Services	£88,000	(to be approved)
Countryside Services	£47,000	
Reduction in leasing costs	£ 3,000	
General Charges Income	£15,000	(to be approved)
Additional Charges Income	£15,000	
Management Action	<u>£22,750</u>	
	<u>£190,750</u>	

Reduction in Leasing Costs of £3,000 relates to expenditure within Sport Review which has subsequently been purchased in current financial year and therefore budget for leasing costs is no longer required.

General Charges Income of £15,000 relates to additional income proposed within the Charges for Services 2018/19 report – “predominantly achievable from an average 3% increase on Synthetic Grass Pitch and Indoor Hall charges.”

Additional Charges Income of £15,000 relates to phased removal of Loyalty discount approved within the Charges for Services 2017/18 report. Approved Implementation date was August 2017 so only part year savings in financial year 2017/18. £15,000 relates to outstanding balance approved for 2018/19

- 2.2 Where possible, management action will be taken throughout the year to reduce expenditure and/or increase income. Budgeting for significant increased income reflects a higher risk than previously

REPORT TO BOARD OF TRUSTEES



taken and with this in mind, it is essential that an element of reserves remains unallocated to ensure that any shortfall can be covered within the Trust's accounts if the targets cannot be achieved.

- 2.3 The Best Value Review, approved by the Board and East Ayrshire Council early in 2017, stated that '..... in response to the more challenging financial circumstances in which the East Ayrshire Leisure Trust will now require to operate, the Trust will also become a more commercially driven organisation'. In response to this requirement, there is a significant focus on generation of additional income in 2018/19 and beyond. With a challenging savings target to meet, and acknowledging that the Trust must ensure that its services are affordable and accessible, the 2018/19 budget shows a careful balance of service efficiencies and income generation.
- 2.4 In summary it is anticipated that the 2018/19 Budget will increase actual income targets by £360,580 which equates to a 20% increase in overall income (excluding Management Fee).

Recommendation/s:

It is recommended that the Board:

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

Signature: John Griffiths

Designation: Chief Executive

Date: 12 February 2018

REPORT TO BOARD OF TRUSTEES



PERFORMANCE REPORT OCTOBER TO DECEMBER 2017

Date: 27 February 2018

Agenda Item: 7

Report By: John Griffiths, Chief Executive

Summary

This report provides details of the Trust's performance for the period October to December 2017, the third quarter of the 2017/18 financial year.

I. PURPOSE OF REPORT

- I.1 The purpose of this report is to provide Trustees with a detailed analysis of Trust performance across a range of headings previously agreed by the Board. This report was considered and approved by the Performance and Audit Sub-Committee on 12 February 2018.

2 REPORT HIGHLIGHTS

2.1 BUSINESS PLAN PROGRESS

- 2.1.1 Positive progress has been achieved across most indicators, however, there has been a reduction in recorded attendances compared to targets, this is mainly due to facility maintenance closures.

2.2 FINANCIAL PERFORMANCE

- 2.2.1 Financial performance is on target with a breakeven position projected at year end.

2.3 PERFORMANCE SCORECARD

- 2.3.1 A reduction in attendances against target is reflected in the report along with an outline of the measures being taken to promote new activities and attract new customers.
- 2.3.2 Plans to upgrade the website are in hand and this should address functionality and ease of use issues.
- 2.3.3 Long term absences have resulted in an absence figure that is above the threshold level.
- 2.3.4 Further refinement is required to ensure that the Council Scorecard properly reflects performance across key performance indicators.

2.4 RISK REGISTER

- 2.4.1 The Risk Register has been updated following discussions at the September Board meeting.

REPORT TO BOARD OF TRUSTEES



Recommendation/s:

It is recommended that the Board:

- i. Approve the Performance Report for October to December 2017; and
- ii. Otherwise note the content of this report.

Signature: 

Designation: Chief Executive

Date: 13 February 2018



East Ayrshire Leisure Performs October - December 2017



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PROGRESS AGAINST 2016-19 ACTION PLAN

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

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

ACTION NO	ACTION	TARGET	PROGRESS OVERVIEW/HIGHLIGHTS AT OCTOBER - DECEMBER 2017
EAST AYRSHIRE LEISURE 1.1	Increase Customer Satisfaction levels	Show annual customer satisfaction improvements each year of Business Plan	<ul style="list-style-type: none"> • Dick Institute was shortlisted as <i>Best Family Venue</i> at the Scottish Hospitality Awards 2017. It was also nominated by customers and has been shortlisted as one of Scotland's Six Hidden Gems as one of 28 selected from across Scotland. This initiative is managed by the Society of Antiquaries of Scotland. • Dean Castle Country Park was also shortlisted as <i>Best Family Day Out</i> at the Scottish Hospitality Awards 2017 • Programme in place for Mystery Shopping to be carried out – administered by VisitScotland, and reflecting the accreditation scheme. • Between 25th October and 19th November, 38,289 visitors were attracted to Dean Castle Country Park to take part on the first Illuminight, Fire and Light Event. The response to the event was overwhelming and a post event evaluation was carried out. A total of 570 survey responses were received with 975 responses agreeing that the event was very good value for money, a positive for Kilmarnock and would attend in future years. A full report will be presented to the Board in February 2018 <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	Increase levels of attendance/ticket sales by 5% over the term of the business plan. Continue to invest in programme development. Increase online visitor usage by 2% each year of Business Plan	<ul style="list-style-type: none"> • Cultural Services - Performance Q3 decreases by 9% due to Dean Castle closure caused by ongoing stonework issues. Muirkirk Library is now closed, Whattriggs and Cumnock Library have also experienced reductions compared to the same time last year. The decrease is due primarily to profiling this quarter and will revise next year. Programme highlights included: • Nathan Coley commission in the Main Gallery at the Dick Institute which was funded by Creative Scotland. Also of note was the Gaelic Language project which resulted in a fabulous exhibition in the Young People's gallery.

			<ul style="list-style-type: none"> • Across our libraries we hosted the highly successful Imprint festival which played to sell out audiences across our libraries and featured Kilmarnock's own Booker nominated Graeme Macrae Burnet and Chris Leslie's insightful document of Glasgow. Denis Mina also played to a full house from Book Week Scotland. The programme was also boosted by the Killie Comic Con which attracted audiences of 2,000 at the Dick Institute and also at the Grand Hall. • Performing Arts Venues provide high profile events across our venues and highlights included the successful Panto (Dick Whittington) which played to excellent audiences and the sold out Happy Monday's. Also of note were Heaven 17, Hairy Maclary and the Youth Theatre's Oliver show. In Cumnock we staged Counselling Out and continued to support community usage of the venue. • Future Museum continued to perform well in Q3 with a 48% increase in unique visits due to development work around Burns and Dean Castle. • Eastayrshireleisure.com sessions are currently below target, however social media figures are continuing to rise and posts are performing well. • Due to the delay in the Dean Castle Country Park development project, figures for the Country Park have not started being counted. These figures were scheduled to be taken account of by October 2017, but will now be used from January 2018. • Q3 figures are based on major events at the Country Park including Illuminight and Santa's Grotto as well as Annanhill and the River Ayr Way. Annanhill figures show a decline of 60% from the same period in 2016/17. This is due to the works on the golf course reducing the course to 9 holes from October 2017. • River Ayr Way figures remain constant at just under 35,000 visits to any part of the route, despite the diversions and upgrade requirements in South Ayrshire • Events at the Country Park between October and December were well attended with 78 people attending the October holiday programme, 38,000 attending Illuminight and nearly 1,000 children visiting Santa. • S&CV Q3 performance was down 9% against projected target- (15,154 attendances) Reduction in attendances relates to bookings moving to non-trust
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			<p>operated facilities in Kilmarnock and reduced number of events at Grange and St Joseph's Leisure Centre compared to the same period last year.</p> <ul style="list-style-type: none"> Ongoing development and implementation of S&CV core activities and programmes for Athletics, Badminton, Fitness, Football and Swimming for children, young people and adults delivered across facility remit. Fitness Memberships sales are up 81% in Q3 compared to last year <p>REQUIRES INTERVENTION ATTENDANCE FIGURES HAVE DECREASED BY 36 % ACROSS THE VENUES DURING QUARTER WHICH IS MAINLY DUE TO DELAYED OPENING OF THE DEAN CASTLE COUNTRY PARK.</p>
EAST AYRSHIRE LEISURE 1.3	Achieve new quality standards and/or maintain current Accreditation standards	Visit Scotland: 4 star: Doon Valley Museum 4 star: Dick Institute 4 star: Baird Institute 4/5 star: Dean Castle and Country Park 4 star: Burns House Museum 4 star: Ayrshire Athletics Arena	
		Arts Council England Museum Accreditation: Dean Castle/Baird/Burns House/Dick Institute maintained.	<ul style="list-style-type: none"> Accreditation maintained for retained museums. Arts Council of England. £17k was awarded to support the creation of a new Content Management System. With this support from Museum Galleries Scotland we are now able to tender this important development.
		Collection Significance: Musical Instrument/Burns Collections maintained.	<ul style="list-style-type: none"> £60K funding bid to Museums Galleries Scotland is being prepared to support investment in display at Dean Castle which will support wider development. Significance status maintained across both areas.
		How Good Is Our Public Library Service: 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.	<ul style="list-style-type: none"> Given changes to Library Service we are discussing suitable timeline for starting review in 2018/19 and possibly linking this with the How Good Is Our Culture and Sport Service emerging guidance from SPORTA.

		British Computer Society Accreditation: Maintain annual accreditation	<ul style="list-style-type: none"> Review has been carried out by BCSA and have achieved accreditation.
		UKA: Maintain Certification at Ayrshire Athletics Arena	<ul style="list-style-type: none"> UKA declared Ayrshire Athletics Arena is fit for competitions. UKA no longer carry out full accreditation programme.
		FIFA: Certification of all Synthetic Grass Pitches	<ul style="list-style-type: none"> Valid certification held for all S&CV Synthetic Grass Pitches
		Maintain status as RLSS Approved Training Centre	<ul style="list-style-type: none"> East Ayrshire Leisure recognised as RLSS Approved Training Centre
		Gain Green Flag award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.	<ul style="list-style-type: none"> Assessment scheduled for Dean Castle Country Park in January 2018 Assessment scheduled for Annanhill Golf Course in 2019
		UKactive: achieve membership criteria	<ul style="list-style-type: none"> Ongoing dialogue with UKactive regarding full membership. Membership status will be delayed to 2018/2019. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 1.4	Maintain and sustain high level partnerships that support service delivery and improvement.	Maintain current partnership network.	<ul style="list-style-type: none"> Worked with Creative Scotland to support major Nathan Coley commission for 2017. Worked with Museum Galleries Scotland to fund the Content Management System. Worked with Scottish Book trust for our Live Literature, Bookbug and Book Week Scotland funding. Libraries also worked with Glasgow University's Edwin Morgan centre to support our Imprint writing competition. Also worked with Gaelic Book Council to provide Gaelic strand to Imprint. Comic Con allowed us to work with Polybius Games and Big Glasgow Comic.

			<ul style="list-style-type: none"> • Landscape Partnership bid has successfully achieved Stage 1 funding from Heritage Lottery Fund. This is a partnership led by East Ayrshire Council and includes East Ayrshire Leisure, Forestry Commission Scotland and Central Scotland Green Network Trust. • Ongoing work with key partners and sports groups/clubs to grow and develop the provision of sporting/physical activity opportunities and events under S&CV. • Continue to work with various work coaches from EAC providing space/computers to help people back into work in various libraries. • Continue to work with Revenues and Benefits Team and DWP as part of Universal Credit Working party – we provide access for work coaches and customers to access computers both out with and within library opening hours. • A new partnership is being developed with Countryside Services, Stewarton Academy and Ayrshire College to develop a National 4 qualification in Rural Skills that will be based in the Country Park and assessed by Ayrshire College. This initiative will be implemented in August 2018 for the 18/19 Academic year. • Countryside Services has been working with the East Ayrshire Social Work department to deliver a programme of environmental team building activities. The evaluation of this will provide us with information that will enable us to develop a corporate programme for a wider audience. • Continued work supporting 44 sports clubs across 5 Community Sports Hubs. • Grange Community Sports Hub partners Hurlford Badminton Club won the East Ayrshire Sports Council Club of the Year Award. • New partnership has been developed with the University of the West of Scotland (UWS) which will see sports coaching students support the East Ayrshire Leisure Sports Coaching Programme through student placements. UWS will also actively support trust recruitment drives with distribution of key information relating to vacancies to students. 1 successful placement has
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			<p>resulted in recruitment of student to bank register.</p> <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 1.5	Introduce a system to audit, monitor and improve environmental efficiency across our core facilities	Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives.	<ul style="list-style-type: none"> • East Ayrshire Leisure is represented on the East Ayrshire Council Climate Challenge Group who co-ordinate and lead environmental best practice across the service areas. • A review of water meters has highlighted that 3 sites, Galston Community Centre, Ayrshire Athletic Arena and Auchinleck Boswell Resource Centre would benefit from a downsized meter, a cost benefit analysis has been undertaken. A quotation has been received and is currently under consideration. • East Ayrshire Leisure and the Galleon Leisure Trust have established a joint initiative to appoint Keep Scotland Beautiful to carry out an audit of all core venues. This audit will provide detailed information of existing environmental performance and an action plan to carry out improvements. The work with Keep Scotland Beautiful will also provide training on how to complete our Climate Change Declaration Report and provide us with on-line resources to improve our energy efficiency <p>POSITIVE PERFORMANCE</p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT OCTOBER - DECEMBER 2017
EAST AYRSHIRE LEISURE 2.1	Increase general participation /attendance levels across service areas	<ul style="list-style-type: none"> • Increase participation/ attendance levels by 5% over the term of the Business Plan. 	<ul style="list-style-type: none"> • Cultural Services - Performance Q3 decreases by 9% due to Dean Castle closure caused by ongoing stonework issues. Muirkirk Library is now closed, Whatriggs and Cumncok Library have also experienced reductions from same time last year. The decrease is due primarily to profiling this quarter and will revise next year. Programme highlights include: • DO Art at the DI maintains its capacity attendance for art classes. Gaelic visual art classes also going well with partners Onthank Primary School attending monthly sessions. 140 pupils attended tailored Egyptian sessions at the DI which includes visual art, collections and drama. In our libraries we staged Comic Con, talks and workshops and information sessions alongside our ever popular Bookbug and ICT classes. • A detailed engagement programme has been planned for the Castle and Dick Institute around the development programme and this has now started. • Thanks to the introduction of Illuminight 2017, Countryside events saw an increase in participation in Q3 of over 1700%. Since this figure is inflated by a large scale event, the general participation figures for Countryside events still saw an increase of over 40%. This is due to a range of community events that were organised to invite visitors back to the Country Park and included the Real Ale Festival and a series of children's activities. • 5349 children aged between 2-14 years attended the Sports Coaching programmes for Athletics, Badminton, Football, Gymnastics & Handball • 143 Gold membership attendances were recorded in Q3. • Ongoing work with several key community groups to increase hall lets in the community halls. Changes made to session times and days to support income and parent requirements. <p>REQUIRES INTERVENTION</p>

			ATTENDANCE / PARTICIPATION FIGURES HAVE DECREASED BY 36 % ACROSS THE VENUES DURING THIS QUARTER, MAINLY DUE TO DELAYED OPENING OF THE DEAN CASTLE COUNTRY PARK.
EAST AYRSHIRE LEISURE 2.2	Increase opportunities for/numbers of young people (12-25) using our services.	<ul style="list-style-type: none"> • Increase by 1% each year number of young people using our service areas. • Raise £50K external funding during life of Business Plan to support programmes aimed at young people. • Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes e.g. EASC Affiliated Sports Clubs, Youth Arts Network, Vibrant Communities. • Offer reduced cost/free access to facility/project use for targeted groups of young people. • Carry out project surveys to measure behavioural change impact in 2016/17/18/19 	<ul style="list-style-type: none"> • Cultural services have developed a range of engagement programmes around visual art (children's, adult and Gaelic workshops), and museums (Egyptian, Roman and WWII workshops), some of which are income generating. • Cultural Services were awarded 10K funding towards EventScotland's Year of Young People 2018. Funding supports a cultural programme led by young people at the Dick Institute. • Comic Con sessions took place in Dick institute during November and attract over 2,000 people at both Dick Institute and Grand Hall. • Working with Stewarton Academy, Countryside Services has been supporting a young 14 year old pupil who was disengaged from school. This young person has been working on the Bat Bothy project and with the Ranger Service and the school have reported a marked increase in his attendance and attitude to school work. The young person has also been taking part in a young enterprise project using the rural skills that he has learned. The work with this individual will be rolled out to other pupils from August 2018 in a partnership with Stewarton Academy and Ayrshire College. • 163 weekly sessions are on offer for those age 12 plus to participate in a wide range of sport and fitness activities. Session are delivered directly by East Ayrshire Leisure or in partnership with local sports clubs and organisations. • 13 Junior Membership (8-13 years) sold in Q3 • 104 youth memberships (14-18yrs) were sold in Quarter 3 <p>POSITIVE PERFORMANCE</p>

EAST AYRSHIRE LEISURE 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<ul style="list-style-type: none"> • Apply audit findings where appropriate, in 2017/18/19 • Support people using our facilities/ programmes with mixed ability needs. 	<ul style="list-style-type: none"> • Willowbank School took part in the Egyptians programme at the Dick Institute and also took part in library sessions. • I Dance performed an outstanding performance at the Palace during October which continued to showcase our long-term support for this group. • Action on Hearing Loss Sessions took place across various libraries. • Park School attended the library for a themed storytelling session in December. • Ongoing work with EAC Vibrant Communities to provide a community programme for the All Ability Bikes at the Ayrshire Athletics Arena. • S&CV staff working with community groups and schools to provide opportunity for cycling at the AAA through use of the All Ability Bikes for those that have additional support needs. • Concessionary discount on our gym and fitness memberships for adults with a disability allowing access to our gyms, swimming pools, athletics track and fitness classes. 23 memberships under this category sold in Q3 <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 2.4	Increase opportunities for/numbers of older people (60+) using our services.	<ul style="list-style-type: none"> • Increase attendance by older people by 1% each year. • Ensure we have programmes that are attractive to older users. • Carry out sample surveys to measure behavioural change impact in 2016/17/18/19 • Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire & Arran, Vibrant Communities. 	<ul style="list-style-type: none"> • Developing programmes with Vibrant Communities team around aspects of library delivery and the Dean Castle project. • Libraries supported the opportunities in retirement book group. • The Homewords service continues to increase its reach and numbers continue to grow during this quarter. • Cats Protection League talk and craft session in Cumnock Library. • Three talks have been given to groups including the St Johns Guild, Cumnock

			<p>History Group and Opportunities and Retirement. Nearly 100 people attended these talks.</p> <ul style="list-style-type: none"> • A new partnership has been established with NHS Ayrshire and Arran to develop a green gym programme for clients based at Woodland View. • Concessionary discount on our gym and fitness memberships for adults over 60 years old, allowing access to our gyms, swimming pools, athletics track and fitness classes. 84 memberships sold in Q3. • Ongoing support to Vibrant Communities to deliver a range of exercise and movement classes in Stewarton Area Centre. • Support to indoor bowlers at Stewarton Area Centre to retain numbers and continue weekly booking. <p>POSITIVE PERFORMANCE</p>
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STRATEGIC OBJECTIVE THREE – TO ENHANCE EAST AYRSHIRE'S TOURISM OFFER

ACTION NO	ACTION	TARGET	PROGRESS AT OCTOBER - DECEMBER 2017
EAST AYRSHIRE LEISURE 3.1	Increase visitor attendance at our key tourist attractions including: Dick Institute, Dean Castle & Country Park, Baird Institute, Doon Valley Museum, Burns House Museum & Library, River Ayr Way, Palace & Grand Hall Complex and Cumnock Town Hall	<ul style="list-style-type: none"> • Increase levels of visitor attendance in line with targets set in local Tourism Strategies. • Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events. • Submit external funding bids to support tourism development across our facilities/venues. • Maintain and develop partnership working with Visit Scotland/ 	<ul style="list-style-type: none"> • Event Scotland funding application was awarded for Burns Birthday event in Mauchline. • Due to delays in the Country Park development project, attendance figures will not be recorded until Q4. • Dean Castle project is being tendered at present and due for start date of April/May 2018. • Comic Con drew in people from Glasgow and beyond and is hoped this can

		EventsScotland to support our programmes.	<p>become a regular event.</p> <ul style="list-style-type: none"> • EventScotland funding awarded to develop the Year of Young People cross art form and libraries programme in 2018. • Museum Galleries Scotland awarded grant to support the creation of a new Content Management System for our collections. • Illuminight 2017 was an overwhelming success. 18% of ticket sales were from out with Ayrshire from locations across the UK, establishing the event as an important addition to the National Calendar of events. Illuminight 2017 was also rated 'top thing to do in Scotland this weekend' by the Herald. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 3.2	Work with local groups to add value to the tourism offer.	<ul style="list-style-type: none"> • Work with 4 groups each year to support community development and to harness local knowledge. 	<ul style="list-style-type: none"> • Series of Heritage Workshops offered to encourage family history development at the Burns Monument Centre. • Cultural Services worked with Kilmarnock Engineering and Science Society to develop an exhibition for the Baird Institute which opened in September. Artwork by Netherthird Primary School and Cumnock Academy was also exhibited. <p>POSITIVE PERFORMANCE</p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT OCTOBER - DECEMBER 2017
EAST AYRSHIRE LEISURE 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> • Respond to survey findings. • Maintain constructive relationship with Trade Union – 6 meetings annually. • Maintain absence to below acceptable level of 8 days per annum. • Continue to achieve low levels of formal Grievances 	<ul style="list-style-type: none"> • Absence level recorded for the period 18 September – 10 December was 2.22 days. This is primarily due to long term absence. • No Grievance Appeals were held during this period. • Staff e-newsletter currently being designed – will include links to all key

			<p>information/documents.</p> <ul style="list-style-type: none"> • Cross-sector staff working groups established to look at key aspects of business development <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> • 6 Modern Apprenticeships during life of Business Plan subject to funding. • 10 work placements during life of Business Plan • 3 interns during life of Business Plan. • Individual volunteers increase by 2% each year • Volunteer days increased by 2% 	<ul style="list-style-type: none"> • 78 volunteer visits took place at Dean Castle Country Park in Q3, this included the regular meetings of the 'Friends of Dean' Group. • Cultural Services currently has four active volunteers who assist on a weekly basis with the visual art classes and with EAYT. School placements are supported on an ongoing basis throughout the school year. • 15 people continue to actively volunteer through our highly successful Textile Team temporarily based at the old Kirkstyle Primary School building. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 4.3	Advance staff through training and development	<ul style="list-style-type: none"> • Increase the use of EAGER working towards 95% coverage for permanent staff. • Develop training matrix for all service areas • Develop bespoke e-learning modules and training courses • Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations 	<ul style="list-style-type: none"> • In order to simplify the use of EAGER a quarterly review process has been introduced for all staff. Progress towards the EAGER target of 95% is tracked on a monthly basis to ensure a focus on the development of all staff and to build on the progress of 91% achieved in the previous year. • A training matrix exists for all roles and matrices are updated in line with organisational priorities and the introduction of new or revised roles. • Training continues to be reviewed in line with key priorities. East Ayrshire Leisure now has independent access to the Learnpro system allowing us to design bespoke materials. • Staff are aware of the volunteering policy and the opportunity to volunteer with other organisations is actively promoted at the EAGER process. <p>POSITIVE PERFORMANCE</p>



FINANCIAL PERFORMANCE TO 31.12.17

Performance & Audit Sub Committee
2017/18 EAST AYRSHIRE LEISURE BUDGET
AS AT 31st December 2017 – QUARTER 3 - PERIOD 9
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The projected outturn for East Ayrshire Leisure at 31st December 2017 is a projected breakeven position.

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

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

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

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

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

Venues Allocated to Sport Areas:-

Area 1 Ayrshire Athletics Arena, Stewarton Sports Centre, Scott Ellis Playing Fields

Area 2 Darvel Town Hall, Newmilns Morton Hall, Stewarton Area Centre, Galston Community Centre, Auchinleck Boswell

Area 3 Auchinleck Leisure Centre, Doon Valley Leisure Centre, Loudoun Leisure Centre

Area 4 Catrine Games Hall, Mauchline Games Hall, Muirkirk Games Hall, Patna Games Hall

Area 5 Grange Leisure Centre, St Josephs Leisure Centre, Hunter Fitness Suite

TABLE A – OVERALL NET POSITION

Revised Actual Exp. To 31/12/16	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Exp. To 31/12/17	Revised Budget To 31/12/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse
500,839	945,325	CHIEF EXECUTIVE & PEOPLE & FINANCE	856,980	571,570	578,814	67%	844,110	(12,870)
250,872	350,193	MARKETING & DEVELOPMENT	300,030	225,170	219,018	75%	305,730	5,700
1,600,136	2,150,767	CULTURAL	1,963,930	1,501,691	1,455,652	76%	1,963,930	0
52,513	71,559	Cultural Management	70,950	52,623	52,109	74%	70,950	0
100,504	143,526	Collection Care	151,420	103,388	110,190	68%	148,420	(3,000)
305,157	436,796	Cultural Development	411,850	302,515	300,358	73%	416,740	4,890
6,092	5,196	Youth Theatre	9,540	15,280	4,313	160%	9,540	0
814,677	1,104,708	Libraries	956,800	708,824	746,202	74%	942,700	(14,100)
(20,298)	(24,129)	Bar & Catering	(24,390)	(30,081)	(24,981)	123%	(26,090)	(1,700)
341,491	413,111	Performing Arts Venues	387,760	349,142	267,461	90%	401,670	13,910
495,372	756,624	COUNTRYSIDE SERVICES	656,800	480,871	465,627	73%	680,970	24,170
398,708	557,060	Countryside Development	556,800	410,387	422,162	74%	556,800	0
96,664	199,564	Countryside Golf	100,000	70,484	43,465	70%	124,170	24,170
900,119	1,356,821	SPORT & COMMUNITY VENUES	1,001,930	688,712	767,868	69%	984,930	(17,000)
323,190	464,682	Sport & Community Management	464,030	261,751	333,995	56%	416,530	(47,500)
64,289	110,620	Area 1	89,350	57,026	55,540	64%	86,350	(3,000)
135,359	208,833	Area 2	160,660	125,008	106,113	78%	185,160	24,500
167,808	210,379	Area 3	228,260	133,740	181,081	59%	205,260	(23,000)
245,799	319,201	Area 4	171,220	127,315	149,257	74%	151,220	(20,000)
29,602	18,946	Area 5	(42,400)	7,524	(19,265)	-18%	(2,400)	40,000
23,401	60,327	Football	36,170	37,979	27,392	105%	28,170	(8,000)
(89,329)	(36,167)	Community Venues	(105,360)	(61,631)	(66,245)	58%	(85,360)	20,000
3,747,338	5,559,730	TOTAL	4,779,670	3,468,014	3,486,979	73%	4,779,670	0
(3,832,460)	(5,202,840)	Management Fee	(4,709,040)	(3,618,280)	(3,682,186)	77%	(4,709,040)	0
(85,122)	356,890	TOTAL	70,630	(150,266)	(195,207)		70,630	0
0	0	Savings Yet to be Identified	0	0	0		0	0
(188,110)	(418,650)	Trs From Reserves	(80,630)	(62,730)	(62,730)		(80,630)	0
0	0	Designated Funds	0	0	0		0	0
0	0	Trs To Reserves	10,000	10,000	10,000		10,000	0
(273,232)	(61,760)	TOTAL (after transfer to reserves)	0	(202,996)	(247,937)		0	0

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 31/12/16	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Exp. To 31/12/17	Revised Budget To 31/12/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse
(1,255,139)	(1,796,094)	Income From Charitable Activities	(1,798,620)	(1,197,400)	(1,306,740)	67%	(1,732,480)	66,140
(3,832,460)	(5,202,840)	Management Fee	(4,709,040)	(3,618,280)	(3,682,186)	77%	(4,709,040)	0
(5,087,599)	(6,998,934)	TOTAL INCOME	(6,507,660)	(4,815,680)	(4,988,926)	74%	(6,441,520)	66,140
3,946,724	5,364,165	Employee Costs	5,110,850	3,650,482	3,790,854	71%	4,987,710	(123,140)
26,431	40,311	Transport Costs	35,930	23,557	34,776	66%	37,530	1,600
344,348	716,901	Premises Costs	567,530	365,620	350,293	64%	589,520	21,990
597,953	871,977	Supplies & Services	745,310	562,800	533,976	76%	778,720	33,410
1,785	31,510	Financing Costs	8,090	0	0	0%	8,090	0
0	212,400	Support Costs	0	0	0	0%	0	0
85,237	118,559	Governance Costs	110,580	62,955	83,820	57%	110,580	0
5,002,477	7,355,824	TOTAL RESOURCES EXPENDED	6,578,290	4,665,414	4,793,719	71%	6,512,150	(66,140)
(85,122)	356,890	NET POSITION	70,630	(150,266)	(195,207)		70,630	0
0	0	Savings Yet to be Identified	0	0	0		0	0
(188,110)	(418,650)	Trs From Reserves	(80,630)	(62,730)	(62,730)		(80,630)	0
0	0	Designated Funds	0	0	0		0	0
0	0	Trs To Reserves	10,000	10,000	10,000		10,000	0
(273,232)	(61,760)	TOTAL (after transfer to reserves)	0	(202,996)	(247,937)		0	0

TABLE C – INCOME POSITION

Revised Actual Income To 31/12/16	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Income To 31/12/17	Revised Budget Income To 31/12/17	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse
(8,128)	(5,671)	CHIEF EXECUTIVE & PEOPLE & FINANCE	(2,000)	(2,156)	(1,502)	108%	(2,160)	(160)
(71)	(363)	MARKETING & DEVELOPMENT	0	(100)	0	0%	(100)	(100)
(287,252)	(511,406)	CULTURAL	(473,480)	(314,218)	(343,262)	66%	(513,960)	(40,480)
0	0	Cultural Management	0	0	0	0%	0	0
(1,533)	(2,711)	Collection Care	(1,750)	(3,550)	(1,750)	203%	(4,250)	(2,500)
(1,349)	(2,739)	Cultural Development	(11,270)	(10,434)	(7,729)	93%	(12,000)	(730)
(28,214)	(35,040)	Youth Theatre	(35,290)	(21,794)	(13,130)	62%	(36,490)	(1,200)
(41,174)	(85,359)	Libraries	(64,820)	(37,444)	(20,212)	58%	(62,490)	2,330
(72,912)	(98,065)	Bar & Catering	(86,000)	(97,865)	(77,400)	114%	(120,800)	(34,800)
(142,070)	(287,491)	Performing Arts Venues	(274,350)	(143,131)	(223,041)	52%	(277,930)	(3,580)
(151,596)	(159,441)	COUNTRYSIDE SERVICES	(188,140)	(107,540)	(158,238)	57%	(121,250)	66,890
(32,591)	(38,671)	Countryside Development	(64,130)	(29,307)	(40,400)	46%	(41,430)	22,700
(119,004)	(120,770)	Countryside Golf	(124,010)	(78,232)	(117,838)	63%	(79,820)	44,190
(808,093)	(1,119,213)	SPORT & COMMUNITY VENUES	(1,135,000)	(773,387)	(803,738)	68%	(1,095,010)	39,990
(59,310)	(54,241)	Sport & Community Management	(52,960)	(63,995)	(42,222)	121%	(66,530)	(13,570)
(163,088)	(230,033)	Area 1	(233,050)	(159,994)	(171,936)	69%	(224,980)	8,070
(55,701)	(76,368)	Area 2	(83,700)	(63,881)	(62,818)	76%	(84,700)	(1,000)
(160,412)	(238,307)	Area 3	(230,580)	(167,679)	(155,224)	73%	(238,580)	(8,000)
(64,753)	(87,842)	Area 4	(54,590)	(31,302)	(47,953)	57%	(40,100)	14,490
(171,644)	(256,782)	Area 5	(288,780)	(176,014)	(201,691)	61%	(268,780)	20,000
(12,265)	(14,975)	Football	(10,840)	(6,835)	(7,094)	63%	(10,840)	0
(120,921)	(160,667)	Community Venues	(180,500)	(103,687)	(114,800)	57%	(160,500)	20,000
(1,255,139)	(1,796,094)	TOTAL	(1,798,620)	(1,197,400)	(1,306,740)	67%	(1,732,480)	66,140
(3,832,460)	(5,202,840)	Management Fee	(4,709,040)	(3,618,280)	(3,682,186)	77%	(4,709,040)	0
(5,087,599)	(6,998,934)	TOTAL	(6,507,660)	(4,815,680)	(4,988,926)	74%	(6,441,520)	66,140

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 31/12/16	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Exp. To 31/12/17	Revised Budget To 31/12/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse
508,967	950,996	CHIEF EXECUTIVE & PEOPLE & FINANCE	858,980	573,725	580,316	67%	846,270	(12,710)
250,943	350,556	MARKETING & DEVELOPMENT	300,030	225,270	219,018	75%	305,830	5,800
1,887,387	2,662,173	CULTURAL	2,437,410	1,815,909	1,798,914	75%	2,477,890	40,480
52,513	71,559	Cultural Management	70,950	52,623	52,109	74%	70,950	0
102,037	146,237	Collection Care	153,170	106,938	111,940	70%	152,670	(500)
306,507	439,536	Cultural Development	423,120	312,949	308,087	74%	428,740	5,620
34,306	40,235	Youth Theatre	44,830	37,074	17,443	83%	46,030	1,200
855,850	1,190,068	Libraries	1,021,620	746,268	766,414	73%	1,005,190	(16,430)
52,614	73,935	Bar & Catering	61,610	67,785	52,419	110%	94,710	33,100
483,561	700,603	Performing Arts Venues	662,110	492,272	490,502	74%	679,600	17,490
646,967	916,065	COUNTRYSIDE SERVICES	844,940	588,411	623,865	70%	802,220	(42,720)
431,299	595,731	Countryside Development	620,930	439,695	462,562	71%	598,230	(22,700)
215,668	320,334	Countryside Golf	224,010	148,717	161,303	66%	203,990	(20,020)
1,708,212	2,476,034	SPORT & COMMUNITY VENUES	2,136,930	1,462,099	1,571,606	68%	2,079,940	(56,990)
382,500	518,923	Sport & Community Management	516,990	325,746	376,217	63%	483,060	(33,930)
227,377	340,653	Area 1	322,400	217,019	227,476	67%	311,330	(11,070)
191,060	285,201	Area 2	244,360	188,889	168,931	77%	269,860	25,500
328,219	448,685	Area 3	458,840	301,419	336,305	66%	443,840	(15,000)
310,552	407,042	Area 4	225,810	158,617	197,210	70%	191,320	(34,490)
201,245	275,728	Area 5	246,380	183,538	182,426	74%	266,380	20,000
35,666	75,301	Football	47,010	44,814	34,486	95%	39,010	(8,000)
31,592	124,500	Community Venues	75,140	42,056	48,555	56%	75,140	0
5,002,477	7,355,824	TOTAL	6,578,290	4,665,414	4,793,719	71%	6,512,150	(66,140)
		Management Fee						0
5,002,477	7,355,824	TOTAL	6,578,290	4,665,414	4,793,719	71%	6,512,150	(66,140)

CHIEF EXECUTIVE & PEOPLE & FINANCE SERVICE ANALYSIS

Revised Actual Exp. To 31/12/16	Actual Out-turn to 31/03/17	CHIEF EXECUTIVE & PEOPLE & FINANCE	Annual Estimate 2017/18	Revised Actual Exp. To 31/12/17	Revised Budget To 31/12/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(8,128)	(5,671)	Income From Charitable Activities	(2,000)	(2,156)	(1,502)	108%	(2,160)	(160)	
(3,832,460)	(5,202,840)	Management Fee	(4,709,040)	(3,618,280)	(3,682,186)	77%	(4,709,040)	0	
(3,840,588)	(5,208,511)	TOTAL INCOME	(4,711,040)	(3,620,436)	(3,683,688)	77%	(4,711,200)	(160)	
452,683	647,601	Employee Costs	720,580	504,828	517,510	70%	715,770	(4,810)	Projected variance relates to a vacancy which has now been filled.
1,705	2,821	Transport Costs	2,750	1,126	2,065	41%	2,750	0	
14,520	15,263	Premises Costs	17,730	17,716	16,119	100%	17,730	0	
29,132	49,225	Supplies & Services	91,490	43,466	23,920	48%	83,590	(7,900)	Projected variance to partially offset income shortfall within Golf
0	0	Financing Costs	0	0	0		0	0	
0	212,400	Support Costs	0	0	0		0	0	
10,927	23,686	Governance Costs	26,430	6,589	20,702	25%	26,430	0	
508,967	950,996	TOTAL RESOURCES EXPENDED	858,980	573,725	580,316	67%	846,270	(12,710)	
(3,331,621)	(4,257,515)	NET POSITION	(3,852,060)	(3,046,710)	(3,103,372)	79%	(3,864,930)	(12,870)	
0	0	Savings Yet to be Identified						0	
(14,290)	(172,260)	Trs From Reserves	(12,300)	(9,400)	(9,400)		(12,300)	0	
	0	Designated Funds						0	
		Trs To Reserves						0	
(3,345,911)	(4,429,775)	TOTAL (after transfer to reserves)	(3,864,360)	(3,056,110)	(3,112,772)	79%	(3,877,230)	(12,870)	

MARKETING & DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 31/12/16	Actual Out-turn to 31/03/17	MARKETING & DEVELOPMENT	Annual Estimate 2017/18	Revised Actual Exp. To 31/12/17	Revised Budget To 31/12/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(71)	(363)	Income From Charitable Activities	0	(100)	0		(100)	(100)	Boosted Facebook advertising on behalf of theatre company
		Management Fee						0	
(71)	(363)	TOTAL INCOME	0	(100)	0		(100)	(100)	
178,633	247,805	Employee Costs	216,890	173,149	154,916	80%	232,390	15,500	Projected variance relates to responsibility payment during a period of sickness absence cover and maternity leave cover.
0	0	Transport Costs	0	0	0		0	0	
0	0	Premises Costs	0	0	0		0	0	
67,735	97,127	Supplies & Services	81,440	51,331	62,827	63%	71,740	(9,700)	Management action taken to partially offset additional staffing costs
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
4,575	5,625	Governance Costs	1,700	790	1,275	46%	1,700	0	
250,943	350,556	TOTAL RESOURCES EXPENDED	300,030	225,270	219,018	75%	305,830	5,800	
250,872	350,193	NET POSITION	300,030	225,170	219,018	75%	305,730	5,700	
(40,210)	(65,370)	Trs From Reserves	(17,630)	(17,630)	(17,630)		(17,630)	0	
		Designated Funds						0	
		Trs To Reserves						0	
210,662	284,823	TOTAL (after transfer to reserves)	282,400	207,540	201,388	73%	288,100	5,700	

CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 31/12/16	Actual Out-turn to 31/03/17	CULTURAL	Annual Estimate 2017/18	Revised Actual Exp. To 31/12/17	Revised Budget To 31/12/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(287,252)	(511,406)	Income From Charitable Activities	(473,480)	(314,218)	(343,262)	66%	(513,960)	(40,480)	Favourable income movements across cultural, mainly from Bar & Catering partially offset by additional Employee Costs within Bar & Catering
		Management Fee						0	
(287,252)	(511,406)	TOTAL INCOME	(473,480)	(314,218)	(343,262)	66%	(513,960)	(40,480)	
1,374,277	1,880,369	Employee Costs	1,762,170	1,298,742	1,321,956	74%	1,779,210	17,040	£28k favourable payroll variance arising predominantly due to Libraries bank budget not being fully utilised at same rate as prior year offset by adverse payroll variance of £20k in Performing Artists Venues bank budget; £17k within Cultural Development relating to backdated responsibility payments and maternity leave cover; £7k additional costs within Bar & Catering matched to additional Income.
7,926	13,428	Transport Costs	13,950	7,220	10,444	52%	11,470	(2,480)	
109,928	227,658	Premises Costs	214,570	125,629	135,609	59%	224,060	9,490	£10k committed for Dick Institute Lighting funded from savings within Libraries
352,656	481,342	Supplies & Services	408,720	347,134	305,404	85%	425,150	16,430	Youth Theatre expenditure projection increased by £15k to reflect new Business Plan, funded from Reserves in addition to other movements across cultural.
1,785	7,440	Financing Costs	4,000	0	0	0%	4,000	0	
0	0	Support Costs	0	0	0		0	0	
40,815	51,936	Governance Costs	34,000	37,184	25,501	109%	34,000	0	
1,887,387	2,662,173	TOTAL RESOURCES EXPENDED	2,437,410	1,815,909	1,798,914	75%	2,477,890	40,480	
1,600,136	2,150,767	NET POSITION	1,963,930	1,501,691	1,455,652	76%	1,963,930	0	
(30,300)	(34,640)	Trs From Reserves	(15,000)	0	0		(15,000)	0	
	0	Designated Funds					0	0	
		Trs To Reserves						0	
1,569,836	2,116,127	TOTAL (after transfer to reserves)	1,948,930	1,501,691	1,455,652	77%	1,948,930	0	

COUNTRYSIDE SERVICE ANALYSIS

Revised Actual Exp. To 31/12/16	Actual Out-turn to 31/03/17	COUNTRYSIDE SERVICES	Annual Estimate 2017/18	Revised Actual Exp. To 31/12/17	Revised Budget To 31/12/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(151,596)	(159,441)	Income From Charitable Activities	(188,140)	(107,540)	(158,238)	57%	(121,250)	66,890	Income targets not being met due to temporary closures at both Annanhill Golf Course and Dean Castle Country Park
		Management Fee						0	
(151,596)	(159,441)	TOTAL INCOME	(188,140)	(107,540)	(158,238)	57%	(121,250)	66,890	
506,252	690,745	Employee Costs	702,570	467,317	518,700	67%	620,060	(82,510)	Managed approach to vacancies to offset reduction in income and to facilitate service review process scheduled for implementation in April 2018
16,339	23,601	Transport Costs	18,280	14,847	22,004	81%	22,360	4,080	
47,497	77,427	Premises Costs	49,890	38,611	22,203	77%	61,830	11,940	
72,304	98,958	Supplies & Services	51,410	58,599	46,932	114%	75,180	23,770	Additional expenditure required to carry out essential maintenance at Dean castle Country Park and Annanhill Golf Course and to provide essential PPE and training to estates team.
0	19,710	Financing Costs	4,090	0	0	0%	4,090	0	
0	0	Support Costs	0	0	0		0	0	
4,575	5,625	Governance Costs	18,700	9,038	14,026	48%	18,700	0	
646,967	916,065	TOTAL RESOURCES EXPENDED	844,940	588,411	623,865	70%	802,220	(42,720)	
495,372	756,624	NET POSITION	656,800	480,871	465,627	73%	680,970	24,170	
(14,270)	(31,390)	Trs From Reserves	(8,650)	(8,650)	(8,650)		(8,650)	0	
	0	Designated Funds					0	0	
		Trs To Reserves						0	
481,102	725,234	TOTAL (after transfer to reserves)	648,150	472,221	456,977	73%	672,320	24,170	

SPORT & COMMUNITY VENUES SERVICE ANALYSIS

Revised Actual Exp. To 31/12/16	Actual Out-turn to 31/03/17	SPORT & COMMUNITY VENUES	Annual Estimate 2017/18	Revised Actual Exp. To 31/12/17	Revised Budget To 31/12/17	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(808,093)	(1,119,213)	Income From Charitable Activities	(1,135,000)	(773,387)	(803,738)	68%	(1,095,010)	39,990	Adverse variance due to :- £8k and £20k income shortfall in Sports Area 1 and 5 respectively; £8k favourable variance in Area 3; £20k income shortfall in Community Venues; £14k income shortfall at Area 4 Community Asset Transfer facilities (Muirkirk, Catrine, Patna Games Halls and Gavin Hamilton Sports Centre), offset by savings within Employee Costs; £1k grant received Stewarton Area Centre matched with expenditure within Supplies and Services; £13k favourable income relating to Sports Hubs matched to expenditure within Supplies and Services.
		Management Fee						0	
(808,093)	(1,119,213)	TOTAL INCOME	(1,135,000)	(773,387)	(803,738)	68%	(1,095,010)	39,990	
1,434,879	1,897,646	Employee Costs	1,708,640	1,206,447	1,277,772	71%	1,640,280	(68,360)	Favourable variance due to :- £47k, £12k, £15k, £33k and £8k favourable payroll variances in Management, Area 1, Area 3, Area 4 and Football partially offset by adverse variances within Area 2 £27k and Area 5 £20k.
461	461	Transport Costs	950	364	263	38%	950	0	
172,403	396,554	Premises Costs	285,340	183,664	176,362	64%	285,900	560	
76,125	145,325	Supplies & Services	112,250	62,271	94,893	55%	123,060	10,810	£1k purchase of externally funded projector at Stewarton Area Centre; £13k expenditure relating to Sports Hubs
0	4,360	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
24,344	31,688	Governance Costs	29,750	9,354	22,316	31%	29,750	0	
1,708,212	2,476,034	TOTAL RESOURCES EXPENDED	2,136,930	1,462,099	1,571,606	68%	2,079,940	(56,990)	
900,119	1,356,821	NET POSITION	1,001,930	688,712	767,868	69%	984,930	(17,000)	
(89,040)	(114,990)	Trs From Reserves	(27,050)	(27,050)	(27,050)		(27,050)	0	
	0	Designated Funds					0	0	
		Trs To Reserves	10,000	10,000	10,000		10,000	0	£10k funding received from REF re 2016 Fireworks event
811,079	1,241,831	TOTAL (after transfer to reserves)	984,880	671,662	750,818	68%	967,880	(17,000)	

RESERVES AS AT 31 DECEMBER 2017

TABLE A – Summary

TABLE B – Unuseable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – SUMMARY

UNRESTRICTED RESERVES	2016/17 b/f	2016/17 SURPLUS	BALANCE 31 March 2017	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
FIXED ASSET RESERVE	43,640		43,640	43,640						43,640			
RETAINED RESERVES	250,000		250,000	250,000						250,000			
UNUSEABLE RESERVES (DEPRECIATION RESERVES)	66,860		66,860	66,860		0	0	0	0	66,860			see Table B
ALLOCATED RESERVES	174,720		174,720	219,720		14,429	23,885	24,429	0	156,977			see Table C
UNALLOCATED RESERVES REF Funding received	63,304	61,760	125,064	80,064 10,000						80,064 10,000			
HOLIDAY PAY PROVISION	(92,180)		(92,180)	(92,180)						(92,180)			
TOTAL UNRESTRICTED RESERVES	506,344	61,760	568,104	578,104	0	14,429	23,885	24,429	0	515,361			
RESTRICTED RESERVES			153,832			(9,128)	25,134			137,826			
PENSION RESERVE			(3,607,000)							(3,607,000)			
TOTAL RESERVES			(2,885,064)							(2,953,813)			

TABLE B – Unuseable Reserves

UNUSEABLE RESERVES	2016/17 b/f	2016/17 SURPLUS	BALANCE 31 March 2017	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	6,220		6,220	6,220						6,220	14 July 2015 Board	Ongoing	Works complete - amount to be drawn down at year end for depreciation. 5 years from 2015/16
Annanhill Golf Course - Staff Welfare Facilities	29,310		29,310	29,310						29,310	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17
Annanhill Golf Course - Maintenance Equipment	24,420		24,420	24,420						24,420	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine now in use. Will be drawn down at year end to cover depreciation. 5 years from 2015/16.
Homewords Van	6,910		6,910	6,910						6,910	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17
TOTAL UNUSEABLE RESERVES	66,860	0	66,860	66,860	0	0	0	0	0	66,860			

TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2016/17 b/f	2016/17 SURPLUS	BALANCE 31 March 2017	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Training & Development		10,000	10,000	10,000				1570		8,430	19 Sept 2017 Board	Ongoing	Training & Development Funds for 2017/18; Funds allocated to Clerical Support £1,570, Sport Training £5,500
PFS Equipment		10,000	10,000	10,000				7103		2,897	19 Sept 2017 Board	Ongoing	Equipment & Software for contactless payments
Website Development	25,000		25,000	25,000						25,000	19 Sept 2017 Board	Ongoing	Redesignate £25k from Marketing Co-ordinator (Sport) to Website Development.
Libraries Fit Out	90,000		90,000	90,000						90,000	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2017
Promotion of New Mobile Libraries	2,500		2,500	2,500						2,500	19 Sept 2017 Board	Ongoing	Redesignate to promotion of new Mobile Libraries – to be utilised by March 2018
Youth Theatre		15,000	15,000	15,000						15,000	19 Sept 2017 Board	Ongoing	Budgeted shortfall for 2017/18
Sport & CV Saffing - temporary management arrangements	11,500	10,000	21,500	21,500		5,104	8,452	6140		1,804	1 March 2016 Board, updated 19 Sept 2017 Board	Ongoing	Co-ordinator for 12 months, extended to 31 March 2018

Annanhill Golf Course - 4th Green	20,000		20,000	20,000			8654		11,346	14 July 2015 Board	Ongoing	Course design and alterations under consideration. Required for 2017/18. Redesignate £5k to Keep Scotland Beautiful and £6,346 to supplement play area at DCCP.
Marketing & Development Staff	17,630		17,630	17,630		8,595	8073	962	-0	14 July 2015 Board, updated 1 March 2016 Board, updated 19 Sept 2017 Board	Complete	Visual Communications Assistant - Initial 12 months, extended to 18 months; Marketing Co-ordinator (Sport) for 18 months.
Sport & CV Staffing - temporary facilities	7,360		7,360	7,360			7,360		0	19 Sept 2017 Board	Complete	Redesignate to ongoing management arrangements of temporary facilities within Sport & CV
People & Finance Administration Resources	730		730	730		730			0	14 July 2015 Board	Complete	Will be used to support creation of 2 temp Clerical post, who are now in post
TOTAL ALLOCATED RESERVES	174,720	45,000	219,720	219,720	0	14,429	23,885	24,429	0	156,977		

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 01.04.17	Balance at 31.12.17	Expected Completion Date
Textile Team	Donations	(£771)	(£771)	Ongoing
Creative Place	Creative Scotland/Centerstage/Town Centre Management	(£24,571)	£4,214	Mar 2018
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,426)	(£4,416)	Ongoing
Irvine Valley Trails	Renewable Energy Fund	(£59,614)	(£45,179)	Mar 2019
The McKie Collection	Museum Gallery Scotland	(£2,847)	£11,575	Jul 2018
Make Some Noise	Creative Scotland	(£17,529)	(£13,720)	Sep 2018
GLAIF 16/17	Bord Na Gaidhlig	(£2,998)	(£508)	Dec 2017
Kilmarnock Green Infrastructure	Transport Scotland / Scottish Natural Heritage	(£15,000)	(£15,000)	Mar 2018
River Ayr Way Challenge	Awards For All	(£1,549)	(£1,549)	Ongoing
Wild About the Farm	Groundwork UK (Tesco Bags of Help Scheme)	(£2,000)	(£335)	Jan 2018
Bat Bothy	Groundwork UK (Tesco Bags of Help Scheme)	£0	(£1,735)	Mar 2018
Traditional Rural Skills	HLF	£0	(£3,535)	Jul 2018
Growing Memories	Awards for All	£0	(£9,501)	Jun 2018
DCCP Opening Events	EAC/HLF	£0	£24,047	Dec 17
Youthlink	Cashback for Communities	£0	(£1,000)	Mar 2018
WWI Memorial Artwork	Groundwork UK (Tesco Bags of Help Scheme)	£0	(£2,000)	Mar 2018
Woodland Management	Forestry Commission	£0	£3,055	Dec 2021

Textile Team is a team of volunteers that were originally funded by HLF to carry out restoration and repair of textiles. The remaining funding supports the group to continue with its work.

Creative Place is funded from Creative Scotland to bring high quality events and exhibitions to Kilmarnock, supporting regeneration and tourism. This budget will be used to enhance the exhibition programming at The Dick Institute in 2017 with a premier of newly commissioned work by Turner nominated Scottish artist Nathan Coley. £15k funding to claim on completion.

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.

Received funding of £162,000 from the Renewable Energy Fund to appoint a project officer to implement the Irvine Valley Trails Project over a 3 year period.

The McKie Collection funded by Museum Galleries Scotland to support the digitisation of the McKie collection. A new post will be appointed for 18 months to deliver the project.

Make Some Noise is a music project funded by Creative Scotland and aimed at young people in a foster, looked-after, kinship or young caring environment and designed to help build self-esteem and provide a range of creative learning opportunities.

Gaidhlig Gailearaidhean at the Dick Institute was a new set of visual art workshops led in Gaelic, and funded by Bòrd Na Gaidhlig

Kilmarnock Green Infrastructure Project has received a funding package of £50,000 to design and development stage of the 18 mile cycle route in and around Kilmarnock. The initial £15,000 has been received from East Ayrshire Council's Parks Development Fund with the outstanding amount being confirmed from the Central Scotland Green Network Fund. A consultant has been appointed to work with Countryside Services in designing the cycle route and preparing more detailed costs to enable capital funding bids to be made. Full design and feasibility works will be complete by March 2018.

Following the completion of the Countryside Festival in 2015, there was an outstanding balance of £1,549 from the Awards for All grant. Awards for All have agreed that this money can be retained and used as part of the funding package for the upgraded River Ayr Way Signage and Interpretation project. This is scheduled for completion in 2017/18.

As part of a public vote, Wild About the Farm has received £2,000 from the Tesco Bags of Help. This grant will be used to introduce hedges, lades and reed beds into the Urban Farm at Dean Castle Country Park. This work will be carried out with volunteers and students from Ayrshire College.

The Bat Bothy Project has secured £2000 through the Tesco Bags of Help scheme. Working with Xchange Scotland, this unique facility to encourage roosting and hibernating bats with the Country Park will be built by volunteers from across Europe.

As part of the Year of History, heritage and Archaeology, a grant of £10,000 was secured from the Heritage Lottery Fund. This grant will be used to create 2 volunteer apprenticeships, provide a range

of rural skills training for volunteers and to purchase tools and equipment to enable traditional rural skills to be carried out at the Country Park.

£9903 has been awarded to East Ayrshire Leisure to develop a remote volunteering project in partnership with Alzheimer's Scotland. This project will provide all the equipment necessary for people suffering from dementia to grow wildflowers within their own homes. These will then be used to create a wildflower meadow at the Country Park. A celebration day will be organised in Summer 2018 where all volunteers and their families will be invited to a tea party at the Country Park.

As part of the £5 million development project that is underway at Dean Castle Country Park, we have created a new education and residential centre to support the outdoor learning activities that we offer through East Ayrshire Leisure's Countryside Services. As part of our outdoor learning offer, we have been successful in attracting external funds to organise a pilot project aimed at offering free residential experiences to young people who are currently or who are at risk of becoming disengaged from school due to mental health concerns including anxiety and depression.

Between October and December 2017, a series of events was organised to celebrate the major redevelopment project at Dean Castle Country Park. This included the very popular Illuminight Fire and Light Show which attracted 38,000 people, the Harvest and Real Ale Festival and a programme of free events for families. A grant of £30,000 was received from the Renewable Energy Fund for these events, with the remainder coming from the Heritage Lottery Fund Parks for People Project.

£2k has been awarded to support the purchase and planting of trees and shrubbery associated with the WWI memorial artwork, which has been developed by Pidgin Perfect in collaboration with Scottish makar Jackie Kay, Loanhead Primary School and adults who took part in a poetry workshop.

A grant was approved from Forestry Commission Scotland to prepare a Woodland Management plan for Dean castle Country Park, Kilmarnock and Woodroad Park, Cumnock. The Central Scotland Green Network carried out this work. A further application now needs to be made for implementation of the actions within the management plans.



**EXTERNAL FUNDING
(OCTOBER – DECEMBER 2017)**

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 2017/18
Countryside	REF - Illuminight	£30,000	£30,000
Cultural	Scottish Book Trust - Live Literature	£400	£400
Cultural	Musuems Galleries Scotland - Museums Database	£16,200	£4,050
Cultural	Musuems Galleries Scotland - Festival of Museums	£1,500	£0
TOTAL		£48,100	£34,450

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Cultural	Scottish Power Foundation - Cultural Engagement Intern	£29,500	Declined due to hugely competitive and oversubscribed fund.
TOTAL		£29,500	



OTHER RELEVANT UPDATES

Insurance Claims

Public Liability Claims, there are currently no live claims for East Ayrshire Leisure.

Employers Liability Claim, 1 claim is ongoing. No other claims are outstanding.

Let's Connect – Home Computing Scheme

Following a HMRC Compliance visit on the 23 March 2017 and previous update by the People & Finance Manager on the 22 May 2017 we can now confirm that any previous liability due on benefit of the Home Technology Scheme has now been met by East Ayrshire Council.

Any future liabilities will be met by the individual employee as a final benefit in kind charge or the employee can return the equipment to Let's Connect at no charge.

Internal Audit Plan 2017/18

The update below will inform Trustees of progress to date with regards to the audit plan for 2017/18:-

Audit Plan 2017/18	Timelines	Progress
Advisory – Programme Planning	Qtr 2	Completed
Location Audit – Loudoun Leisure Centre	Qtr 2	Completed
Advisory – Review of Governance Arrangements	Qtr 4	In-hand
Advisory – Repair/Maintenance Monitoring arrangements	Qtr 4	In-hand

Satisfaction Survey Action Plans 2017/18

The Customer Satisfaction survey results showed a very positive position and as such, main points for action are currently being addressed through the Business Plan objectives and are summarised within the Progress against Action Plan section of this report.

The Staff Satisfaction survey identified a few key areas for improvement and an Action plan has been devised in conjunction with Team Leaders. Projects currently underway include the publication of our full meeting schedule, the design of a staff newsletter and the transfer to eastayrshireleisure.com email addresses for staff is now complete.

A summary of the key findings from both surveys is attached as Appendix I.



PERFORMANCE SCORECARD

EALT PI Report

Generated on: 25 January 2018 10:09

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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																		
EALT1 Average Days Lost per Employee	2.22	2	↑	↑	<p>All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management. The top 3 causes of absence are:</p> <ul style="list-style-type: none">• Musculo-Skeletal• Operations/Recovery/Treatments• Stress – Personal	<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>2.6</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>2.22</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	2.6	Q2 2017/18	2.22	Q3 2017/18	2.22	Q4 2017/18	2.22	
Quarter	Value																								
Q1 2016/17	1.8																								
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Q1 2017/18	2.6																								
Q2 2017/18	2.22																								
Q3 2017/18	2.22																								
Q4 2017/18	2.22																								
EALT2 Total Income	£1,482,326.00	£1,719,952.00	↓	↓	<p>Variances on income are to be expected due to cyclical fluctuations, however income projecting to 6,441,520.</p> <p>Although quarter position is highlighted red, cumulative position to date and projected position are both within tolerance.</p>	<p>EALT2 Total Income</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>£1,745,235.00</td></tr><tr><td>Q2 2016/17</td><td>£1,636,729.00</td></tr><tr><td>Q3 2016/17</td><td>£1,705,635.00</td></tr><tr><td>Q4 2016/17</td><td>£1,911,335.00</td></tr><tr><td>Q1 2017/18</td><td>£1,577,350.00</td></tr><tr><td>Q2 2017/18</td><td>£1,756,094.00</td></tr><tr><td>Q3 2017/18</td><td>£1,482,326.00</td></tr><tr><td>Q4 2017/18</td><td>£1,482,326.00</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	£1,745,235.00	Q2 2016/17	£1,636,729.00	Q3 2016/17	£1,705,635.00	Q4 2016/17	£1,911,335.00	Q1 2017/18	£1,577,350.00	Q2 2017/18	£1,756,094.00	Q3 2017/18	£1,482,326.00	Q4 2017/18	£1,482,326.00	
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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																					
EALT3 Total Expenditure	£1,517,214.00	£1,538,144.00	⬇️	⬇️	Variances on expenditure are to be expected due to cyclical fluctuations, however expenditure is projecting to 6,512,150	<p>EALT3 Total Expenditure</p> <table><thead><tr><th>Quarter</th><th>Quarters</th><th>Target (Quarters)</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>£1,319,170.00</td><td></td></tr><tr><td>Q2 2016/17</td><td>£1,586,036.00</td><td></td></tr><tr><td>Q3 2016/17</td><td>£1,586,036.00</td><td></td></tr><tr><td>Q4 2016/17</td><td>£1,239,764.00</td><td></td></tr><tr><td>Q1 2017/18</td><td>£1,882,007.00</td><td></td></tr><tr><td>Q2 2017/18</td><td>£1,517,214.00</td><td></td></tr></tbody></table>	Quarter	Quarters	Target (Quarters)	Q1 2016/17	£1,319,170.00		Q2 2016/17	£1,586,036.00		Q3 2016/17	£1,586,036.00		Q4 2016/17	£1,239,764.00		Q1 2017/18	£1,882,007.00		Q2 2017/18	£1,517,214.00		🟢
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Q1 2017/18	£1,882,007.00																											
Q2 2017/18	£1,517,214.00																											
EALT4 Culture	139,472	153,210	⬆️	⬆️	The quarterly targets need to be reviewed. Dean Castle remains closed. Doon Valley Museum is now permanently closed. We also have minor fluctuations across the libraries. Burns Monument centre also showed a slight reduction in visits.	<p>EALT4 Culture</p> <table><thead><tr><th>Quarter</th><th>Quarters</th><th>Target (Quarters)</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>112,660</td><td></td></tr><tr><td>Q2 2016/17</td><td>157,617</td><td></td></tr><tr><td>Q3 2016/17</td><td>103,950</td><td></td></tr><tr><td>Q4 2016/17</td><td>122,310</td><td></td></tr><tr><td>Q1 2017/18</td><td>103,081</td><td></td></tr><tr><td>Q2 2017/18</td><td>139,472</td><td></td></tr></tbody></table>	Quarter	Quarters	Target (Quarters)	Q1 2016/17	112,660		Q2 2016/17	157,617		Q3 2016/17	103,950		Q4 2016/17	122,310		Q1 2017/18	103,081		Q2 2017/18	139,472		🔴
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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	167,781	182,935	↑	↓	Attendances for Q3 remain within tolerance, however reduction in attendances relates to bookings moving to non-trust operated facilities in Kilmarnock and reduced number of events at Grange and St Joseph's Leisure Centre compared to the same period last year.	<p>EALT5 Sport and Community Venues</p> <table><thead><tr><th>Quarter</th><th>Attendances</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>227,033</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>189,471</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>-</td></tr></tbody></table> <p>■ Quarters — Target (Quarters)</p>	Quarter	Attendances	Q1 2016/17	227,033	Q2 2016/17	177,375	Q3 2016/17	189,819	Q4 2016/17	216,025	Q1 2017/18	189,471	Q2 2017/18	129,719	Q3 2017/18	167,781	Q4 2017/18	-	🔴
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Q2 2017/18	129,719																								
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Q4 2017/18	-																								
EALT6 Countryside	88,913	280,250	↑	↓	Figures also include the River Ayr Way. The River Ayr Way figures remain constant despite the diversions, maintenance and upgrade requirements in South Ayrshire	<p>EALT6 Countryside</p> <table><thead><tr><th>Quarter</th><th>Figures</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>350,000</td></tr><tr><td>Q2 2016/17</td><td>350,000</td></tr><tr><td>Q3 2016/17</td><td>35,614</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>75,702</td></tr><tr><td>Q3 2017/18</td><td>88,913</td></tr><tr><td>Q4 2017/18</td><td>-</td></tr></tbody></table> <p>■ Quarters — Target (Quarters)</p>	Quarter	Figures	Q1 2016/17	350,000	Q2 2016/17	350,000	Q3 2016/17	35,614	Q4 2016/17	32,173	Q1 2017/18	54,996	Q2 2017/18	75,702	Q3 2017/18	88,913	Q4 2017/18	-	🔴
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Q4 2017/18	-																								

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																
EALT7 Future Museum (Virtual Service)	111,039	58,121	↑	↑	Future Museum continues to perform well and is exceeding its usage targets.	<p>EALT7 Future Museum (Virtual Service)</p> <table><caption>EALT7 Future Museum (Virtual Service) Data</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q2 2016/17</td><td>64,479</td></tr><tr><td>Q3 2016/17</td><td>58,421</td></tr><tr><td>Q4 2016/17</td><td>60,829</td></tr><tr><td>Q1 2017/18</td><td>88,754</td></tr><tr><td>Q2 2017/18</td><td>94,119</td></tr><tr><td>Q3 2017/18</td><td>111,039</td></tr></tbody></table>	Quarter	Value	Q2 2016/17	64,479	Q3 2016/17	58,421	Q4 2016/17	60,829	Q1 2017/18	88,754	Q2 2017/18	94,119	Q3 2017/18	111,039	✓		
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Q1 2017/18	88,754																						
Q2 2017/18	94,119																						
Q3 2017/18	111,039																						
EALT8 Eastayshireleisure.com (Virtual Service)	68,568	84,161	↑	↓	Sessions on eastayrshireleisure.com have continued to decrease, however activity and engagement on our social media platforms has continued to increase.	<p>EALT8 Eastayshireleisure.com (Virtual Service)</p> <table><caption>EALT8 Eastayshireleisure.com (Virtual Service) Data</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>62,078</td></tr><tr><td>Q2 2016/17</td><td>76,918</td></tr><tr><td>Q3 2016/17</td><td>81,298</td></tr><tr><td>Q4 2016/17</td><td>85,107</td></tr><tr><td>Q1 2017/18</td><td>57,533</td></tr><tr><td>Q2 2017/18</td><td>60,323</td></tr><tr><td>Q3 2017/18</td><td>68,568</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	62,078	Q2 2016/17	76,918	Q3 2016/17	81,298	Q4 2016/17	85,107	Q1 2017/18	57,533	Q2 2017/18	60,323	Q3 2017/18	68,568	⬛
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	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
↑	Improving
▬	No Change
↓	Getting Worse

Short Term Trends	
↑	Improving
▬	No Change
↓	Getting Worse



RISK REGISTER

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a 20% reduction in funding received from East Ayrshire Council, resulting in a reduction in service provision.	1,2,3,4	Chief Executive	4	4	16 RISK APPETITE: CAUTIOUS (Compliance)	HIGH	<ul style="list-style-type: none"> • Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider. • Best Value Review Implementation • Role of Shadow Implementation Board • PR; communications with staff and customers
2	There is a risk of not being able to maintain high quality services because of a lack of funding, resulting in a failure to invest, loss of staff, a reduction in staff commitment and damage to East Ayrshire Leisure's reputation.	1,2,3,4	All Senior Manager	4	3	12 RISK APPETITE: OPEN (Reputation)	MEDIUM	<ul style="list-style-type: none"> • Business Planning • Positive Public Relations • Equipment Replacement policy • Continued dialogue with Council • Employee recognition scheme • EAGER - ongoing training and development of staff
3	There is a risk partners and external stakeholders do not see East Ayrshire Leisure as a partner of choice because of a lack of resources invested in partnership activity, resulting in a failure to deliver Business Plan targets and the loss of external funding.	1,2,3,4	All Senior Managers	3	3	9 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> • Service reviews • Positive Public Relations • Service level agreements/Contracts

No.	Risk	Strategic Objective	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
4	There is a risk that buildings are not at the standard required or operating efficiently in terms of environmental sustainability due to a lack of capital investment or maintenance, resulting in a reduction in facilities, loss of income, the inability to market services, inability to respond to impacts of climate change or weather and the loss of services.	1,2,3,4	All Senior Managers	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> Regular communication with the Council Business Continuity Plan Regular Workplace inspections and reviews Fire Risk Assessments Established repairs reporting system Proposed planned preventative maintenance programme Capital Improvement Plan Environmental Management, Monitoring and reporting
5	There is a risk that East Ayrshire Leisure does not take commercial opportunities because staff are not able to identify and take these opportunities, resulting in lost revenue streams, perceptions of poor service and the failure to be aligned with market demands.	1,2,3,4	All Senior Managers	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> Attendance at Events Recruitment and Selection procedure EAGER reviews Training and development programme

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

Risk Register

East Ayrshire Leisure has had a Risk Register in place since its inception in July 2013. However, after consultation with key partners it was decided that a review was necessary to ensure the risks within it were current and truly reflected the Trusts present status.

To enable the Trust to review and develop a more robust Risk Register a seminar was delivered by Scott-Moncrieff, the Board and Senior Management team were present and their views were taken on board.

This seminar produced the overall perceptions of those present and the type of risk in each area of business can be seen below:

- East Ayrshire Leisure is **open** to reputational risk.
- East Ayrshire Leisure is **open** to political risk.
- East Ayrshire Leisure is **open** about financial risk
- East Ayrshire Leisure is **cautious** about compliance risk.
- East Ayrshire Leisure is **open** to operational risk.

7 risks are identified in East Ayrshire Leisure's Risk Register. These can be viewed on the Risk Register Overview Document.

Risk 1 is viewed as a compliance risk and is therefore scored using a Cautious Risk matrix.

Risk 2 is viewed as a reputational risk and is therefore scored using an Open Risk matrix.

Risk 3 is viewed as a reputational risk and is therefore scored using an Open Risk matrix.

Risk 4 is viewed as an operational risk and is therefore scored using an Open Risk matrix.

Risk 5 is viewed as a financial risk and is therefore scored using an Open Risk matrix.

Risk 6 is viewed as an operational risk and is therefore scored using an Open Risk matrix.

Risk 7 is viewed as a compliance risk and is therefore scored using a Cautious Risk matrix.

Therefore there are two distinct Risk Matrices used for scoring each risk on East Ayrshire Leisure's Risk Register these are:

The Open Risk Matrix

Likelihood	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
	Impact				

The Cautious Risk Matrix

Likelihood	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
	Impact				

Each risk is scored from 5 to 1 depending on likelihood and impact. For example, if something is very likely to happen it will score 5, whilst if the impact is very low it will score 1. Thereafter, the scores are multiplied to produce an overall risk rating. The score is then compared against the table in the associated Risk Matrix to indicate if it is a high, medium or low risk.

The scores and the Risk Matrix used for each risk can be seen in the table below:

Risk Area	Risk Matrix	Likelihood	Impact	Total	Risk Evaluation
1.	Cautious	4	4	16	High
2.	Open	4	3	12	Medium
3.	Open	3	3	9	Low
4.	Open	3	4	12	Medium
5.	Open	4	3	12	Medium
6.	Open	3	2	6	Low
7.	Cautious	2	4	8	Medium

The justification for each risk and how they were scored can be viewed below:

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 the Trust will have to make savings over the period and this will have a significant impact on the current venues we 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 like, St Josephs SGP and the problem with loose tiles in 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, and therefore, have the ability to adjust as required.

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 provision can be met.

Risk Area 7.

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

CUSTOMER SATISFACTION - SUMMARY OF KEY FINDINGS

RESPONDENT PROFILE

56% of respondents were female and 44% were male; the sample was evenly split between those over the age of 45 and those under the age of 45.

A small minority of respondents (13%) said that they or a member of their household had a disability.

Most commonly, respondents were either employed or self-employed (58%) or retired (20%).

The profile of respondents by ethnic origin shows that the vast majority (98%) were of White ethnic origin.

AWARENESS

The majority of respondents said that they recollected seeing the East Ayrshire Leisure logo before taking part in the survey (69%) and most commonly respondents recollected seeing the logo at venues and facilities, on leaflets and posters and on staff uniforms and online.

31% of respondents did not recollect seeing the East Ayrshire Leisure logo before taking part in the survey. Reactions to the logo were mixed with many respondents viewing it positively and many also commenting negatively.

54% of respondents said that they recollected seeing the East Ayrshire Leisure publication "The Guide" before taking part in the survey and most commonly respondents recollected seeing the publication at venues and facilities or at home where they get it delivered.

Agreement with a range of statements relating to East Ayrshire Leisure is high in relation to the statements: "it provides sports and fitness facilities" (94%), "it provides arts / museum facilities and activities" (90%), "it runs libraries" (90%) and "it provides performing arts facilities and activities" (87%). However, agreement is significantly lower by comparison in relation to the statement "it is a not-for-profit organisation" (37%), although it should be noted that the majority of respondents said that they did not know (61%) rather than disagreeing with the statement (2%).

SPORTS VENUES

The sports venue that respondents most commonly used was the Grange Leisure Centre with 22% of respondents saying they use it at least once a week or a few times a month; this was followed by St Joseph's (14% use at least once a week or a few times a month), Hunter Fitness Suite (13%), Ayrshire Athletics Arena (12%) and Loudoun Leisure Centre (12%).

Ratings for each sports venue are high amongst those that have used each sports venue, particularly in relation to Ayrshire Athletics Arena (100%, rate as very good or good) and Hunter Fitness Suite (99%). All other venues achieve a positive rating of 94% or higher, with the exception of Annanhill Golf Course which achieves a positive rating of 81% and a poor or very poor rating of 15%.

Aspects of the services and facilities provided at sports venues are rated positively by the majority, particularly in relation to the quality of staff (95%, rate as very good or good), the range of facilities

available (92%), the quality of equipment (92%) and the quality of buildings (90%). However, ratings are lower by comparison in relation to the extent to which services and facilities are publicised (71%), opening hours (83%), cost of accessing services and facilities (85%) and the programme of activities made available (87%).

In assessing the likelihood that respondents will recommend East Ayrshire Leisure as a provider of sports venues on a scale of 1 to 10 where 1 is “not at all likely” and 10 is “extremely likely” the net promoter score (i.e. the percentage of “promoters” providing a rating of 9 or 10 less the percentage of “detractors” providing a rating of 1 to 6) was +40%.

COMMUNITY VENUES

The community venues that respondents most commonly said that they used were Auchinleck Boswell Centre with 4% of respondents saying they use it at least once a week or a few times a month, followed by Stewarton Area Centre (3% use at least once a week or a few times a month). These figures reflect the more “local” nature of such venues.

Ratings for each community venue are high amongst those that have used each community venue, particularly in relation to Galston Community Centre (100%, rate as very good or good) and Auchinleck Boswell Centre (98%). All other venues achieve a positive rating of 90% or higher, with the exception of various “other” community venues which achieve a positive rating of 84% and a poor or very poor rating of 8%.

Aspects of the services and facilities provided at community venues are rated positively by the majority, particularly in relation to the quality of staff (96%, rate as very good or good), the quality of buildings (93%), the range of facilities available (92%) and the quality of equipment (90%). However, ratings are lower by comparison in relation to the extent to which services and facilities are publicised (72%), opening hours (81%), the programme of activities made available (82%) and the cost of accessing services and facilities (88%).

In assessing the likelihood that respondents will recommend East Ayrshire Leisure as a provider of community venues on a scale of 1 to 10 where 1 is “not at all likely” and 10 is “extremely likely” the net promoter score (i.e. the percentage of “promoters” providing a rating of 9 or 10 less the percentage of “detractors” providing a rating of 1 to 6) was +1%.

COUNTRYSIDE SERVICES

A majority of respondents are users of Dean Castle Country Park (81%), footpath networks across East Ayrshire (64%) and the River Ayr Way (55%). However, comparatively fewer use these outdoor locations on a very common basis (i.e. at least once a week or a few times a month). The most commonly used outdoor locations are Dean Castle Country Park with 21% of respondents saying they use it at least once a week or a few times a month, followed by footpath networks across East Ayrshire (13% use at least once a week or a few times a month).

Ratings for each outdoor location are high amongst those that have used each outdoor location, particularly in relation to the River Ayr Way (97%, rate as very good or good) and the footpath network across East Ayrshire (96%). Dean Castle Country Park achieves a positive rating of 93% and “other outdoor locations” achieves a positive rating of 92%.

Aspects of the services and facilities provided at outdoor locations are rated positively by the majority, particularly in relation to the range of outdoor locations available (95%, rate as very good or good) and the quality of the locations (93%). Ratings are also high in relation to the cost of accessing services and facilities (85%) and opening hours (82%). However, ratings are lower by comparison in relation to the extent to which these outdoor locations are publicised (57%), the quality of staff (69%) and the programme of activities made available (70%).

In assessing the likelihood that respondents will recommend East Ayrshire Leisure as a provider of countryside services on a scale of 1 to 10 where 1 is “not at all likely” and 10 is “extremely likely” the net promoter score (i.e. the percentage of “promoters” providing a rating of 9 or 10 less the percentage of “detractors” providing a rating of 1 to 6) was +30%.

CULTURAL SERVICES

The majority of respondents are users of the Palace Theatre and Grand Hall Complex (72%), the Dick Institute (67%) and Dean Castle (62%). However, comparatively fewer use these facilities on a very common basis (i.e. at least once a week or a few times a month). The most commonly used facility is the Dick Institute with 18% of respondents saying they use it at least once a week or a few times a month while other services and facilities are used at least once a week or a few times a month by 5% or fewer respondents.

Ratings for each cultural facility are high amongst those that have used each cultural facility, particularly in relation to Cumnock Town Hall (100%, rate as very good or good), Burns House Museum and Library (99%), Cumnock Library (99%), Auchinleck Library (99%) and the Baird Institute (99%). All other services and facilities achieve a positive rating of 92% or higher.

Aspects of the services and facilities provided at cultural facilities are rated positively by the majority, particularly in relation to the quality of facilities (96%, rate as very good or good), the range of cultural facilities available (96%) and the quality of staff (95%). However, ratings are slightly lower by comparison in relation to the extent to which these cultural facilities are publicised (72%), opening hours (77%), the programme of activities made available (83%) and the cost of accessing services and facilities.

In assessing the likelihood that respondents will recommend East Ayrshire Leisure as a provider of cultural facilities on a scale of 1 to 10 where 1 is “not at all likely” and 10 is “extremely likely” the net promoter score (i.e. the percentage of “promoters” providing a rating of 9 or 10 less the percentage of “detractors” providing a rating of 1 to 6) was +36%.

OVERALL VIEWS OF EAST AYRSHIRE LEISURE

Overall, there is majority satisfaction with the range of services and facilities provided by East Ayrshire Leisure, particularly in relation to museums and galleries (94%) and theatres or other locations for the performing arts (94%). Levels of satisfaction are also high in relation to parks and open spaces (93%), sports and leisure facilities (91%) and libraries (89%).

The vast majority of respondents strongly agree or agree that “East Ayrshire Leisure provides high quality services and facilities” (95%), “East Ayrshire Leisure enhances the tourism offer in East Ayrshire” (91%), “East Ayrshire Leisure facilities are well used” (90%) and “East Ayrshire Leisure promotes equality, access and diversity across its programmes” (89%).

Levels of agreement are also high in relation to a range of statements about the impact that East Ayrshire Leisure overall has on East Ayrshire, particularly in relation to the statements “East Ayrshire Leisure does a good job in advancing the arts, heritage and culture within East Ayrshire” (92% strongly agree or agree), “East Ayrshire Leisure does a good job in advancing public participation in sport within East Ayrshire” (91%) and “East Ayrshire Leisure does a good job in advancing physical health within East Ayrshire” (91%). By comparison, levels of agreement with the statement “East Ayrshire Leisure does a good job in advancing mental health within East Ayrshire” are notably lower (77%), although it should be noted that a significant minority (20%) provided a neutral response to this statement.

The vast majority of respondents would associate a range of words and phrases with East Ayrshire Leisure either “to a slight extent”, “to some extent” or “to a significant extent”. These are: “collaborative and creative” (97%); “innovative and inspirational” (97%); “proactive and professional” (97%); “open and honest” (97%); “passionate and proud” (92%). The words and phrases respondents most commonly associate with East Ayrshire Leisure “to a significant extent” are “proactive and professional” (44%) and “innovative and inspirational” (42%).

In assessing the likelihood that respondents will recommend East Ayrshire Leisure overall on a scale of 1 to 10 where 1 is “not at all likely” and 10 is “extremely likely” the net promoter score (i.e. the percentage of “promoters” providing a rating of 9 or 10 less the percentage of “detractors” providing a rating of 1 to 6) was +32%.

CONCLUSIONS

Brand awareness of East Ayrshire leisure is reasonably high, with 69% of respondents having previously seen the organisation’s logo; this logo is generally seen as clear and eye catching. 54% of people say they have seen “The Guide”; typically, this was either at specific venues or delivered to respondents’ homes.

There is generally a good understanding of the range of services that East Ayrshire Leisure delivers. However, there is a much poorer understanding of the organisation’s status, with 72% considering it to be part of East Ayrshire Council and only 37% identify it as a not-for profit organisation.

Overall ratings for specific venues amongst users of those venues within each area of operation (sports venues, community venues, countryside venues and cultural venues) are generally very positive. In the relatively rare occasions where poor ratings are ascribed to any specific venues, the extent of this, along with an indication of reasons for it, are set out herein.

Amongst respondents as a whole, the extent to which people would recommend East Ayrshire Leisure as a provider of community facilities is much more limited than it is for the other aspects of service. However, this likely reflects a lack of awareness and engagement with such facilities. Amongst actual users of these facilities, the “net promoter” score is much closer to that of the other service areas,

Positive views are also apparent about a range of service attributes pertaining to these facilities and services; typically, the lowest rated aspect of service is about the extent to which services and facilities are publicised though, even here, ratings are reasonable.

Overall, there is high satisfaction with the range of services for which East Ayrshire Leisure is responsible and the organisation is seen as making a positive impact in relation to a range of social and economic issues within East Ayrshire Leisure and as exhibiting the organisation’s core values to at least some extent (and often to a significant extent). However, the depth of agreement with

statements pertaining to these issues is sometimes limited (with people much more likely to “agree” rather than “strongly agree” with the statements put to them.

Overall, East Ayrshire Leisure achieves a positive “net promoter” score of +32%.

EMPLOYEE SATISFACTION - SUMMARY OF KEY FINDINGS

MY JOB

A significant proportion of respondents express satisfaction with most aspects of their job; for example, in relation to issues such as being treated with respect by colleagues, enjoying the work that they do, finding their job interesting and being clear about what is expected of them in their job. However, only a minority (albeit a substantial one of 48%) feel that the work that they do is valued by East Ayrshire Leisure. Key issues raised by employees in relation to this theme relate to some people feeling that they have to deliver things that go beyond their role and others feeling that their capabilities are not well-used.

MY TEAM

Employees are also generally positive about various aspects of their immediate team, usually feeling that they understand how their job fits into the aims of the wider team and that they feel part of a team working together to achieve common objectives. However, only a minority agree that their team regularly gets together for team briefings and that they are provided with regular feedback on the performance of their team within East Ayrshire Leisure. These ratings appear to reflect some occasional misgivings that some employees have around communications and connection with senior management generally.

SUPPORT

A majority of employees feel that they get the support they need from colleagues and from their line manager / supervisor. However, fewer feel that they regularly receive constructive feedback about their work. Only a minority (though, again, a substantial one of 46%) feel that managers deal effectively with poor performance when it arises. From the comments made, it is seen that employees' opinions on the support they receive can be dependent on individual line managers / supervisors with both positive and negative experiences noted. Respondents also noted that they feel that their line managers are limited in their ability at times to deal with poor performance.

TRAINING AND DEVELOPMENT

Employees are generally aware of job opportunities within East Ayrshire Leisure although ratings for a variety of issues regarding training and development are more lukewarm (for example, in relation to issues such as having the agreed training and development to do their job well, being encouraged to point out training and development opportunities and having the opportunity to put learning into practice). Only a minority (again, 46%) believe that the organisation invests appropriately in its employees' professional development.

HEALTH AND SAFETY

Health & Safety is a clear strength with, for example, most employees feeling that they know their Health & Safety responsibilities and that East Ayrshire Leisure takes Health & Safety seriously. The

great majority have undergone a Health & Safety induction and are aware of other aspects of Health & Safety support.

EAST AYRSHIRE LEISURE

A reasonable majority of employees say that they understand East Ayrshire Leisure's vision and how what they do contributes to this vision; most say that they actively speak highly of the organisation. A reasonable majority also consider that terms and conditions are fair and competitive and a slight majority consider that East Ayrshire Leisure is a positive, creative and empowering employer.

However, only a minority (39%) believe that morale is good within the organisation, with the issues most commonly cited by respondents relating to perceived low morale in East Ayrshire Leisure, dissatisfaction with wages and concern regarding management issues. Only a minority believe that the organisation's values are exhibited "all or most of the time", with a significant proportion believing that these are only exhibited "some of the time".

Overall, the things that people say they like about working in East Ayrshire Leisure relate to key themes such as colleagues and the work that people do serving the public. The areas that many would like to see improved relate to themes such as communications, connections with senior management and the opportunity to develop within the organisation.

The "net promoter score" for East Ayrshire Leisure as an employee shows a result of +11%; this figure can be used as an overall baseline against which future improvements may be measured.

CONCLUSIONS

Overall, this first employee survey shows a range of strengths in relation to people's view of their job and their immediate team, the support that they receive from their line manager, issues relating to Health & Safety, terms and conditions in general and, importantly, understanding of the organisation's vision. There are, however, challenges apparent in relation to issues such as communications and the connection that people feel with management generally (including line management and senior management). Challenges are also apparent in terms of the extent to which people feel valued by the organisation. Such issues clearly impact on morale amongst at least some staff. Specific issues are also apparent with regard to teams meeting with appropriate frequency and to people getting the feedback that they seek. Overall, people would like to see the organisation's core values more reflected in their day-to-day experience of East Ayrshire Leisure.

REPORT TO BOARD OF TRUSTEES



CHIEF EXECUTIVE'S REPORT

Date: 27 February 2018

Agenda Item: 9

1. PURPOSE

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

2. UPDATES

2.1 YEAR OF YOUNG PEOPLE

- 2.1.1 2018 has been designated as Year of Young People by the Scottish Government and a funding bid was submitted and awarded for £10K from EventScotland. The project is being co-designed between the Cultural Development Team and five young people from the local community.
- 2.1.2 A launch event will take place on Saturday 19 May with gaming as the main focus. We will host the Travelling Gallery through the week leading up to the launch, and a series of films the week following. At the launch we will promote three new Awards for Young Artist, Young Filmmaker and Young Writer of the Year with live competitions running from May to October. The prizegivings and associated programme will be delivered in November. Events are a mix of free and ticketed events.
- 2.1.3 Our Festival of Museums event – MAGIC AT THE MUSEUM – Time Travellers will take place on Sunday 20 May at the Dick Institute.
- 2.1.4 The theme is based on time travel and the event will welcome young people aged 6 – 12 years and a parent/guardian to a multi arts experience, meet the prizewinning author of *The Reluctant Time Traveller* – Janis Mackay, and see Disney's *The Navigator* film. This is a ticketed event and funded by Museums Galleries Scotland.

2.2 MUSEUM SERVICE GRANT

- 2.2.1 The Collection Care team have successfully applied for and been awarded funding to support the creation of a new database that will 'future proof' our collection management systems. The £16k funding from Museums Galleries Scotland, will help us to better manage our world class collections and provide a structure that can further support our online aspirations that are linked to the expansion of www.futuremuseum.co.uk website.

2.3 DEAN CASTLE

- 2.3.1 Dean Castle has now closed to the public in preparation for extensive restoration and modernisation works. The Museum collections are being moved to the Dick Institute for safe storage and display. This is a major task for the Museum staff team with significant resources involved in the move. The Castle is scheduled to re-open in 2021. During the works period the main collection focus will switch to the Dick Institute and a major programme of community engagement will take place around this to showcase and explain the collections. Our learning focus around Dean Castle will centre around stone work conservation and a range of public programmes will take place during the closure period.

2.4 BARCLAY REVIEW OF BUSINESS RATES

- 2.4.1 As previously reported, rates relief will not now be removed from Arm's Length External Organisations (ALEOs) such as East Ayrshire Leisure. The Barclay Review made it clear that future expansion of ALEOs should be deterred both in terms of the number of ALEOs and the number of facilities no longer paying rates. As a result of the Barclay review, at least two Councils have shelved proposals to create new Leisure Trusts and there are emerging issues with rate relief for new facilities being added to existing Trust remits.

2.5 COMMUNITY SPORTS HUBS

- 2.5.1 East Ayrshire Leisure has delivered the Community Sports Hub project since October 2014. The project is funded by SportScotland with East Ayrshire Council holding the funds which are allocated to the Trust. One member of staff delivers the highly successful project. Due to uncertainty of future funding for this project, our member of staff will be returning to East Ayrshire Council who will now take responsibility for Community Sports Hubs, with support from the Trust.

2.6 DEAN CASTLE COUNTRY PARK – VOLUNTEERING PROGRAMME

- 2.6.1 As part of the Dean Castle Country Park, Parks for People Project, Jess Wharf was appointed in February 2016 as a Volunteer Co-ordinator. This aspect of the project has been hugely successful. Volunteering opportunities range from regular conservation and wildlife surveying tasks, volunteering at events and one off activities including litter clean ups. Jess has also established the Dean Castle Country Park Friends Group and co-ordinates their annual programme of 'tasks'.

Since February 2016, there has been over 800 volunteer days at the Country Park. This has included working with specific volunteering groups including the Scottish Rural College Conservation Volunteers, Ayrshire College Access to the Environment Volunteers and 31 volunteers from across Europe.

The volunteering programme at the Country Park has also attracted small grants for specific projects including the Bat Bothy, 'Wild About the Farm', Living Wall and Growing Memories. In 2017, Jess successfully attracted £10,000 to appoint 2 Rural Skills Trainees. These trainees volunteer at the Country Park once a week for 12 months and receive training in a range of traditional skills including hedge laying, dry stone-dyking, scything and coppicing.

2.7 CAPITAL PROGRAMME

- 2.7.1 East Ayrshire Council's Cabinet considered and approved its 10 year Capital Investment Programme Update on 24 January 2018. Several projects with an impact on leisure facilities were approved, these can be summarised as follows:

- Relocation of Galston Library
- Component renewal fund of £1,500,000 to support longer term maintenance and lifecycle maintenance across the Council and Leisure Trust estimate.
- Galleon Leisure Centre, options regarding replacement and refurbishment to be considered by a short term working group. £7m in 2020/21 and £6.7m in 2021/22.
- Annanhill Golf Course, £100k from Transformation Fund to improve drainage.
- Hunter Fitness Suite, £100k from Energy Efficiency Fund to improve heating.

REPORT TO BOARD OF TRUSTEES



- Palace Theatre/Grand Hall, £100k from Energy Efficiency Fund to install L.E.D lighting.
- Dick Institute, £50k to install L.E.D lighting on the upper floor.
- The report also noted that additional projects required a Business Case and identification of potential external funding sources before being considered for funding, these include Annanhill Golf Course Clubhouse, Local Path Networks, Dower House refurbishment and a Museum facility in Newmilns.
- The Transformation Fund has been used to upgrade the fitness suite at the McIlvanney Campus and this should support community use of the new facilities.

2.8 OSCR – SAFEGUARDING

- 2.8.1 In response to recent reports of abuses connected to some charities working in the international aid sector, OSCR (The Office of the Scottish Charity Regulator) recently contacted all Scottish charities with a reminder regarding their responsibilities in relation to Safeguarding i.e. keeping vulnerable beneficiaries, volunteers and staff safe. OSCR asked all charities to make sure this topic was included on the Agenda of their next meeting.
- 2.8.2 East Ayrshire Leisure has a Safeguarding Policy in place and staff training is available to support the implementation of the policy. The policy follows the model used by East Ayrshire Council and ensures that appropriate measures are in place to protect staff, volunteers and customers. A copy of the current policy is available via the following link. The Safeguarding Policy is regularly reviewed in conjunction with East Ayrshire Council and if updates are required to respond to recent events, the revised policy will be brought to the Board for consideration and approval.
- 2.8.3 OSCR also provided further guidance on ‘notifiable events’ i.e. problems that should be reported to OSCR when they occur. While there is no legal requirement to report a Notifiable Event to OSCR, it is an important way for charities to provide reassurance to interested parties that they are facing, and OSCR may also be able to provide guidance to Trustees on dealing with the issue. It is proposed that in future any significant issues will be notified to OSCR as appropriate.

2.9 MEETING SCHEDULE

- 2.9.1 The schedule of meetings shown below is proposed for 2017/18. Trustees are asked to note these dates.

April 2018 TBC	Development Session
Tuesday 24 April 2018	Trust Board
Monday 21 May 2018	Performance & Audit Sub-Committee
Tuesday 5 June 2018	Trust Board
Monday 20 August 2018	Performance & Audit Sub-Committee
Tuesday 17 September 2018	AGM and Trust Board
October 2018 TBC	Integrated Board
Monday 12 November 2018	Performance & Audit Sub-Committee
Tuesday 27 November 2018	Integrated Board
Tuesday 15 January 2019	Integrated Board
Monday 11 February 2019	Performance & Audit Sub-Committee
Tuesday 26 February 2019	Integrated Board

REPORT TO BOARD OF TRUSTEES



Recommendation/s:

It is recommended that the Board:

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

Signature: 

Designation: Chief Executive

Date: 21 February 2018