

TRUST BOARD MEETING



Date: 20 February 2024

Location: Meeting Room, Dick Institute

Start time: 6pm

Tour of the Young Person's Gallery, Main Exhibition space and Textile Team room will take place at 5.30pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence	✓		
2. Declarations of Interest	✓		
3. Minutes of previous meetings 3.1 Board Meeting: 28 November 2023 3.2 P&ASC Meeting: 6 February 2024	✓		✓
4. Performance Report October - December 2023	✓		
5. Trust Budget 2024/25			✓
6. Charges 2024/25			✓
7. Leisure Facility Strategy Update (presentation)		✓	
8. Corporate Delivery Plan 2024-25			✓
9. CDP 24-25 Session: Output 35 - Develop, implement, monitor and evaluate identified actions outlined within the East Ayrshire Leisure Growth Plan (presentation)		✓	
10. Severance Report This is a restricted document and not for onward circulation			✓
11. AOCB			
12. Dates of Next Meetings: Performance & Audit Sub-Committee: 14 May 2024 Trust Board: 28 May 2024			

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

REPORT TO BOARD OF TRUSTEES

PERFORMANCE REPORT OCTOBER TO DECEMBER 2023

Date: 20 February 2024

Agenda Item: 4

Report by: Anneke Freel, Chief Officer

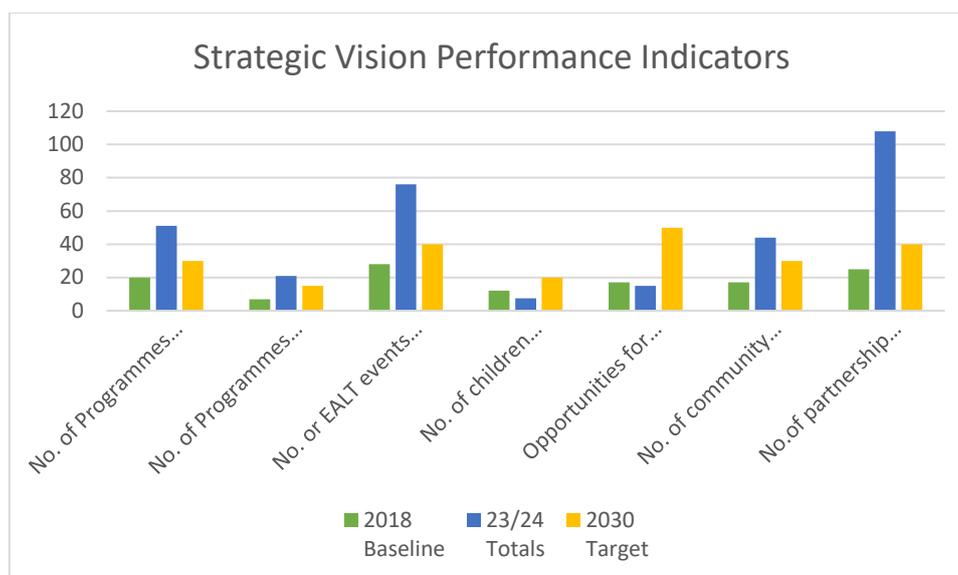
I PURPOSE OF REPORT

- 1.1 This report provides details of the Trust's performance for the third quarter of 2023/24.
- 1.2 In line with the organisational review, Strategic Vision and Corporate Delivery Plan, the performance report has been separated into 3 documents:
- East Ayrshire Leisure Performs – providing an update on attendance figures, organisational learning, the risk register and other organisational wide items
 - Corporate Delivery Plan Record of Progress – providing an update on the priority outcomes
 - Financial Performance – providing an update on our financial position at the end of the quarter and projections to the end of the financial year

2 EAST AYRSHIRE LEISURE PERFORMS

- 2.1 The overall attendance at our venues for the period October to December 2023 was 529,793, which is an increase of 25% compared to the same period in 2022/23.
- 2.2 The Leisure at the Heart of Every Community Team has seen higher attendance figures in this period with an overall increase of 25% compared to the same period in 2022.23. Collectively, these venues have now exceeded pre-covid figures by 30.1%. St Joseph's Leisure Centre, William McIlvanney Sports Centre and Loudoun Leisure Centre have all seen a rise of just over 24% for the period.
- 2.3 Book borrowing continues to grow with 35,399 physical and 7,205 e-books borrowed between October and December 23. E-books, which includes Borrowbox, Libby and Pressreader recorded an increase of 48.7%.
- 2.4 Burns House Museum continues to grow in popularity with an increase in quarter 3 of 17.7%. Museum enquiries are starting to up again through the Burns Monument Centre. By the end of quarter 3, the enquiries had already exceeded the whole of the previous year by 227% and is starting to be on par with pre-covid numbers. Futuremuseum also performed well in quarter 3 with an increase of 15.9%.
- 2.5 We continue to monitor the performance aspirations set out in our Strategic Vision with many projections already being exceeded as outlined in the table below. It should be noted that the variances are based on how close we are to achieving the 2030 target. In some cases, these are being exceeded:

Measurement	Progs. for 12-25yrs	Progs. For 65+	Events and Exhibitions	Children engaged in education	Opportunities for volunteers	Community Initiatives	Partnership Projects
2018 Baseline	20	7	28	12000	17	17	25
2023/24 to date	51	21	75	7516	15	44	110
2030 Target	30	15	40	20000	50	30	40
Variance against baseline	60.8%	66.7%	62.7%	-59.7%	-13.3	61.4%	77.3%
Variance against target	41.2%	25.6%	46.7%	-166.1%	-233.3	31.8%	63.6%



*The figure for education is per 1000 children

- 2.6 As we come to the end of the 2nd Corporate Delivery Plan and prepare for the presentation of our 3rd Corporate Delivery Plan for the period 2024-26 it is important to reflect on these statistics. This will allow us to focus on key areas such as programmes and activities for children and young people linked to the curriculum and opportunities for volunteering and placements. This focused piece of work needs to be done, whilst sustaining the target levels for the other performance indicators.
- 2.7 The risk register has been reviewed and a new risk has been identified associated with the cancellation of large scale strategic events.

3 CORPORATE DELIVERY PLAN RECORD OF PROGRESS

- 3.1 During quarter 3, we completed a further 4 outputs with only 1 output not yet started. The current Corporate Delivery Plan is for the period 2022-24 and is scheduled for completion in March 2024. 28 out of 99 outputs have still to be achieved. 1 of these is linked to a national initiative, which has been delayed. The revised timescales are unknown for this. Another 14 outputs are expected to be complete by the end of March, with the final 13 outputs well underway and incorporated into the draft Corporate Delivery Plan 2024-2026.

4 FINANCIAL PERFORMANCE

- 4.1 The financial performance quarter 3 report provides detail of the Trust's financial performance for the period October to December 2023. The projected outturn for East Ayrshire Leisure at 31st December 2023 is an adverse position of £26k.

5 FURTHER UPDATES

- 5.1 During 2023 we embarked on the procurement process to identify the appropriate systems required to support our growth aspirations and make our customer journey more seamless. Through the establishment of working groups we embraced staff engagement from all areas across the Trust in the development of a scope of works and technical specification required to fulfil the needs of our customers, staff and stakeholders. In October 2023 we invited potential suppliers to present their systems. Through a robust evaluation and scoring exercise the preferred suppliers were selected. Working closely with EAC Procurement, Finance, IT and Information Governance teams we have

REPORT TO BOARD OF TRUSTEES



successfully concluded the Call Off Contracts with our preferred suppliers using the Commercial Crown Services platform.

In Dec 2023 we finalised contracts with Spektrix Ltd for a 3 year contract with the option to extend for a further 12 months for our Ticketing System. Spektrix are a market leader in ticketing and marketing across the UK, with Ayr Gaiety, Dundee Rep and the Barbican to name a few in their client portfolio. The Implementation plan got underway in mid January with an estimated 14 week lead in time. We anticipate a Go Live date of 1st May 2024.

In Feb 2024 we finalised contracts with Legend (Xplore Technologies) for a 3 year contract with the option to extend for a further 12 month period for our Leisure Management System. Legend are a market leader in Leisure Management solutions across the UK, with many of our Trust partners in their client portfolio, such as KA Leisure and East Renfrewshire Culture & Leisure. With Implementation plans due to start in February with an estimated 16 week lead in time, we anticipate a Go Live date of 1st July 2024.

- 5.2 A great response was received from our staff and Board of Trustees with nominations for our 2024/25 chosen charity. The Performance and Audit Sub-Committee considered all of the nominations at their meeting on the 6th February 2024. Given the continued development of our staff wellbeing resources and campaigns, the demand for programmes that support mental health wellbeing in the community and the fact that workplace and personal stress related absence regularly features in our top three reasons for absence, P&ASC approved the recommendation to select the Scottish Action for Mental Health as our chosen charity in 2024/25.

SAMH operates over 70 services in communities across Scotland, providing mental health social care support, addiction and employment services. We will now engage with the local branch of the charity to implement our fundraising campaign from April 2024.

Recommendation/s:

It is recommended that Trustees:

- i. Consider and approve the East Ayrshire Leisure Performs Report for the period October to December 2023; and
- ii. Otherwise note the content of this report.

A handwritten signature in cursive script that reads 'Annette Freese'.

Signature:

Designation: Chief Officer

Date: 7 February 2024



EAST AYRSHIRE LEISURE PERFORMS

QUARTER 3

OCTOBER - DECEMBER

2023/24



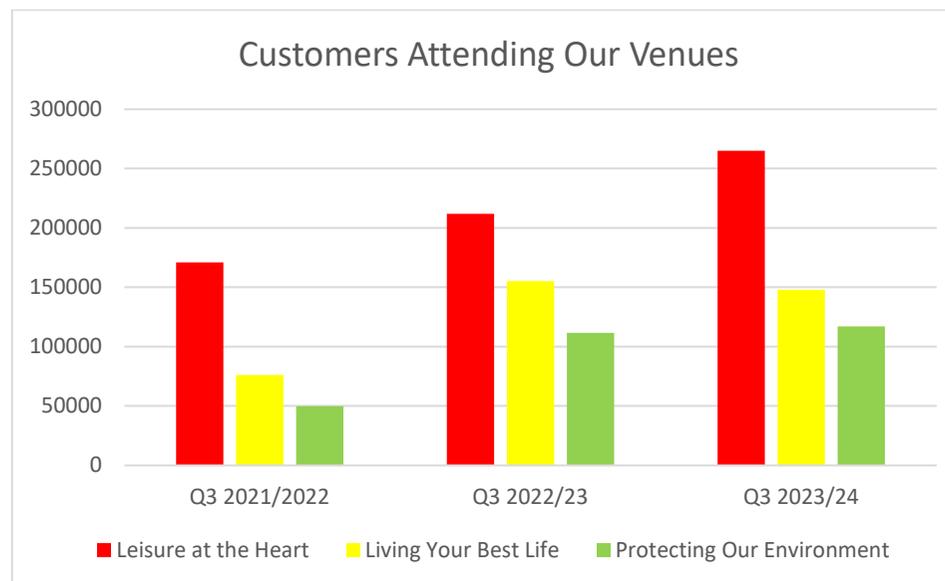
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PERFORMANCE INDICATORS

Attendance Figures

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



- During Q3, the Mobile Libraries that sit within our **Leisure at the Heart of the Community** Team have been performing very well with an increase of 61% for the north mobile and 30% increase for the south. This change can be attributed to strong partnership working with the NHS Pathfinders project which has resulted in visits to nursing homes. We've also been working with education establishments – both vehicles have scheduled visits to schools and nurseries to tie in with Every Child A Library Member. The vehicles are still presenting challenges but a lot of the stops are attracting more visitors. we've seen a huge increase in e-magazine & newspaper issues. These (as well as e-books and e-audiobooks) have been promoted online and by staff to our regular customers - we've also been outreaching to school library staff to promote this to teachers and pupils, too.
- Many of the venues within the **Living Your Best Life** portfolio are performing very well compared to the same period in 2022/23. However, the overall attendance for this team has recorded a decrease of 5%. This is not unexpected as we have moved regular bookings from the Grand Hall into some of our community absed venues as part fo the Cultural Kilmarnock project. Ayrshire Athletics Arena visitor numbers are also reduced. This is partly due to Covid and flu vaccinations taking place in the facility in 2022/23 that inflated the figures in that period. We have also move the Sports Hall School Championships from quarter 3 to quarter 4.
- **Protecting our Environment** is currently only recording figures for Dean Castle Country Park. The Country Park continues ot be popular with an increase of 5% based on the figures from last year. This doesn't include the the major events that were held at the Country Park during the period.

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

Strategic Vision Performance Monitoring

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

Performance Indicator	Quarter 1 Performance	Quarter 2 Performance	Quarter 3 Performance	Quarter 4 Performance	2023/24 Performance	2030 Strategic Aspirations
People attending our Venues	501,560	548,704				2.9 million
People engaging in our programmes	Will be recorded after the introduction of the new booking systems					0.99 million
Our eastyrshireleisure.com online visitors	102,128	149,006	166,225			0.38 million
Online visitors to futuremuseums.com	56,448	55,112				0.25 million
Number of programmes for 12-25 year olds	19	17	16			30
Number of programmes for 65+	6	7	7			15
Number of local and regional events and exhibitions	26	25	24			40
Number of children engaged in our education programme	3794	1610	2112			20,000
Opportunities that we offer for volunteers and work placements	4	6	6			50
Our absence Levels	2.20 days	1.89 days	1.56 days			8 days / annum
Our staff turnover rates	3.1%	1.5%	7.3% *			7-10%
Number of community initiatives that we support	14	17	12			30
Number of partnership projects we engage in	32	51	25			40
Carbon Footprint						990tCO ₂ e

*increase is brought about by a number of temporary contracts coming to an end

KEY UPDATES

Insurance Claims

The following information provides an update on the number of live claims in progress during the period October - December 2023:-

Public Liability	1 x closed
Employers' Liability	2 x ongoing 1 x new
Motor Claim	n/a

Gifts & Hospitality

No gifts and hospitality records were received during this period.

ORGANISATIONAL LEARNING

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

Learning Theme	Recommendation/Notes	Action Required
Customer Care/Services	<ul style="list-style-type: none"> • Service and Staff praised for levels of customer care: <ul style="list-style-type: none"> - Very helpful, credit to your team, fantastic facilities with brilliant staff; all phrases have been said about staff this quarter. - Annanhill Golf Course maintained to a very high standard and in tremendous condition all year round. 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Staff newsletter and Intranet - staff to be notified.
Events	<ul style="list-style-type: none"> • Various complaints received relating to parking, costs and concerns for wildlife that were related to events held by external organiser within DCCP. 	<ul style="list-style-type: none"> • Risk Register to be updated to include risk on events not going ahead as planned. • Comments to be passed on to our programming team for consideration regarding future events.
Health & Safety	<ul style="list-style-type: none"> • Staff being subjected to verbal abuse, concerned for their own safety, feeling intimidated and/or threatened, public refusing to leave premises 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Violence & Aggression H&S Standard - Violence & Aggression Risk Assessment - Staff awareness – do's & dont's - Conflict Handling Training - Scenario Based Exercise
	<ul style="list-style-type: none"> • Drugs being taken or found in (or near) our venues 	<ul style="list-style-type: none"> • Policy/Protocol Awareness - Team Meeting: <ul style="list-style-type: none"> - Sharps Policy - Drugs & Alcohol
	<ul style="list-style-type: none"> • Trip occurred when member of staff leaving building 	<ul style="list-style-type: none"> • Ensure adequate lighting in all our buildings

Communication	<ul style="list-style-type: none"> • Clarification around the roles and responsibilities of each team is required to be reviewed and communicated • Ensure regular progress meetings are taking place so that any work load issues are addressed • Ensure that the roles and responsibilities of the Extended Management Team are known and understood. 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Introduction of key activities for all posts made available on Intranet - Job Outlines & Personal Specifications (JOPS) communicated - Progress meeting to be undertaken
Training & Development	<ul style="list-style-type: none"> • Gap in management structure between Development Officer and Strategic Leads, no opportunities for progression and development. 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Review organisational structure as required
	<ul style="list-style-type: none"> • Ensure staff know training and development opportunities, and are aware of Training & Development Plan and Personal Development Plan 	<ul style="list-style-type: none"> • Service action required <ul style="list-style-type: none"> - Continue to make staff aware of Training & Development Plan on Intranet, and issue reminders of upcoming training sessions. - Raise at progress meetings

RISK REGISTER

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a reduction in funding received from East Ayrshire Council, resulting in a reduction in service provision and a requirement to generate more income from services.	Chief Officer	4	4	16 RISK APPETITE: CAUTIOUS (Compliance)	HIGH	<ul style="list-style-type: none"> Financial Strategy Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider. PR; communications with staff and customers
2	There is a risk of not being able to maintain high quality services because of a lack of funding, resulting in a failure to invest, loss of staff, a reduction in staff commitment and damage to East Ayrshire Leisure's reputation.	Executive Managers & Strategic Leads	4	3	12 RISK APPETITE: OPEN (Reputation)	MEDIUM	<ul style="list-style-type: none"> Strategic Vision Corporate Delivery Plan 2022-24 Financial Strategy Continual monitoring of current economic conditions (post pandemic & cost of living) Positive Public Relations Equipment Replacement Programme Continued dialogue with Council Review of B.E.S.T. practise - ongoing training and development of staff
3	There is a risk partners and external stakeholders do not see East Ayrshire Leisure as a partner of choice because of a lack of resources invested in partnership activity, resulting in a failure to deliver Delivery Plan targets and the loss of external funding.	Executive Managers & Strategic Leads	3	3	9 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> Strategic Vision Positive Public Relations Service Level Agreements/Contracts

4	There is a risk that buildings are not at the standard required or operating efficiently in terms of environmental sustainability due to a lack of capital investment or maintenance, resulting in a reduction in facilities, loss of income, the inability to market services, inability to respond to impacts of climate change or weather and the loss of services.	Executive Managers & Strategic Leads	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> • Dedicated Property & Estates Team • Regular communication with the Council • Business Continuity Plan • Regular Workplace inspections and reviews • Fire Risk Assessments • Established repairs reporting system • Proposed Asset Management Plan (EAC) • Capital Improvement Plan (EAC) • Environmental Management, Monitoring and reporting • Leisure Facility Strategy
5	There is a risk that East Ayrshire Leisure does not take commercial opportunities because staff are not able to identify and take these opportunities, resulting in lost revenue streams, perceptions of poor service and the failure to be aligned with market demands.	Executive Managers & Strategic Leads	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> • Dedicated Commercial Development Officer post • Attendance at Events • Recruitment and Selection procedure • Review of Best Practise • Training and development programme
6	There is a risk that East Ayrshire Leisure does not have the right people with the right skills in the right places because of the failure to adapt/train existing staff, not recruiting the right people and not motivating its workforce. This would	Executive Managers & Strategic Leads	3	2	6 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> • Dedicated Training & Engagement Officer • Training and Development Plan • Ongoing review of Training matrices • Induction Process • Review of B.E.S.T. Practise • Recruitment and selection incl recruit to train for key roles • Effective communication with staff

	result in poor services, lack of customer engagement, failure to cross-sell and a loss of income.						
7	There is a risk that East Ayrshire Leisure will not comply with legislation standards and fail to meet the requirements of Health & Safety, GDPR, OSCR, VAT etc.	Executive Managers & Strategic Leads	1	4	4 RISK APPETITE: CAUTIOUS (Compliance)	LOW	<ul style="list-style-type: none"> • Training & Development Plan • Employee Information Awareness Sessions • Partnerships Working Groups • Service Level Agreement • Support from East Ayrshire Council
8	There is a risk that East Ayrshire Leisure will not be able to operate services due to a failure in IT systems including the Box Office and Booking System. This would result in a loss of income, not being able to meet community demand and reputational damage.	Executive Managers & Strategic Leads	2	4	8 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> • Dedicated Systems Development Officer and IT Co-ordinator • Regular communication with Council's IT dept • Ongoing review of systems
9	There is a risk that East Ayrshire Leisure will not be able to proceed with planned events due to natural disasters, severe weather, threats or other unexpected incidents.	Executive Managers & Strategic Leads	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> • Partnership working groups (SAG) • Support from EAC • Appropriate insurance cover in place • Contract agreements in place • PR; communications with staff and customers



CORPORATE DELIVERY PLAN
RECORD OF PROGRESS
QUARTER 3
OCTOBER - DECEMBER
2023/24



KEY:

Chief Officer	AF	Strategic Lead: Leisure at the Heart of Every Community	GR	Strategic Lead: Sharing Our Vision	DR
Executive Lead: People, Policy and Performance	JB	Strategic Lead: Living Your Best Life	MC	Strategic Lead: Creating a Solid Foundation for Growth	LR
Executive Lead: Place, Projects and Programmes	PM	Strategic Lead: Protecting our Environment	CK	Strategic Lead: Investing in our People and Embracing our Values	IP

 - No Progress  - Some Progress  - Complete

SHARING OUR VISION

Strategic Objective 1: To create a programme of community engagement activities which includes consultation with our customers and potential customers about existing and future facilities and services and to adopt a positive approach to feedback

Output	Lead	Progress	Comments
3 Embed new feedback mechanisms following programme of audit recommendations	DR		Updated protocol and mechanisms will be in place by March 24.

SHARING OUR VISION

Strategic Objective 2: To ensure our use of creative marketing-led activities effectively promote our high quality services, maximise customer engagement and make a real difference to how people view East Ayrshire Leisure Trust

Output	Lead	Progress	Comments
6 Design a Communications Strategy which delivers accessibility, diversity, equality and a multilingual approach	DR		In progress and will be complete by March 24.
7 Redesign and development of Future Museum to promote collections and services of South West Scotland	MC		<p>Web design team has now been appointed and will work with local stakeholders on the new Future Museum website. Marketing Officer on working group.</p> <p>Weekly meetings with developers take place and are now at proofing stage. Will be complete in December with a launch campaign scheduled for Spring 24</p>
9 Film and digital content created to promote all venues, service areas and opportunities	DR		In progress, with filming taking place during Dec 23.

10	Film and digital content created to tie in with hospitality/commercial lets, 'Community Spaces for hire'	DR		In progress, with filming taking place during Dec 23.
SHARING OUR VISION				
Strategic Objective 3: To work collaboratively with key partners and stakeholders in the development of programmes and activities whilst exploring innovative delivery models which ensure best value for our customers				
Output		Lead	Progress	Comments
12	Implement and promote the East Ayrshire Recreation Plan	CK		Before final publishing of the online maps, we will undertake a further 12 week public consultation. This will allow us to raise the profile of the recreation plan and ensure that we reach members of the community who might have been restricted due to covid. Date amended to go out along with Green Infrastructure consultation.
13	Develop regional wide Cultural Strategy	AF		Tender specification has been submitted to EAC's procurement team for issue

SHARING OUR VISION

Strategic Objective 4: To introduce customer service related performance targets

Output	Lead	Progress	Comments
15	DR		Customer Service Standards have been written and will be incorporated into Inductions and Leadership & Management Course and roll-out will be given as a task for the new Co-ordinator meetings starting in Feb 24.
17	PM		Doon Valley Leisure Centre has been externally verified by Royal Life Saving Society (RLSS) UK with us maintaining our Approved Training Centre Status.

LEISURE AT THE HEART OF EVERY COMMUNITY

Strategic Objective 1: To work with community, local authority and private providers to develop a Leisure Facility Strategy that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity

Output	Lead	Progress	Comments
19	CK		<p>Course improvement work underway and the introduction of path network at Annanhill Golf Course tender process complete. Draft 5 year management plan will be updated to reflect these changes.</p> <p>Initial work plan is in place for the River Ayr Way and the team are working to complete all actions identified as priorities for year 1. Completion date for full 5 year management plan December 2023.</p>

LEISURE AT THE HEART OF EVERY COMMUNITY

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

Output	Lead	Progress	Comments
23	Develop a Studio at the Rose Reilly Sports Centre which enables power assisted, fully inclusive exercise	GR	<div style="text-align: center;">●</div> <p>The work programme will commence wk beg 22nd January</p> <p>This output will be carried forward to the 2024-26 Corporate Delivery Plan</p>
24	Develop Business and Redevelopment Plan for Darvel Town Hall	GR	<div style="text-align: center;">●</div> <p>Wylie Shanks were commissioned to develop architectural drawings and proposals for the modernisation of Darvel Town Hall. These plans are complete. The next stage is to widen discussions with community stakeholders and develop the business case and funding strategy.</p> <p>This output will be carried forward to the 2024-26 Corporate Delivery Plan</p>
25	Install community cinema facilities at Stewarton Area Centre to expand the programme	GR	<div style="text-align: center;">●</div> <p>Cinema equipment is being installed and a programme is being developed for 2024</p>
26	Implement restoration and development plans for Galston Town Hall	GR	<div style="text-align: center;">●</div> <p>Opening of Galston Town Hall will be carried forward to the 2024-26 Corporate Delivery Plan</p>

LEISURE AT THE HEART OF EVERY COMMUNITY

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

Outputs complete

LIVING YOUR BEST LIFE

Strategic Objective 1: To support the development of sustainable pathways that encourage lifelong participation in leisure activities

Outputs complete

LIVING YOUR BEST LIFE

Strategic Objective 2: To contribute to a programme of high profile regional and national events, exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors

Output		Lead	Progress	Comments
37	Produce a Business Case for building 500-1000 seater Stadium to attract national athletics programmes	MC	●	<p>Initial discussions have taken place with SportScotland and Scottish Athletics Federation. It is also proposed to work with all sporting stakeholder groups to develop the concept of a Regional Sports Park around Ayrshire Athletics Arena and the Scott Ellis.</p> <p>Initial discussions have taken place with EAC who have allocated time for an architect to create concept designs for discussion with potential funders and partners. Review meeting arranged with EAC Architect to fine tune design concepts.</p>

LIVING YOUR BEST LIFE

Strategic Objective 3: To develop activities and services that contribute to the Scottish Government’s aspirations for ‘A Healthy and Active Nation’ and ‘A Creative, Open and Connected Nation’ and to ensure that East Ayrshire Leisure is at the heart of future trends and initiatives

Output		Lead	Progress	Comments
42	Support the design and implementation of community-led creative initiatives	MC		
44	Upgrade facilities at Annanhill Golf Course for expansion of female and youth golf	MC		A new golf management system is currently being sourced. The development of a business case for new clubhouse facilities will be included in the 2024-26 Corporate Delivery plan.

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Strategic Objective 1: To develop and embed our People Strategy so that employees at all levels, alongside our customers, partners and communities, are engaged and can contribute to the business.

Outputs complete

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Strategic Objective 2: To offer work placements, volunteering and apprenticeships

Output		Lead	Progress	Comments
52	Identify and implement opportunities for internships or modern apprenticeships across Trust services	IP		Carried forward to the 24-26 Corporate Delivery Plan.

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Strategic Objective 3: To integrate our values into all aspects of our business including Review and Development programme, recruitment, training and meetings. To focus on skills, knowledge and experience in the development of our business and to ensure we invest in industry specialist training which is tailored to meet the needs of our programmes

Output	Lead	Progress	Comments
55 Establish an annual calendar of Open Days and development opportunities for staff, volunteers and members of our communities.	DR		'Exchange calendar' is now on Intranet under Working For Us. Doors Open Day, Volunteer Week and other key dates will be added to the calendar as open days are planned.

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

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

Output	Lead	Progress	Comments
63 Create and Implement a Youth Board	DR		Administration process is complete with plans in place to implement Youth Programming Board as part of Cultural Kilmarnock Engagement Programme.
64 Create and Implement a programme of Trustee Coffee Chats to engage with communities and customers	DR		These will now form part of Executive Management Team's 'Coffee Chats on Tour' programme.
65 Develop a programme of Trustee Ambassador site visits to engage with staff who act as community/customer spokespersons	DR		Output 64 and 65 have been combined and will now form part of Output 2: Produce Staff Exchange programme - Coffee Chats are now being scheduled monthly with Exec Mgt team going out on site, there is opportunity for Trustees to also be part of that schedule, giving the chance to meet staff teams and engage with any issues/questioning.

CREATING A SOLID FOUNDATION FOR GROWTH

Strategic Objective 1: To review and continually improve and enhance our systems and processes to ensure that they are effective and appropriate in the transformation of our business

Outputs complete

CREATING A SOLID FOUNDATION FOR GROWTH

Strategic Objective 2: To develop a collaborative approach with relevant partners to explore wider opportunities that fit within the Trust's vision and values and to explore opportunities to share resources across all our services internally and with key stakeholders

Outputs complete

CREATING A SOLID FOUNDATION FOR GROWTH

Strategic Objective 3: To maximise the return from commercial opportunities, especially around retail, hospitality and membership packages, so that we are in a position to fulfil our charitable obligations and become a sustainable organisation

Output		Lead	Progress	Comments
72	Produce Retail Plan to identify opportunities across venues and organisational areas	LR		Retail has been reinstated within the Visitor Centre and Dean Castle. This output will be carried forward to 2024-26 Corporate Delivery Plan.
73	Develop a range of Membership Packages	LR		Direct Debit Membership for our Athletics Run, Jump and Throw programme has been launched with 80 members signing up. This output will be carried forward to 2024-26 Corporate Delivery Plan.
76	Produce Commercialisation Plan to identify opportunities across venues	LR		This output will be considered as part of our 2024-26 Corporate Delivery Plan.

77	Produce Advertising Plan	DR		An advertising plan has been developed which outlines our approach to reviewing spend, investigating income generation, reaching our target audiences and achieving our wider advertising goals.
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CREATING A SOLID FOUNDATION FOR GROWTH			
Strategic Objective 4: To develop an effective performance management framework			
Outputs complete			
PROTECTING OUR ENVIRONMENT			
Strategic Objective 1: To prepare and adopt a Climate Change Declaration on an annual basis which audits our carbon footprint and outlines priorities for carbon reduction			
Output	Lead	Progress	Comments
83	Establish a carbon offset strategy through woodland creation	CK	 Incorporated into Climate Change Strategy.

PROTECTING OUR ENVIRONMENT

Strategic Objective 2: To adopt the principles of Visit Scotland's Green Tourism Business Scheme to reduce the environment impact of our business

Output	Lead	Progress	Comments	
86	Develop an action plan to adopt the principles of the Green Business Scheme	CK		Elements incorporated into Climate Change Strategy.
87	Introduce waste recycling across Trust venues	CK		Food waste recycling in place for Visitor Centre at Dean Park. Two venues fully transferred to recycling. Incorporated into Climate Change Strategy, this will be carried forward to a future Corporate Delivery Plan.
88	Introduce a hospitality deposit return scheme to address new guidelines	LR		Scheme has been delayed nationally.

PROTECTING OUR ENVIRONMENT

Strategic Objective 3: To implement a Sustainable Transport Strategy which encourages active travel in all our operations and with our staff and customers

Output	Lead	Progress	Comments	
89	Develop an organisational wide Sustainable Transport Plan and embed the principles of Active and Sustainable Travel throughout our organisation, projects and programmes	CK		Incorporated into Climate Change Strategy, this will be carried forward to a future Corporate Delivery Plan.
90	Carry out a programme of staff and customer awareness sessions	CK		Incorporated into Climate Change Strategy, this will be carried forward to a future Corporate Delivery Plan.



FINANCIAL PERFORMANCE
QUARTER 3
OCTOBER - DECEMBER
2023/24



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Notes:

All financial figures are cumulative to the current quarter and projected to the end of the financial year, i.e Qtr 3 shows the actual amounts for Qtr 3, combined with projections up to the end of March 2024.

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

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

FINANCIAL PERFORMANCE KEY

ADVERSE:		FAVOURABLE:	
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SUMMARY STATEMENT

The current projected outturn for East Ayrshire Leisure at 31st December 2023 is an adverse variance of £26,720. This small variance can be met from Unallocated Reserves. Management will continue to monitor and implement action to ensure the adverse projected position is minimised as much as possible.

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

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

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

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

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

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

ANNUAL BUDGET

Table below provides detail of Annual Budget showing the impact of 2023/24 savings approved at 21st February 2023 Board meeting.

Service Division	Annual Budget 2023/24	Annual Budget 2023/24 Qtr 1	Annual Budget 2023/24 Qtr 2	Annual Budget 2023/24 Qtr 3	Annual Budget 2023/24 Qtr 4	Comments
EXECUTIVE MANAGEMENT		493,080	479,750	290,150		
SHARING OUR VISION		419,690	424,360	446,410		
INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES		536,630	547,000	588,080		
CREATING A SOLID FOUNDATION FOR GROWTH		191,990	191,490	215,350		
LEISURE AT THE HEART OF EVERY COMMUNITY		1,859,040	1,889,330	2,105,270		
LIVING YOUR BEST LIFE		1,177,310	1,194,780	1,321,290		
PROTECTING ENVIRONMENT		655,730	669,130	720,890		
TOTAL	5,210,550					
SAVINGS TO BE ALLOCATED	(198,000)					
TOTAL	5,012,550	5,333,470	5,395,840	5,687,440	0	
Management Fee	(5,012,550)	(5,272,610)	(5,295,520)	(5,532,190)		
Reserves	0	(60,860)	(100,320)	(155,250)		
TOTAL	0	0	0	0	0	

OVERALL NET POSITION

Notes:

Tables A and B present financial information in different formats:

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

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

For all tables

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

Column 3 refers to the Service Areas

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

Column 5 provides the Actuals to date (including commitments)

Column 6 provides Actual Expenditure as a % of Annual Budget

Column 7 provides anticipated projected position for end of financial year

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

Final column provides quick review of favourable/adverse position

TABLE A – OVERALL NET POSITION

Revised Actual Exp. to 31/12/22	Actual Out-turn to 31/03/23	Service Division	Annual Estimate 2023/24	Revised Actual Exp. to 31/12/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse	
(1,195,016)	242,631	EXECUTIVE MANAGEMENT	290,150	182,034	63%	193,640	(96,510)	
285,375	396,262	SHARING OUR VISION	446,410	292,288	65%	425,430	(20,980)	
0	0	Vision Management Team	74,750	45,908	61%	66,050	(8,700)	
968	968	Visual Communications	44,650	33,771	76%	44,650	0	
277,700	387,224	Marketing & Tourism	201,480	135,312	67%	202,200	720	
0	0	Organisational Administration	43,210	26,636	62%	38,210	(5,000)	
6,706	8,069	Training & Engagement	82,320	50,662	62%	74,320	(8,000)	
307,705	612,352	INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES	588,080	373,084	63%	582,410	(5,670)	
0	0	People Management Team	67,930	49,364	73%	67,930	0	
0	0	Volunteer & Placement	47,650	34,155	72%	46,650	(1,000)	
23,090	17,177	Systems & Data	209,530	145,516	69%	209,530	0	
299,570	616,484	Corporate	301,400	162,691	54%	280,710	(20,690)	
(14,956)	(21,309)	Community Lettings Co Managed Centres	(38,430)	(18,643)	49%	(22,410)	16,020	
137,972	134,835	CREATING A SOLID FOUNDATION FOR GROWTH	215,350	178,433	83%	219,180	3,830	
0	0	Growth Management Team	72,110	44,940	62%	72,110	0	
88,963	118,156	Finance	67,830	35,086	52%	43,330	(24,500)	
49,010	16,678	Commercial (Hospitality & Retail)	30,760	69,395	226%	67,090	36,330	
0	0	Commercial (Business)	44,650	29,012	65%	36,650	(8,000)	
1,545,781	2,126,597	LEISURE AT THE HEART OF EVERY COMMUNITY	2,105,270	1,637,148	78%	2,208,090	102,820	
176,061	249,008	Community Management Team	103,230	56,542	55%	77,920	(25,310)	
139,485	227,967	Cultural Hubs	283,670	232,728	82%	326,480	42,810	
284,902	382,309	Lifestyle Hubs	486,420	337,438	69%	437,320	(49,100)	
746,156	1,009,685	Library Hubs	1,009,370	778,313	77%	1,035,730	26,360	
105,194	103,790	Sport Hubs	107,790	151,317	140%	215,440	107,650	
10,699	20,125	Sport Football	26,810	11,691	44%	28,510	1,700	
83,284	133,713	Management Arrangements	87,980	69,119	79%	86,690	(1,290)	
531,647	1,082,686	LIVING YOUR BEST LIFE	1,321,290	816,339	62%	1,346,360	25,070	
5,265	10,218	Best Life Management Team	65,990	33,310	50%	50,030	(15,960)	
121,011	231,337	Sports	268,520	214,690	80%	298,030	29,510	
206,931	296,700	Museums	530,480	370,789	70%	518,680	(11,800)	
(268)	287,102	Performing Arts	289,260	106,410	37%	336,780	47,520	
198,707	257,329	Visual Arts	167,040	91,139	55%	142,840	(24,200)	
527,405	759,866	PROTECTING OUR ENVIRONMENT	720,890	549,769	76%	739,050	18,160	
86,981	127,490	Environment Management Team	75,120	51,454	68%	70,650	(4,470)	
44,831	63,420	Sustainability	83,140	59,518	72%	79,050	(4,090)	
30,029	42,732	Estates	91,970	68,846	75%	89,000	(2,970)	

365,564	526,223	Countryside	470,660	369,951	79%	500,350	29,690	
2,140,869	5,355,228	TOTAL	5,687,440	4,029,095	71%	5,714,160	26,720	
(2,311,899)	(5,531,855)	Management Fee	(5,532,190)	(3,980,553)	72%	(5,532,190)	0	
(171,030)	(176,627)	TOTAL	155,250	48,542		181,970	26,720	
(102,420)	(141,485)	Trs From Reserves	(155,250)	(155,250)	100%	(155,250)	0	
(273,450)	(318,112)	TOTAL (after transfer from reserves)	0	(106,708)		26,720	26,720	
(273,450)	(318,112)	TOTAL (after external funding)	0	(106,708)	0	26,720	26,720	

TABLE B – OVERALL NET POSITION

Revised Actual Exp. to 31/12/22	Actual Out-turn to 31/03/23	Service Division	Annual Estimate 2023/24	Revised Actual Exp. to 31/12/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse	
(2,999,474)	(2,357,688)	Income From Charitable Activities	(2,280,150)	(1,886,797)	83%	(2,328,480)	(48,330)	
(2,311,899)	(5,531,855)	Management Fee	(5,532,190)	(3,980,553)	72%	(5,532,190)	0	
(5,311,373)	(7,889,543)	TOTAL INCOME	(7,812,340)	(5,867,350)	75%	(7,860,670)	(48,330)	
3,935,544	5,328,720	Employee Costs	5,956,870	4,461,015	75%	5,993,420	36,550	
37,384	67,483	Transport Costs	43,580	75,479	173%	70,370	26,790	
441,698	846,879	Premises Costs	811,810	461,263	57%	806,980	(4,830)	
660,565	1,087,386	Supplies & Services	1,016,110	868,497	85%	1,025,350	9,240	
0	30,530	Financing Costs	0	0		0	0	
0	187,400	Support Costs	0	0		0	0	
65,151	164,518	Governance Costs	139,220	49,637	36%	146,520	7,300	
5,140,342	7,712,916	TOTAL RESOURCES EXPENDED	7,967,590	5,915,891	74%	8,042,640	75,050	
(171,030)	(176,627)	NET POSITION	155,250	48,542		181,970	26,720	
(102,420)	(141,485)	Trs From Reserves	(155,250)	(155,250)	100%	(155,250)	0	
(273,450)	(318,112)	TOTAL (after transfer from reserves)	0	(106,708)		26,720	26,720	

Notes

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

EXECUTIVE MANAGEMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/12/22	Actual Out-turn to 31/03/23	EXECUTIVE MANAGEMENT	Annual Estimate 2023/24	Revised Actual Exp. to 31/12/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
(3,506,915)	(5,289,224)	Executive Management	(5,242,040)	(3,798,519)	0	(5,338,550)	(96,510)
(39,900)	(39,900)	Trs From Reserves	(28,920)	(28,920)		(28,920)	0
(3,546,815)	(5,329,124)	TOTAL OBJECTIVE ANALYSIS	(5,270,960)	(3,827,439)	73%	(5,367,470)	(96,510)
(1,376,685)	(86,768)	Income From Charitable Activities	0	(84,975)		(88,340)	(88,340)
(2,311,899)	(5,531,855)	Management Fee	(5,532,190)	(3,980,553)	72%	(5,532,190)	0
0	0	External funding	0	0		0	0
(3,688,584)	(5,618,623)	TOTAL INCOME	(5,532,190)	(4,065,528)	73%	(5,620,530)	(88,340)
207,840	285,131	Employee Costs	335,370	246,630	74%	327,530	(7,840)
0	0	Transport Costs	0	0		0	0
(54,820)	(5,883)	Premises Costs	0	(55,105)		0	0
28,650	50,151	Supplies & Services	(45,980)	66,347	-144%	(46,310)	(330)
0	0	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
0	0	Governance Costs	760	9,137	1202%	760	0
181,669	329,399	TOTAL RESOURCES EXPENDED	290,150	267,009	92%	281,980	(8,170)
(3,506,915)	(5,289,224)	NET POSITION	(5,242,040)	(3,798,519)	72%	(5,338,550)	(96,510)
(39,900)	(39,900)	Trs From Reserves	(28,920)	(28,920)		(28,920)	0
(3,546,815)	(5,329,124)	TOTAL (after transfer from reserves)	(5,270,960)	(3,827,439)	73%	(5,367,470)	(96,510)

Comments

Executive Management encompasses Trust Board, Chief Officer, Executive Leads and Trust-wide activities, events and funding.

Executive Management

Favourable variance relates to income from Trust major events and from EAC relating to provision of Active Club membership. This membership is for young people aged 10-14 and covers activities across the Trust.

SHARING OUR VISION ANALYSIS

Revised Actual Exp. to 31/12/22	Actual Out-turn to 31/03/23	SHARING OUR VISION	Annual Estimate 2023/24	Revised Actual Exp. to 31/12/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
0	0	Vision Management Team	74,750	45,908	61%	66,050	(8,700)
968	968	Visual Communications	44,650	33,771	76%	44,650	0
277,700	387,224	Marketing & Tourism	201,480	135,312	67%	202,200	720
0	0	Organisational Administration	43,210	26,636	62%	38,210	(5,000)
6,706	8,069	Training & Engagement	82,320	50,662	62%	74,320	(8,000)
(8,730)	(8,730)	Trs From Reserves	0	0		0	0
276,645	387,532	TOTAL OBJECTIVE ANALYSIS	446,410	292,288	65%	425,430	(20,980)
(4,908)	(16,232)	Income From Charitable Activities	(1,500)	(733)	49%	(800)	700
(4,908)	(16,232)	TOTAL INCOME	(1,500)	(733)	49%	(800)	700
233,875	311,483	Employee Costs	364,950	249,179	68%	342,150	(22,800)
0	220	Transport Costs	0	0		0	0
0	0	Premises Costs	0	0		0	0
54,803	98,353	Supplies & Services	80,240	42,279	53%	80,560	320
0	0	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
1,605	2,437	Governance Costs	2,720	1,563	57%	3,520	800
290,283	412,494	TOTAL RESOURCES EXPENDED	447,910	293,022	65%	426,230	(21,680)
285,375	396,262	NET POSITION	446,410	292,288	65%	425,430	(20,980)
(8,730)	(8,730)	Trs From Reserves	0	0		0	0
276,645	387,532	TOTAL (after transfer from reserves)	446,410	292,288	65%	425,430	(20,980)

Comments

Sharing Our Vision is responsible for Visual Communications; Marketing and Tourism; Organisational Administration; and Training and Engagement.

Sharing Our Vision

Currently a favourable position is anticipated resulting from £14k variance in staffing and £8k variance on Training.

INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES ANALYSIS

Revised Actual Exp. to 31/12/22	Actual Out-turn to 31/03/23	INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES	Annual Estimate 2023/24	Revised Actual Exp. to 31/12/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
0	0	People Management Team	67,930	49,364	73%	67,930	0
0	0	Volunteer & Placement	47,650	34,155	72%	46,650	(1,000)
23,090	17,177	Systems & Data	209,530	145,516	69%	209,530	0
299,570	616,484	Corporate	301,400	162,691		280,710	(20,690)
(14,956)	(21,309)	Community Lettings Co Managed Centres	(38,430)	(18,643)		(22,410)	16,020
0	0	Trs From Reserves	(18,830)	(18,830)		(18,830)	0
307,705	612,352	TOTAL OBJECTIVE ANALYSIS	569,250	354,254	62%	563,580	(5,670)
(33,834)	(85,873)	Income From Charitable Activities	(56,130)	(42,058)	75%	(41,130)	15,000
(33,834)	(85,873)	TOTAL INCOME	(56,130)	(42,058)	75%	(41,130)	15,000
283,674	390,358	Employee Costs	499,860	334,690	67%	489,860	(10,000)
0	0	Transport Costs	0	0		0	0
708	5,653	Premises Costs	680	7,345	1080%	1,700	1,020
55,862	81,669	Supplies & Services	112,420	70,342	63%	98,730	(13,690)
0	0	Financing Costs	0	0		0	0
0	187,400	Support Costs	0	0		0	0
1,294	33,145	Governance Costs	31,250	2,765	9%	33,250	2,000
341,538	698,224	TOTAL RESOURCES EXPENDED	644,210	415,142	64%	623,540	(20,670)
307,705	612,352	NET POSITION	588,080	373,084	63%	582,410	(5,670)
0	0	Trs From Reserves	(18,830)	(18,830)		(18,830)	0
307,705	612,352	TOTAL (after transfer from reserves)	569,250	354,254	62%	563,580	(5,670)

Comments

Investing in Our People and Embracing Our Values is responsible for Volunteer and Placement; Systems and Data; Corporate; and Community Lettings.

Investing in Our People and Embracing Our Values

Currently a favourable position is anticipated resulting from £10k variances in staffing and £13k variance in Supplies and Services offset by adverse income variance within Income (Community Lettings).

CREATING A SOLID FOUNDATION FOR GROWTH ANALYSIS

Revised Actual Exp. to 31/12/22	Actual Out-turn to 31/03/23	CREATING A SOLID FOUNDATION FOR GROWTH	Annual Estimate 2023/24	Revised Actual Exp. to 31/12/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
0	0	Growth Management Team	72,110	44,940	62%	72,110	0
88,963	118,156	Finance	67,830	35,086	52%	43,330	(24,500)
49,010	16,678	Commercial (Hospitality & Retail)	30,760	69,395	226%	67,090	36,330
0	0	Commercial (Business)	44,650	29,012	65%	36,650	(8,000)
(13,560)	(13,560)	Trs From Reserves	0	0		0	0
124,412	121,275	TOTAL OBJECTIVE ANALYSIS	215,350	178,433	83%	219,180	3,830
(182,727)	(299,597)	Income From Charitable Activities	(341,040)	(292,677)	86%	(377,960)	(36,920)
(182,727)	(299,597)	TOTAL INCOME	(341,040)	(292,677)	86%	(377,960)	(36,920)
187688.08	256,018	Employee Costs	398,790	286,420	72%	390,790	(8,000)
	0	Transport Costs	0	0		0	0
20,448	20,728	Premises Costs	0	1,748		1,000	1,000
103,900	143,170	Supplies & Services	144,630	172,402	119%	187,880	43,250
	0	Financing Costs	0	0		0	0
	0	Support Costs	0	0		0	0
8663.2	14,516	Governance Costs	12,970	10,540	81%	17,470	4,500
320,699	434,432	TOTAL RESOURCES EXPENDED	556,390	471,110	85%	597,140	40,750
137,972	134,835	NET POSITION	215,350	178,433	83%	219,180	3,830
(13,560)	(13,560)	Trs From Reserves	0	0		0	0
124,412	121,275	TOTAL (after transfer from reserves)	215,350	178,433	83%	219,180	3,830

Comments

Creating A Solid Foundation For Growth is responsible for Financial Reporting, Commercial and Hospitality Services.

Creating A Solid Foundation For Growth

Currently a small adverse position is anticipated.

Hospitality is currently projecting an adverse position due to significant investment within Treehouse Café and review of income generation from future bookings. Management will continue to monitor and review.

LEISURE AT THE HEART OF EVERY COMMUNITY ANALYSIS

Revised Actual Exp. to 31/12/22	Actual Out-turn to 31/03/23	LEISURE AT THE HEART OF EVERY COMMUNITY	Annual Estimate 2023/24	Revised Actual Exp. to 31/12/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
176,061	249,008	Community Management Team	103,230	56,542	55%	77,920	(25,310)
139,485	227,967	Cultural Hubs	283,670	232,728	82%	326,480	42,810
284,902	382,309	Lifestyle Hubs	486,420	337,438	69%	437,320	(49,100)
746,156	1,009,685	Library Hubs	1,009,370	778,313	77%	1,035,730	26,360
105,194	103,790	Sport Hubs	107,790	151,317	140%	215,440	107,650
10,699	20,125	Sport Football	26,810	11,691	44%	28,510	1,700
83,284	133,713	Management Arrangements	87,980	69,119	79%	86,690	(1,290)
(40,230)	(57,390)	Trs From Reserves	(11,470)	(11,470)		(11,470)	0
1,505,551	2,069,207	TOTAL OBJECTIVE ANALYSIS	2,093,800	1,625,678	78%	2,196,620	102,820
(702,578)	(1,050,915)	Income From Charitable Activities	(1,121,050)	(762,001)	68%	(1,047,560)	73,490
(702,578)	(1,050,915)	TOTAL INCOME	(1,121,050)	(762,001)	68%	(1,047,560)	73,490
1,727,077	2,340,332	Employee Costs	2,476,920	1,870,186	76%	2,512,860	35,940
14,689	23,084	Transport Costs	12,830	20,146	157%	25,940	13,110
264,275	459,878	Premises Costs	448,190	295,215	66%	447,770	(420)
217,123	299,398	Supplies & Services	257,700	208,467	81%	238,400	(19,300)
0	9,100	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
25,195	45,720	Governance Costs	30,680	5,134	17%	30,680	0
2,248,359	3,177,512	TOTAL RESOURCES EXPENDED	3,226,320	2,399,149	74%	3,255,650	29,330
1,545,781	2,126,597	NET POSITION	2,105,270	1,637,148	78%	2,208,090	102,820
(40,230)	(57,390)	Trs From Reserves	(11,470)	(11,470)		(11,470)	
1,505,551	2,069,207	TOTAL (after transfer from reserves)	2,093,800	1,625,678	78%	2,196,620	102,820

Comments

Leisure at the Heart of the Community has responsibility for the operations of our community based facilities, which are split into 4 categories; Lifestyle Hubs, Sports Hubs & Pavilions, Library Hubs and Cultural hubs. The team also has responsibility for developing the regular programming within these venues e.g. Aquatics, Fitness and Readership programmes and to work with local partners adopting a place based approach to maximum the use of our venues and ensure we meet the needs of the local communities.

Community Management Team

Favourable variance relates to management action to offset adverse variances in other parts of the service.

Cultural Hubs

Adverse variance relates to additional staffing costs mainly relating to 2 sick leave cover, additional cover for bookings and an associated ill health retirement. This will be addressed through the cultural hub and 2024/25 charges review.

Lifestyle Hubs

Favourable variance relates to an increase in fitness memberships and staff ing cost settling following the implementation of the new structure.

Library Hubs

Adverse variance relates mainly to additional staffing costs relating to implementation of organisational review and relocation of staff following transfer of Whattriggs, Droongan and Patna Libraries to Education Services. These costs are non-recurring. There has also be unforeseen costs associated with the hiring of vehicles

Sport Hubs

Adverse variance relates to indoor facility hire income not achieving the associated targets.

LIVING YOUR BEST LIFE ANALYSIS

Revised Actual Exp. to 31/12/22	Actual Out-turn to 31/03/23	LIVING YOUR BEST LIFE	Annual Estimate 2023/24	Revised Actual Exp. to 31/12/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
5,265	10,218	Best Life Management Team	65,990	33,310	50%	50,030	(15,960)
121,011	231,337	Sports	268,520	214,690	80%	298,030	29,510
206,931	296,700	Museums	530,480	370,789	70%	518,680	(11,800)
(268)	287,102	Performing Arts	289,260	106,410	37%	336,780	47,520
198,707	257,329	Visual Arts	167,040	91,139	55%	142,840	(24,200)
0	(14,385)	Trs From Reserves	(66,900)	(66,900)		(66,900)	0
531,647	1,068,301	TOTAL OBJECTIVE ANALYSIS	1,254,390	749,439	60%	1,279,460	25,070
(674,719)	(787,556)	Income From Charitable Activities	(703,910)	(666,942)	95%	(724,420)	(20,510)
(674,719)	(787,556)	TOTAL INCOME	(703,910)	(666,942)		(724,420)	(20,510)
831,344	1,112,767	Employee Costs	1,253,390	992,667	79%	1,304,810	51,420
6,305	13,214	Transport Costs	6,060	26,597	439%	8,800	2,740
171,910	299,756	Premises Costs	303,260	173,503	57%	297,920	(5,340)
172,365	369,076	Supplies & Services	418,550	274,412	66%	415,310	(3,240)
0	13,910	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
24,441	61,519	Governance Costs	43,940	16,103	37%	43,940	0
1,206,366	1,870,242	TOTAL RESOURCES EXPENDED	2,025,200	1,483,281	73%	2,070,780	45,580
531,647	1,082,686	NET POSITION	1,321,290	816,339	62%	1,346,360	25,070
0	(14,385)	Trs From Reserves	(66,900)	(66,900)		(66,900)	0
531,647	1,068,301	TOTAL (after transfer from reserves)	1,254,390	749,439	60%	1,279,460	25,070

Comments

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

Best Life Management Team

Favourable variance relates to delay in filling a vacancy.

Sports

Adverse variance relates predominantly to income shortfalls against Equipment Hire Income of golf boards and Golf Season Membership income.

Museums

Favourable variance relates to management action to monitor expenditure to offset against some of the adverse movements across the service.

Performing Arts

Adverse variance relates predominantly to temporary staffing of a Front of House team to support the upcoming panto and other events

Visual Arts

Favourable variance relates predominantly to delays in filling a vacancy.

PROTECTING OUR ENVIRONMENT ANALYSIS

Revised Actual Exp. to 31/12/22	Actual Out-turn to 31/03/23	PROTECTING OUR ENVIRONMENT	Annual Estimate 2023/24	Revised Actual Exp. to 31/12/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
86,981	127,490	Environment Management Team	75,120	51,454	68%	70,650	(4,470)
44,831	63,420	Sustainability	83,140	59,518	72%	79,050	(4,090)
30,029	42,732	Estates	91,970	68,846	75%	89,000	(2,970)
365,564	526,223	Countryside	470,660	369,951	79%	500,350	29,690
0	(7,520)	Trs From Reserves	(29,130)	(29,130)		(29,130)	0
527,405	752,346	TOTAL OBJECTIVE ANALYSIS	691,760	520,639	75%	709,920	18,160
(24,024)	(30,748)	Income From Charitable Activities	(56,520)	(37,411)	66%	(48,270)	8,250
(24,024)	(30,748)	TOTAL INCOME	(56,520)	(37,411)		(48,270)	8,250
464,045	632,630	Employee Costs	627,590	481,243	77%	625,420	(2,170)
16,390	30,965	Transport Costs	24,690	28,737	116%	35,630	10,940
39,178	66,748	Premises Costs	59,680	38,557	65%	58,590	(1,090)
27,863	45,571	Supplies & Services	48,550	34,248	71%	50,780	2,230
0	7,520	Financing Costs	0	0		0	0
0	0	Support Costs	0	0		0	0
3,953	7,181	Governance Costs	16,900	4,395	26%	16,900	0
551,429	790,614	TOTAL RESOURCES EXPENDED	777,410	587,180	76%	787,320	9,910
527,405	759,866	NET POSITION	720,890	549,769	76%	739,050	18,160
0	(7,520)	Trs From Reserves	(29,130)	(29,130)		(29,130)	0
527,405	752,346	TOTAL (after transfer from reserves)	691,760	520,639	75%	709,920	18,160

Comments

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

Countryside

Adverse variance of £18k predominately relates to Professional Services Income (£10k income shortfall) for a service which is no longer offered. Consideration being given to alternative income sources however, it is unlikely to be in this region. The balance relates to vehicle repairs and maintenance works that have had to be undertaken this financial year.

RESERVES AS AT 31 DECEMBER 2023

Notes

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

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

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

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

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

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

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

Summary

UNRESTRICTED RESERVES	2022/23 b/f	2022/23 SURPLUS	BALANCE 31 March 2023	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
RETAINED RESERVES	270,000		270,000		270,000						270,000	
UNUSEABLE RESERVES	100,792	11,080	111,872	10,750	122,622					-	122,622	
UNALLOCATED RESERVES	365,703	201,232	566,935	-176,530	390,405						390,405	
ALLOCATED RESERVES	288,435	105,800	394,235	165,780	560,015		60,850	34,470	54,940	0	409,755	see Allocated Table
MGTR FUNDS	69,372		69,372		69,372	(20,675)	5,000				85,047	£5k allocated Board 21.02.23 - Open Exhibition
FIXED ASSET RESERVE	34,920		34,920		34,920						34,920	
HOLIDAY PAY PROVISION	(60,874)		(60,874)		(60,874)						(60,874)	
TOTAL UNRESTRICTED RESERVES	1,068,348	318,112	1,386,461	0	1,386,460	0	40,175	39,470	54,940	0	1,251,875	

Allocated Reserves Analysis

ALLOCATED RESERVES	2022/23 b/f	2022/23 SURPLUS	BALANCE	APPROVED ALLOCATIONS	REVISED BALANCE	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
			31 March 2023										
IT Equipment - Corporate Services	5,000		5,000		5,000			3,080		1,920	1 June 2021 Board	Ongoing	
Box Office/Booking System	13,775		13,775		13,775					13,775	1 June 2021 Board, 28 June 2022 Board	Ongoing	
Secure Portal Upgrade	4,880		4,880		4,880					4,880	28 June 2022 Board	Ongoing	
People Counters	3,000		3,000		3,000					3,000	28 June 2022 Board	Ongoing	
Venue Equipment	3,000		3,000		3,000					3,000	28 June 2022 Board	Ongoing	
Valuations	4,000		4,000		4,000					4,000	28 June 2022 Board	Ongoing	
Equipment Replacement Programme	147,740		147,740	-10,750	136,990	11,090	9,630	10,420		105,850	28 June 2022 Board	Ongoing	Allocation approved by Executive Management; £45.8k transferred to Unuseable Reserves
Wellbeing Initiatives - EA Gift Cards to staff	16,800		16,800		16,800			12,520		4,280	4 October 2022 Board	Ongoing	
Event Management	31,800		31,800		31,800	6,300				25,500	22 November 2022 Board	Ongoing	
Facility Management Support (1 FTE)	27,500		27,500		27,500	6,410	6,930	8,530		5,630	21 February 2023 Board	Ongoing	
10th Anniversary Events and Initiatives	30,000		30,000		30,000	9,680		420		19,900	21 February 2023 Board	Ongoing	
23-24 Savings Balance			0	68,000	68,000					68,000	21 February 2023 Board	Ongoing	
Uniforms		35,000	35,000		35,000					35,000	30 May 2023 Board	Ongoing	
Security Costs - Palace & Grand Hall		60,000	60,000		60,000	17,450	10,560	13,000		18,990	30 May 2023 Board	Ongoing	

Dean Castle - Visitor Safety Measures	5,000	5,000		5,000					5,000	30 May 2023	Ongoing	Board
Collection Management Support (1 FTE Co-ordinator)		0	38,000	38,000		6,970			31,030	28 Sept 2023	Ongoing	Board
Climate Strategy			30,000	30,000					30,000	28 Nov 2023	Ongoing	Board
Urban Farm - Feasibility Study			30,000	30,000					30,000	28 Nov 2023	Ongoing	Board
DCCP Canopy - additional works (incl replacement furniture)	940	940	-940	0					0	28 June 2022	Complete	Board
DCCP Equipment & Works	5,800	5,800		5,800	1,800	4,000			0	30 May 2023	Complete	Board
Severance		0	9,980	9,980	8,120	1,860			0	30 May 2023	Complete	Board
Severance		0	1,490	1,490		1,490			0	28 Sept 2023	Complete	Board
TOTAL ALLOCATED RESERVES	288,435	105,800	394,235	165,780	560,015	60,850	34,470	54,940	0	409,755		

GENERAL PROJECTS

Notes:

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

Project	Partners	Balance b/f 01.04.23	Balance at 31.12.23	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£3,819)	(£3,807)	Ongoing
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Mar 2025
Kilmarnock Green Infrastructure	Sustrans	(£14,955)	(£14,955)	June 2027
Digital Storyteller in Residence	Scottish Book Trust	(£2,372)	(£2,372)	Mar 2025
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	£163,987	£219,828	Oct 2023
SHOUT	EAC	(£3,684)	(£3,684)	Ongoing
Morton Hall and Library	EAC	£18,719	£21,732	Mar 2025
Dean Castle Restoration and Event	HLF/REF	£41,980	£10,942	Mar 2024
Wifi Project	EAC	(£19,700)	(£19,700)	Mar 2025
Foster Carer Service - Memberships	EAC	(£4,000)	(£4,000)	Ongoing
Youth Memberships	EAC	(£2,162)	(£2,162)	Ongoing
Annick Valley Leisure Facilities	EAC	(£199,029)	(£198,184)	Ongoing
Stewarton Dev Cont	EAC	£0	(£49,464)	Ongoing
Patna Leisure Facilities	EAC	(£810)	(£810)	Ongoing
FutureMuseum.co.uk Redevelopment	Museum Gallery Scotland	£2,509	£8,469	Mar 2024
Creative Scotland Recovery Fund	Creative Scotland	(£89,117)	(£57,690)	Mar 2024
Cost of Living Crisis	EAC	£8,279	£52,414	Mar 2024
On the Road to Digital Success	SLIC	(£17,128)	£8,394	Dec 2023
Nature Therapy Breaks	Shared Care Scotland	£0	(£18,035)	Mar 2024
Mayfest event at DCCP	EALT	£0	£7,757	Mar 2024
Leisure Facility Strategy	EAC	£0	£16,390	Mar 2025

Additional Information

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

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

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

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

Irvine Valley Trails – Work has now been completed improving access to this path network, upgrading bridges, gates, steps and fencing as well as installing new signage. We are in the process of submitting claim forms to the Low Carbon Travel and Transport Fund and Transport Scotland. Thereafter, we will submit the required information to the Renewable Energy Fund to claim the Trails capital grant.

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

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

Dean Castle Restoration and Event – The Dean Castle was reopened on the 1st April 2023. The end of project completion report has been submitted and commended by NHLF. The final claim will be submitted as soon as the retention period is up and the final invoice is paid.

The East Ayrshire Renewable Energy Fund approved £47,500 towards the Cumncok Tryst event. £5k has been identified as match funding. The event as a focal point for the reopening of the Castle will provide a celebratory, collaborative and high profile occasion through our confirmed partnerships with key Scottish cultural heavyweights including The Cumncok Tryst headed up by one of the world's most important composers, Sir James MacMillan, Professor Alistair McDonald - Composer and Sound Artist (Royal Conservatoire of Scotland), Professor Kirsteen McCue - historian and musician (Glasgow University, Burns Scotland), and Colin Currie – world renowned percussionist. The project will take a wholly accessible, collaborative and engaging approach, working with local pupils to develop a newly commissioned work which will feature at the centre of the event, and welcoming on the spot participation for visitors through a unique series of percussion sculptures, an entirely new collection of musical instruments created by a local artist blacksmith for this event. The event will take place in November 2023.

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

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

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

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

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

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

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

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

Cost of Living Crisis - Funding of £172,000 was allocated by EAC as a response to the Cost of Living Crisis for a period of up to 24 months. EAL has been asked to provide “warm spaces” in conjunction with a variety of community groups across East Ayrshire. We have identified 10 of our venues that will be enhanced to provide an area specifically for members of our communities that may be affected by the COL crisis. In partnership with EAC we will offer safe, warm, comfortable spaces with charging stations, hot drinks, board games, etc in a sensitive and dignified way. Our team will capture how many people attend and will help signpost those in need to a wider range of services and support if needed.

On the Road to Digital Success – Funding of £38,000 was awarded towards this project which aims to reach communities and individuals across East Ayrshire with digital access and support. Due to the unique fabric of East Ayrshire’s urban rural landscape we recognise that access to our facilities can be difficult for some residents who live in more remote parts of the authority. A mobile service reduces the inequalities experienced by residents who don’t live near a static venue, or who do not have access to transport to travel to a facility. Covid-19 accelerated the necessity to be digitally enabled, but there are still members of the community for whom digital access is

a luxury and not within reach. The project aims to bridge the digital divide and provide a safe place to work and study; or to relax and have fun in a space to unwind and take time-out from the pressures of daily life. One of the benefits to having a mobile service is that we can take our entire library offer into communities and to specific groups to enable us to deliver our services to people who are “hard to reach”. This type of service helps us to break down barriers as we are quite literally taking the service to them. Staff who will deliver this project will be equipped to support learning on the bus as well as provide a friendly and approachable service. We have existing connections with partners across East Ayrshire; this project would give us scope to build on these and create new connections opening up our library service to a new audience.

Nature Therapy Breaks – Funding of £34,200 was awarded to provide short breaks for unpaid carers and those they care for in the Treehouse Residential Centre within Dean Castle Country Park. Working with East Ayrshire Council Children and Disabilities Team, there were almost 100 notes of interest for the breaks. We hosted 35 adults and 55 children and young people staying across a four week period over the summer holiday period. The staff thoroughly enjoyed working with the families to ensure opportunities were suggested to suit all requirements. When asked what difference the break had made for the young people, their responses were overwhelmingly positive and in most instances attendees noted benefits to their mental health and wellbeing.

After the short breaks had concluded, around 70 children, young people, parents and carers returned to the Dean Park Castle Courtyard for a feedback event. This allowed for the children and carers to meet up with people they had met on their stay and the turnout was amazing with 75% of the attendees coming along.

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

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

EXTERNAL FUNDING

Notes:

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

EXTERNAL FUNDING APPROVED APPLICATIONS

(*denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2023/24
TOTAL		£0	£0

NO APPLICATIONS APPROVED OR DECLINED IN QTR 3

REPORT TO BOARD OF TRUSTEES



Recommendation/s:

It is recommended that Trustees:

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

Signature: *Anneke Freed*

Designation: Chief Officer

Date: 7 February 2024

REPORT TO BOARD OF TRUSTEES



CHARGES FOR SERVICES 2024/25

Date: 20 February 2024

Agenda Item: 6

Report by: Anneke Freel, Chief Officer

I PURPOSE OF REPORT

- 1.1 The purpose of this report is to put forward proposals for the 2024/25 schedule of charges for Trustee consideration and approval.

2 CHARGES FOR SERVICES 2024/25

- 2.1 East Ayrshire Leisure Trust is committed to providing high quality leisure services, fulfilling our Strategic Vision and Delivery Plan objectives and making a real difference to how people view the Trust. East Ayrshire Leisure's 10 year Strategic Vision ensures that leisure is at the heart of every community. Therefore, it is important that we develop a charging schedule that meets the needs of individual communities. Working groups with key representatives from relevant service areas have been established to monitor and review the various aspects of the charges schedule including benchmarking with comparable organisations. These groups will continue throughout 2024/25 with a focus on continuous improvement ensuring that the charges and fees meet the needs of our communities, customers and the organisation.

- 2.2 Services continue to operate in difficult conditions and our proposed charges seek to offer an appropriate balance which reflects value for money for customers, the need to consider the overall cost of service provision and accessibility to services for all sections of the community. An extensive review of charges has been conducted by Strategic Leads to ensure charges are appropriate and allow benchmarking with other Trusts and providers. Key changes are detailed below:

Booking Fee

- 2.3 The Trust currently has a booking fee of £2 per transaction. Following review it is intended to retain this charge for the foreseeable future. A further review will be carried out in parallel with the Cultural Kilmarnock project and the reopening of the Palace and Grand Hall complex.

Flexible Space

- 2.4 As detailed within the charges paper that was approved by board on the 22nd November 2022, a review of flexible space charges has taken place to remove the core and non-core charging policy.

This proposal aims to introduce a pricing strategy that is both affordable to our communities and reflects the range of spaces we have to offer, as well as ensuring we remain financially viable as an organisation. Currently we offer two rates for our flexible spaces regardless of size; £13 p/h during "core times" and £19 p/h out with these times i.e. "non-core".

The Cultural Hub review paper outlined our growth plans including the extension of opening hours for the community centre/library spaces, which will result in an increase of availability for hires.

We have categorised our flexible spaces into Standard and Large Halls to charge accordingly and give our customers flexibility and choice based on their requirements. It is proposed to introduce a Standard Hall hire rate of £15 p/h and a Large Hall hire rate of £17 p/h during opening times. This cost would also include the use of the kitchen, dressing rooms and bar facilities if required.

Out with normal opening hours we propose to charge £20 p/h per hall before midnight (minimum 3hr booking) and £30 per hour per hall after midnight. Requests out with our standard booking offer would be negotiable, to allow us to provide added value services such as tech support and catering.

Whilst there are some groups who will benefit from these changes and others who may be impacted financially, the standardisation of opening hours and charging policy will enable the implementation of our growth plan and expansion of our business.

Performing Rights Society (PRS)/Phonographic Performance Limited

- 2.5 A review of increasing costs for PRS/PPL has highlighted areas where costs incurred by the Trust require to be passed to the customer. Actual costs are governed by the PRS/PPL schedule of tariffs and are minimal and reasonable for our customers. All fees received in respect of these charges are paid over to PRS/PPL and are not retained by the Trust.

Wellbeing Initiatives

- 2.6 A Wellbeing Initiatives report submitted to Trust Board on 4 October 2022 approved a reduction in staff membership to £5/month and a reduction in staff golf season ticket to £50/year. These offers have been well supported. In recognition of the benefits to staff wellbeing and the current cost of living there are no plans for any changes to these offers.
- 2.7 The Trust recognises the added value that volunteers bring to our organisation and the communities we serve. The Trust would like to recognise their value by offering a discounted fitness membership to our volunteers in line with the Active Corporate rate (currently £18/month).

Hospitality

- 2.8 Due to the increasing costs of bar and catering provision it is necessary to implement small increases on hospitality prices. Increases are minimal to ensure that the hospitality service continues to be sustainable whilst remaining reasonable and affordable to our customers.

Customer Loyalty

Fitness Membership

- 2.9 Membership retention and customer loyalty is extremely important to us. It is our intention to enable members the opportunity to freeze their membership, up to 3 months on medical grounds, allowing customers to reinstate their membership without the hassle of re-joining. It is anticipated that this will have a positive impact on both the customer retention and increased profitability for the Trust.

Subscriptions

- 2.10 It is anticipated that a pause on subscription fees will enable customers to stop services for a period of time rather than cancel, which may have a detrimental impact on retention. It is recommended that a medical freeze period, for up to three months, be granted during a contractual term. Subscriptions include learn to swim, gymnastics and run, jump and throw.

Loyalty Discounts

- 2.11 The Trust currently operates a loyalty discount for regular bookings and clubs affiliated to East Ayrshire Sports Council. This current pricing strategy is working well and it is recommended that this discount remains in place. The rationale for this is that it encourages groups to affiliate to the Sports Council who provide invaluable support and guidance.
- 2.12 The Trust operates a monthly payment payable by Direct Debit for Coaching and Swimming Lessons. All participants in the programmes are eligible for 10% discount on any parties booked with East Ayrshire Leisure Trust, free public swimming and access to the running tracks during public sessions. It is recommended that this offer continues.

REPORT TO BOARD OF TRUSTEES



3 FINANCIAL IMPLICATIONS

- 3.1 The proposed schedule of charges for 2024/25 does not include a target for increased income for 2024/25. It is not envisaged that the proposed changes will have any detrimental impact on current use of facilities or income levels.

4 EQUALITY IMPACT ASSESSMENT

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

Recommendations:

It is recommended that Trustees:

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

Signature: *Annete Freese*

Designation: Chief Officer

Date: 7 February 2024

REPORT TO THE BOARD OF TRUSTEES



CORPORATE DELIVERY PLAN 2024-26

Date: 20 February 2024

Agenda Item: 8

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

1.1 The purpose of this report is to present to Board the Corporate Delivery Plan 2024-2026 which sets out the Trust's direction and priorities for the 2 year period.

2. BACKGROUND

2.1 On the 3rd December 2019, the East Ayrshire Leisure Board of Trustees approved a 10 year Strategic Vision 2020-2030 that provides strong and ambitious objectives, outlines clear timescales for delivery and sets a strategic direction that will develop the Trust into a more independent, resilient, innovative and inclusive organisation.

2.2 The Strategic Vision outlines our key themes which set the guiding principles for our vision, values and behaviours. The themes that guide all of our work are:

- Sharing Our Vision
- Leisure at the Heart of Every Community
- Living your Best Life
- Investing in our people and Embracing our Values
- Creating a Solid Foundation for Growth
- Protecting our Environment

2.3 The Strategic Themes are then translated in a Corporate Delivery Plan which outlines the objectives and actions which enable us to deliver on the themes. The Corporate Delivery Plan is reviewed every 2 years. Within the 2 year period, the corporate delivery plan is reported to the Board of Trustees on a quarterly basis and to East Ayrshire Council on an annual basis.

2.4 This will be our 3rd Corporate Delivery Plan for the 10 year period.

3. REVIEW OF CORPORATE DELIVERY PLAN 2022-2024

3.1 Implementation of the 2022-2024 Corporate Delivery Plan took place within the context of the recovery from the Covid-19 pandemic and the cost of living crisis. The priorities of the Trust also have focus on wellbeing of staff, customers and communities and supporting the recovery agenda throughout East Ayrshire. During this period, we also undertook our most significant organisational review, which resulted in a structure more aligned to our strategic themes and no longer operating under the traditional silos of sport, culture and countryside.

3.2 However, as an organisation we have remained committed to delivering as many of the actions as possible, which have been constantly reviewed at regular progress and team meetings. The actions have also been reviewed in the preparation of the next 2 year Corporate Delivery Plan. Therefore, as we reach the end of the 2022-2024 period, we will review the existing Corporate Delivery Plan and categorise all actions using one of the following descriptions:

- Fully Complete
- Partially Complete and Included within the Corporate Delivery Plan 2024-26

REPORT TO THE BOARD OF TRUSTEES



- Included in the Digital Transformation Action Plan or Leisure Facility Strategy
- No longer achievable

3.3 A report on all actions will be submitted to the Board at a meeting in May 2024.

4. DEVELOPMENT OF CORPORATE DELIVERY PLAN 2024-26

4.1 The development of the Corporate Delivery Plan was undertaken between June 2023 and November 2023 and included 2 Extended Management Team sessions and regular service team meetings. The Extended Management Team sessions focussed on the following:

- **Reviewing and Setting Priorities**

Review all of our existing outputs and consider what is still to be delivered. Consideration of future outputs that are realistic, deliverable and measurable. This session will focus on the following:

- Will we complete all the outputs within the 2024-26 delivery plan? If not, are they still relevant (if not an explanation as to why they are no longer relevant) and should they be included again in the 2024-26 plan?
- What new priorities should be included and will we need to stop doing anything to enable them to be taken forward?
- What priorities are you working on but will not be completed by 2026? How do we include them but make it clear that they will be priorities in a later delivery plan?

After this session, each Strategic Theme Management team drafted their section of the CDP for discussion at a later session.

- **How do we take these priorities forward?**

By this time, each team had drafted their individual theme within the CDP. Therefore, this session focussed on:

- Have we an agreed set of priorities for 2024-26?
- How do we share these priorities with the wider staff team?
- How do we ensure that staff understand their role and are fully involved in delivery of the priorities?

4.2 The Corporate Delivery Plan 2024-26 is included as Appendix 1 of this report.

5. SERVICE DELIVERY PLANS 2024-26

5.1 Each Strategic Lead will take responsibility for their relevant theme within the Corporate Delivery Plan 2024-26 and have developed individual Service Delivery Plans which provide more detail on how these Outputs will be achieved, by identifying specific 'Actions'.

5.2 The Service Delivery Plans will form the basis of individual progress action plans and meetings, team meetings and quarterly collaboration sessions with the management team.

5.3 The delivery of the CDP is also supported by a number of organisational strategies and cross service action plans. Appendix 2 outlines how all of our strategies, delivery plans and actions plans all feed into our overarching strategic vision. A flowchart is included appendix 2 to demonstrate these links.

REPORT TO THE BOARD OF TRUSTEES



6. CORPORATE DELIVERY PLAN REPORTING STRUCTURE

- 6.1 Members of the Performance and Audit Sub-Committee will receive quarterly and annual performance reports which provide updates on each Corporate Delivery Plan output. Financial performance reporting will include a traffic light system to allow Trustees to see at a glance any areas of concern. The quarterly reports will also continue to provide information about external funding, complaints, feedback and positive comments, major projects and a review of the risk register.
- 6.2 However, Trustees at the board meetings will receive quarterly highlights accompanied by a regular programme of presentations on specific outputs within the Corporate Delivery Plan. Corporate Delivery Plan reports will be available for all Trustees through the on-line document library. Individual managers will liaison with their Ambassador Trustees to provide more information in an interactive and engaging format. The programme for 2024-26 is outlined in the table below:

Reporting Period	Strategic Theme	Strategic Objective	Corporate Output
Q1: 2024-25	Sharing our Vision	To ensure our use of creative marketing-led activities effectively promote our high quality services, maximise customer engagement and make a real difference to how people view East Ayrshire Leisure Trust	Film and digital content created to tie in with hospitality/commercial lets, 'Community Spaces for hire'
Q2: 2024-25	Living your Best Life	To contribute to a programme of high profile regional and national events, exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors	Review the opportunities for 2024/26 within the East Ayrshire Leisure Programme Development Strategy 2022-2026 and develop and implement a 2 year programme of hallmark and regional events
Q3: 2024-25	Investing in our People & Embracing our Values	To review and continually improve and enhance our systems and processes to ensure that they are effective and appropriate in the transformation of our business	Implement, Monitor and Evaluate Leisure Management Systems Implement, Monitor and Evaluate Leisure Ticketing Systems
Q4: 2024-25	Leisure at the Heart of the Community	To work with partners to explore funding opportunities for refurbishment and development of leisure facilities	Implement improvement plan for Rose Reilly Sports Centre including installation of a studio for fully inclusive exercise, an outdoor pump track, new play area and outdoor fitness space

REPORT TO THE BOARD OF TRUSTEES



Q1: 2025-26	Sharing Our Vision	To ensure our use of creative marketing-led activities effectively promote our high quality services, maximise customer engagement and make a real difference to how people view East Ayrshire Leisure Trust	Develop, implement and evaluate a Destination Campaign Action Plan for 2024-26
Q2: 2025-26	Protecting Our Environment	To adopt the principles of Visit Scotland's Green Tourism Business Scheme to reduce the environment impact of our business	Develop an Urban Croft proposal, including funding strategy that focuses on Assloss Walled Garden, Assloss Stables, Assloss Car Park and the paddocks at Dean Castle Country Park
Q3: 2025-26	Creating a Solid Foundation for Growth	To maximise the return from commercial opportunities, especially around retail, hospitality and membership packages, so that we are in a position to fulfil our charitable obligations and become a sustainable organisation	Expand the membership packages to include opportunities across all service areas
Q4: 2025-26	Living your Best Life	To contribute to a programme of high profile regional and national events, exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors	Develop and implement Cultural Kilmarnock

Recommendation/s:

It is recommended that the Board:

- i. Consider and approve the Corporate Delivery Plan 2024-2026; and
- ii. Otherwise note the content of this report.

Signature:

Anneke Freal

Designation: Chief Officer

Date: 9 February 2024



EAST AYRSHIRE LEISURE
CORPORATE DELIVERY PLAN 2024-26



SHARING OUR VISION	
Strategic Objective: To create a programme of community engagement activities which includes consultation with our customers and potential customers about existing and future facilities and services and to adopt a positive approach to feedback	
Output	
1	Develop and implement a 2 year programme of Customer Exchange activities for members of the community
2	Develop a programme of customer consultation activities aligned to the priorities within the Leisure Facility Strategy
SHARING OUR VISION	
Strategic Objective: To ensure our use of creative marketing-led activities effectively promote our high quality services, maximise customer engagement and make a real difference to how people view East Ayrshire Leisure Trust	
Output	
3	Develop and implement a programme of signage and interpretation as outlined in the Leisure Facility Strategy 2022-30
4	Review all actions within the East Ayrshire Leisure Digital Transformation Action Plan 2021-24 and develop a revised action plan for the period 2024-26
5	Develop, implement and evaluate a Destination Campaign Action Plan for 2024-26
SHARING OUR VISION	
Strategic Objective: To integrate our values into all aspects of our business including Review and Development programme, recruitment, training and meetings. To focus on skills, knowledge and experience in the development of our business and to ensure we invest in industry specialist training which is tailored to meet the needs of our programmes	
Output	
6	Develop and implement an online learning platform to deliver a range of high quality training designed specifically for the needs of the Trust

7	Develop and implement a 2 year programme of Staff Exchange events, activities and initiatives
LEISURE AT THE HEART OF EVERY COMMUNITY	
Strategic Objective: To work with community, local authority and private providers to develop a Leisure Facility Strategy that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity	
Output	
8	As part of East Ayrshire Council's project team, develop proposals for Doon Valley Leisure Centre to maximise opportunities that the community campus has for community participation in leisure activities.
9	Secure funding for the upgrade and development of sports pitches as part of the implementation of the sports pitch priorities identified in the Leisure Facility Strategy 2022-2030
LEISURE AT THE HEART OF EVERY COMMUNITY	
Strategic Objective: To work collaboratively with key partners and stakeholders in the development of programmes and activities whilst exploring innovative delivery models which ensure best value for our customers	
Output	
10	Develop and implement an action plan for the opening of Galston Town Hall
11	Introduce, monitor and evaluate a pilot mobile services programme and integrate successes into core services
LEISURE AT THE HEART OF EVERY COMMUNITY	
Strategic Objective: To work with partners to explore funding opportunities for refurbishment and development of leisure facilities	
Output	
12	Secure funding for the redevelopment of Darvel Town Hall

13	Implement improvement plan for Rose Reilly Sports Centre including installation of a studio for fully inclusive exercise, an outdoor pump track, new play area and outdoor fitness space
LIVING YOUR BEST LIFE	
Strategic Objective: To support the development of sustainable pathways that encourage lifelong participation in leisure activities	
Output	
14	Establish a Youth Board in line with the East Ayrshire Leisure Programme Development Strategy 2022-2026
LIVING YOUR BEST LIFE	
Strategic Objective: To contribute to a programme of high profile regional and national events, exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors	
Output	
15	Work with key stakeholders across Ayrshire to develop a regional wide Cultural Strategy
16	Develop a funding strategy for the implementation of the Ayrshire Regional Sports Park
17	Develop a masterplan for Annanhill Golf Course, which includes the development of the clubhouse to enhance participation in female and youth golf
18	Review the opportunities for 2024/26 within the East Ayrshire Leisure Programme Development Strategy 2022-2026 and develop and implement a 2 year programme of hallmark and regional events
19	Implement redevelopment project at Burns House Museum as part of the Mauchline CARS project
20	Develop an interpretation plan that provides enhance public access to the Dean Castle
21	Develop and implement Cultural Kilmarnock

LIVING YOUR BEST LIFE

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

Output

22	Implement a campaign to promote the new Futuremuseum.com platform and add community based collections to the website
23	Develop a funding strategy for the creation of an 'open store' museum
24	Maintain accreditation for our museums by reviewing the Collection Procedural Manual in line with the Collection Development Strategy 2022-30 and Collection Agreement and submitting an application to Museum Galleries Scotland
25	Develop an action plan for the completion of the digitisation of the entire museum collection onto Axiell Collection Management System
26	Implement, monitor and evaluate the actions outlined in the East Ayrshire Leisure Sporting Pathways Action Plan 2023-26

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Strategic Objective: To develop and embed our People Strategy so that employees at all levels, alongside our customers, partners and communities, are engaged and can contribute to the business.

Output

27	Develop, implement, monitor and evaluate a People Strategy
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INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Strategic Objective: To offer work placements, volunteering and apprenticeships

Output

28	Identify and implement opportunities for Foundation Apprenticeships
29	Identify and implement opportunities for Modern Apprenticeships
30	Identify and implement opportunities for Graduate Apprenticeships
INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES	
Strategic Objective: To review and continually improve and enhance our systems and processes to ensure that they are effective and appropriate in the transformation of our business	
Output	
31	Implement, Monitor and Evaluate Leisure Management Systems
32	Implement, Monitor and Evaluate Leisure Ticketing Systems
33	Review and identify various payment methods available to the Trust which will enhance customer service
34	Explore opportunities to enhance the existing commitment reporting system
CREATING A SOLID FOUNDATION FOR GROWTH	
Strategic Objective: To develop a collaborative approach with relevant partners to explore wider opportunities that fit within the Trust's vision and values and to explore opportunities to share resources across all our services internally and with key stakeholders	
Output	
35	Develop, implement, monitor and evaluate identified actions outlined within the East Ayrshire Leisure Growth Plan
CREATING A SOLID FOUNDATION FOR GROWTH	
Strategic Objective: To maximise the return from commercial opportunities, especially around retail, hospitality and membership packages, so that we are in a position to fulfil our charitable obligations and become a sustainable organisation	

Output	
36	Expand the membership packages to include opportunities across all service areas
37	Introduce a hospitality offer to support large scale events and programmes at identified venues as outlined in the Leisure Facility Strategy
38	Develop and implement a retail plan, which includes on-line and venue sales
39	Prepare a Business Plan for the development of a Trading Arm
PROTECTING OUR ENVIRONMENT	
Strategic Objective: To prepare and adopt a Climate Change Declaration on an annual basis which audits our carbon footprint and outlines priorities for carbon reduction	
Output	
40	Implement, monitor and evaluate the East Ayrshire Leisure Net Zero Action Plan 2024-26
PROTECTING OUR ENVIRONMENT	
Strategic Objective: To adopt the principles of Visit Scotland's Green Tourism Business Scheme to reduce the environment impact of our business	
Output	
41	Develop a funding strategy for further upgrades to Dean Castle Country Park's outdoor toilets and car park to include LED lighting and EV charging points
42	Develop a funding strategy to enhance adventure and informal play at Dean Castle Country Park
43	Develop an Urban Croft proposal, including funding strategy that focuses on Assloss Walled Garden, Assloss Stables, Assloss Car Park and the paddocks at Dean Castle Country Park

PROTECTING OUR ENVIRONMENT

Strategic Objective: To implement a Sustainable Transport Strategy which encourages active travel in all our operations and with our staff and customers

Output

44	As part of the Ayrshire Roads Alliance led project team implementation of the Kilmarnock Green Infinity Loop, particularly as it goes through Dean Castle Country Park, Ayrshire Athletics Arena, Scott Ellis Playing Fields and Annanhill Golf Course
45	Update the accessibility audit and associated action plan of the River Ayr Way and develop a funding strategy to carry out improvement works to tie in with the 20 th anniversary celebrations
46	Develop a funding strategy to upgrade and install additional electrical supply to Annanhill Golf Course to allow the move from diesel to electric golf carts

