

TRUST BOARD MEETING



Date: 27 November 2018

Location: Dick Institute, Kilmarnock

Start time: 6.00pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence / Introductions	✓		
2. Declarations of Interest	✓		
3. Minutes of previous meetings 3.1 Board Meeting: 18 September 2018 3.2 Performance & Audit Sub-Committee: 12 November 2018			✓ ✓
4. Performance Report July - Sept 2018			✓
5. Chief Executive's Report	✓		
6. Severance Report This is a restricted document and not for onward circulation			✓
7. AOCB			
8. Dates of Next Meetings: Special Trust Board: 29 January 2019 Performance & Audit Sub-Committee: 11 February 2019 Trust Board: 26 February 2019			

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

REPORT TO BOARD OF TRUSTEES



PERFORMANCE REPORT JULY TO SEPTEMBER 2018

Date: 27 November 2018

Agenda Item: 4

Report by: John Griffiths, Chief Executive

Summary

This report provides details of the Trust's performance for the period July to September 2018, the second quarter of the 2018/19 financial year. The report projects a breakeven financial position, however, reserves will need to be used to support this position due to projected shortfalls in income generation across a range of services.

I PURPOSE OF REPORT

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

2 BACKGROUND

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

3 RESULTS

3.1 BUSINESS PLAN

The report highlights significant progress towards achieving the goals and targets of the 2018/19 Business Plan. A wide range of programming and marketing activities have been implemented during the quarter with the aim of generating income and/or attendances.

3.2 FINANCE

A breakeven position is projected in the report, however, achieving this outcome will require the use of unallocated reserves to offset shortfalls in income generation that cannot be covered by management action to reduce expenditure. A projected adverse position of £132,290 is highlighted in the report along with the potential to use up to £166,204 of unallocated and newly released reserves, if required, at year end to achieve a break even position. Full details of the income issues, revenue savings and review of reserves are included in the report.

Recommendation/s:

It is recommended that Trustees:

- i. Consider and approve the Performance Report for July to September 2018;
- ii. Approve the re-allocation of reserves proposed in the report; and
- iii. Otherwise note the content of this report.

REPORT TO BOARD OF TRUSTEES



Signature:

A handwritten signature in black ink, appearing to be "J. Allan", written over a horizontal line.

Designation: Chief Executive

Date: 14 November 2018

East Ayrshire Leisure Performs

July - September 2018



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PROGRESS AGAINST 2016-19 ACTION PLAN

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

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

ACTION NO	ACTION	TARGET	PROGRESS OVERVIEW/HIGHLIGHTS AT JULY - SEPTEMBER 2018
EAST AYRSHIRE LEISURE 1.1	Increase Customer Satisfaction levels	Show annual customer satisfaction improvements each year of Business Plan	<ul style="list-style-type: none"> Programme in place for Mystery Shopping to be carried out – administered by VisitScotland, and reflecting the accreditation scheme; progress against Action Plan is monitored quarterly <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	<p>Increase levels of attendance/ticket sales by 5% over the term of the business plan. This is no longer achievable given the significant savings and changes to service that have been made and will continue to be made until end of three year Business Plan period. 2018/19 target figures are based on a review of 2017/18 figures for each venue with an average increase of 2% across Sport and Culture service areas. Due to closures at both Annanhill and Dean Castle Country Park during the Business Plan period, Countryside and Outdoor Activities projections are based on a venue by venue basis.</p> <p>Continue to invest in programme development.</p>	<ul style="list-style-type: none"> Overall attendance levels within Countryside and Outdoor Activities has shown an increase of 24% against profiled targets (Target = 433619, Actual = 538690). The service has benefitted from excellent weather conditions throughout the summer. Dean Castle Country Park is exceeding the attendance targets set for the quarter by 30%. The River Ayr Way has also shown an increase from target of just over 3%. Due to the ongoing works at Annanhill Golf Course, there has been a significant decline in season ticket and daily round figures. The contractor was scheduled to be finished all works on the golf course in March 2018, but is now scheduled to be complete by the end of September 2018. This will impact on the entire season. The 18 hole course reopened in late October. The Ayrshire Athletics Arena has had an excellent quarter 2, with an increase of over 13% on the target for the period. During this period, we hosted a number of large events including The Sportshall Athletics Championships. Summer holiday programme at Dean Castle Country Park, Annanhill Golf Course and Ayrshire Athletics Programme were all fully booked with 39 regularly attending our new 'pro golf sessions' throughout July Cultural Services - Performance Q2 decrease by 19% on revised target (Target 104,142 and Actual 83,510). It should be noted that the Dick institute was closed completely for 15 days and partially closed for the duration of the

			<p>refurbishment works during this Quarter. Dean Castle remains closed and Palace Complex figures are dependant on type of programme that we are able to secure for the Summer period. These factors have contributed to decrease in visitor numbers. The programme highlights are below:</p> <ul style="list-style-type: none"> • Programme highlights include Bricktropolis which has proven to be very popular and has attracted over 5,000 visitors. In addition £6K sponsorship was raised to support the exhibition from South West Consortium companies. Dean Castle collections have also added to the exhibition experience at The Dick institute. Michael Morpurgo exhibition opened during August and will run until January at The Dick Institute. The Earlyooters opened in August at The Baird Institute. We continue to offer a wonderful programme of learning across our arts and museums with DO Art @ the DI regularly selling out and our ever popular 'Explorers' programme. • Across our libraries we continue to promote our Love Your Library campaign, which was rolled out across targeted libraries and also our mobiles. This has helped to increase the profile of the libraries and also encourage new memberships. Bookbug and special sessions like our 'Step Back In Time' 'Spy Quest' and Zoolab programmes continues to reach out and attract new audiences/users. We also took part in the 'Summer Reading Challenge'. • Our Performing Arts Venues provide high profile events and highlights include Jason Manford, Craig Hill and a range of children/young people friendly shows including the 'Giants Loo Roll'. EAYT also delivered another successful Performing Arts Summer School. In Cumnock we hosted a range of shows that have all be well received including working with CAMPS to support their Seussical jr the musical. • FutureMuseum.co.uk has shown a reduction in use during Q2 of 37% (target 73,431 and actual 46,013). During this quarter we were upgrading servers and had periods of downtime. We continue to review the site with partners and are looking to redesign in 2019. A funding bid is being prepared with partners. • eastayrshireleisure.com sessions are currently below target, however, social media figures are continuing to rise and posts are performing well with good engagement. • Sport & Fitness Q attendance projection achieved. (Target = 126,344 Actual =
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			<p>141,483) 12% increase on projection.</p> <ul style="list-style-type: none"> Ongoing development and implementation of Sport and Fitness core activities and programmes for Badminton, Fitness, Football and Swimming for children, young people and adults delivered across facility remit. 632 members signed up to Sport and Fitness Direct Debit Memberships- 5th August- 30th September <p>POSITIVE PERFORMANCE</p> <p>An overall increase of 15% has been achieved against revised quarter 2 targets (Target = 664,105 Actual = 763,683).</p>
EAST AYRSHIRE LEISURE 1.3	Achieve new quality standards and/or maintain current Accreditation standards	Visit Scotland: 4 star: Dick Institute 4 star: Baird Institute 4/5 star: Dean Castle and Country Park 4 star: Burns House Museum 4 star: Palace and Grand Hall Complex 4 star: Ayrshire Athletics Arena	No change
		Arts Council England Museum Accreditation: Dean Castle/Baird/Burns House/Dick Institute maintained.	No change
		Collection Significance: Musical Instrument/Burns Collections maintained.	No change
		How Good Is Our Public Library Service: 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.	<ul style="list-style-type: none"> Given changes to Library Service we are discussing suitable timeline for starting review in 2018/19 and possibly linking this with the How Good Is Our Culture and Sport Service emerging guidance from SPORTA.
		British Computer Society Accreditation: Maintain annual accreditation	No change

		UKA: Maintain Certification at Ayrshire Athletics Arena	<ul style="list-style-type: none"> UKA declared Ayrshire Athletics Arena is fit for competitions. UKA no longer carry out full accreditation programme.
		FIFA: Certification of all Synthetic Grass Pitches	<ul style="list-style-type: none"> Working in partnership with EAC for re-certification Synthetic Grass Pitches
		Maintain status as RLSS Approved Training Centre	<ul style="list-style-type: none"> East Ayrshire Leisure recognised as RLSS Approved Training Centre
		Gain Green Flag award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.	<ul style="list-style-type: none"> Assessment scheduled for Dean Castle Country Park in January 2019 Assessment scheduled for Annanhill Golf Course in 2019
		UKactive: achieve membership criteria	<ul style="list-style-type: none"> Full membership status achieved. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE I.4	Maintain and sustain high level partnerships that support service delivery and improvement.	Maintain current partnership network.	<ul style="list-style-type: none"> A new partnership is being developed with Ayrshire College to establish a 'Leisure Ambassador' Programme. The programme will provide work place experience for students with opportunities for personal development and training. The students will be involved in the development of projects and programmes. This will initially be done as a pilot project at Ayrshire Athletics Arena. Following evaluation, this will be rolled out across Countryside and Outdoor Activities. It is hoped that if successful, the 'Leisure Ambassador' Programme will be introduced across East Ayrshire Leisure, particularly within the coaching programme in Sport and Fitness. Work is ongoing with Annanhill Golf Club to develop proposals to relaunch Annanhill Golf Course in 2019 following the significant construction and drainage programme throughout 2017/18. Regular liaison meetings have been held with Kilmarnock Harriers and Scottish Athletics to re-establish the Ayrshire Athletics Partnership. This will be extended to include Ayr Seaforth and North Ayrshire Athletics Clubs.

			<ul style="list-style-type: none"> • Worked with CAMPS to support events at Cumnock Town Hall • Worked with Ayrshire College in the delivery of their annual Art Graduates exhibition. • Worked with Ayrshire Councils to offer Creative Scotland Open Funding for Ayrshire Artists. • Worked with Museum Galleries Scotland to fund the Content Management System and Dean Castle project. • Worked with HLF and Historic Environment Scotland to deliver the Dean Castle project. • Worked with Scottish Book Trust for Live Literature, Bookbug and Book Week Scotland funding. • Worked with Boswell Book festival to support their event. • Worked with Auchinleck Community Development Association, Galston Community Association and Newmilns Regeneration Association to support shared working in service delivery. • Continue to work with work coaches from EAC providing space/computers in libraries to help people back into work. • Continue to work with Revenues and Benefits Team and DWP as part of Universal Credit Working party – we provide access for work coaches and customers to access computers both outwith and within library opening hours. • S&F established new partnership with Les Mills to support launch event at the William McIlvanney Campus • S&F established new partnership with UK Active to support National Fitness Day and Fitness to Me. • S&F worked in partnership with Sportscotland and local clubs to support Open Doors Week
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			<ul style="list-style-type: none"> • Ongoing work with key partners and sports groups/clubs to grow and develop the provision of sporting/physical activity opportunities and events under Sport and Fitness. • Continued work supporting 58 sports clubs across 5 Community Sports Hubs. • Attendance at SPORTA Executive, HR and Finance meetings to develop relationships with other Trusts. • Ongoing work with Disclosure Scotland to ensure compliance with the Code of Practice. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 1.5	Introduce a system to audit, monitor and improve environmental efficiency across our core facilities	Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives.	<ul style="list-style-type: none"> • Funding has been secured through East Ayrshire Council to upgrade the heating controls within 3 key sites; Palace Theatre, Grand Hall and Dick Institute. It is anticipated that the upgrades will reduce gas consumption, carbon emissions and costs. East Ayrshire Council is in the process of appointing a contractor. <p>POSITIVE PERFORMANCE</p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT JULY - SEPTEMBER 2018
EAST AYRSHIRE LEISURE 2.1	Increase general participation /attendance levels across service areas	Increase levels of attendance/ticket sales by 5% over the term of the business plan. This is no longer achievable given the significant savings and changes to service that have been made and will continue to be made until end of three year Business Plan period. 2018/19 target figures are based on a review of 2017/18 figures for each venue with an average increase of 2% across Sport and Culture service areas. Due to closures at both Annanhill and Dean Castle Country Park during the Business Plan period, Countryside and Outdoor Activities projections are based on a venue by venue basis.	<ul style="list-style-type: none"> • Cultural Services - Performance Q2 decrease by 19% on revised target (Target 104,142 and Actual 83,510). This is due to some of the programming/building issues have been highlighted at 1.2 for Cultural performance. • Overall attendance levels within Countryside and Outdoor Activities has shown an increase of 24% against profiled targets (Target = 433619, Actual = 538690). Participation at events at the Ayrshire Athletics Arena and Dean Castle Country Park have been higher than anticipated with children's activities being fully booked. • A detailed engagement programme for the Castle and Dick Institute around the development works has now started and workshop programmes now developed for delivery across all schools that fall within SIMD areas of Kilmarnock. • 3656 children aged between 2-14 years attended the Sports Coaching programmes for Athletics, Badminton, Football, Gymnastics • Rookie Lifeguard at Auchinleck Leisure Centre for those aged 8-12 to support pathway is now established as a core programme. • 523 Gold Sport and Fitness Memberships sold Q2. • Revised fitness programme at Stewarton Sports Centre and launch of Les Mills at Loudoun Leisure Centre and William McIlvanney Leisure Centre has contributed to increased membership sales. • New progressive class programme for Boxercise introduced at Doon Valley Leisure Centre to help facilitate demand and support retention strategy. New circuit programme session added to timetable. Further classes have been added including Legs, Bums and Tums, Aqua combat and HIIT. • Over 4000 people attended the Harvest Festival at Dean Castle Country Park

			<p>in September with a record 57 scarecrows being submitted to the School scarecrow competition. This was mirrored by high attendances at the Pet Show, the Dalmellington Walking Festival and the Kilmaurs Walking Festival.</p> <ul style="list-style-type: none"> • A programme of events was introduced for the first time at Annanhill Golf Course with the support of a golf professional. These events were well attended and their evaluation will inform a more comprehensive programme of activities in 2019. • The River Ayr Way Ultra Marathon and Cairn Table Race attracted 183 runners between them. The success of these events and the ongoing working relationship with Kilmarnock Harriers is being maximised to develop a programme of running events in 2019 which will be aimed at beginners to the sport and ultra marathon regulars. • A 'Camp Out' experience was piloted in July to introduce families to an overnight bushcraft experience at Craigengillan Estate in Dalmellington. This event was fully booked. The intention is to offer a programme of these events in 2019 across East Ayrshire's 'Special Places' <p>POSITIVE PERFORMANCE</p> <p>An overall increase of 7% has been achieved against revised quarter 2 targets (Target = 674,992 Actual = 720,137).</p>
EAST AYRSHIRE LEISURE 2.2	Increase opportunities for/numbers of young people (12-25) using our services.	<ul style="list-style-type: none"> • Increase by 1% each year number of young people using our service areas. • Raise £50K external funding during life of Business Plan to support programmes aimed at young people. • Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes e.g. EASC Affiliated Sports Clubs, Youth Arts Network, Vibrant Communities. • Offer reduced cost/free access to facility/project use for targeted groups 	<ul style="list-style-type: none"> • Funding has been secured from the Scottish Natural Heritage to develop a Natural Leaders Project aimed at S4 and S5 pupils in Auchinleck, Cumnock, Doon and Kilmarnock Academies. This project will involve the young people identifying local greenspaces of note, developing management plans and achieving Local Nature Reserve status for these sites. Subject to match funding, this project will start in October 2018 for 2 years. • An application to Creative Breaks has been successful to enable us to offer respite activities in the residential centre for young carers. These residential activities will take place in May 2019.

		<ul style="list-style-type: none"> of young people. Carry out project surveys to measure behavioural change impact in 2016/17/18/19 	<ul style="list-style-type: none"> In partnership with Ayrshire College and Stewarton Academy, Countryside and Outdoor Activity Services is leading on 1 of 4 'Developing the Young Workforce' courses with 10 young people working towards a National 4 qualification in Rural Skills. Cultural services have developed a range of engagement programmes around visual art (children's, adult and Gaelic workshops), and museums (Egyptian, Roman and WWII workshops), some of which are income generating. The Cumnock Town Hall/Palace Complex programme has been particularly young person centred during this quarter and developed through EAYT the Performing Arts Summer School. 9 Junior Membership (8-13 years) sold in Q2 60 youth memberships (14-18yrs) were sold in Q2 <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<ul style="list-style-type: none"> Apply audit findings where appropriate, in 2017/18/19 Support people using our facilities/ programmes with mixed ability needs. 	<ul style="list-style-type: none"> Action on Hearing Loss sessions took place across various libraries. Concessionary discount on our gym and fitness memberships for adults with a disability allowing access to our gyms, swimming pools and fitness classes. 8 memberships under this category sold in Q2. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 2.4	Increase opportunities for/numbers of older people (60+) using our services.	<ul style="list-style-type: none"> Increase attendance by older people by 1% each year. Ensure we have programmes that are attractive to older users. Carry out sample surveys to measure behavioural change impact in 2016/17/18/19 Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire & Arran, Vibrant Communities. 	<ul style="list-style-type: none"> Developing programmes with Vibrant Communities team around aspects of library delivery and the Dean Castle project. Over 200 participants have taken part in our Growing Memories Project. The growing memories wildlife garden has been established at the Country Park using wildflowers that have been grown in care environments across East Ayrshire. The celebration day took place in July with many of the participants enjoying a traditional tea dance to recognise their work. Libraries supported the Opportunities In Retirement book group.

			<ul style="list-style-type: none"> Concessionary discount on our gym and fitness memberships for adults over 60 years old being promoted, allowing access to our gyms, swimming pools and fitness classes. 47 memberships sold in Q2 POSITIVE PERFORMANCE
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STRATEGIC OBJECTIVE THREE – TO ENHANCE EAST AYRSHIRE'S TOURISM OFFER

ACTION NO	ACTION	TARGET	PROGRESS AT JULY - SEPTEMBER 2018
EAST AYRSHIRE LEISURE 3.1	Increase visitor attendance at our key tourist attractions including: Dick Institute, Dean Castle & Country Park, Baird Institute, Doon Valley Museum, Burns House Museum & Library, River Ayr Way, Palace & Grand Hall Complex and Cumnock Town Hall	<ul style="list-style-type: none"> Increase levels of visitor attendance in line with targets set in local Tourism Strategies. Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events. Submit external funding bids to support tourism development across our facilities/venues. Maintain and develop partnership working with Visit Scotland/ EventsScotland to support our programmes. 	<ul style="list-style-type: none"> Cultural Services - Performance Q2 – listed Tourist venues show visitor numbers of 54,849 and shows a decrease on target. This is due to the issues highlighted in 1.2 Dean Castle project has preferred bidder and due for start date of Jan 2019. Dick Institute will re-open in October and will be fully operational. Countryside and Outdoor Activity venues listed as tourism venues have shown an increase of just over 25% against projected Q2 target. This includes over 436K visits to Dean Castle Country Park and just over 79k visits to the River Ayr Way. <p>POSITIVE PERFORMANCE</p> <p>An overall increase of 7% has been achieved against revised quarter 2 targets for venues listed as tourism venues</p>
EAST AYRSHIRE LEISURE 3.2	Work with local groups to add value to the tourism offer.	<ul style="list-style-type: none"> Work with 4 groups each year to support community development and to harness local knowledge. 	<ul style="list-style-type: none"> £232k of funding has been received from the Renewable Energy Fund to implement the Irvine Valley Trails Project. <p>POSITIVE PERFORMANCE</p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT JULY - SEPTEMBER 2018
EAST AYRSHIRE LEISURE 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> Respond to survey findings. Maintain constructive relationship with Trade Union – 6 meetings annually. Maintain absence to below acceptable level of 8 days per annum. Continue to achieve low levels of formal Grievances 	<ul style="list-style-type: none"> Absence level recorded for the period 25 June to 16 September was 0.85 days. Absence during this period equates equally to both long term and short term. No Grievance Appeals were held during this period. First staff e-newsletter including links to all key information/documents has been issued Cross-sector staff working groups established to look at key aspects of business development <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> 6 Modern Apprenticeships during life of Business Plan subject to funding. 10 work placements during life of Business Plan 3 interns during life of Business Plan. Individual volunteers increase by 2% each year Volunteer days increased by 2% 	<ul style="list-style-type: none"> Friends of Dean continues to meet every 2 weeks with a core group of 15 volunteers taking part in a range of activities including maintenance, conservation tasks and event management. 82 volunteer days were carried out at Dean Castle Country Park including Friends of the Dean, Rural Skills volunteer training days, ecological survey volunteers and event management volunteers. Cultural Services currently has four active volunteers who assist on a weekly basis with the visual art classes and with EAYT. School placements are supported on an ongoing basis throughout the school year. GENERATION Z has six young people volunteering on an ongoing basis as part of the Year of Young People programme. 14 people continue to actively volunteer through our highly successful Textile Team temporarily based at the old Kirkstyle Primary School building.

			<ul style="list-style-type: none"> Four people have also been volunteering on Dean Castle collection movement project. <p>POSITIVE PERFORMANCE</p>
EAST AYRSHIRE LEISURE 4.3	Advance staff through training and development	<ul style="list-style-type: none"> Increase the use of EAGER working towards 95% coverage for permanent staff. Develop training matrix for all service areas Develop bespoke e-learning modules and training courses Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations 	<ul style="list-style-type: none"> All EAGER PDP's completed since April 2018 have been reviewed and the training delivery plan updated accordingly. A bespoke Leadership and Management Development Programme has been designed around all key policies and protocols. The programme is planned to be delivered over a two year period. During this period training has focussed on: <ul style="list-style-type: none"> Interview skills for employees Homeworking Policy Social Media Training Updating Info security info governance training Food Hygiene Customer Service Work is also ongoing to support Sports and Fitness in achieving Quality Approval which will enable the delivery of accredited courses via the national body - Safety Training Awards in relation to swimming pool operations. In preparation for the launch of direct debit memberships S&F staff attended bespoke sales and customer journey specific training. <p>POSITIVE PERFORMANCE</p>



FINANCIAL PERFORMANCE TO 30.09.18

Performance & Audit Sub Committee
2018/19 EAST AYRSHIRE LEISURE BUDGET
AS AT 30th September 2018 – QUARTER 2 - PERIOD 6
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The projected outturn for East Ayrshire Leisure at 30th September 2018 is projected adverse position of £132,290. Funding for this deficit has been identified within Reserves as follows:-

Reserves	Current Value	Revised Value	Funds Available	Comments
RETAINED RESERVES	250,000	210,000	40,000	Maintain Reserves at 3%
UNALLOCATED RESERVES	69,834	0	69,834	
ALLOCATED RESERVES	67,140	57,140	10,000	Libraries Fit Out
ALLOCATED RESERVES	6,350	0	6,350	DCCP Play Area
ALLOCATED RESERVES	820	0	820	Sport Equipment
ALLOCATED RESERVES	21,460	14,460	7,000	Marketing Activity
ALLOCATED RESERVES	32,200	0	32,200	Amalgamation Activity
TOTAL	447,804	281,600	166,204	

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

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

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

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

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

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

ANNUAL BUDGET –Table below provides detail of Annual Budget showing the impact of 2018/19 savings approved at 27 Feb 2018 Board.

Service Division	Annual Budget 2018/19	Annual Budget 2018/19 Qtr 1	Annual Budget 2018/19 Qtr 2	Annual Budget 2018/19 Qtr 3	Annual Budget 2018/19 Qtr 4	Comments
CHIEF EXECUTIVE & PEOPLE & FINANCE	1,034,740	1,041,090	1,032,940			
MARKETING & DEVELOPMENT	283,310	283,310	294,280			
CULTURAL	1,907,010	1,910,350	1,931,630			
COUNTRYSIDE & OUTDOOR ACTIVITIES	782,710	783,960	809,010			
SPORT & FITNESS	508,650	510,100	551,420			
TOTAL	4,516,420	4,528,810	4,619,280	0	0	
Management Fee	(4,493,670)	(4,493,670)	(4,542,830)			
Reserves	(22,750)	(35,140)	(76,450)			
TOTAL	0	0	0	0	0	

Venues Allocated to Sport Areas:-

Area 1 St Josephs Leisure Centre, Stewarton Sports Centre, William McIlvanney Campus

Area 2 Grange Leisure Centre, , Hunter Fitness Suite, Mauchline Games Hall

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

TABLE A – OVERALL NET POSITION

Revised Actual Exp. To 30/9/17	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Exp. To 30/9/18	Revised Budget To 30/9/18	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/19	Variance (Favourable) / Adverse
387,560	1,015,467	CHIEF EXECUTIVE & PEOPLE & FINANCE	1,032,940	381,010	587,311	37%	1,006,650	(26,290)
157,610	295,701	MARKETING & DEVELOPMENT	294,280	137,498	146,929	47%	286,980	(7,300)
1,001,899	2,147,019	CULTURAL	1,931,630	1,133,274	1,004,343	59%	1,999,820	68,190
36,075	71,837	Cultural Management	70,950	35,725	35,374	50%	70,950	0
70,011	146,282	Collection Care	150,450	71,098	75,414	47%	145,600	(4,850)
183,099	415,834	Arts/Libraries/Museum Development	448,490	234,075	225,760	52%	443,990	(4,500)
(2,743)	7,014	Youth Theatre	(5,290)	(8,636)	(9,072)	163%	(5,290)	0
462,432	996,489	Libraries	924,350	510,992	463,623	55%	879,040	(45,310)
(18,504)	(25,883)	Hospitality	(28,950)	1,894	(4,600)	-7%	(28,950)	0
236,647	408,568	Performing Arts Venues	325,470	219,506	198,619	67%	363,610	38,140
78,652	196,853	Community Venues	204,370	110,208	94,021	54%	229,080	24,710
(43,769)	(69,975)	Community Lettings & Co-Managed Centres - Lets	(158,210)	(41,588)	(74,796)	26%	(98,210)	60,000
374,700	922,273	COUNTRYSIDE & OUTDOOR ACTIVITIES	809,010	442,562	348,281	55%	829,450	20,440
0	0	Countryside & Outdoor Activities Management	330,040	118,685	164,480	36%	245,640	(84,400)
287,709	591,596	Countryside Development	332,700	209,889	156,991	63%	433,320	100,620
86,991	330,677	Outdoor Activities	146,270	113,988	26,810	78%	150,490	4,220
408,672	746,640	SPORT & FITNESS	551,420	347,610	306,354	63%	628,670	77,250
180,066	378,740	Sport & Community Management	422,890	142,267	203,420	34%	337,580	(85,310)
9,316	14,586	Area 1	(57,830)	46,050	(4,865)	-80%	11,550	69,380
31,526	59,260	Area 2	(7,800)	34,101	(1,971)	-437%	28,990	36,790
101,606	175,101	Area 3	189,020	116,322	109,350	62%	245,410	56,390
86,158	118,953	Temporary Facilities	5,140	8,870	420	0%	5,140	0
2,330,440	5,127,100	TOTAL	4,619,280	2,441,954	2,393,218	53%	4,751,570	132,290
(2,527,510)	(5,111,940)	Management Fee	(4,542,830)	(2,254,950)	(2,257,832)	50%	(4,542,830)	0
(197,070)	15,160	TOTAL	76,450	187,004	135,386		208,740	132,290
0	0	Savings Yet to be Identified	0	0	0		0	0
(38,310)	(117,860)	Trs From Reserves	(76,450)	(53,700)	(53,700)		(76,450)	0
0	0	Designated Funds	0	0	0		0	0
10,000	10,000	Trs To Reserves	0	0	0		0	0
(225,380)	(92,700)	TOTAL (after transfer to reserves)	0	133,304	81,686		132,290	132,290

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 30/9/17	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Exp. To 30/9/18	Revised Budget To 30/9/18	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/19	Variance (Favourable) / Adverse
(805,844)	(1,728,481)	Income From Charitable Activities	(2,113,670)	(720,858)	(1,002,919)	34%	(1,805,240)	308,430
(2,527,510)	(5,111,940)	Management Fee	(4,542,830)	(2,254,950)	(2,257,832)	50%	(4,542,830)	0
(3,333,354)	(6,840,421)	TOTAL INCOME	(6,656,500)	(2,975,808)	(3,260,751)	45%	(6,348,070)	308,430
2,525,377	4,982,657	Employee Costs	5,209,860	2,411,478	2,670,382	46%	5,031,330	(178,530)
16,091	38,018	Transport Costs	35,110	17,962	17,820	51%	33,460	(1,650)
203,722	741,635	Premises Costs	535,570	211,391	231,234	39%	550,730	15,160
354,780	752,756	Supplies & Services	831,640	496,415	413,801	60%	818,930	(12,710)
0	31,510	Financing Costs	8,090	0	0	0%	8,090	0
0	212,400	Support Costs	0	0	0	0%	0	0
36,315	96,605	Governance Costs	112,680	25,566	62,900	23%	114,270	1,590
3,136,284	6,855,581	TOTAL RESOURCES EXPENDED	6,732,950	3,162,812	3,396,137	47%	6,556,810	(176,140)
(197,070)	15,160	NET POSITION	76,450	187,004	135,386		208,740	132,290
0	0	Savings Yet to be Identified	0	0	0		0	0
(38,310)	(117,860)	Trs From Reserves	(76,450)	(53,700)	(53,700)		(76,450)	0
0	0	Designated Funds	0	0	0		0	0
10,000	10,000	Trs To Reserves	0	0	0		0	0
(225,380)	(92,700)	TOTAL (after transfer to reserves)	0	133,304	81,686		132,290	132,290

TABLE C – INCOME POSITION

Revised Actual Income To 30/9/17	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Income To 30/9/18	Revised Budget Income To 30/9/18	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/19	Variance (Favourable) / Adverse
(1,467)	(3,378)	CHIEF EXECUTIVE & PEOPLE & FINANCE	(5,000)	(4,813)	(4,002)	96%	(5,820)	(820)
(100)	(617)	MARKETING & DEVELOPMENT	0	(678)	0	0%	(680)	(680)
(313,381)	(763,667)	CULTURAL	(805,490)	(309,689)	(343,756)	38%	(806,300)	(810)
0	0	Cultural Management	0	0	0	0%	0	0
(3,290)	(4,188)	Collection Care	(2,000)	(7,666)	(130)	383%	(10,190)	(8,190)
(6,754)	(14,742)	Arts/Libraries/Museum Development	(13,270)	(31,044)	(5,450)	234%	(42,930)	(29,660)
(19,250)	(39,415)	Youth Theatre	(42,650)	(26,778)	(24,230)	63%	(46,550)	(3,900)
(31,148)	(74,599)	Libraries	(59,600)	(27,152)	(29,904)	46%	(60,980)	(1,380)
(58,058)	(126,834)	Hospitality	(163,610)	(43,177)	(69,556)	26%	(163,610)	0
(89,040)	(276,108)	Performing Arts Venues	(252,560)	(86,707)	(87,238)	34%	(274,010)	(21,450)
(42,656)	(86,540)	Community Venues	(91,200)	(37,075)	(45,556)	41%	(87,430)	3,770
(63,185)	(141,241)	Community Lettings & Co-Managed Centres - Lets	(180,600)	(50,091)	(81,692)	28%	(120,600)	60,000
(140,016)	(219,788)	COUNTRYSIDE & OUTDOOR ACTIVITIES	(310,640)	(115,008)	(204,039)	37%	(264,020)	46,620
0	0	Countryside & Outdoor Activities Management	0	0	0		0	0
(13,706)	(40,082)	Countryside Development	(101,140)	(38,586)	(56,342)	38%	(54,250)	46,890
(126,310)	(179,707)	Outdoor Activities	(209,500)	(76,421)	(147,697)	36%	(209,770)	(270)
(350,881)	(741,032)	SPORT & FITNESS	(992,540)	(290,671)	(451,122)	29%	(728,420)	264,120
(49,806)	(69,619)	Sport & Community Management	0	0	0		0	0
(98,708)	(233,589)	Area 1	(433,240)	(101,128)	(197,021)	23%	(293,140)	140,100
(80,859)	(184,341)	Area 2	(241,250)	(79,622)	(110,124)	33%	(183,290)	57,960
(108,811)	(238,350)	Area 3	(318,050)	(109,921)	(143,977)	35%	(251,990)	66,060
(12,698)	(15,133)	Temporary Facilities	0	0	0		0	0
(805,844)	(1,728,481)	TOTAL	(2,113,670)	(720,858)	(1,002,919)	34%	(1,805,240)	308,430
(2,527,510)	(5,111,940)	Management Fee	(4,542,830)	(2,254,950)	(2,257,832)	50%	(4,542,830)	0
(3,333,354)	(6,840,421)	TOTAL	(6,656,500)	(2,975,808)	(3,260,751)	45%	(6,348,070)	308,430

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 30/9/17	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Exp. To 30/9/18	Revised Budget To 30/9/18	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/19	Variance (Favourable) / Adverse
389,026	1,018,844	CHIEF EXECUTIVE & PEOPLE & FINANCE	1,037,940	385,823	591,313	37%	1,012,470	(25,470)
157,710	296,318	MARKETING & DEVELOPMENT	294,280	138,176	146,929	47%	287,660	(6,620)
1,315,279	(13,360)	CULTURAL	2,737,120	1,442,963	1,348,099	53%	2,806,120	69,000
36,075	0	Cultural Management	70,950	35,725	35,374	50%	70,950	0
73,301	0	Collection Care	152,450	78,764	75,544	52%	155,790	3,340
189,853	0	Arts/Libraries/Museum Development	461,760	265,119	231,210	57%	486,920	25,160
16,507	0	Youth Theatre	37,360	18,142	15,158	49%	41,260	3,900
493,579	(13,360)	Libraries	983,950	538,144	493,527	55%	940,020	(43,930)
39,554	0	Hospitality	134,660	45,071	64,956	33%	134,660	0
325,687	0	Performing Arts Venues	578,030	306,212	285,857	53%	637,620	59,590
121,307	0	Community Venues	295,570	147,282	139,577	50%	316,510	20,940
19,416	0	Community Lettings & Co-Managed Centres - Lets	22,390	8,503	6,896	38%	22,390	0
514,715	1,142,061	COUNTRYSIDE & OUTDOOR ACTIVITIES	1,119,650	557,570	552,320	50%	1,093,470	(26,180)
0	0	Countryside & Outdoor Activities Management	330,040	118,685	164,480	36%	245,640	(84,400)
301,415	631,678	Countryside Development	433,840	248,476	213,333	57%	487,570	53,730
213,301	510,383	Outdoor Activities	355,770	190,409	174,507	54%	360,260	4,490
759,554	1,487,671	SPORT & FITNESS	1,543,960	638,281	757,476	41%	1,357,090	(186,870)
229,872	448,359	Sport & Community Management	422,890	142,267	203,420	34%	337,580	(85,310)
108,024	248,175	Area 1	375,410	147,177	192,156	39%	304,690	(70,720)
112,385	243,601	Area 2	233,450	113,724	108,153	49%	212,280	(21,170)
210,417	413,451	Area 3	507,070	226,242	253,327	45%	497,400	(9,670)
98,856	134,085	Temporary Facilities	5,140	8,870	420		5,140	0
3,136,284	3,931,535	TOTAL	6,732,950	3,162,812	3,396,137	47%	6,556,810	(176,140)
		Management Fee						0
3,136,284	3,931,535	TOTAL	6,732,950	3,162,812	3,396,137	47%	6,556,810	(176,140)

CHIEF EXECUTIVE & PEOPLE & FINANCE SERVICE ANALYSIS

Revised Actual Exp. To 30/9/17	Actual Out-turn to 31/03/18	CHIEF EXECUTIVE & PEOPLE & FINANCE	Annual Estimate 2018/19	Revised Actual Exp. To 30/9/18	Revised Budget To 30/9/18	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(1,467)	(3,378)	Income From Charitable Activities	(5,000)	(4,813)	(4,002)	96%	(5,820)	(820)	
(2,527,510)	(5,111,940)	Management Fee	(4,542,830)	(2,254,950)	(2,257,832)	50%	(4,542,830)	0	
(2,528,977)	(5,115,318)	TOTAL INCOME	(4,547,830)	(2,259,763)	(2,261,834)	50%	(4,548,650)	(820)	
341,903	704,484	Employee Costs	913,490	345,372	545,587	38%	887,490	(26,000)	Projected saving due to a part time vacancy and a long term absence which was not filled.
770	1,834	Transport Costs	2,750	621	1,378	23%	2,750	0	
13,008	17,273	Premises Costs	15,760	3,431	14,512	22%	11,020	(4,740)	Small favourable variance resulting from move from Western Road depot
28,952	56,179	Supplies & Services	77,410	27,097	9,014	35%	81,090	3,680	Small adverse variance due to additional expenditure for move to Greenholm Street, including Officer Excess Travel
0	0	Financing Costs	0	0	0		0	0	
0	212,400	Support Costs	0	0	0		0	0	
4,394	26,675	Governance Costs	28,530	9,302	20,822	33%	30,120	1,590	Small adverse variance relates to subscription to Price Waterhouse VAT Advisory Service.
389,026	1,018,844	TOTAL RESOURCES EXPENDED	1,037,940	385,823	591,313	37%	1,012,470	(25,470)	
(2,139,950)	(4,096,473)	NET POSITION	(3,509,890)	(1,873,940)	(1,670,521)	53%	(3,536,180)	(26,290)	
0		Savings Yet to be Identified						0	
(730)	(12,300)	Trs From Reserves	(34,190)	(11,440)	(11,440)		(34,190)	0	
		Designated Funds						0	
		Trs To Reserves						0	
(2,140,680)	(4,108,773)	TOTAL (after transfer to reserves)	(3,544,080)	(1,885,380)	(1,681,961)	53%	(3,570,370)	(26,290)	

MARKETING & DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/9/17	Actual Out-turn to 31/03/18	MARKETING & DEVELOPMENT	Annual Estimate 2018/19	Revised Actual Exp. To 30/9/18	Revised Budget To 30/9/18	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(100)	(617)	Income From Charitable Activities	0	(678)	0		(680)	(680)	
		Management Fee						0	
(100)	(617)	TOTAL INCOME	0	(678)	0		(680)	(680)	
120,207	232,125	Employee Costs	202,640	98,616	100,442	49%	195,640	(7,000)	Projected saving due to a part time vacancy and reduced use of bank staff.
0	0	Transport Costs	0	0	0		0	0	
0	0	Premises Costs	0	0	0		0	0	
37,082	62,630	Supplies & Services	89,940	39,288	45,637	44%	90,320	380	
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
421	1,563	Governance Costs	1,700	272	850	16%	1,700	0	
157,710	296,318	TOTAL RESOURCES EXPENDED	294,280	138,176	146,929	47%	287,660	(6,620)	
157,610	295,701	NET POSITION	294,280	137,498	146,929	47%	286,980	(7,300)	
(16,670)	(18,730)	Trs From Reserves	(10,970)	(10,970)	(10,970)		(10,970)	0	
		Designated Funds						0	
		Trs To Reserves						0	
140,940	276,971	TOTAL (after transfer to reserves)	283,310	126,528	135,959	45%	276,010	(7,300)	

CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 30/9/17	Actual Out-turn to 31/03/18	CULTURAL	Annual Estimate 2018/19	Revised Actual Exp. To 30/9/18	Revised Budget To 30/9/18	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(313,381)	(763,667)	Income From Charitable Activities	(805,490)	(309,689)	(343,756)	38%	(806,300)	(810)	Overall income position is positive but this is offset by the 64K income deficit across Community Venues and Community Lettings and Co-Managed venues which has had a historic shortfall which is getting worse year-on-year. This will require a joint solution with East Ayrshire Council to make this financially sustainable.
		Management Fee						0	
(313,381)	(763,667)	TOTAL INCOME	(805,490)	(309,689)	(343,756)	38%	(806,300)	(810)	
971,505	1,997,502	Employee Costs	1,884,760	977,938	930,378	52%	1,948,770	64,010	The increase in staff costs is due to the late implementation of the Performing Arts Review (40K) and subsequent costs to support Voluntary Severance. In addition Community Venues continue to carry unachievable costs linked to operation. This will be addressed when review is fully implemented.
4,732	10,340	Transport Costs	13,950	5,863	7,230	42%	13,230	(720)	
113,477	400,364	Premises Costs	328,070	120,295	138,465	37%	336,640	8,570	Costs incurred as a result of Dick Institute refurbishment.
203,003	468,980	Supplies & Services	472,340	331,949	255,024	70%	469,480	(2,860)	
0	7,440	Financing Costs	4,000	0	0	0%	4,000	0	
0	0	Support Costs	0	0	0		0	0	
16,897	26,060	Governance Costs	34,000	6,917	17,002	20%	34,000	0	
1,309,614	2,910,686	TOTAL RESOURCES EXPENDED	2,737,120	1,442,963	1,348,099	53%	2,806,120	69,000	
996,234	2,147,019	NET POSITION	1,931,630	1,133,274	1,004,343	59%	1,999,820	68,190	
	(25,600)	Trs From Reserves	(13,360)	(13,360)	(13,360)		(13,360)	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
996,234	2,121,419	TOTAL (after transfer to reserves)	1,918,270	1,119,914	990,983	58%	1,986,460	68,190	

COUNTRYSIDE SERVICE ANALYSIS

Revised Actual Exp. To 30/9/17	Actual Out-turn to 31/03/18	COUNTRYSIDE & OUTDOOR ACTIVITIES	Annual Estimate 2018/19	Revised Actual Exp. To 30/9/18	Revised Budget To 30/9/18	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
									<p>The contractor installing the sewage pipe across Annahill Golf Course was scheduled to be off site by March 2018. However, this has been delayed and has significantly impacted on the season ticket income. A compensation claim has been prepared and is being pursued by EAC Legal Services. Income projections will be updated when this claim has been finalised.</p> <p>A shortfall in income is also being projected for the new Treehouse Centre. Due to the delay in opening last year, bookings are not on target. Work is ongoing to promote this new aspect of the business.</p> <p>The current catering contractor has handed in their termination notice for the café at Dean Castle Country Park and will no longer be operating from here from 31st October resulting in a 5 month shortfall in income. The catering will be operated in-house until March 31st. An options appraisal is being prepared for the future of the café which will be presented to the Board for consideration in due course.</p>
(140,016)	(219,788)	Income From Charitable Activities	(310,640)	(115,008)	(204,039)	37%	(264,020)	46,620	
		Management Fee						0	
(140,016)	(219,788)	TOTAL INCOME	(310,640)	(115,008)	(204,039)	37%	(264,020)	46,620	
393,083	743,082	Employee Costs	879,250	427,852	438,225	49%	813,810	(65,440)	<p>Due to the Castle being closed, seasonal visitor service assistant posts have not been filled. Management savings have also been introduced through a reduction in bank staff and overtime and a review of keyholding procedures in pavilions has resulted in a saving. These savings will contribute to off setting loss of income in the Treehouse Centre.</p>

10,589	25,785	Transport Costs	18,410	11,478	9,212	62%	17,480	(930)	
55,253	243,528	Premises Costs	147,330	64,082	62,444	43%	159,630	12,300	One off expenditure has been needed to purchase new furniture for the treehouse centre and the Dower House
54,739	83,607	Supplies & Services	51,870	47,246	33,089	91%	79,760	27,890	Additional expenditure required for PPE, grainage and landscaping at Annanhill and DCCP, and training.
0	24,070	Financing Costs	4,090	0	0	0%	4,090	0	
0	0	Support Costs	0	0	0		0	0	
6,744	21,990	Governance Costs	18,700	6,911	9,350	37%	18,700	0	
520,408	1,142,061	TOTAL RESOURCES EXPENDED	1,119,650	557,570	552,320	50%	1,093,470	(26,180)	
380,392	922,273	NET POSITION	809,010	442,562	348,281	55%	829,450	20,440	
	(32,380)	Trs From Reserves	(1,250)	(1,250)	(1,250)		(1,250)	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
380,392	889,893	TOTAL (after transfer to reserves)	807,760	441,312	347,031	55%	828,200	20,440	

SPORT & FITNESS SERVICE ANALYSIS

Revised Actual Exp. To 30/9/17	Actual Out-turn to 31/03/18	SPORT & FITNESS	Annual Estimate 2018/19	Revised Actual Exp. To 30/9/18	Revised Budget To 30/9/18	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(350,881)	(741,032)	Income From Charitable Activities	(992,540)	(290,671)	(451,122)	29%	(728,420)	264,120	Shortfall in membership income has arisen due to unforeseen delays in the implementation of memberships as well as a delayed opening of the William McIlvanney Leisure Centre. Income associated with indoor hall and synthetic grass pitches hire is also lower than expected.
		Management Fee						0	
(350,881)	(741,032)	TOTAL INCOME	(992,540)	(290,671)	(451,122)	29%	(728,420)	264,120	
698,680	1,305,464	Employee Costs	1,329,720	561,700	655,750	42%	1,185,620	(144,100)	Variance relates to several vacancies within Sport and Fitness.
0	60	Transport Costs	0	0	0		0	0	
21,984	80,471	Premises Costs	44,410	23,582	15,813	53%	43,440	(970)	
31,004	81,360	Supplies & Services	140,080	50,836	71,037	36%	98,280	(41,800)	Variance relates to contingency fund agreed as part of the review of Sport and Community Venues
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
7,859	20,316	Governance Costs	29,750	2,162	14,876	7%	29,750	0	
759,526	1,487,671	TOTAL RESOURCES EXPENDED	1,543,960	638,281	757,476	41%	1,357,090	(186,870)	
408,644	746,640	NET POSITION	551,420	347,610	306,354	63%	628,670	77,250	
(20,910)	(28,850)	Trs From Reserves	(16,680)	(16,680)	(16,680)		(16,680)	0	
	0	Designated Funds					0	0	
10,000	10,000	Trs To Reserves						0	
397,734	727,790	TOTAL (after transfer to reserves)	534,740	330,930	289,674	62%	611,990	77,250	

RESERVES AS AT 30 SEPTEMBER 2018

TABLE A – Summary

TABLE B – Unuseable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – SUMMARY

UNRESTRICTED RESERVES	2017/18 b/f	2017/18 SURPLUS	BALANCE 31 March 2018	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
FIXED ASSET RESERVE	39,280		39,280	39,280						39,280			
RETAINED RESERVES	250,000		250,000	250,000						250,000			
UNUSEABLE RESERVES (DEPRECIATION RESERVES)	47,620		47,620	47,620		0	0	0	0	47,620			see Table B
ALLOCATED RESERVES	122,930	92,700	215,630	215,630		12,390	41,310	0	0	161,930			see Table C
UNALLOCATED RESERVES	69,834	0	69,834	69,834						69,834			adjusted for £22,750 2018/19 Budget Savings not identified
HOLIDAY PAY PROVISION	(92,180)		(92,180)	(92,180)						(92,180)			
TOTAL UNRESTRICTED RESERVES	437,484	92,700	530,184	530,184	0	12,390	41,310	0	0	476,484			
RESTRICTED RESERVES			143,020			16,722	4,919			121,379			
PENSION RESERVE			(3,607,000)							(3,607,000)			
TOTAL RESERVES			(2,933,796)							(3,009,137)			

TABLE B – Unuseable Reserves

UNUSEABLE RESERVES	2017/18 b/f	2017/18 SURPLUS	BALANCE 31 March 2018	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	4,330		4,330	4,330						4,330	14 July 2015 Board	Ongoing	Works complete - amount to be drawn down at year end for depreciation. 5 years from 2015/16
Annanhill Golf Course - Staff Welfare Facilities	21,980		21,980	21,980						21,980	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17
Annanhill Golf Course - Maintenance Equipment	16,130		16,130	16,130						16,130	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine now in use. Will be drawn down at year end to cover depreciation. 5 years from 2015/16.
Homewords Van	5,180		5,180	5,180						5,180	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17
TOTAL UNUSEABLE RESERVES	47,620	0	47,620	47,620	0	0	0	0	0	47,620			

TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2017/18 b/f	2017/18 SURPLUS	BALANCE 31 March 2018	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Training & Development	8,430		8,430	8,430		4,250	2390			1,790	19 Sept 2017 Board	Ongoing	Training & Development Funds for 2018/19 allocated to Sport Training, balance to be spent by Dec 2018
Website Development	23,900		23,900	23,900			2430			21,470	19 Sept 2017 Board	Ongoing	Redesignate £25k from Marketing Co-ordinator (Sport) to Website Development. Tender to be issued by Procurement by August 2018.
Libraries Fit Out	80,500		80,500	80,500		3,340	10020			67,140	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2018
Promotion of New Mobile Libraries	2,500		2,500	2,500						2,500	19 Sept 2017 Board	Ongoing	Redesignate to promotion of new Mobile Libraries - to be utilised by March 2019
Keep Scotland Beautiful	1,250		1,250	1,250		1,250				0	27 Feb 2018 Board	Complete	
DCCP Play Area	6,350		6,350	6,350						6,350	27 Feb 2018 Board	Ongoing	Proposals have been developed and feasibility and costs have been sought from Jupiter Play. Finalised proposals will be ready by Sept 2018.
PFS Miscellaneous Expenditure		8,000	8,000	8,000		2,100	2,700			3,200	5 June 2018 Board	Ongoing	Should be complete by the end of the year

M&D Induction Video	5,000	5,000	5,000			5,000	6 June 2018 Board	Ongoing	Should be complete by the end of the year
Sport Equipment	17,500	17,500	17,500	1,450	15,230	820	7 June 2018 Board	Ongoing	Should be complete by the end of Qtr 2
Marketing Activity	30,000	30,000	30,000		8,540	21,460	8 June 2018 Board	Ongoing	Temp member of staff until March 2019
Amalgamation Activity	32,200	32,200	32,200			32,200	9 June 2018 Board	Ongoing	
TOTAL ALLOCATED RESERVES	122,930	92,700	215,630	215,630	0	12,390	41,310	0	0 161,930

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 01.04.18	Balance at 30.09.18	Expected Completion Date
Textile Team	Donations	(£640)	(£640)	Ongoing
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,336)	(£4,324)	Ongoing
Irvine Valley Trails	Renewable Energy Fund	(£77,210)	(£73,976)	Mar 2019
The McKie Collection	Museum Gallery Scotland	£2,489	£10,577	Jul 2018
Make Some Noise	Creative Scotland	(£13,180)	(£11,345)	June 2019
Kilmarnock Green Infrastructure	Transport Scotland / Scottish Natural Heritage	(£15,000)	(£15,000)	Ongoing
River Ayr Way Challenge	Awards For All	(£1,549)	(£1,549)	Ongoing
Bat Bothy	Groundwork UK (Tesco Bags of Help Scheme)	(£691)	(£691)	Aug 2018
Traditional Rural Skills	HLF	(£2,082)	(£180)	Jul 2018
Growing Memories	Awards for All	(£8,272)	(£2,306)	Jun 2018
WWI Memorial Artwork	Groundwork UK (Tesco Bags of Help Scheme)	(£2,000)	(£2,000)	Dec 2018
Museums Database	Museum Gallery Scotland	(£6,480)	(£7,480)	Dec 2019
Year of Young People	Event Scotland	(£9,309)	(£6,205)	Nov 2018
Gaelic Visual Arts	Bord Na Gaidhlig	(£5,400)	(£6,900)	Mar 2019

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.

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

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

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

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

The design and feasibility work has been completed for the Kilmarnock Green Infrastructure Project. A further award of £85k has been made by Sustrans to prepare RIBA stage G designs and a

landscape masterplan for the project. This will inform the capital bid of £1.1 million to Sustrans Scotland and a further bid for £0.9 million to the Green Infrastructure Fund administered through the Scottish Natural Heritage. A Project Board, chaired by East Ayrshire Leisure, has been established to oversee the development and implementation of this 18 mile cycle route project for Kilmarnock made up of officers from East Ayrshire Leisure, East Ayrshire Council and Ayrshire Roads Alliance.

Following the completion of the Countryside Festival in 2015, there was an outstanding balance of £1,549 from the Awards for All grant. Awards for All have agreed that this money can be retained and used as part of the funding package for the upgraded River Ayr Way Signage and Interpretation project. Survey work has been completed for this project and work has begun with local communities to ensure that signage and interpretation is link to the towns and villages along the route. An expression of interest is being prepared for the VisitScotland Rural Paths Fund to rebrand and upgrade the signage and interpretation along the whole route. Expressions of Interest are due to be submitted by 31st October.

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

As part of the Year of History, heritage and Archaeology, a grant of £10,000 was secured from the Heritage Lottery Fund. This grant will be used to create 2 volunteer apprenticeships, provide a range of rural skills training for volunteers and to purchase tools and equipment to enable traditional rural skills to be carried out at the Country Park.

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

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

Museums Database - East Ayrshire Leisure cares for approximately 250,000 objects within the museums it manages on behalf of East Ayrshire Council. Currently these collections are documented on a mixture of ageing and basic database systems. As we progress through the actions outlined within our Accreditation plan, including a full, basic inventory of all collections, plus our work with our Recognised collections, it is clear that we require a modern, future-proof database for use across the museum service, with opportunities for working with external partners in a more co-ordinated and efficient way. The total project cost is £21,600, of which Museums Galleries Scotland has awarded 75% of project costs. The task to procure, install and begin to populate the new database will be complete by the project end-date of 31 Dec 2019.

GENERATION Z - A co-designed programme of events throughout 2018. The launch event features Tom Foster of Judge Dredd fame, fully immersive Virtual Reality experiences, an interactive gaming

tournament and a host of other drop in activities, GENERATION Z is a FREE festival for fans of all ages. GENERATION Z is funded by EVENTSCOTLAND.

Gaelic Visual Arts - The Dick Institute's *Gaidhlig Gailearaidhean* will see a second series of workshops facilitated in Gaelic in the galleries, aimed at promoting the use of Gaelic and the development of Gaelic language skills utilising visual arts and culture. Funded by Bord Na Gaidhlig and Creative Scotland



**EXTERNAL FUNDING
(JULY – SEPTEMBER 2018)**

EXTERNAL FUNDING APPROVED APPLICATIONS

(* denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2018/19
Cultural	Event Scotland – Burns Birthday in Mauchline	£5,000	£0
Cultural	Scottish Book Trust - Book Week Scotland	£750	£750
Cultural	National Museums Scotland - Purchase of Eglinton Tournament book from auction	£163	£0
Countryside	Sustrans - Kilmarnock Green Infrastructure Project	£85,000	£0
Countryside	Scottish Natural Heritage - Natural Leaders	£15,040	£0
Countryside	Renewable Energy Fund – Irvine Valley Trails	TBC	£0
Countryside	Shared Care Scotland - Nature Therapy Breaks	£5,432	£0
TOTAL		£111,385	£750

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Countryside	Greggs Foundation - Sensory Garden Project	£2,000	Application scored below the required standard in one or more priority areas.
Countryside	Postcode Lottery Fund - Positive Pathways	£20,000	Met the criteria, but fund was oversubscribed.
Countryside	Postcode Lottery Fund - Natural Health	£20,000	Met the criteria, but fund was oversubscribed.
Countryside	HLF - YOYP Discover!	£10,000	Funder was looking for more involvement of young people in design of project, not just delivery and evaluation.
TOTAL		£52,000	



OTHER RELEVANT UPDATES

Insurance Claims

Public Liability Claims: 1 claim remains ongoing.

Employers Liability Claim: 4 claims remain ongoing.

Gifts and Hospitality

There were 3 forms submitted for the period July - September 2018:

Date Received	Name	From	Nature of Hospitality or Gift
30/08/18	Team Leader, Sport & Fitness	Les Mills	Health & Fitness Exhibition, VIP Tickets x 2 for two days on 6 th & 7 th October, SECC.
19/09/18	Grange Leisure Centre, Sport & Fitness	Boy from Hurlford Badminton Club	Box of chocolates
29/09/18	Grange Leisure Centre, Sport & Fitness	Dance in Zane	Gym Leggings

Customer Complaints

During the July - September period a total number of 324 comments were received and logged by the Marketing & Development Team. 17 of these were complaints, and were categorised as follows:

Category	No. received
Staff	5
Equipment	4
Online payments/Booking/Box Office	1
Events/Activities/Tours/exhibitions	1
Countryside Maintenance	2
Other	4
Total	17



PERFORMANCE SCORECARD

EALT PI Report

Generated on: 01 November 2018 15:51

Cannot group these rows by Theme

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
EALT1 Average Days Lost per Employee	0.85	2	↑	↑	All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence. Absence recorded during this period equates equally to both long and short term.	<p>EALT1 Average Days Lost per Employee</p> <p>Quarters — Target (Quarters)</p>	✓
EALT2 Total Income	£1,478,824.00	£1,588,165.00	↓	↓	Variances on income are to be expected due to cyclical fluctuations	<p>EALT2 Total Income</p> <p>Quarters — Target (Quarters)</p>	⚠

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																				
EALT3 Total Expenditure	£1,902,813.00	£2,059,402.00	↑	↑	Variances on expenditure are to be expected due to cyclical fluctuations	<p>EALT3 Total Expenditure</p> <table><thead><tr><th>Quarter</th><th>Actual Expenditure (£)</th><th>Target (£)</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>£1,319,170.00</td><td>£1,750,000.00</td></tr><tr><td>Q2 2016/17</td><td>£2,097,271.00</td><td>£1,800,000.00</td></tr><tr><td>Q3 2016/17</td><td>£1,586,036.00</td><td>£1,850,000.00</td></tr><tr><td>Q4 2016/17</td><td>£2,353,347.00</td><td>£1,800,000.00</td></tr><tr><td>Q1 2017/18</td><td>£1,239,764.00</td><td>£1,400,000.00</td></tr><tr><td>Q2 2017/18</td><td>£1,882,007.00</td><td>£1,600,000.00</td></tr><tr><td>Q3 2017/18</td><td>£1,517,214.00</td><td>£1,700,000.00</td></tr><tr><td>Q4 2017/18</td><td>£2,216,943.00</td><td>£1,900,000.00</td></tr><tr><td>Q1 2018/19</td><td>£1,259,999.00</td><td>£1,400,000.00</td></tr><tr><td>Q2 2018/19</td><td>£1,902,813.00</td><td>£1,700,000.00</td></tr><tr><td>Q3 2018/19</td><td>-</td><td>£1,500,000.00</td></tr></tbody></table>	Quarter	Actual Expenditure (£)	Target (£)	Q1 2016/17	£1,319,170.00	£1,750,000.00	Q2 2016/17	£2,097,271.00	£1,800,000.00	Q3 2016/17	£1,586,036.00	£1,850,000.00	Q4 2016/17	£2,353,347.00	£1,800,000.00	Q1 2017/18	£1,239,764.00	£1,400,000.00	Q2 2017/18	£1,882,007.00	£1,600,000.00	Q3 2017/18	£1,517,214.00	£1,700,000.00	Q4 2017/18	£2,216,943.00	£1,900,000.00	Q1 2018/19	£1,259,999.00	£1,400,000.00	Q2 2018/19	£1,902,813.00	£1,700,000.00	Q3 2018/19	-	£1,500,000.00	⚠️
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EALT4 Culture	83,510	104,142	↓	↓	Dean Castle remains closed during refurbishment works period. Dick Institute was closed during this period for 15 days and was also partially closed for the duration of quarter, this was due to the refurbishment of the library spaces. The Palace Complex also experienced a fall in attendance. This is due to availability of shows for this Summer period compared to previous years.	<p>EALT4 Culture</p> <table><thead><tr><th>Quarter</th><th>Actual Attendance</th><th>Target Attendance</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>-</td><td>110,000</td></tr><tr><td>Q2 2016/17</td><td>112,660</td><td>115,000</td></tr><tr><td>Q3 2016/17</td><td>122,310</td><td>120,000</td></tr><tr><td>Q4 2016/17</td><td>103,950</td><td>115,000</td></tr><tr><td>Q1 2017/18</td><td>122,310</td><td>110,000</td></tr><tr><td>Q2 2017/18</td><td>103,081</td><td>115,000</td></tr><tr><td>Q3 2017/18</td><td>127,441</td><td>120,000</td></tr><tr><td>Q4 2017/18</td><td>101,541</td><td>115,000</td></tr><tr><td>Q1 2018/19</td><td>127,441</td><td>110,000</td></tr><tr><td>Q2 2018/19</td><td>83,510</td><td>105,000</td></tr><tr><td>Q3 2018/19</td><td>-</td><td>120,000</td></tr></tbody></table>	Quarter	Actual Attendance	Target Attendance	Q1 2016/17	-	110,000	Q2 2016/17	112,660	115,000	Q3 2016/17	122,310	120,000	Q4 2016/17	103,950	115,000	Q1 2017/18	122,310	110,000	Q2 2017/18	103,081	115,000	Q3 2017/18	127,441	120,000	Q4 2017/18	101,541	115,000	Q1 2018/19	127,441	110,000	Q2 2018/19	83,510	105,000	Q3 2018/19	-	120,000	🛑
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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																								
EALT5 Sport and Community Venues	141,483	126,344	Down Arrow	Down Arrow	Increase in attendance relates to the introduction of the Sport and Fitness membership and popularity of new fitness classes and extended offer for racket sports. New event bookings has also contributed to increased attendances.	<p>EALT5 Sport and Community Venues</p> <table border="1"><thead><tr><th>Quarter</th><th>Attendance</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>175,000</td></tr><tr><td>Q2 2016/17</td><td>171,373</td></tr><tr><td>Q3 2016/17</td><td>175,000</td></tr><tr><td>Q4 2016/17</td><td>175,000</td></tr><tr><td>Q1 2017/18</td><td>175,000</td></tr><tr><td>Q2 2017/18</td><td>129,719</td></tr><tr><td>Q3 2017/18</td><td>167,781</td></tr><tr><td>Q4 2017/18</td><td>173,054</td></tr><tr><td>Q1 2018/19</td><td>158,101</td></tr><tr><td>Q2 2018/19</td><td>141,483</td></tr><tr><td>Q3 2018/19</td><td>141,483</td></tr></tbody></table>	Quarter	Attendance	Q1 2016/17	175,000	Q2 2016/17	171,373	Q3 2016/17	175,000	Q4 2016/17	175,000	Q1 2017/18	175,000	Q2 2017/18	129,719	Q3 2017/18	167,781	Q4 2017/18	173,054	Q1 2018/19	158,101	Q2 2018/19	141,483	Q3 2018/19	141,483	Green Checkmark
Quarter	Attendance																														
Q1 2016/17	175,000																														
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EALT6 Countryside	538,690	433,619	Up Arrow	Up Arrow		<p>EALT6 Countryside</p> <table border="1"><thead><tr><th>Quarter</th><th>Attendance</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>477,689</td></tr><tr><td>Q2 2016/17</td><td>531,456</td></tr><tr><td>Q3 2016/17</td><td>35,614</td></tr><tr><td>Q4 2016/17</td><td>32,173</td></tr><tr><td>Q1 2017/18</td><td>54,996</td></tr><tr><td>Q2 2017/18</td><td>75,902</td></tr><tr><td>Q3 2017/18</td><td>88,913</td></tr><tr><td>Q4 2017/18</td><td>231,894</td></tr><tr><td>Q1 2018/19</td><td>434,235</td></tr><tr><td>Q2 2018/19</td><td>538,690</td></tr><tr><td>Q3 2018/19</td><td>538,690</td></tr></tbody></table>	Quarter	Attendance	Q1 2016/17	477,689	Q2 2016/17	531,456	Q3 2016/17	35,614	Q4 2016/17	32,173	Q1 2017/18	54,996	Q2 2017/18	75,902	Q3 2017/18	88,913	Q4 2017/18	231,894	Q1 2018/19	434,235	Q2 2018/19	538,690	Q3 2018/19	538,690	Green Checkmark
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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																	
EALT7 Future Museum (Virtual Service)	46,013	73,431	Down Arrow	Down Arrow	Future Museum has been experiencing high visitor numbers for the past two years. During this quarter we were upgrading servers and had periods of downtime. we continue to review the site with partners and are looking to redesign in 2019. A funding bid is being prepared with partners.	<p>EALT7 Future Museum (Virtual Service)</p> <table><thead><tr><th>Quarter</th><th>Visitors</th><th>Target</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>-</td><td>-</td></tr><tr><td>Q2 2016/17</td><td>64,479</td><td>58,721</td></tr><tr><td>Q3 2016/17</td><td>58,721</td><td>58,721</td></tr><tr><td>Q4 2016/17</td><td>60,829</td><td>58,721</td></tr><tr><td>Q1 2017/18</td><td>88,754</td><td>60,829</td></tr><tr><td>Q2 2017/18</td><td>88,754</td><td>60,829</td></tr><tr><td>Q3 2017/18</td><td>88,754</td><td>60,829</td></tr><tr><td>Q4 2017/18</td><td>88,754</td><td>60,829</td></tr><tr><td>Q1 2018/19</td><td>88,754</td><td>60,829</td></tr><tr><td>Q2 2018/19</td><td>46,013</td><td>60,829</td></tr></tbody></table>	Quarter	Visitors	Target	Q1 2016/17	-	-	Q2 2016/17	64,479	58,721	Q3 2016/17	58,721	58,721	Q4 2016/17	60,829	58,721	Q1 2017/18	88,754	60,829	Q2 2017/18	88,754	60,829	Q3 2017/18	88,754	60,829	Q4 2017/18	88,754	60,829	Q1 2018/19	88,754	60,829	Q2 2018/19	46,013	60,829	Red Light
Quarter	Visitors	Target																																						
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Q2 2018/19	46,013	60,829																																						
EALT8 Eastayshireleisure.com (Virtual Service)	77,949	61,529	Up Arrow	Up Arrow		<p>EALT8 Eastayshireleisure.com (Virtual Service)</p> <table><thead><tr><th>Quarter</th><th>Visitors</th><th>Target</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>62,078</td><td>62,078</td></tr><tr><td>Q2 2016/17</td><td>76,948</td><td>76,948</td></tr><tr><td>Q3 2016/17</td><td>81,398</td><td>81,398</td></tr><tr><td>Q4 2016/17</td><td>85,107</td><td>85,107</td></tr><tr><td>Q1 2017/18</td><td>57,533</td><td>57,533</td></tr><tr><td>Q2 2017/18</td><td>60,323</td><td>60,323</td></tr><tr><td>Q3 2017/18</td><td>68,568</td><td>68,568</td></tr><tr><td>Q4 2017/18</td><td>69,591</td><td>69,591</td></tr><tr><td>Q1 2018/19</td><td>74,168</td><td>74,168</td></tr><tr><td>Q2 2018/19</td><td>77,949</td><td>77,949</td></tr></tbody></table>	Quarter	Visitors	Target	Q1 2016/17	62,078	62,078	Q2 2016/17	76,948	76,948	Q3 2016/17	81,398	81,398	Q4 2016/17	85,107	85,107	Q1 2017/18	57,533	57,533	Q2 2017/18	60,323	60,323	Q3 2017/18	68,568	68,568	Q4 2017/18	69,591	69,591	Q1 2018/19	74,168	74,168	Q2 2018/19	77,949	77,949	Green Light
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PI Status	
🔴	Alert
🟡	Warning
🟢	OK
❓	Unknown
📊	Data Only

Long Term Trends	
↑	Improving
▬	No Change
↓	Getting Worse

Short Term Trends	
↑	Improving
▬	No Change
↓	Getting Worse



RISK REGISTER

Risk Register

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

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

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

Risk Register

Risk Area 1

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

Risk Area 2

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

Risk Area 3

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

Risk Area 4

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

Risk Area 5

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

Risk Area 6

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

Risk Area 7

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

REPORT TO BOARD OF TRUSTEES



CHIEF EXECUTIVE'S REPORT

Date: 27 November 2018

Agenda Item: 5

1. PURPOSE

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

2. UPDATES

2.1 BEST VALUE REVIEW/GALLEON CENTRE

- 2.1.1 A group of officials from East Ayrshire Leisure, the Kilmarnock Leisure Centre Trust, and East Ayrshire Council has now been brought together to support the move to Trust amalgamation. To date the estimated costs of amalgamation have been established and will be reported to the EAC Cabinet. It is expected that further reports will be submitted to both Trust Boards in due course. The estimated costs of amalgamation are significantly higher than original informal projections and this, coupled with no decision regarding the proposal to invest in the refurbishment of the Galleon Centre or in a new leisure facility, mean that there is no agreed timescale for amalgamation or full analysis of the potential impact on future budgets available at present.

2.2 INDEPENDENT TRUSTEE VACANCY

- 2.2.1 The current vacancy is being held open pending decisions regarding amalgamation with the Kilmarnock Leisure Centre Trust and a possible review of Council representation on external bodies. There are no issues with holding the post vacant in the current circumstances, and it is therefore proposed that the post is not filled until we can be certain of the number of vacancies that need to be filled, and we can look at the skill sets and experience the Trust requires from new Trustees joining the Board.

2.3 BRICKTROPOLIS

- 2.3.1 The Bricktropolis exhibition ran from 6 June through to 22 July for seven weeks. It was the first exhibition that we have charged for in over 20 years. During the course of the exhibition 5,000 tickets were purchased, generating £18,000 in income. This was supplemented by a further £6,000 in sponsorship that we received from the South West Hub Partnership. The total cost of staging the exhibition was £35,000 and the subsidy was met from the exhibition/programme budget.
- 2.3.2 Unfortunately we were only able to secure the exhibition for three weeks of the Scottish school holidays. Ticket sales were below our projections during the pre-school holiday period. Coupled with the exhibition opening during the start of the building refurbishment works this clearly impacted on footfall in the building. The exhibition was, however, a huge success and created a memorable experience for those that attended.

2.4 COMMUNITY HALLS

- 2.4.1 Progress with the development and implementation of new management arrangements and agreements with community groups has been reached at both the Auchinleck Boswell Centre and Galston Community Centre.

REPORT TO BOARD OF TRUSTEES



2.4.2 We are currently finalising with EAC Legal team Management Agreements that will allow us to implement changes. We are hopeful that these will be in place by end of November, start of December. We are looking to conclude discussions with staff by end of November and this will allow us to implement changes by January onwards.

2.5 DEAN CASTLE COUNTRY PARK – LITTER PLAN

2.5.1 Some progress has been made on developing the plans for addressing litter issues in Dean Castle Country Park, however, the event programme, service reviews and issues with catering have restricted the time available to work on the plan. However, the following strategy will be developed over the coming months:

- Regular litter patrols along the new pathways
- Responding to fly tipping reports within a 48 hour period
- Working with Police Scotland, East Ayrshire Council's Corporate Enforcement Team and the Health and Social Care team to proactively engage with individuals who have been identified as regular culprits
- Participating in the development of East Ayrshire Council's Code of Practice on Litter and Refuse with a particular focus on activities that will encourage prevention
- Organising a programme of community clean ups
- Working with East Ayrshire Council's Outdoor Services on a litter campaign for all of the parks, not just the Country Park
- Developing a number of projects including a boundary project that will further open up this area of the Country Park, improve its attractiveness and accessibility and engage more with the local community.

2.6 DCCP – CATERING

2.6.1 Our catering contractor, Servest, gave notice and terminated their contract at the end of October 2018. Despite the excellent summer weather and the park being busy, the contractor was unable to make enough profit to make the contract viable for them. The catering service is currently operating 'in-house' with staff who transferred to the Trust from Servest under TUPE regulations delivering the service under the management of the Countryside and Outdoor Services team, with support from the Hospitality team. This arrangement will continue for a year to enable enough information to be gathered to inform an option appraisal for the future management of the catering service.

2.7 ILLUMINIGHT

2.7.1 Illuminight with Lidl commenced on 24 October and will run to 18 November. As of 9th November 29,514 tickets had been sold, which is a 12% increase on tickets sold in the same period in 2017. A full review of the event will take place in December and will be reported to the Board in the new year. Customer response to the event has been excellent and we expect performance and financial targets to be met.

2.8 CATERING AT PPP FACILITIES

2.8.1 Following recent discussion with East Ayrshire Council, a pilot initiative will be introduced where EAC Facilities & Property Management (Catering) will provide a catering offering on site at one PPP venue when an event booking from a sports club or community group is processed through East Ayrshire Leisure. Further details in regards to this pilot are still in the process of being finalised, and timescales for implementation will be confirmed in due course. In addition to this, the Trust will take forward a pilot desk top vending solution for the provision of coffee and tea at an appropriately identified site during the evening and weekends. The pilot will be in place with no additional financial risk to the Trust and will be covered within existing budgets within Sport and Fitness. A full evaluation of both

REPORT TO BOARD OF TRUSTEES



initiatives will be undertaken and consideration given to the continuation or termination of this service after the pilot has been concluded.

2.9 GERRY CINNAMON CONCERT

2.9.1 The Gerry Cinnamon concert at the Grand Hall on 19 December sold out very quickly (1,300) and there was some disappointment that local fans were unsuccessful in securing tickets. This concert was organised through DF Concerts who work with us on a regular basis, and on this occasion all tickets were sold through Ticketmaster with none available through our Box Office.

2.9.2 Promotion of the event was the responsibility of DF Concerts and clearly this was very effective. Using Ticketmaster allowed some protection against secondary ticket selling which was raised as a concern by people who had not been able to buy tickets.

2.10 SPORTA UK

2.10.1 Trustees are advised that Sporta UK, the umbrella organisation for Leisure Trusts, has been renamed as Community Leisure UK. This change reflects the growth and expansion of services delivered by Trusts away from a mainly sports focus. East Ayrshire Leisure is a member of Sporta and actively participates in meetings and campaign. The service networks which Sporta operates in Scotland are particularly beneficial for Trust staff.

2.11 FORTHCOMING EVENTS

2.11.1 Pantomime – As at 14 November, Sleeping Beauty is currently 178 tickets behind last year's sales, but £221.50 ahead in cash value. It starts from 24th November and runs until 29th December.

2.11.2 Dirty Weekender promoter had to be cancelled due to poor ticket sales. We tried to salvage the Jake Bugg show but was unable to secure a deal with the agent. TTF club/rave event takes place on Sat 17 November – it is now sold out (1,300).

2.11.3 As soon as Illuminight closes on the 18th November, the Christmas Festive Train rolls in ready to take passengers from the 24th November. This event is being managed by Forum Events and will take place every weekend from the 24th November until the 23rd December and includes a short train ride through the country park, followed by a Santa Show in the visitor centre auditorium. Tickets went on sale on the 2nd November and nearly 2000 were sold within a week.

2.11.4 In the run up to Christmas, we will be offering an 'experience' gift package that will include 3 separate weekend breaks in the Treehouse Residential Centre; a Wellness Weekend in January, A Bear Grylls type bushcraft training course in February and a 'Wild Woman' Weekend to celebrate International Women's Day in March. These weekends will be packaged as 'the perfect gift for that special person'.

2.11.5 In 2019 we will be expanding our running programme with a series of athletics events and competitions including a new 24 hour ultra marathon. This programme kicks off in January with a 10 week 'Couch to 5k' course aimed at complete novices to running. This course will prepare people to run the 'Roon the Park' 5k at the end of March.

2.11.6 A 'pop up restaurant' series is being introduced within the new café at Dean Castle Country Park. Once a month throughout the year, the café will offer a themed menu and transform the space into a licenced restaurant for the evening. The programme from January to March includes Scottish, Chinese and Irish themed menus to coincide with national and international celebrations. Tickets will be sold for a set menu offer.

REPORT TO BOARD OF TRUSTEES



2.11.7 The outline event programme for 2019 is attached as Appendix I for Trustees information. This document could be added to the quarterly performance reports, if required.

Recommendation/s:

It is recommended that the Board:

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

Signature:

A handwritten signature in black ink, appearing to be "J. J. A.", written over a light grey circular stamp.

Designation: Chief Executive

Date: 14 November 2018