

PERFORMANCE & AUDIT SUB COMMITTEE



Date: 23 May 2016

Location: St Joseph's Leisure Centre

Start time: 6pm

PRE-AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence	✓		
2. Declarations of Interest	✓		
3. Notes of Previous Meeting – 14 March 2016	✓		
4. External Audit Plan 2015/16			✓
5. Internal Audit Programme 2016/17			✓
6. Draft Annual Performance Report 2015/16			✓
7. AOCB			
8. Dates of Next Meetings: Trust Board: 7 June 2016 Performance & Audit Sub Committee: 15 August 2016			

For further information please contact: John Griffiths, Chief Executive
Email: John.griffiths@east-ayrshire.gov.uk Tel: 01563 554710

PERFORMANCE & AUDIT SUB COMMITTEE



EXTERNAL AUDIT PLAN 2015/16

Date: 23 May 2016

Agenda Item: 4

Report by: John Griffiths, Chief Executive

Summary

The purpose of this report is to present the External Audit Plan for 2015/16 for noting by the Sub-Committee.

I BACKGROUND/CONSIDERATIONS

- I.1 External Audit services are currently provided for the Trust by Scott-Moncrieff. In 2015 the External Audit Plan was circulated direct to all Trustees, however, for 2015/16 the plan is being submitted to the Performance and Audit Sub-Committee for consideration and noting.
- I.2 The External Audit Plan is attached as Appendix I to this report. The document summarises the work plan which will underpin the 2015/16 External Audit and sets out how both the Board and Scott-Moncrieff will meet their respective responsibilities under charities legislation and International Standards of Auditing.
- I.3 The projected timescales for the audit allows for completion in August 2016, and this will allow the audited accounts to be presented to the AGM and then to the Council as part of the 2015/16 performance report.

Recommendation/s:

It is recommended that the Performance and Audit Sub-Committee:

- i. Consider and note the External Audit Plan for 2015/16; and
- ii. Otherwise note the content of this report.

Signature:

A handwritten signature in black ink, appearing to read 'J. Griffiths'.

Designation: Chief Executive

Date: 11 May 2016



Scott-Moncrieff
business advisers and accountants

East Ayrshire Leisure

External Audit Plan
2015/16

May 2016

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Introduction

Introduction

1. This document summarises the work plan for our 2015/16 external audit of East Ayrshire Leisure.
2. The plan sets out the ways in which both the Board and Scott-Moncrieff will meet our respective responsibilities under charities legislation and International Standards of Auditing.
3. The plan summarises the following:
 - the responsibilities of the Board and the Auditor;
 - our planned audit work and how we will approach it;
 - our proposed audit timetable; and
 - background to Scott-Moncrieff and the audit management team.

Adding value through the audit

4. All of our clients quite rightly demand of us a positive contribution to meeting their ever-changing business needs. Our aim is to add value to East Ayrshire Leisure through our external audit work by being constructive and forward looking, by identifying areas of improvement and by recommending and encouraging best practice. In this way we aim to help East Ayrshire Leisure promote improved standards of governance, better management and decision making and more effective use of resources.
5. Any comments you may have on the service we provide would be greatly appreciated at any time.



Responsibilities of the Board and the Auditor

Responsibilities of Board and the Auditor

Responsibilities of the Board

6. The Board's statutory responsibilities include:
- Maintaining proper accounting records and an effective system of internal control;
 - Preparing the financial statements in accordance with, where applicable, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charities and Trustee Investment (Scotland) Act 2005, and relevant accounting standards;
 - Preparing the financial statements on a going concern basis unless it is inappropriate to presume that the organisation will continue in business;
 - Safeguarding assets;
 - Taking reasonable steps for the prevention and detection of fraud and other irregularities; and
 - Ensuring sound corporate governance and the proper conduct of the organisation's operations.

Responsibilities of the Auditor

7. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.
8. We are also required to communicate any significant matters arising from the audit of the financial statements that are relevant to those charged with governance in overseeing the financial reporting process. The audit includes the consideration of internal controls relevant to the preparation of the financial statements but we do not express an opinion on the effectiveness of internal control.

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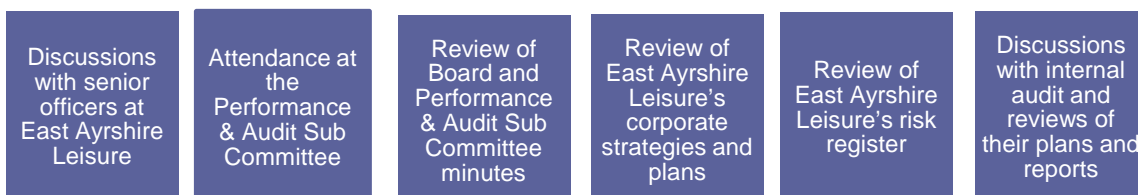
Audit strategy

Audit strategy

Risk-based audit approach

9. We will adopt a risk-based approach to audit planning that reflects our overall assessment of the relevant significant risks that apply to East

Ayrshire Leisure. This ensures that our audit focuses on the areas of highest risk. Our audit planning is based on:



10. Planning is a continuous process and our audit plans are therefore updated during the course of the audit to take account of developments as they arise.

Communications with those charged with governance

11. Auditing standards require us to make certain communications throughout the audit to those charged with governance. We have agreed that these communications will be through the Performance & Audit Sub Committee.

Professional standards and guidance

12. We perform our audit of the financial statements in accordance with International Standards on Auditing (UK and Ireland) (ISAs), the International Standard on Quality Control 1 (UK and Ireland), Ethical Standards, and applicable Practice Notes and other guidance issued by the Auditing Practices Board (APB).

Confirmation of independence

13. International Standard on Auditing (UK and Ireland) 260, "*Communication with those charged with governance*" requires us to communicate on a timely basis all facts and matters that may have a bearing on our independence.
14. In addition to the audit of the financial statements, Scott-Moncrieff has provided tax and VAT services to the charity. All tax services are provided by independent partners

and staff who have no involvement in the audit of the financial statements.

15. We can confirm that we have complied with the APB's Ethical Standard 1 – "Integrity, Objectivity and Independence". In our professional judgement the audit process is independent and our objectivity is not compromised.

16. An employee of Scott-Moncrieff, Elizabeth Young, is vice chair of the board and is serving on the Performance & Audit Sub Committee. In accordance with the APB's Ethical Standard 2 – Financial, Business, Employment and Personal Relationships, in our professional judgement the audit process is independent and our objectivity is not compromised, assuming the following safeguards are in place:

- She does not accept any invitation to chair the Performance & Audit Sub Committee
- She is absent from any committee meetings at which the performance or remuneration of the auditor is discussed; and
- She takes no part in any meetings with us and the directors to discuss the planning or results of the audit.

17. We confirm that we have implemented internal safeguards to ensure Elizabeth has no involvement in our audit work and that no members of staff working on the audit discuss any aspects of the audit with them.



Financial statements

Financial statements

Approach to audit of financial statements

18. Our opinion on the financial statements will be based on:

Risk-based audit planning

19. We focus our work on the areas of highest risk in all aspects of our work, including our audit of the financial statements. As part of our planning process we prepare a risk assessment highlighting the audit risk relating to each of the key systems on which the financial statements will be based.
20. During our audit we will test and review the material amounts and disclosures in the financial statements. The extent of testing will be based on the risk assessment.

Materiality

21. Materiality is an expression of the relative significance of a matter in the context of the financial statements as a whole. A matter is material if its omission or misstatement would reasonably influence the decisions of an addressee of the auditor's report. The assessment of what is material is a matter of professional judgement over both the amount and the nature of the misstatement.
22. Our initial assessment of materiality is set out in the table below.

Materiality

East Ayrshire Leisure
£80,000

23. Our assessment of materiality is set with reference to a range of benchmarks (including incoming resources and any surplus/deficit on provision of services). We consider these to be the principal considerations for the users of the financial statements when assessing the performance of the East Ayrshire Leisure. We will continue to review our assessment of materiality during the course of our audit.

24. We set a performance (testing) materiality for each area of work which is based on a risk assessment for the area. We perform audit procedures on all transactions, or groups of transactions, and balances that exceed our performance materiality. This means that we perform a greater level of testing on the areas deemed to be of significant risk of material misstatement.

Performance materiality

Area risk assessment	East Ayrshire Leisure
High	40,000
Medium	48,000
Low	60,000

25. We will report any misstatements identified through our audit that fall into one of the following categories:
- All material corrected misstatements;
 - Uncorrected misstatements with a value in excess of 5% of the overall materiality figure; and
 - Other misstatements below the 5% threshold that we believe warrant reporting on qualitative grounds.

Key audit risks in the financial statements

26. Auditing standards require that we inform the Performance & Audit Sub Committee of our assessment of the risk of material misstatement in the financial statements. We have set out our initial assessment below, including how the scope of our audit responds to those risks. We will provide an update to the Performance & Audit Sub Committee if our assessment changes significantly during the audit.

1. Financial Reporting Standard 102

Financial Reporting Standard 102 (FRS 102) and the Charities SORP (FRS 102) became mandatory for accounting periods beginning on or after 1 January 2015. The first set of financial statements which East Ayrshire Leisure will need to prepare under this new regime will be for the year ended 31 March 2016. The comparative figures will also require to be restated in accordance with FRS 102 which will involve the Balance Sheet position as at 31 March 2014 being restated in order to provide the correct starting point as at 1 April 2014. There is a risk that the financial statements for the year ended 31 March 2016 are not fully compliant with FRS 102.



27. Scott-Moncrieff is commissioned by East Ayrshire Council to prepare the financial statements for East Ayrshire Leisure. Work has already begun to restate the financial statements; including an on-site review of documents to support the restatement. We will continue to work with management to support the transition period.

2. Revenue recognition

Under International Standard on Auditing (UK & Ireland) 240, *"The auditor's responsibilities relating to fraud in an audit of financial statements"* there is a presumed risk of fraud in relation to revenue recognition. The presumption is that the charitable company could adopt accounting policies or recognise income in such a way as to lead to a material misstatement in the reported revenue position.



28. Whilst we do not suspect any incidences of fraud or error, we will evaluate each type of revenue transaction and document our conclusions.

3. Management override

In any organisation, there is a risk that management and directors have the ability to process transactions or make adjustments to the financial records outside of the normal financial control processes. Such transactions could lead to a material misstatement in the financial statements. We treat this as a presumed risk area in accordance with International Standard on Auditing (UK & Ireland) 240, *"The auditor's responsibilities relating to fraud in an audit of financial statements"*.



29. Whilst we do not suspect any incidences of management override, we will review the accounting records for significant transactions that are outside the normal course of business and obtain evidence to ensure that these are valid and accounted for correctly.
-



Audit timetable and audit fees

Audit timetable and audit fees

30. We have set out below our proposed timetable for the 2015/16 audit:

Key date	Description
16 March 2016	Planning meeting with senior management
w/c 29 February 2016	Restatement of East Ayrshire Leisure's financial statements
May 2016	External Audit Plan issued. Audit deliverables listing provided to management
May 2016	Final audit visit commences
TBC – July 2016	Closing meeting
15 August 2016	Presentation of our Report on the Audit to the Performance & Audit Sub Committee
August 2016	Approval and signing of the financial statements
September 2016	Debrief

Audit fees

31. Our audit fees for the financial year 2015/16 are set out below (these exclude taxation services):

	£ (excluding VAT)
East Ayrshire Leisure	10,815

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Your audit management team

Your audit management team

Scott-Moncrieff is one of the largest independent accountancy firms in Scotland. We have 20 partners and 200 staff operating from Edinburgh, Glasgow and Inverness. We are also part of the global Moore Stephens network.

Edinburgh	Glasgow	Inverness
Exchange Place 3 Semple Street Edinburgh EH3 8BL (0131) 473 3500	25 Bothwell Street Glasgow G2 6NL (0141) 567 4500	10 Ardross Street Inverness IV3 5NS (01463) 701 940

Your audit management team



Nick Bennett
Audit Partner
nick.bennett@scott-moncrieff.com

Nick will have overall responsibility for all aspects of the firm's services to East Ayrshire Leisure, working closely with your Board and senior management to ensure we understand and deliver the service that meets your needs and requirements.



Karen Jones
Audit Director
karen.jones@scott-moncrieff.com

Karen is your key contact; responsible for the management and control of the external audit services we provide to East Ayrshire Leisure. Karen is always available to provide accounting and other advice to the Board and senior management.



Scott-Moncrieff
business advisers and accountants

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INTERNAL AUDIT PROGRAMME 2016/17

Date: 23 May 2016

Agenda Item: 5

Report by: John Griffiths, Chief Executive

Summary

This report puts forward proposals for the Internal Audit Programme 2016/17 as discussed at the special Performance and Audit Sub-Committee on 14 March 2016.

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to put forward the Internal Audit Programme for 2016/17 for approval by the Performance and Audit Sub-Committee.

2 BACKGROUND

- 2.1 At its meeting on 8 April 2015, the Trust Board updated the terms of reference of the Performance and Audit Sub-Committee to include:
- To approve the annual Internal Audit Programme to be agreed between the Chief Executive and the Internal Audit Service.
- 2.2 Discussions regarding the 2016/17 Internal Audit Programme took place at the special meeting of the Performance and Audit Sub-Committee, and it was agreed that Internal Audit resources should be deployed to support the delivery of the Business Plan and assist in addressing significant risks identified in the Risk Register. The Council's Chief Internal Auditor is fully supportive of this approach.

3 PROPOSED INTERNAL AUDIT PROGRAMME

- 3.1 There are 3 follow up audits planned which will revisit previous reports, these are:

- Location Audit – Auchinleck Leisure Centre (2 days)
- Hospitality Service – Palace Theatre/Grand Hall (5 days)
- Ticketing and Booking System (7 days)

Future location audits will be carried out by Trust staff, a verbal update on progress to date will be provided at the meeting.

- 3.2 In addition to the follow up audits, Internal Audit will look at Programme Development/Event Selection. This work will support the planned review of Sport and Community Venues operations, and will ensure that Team Leaders have consistent parameters to take into account when planning new events and activities. (6 days)
- 3.3 Internal Audit will also support the development of internal control systems, including establishing an e-learning module for I.S.C.A, (Internal Control Self Assessment) and overview of location audits that the People & Finance Section are undertaking in their infancy. (5 days)

PERFORMANCE & AUDIT SUB COMMITTEE



- 3.4 As part of the SLA, it has been recognised that there may be occasions when Internal Audit react to unplanned or adhoc work and, should this be necessary, there would be a requirement to reprioritise work.
- 3.5 Over and above the current allocation to the Trust of 25 days further assurance is achieved through Internal Audits undertaken for the Council on shared systems e.g. payroll, accounts payable, Audited for the Council but operated by both Council and Trust.

Recommendation/s:

It is recommended that the Performance and Audit Sub-Committee:

- i. Considers and approves the Internal Audit Programme 2016/17 as proposed in this report; and
- ii. Otherwise note the content of this report.

Signature:

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

Designation: Chief Executive

Date: 4 May 2016

DRAFT ANNUAL PERFORMANCE REPORT APRIL 2015 TO MARCH 2016

Date: 23 May 2016

Agenda Item: 6

Report by: John Griffiths, Chief Executive

Summary

This report provides details of the Trust's performance for the financial year April 2015 to March 2016.

1. PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to provide Trustees with a detailed analysis of Trust performance across the range of headings previously agreed, including income, expenditure and attendances.

2 BACKGROUND

- 2.1 Trustees receive regular quarterly performance reports, the Draft Annual Performance Report 2015/16 summarises performance across a wide range of key aspects of the Trust's work. The Draft Annual Performance report incorporates performance figures for the final quarter of the year, January to March, and this quarter is not reported separately.

3 RESULTS

- 3.1 The key results shown in the report are as follows:
- 3.1.1 Budget – A significant favourable variance of £262,145 was achieved. A number of factors contributed to this position, including: significant savings in staff costs, and above target income generation.
- 3.1.2 Attendances – at Culture & Countryside venues showed a slight fall (1.2%) mainly due to the closure of Libraries and the rationalisation of programmed activities at the Palace Theatre/Grand Hall.
- 3.1.3 For Sport and Community Venues, attendances were slightly down (0.5%) when compared to 2014/15, mainly due to facility closures due to essential maintenance.
- 3.1.4 Employee absence levels remained below the target of 4% at 2.93%
- 3.1.5 In terms of external funding, Trust staff either directly secured or worked with East Ayrshire Council to secure external funding with a total value of £4,453,678.

Recommendation/s:

It is recommended that the Performance and Audit Sub-Committee:

- i. Consider the Draft Annual Performance Report and propose any necessary changes to the report prior to its submission to the Board of Trustees; and
- ii. Otherwise note the content of this report.

PERFORMANCE & AUDIT SUB COMMITTEE



Signature:

A handwritten signature in black ink, appearing to be "J. Allan", written over a light grey rectangular background.

Designation: Chief Executive

Date: 12 May 2016



East Ayrshire Leisure Annual Performance Report April 2015 – March 2016



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FINANCIAL PERFORMANCE TO 31.03.16

Performance & Audit Sub Committee
2015/16 EAST AYRSHIRE LEISURE BUDGET
AS AT 31st MARCH 2016 – PERIOD 12
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The outturn for East Ayrshire Leisure at 31st March 2016 was a favourable surplus of £361,295, of which £99,150 requires to be designated for the future financial year, leaving a favourable variance of £262,145.

Items for Designation	
Balance of funding for Annanhill Equipment	£15,000
Additional Funding for Annanhill Staff Welfare £38k to £44k	£6,000
Funding for Security Measures at Annanhill	£15,000
Libraries SIRSI Upgrade	£15,000
Housebound Van Fit out & Design/Promotion	£5,000
Housebound Van Purchase	£9,000
Mauchline Library Wi-fi Install	£4,650
Fortress Security Alarm Installations	£4,500
Pole Vault Equipment at AAA	£20,000
Floor Machine for Palace Theatre	£5,000
TOTAL	£99,150

On 1st March 2016, the Trust Board approved a report “Delivering the 2016-19 Business Plan and the 2016/17 Revenue Budget. Proposals for allocation of £180,000 of the 15/16 surplus to assist with temporary facility management and service development were contained within this report and subsequently approved. This report also included an amendment to the Financial Reserves Policy to a revised level of reserves/unrestricted funds of 3% to 5% of turnover, allowing reserves to be utilised to assist meeting savings targets for 2016/17.

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

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

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

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

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

TABLE A – OVERALL NET POSITION

Revised Actual Exp. To 31/03/15	Actual Out-turn to 31/03/15	Service Division	Annual Estimate 2015/16	Revised Actual Exp. To 31/03/16	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/16	Variance (Favourable) / Adverse
753,228	753,228	CHIEF EXECUTIVE & CENTRAL SUPPORT	893,100	775,751	87%	775,751	(117,349)
315,864	315,864	MARKETING & DEVELOPMENT	327,220	345,452	106%	345,452	18,232
3,032,847	3,032,847	CULTURAL & COUNTRYSIDE	3,245,040	3,081,531	95%	3,081,531	(163,509)
74,834	74,834	Cultural & Countryside Management	65,840	70,265	107%	70,265	4,425
289,320	289,320	Collection Care	290,700	277,990	96%	277,990	(12,710)
375,042	375,042	Cultural Development	446,460	416,320	93%	416,320	(30,140)
498,470	498,470	Countryside Development	482,810	466,445	97%	466,445	(16,365)
1,397,370	1,397,370	Libraries	1,577,590	1,451,445	92%	1,451,445	(126,145)
(11,243)	(11,243)	Bar & Catering	(19,550)	(19,642)	100%	(19,642)	(92)
409,054	409,054	Palace Complex	401,190	418,707	104%	418,707	17,517
1,614,272	1,614,272	SPORT & COMMUNITY VENUES	1,717,120	1,588,451	93%	1,588,451	(128,669)
562,258	562,258	Sport & Community Management	577,450	485,694	84%	485,694	(91,756)
95,174	95,174	Area 1 (incl AAA)	114,370	126,404	111%	126,404	12,034
138,830	138,830	Area 2 (incl Bellfield CC)	99,860	154,670	155%	154,670	54,810
266,982	266,982	Area 3 (incl Auchinleck/Loudoun)	311,700	258,622	83%	258,622	(53,078)
262,314	262,314	Area 4 (incl Mauchline GH)	313,610	288,146	92%	288,146	(25,464)
(1,877)	(1,877)	Area 5 (incl Grange/St Josephs)	8,570	12,474	146%	12,474	3,904
172,836	172,836	Golf	167,840	173,073	103%	173,073	5,233
117,755	117,755	Community Venues	123,720	89,368	72%	89,368	(34,352)
5,716,211	5,716,211	TOTAL	6,182,480	5,791,185	94%	5,791,185	(391,295)
(6,109,380)	(6,109,380)	Management Fee	(6,031,620)	(6,001,620)	100%	(6,001,620)	30,000
(393,169)	(393,169)	TOTAL	150,860	(210,435)		(210,435)	(361,295)
0	0	Trs From Reserves	(150,860)	(150,860)		(150,860)	0
21,620	21,620	Designated Funds	0	99,150		99,150	99,150
80,000	80,000	Trs To Reserves	0	0		0	0
(291,549)	(291,549)	TOTAL (after transfer to reserves)	0	(262,145)		(262,145)	(262,145)

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 31/03/15	Actual Out-turn to 31/03/15	Service Division	Annual Estimate 2015/16	Revised Actual Exp. To 31/03/16	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/16	Variance (Favourable) / Adverse
(2,203,986)	(2,203,986)	Income From Charitable Activities	(1,757,730)	(1,892,014)	108%	(1,892,014)	(134,284)
(6,109,380)	(6,109,380)	Management Fee	(6,031,620)	(6,001,620)	100%	(6,001,620)	30,000
(8,313,366)	(8,313,366)	TOTAL INCOME	(7,789,350)	(7,893,634)	101%	(7,893,634)	(104,284)
5,316,121	5,316,121	Employee Costs	5,585,210	5,303,196	95%	5,303,196	(282,014)
62,278	62,278	Transport Costs	64,390	50,596	79%	50,596	(13,794)
900,560	900,560	Premises Costs	888,160	893,142	101%	893,142	4,982
1,112,843	1,112,843	Supplies & Services	1,058,640	1,097,759	104%	1,097,759	39,119
34,920	34,920	Financing Costs	18,630	18,630	100%	18,630	0
212,400	212,400	Support Costs	212,400	212,400	100%	212,400	0
281,075	281,075	Governance Costs	112,780	107,476	95%	107,476	(5,304)
7,920,197	7,920,197	TOTAL RESOURCES EXPENDED	7,940,210	7,683,199	97%	7,683,199	(257,011)
(393,169)	(393,169)	NET POSITION	150,860	(210,435)		(210,435)	(361,295)
0	0	Trs From Reserves	(150,860)	(150,860)		(150,860)	0
21,620	21,620	Designated Funds	0	99,150		99,150	99,150
80,000	80,000	Trs To Reserves	0	0		0	0
(291,549)	(291,549)	TOTAL (after transfer to reserves)	0	(262,145)		(262,145)	(262,145)

TABLE C – INCOME POSITION

Revised Actual Income To 31/03/15	Actual Out-turn to 31/03/15	Service Division	Annual Estimate 2015/16	Revised Actual Income To 31/03/16	Actual Income as % of Annual Estimate	Actual Out-turn to 31/03/16	Variance (Favourable) / Adverse
(260,701)	(260,701)	CHIEF EXECUTIVE & CENTRAL SUPPORT	(2,000)	(8,171)	409%	(8,171)	(6,171)
(1,500)	(1,500)	MARKETING & DEVELOPMENT	0	(1,560)		(1,560)	(1,560)
(574,542)	(574,542)	CULTURAL & COUNTRYSIDE	(492,670)	(567,081)	115%	(567,081)	(74,411)
0	0	Cultural & Countryside Management	0	0		0	0
(38,544)	(38,544)	Collection Care	(4,950)	(11,405)	230%	(11,405)	(6,455)
(32,319)	(32,319)	Cultural Development	(18,710)	(47,525)	254%	(47,525)	(28,815)
(68,080)	(68,080)	Countryside Development	(53,130)	(59,188)	111%	(59,188)	(6,058)
(112,444)	(112,444)	Libraries	(106,490)	(102,844)	97%	(102,844)	3,646
(48,970)	(48,970)	Bar & Catering	(66,400)	(87,951)	132%	(87,951)	(21,551)
(274,185)	(274,185)	Palace Complex	(242,990)	(258,167)	106%	(258,167)	(15,177)
(1,367,242)	(1,367,242)	SPORT & COMMUNITY VENUES	(1,263,060)	(1,315,202)	104%	(1,315,202)	(52,142)
(35,987)	(35,987)	Sport & Community Management	(57,910)	(60,900)	105%	(60,900)	(2,990)
(246,243)	(246,243)	Area 1 (incl AAA)	(240,090)	(242,015)	101%	(242,015)	(1,925)
(103,709)	(103,709)	Area 2 (incl Bellfield CC)	(88,570)	(76,433)	86%	(76,433)	12,137
(197,125)	(197,125)	Area 3 (incl Auchinleck/Loudoun)	(196,130)	(240,127)	122%	(240,127)	(43,997)
(128,701)	(128,701)	Area 4 (incl Mauchline GH)	(107,250)	(103,552)	97%	(103,552)	3,698
(236,538)	(236,538)	Area 5 (incl Grange/St Josephs)	(231,550)	(238,809)	103%	(238,809)	(7,259)
(237,553)	(237,553)	Golf	(156,560)	(159,940)	102%	(159,940)	(3,380)
(181,386)	(181,386)	Community Venues	(185,000)	(193,426)	105%	(193,426)	(8,426)
(2,203,985)	(2,203,985)	TOTAL	(1,757,730)	(1,892,014)	108%	(1,892,014)	(134,284)
(6,109,380)	(6,109,380)	Management Fee	(6,031,620)	(6,001,620)	100%	(6,001,620)	30,000
(8,313,365)	(8,313,365)	TOTAL	(7,789,350)	(7,893,634)	101%	(7,893,634)	(104,284)

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 31/03/15	Actual Out-turn to 31/03/15	Service Division	Annual Estimate 2015/16	Revised Actual Exp. To 31/03/16	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/16	Variance (Favourable) / Adverse
1,013,930	1,013,929	CHIEF EXECUTIVE & CENTRAL SUPPORT	895,100	783,922	88%	783,922	(111,178)
317,363	317,364	MARKETING & DEVELOPMENT	327,220	347,012	106%	347,012	19,792
3,607,391	3,607,391	CULTURAL & COUNTRYSIDE	3,737,710	3,648,612	98%	3,648,612	(89,098)
74,834	74,834	Cultural & Countryside Management	65,840	70,265	107%	70,265	4,425
327,864	327,864	Collection Care	295,650	289,396	98%	289,396	(6,254)
407,361	407,361	Cultural Development	465,170	463,845	100%	463,845	(1,325)
566,550	566,550	Countryside Development	535,940	525,634	98%	525,634	(10,306)
1,509,814	1,509,814	Libraries	1,684,080	1,554,289	92%	1,554,289	(129,791)
37,728	37,728	Bar & Catering	46,850	68,309	146%	68,309	21,459
683,240	683,240	Palace Complex	644,180	676,875	105%	676,875	32,695
2,981,515	2,981,515	SPORT & COMMUNITY VENUES	2,980,180	2,903,654	97%	2,903,654	(76,526)
598,245	598,245	Sport & Community Management	635,360	546,595	86%	546,595	(88,765)
341,417	341,417	Area 1 (incl AAA)	354,460	368,419	104%	368,419	13,959
242,539	242,539	Area 2 (incl Bellfield CC)	188,430	231,103	123%	231,103	42,673
464,108	464,108	Area 3 (incl Auchinleck/Loudoun)	507,830	498,749	98%	498,749	(9,081)
391,015	391,015	Area 4 (incl Mauchline GH)	420,860	391,699	93%	391,699	(29,161)
234,661	234,661	Area 5 (incl Grange/St Josephs)	240,120	251,283	105%	251,283	11,163
410,389	410,389	Golf	324,400	333,013	103%	333,013	8,613
299,141	299,141	Community Venues	308,720	282,794	92%	282,794	(25,926)
7,920,199	7,920,199	TOTAL	7,940,210	7,683,199	97%	7,683,199	(257,011)
		Management Fee					0
7,920,199	7,920,199	TOTAL	7,940,210	7,683,199	97%	7,683,199	(257,011)

CHIEF EXECUTIVE & CENTRAL SUPPORT SERVICE ANALYSIS

Revised Actual Exp. To 31/03/15	Actual Out-turn to 31/03/15	CHIEF EXECUTIVE & CENTRAL SUPPORT	Annual Estimate 2015/16	Revised Actual Exp. To 31/03/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse	Comment
(260,701)	(260,701)	Income From Charitable Activities	(2,000)	(8,171)	409%	(8,171)	(6,171)	Favourable variance mainly relates to Bank Interest Received
(6,109,380)	(6,109,380)	Management Fee	(6,031,620)	(6,001,620)	100%	(6,001,620)	30,000	The adverse variance relates to £30,000 retained by East Ayrshire Council until implementation of E-books.
(6,370,081)	(6,370,081)	TOTAL INCOME	(6,033,620)	(6,009,791)	100%	(6,009,791)	23,829	
442,106	442,106	Employee Costs	548,070	474,746	87%	474,746	(73,324)	Savings have been achieved in the current year, however, the appointment of additional permanent staff will require the full budget allocation in future years following the re-negotiation of Service Level Agreements.
0	0	Transport Costs	0	0		0	0	
7,655	7,655	Premises Costs	11,300	15,861	140%	15,861	4,561	Additional expenditure relates to the purchase of personal alarms for lone workers
66,662	66,662	Supplies & Services	101,250	54,599	54%	54,599	(46,651)	Savings have been achieved in the current year, however, the appointment of additional permanent staff will require the full budget allocation in future years following the re-negotiation of Service Level Agreements.
0	0	Financing Costs	0	0		0	0	
212,400	212,400	Support Costs	212,400	212,400	100%	212,400	0	
289,607	289,607	Governance Costs	22,080	26,316	119%	26,316	4,236	
1,018,430	1,018,430	TOTAL RESOURCES EXPENDED	895,100	783,922	88%	783,922	(111,178)	
(5,351,651)	(5,351,651)	NET POSITION	(5,138,520)	(5,225,869)	102%	(5,225,869)	(87,349)	
(4,500)	(4,500)	Trs From Reserves					0	
		Designated Funds		4,500		4,500	4,500	£4,500 Fortress Security Alarm Installations
80,000	80,000	Trs To Reserves					0	
(5,276,151)	(5,276,151)	TOTAL (after transfer to reserves)	(5,138,520)	(5,221,369)	102%	(5,221,369)	(82,849)	

MARKETING & DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 31/03/15	Actual Out-turn to 31/03/15	MARKETING & DEVELOPMENT	Annual Estimate 2015/16	Revised Actual Exp. To 31/03/16	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/16	Variance (Favourable) / Adverse	Comment
(1,500)	(1,500)	Income From Charitable Activities	0	(1,560)		(1,560)	(1,560)	
		Management Fee					0	
(1,500)	(1,500)	TOTAL INCOME	0	(1,560)		(1,560)	(1,560)	
200,215	200,215	Employee Costs	243,210	236,088	97%	236,088	(7,122)	Variance arose due to timing delays in filling of vacancies
		Transport Costs	0	0		0	0	
		Premises Costs	0	0		0	0	
127,148	127,148	Supplies & Services	84,010	110,923	132%	110,923	26,913	Additional marketing activities undertaken to widen audience reach and establish brand recognition
		Financing Costs	0	0		0	0	
		Support Costs	0	0		0	0	
		Governance Costs	0	0		0	0	
327,363	327,363	TOTAL RESOURCES EXPENDED	327,220	347,012	106%	347,012	19,792	
325,863	325,863	NET POSITION	327,220	345,452	106%	345,452	18,232	
(10,000)	(10,000)	Trs From Reserves	(45,380)	(45,380)		(45,380)	0	
21,620	21,620	Designated Funds					0	
		Trs To Reserves					0	
337,483	337,483	TOTAL (after transfer to reserves)	281,840	300,072	106%	300,072	18,232	

CULTURAL & COUNTRYSIDE SERVICE ANALYSIS

Revised Actual Exp. To 31/03/15	Actual Out-turn to 31/03/15	CULTURAL & COUNTRYSIDE	Annual Estimate 2015/16	Revised Actual Exp. To 31/03/16	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/16	Variance (Favourable) / Adverse	Comment
(574,542)	(574,542)	Income From Charitable Activities	(492,670)	(567,081)	115%	(567,081)	(74,411)	Additional income from Youth Theatre £30k, Bar £21k, Palace Complex £15k, Collection Care £6k, Countryside £6k, matched with corresponding expenditure. Libraries underachieved by £4k,
		Management Fee					0	
(574,542)	(574,542)	TOTAL INCOME	(492,670)	(567,081)	115%	(567,081)	(74,411)	
2,553,410	2,553,410	Employee Costs	2,679,710	2,529,025	94%	2,529,025	(150,685)	Major savings have accrued due to Service Review, which although not implemented at this time, will be for 1st April 2016. Examples of non-recurring savings include: • Closure of three libraries saved £33K on Staff costs till March 2016 • Reduced spend on national Insurance and Super-annuation costs of £80K at Libraries; • Cultural Development saving of £37K due to staff leaving and delay in reappointing.
32,134	32,134	Transport Costs	42,710	33,871	79%	33,871	(8,839)	Reduced mobile library operations due to ongoing maintenance issues.
323,591	323,591	Premises Costs	351,150	345,796	98%	345,796	(5,354)	
688,871	688,871	Supplies & Services	613,160	695,806	113%	695,806	82,646	• Increase audio book purchase by £13k to support housebound service • Increase new book purchase by £16k. • Allocated £13K for Palace signage/Burns House Museum + Library upgrade. • Additional spend on Bar of £21k included £3k purchase of additional fridges/ice machine. • Increased expenditure for EAYT by £25K to bring in additional income of £30K.
34,920	34,920	Financing Costs	5,980	5,980	100%	5,980	0	
		Support Costs	0	0		0	0	
45,913	45,913	Governance Costs	45,000	38,134	85%	38,134	(6,866)	
3,678,839	3,678,839	TOTAL RESOURCES EXPENDED	3,737,710	3,648,612	98%	3,648,612	(89,098)	
3,104,297	3,104,297	NET POSITION	3,245,040	3,081,531	95%	3,081,531	(163,509)	

(71,450)	(71,450)	Trs From Reserves	(83,630)	(83,630)		(83,630)	0	
		Designated Funds		38,650		38,650	38,650	£15,000 Libraries SIRSI Upgrade; £14,000 Housebound Van; £4,650 Mauchline Library Wi-fi Install; £5,000 Floor Machine for Palace Theatre
		Trs To Reserves					0	
3,032,847	3,032,847	TOTAL (after transfer to reserves)	3,161,410	3,036,551	96%	3,036,551	(124,859)	

SPORT & COMMUNITY VENUES SERVICE ANALYSIS

Revised Actual Exp. To 31/03/15	Actual Out-turn to 31/03/15	SPORT & COMMUNITY VENUES	Annual Estimate 2015/16	Revised Actual Exp. To 31/03/16	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/16	Variance (Favourable) / Adverse	Comment
(1,367,242)	(1,367,242)	Income From Charitable Activities	(1,263,060)	(1,315,202)	104%	(1,315,202)	(52,142)	
		Management Fee					0	
(1,367,242)	(1,367,242)	TOTAL INCOME	(1,263,060)	(1,315,202)	104%	(1,315,202)	(52,142)	Positive income performance across key facilities with limited impact of poor weather conditions on synthetic grass pitch bookings
2,120,390	2,120,390	Employee Costs	2,114,220	2,063,337	98%	2,063,337	(50,883)	Accrual for staff regradings not fully required.
29,916	29,916	Transport Costs	21,680	16,725	77%	16,725	(4,955)	Additional security measures at Annanhill not processed in 2015/16. Now included within designated funds
569,542	569,542	Premises Costs	525,710	531,486	101%	531,486	5,776	
230,162	230,162	Supplies & Services	260,220	236,431	91%	236,431	(23,789)	Comprehensive servicing of gym equipment in 2014/2015 resulted with limited repairs in 2015/2016.
		Financing Costs	12,650	12,650	100%	12,650	0	
		Support Costs	0	0		0	0	
45,004	45,004	Governance Costs	45,700	43,026	94%	43,026	(2,674)	
2,995,014	2,995,014	TOTAL RESOURCES EXPENDED	2,980,180	2,903,654	97%	2,903,654	(76,526)	
1,627,772	1,627,772	NET POSITION	1,717,120	1,588,451	93%	1,588,451	(128,669)	
(13,500)	(13,500)	Trs From Reserves	(21,850)	(21,850)		(21,850)	0	
		Designated Funds		56,000		56,000	56,000	£15,000 Balance of funding for Annanhill Equipment; £6,000 Additional Funding for Annanhill Staff Welfare; £15,000 Funding for Security Measures at Annanhill; £20,000 Pole Vault Equipment at AAA
		Trs To Reserves					0	
1,614,272	1,614,272	TOTAL (after transfer to reserves)	1,695,270	1,622,601	96%	1,622,601	(72,669)	

RESERVES

BALANCE SHEET AS AT 31 MARCH 2015										
Fixed Asset Reserve	52,360									
Current Asset Reserve	754,380									
Unrestricted Reserves		806,740								
Restricted Reserves		78,409								
Pension Reserve		(2,682,000)								
TOTAL RESERVES		(1,796,851)								
ALLOCATION OF UNRESTRICTED RESERVES	31 MAR 15	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES	
FIXED ASSET RESERVE	52,360				4360	48,000				
RETAINED RESERVES	400,000					400,000	Financial Reserves Policy 26 February 2014			
COMMITTED RESERVES:-										
Central Support Administration Resources	20,000					20,000	14 July 2015 Board	Ongoing	Will be used to support creation of 2 temporary Clerical posts for 6 months. Required for 2016/17	
Marketing & Development Staff	45,380			33140	12240	0	14 July 2015 Board	Complete	Staff extended until 31st March 16	
Marketing - Additional Facilities	7,000					7,000	14 July 2015 Board	Ongoing	Focus on Auchinleck Boswell Centre marketing initially, approx 1k spend committed	
Graphic Design Support	20,000					20,000	14 July 2015 Board	Ongoing	Will be used to support employment of Visual Communications Assistant - Post now filled and Assistant was in place from end April 2016.	
Libraries Fit Out	60,000				1890	58,110	14 July 2015 Board	Ongoing	Dick Institute £40k, Newmilns £10k, Mauchline £10k. Mauchline amount to be drawn down at year end for depreciation. Dick Institute	

								and Newmilns 2016/17
Wi-Fi Provision - Phase I	56,000		32340	21360	2,300	14 July 2015 Board	Ongoing	Wifi rollout ongoing, additional external funding now in place to ensure all Libraries have wifi available.
Palace Theatre - stage hoist repair/upgrade	22,000		11240	10760	0	14 July 2015 Board	Complete	Hoist now commissioned
Dick Institute/Palace Complex Programme Development	10,000			6040	3,960	14 July 2015 Board	Ongoing	Programme took place January/February/March aimed at young people and day time use. Further programme planned in coming months.
DCCP Security Fence	15,000		15000		0	14 July 2015 Board	Cancelled	The fence will not now be required as this will form part of contractors compound during works period.
Annanhill Golf Course - Staff Welfare Facilities	38,000				38,000	19 August 2014 Board	Ongoing	Expected completion date Feb 2016. Installed but not operational as at 31.03.16
Annanhill Golf Course - 4th Green	20,000				20,000	14 July 2015 Board	Ongoing	Course design and alterations under consideration. Required for 2016/17
Annanhill Golf Course - Maintenance Equipment	26,000			8290	17,710	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine delivered. Will be drawn down at year end to cover depreciation.
Fireworks Display	15,000		9200		5,800	14 July 2015 Board	Complete	Contribution required of £9,200
Fireworks Display			5800		-5,800			balance released as uncommitted
TOTAL COMMITTED RESERVES	354,380				187,080			
UNCOMMITTED RESERVES			-20800		20,800			£15k from DCCP Security Fence + £5,800 from Fireworks
UNRESTRICTED RESERVES	806,740				655,880			
RESTRICTED RESERVES	78,409	(1,178)	3,023	13780	-9738			
PENSION RESERVE	(2,682,000)				(2,682,000)			
TOTAL RESERVES	(1,796,851)				(1,953,598)			

GENERAL PROJECTS

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

Project	Partners	Balance b/f 01.04.15	Balance at 31.03.16	Expected Completion Date
Textile Team	Donations	(£1,114)	(£677)	Ongoing
Unsigned Unlimited	Creative Scotland	(£4,211)	£1,639	July 2016
Creative Place	Creative Scotland/Centerstage/Town Centre Management	(£24,639)	(£24,571)	March 2017
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,586)	(£4,506)	Ongoing
Scotland Creates	National Museums Scotland	(£15,325)	(£15,325)	March 2017
Wi-Fi	SLIC	(£11,590)	(£11,500)	March 2017
Still Future II	Creative Scotland	£0	(£4,307)	Sept 2016
Countryside Festival	Awards For All	£0	(£1,549)	Sept 2016
The McKie Collection	Museum Gallery Scotland	£0	(£10,175)	July 2017
Read Write Count	SLIC	£0	(£2,228)	June 2016

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

Unsigned Unlimited is project funded by Creative Scotland to help young people to network and perform and learn about the music industry. The young people in the project often feature in our event programme.

Creative Place is funded from Creative Scotland to bring high quality events and exhibitions to Kilmarnock, supporting regeneration and tourism. This budget will be used to enhance the music programming at Palace and Grand Hall during 15/16.

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

Scotland Creates (Legacy of Lace) received funding from National Museums Scotland on behalf of the Esmée Fairbairn Foundation, to engage young people in museums through development of exhibitions and associated events. This project is ongoing

WiFi - additional £11,500 has been awarded from SLIC to complete our library Wifi rollout across our part-time libraries not covered in Phase I of project, including Newmilns, Bellfield and Drongan.

Still Future II is new exhibition featuring the work of nine Scottish artists. It has received funding from Creative Scotland and will result in a major new exhibition at the Dick during January 2016.

The 2015 East Ayrshire Countryside Festival received £10,000 from Awards for All to promote healthy outdoor activities throughout East Ayrshire. The project included a number of structured walks, walking festivals, cycling events, evening talks and large scale community events. The aim of the project was to target community integration and promote sustainable healthy lifestyles. The Countryside Festival attracted over 5,000 participants over a 4 week period.

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

Read Write Count – Scotland wide initiative to improve literacy and numeracy skills for young people. Project funded by SLIC.



EXTERNAL FUNDING

(APRIL 2015 – MARCH 2016)

EXTERNAL FUNDING INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS

(* denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2015/16
Sport & Community Venues	Fireworks Event - Renewable Energy Fund	* £10,000	£10,000
Culture and Countryside	Irvine Valley Project Officer - Renewable Energy Fund	* £162,081	£0
Culture and Countryside	DCCP - Renewable Energy Fund	* £600,000	£0
Culture and Countryside	Countryside Festival - Awards For All	£10,000	£10,000
Culture and Countryside	Darvel To Sanquar Cycle Route Design - Scottish Natural Heritage	£30,000	£0
Culture and Countryside	Still Future II - Creative Scotland	£10,000	£7,500
Culture and Countryside	McKie Collection Project - Museums Galleries Scotland	£40,700	£10,175

Culture and Countryside	Burns's Birthday in Mauchline - Event Scotland	£6,500	£6,500
Culture and Countryside	Darvel Chair Acquisition - National Fund for Acquisitions	£250	£250
Culture and Countryside	Make Some Noise - Creative Scotland	£19,879	£0
Culture and Countryside	DCCP Living Wall Project - TESCO Bags of Help	* £8,000	£0
Culture and Countryside	Kilmarnock Green Infrastructure Circular Route - Central Scotland Green Network	£26,250	£0
Culture and Countryside	Read Write Count - SLIC	£4,650	£4,650
Sport & Community Venues	Community Sport Hub - SportScotland	£83,412	£0
TOTAL		£1,011,722	£49,075

EXTERNAL FUNDING NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Culture and Countryside	DCCP - Heritage Lottery Fund	£3,338,900	will be paid to EAC
Culture and Countryside	Kilmarnock Green Infrastructure Spinal Route - Scottish Partnership For Transport	£100,000	will be paid to EAC
Culture and Countryside	DCCP Woodland Management Plan - Forestry Commission	£1,814	will be paid to EAC
Culture and Countryside	Woodroad Park Woodland Management Plan - Forestry Commission	£1,242	will be paid to EAC
TOTAL		£3,441,956	



BAD DEBT WRITE-OFF (JULY 2013 – MARCH 2016)

DEBTS IDENTIFIED FOR WRITE-OFF

Debt Recovery & Bad Debt Policy was approved by the Trust Board on 19 April 2016. As part of the policy the Chief Executive is required to report all approved write-offs to the Board on an annual basis.

Bad and doubtful debts totalling £17,629.36 have been identified for write-off covering financial years 2013-14 and 2014-15. Provision exists within the Annual Accounts for debt write-off and is currently valued at £25,035.77.

Reasons for write-off are summarised below:-

Reason for Write-off	Amount
Customer has been sequestrated	£267.61
Debt is uneconomical to pursue	£5,829.70
Poor recovery prospects	£11,532.05
Total	£17,629.36



ATTENDANCE

Senior Managers have provided general comments on the overall attendance for the areas within their control.

CULTURE & COUNTRYSIDE

Facilities	Apr-Mar 2015/16	Apr-Mar 2014/15	Comments
Baird Institute	1076	1821	<p>2015/16 has been a challenging year for our culture and countryside venues/facilities, and key tourist attractions have registered a 2% fall in attendances from the previous year. This however needs to be viewed in the context of mitigating factors including closures during the year, a challenging financial climate and delays implementing service redesign. Explanations are offered below:</p> <ul style="list-style-type: none"> <i>The Palace shows the greatest fall, but this is set within the context of a record high the previous year. To mitigate risk on show loss we have reduced the volume of shows offered as a 'guarantee' against loss which has reduced the Palace Theatre programme by 14%. Hall hire also continues to reduce given the range of facilities available in Kilmarnock. We have continued to attract large scale music events due to our ongoing relationship with concert promoters.</i> <i>New programming and marketing strategies for the Doon Valley Museum, Burns Monument Centre and Baird Institute will help to increase visitor numbers in future years. The Baird Institute has seen temporary staff deployment for the past year, which at times has disrupted the visitor experience, as we waited for the Library review to be concluded.</i> <i>The Dean Castle Country Park showed modest gains, but the Castle has seen a drop in attendance due to closure from previous highs of 34,000 several years ago. The new developments at both Park and Castle, if successful, will see an increase in visitors in years to come.</i> <i>The reduced figures for libraries are explained by the closure of the following facilities as part of the service redesign during 2015/16: Catrine, Dalmellington, Hurlford, Kilmaurs, Ochiltree and Mauchline. It should be noted that Mauchline Library moved to The Burns House Museum during late January.</i> <i>Our mobile library service has also suffered from persistent vehicle problems that has taken the service off the road for periods of time.</i>
Burns House Museum	4669	3973	
Burns Monument Centre	9935	11827	
Cumnock Town Hall	10312	closed	
Dean Castle & Country Park	1264091	1256261	
Dean Castle Museum	24528	21914	
Dick Institute	129609	121368	
Doon Valley Museum	1245	1291	
Palace Theatre /Grand Hall	176211	210317	
Auchinleck Library	23892	18749	
Bellfield Library	11190	14863	
Catrine Library	2435	3852	
Crosshouse Library	9842	9530	
Cumnock Library	16307	19136	
Dalmellington Library	3234	8417	
Dalrymple Library	8157	8177	
Darvel Library	12817	12236	
Drongan Library	14038	12461	
Galston Library	12649	12190	
Hurlford Library	12026	6462	
Kilmaurs Library	6318	12169	

Mauchline Library	10206	15118	
Muirkirk Library	5988	6875	
Newmilns Library	9288	9611	
North Mobile Library	3435	5314	
Ochiltree Library	11369	9328	
Patna Library	9516	9815	
South Mobile Library	2397	3592	
Stewarton Library	25615	28192	
Total	1,832,395	1,854,859	
ONLINE COLLECTION ACCESS			
www.futuremuseum.co.uk	225,692	245,557	Future Museum shows a decline in usage from last year. We are currently looking at a funding package to support site development in 2016/17 to ensure it continues to deliver a quality service to its visitors.
Total	248,130	245,557	

SPORT & COMMUNITY VENUES

Facilities	Apr-Mar 2015/16	Apr-Mar 2014/15	Comments
Auchinleck Leisure Centre	45718	40754	<ul style="list-style-type: none">Attendances at Sport and Community Venues show a minor reduction (0.5%) when compared to 2014/15, however, unforeseen facility maintenance and repairs across several venues more than accounts for this decline, i.e. water ingress at Gavin Hamilton Sports Centre and Muirkirk Games Hall, Electrical installation works Doon Valley Leisure Centre.Attendances at smaller facilities show gradual decline, however, attendances at larger facilities are rising. Some existing customers may be moving to the larger facilities to take advantage of the improved range and quality of facilities on offer.
Ayrshire Athletics Arena	78435	85292	
Catrine Games Hall	20081	20551	
Doon Valley Leisure Centre	30570	25397	
Drongan Games Hall	10913	24218	
Gavin Hamilton Sports Centre	16137	21130	
Grange Leisure Centre	200321	191497	
Hunter Fitness Suite	40124	39685	
Loudoun Leisure Centre	57318	54480	
Mauchline Games Hall	21709	27192	
Muirkirk Games Hall	11591	11993	
Patna Games Hall	11551	14820	
Stewarton Sports Centre	114252	113252	
St Joseph's Leisure Centre	115849	108607	
Total	774,569	778,868	
GOLF COURSES			
Annanhill Golf Course	17072	17818	Figures for golf follow a national decline, however, these figures also take into account the successful asset transfer of Caprington Golf Course to Caprington Golf Club in July 2015, removing this facility from the Trust's remit 4 months into the financial year.
Caprington Golf Course 18 holes	5412	19017	
Caprington Golf Course 9 holes	0	305	
Patna Golf Course	913	1293	
Total	23,397	38,433	

COMMUNITY HALL LETS

Facilities	Apr-Mar 2015/16	Apr-Mar 2014/15	Comments
Auchinleck Boswell Centre	677	N/A	<p>Reduction in lets is a result of changes to monitoring procedures which now includes hall hire and kitchen area as a combined let, these were previously counted separately.</p> <p>Bellfield Community Centre closed 28th February 2016.</p>
Bellfield Community Centre	2694	4002	
Darvel Town Hall	2799	3298	
Fulton Hall	3738	3652	
Galston Community Centre	436	N/A	
Morton Hall	2524	2832	
Stewarton Area Centre	2791	2813	
Total	15,659	16,597	

FOOTBALL PITCHES & PAVILIONS LETS

Facilities	Apr-Mar 2015/16	Apr-Mar 2014/15	Comments
Barrmill (Galston)	1	0	Reduction in attendances takes into account the successful assets transfers of pitches and pavilions and the reduction in facilities operated by East Ayrshire Leisure.
Bellfield (Kilmarnock)	2	40	
Bonnyton (Kilmarnock)	39	32	
Cocklebie (Stewarton)	9	23	Dean Park Pavilion 4 th September
Crookedholm	17	23	
Dean Park (Kilmarnock)	25	96	
Dunlop	0	0	Muirkirk Pavilion Demolition 24 th September
Fenwick	5	10	
Gavin Hamilton (Darvel)	0	1	
Jamieson Park (Newmilns)	29	16	Patna Pavilion Demolition 21 th October
Knockentiber	25	19	Drongan Pavilion 24 th November
Lindsay Park (Crosshouse)	0	105	Lugar/Logan Pavilion 10 th December
Morton Park (Kilmaurs)	8	3	
Newlands Drive (Kilmarnock)	10	17	
Portland Park (Galston)	20	32	Catrine Pavilion 11 th January
Riccarton (Kilmarnock)	37	26	New Farm Pavilion Demolition 11 th January
Richardson Park (Hurlford)	74	55	
Scott Ellis (Kilmarnock)	103	103	
St Mary's Holm (Galston)	6	12	Netherthird Pavilion Retained by EAC 14 th January
Western Road (Galston)	0	0	
Broomfield (Cumnock)	69	103	
Catrine	14	11	
Dalmellington	0	11	
Dalrymple	13	15	
Drongan	0	10	
Lugar/Logan	0	13	
Mauchline	16	34	
Merlin Park (Auchinleck)	84	54	
Muirkirk	0	0	
Netherthird	0	8	
New Cumnock	27	33	
Ochiltree	23	16	
Patna	0	0	
Total	656	922	

PEOPLE

ABSENCE					
	Average No of Employees	Total Work Days Lost	Total Work Days Available	Average Days Lost Per Employee	% Absence
East Ayrshire Leisure	230	1348	45,949	5.86	2.93

Reasons for absence	East Ayrshire Leisure
Angina/Heart	
Respiratory	110
Chronic Fatigue Syndrome	
Colds/Flu	80
Endocrine	
Gynaecological	2
Headache/Migraine	5
Injury Non Work	173
Musculo Skeletal	140
Neurological	32
Operations/Recovery/Treatments	228
Pregnancy Related	57
Skin Conditions	
Stomach/Abdominal	115
Stress - Work Related	11
Stress - Personal	48
Stress/Debility - Both Work and Personal	184
Viral Infection	35
Workplace Injury	75
Other Reason	53
Total Working Days Lost	1348

In summary, the overall absence level was below the acceptable level of 4% and 8 working days per employee in the rolling 12 month period from April 2015 to March 2016. All employees are being supported and managed in accordance with East Ayrshire Leisure's Sickness Absence Management policy.

The absence level recorded for April 2014 to March 2015 was 3.94%

HEALTH AND SAFETY

HEALTH AND SAFETY			
	Incidents	Reportable to HSE	Involving Employees
East Ayrshire Leisure	147	2	21

The incidents involving employees led to a total of 75 working days lost.

Of the 21 incidents involving employees, 4 resulted in time off work. Of the 4 requiring time off work 2 extended beyond the 7 day absence period that requires them to be notified to the HSE under the RIDDOR regulations. The two reportable incidents were due to trips and slips and the primary cause was carelessness on the employee's part. The injuries sustained were a broken ankle and broken coccyx.

The incident involving the broken ankle was due to the employee forgetting a low level temporary ramp had been put in place for the purpose of loading and unloading an area. The ramp is now permanent and marked around the edges in yellow paint and there is signage on the door leading to it.

The incident involving the broken coccyx was due to an employee using a piece of basic equipment wrongly as in their opinion it would do a clearing job more proficiently. This resulted in the employee stumbling and landing awkwardly.

The other 2 incidents that resulted in time off work were not reportable under the RIDDOR Regulations and involved manual handling of the ESCA 300 work platform. Employees have since been retrained in the use of the equipment and erection of the unit is now carried out by 3 employees rather than the 2 that was previously recommended by the manufacturer.

CUSTOMERS

CUSTOMER FEEDBACK							
	Facility Complaints	General complaints	General comments	Positive comments	Research enquiries	Standard enquiries	Suggestions
Central Support		1	1	1		16	1
Culture & Countryside	11	43	71	1454	80	270	17
Marketing & Development			1	5		13	
Sport & Community Venues	9	18	95	162		93	5
Total	20	62	168	1622	80	392	23



RISK REGISTER

East Ayrshire Leisure will manage Risk in a proactive manner, by prioritising areas of concern and dealing with them continuously. The objectives of this audit are to identify areas of greatest concern, prioritising them and highlighting actions to address any weaknesses that are identified. The following audit will be used as an action plan for this purpose and should be completed on the following basis:

Risk - this column lists areas of major concern for the Trust that could damage its credibility or its ability to trade.

Risk rating - this column records the rating placed on each Risk, this is judged according to current knowledge and experience that the assessor has in the area of concern and may be altered once specialists in the specific field have been consulted, The score should range from 0 (lowest risk) to 5 (highest risk). Risk ratings should consider both the likelihood and impact of the risk.

Priority - the assessor should indicate whether actions on the Risk are urgent or not using the indicators of **high, medium or low**.

Reason for risk rating and priority - the assessor should explain why the Risk exists and if appropriate why the Priority indicator has been assessed at the level set against each Risk.

Strengths/Weaknesses/Actions - The assessor should identify systems and processes that are in place to reduce the risk and/or weaknesses that enhance the risk and any associated actions that can/will be put in place.

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
East Ayrshire Leisure				
Shortfall in forecast NNDR relief	3	L	NNDR relief processes are now complete. Re-submission will be required in 5 years time.	<p>Strengths: Expert assistance available from East Ayrshire Council's Estates Management team to argue the case.</p> <p>Weaknesses: Little direct control over the process, or the timescales involved.</p> <p>Actions: Re-submission required every 5 years, no immediate action required.</p>
Reduction in service payments from EAC	5	H	This is an area of high risk as the Council, which provides the service payments to the Trust, is under severe pressures to reduce its overall spend. The Board has carried out detailed service reviews and has submitted savings proposals to meet the Council targets.	<p>Strengths: The Trust should be able to continue trading on a lower budget whilst providing reduced services and there are comprehensive Service Level Agreements in place which will be regularly reviewed to ensure that service delivery expectations match the available budget.</p> <p>Weaknesses: The Trust has limited resources available to it and would find it difficult to identify alternative funding sources or generate additional income to offset any reductions in Council funding.</p> <p>Actions: Funding regularly reviewed by Trust Board and continuous dialogue with East Ayrshire Council.</p>
Fraud and Misappropriation of Trust Resources	3	M	This is a medium risk area. The Trust is a new organisation and major misappropriation of the Trusts funds and assets could have a	<p>Strengths: The Trust is currently utilising the tried and tested systems and procedures of the Council, which have been developed in line with best practice</p>

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
			considerable effect on the organisations ability to trade. However, the Trust has the protection of support from the Council in the medium term, which should ensure risk is well managed during the first 3 years of operation. The area is of medium priority as the Trust is adhering to the Accountancy Policy Bulletins of the Council and is compliant with the Council's Procurement policies. There is a likelihood that the risk will reduce in the short term as the organisation's systems are audited.	<p>across the public sector.</p> <p>The Trust has the capability to benchmark with other well established Leisure Trusts to ascertain what providers of service and mechanisms are in the market place and tried and tested.</p> <p>Weaknesses: The current support is only guaranteed for a three year interim period from 1st July 2013.</p> <p>Action: Start benchmarking process with other Leisure Trusts to ascertain which systems and methods they employ for the period beyond 2016.</p>
Falling income levels due to the economic climate	4	H	The overall risk rating for this area is high as the ability of the Trust to generate income directly relates to the amount of income residents have at their disposal. In many respects Leisure is viewed as a luxury item and in times of economic downturn such items become a low priority to individuals and families. A reduction in the amount of income generated by the Trust will result in the organisation reducing its expenditure and investment in other areas to meet budget targets.	<p>Strengths: The Trust will have the ability to develop new income streams and review charging policies. The Trust has a dedicated marketing team to support service development and delivery.</p> <p>Weaknesses: East Ayrshire Council have historically charged at the lower end for services in comparison with many other Scottish Leisure Service providers and steep increases may have an adverse effect on the reputation of the Trust and customer numbers.</p> <p>Actions: Ensure the Business Plan includes effective pricing strategies which have been developed to reflect Trust priorities.</p>

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
Health and Safety Legislation, Standards and Procedures	3	M	In the short to medium term this area is rated as a medium risk as the Trust now has its own Health and Safety Officer (Properties), and support from the Council's Health and Safety Team.	<p>Strengths: Trust now has its own Health and Safety Manager (Properties) supported by EAC Health and Safety Team and adhere to the Councils safety standards. Managers trained to IOSH Managing Safely standard.</p> <p>East Ayrshire Leisure have initiated regular 6 weekly health and safety meetings attended by the Chief Executive EAC's Safety Advisor and key managers. The forum discusses key Health & Safety issues with a view to reducing risk wherever it is identified.</p> <p>Weaknesses: The current support is only guaranteed for a three year interim period from 1st July 2013.</p> <p>Actions: Benchmark with other leisure trusts to ascertain how their Health and Safety is managed.</p>
IT systems loss from any cause for an extended period	3	M	In the short to medium term this area is rated as a medium risk as the Trust is fully supported by the Councils Corporate Infrastructure Services.	<p>Strengths: Systems currently backed up by EAC Corporate Infrastructure and sufficient paper systems and telephony can be put in place to ensure business continuity.</p> <p>Weaknesses: The current support is only guaranteed for a three year interim period from 1st July 2013.</p> <p>Actions: Benchmark with other leisure trusts to ascertain how their IT is managed.</p>

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
Loss of operational base(s)	3	L	This area is rated a medium risk as the Trust has sufficient facilities to relocate staff in an emergency. In some instances there would be service disruptions, however the organisation would be able to operate a service and relocate staff. It is a medium priority due to the fact that all services within the Trust have Business Continuity Plans in Place and on the whole these are still appropriate and functional.	<p>Strengths: Staff are able to relocate to alternative facilities and the short term use of other local facilities is feasibility in most cases.</p> <p>Weaknesses: An emergency situation may reduce the local services the Trust can offer; replacement facilities are not always available.</p> <p>Actions: A comprehensive review of Business Continuity Planning will be required after completion of the Asset Review.</p>
Loss of fleet/fuel supplies for any reason	3	M	<p>This is rated as a medium risk as the Trust has few vehicles and can hire in additional vehicles should faults occurs in the fleet. However, the Mobile Libraries are ageing and coming to the end of their useful life.</p> <p>Should supply of fuel not be available from current outlets the organisation can source other suppliers or if fuel supply is restricted programmes within facilities can be adjusted to ensure continuity of appropriate services. However, loss of fuel for an extended period may affect the ability of staff to attend their place of work.</p>	<p>Strengths: Readjustment of programming within facilities to ensure fuel is used sparingly is relatively straightforward.</p> <p>The Trust has no major heavy goods vehicles and can hire in vehicles as necessary or seek alternative fuel providers.</p> <p>Weaknesses: The current Mobile Libraries are nearing the end of their useful life. The Trust's services may not be considered as a high priority in an emergency situation relating to fuel.</p> <p>Actions: Develop an alternative delivery plan to ensure local services can quickly adapt to any emerging situation.</p>

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
Uninsured – Legal/Contractual Risk	2	L	This is a low area of risk as the Trust has comprehensive insurance against potential liabilities and adheres to the Councils APB's and Procurement directives.	<p>Strengths: Trust adheres to procurement protocols and APB's.</p> <p>Weaknesses: The current support is only guaranteed for a three year interim period from 1st July 2013.</p> <p>Actions: Benchmark with other leisure trusts to ascertain how legal and procurement processes are managed.</p>
Loss of experienced staff	2	L	This is a low risk as there are sufficient experienced staff within the Trust who can take on redundant roles or be trained to fill the requirements of vacated posts.	<p>Strengths: The Trust has a number of staff who are capable of adapting to various roles. Additional training can be accessed if and where necessary.</p> <p>Weaknesses: Voluntary Severance may be dictated by budget restrictions, rather than, operational requirements.</p> <p>Actions: Ensure a balanced approach is in place to ensure sufficient expertise is retained.</p>
Failure to comply with VAT requirements	2	L	This is a low risk as a great deal of work has been done to implement VAT requirements and our first external audit of accounts did not identify any VAT issues. Risk is of medium priority as staff new to the implications of VAT have time to gain experience in this area.	<p>Strengths: The Trust has access to the Council's VAT advisors. A number of Trustees and Trust staff have knowledge of VAT, which can be utilised by the organisation.</p> <p>Weaknesses: Little control over taxation.</p> <p>Actions: Continuous dialogue with VAT advisors.</p>

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
Protection of children and vulnerable adults	3	L	This is a medium risk as there are systems in place such as Protection of Vulnerable Groups checks and stringent conditions of let in place. However, an adverse incident would damage the Trusts reputation. The priority is low due to the fact that there have been no major incidents in facilities, whilst the current administration systems have been in place.	<p>Strengths: Staff undergo Disclosure checks and spot checks are made on the documentation held by individuals/groups leasing facilities.</p> <p>Staff undergo PVG training and support from Council officials is available.</p> <p>Weaknesses: The Trust does not directly employ a dedicated PVG officer.</p> <p>Actions: Continually review current processes in conjunction with Council specialists.</p>
Loss or damage to historic collections or buildings	5	H	This is a high risk as the materials held and the historic buildings managed by the trust have immeasurable historic and cultural value. Loss or irreparable damage to this stock would have severe implications for the credibility of the Trust. It is of high priority that this area is addressed as current condition of buildings can be problematic.	<p>Strengths: The Trust has dedicated manager in place to ensure the collection and estate is managed appropriately. Effective security and inventory control measures are in place across the Museum Service.</p> <p>The Trust has an SLA with the Council and repairs are prioritised.</p> <p>Contractors carry appropriate insurance.</p> <p>Weaknesses: Repairs are carried out by a third party and there can be quality issues.</p> <p>Damaged items could be irreplaceable or irreparable.</p> <p>Actions: Continuous review of repair processes and dialogue with the Councils contract administrator.</p>
Loss of buildings or facilities due to bad weather, maintenance issues or any other cause	4	M	This area is a high risk as recent experience with bad weather and maintenance issues has shown that facilities can be lost for these	<p>Strengths: Most buildings are able to withstand poor weather. Maintenance standards are generally acceptable.</p>

RISK	Risk Rating 0 (Low) to 5 (High)	Priority (High, Medium, Low)	Reason for Risk Rating and Priority.	Strengths/Weaknesses/Actions
			reasons i.e. St Joseph's Leisure Centre SGP, Patna Library. While these closures do not always mean loss of income, they do mean loss of service and inconvenience to customers.	<p>Weaknesses: Some facilities have recurring problems during poor weather. Repairs and maintenance programmes are the responsibility of the Council and have to be prioritised.</p> <p>Actions: Rationalisation of buildings will ensure that the condition of the retained stock of buildings will be improved. Regular liaison with EAC will ensure that Trust priorities are recognised and acted on.</p>
Breach of Data Protection Act	4	M	This is an area of High risk as a number of high profile companies have recently had their secure data systems breached. It is an area of Medium priority as the Trust works within the systems of East Ayrshire Council, which to date has not suffered any such breaches.	<p>Strengths: The Trust currently adheres to protocols of East Ayrshire Council.</p> <p>Weaknesses: Data is stored in a variety of ways including hard copy, computers and mobile phones.</p> <p>Actions: Regular consultation with Council Risk Manager and Corporate Infrastructure on development of secure systems of work.</p>



ACTION PLAN 2015/16

EAST AYRSHIRE LEISURE

PAGE I

CORPORATE

Aim CP1: To ensure that an effective partnership with East Ayrshire Council is in place

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 1.1	Review existing Service and Finance and Service Level Agreement with EAC	Agreements are reviewed for implementation by April 2016	Agreements are fit for purpose	April 2015	EAC	Business Plan EAC Transformation Plan	Discussions underway with all Council Services
CP 1.2	To support the Council's Community Asset Transfer and Asset Rationalisation Programme	Scope of facility/service remit matches the available budget	Trust is a financially sustainable organisation	March 2016	EAC	EAC Transformation Plan	Ongoing. Board receives regular updates

Aim CP2: To set and meet budget and performance targets across the range of Trust Services

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 2.1	Business Plan to be approved by Board and Council	Business Plan agreed by both organisations	Business Plan in place and quarterly performance monitoring reports produced	March 2015 then quarterly reporting	EAC		Complete
CP 2.2	Team Plans developed for all service areas	Team / Individual plans in place	Effective management of resources and prioritisation	May 2015	N/A	Business Plan	Complete

Aim CP3: To advise EAC on Leisure, Culture and Countryside policies and strategies

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 3.1	To review all EAC policies and strategies relating to Leisure, Culture and Countryside Services	Develop a review timetable with EAC based on life of current policies and strategies	All policies and strategies up to date	March 16	EAC	Community Plan - underlying principles	Work ongoing as required.

Aim CP4: To ensure that the Board and the Mangement Team work effectively together

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 4.1	Board and Sub-Committee meet regularly	Regular programme of meetings takes place	Effective decision making and consideration of issues by the Board	Meeting programme agreed April 16	EAC Administration	Business Plan	Complete - meeting programmes established.
CP 4.2	Trustee/Team Leader sessions organised	4 sessions to be organised during the year	Trustees knowledge of service areas developed	Programme agreed by May 15	N/A	Business Plan	Palace Complex meeting held.
CP 4.3	Review Trust Constitution	Constitution reviewed following publication of OSCR document	Constitution updated and meets OSCR requirements	September 2014	EAC	Business Plan	Complete 2014/15

Aim CP5: To ensure that Trust staff have the skills and knowledge to carry out their duties effectively

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 5.1	Carry out annual employee reviews in line with the East Ayrshire General Employee Review (EAGER) process	A minimum of 90% of staff have an individual or group EAGER carried out	Individual training/development priorities established	March 2016 completion	EAC	HR Policies	Reviews in progress
CP 5.2	Regular, effective communication taking place between staff and Managers	Team meeting procedures in place Managers visit sites regularly	Effective Communication. Staff understand Trust's vision and values	March 2016	N/A	Business Plan	In place

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 6.1	Review with EAC environmental efficiency targets for each building managed by the Trust	Set achievable targets for each facility	Reduced environmental impact of services and reduce costs	March 2016	EAC	Community Plan underlying principles	Discussions with EAC will continue into 2016-19.
Aim CP7: To develop partnership working to support service delivery and improvement							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 7.1	Seek appropriate partnership working opportunities	Partnership options considered for new projects and service development	Effective partnership agreements in place wherever appropriate	March 2016	EAC / National Governing Bodies / Community Groups	Business Plan Community Plan underlying principles	Ongoing. New partnership with Ayrshire College being developed at DCCP and with M&D. New partnership also being developed with UWS and M&D
Aim CP8: To minimise risk to staff and public through effective risk management							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 8.1	Board to consider and approve Risk Register as part of Business Planning process	Risk Register agreed and reviewed regularly	Board has considered major risks and has appropriate plans in place to reduce them	April 2016	N/A	Business Plan	Complete. Board reviews quarterly
CP 8.2	Health and Safety policies in place across the Trust	All staff have access to appropriate training information and guidance in health and safety matters	Staff are appropriately trained in Health and Safety management	March 2016	EAC External Training providers	Business Plan	Ongoing in partnership with EAC
Aim CP9: To maximise funding from external sources wherever possible							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 9.1	Ensure that opportunities for access to external funding are explored to support delivery and development	Options for external funding are identified and bids submitted	Additional finance support available for service delivery and development	March 2016	External funding bodies	Business Plan	Ongoing, bids reported to Board quarterly
Aim CP10: To effectively market, promote and develop Trust services							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 10.1	Marketing Plan approved by the Board and regularly reviewed	Marketing Plan reviewed annually by the Board	Effective programme in place to support service delivery and development	March 2016	N/A	Marketing Plan	Approved and progress reported
Aim CP11: To operate efficient and effective systems and procedures for finance, HR and administration							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CP 11.1	Develop and implement effective systems and procedures	Systems and procedures updated regularly to meet Trust requirements	Systems and procedures remain effective and appropriate to Trust needs	March 2016	EAC External Auditors		Ongoing. New improved procedures introduced across a range of services

CULTURE

Aim 1: To increase participation in cultural activity across East Ayrshire

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 1.1	Increase current levels of participation in workshops, events and programmes across cultural programmes.	Increase current participatory visits across cultural programmes during life of Business Plan using 2012/13 as baseline.	Increase current community engagement levels	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Promoting Lifelong Learning Outcome Agreement 3, 4, 5 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan and Marketing Plan, East Ayrshire Tourism Strategy	In 2015/16 we delivered 3013 participatory events leading to attendance of 40,563. The library closure programme and stopping school visits to the Castle has had an impact on this figure leading to 1% increase in events with a 115 drop in attendance during the life of plan.
CU 1.2	Maintain the number of school visits to cultural facilities	Maintain current levels of school visits across cultural programmes by during life of Business Plan using 2012/13 as baseline.	Maintain current level of engagement with cultural buildings and activities from young people.	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Promoting Lifelong Learning Outcome Agreement 3, 4, 5 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan and Marketing Plan, East Ayrshire Tourism Strategy	In 2015/16 we provided 589 school visits. This represents a 8% drop from 2012/13. This can be explained by library closures and challenges faced by schools in covering costs of transport etc. and stopping school visits to Castle.

Aim 2: To maintain visitor/ audience/user numbers to our cultural facilities and events

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 2.1	Maintain visitor/audience/user numbers to all cultural facilities and events.	Design and deliver annual programmes of events/exhibitions/book buying strategies that can maintain visitor/audiences/user numbers across all our cultural facilities during life of plan from baseline of 2012/13.	An annual programme of events/exhibitions/workshops/reader development activities that utilise our cultural facilities and also ensure book stock is renewed annually delivered	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS, Book Trust	Promoting Lifelong Learning Outcome Agreement 3, 4 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan and Marketing Plan, East Ayrshire Tourism Strategy	694,317 people visited our cultural facilities during 2015/16. This represents a 4% drop from the previous year during this period. Since 2012/13 we have seen a fall of 14% which can be explained by a constant decline in library usage over the past 10 years.
CU 2.2	Continue to invest in high profile exhibition and event programmes across our cultural venues.	Design and develop exhibitions, events and festivals that draw visitors/audiences into the area using 2012/13 as our baseline.	Profile of East Ayrshire is raised as an important cultural destination.	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS, Book Trust	Promoting Lifelong Learning Outcome Agreement 3, 4 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan and Marketing Plan, East Ayrshire Tourism Strategy	Exhibition /event programmes are planned and delivered on quarterly basis across each of our venues and this has remained constant during the life of the Business Plan.

Aim 3: To increase access to our collections

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 3.1	Increase online access to our collection resources	Increased number of visits to our collection resources by 10% during life of Business Plan using 2012/13 as baseline.	Greater awareness of our collection resources by residents and global visitors.	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Promoting Lifelong Learning Outcome Agreement 3, 4 Collection Care Team Plan, Cultural Development, Library Team Plan	In 2015/16 www.futuremuseum.co.uk had 225,692 visits which represents a 36% increase in users since 2012/13.
CU 3.2	Increase number of collections on public display.	Continue to rotate collections on display using 2012/13 as baseline.	Public has greater access to collection display/event programme based on 2012/13 baseline performance.	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Promoting Lifelong Learning Outcome Agreement 3, 4 Collection Care Team Plan, Cultural Development, Library Team Plan	Burns House was redisplayed/ Doon valley was redisplayed during the past year. Dean Castle Collections were removed due to issues with Castle and 10 exhibitions included objects from our collections.
CU 3.3	Ensure that we continue to meet our accreditation standards	Complete annual review/healthcheck	maintain accreditation status	Reviewed annually	EAC, MGS	Promoting Lifelong Learning Outcome Agreement 3, 4 Collection Care Team Plan	Continuing to monitor and feedback to Arts Council England
CU 3.4	Move towards completion of rapid inventory of all our collections	Full inventory created on database by 1st January 2018 in line with collection accreditation scheme	All collections documented and available electronically	Reviewed annually	Museums Galleries Scotland ACE	Promoting Lifelong Learning Collection Care Team Plan and Library Team Plan	4,500 items added. Total is now 71006

Aim 4: To develop creative communities in East Ayrshire in partnership with the cultural teams

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 4.1	Develop cultural partnerships across East Ayrshire.	Create two partnerships each year that support our programmes.	Greater support for artists/writers and cultural producers across the area and integrate with our core programmes.	2013-16 Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Promoting Lifelong Learning Outcome Agreement 2, 3, 13 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan	Worked with Mauchline Holy Fair Committee, Mauchline Burns Club, Mauchline Parish Church (Holy Fair and Burns event at National Burns Memorial), New Cumnock Parish Church (local exhibition), Darvel Improvement Group (museum in Darvel Town Hall), Waterloo 200 Kilmarnock Group, National Waterloo events (Waterloo exhibition and flag), reading Agency, read Write Count, LA's and SLIC, Ayrshire College, Ayrshire Open Studios and Kilmarnock Heritage Trust.
CU 4.3	Develop residency opportunities with professional artists/writers	1 artist in residency working with 3 community groups linked to cultural programme	Residency opportunities developed each year.		EAC, Creative Scotland, HLF, Trusts, MGS, Scottish Book Trust	Delivering Community Regeneration Outcome Agreement 12 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan.	1 Poet In Residence at Burns House Museum and 2 Art Work In Public Places commissioned.

Aim 5: To upgrade and maintain cultural facilities to enhance the quality of visitor experience							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 5.1	Maintain external quality accreditation for our cultural visitor facilities.	Achieve VisitScotland gradings for each of our listed venues each year.Maintain 4 star grades for Dean Castle, Burns House Museum, The Baird Institute, Burns Monument Centre and 3 star grades for The Dick Institute and Doon Valley.	External verification of quality maintained	2013-16 reviewed annually	VisitScotland	Delivering Community Regeneration Outcome Agreement 3, 4, 5, 12 . Visit Scotland Quality Assurance Scheme Scottish Government: A Tourism Framework for Change (2006)	Accreditation achieved for all our museum venues.
CU 5.2	Investigate use of Public Libraries Quality Improvement Matrix (PLQIM)	Take part in pilot SLIC scheme and achieve accreditation by 2016	Continuous Improvement Secured		SLIC	Underlying Principles, SOA 15 Continuous Improvement Action Plan	The scheme has now been renamed How Good Is Your Public Library service and we will be fully involved over the next 3 years,
CU 5.3	Continue to invest in cultural buildings and develop planned maintenance/capital investment programmes.	Complete all other planned building refurbishment by 2016	Buildings refurbished to a high quality standard	2013-16	EAC, Creative Scotland, HLF, Trusts, MGS	Delivering Community Regeneration Outcome Agreement 12 . Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan	Cumnock Town Hall refurbishment was completed in 2016. Dean Castle Stage 2 bid will be made in May 2016.
		Produce capital plan that identifies future areas for investment	Submit funding bids to external funders by 2014 for the Dick and other buildings.	2013-16	HLF, Scottish Book Trust, Trusts, Creative Scotland		
		Develop a maintenance plan and programme of phased investment in cultural buildings.	Programme of phased improvements made across all cultural buildings.	Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Delivering Community Regeneration Outcome Agreement 3, 4, 5, 12 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan	Discussions underway with EAC Facility Management.
Aim 6: To provide free and subsidised access to all cultural venues and performances							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 6.1	Offer discounted ticketing for accessing cultural facilities and events.	Discounted tickets available for targeted groups for all events, reviewed annually.	Increased audiences from under represented groups.	2013-16 Reviewed annually	EAC	Improving Health and Wellbeing Promoting Lifelong Learning Outcome Agreement 3, 4, 5, 7, 8 Marketing Plan and Palace and Grand Hall Team Plan, Cultural Development, Library Team Plan	We continue to offer discounted ticketing across venues.
CU 6.2	Provide free access to all our museum, galleries and library facilities	Provide free access to all our buildings; review uptake annually	Full access for all sections of the community	2013-16 Reviewed annually	EAC, Creative Scotland, HLF, Trusts, MGS	Improving Health and Wellbeing Outcome Agreement 3, 4, 5, 7, 8 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan	We continue to provide free access to all our facilities, except Palace shows and events.
Aim 7: To provide new skills for the community through cultural planning							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 7.1	Encourage community groups to develop and manage their own projects	Create strong community foundations through working with 2 community groups per year that will help support cultural development	Opportunities for community groups developed	2013-16 Reviewed annually	Community groups	Promoting Lifelong Learning Outcome Agreement 2, 3, 4, 5 Cultural Development Team Plan, Collection Care, Palace and Grand Hall Team Plan, Library Team Plan	Continue our work with textile team and working with CVO and CAT team to identify new learning opportunities. We have also offered 4 volunteer opportunities at East Ayrshire Youth Theatre.

Aim 8: Provide art in public places							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 8.1	Work with EAC to develop public art in public spaces with the community in specified locations.	Implement and pursue the development of one public art piece each year.	New public art programme implemented	Reviewed annually	EAC	Delivering Community Regeneration Outcome Agreement 1, 3, 10 Local Plan	Two public art projects have started and will be complete by end of 2016.

Aim 9: To ensure our cultural venues play a key role in our communities							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 9.1	Provide access to information	Maintain current levels of information access across the range of cultural facilities using 2012/13 as baseline.	Individuals enabled to make to make informed decisions and lead fulfilling lives.	Reviewed annually	EAC	Delivering Community Regeneration Outcome Agreement 1, 3, 10 Library Team Plan	Current levels being maintained.

Aim 10: To promote Life-long Learning across cultural facilities							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CU 10.1	Create, deliver and support formal and informal learning opportunities.	Maintain programmes that provide access to relevant literacy, numeracy and IT support based on 2012/13 baseline performance.	Maintain current levels of engagement with our life-long learning programmes.	Reviewed annually	EAC	Delivering Community Regeneration Outcome Agreement 1, 3, 10 Library Team Plan	In 2015/16 63,590 people engage in our learning centre activities. This represented an 8% drop in those using during baseline year. This mirrors the general decline in library usage during the past 10 years.

SPORT

Aim 1: To manage and maintain a range of sport and community facilities

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
SP 1.1	Provide facilities that are accessible and welcoming to all	Minimum opening of 5 days per week	Communities have access to well managed facilities meeting their needs	2013/16	EAC	Improving Health and Wellbeing Improving Community Safety Promoting Lifelong Learning Outcome Agreements 5, 6, 7 Capital Programme Reaching Higher Let's Make Scotland More Active	Completed. A wide range of activities and services available to communities across all Sport and Community Venue facilities. Rebranding of facility documentation including the installation of new facility noticeboards
SP 1.2	Investigate options to support refurbishment or replacement of existing facilities ensuring they are fit for purpose	Continue to monitor facility conditions and submit recommendation for improvements and capital bids				Improving Health and Wellbeing Delivering Community Regeneration Improving Community Safety Outcome Agreements 5, 6, 7, 8 Capital Programme Reaching Higher Let's Make Scotland More Active	Completed. Priority areas identified and information submitted to EAC Safer Communities and bids submitted for capital programmes and maintenance.
SP 1.3	Ensure facilities perform to a high standard of customer satisfaction.	Meet with partners to ensure high standards through benchmarking; to be reviewed annually			Benchmarking group	Improving Health and Wellbeing Promoting Lifelong Learning Improving Community Safety Outcome Agreements 5, 6, 7, 8 Capital Programme Reaching Higher Let's Make Scotland More Active	Completed. Facility inspections carried out and mystery shopper visits concluded. Customer comments cards & feedback forms available within facilities and comments received via social media and website.
SP 1.4	Support East Ayrshire Council with the direct management of new sport/community facilities	New facilities have appropriate, effective management arrangements			EAC	Improving Health and Wellbeing Delivering Community Regeneration Improving Community Safety Outcome Agreements 5, 6, 7, 8 Capital Programme Reaching Higher Let's Make Scotland More Active	Transfer of staff to East Ayrshire Leisure has taken place at Auchinleck Boswell Centre and Galston Community Centre. Priority areas of work now identified and actions progressed.

Aim 2: To increase participation across all our sports facilities

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
SP 2.1	Develop programmes of activity that meet local demand.	Maintain current participation/usage levels across all sports facilities using 2012/13 as baseline.	Programmes provided to meet the needs of communities within East Ayrshire	2013/16	EAC	Improving Health and Wellbeing Promoting Lifelong Learning Improving Community Safety Outcome Agreements 5, 6, 7 Reaching Higher Let's Make Scotland More Active	Ongoing. Comprehensive programmes in place for children, young people, adults and families to participate in a wide range sport and physical activity sessions/programmes. 774,569 attendances from April 2015-March 2016
SP 2.2	Implement monthly membership for gym access and fitness classes/programmes				Sports Leisure Networking Group		Pilot membership for sport and fitness in place at Loudoun Leisure Centre. Consideration to be given regarding roll out of membership.
SP 2.3	Support local Community Sport Hub clubs to meet the local sporting demand and increase sporting opportunities	Ensure that the Community Sports Hub programme is effectively rolled out in East Ayrshire.	Sustainable local sports clubs accessing East Ayrshire Leisure facilities.		EAC, SportScotland, EAC Sports Council Affiliated Clubs	Improving Health and Wellbeing Let's Make Scotland More Active, Active Scotland Framework	Completed 4 hubs in operation - Grange Leisure Centre, Auchinleck Leisure Centre, St Joseph's Leisure Centre and Academy Sports Hub Additional investment confirmed with programme funding in place to March 2018. Priority focus on activities/programmes for children and young people including those with disabilities. 34 Clubs working across 4 hubs.

Aim 3: To provide a range of high quality sporting and social events for the people of East Ayrshire

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
SP3.1	Organise an annual fireworks event at Kay Park, Kilmarnock	Attract a minimum of 20,000 visitors to the event				Health and Wellbeing Promoting Lifelong Learning Improving Community Safety Outcome Agreements 9, 11 Tourism Strategy	Event delivered. 15,000 spectators in attendance. Reduced numbers due to weather.
SP3.2		Contribute to the reduction of fireworks related injuries target for East Ayrshire					
SP3.3	To organise a range of high profile sporting events throughout East Ayrshire	Host and organise a minimum of 8 major sporting events each year.	Comprehensive community events programme established	2013-2016	Sportscotland, Eventsotland, EAC, Sports National Governing Bodies	Improving Health and Wellbeing Promoting Lifelong Learning Improving Community Safety Outcome Agreements 5, 6, 7 Reaching Higher Let's Make Scotland More Active Tourism Strategy	Completed- 8 high profile athletics events hosted at the Ayrshire Athletics Arena

Aim 4: To provide access to sport pitches for the people of East Ayrshire

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
SP4.1	Maintain a programme of team registrations/pitch bookings for synthetic & grass pitches	Registration once per annum	Sports pitches and community spaces accessible to residents and visitors	2013/16	Football Teams, Sports National Governing Bodies, local groups and organisations	Improving Health and Wellbeing Improving Community Safety Promoting Lifelong Learning Outcome Agreements 5, 6, 7 Reaching Higher Let's Make Scotland More Active EA Children's Service Plan Openspace Strategy	Completed- Procedures reviewed in light of transfer of facilities to teams prior to the 2016/2017 season commencing. 77 teams registered for pitch access.
		Maintain and develop booking system.					New booking system rolled out. 77 teams registered for 2015/2016 season
		Make available 40 weeks per year with the exception of inclement weather or circumstances outwith our control.					
SP 4.2	Ensure East Ayrshire Leisure Pavilions are safe and accessible.	Carry out annual inspections of all changing facilities.		2013/16	EAC	Improving Health and Wellbeing Improving Community Safety Promoting Lifelong Learning Delivering Community Regeneration Outcome Agreements 5, 6, 7 Reaching Higher Let's Make Scotland More Active	Completed- Facility inspections undertaken and key actions identified

Aim 5: Provide a programme of sports development opportunities for East Ayrshire

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + THEMES	PLANS / PRIORITIES / THEMES	PROGRESS
SP 5.1	Design and deliver a comprehensive sport and activity programme incorporating developmental coaching and player pathways	Continue to develop key sports and activities for Athletics, Swimming, Badminton, Football, Golf and Fitness	Increased numbers of people participating and progressing in sports activities. Improved sporting pathway and appetite for sport in the community and within schools	2013-16 Reviewed annually	Scottishathletics, badmintonscotland, Scottish FA, Kilmarnock Football Club, Scottish Golf Union, Local Golf Clubs, scottishswimming, Other Scottish Governing Bodies of Sport Leisure & Sport Facility Operators EAC Vibrant Communities East Ayrshire Sports Council & Affiliated Clubs Sportscotland	Improving Health and Wellbeing SOA 4, 5 & 6 Reaching Higher Let's Make Scotland More Active EA Children's Service Plan	Ongoing. Comprehensive programmes in place for children, young people, adults and families to participate in a wide range sport and physical activity sessions/programmes for key sports and activities. 91 sessions on offer each week across key sports and activities.
SP 5.2	Develop & maintain a link through Community Sports Hub Steering Groups with Local Sports Clubs and Centre Supervisors		More sport offered within a balanced timetable at Auchinleck Community Sports Hub, Grange Community Sports Hub and St Joseph's Community Sports Hub	2015/16	EAC, SportScotland, EAC Sports Council Affiliated Clubs, Kilmarnock FC, Auchinleck Talbot FC	Let's Make Scotland More Active, Active Scotland Framework	Completed- Steering groups in operation with partners/clubs delivering on hub development plans. Cross promotion of activities which increased numbers attending programmes/sessions

Aim 6: To promote equitable participation in sport

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS	PLANS / PRIORITIES / THEMES	PROGRESS
SP 6.1	Support diversionary sports programmes which provide positive alternatives for young people	Provide subsidised facility access for Premier Night Leagues during term time and other diversionary programmes coordinated by EAC.	Increased numbers of young people participating in diversionary/sport activities	2013/16 Reviewed annually	Kilmarnock Football Club, Scottish FA Strathclyde Police EA Anti-social Behaviour Team EAC Vibrant Communities EA Youth Strategy and Rathbone Training Agency Leisure & Sport Facility Operators East Ayrshire Sports Council & Affiliated Clubs	Improving Community Safety Improving Health and Wellbeing SOA 4, 5, 6, 8 & 9 Reaching Higher Let's Make Scotland More Active It's A Criminal Waster Preventing Offending by Young People - A Framework For Action EA Anti-Social Behaviour Strategy EA Children's Service Plan EA Supporting Meaningful and Real Transition for Young People (MC2)	Completed. Facility access supported by Sport and Community Venues for diversionary activities within 8 sites which are delivered during the school term time.
SP 6.2	Provide opportunities for those with a disability to participate in sport and physical activities	Provide facility access and programmes for those with a disability.	Increased opportunities for those with a disability to participate in sport and physical activities			Improving Health and Wellbeing SOA 4, 5, 6, 8 & 9 Reaching Higher Let's Make Scotland More Active It's A Criminal Waster Preventing Offending by Young People - A Framework For Action EA Anti-Social Behaviour Strategy EA Children's Service Plan EA Supporting Meaningful and Real Transition for Young People (MC2)	Completed. Opportunities identified to support those with disabilities to intergrate into mainstream sessions. New programme supported by staff at the Ayrshire Athletics Arena and links with Community Sports Hub Clubs for new programmes underway at key sites.
SP 6.3	Community Sports Hubs will be inclusive and will support the local need of sports clubs/organisations.	Provide facility access to Community Sports Hub affiliated sports clubs and organisations	Increased opportunities to participate in sport and physical activity with no restrictions.	2015/16	EAC, SportScotland, EAC Sports Council Affiliated Clubs	Improving Health & Wellbeing Let's Make Scotland More Active, Active Scotland Framework	Completed. Grange CSH- 12 affiliated clubs/organisations engaged in programme. Auchinleck CSH 9 affiliated clubs/organisations engaged in programme. St Joseph's CSH 6 affiliated clubs/organisations engaged in programme. Academy CSH 7 affiliated clubs/organisations engaged in programme

COUNTRYSIDE

Aim 1: To provide a high quality nature based tourist attractions for residents and visitors to East Ayrshire

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CO 1.1	Obtain external verification of Dean Castle Country Park by Visit Scotland	Maintain 4 star award with inspections every 2 years	External verification of quality maintained	2013-2016 reviewed every 2 years	VisitScotland	Underlying principles Promoting Lifelong Learning Outcome Agreement 3, 4, 5 and 12 Visit Scotland Quality Assurance Scheme Scottish Government: A Tourism Framework for Change (2006)	Achieved
CO 1.2	Implement Dean Castle Country Park Management and Development Plan	Secure external funding for implementation of projects within the management and development plan by 2016	Improvements delivered and increased visitor experience achieved.	2015-17	Heritage Lottery Fund Forestry Commission Scotland Historic Scotland SEPA Scottish Natural Heritage Energy Advice Unit VisitScotland	Environment and Rural Affairs Department Business Plan Greenspace Quality Guide 2008 East Ayrshire Open Space Strategy (pending) Enjoying the Outdoors 2008: Scottish Natural Heritage Policy on recreation including Country Park	Achieved
CO 1.3	Continue to develop the River Ayr Way as a major tourist attraction and community facility for the area	Maintain visitor numbers each year from our 2012/13 baseline	Increased use of the River Ayr Way	2013 -2016	South Ayrshire Council Scottish Wildlife Trust Private Landowners Scottish Natural Heritage VisitScotland	East Ayrshire Tourism Strategy Ayrshire Structure Plan East Ayrshire Local Plan, Marketing Plan and Team Plan	There was an increase in use of the River Ayr Way of 11% during the timescales of this plan.
		Secure funding to extend River Ayr Way around Glenbuck Loch and into South Lanarkshire, providing an additional 30km linking to New Lanark World Heritage Site	Increased use of the River Ayr Way	2013 -2016	South Lanarkshire Council Scottish Wildlife Trust Scottish Natural Heritage Muirkirk Enterprise Group Douglas Community group Douglas Estates Infinis Windfarms Private landowners	East Ayrshire Tourism Strategy Ayrshire Structure Plan East Ayrshire Local Plan, Marketing Plan and Team Plan	East Ayrshire Council has approved additional funding to upgrade the River Ayr Way. External funding has also been received to extend the route to New Lanark World Heritage Centre. South Lanarkshire Council is leading on this project. A further external funding package has been approved to appoint a consultant to determine the feasibility of a link route between the River Ayr Way and the Irvine Valley Trails and the Southern Upland Way. This study will be carried out in 2017
		Install 44 mile posts and interpretation along the route.	Increased use of the River Ayr Way Improved visitor experience	2015	South Ayrshire Council Scottish Wildlife Trust Private Landowners Scottish Natural Heritage VisitScotland	East Ayrshire Tourism Strategy Ayrshire Structure Plan East Ayrshire Local Plan, Marketing Plan and Team Plan	East Ayrshire Council has approved funding towards improved signage and interpretation along the River Ayr Way. This will be developed in partnership with South Ayrshire Council to mark the 10th anniversary of the route in 2016.
CO 1.4	Continue to support the Access Planning Group for Whitelee Windfarm	Implement Whitelee Access Strategy	Improved access to Whitelee Windfarm Providing connections from Whitelee Windfarm to key sites along the wider path network	2013 - 2016	South Lanarkshire Council East Renfrewshire Council Scottish Power Forestry Commission Scotland Scottish Water	East Ayrshire Tourism Strategy Ayrshire Structure Plan East Ayrshire Local Plan, Marketing Plan and Team Plan	Access Action Plan for 2015 - 2019 has been prepared for implementation.

Aim 2: To Improve accessibility of the countryside path network and DCCP

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CO 2.1	Improve the accessibility of buildings and paths within DCCP.	Upgrade Visitor Centre to create Education Centre, restore laundry houses to create workshop, demolish field centre to create sustainable visitor centre in line with DDA	Accessible services developed	2014 - 2016	Heritage Lottery Fund Forestry Commission Scotland Historic Scotland SEPA Scottish Natural Heritage Energy Advice Unit VisitScotland	Improving Health and Wellbeing Promoting Lifelong Learning Outcome Agreement 6 Disability Discrimination Act	This will be addressed as part of recent successful funding bid.
CO 2.2	Ensure path network, local Nature Reserve and community sites are accessible	Carry out quarterly monitoring of core path network and produce five year improvement plan.	Accessible services developed	2013 -2018		Improving Health and Wellbeing Promoting Lifelong Learning Outcome Agreement 6 Enjoying the Outdoors 2008: Scottish Natural Heritage Policy on recreation Land Reform Scotland Act 2003 East Ayrshire Local Plan Ayrshire Structure Plan East Ayrshire Outdoor Access Strategy East Ayrshire Core Path Plan	Ongoing monitoring in place.

Aim 3: To increase participation in Countryside Development activities across East Ayrshire

ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CO 3.1	Encourage schools to use the Countryside Ranger Service to support programmes of study within the Scottish Curriculum for Excellence	Maintain levels of pupils participating each year using 2012/13 as baseline.	Greater awareness of the Country Park, wider countryside sites, Core Path Network, Whitelee Windfarm and Scottish Outdoor Access Code	2013 - 2016 Reviewed annually	EAC Education and Social Services	Delivering Community Regeneration Promoting Lifelong Learning Outcome Agreement 4, 12, 14	East Ayrshire Countryside Ranger Services supported 441 school visits, attended by 14,500 pupils.
CO 3.2	Provide Training for Educational establishments in the use of the Environmental Education pack in local greenspaces	Development of a programme of in- service courses for teachers and other education providers with 2 sessions per year	Environmental education is integrated into the wider curriculum and delivered directly by education providers	2013 -2016	EAC Education and Social Services	Scottish Curriculum for Excellence 5 - 14 curriculum for Scottish Schools Learning for our Future: Scotland's First Action Plan for the UN Decade of Education for Sustainable Development	2 in service sessions have been held with education providers including a team building session with the EAC Instrumental Service and an outdoor learning session with student teachers from WoSU
CO 3.4	Promote the Country Park to further education and higher educational providers	Offer a minimum of 2 placement and learning opportunities per annum	Stronger links with further education and higher education providers developed	2013 - 2016	Further education and higher education providers	Delivering Community Regeneration Promoting Lifelong Learning Outcome Agreement 4, 12, 14 Further and Adult Education Business Plan Skills for Scotland: A Lifelong Skills Strategy	Discussions have taken place with local colleges. New funding will help to develop this through HLF programme. However, 14 students from Ayrshire College carried out a 2 week placement at the Country Park in 2015.
CO 3.5	Provide a full programme of events in the country park and wider countryside	15 events per year	Increased awareness and enjoyment of the countryside	2013 - 2016		Delivering Community Regeneration Promoting Lifelong Learning Outcome Agreement 4, 12, 14	20 events took place between April and Sept 2015 including a programme of events as part of the first East Ayrshire Countryside Festival funded by Awards for All
CO 3.6	Organise and run informal environmental education clubs for children of P1 to S6 levels	Minimum of 20 meetings per year of the Squirrel Club (P1 - P7) and the Junior Ranger Club (S1 - S6)	Young people more involved in the implementation of the Country Park Management Plan	2013 - 2016		Young people's interaction with natural heritage through outdoor learning. Perth: Scottish Natural Heritage	
CO 3.7	Promote the Scottish Outdoor Access Code	3 experiential learning programmes for P6 children based on the Outdoor Access Code per annum	Greater awareness of personal responsibilities when accessing the countryside created	2013 - 2016	Scottish Natural Heritage	Delivering Community Regeneration Promoting Lifelong Learning Outcome Agreement 4, 12, 14 Land Reform Scotland Act 2003	Sessions held with Dalmellington PS, Bellsbank PS and James Hamilton Academy

Aim 4: To improve the health of local people and visitors through involvement in Countryside events and improved access to the countryside							
ACTION NO	ACTION		OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CO 4.1	Support communities in organising outdoor festivals to promote doorstep and progressive walks to encourage greater physical activity	1 outdoor festival supported throughout East Ayrshire per annum	Increased awareness of walking for health	2013 -2016	Leisure Development Community Groups	Promoting Lifelong Learning Improving Health and Wellbeing Outcome Agreement 6, 12 East Ayrshire Tourism Strategy	Countryside Festival took place in August 2015.
CO 4.2	Support learning projects in becoming involved in community conservation tasks	Minimum of 2 leadership programmes provided per annum	Improved sociability and opportunities developed	2013 -2016	John Muir Trust	Promoting Lifelong Learning Improving Health and Wellbeing Outcome Agreement 6, 12 Skills for Scotland: A Lifelong Skills Strategy	John Muir Projects took place with 46 students from Ayrshire College over the lifetime of this plan. John Muir projects have also taken place with James Hamilton Academy, Loanhead, St Andrews, New Farm, Kirkstyle and New Cumnock Primary Schools

Aim 5: To promote, protect and improve access to the natural environment for residents and visitors to East Ayrshire							
ACTION NO	ACTION	TARGETS	OUTCOMES	TIMESCALES	KEY PARTNERS + FUNDERS	PLANS / PRIORITIES / THEMES	PROGRESS
CO 5.1	Comply with duties under Land Reform Act 2003	Hold 4 meetings of the Outdoor Access Forum annually	Reasonable access for all communities throughout East Ayrshire created and documented	2013 -2016		Promoting Lifelong Learning Delivering Community Regeneration Outcome Agreement 10, 12 Land Reform Act 2003	Ongoing
		Install signage throughout core path network	Improve access and awareness of core path network	2013 - 2014	EAC Roads	Promoting Lifelong Learning Delivering Community Regeneration Outcome Agreement 10, 12 Land Reform Act 2003	Programme being developed.
CO 5.2	Develop community path network projects	Implement range of path and cycle route networks across East Ayrshire during life of Business Plan	Improve access, tourism and health opportunities.	2013/16	Private Landowners, IVP, Local Authorities, Sustrans, Scottish Power, Scottish Water, SNH, EAC	Promoting Lifelong Learning Delivering Community Regeneration Outcome Agreement 10, 12 Core Path Plan	Development Co-ordinator has been appointed.
CO 5.3	Contribute to the National Wildlife Monitoring Programme	Carry out range of annual wildlife surveys including owl, butterfly and badgers.	East Ayrshire Biodiversity figures contribute to National Surveys	2013-16 Reviewed annually	Butterfly Society, Badger Society, National Ornithological Society	Promoting Lifelong Learning Delivering Community Regeneration Outcome Agreement 10,12 Ayrshire Biodiversity Action Plan	Schedule of surveys has been produced and will be delivered throughout the year.
CO 5.4	Implement the local Biodiversity Action Plan	Carry out annual biodiversity studies focusing on key identified areas including bogs, watervoles, hedgrows and farm birds.	Conservation of locally important habitats	2013-16 Reviewed annually	Scottish Natural Heritage private landowners Scottish Agricultural College, EAC, RSPB, Rivers trust.	Promoting Lifelong Learning Delivering Community Regeneration Outcome Agreement 10,12 Ayrshire Biodiversity Action Plan	