

TRUST BOARD MEETING



Date: 26 February 2019

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 Special Board Meeting: 29 January 2019 3.2 Performance & Audit Sub-Committee: 11 February 2019			✓ ✓
4. Performance Report Oct - Dec 2018			✓
5. East Ayrshire Leisure Forward Plan - Update			✓
6. Charges for Services 2019/20			✓
7. Bricktropolis Evaluation	✓		
8. Illuminight 2018 Evaluation This is a restricted document and not for onward circulation	✓		
9. Senior Management Options This is a restricted document and not for onward circulation			✓
10. AOCB			
11. Dates of Next Meetings: Performance & Audit Sub-Committee: 20 May 2019 Trust Board: 4 June 2019			

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



PERFORMANCE REPORT OCTOBER TO DECEMBER 2019

Date: 26 February 2019

Agenda Item: 4

Report by: John Griffiths, Chief Executive

Summary

This report provides details of the Trust's performance for the period October to December 2018, the third 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.

1 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 £149,374 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 the Board:

- i. Consider and approve the Performance Report for October to December 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 light blue horizontal line.

Designation: Chief Executive

Date: 18 February 2019

East Ayrshire Leisure Performs

October – December 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 OCTOBER - DECEMBER 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 73% against profiled targets (Target = 184474, Actual = 320050). It is acknowledged that profiled targets were conservative to take account of the Country Park closure in the previous year. These will be adjusted for 2019/20. Dean Castle Country Park is exceeding the attendance targets set for the quarter by over 70%. There were 2 major events in this period, Illuminight and Santa's Christmas Express, that increased the use of the facilities The 18 hole course at Annanhill Golf Course reopened in late October. The projections for Annanhill were revised to take account of the disruption on the course and the figures are in line with the projections for Q3. The Ayrshire Athletics Arena saw a decline in projected performance figures by 12%. This is due to a realignment of programming. The facility has already exceeded its annual performance target. October holiday programme at Dean Castle Country Park and Ayrshire Athletics Programme were all fully booked. Cultural Services - Performance Q3 decrease by 1% on revised target (Target 140,261 and Actual 138,610). It should be noted that the Dick Institute Library and Café reopened on 8th October having been closed for 6 full days due to refurbishment works. Patna library also experienced periods of closure due to vandalism and disturbances. The main Gallery in the Dick Institute also

			<p>experienced a one week closure due to ongoing heating works. Dean Castle remains closed due to refurbishment programme. These factors have contributed to a small decrease in visitor numbers. The programme highlights are below:</p> <ul style="list-style-type: none"> • Dean Castle collections have added to the exhibition experience at The Dick Institute and continues to be a popular visitor attraction. Over 8,500 collection objects have now been inventoried from this move. Exhibitions included Michael Murpurgo at the Dick Institute and Earlyooters at the Baird Institute. The Highlight however was our Year of Young people event and exhibition called Generation Z which attracted over 80 submissions. • Across our libraries we continue to promote our Love Your Library campaign and through events like Imprint attract new audiences to our libraries. Imprint included Doug Allan, Mick Kitson and Kate Humble as highlights and helped to re-launch our fabulous new library and café at the Dick Institute. Bookbug and storytelling sessions remain popular, with our event led model now gaining traction. • Our Performing Arts Venues provided high profile events and highlights include LMS's Joseph show which sold out in October and is re-staging in January and EAYT's Hairspray which was very popular with audiences. We also worked with Cumnock Action group to support their Ceilidh in November. In December the Palace hosted Sleeping Beauty and proved to be one of our most successful Pantos. We also staged The Time Frequency(TTF) and Gerry Cinnamon at Grand Hall, playing to full capacity in each case. We programmed two successful touring christmas children's shows featuring the McDougalls at both Cumnock Town Hall and Stewarton Area Centre. • Holehouse Gardens WWI memorial was opened in October and brought together community commissions managed by Cultural Services. The project involved working with Loanhead primary, poet Jackie Kay and design company Pidgin Perfect, to realise this artwork. • FutureMuseum.co.uk has shown a reduction in use during Q3 of 20% (target 73,431 and actual 58206). We continue to review performance and plan to redesign in 2019. A funding bid is being prepared with partners. • eastayrshireleisure.com sessions exceeded the target this quarter by 30%;
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			<p>target was 69,939, actual 91,246. Social media figures continue to rise and posts are performing well with good engagement.</p> <ul style="list-style-type: none"> • Sport & Fitness Q3 attendance projection achieved. (Target =170,616 Actual = 176,158) 3% increase on projection. • 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. • 191 members signed up to Sport and Fitness Direct Debit Memberships- October to December. <p>POSITIVE PERFORMANCE</p> <p>An overall increase of 28% has been achieved against revised quarter 3 targets (Target = 495,351 Actual = 634,818).</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 2019 and possibly linking this with the How Good Is Our Culture and Sport Service emerging guidance from Community Leisure UK.

		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. External verification has been concluded with Trust receiving 100% during audit.
		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 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"> Working with Ayrshire Orienteering Club to redesign and set up a new orienteering course at Dean Castle Country Park. This new course will be used for future Ayrshire Schools Championships and other regional and national competitions. East Ayrshire Leisure has now joined the Ayrshire Golf Partnership to promote the sport, youth development and programming across the region. Worked with EAC Comms team (Education) to develop “youth membership ambassadors” to encourage secondary pupils’ use of our leisure centres Worked with Cumnock Action Group to support events at Cumnock Town Hall and Baird Institute linked to Christmas lights campaign. Worked with Ayrshire Councils to offer Creative Scotland Open Funding for

			<p>Ayrshire Artists.</p> <ul style="list-style-type: none"> • 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 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. • Sport and Fitness partnership with Les Mills continues to develop with Sport and Fitness representation at Fitness Expo. • Sport and Fitness established partnership with Origin Fitness and North Lanarkshire Leisure to review facility upgrades and share information. • Sport and Fitness continue to develop relationship within Scottish Leisure Networking Group with representation at the annual conference. • 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 88 sports clubs across 6 Community Sports Hubs. • Attendance at Community Leisure UK Executive, HR and Finance meetings to
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			<p>develop relationships with other Trusts.</p> <ul style="list-style-type: none"> 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 OCTOBER - DECEMBER 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 Q3 decrease by 1% on revised target (Target 140,300 and Actual 138,610). This is due to some of the programming/building issues have been highlighted at 1.2 for Cultural performance. • A detailed engagement programme for the Dean 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. • Book Week Scotland events took place across East Ayrshire and welcomed four authors, 90 pupils and 123 members of the public to these events and activities. • Bookbug PI bags were provided by Scottish Book Trust and these were distributed to every PI pupil in East Ayrshire. A total of 1344 free bags were gifted and many children took part in sessions at our libraries. • Over 500 local school children took part in a 4 week series of workshops relating to the Dean Castle Collections. This took place at the Dick Institute and focused on the recognised musical instrument collection. • Overall attendance levels within Countryside and Outdoor Activities has shown an increase of 73% against profiled targets (Target = 184474, Actual = 320050). 4 large scale events took place within this period with Illuminight attracting over 42,000 visitors and Santa's Christmas Express attracting nearly 7,000 people to Dean Castle Country Park and the East Ayrshire Schools' Cross Country Competition and the West District Championships attracting nearly 1600 competitors to Ayrshire Athletics Arena. • 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.

			<ul style="list-style-type: none"> • 6325 children aged between 2-14 years attended the Sports Coaching programmes for Athletics, Badminton, Football, Gymnastics and Activity Clubs • 80 Gold Sport and Fitness Memberships sold Q3. • Sport and Fitness recruited Fitness & Membership Manager to further develop programme offering and support Trust retention strategy for membership. Review of class programmes conducted to support increased demand during Q4. <p>POSITIVE PERFORMANCE</p> <p>An overall increase of 28% has been achieved against revised quarter 3 targets (Target = 495,351 Actual = 634,818).</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 of young people. • Carry out project surveys to measure behavioural change impact in 2016/17/18/19 	<ul style="list-style-type: none"> • Generation Z involved a core group of young people in devising and delivering the events and involved over 80 young people. This was a Year of Young People event. • EAYT – continues to go from strength to strength and performed Hairspray to capacity audiences. • 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. • 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. This project will start in January 2019 for 2 years. • The Junior Ranger Club were delighted to be nominated for a Young Environmental Champions Award as part of EAC Vibrant Communities' Year of Young People programme.

			<ul style="list-style-type: none"> • 4 Junior Membership (8-13 years) sold in Q3 • 36 youth memberships (14-18yrs) were sold in Q3 POSITIVE PERFORMANCE
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. 3 memberships under this category sold in Q3. POSITIVE PERFORMANCE
EAST AYRSHIRE LEISURE 2.4	Increase opportunities for/numbers of older people (60+) using our services.	<ul style="list-style-type: none"> • Increase attendance by older people by 1% each year. • Ensure we have programmes that are attractive to older users. • Carry out sample surveys to measure behavioural change impact in 2016/17/18/19 • Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire & Arran, Vibrant Communities. 	<ul style="list-style-type: none"> • Developing programmes with Vibrant Communities team around aspects of library delivery and the Dean Castle project. • Libraries supported the Opportunities In Retirement book group. • 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 • 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. 19 memberships sold in Q3 POSITIVE PERFORMANCE

STRATEGIC OBJECTIVE THREE – TO ENHANCE EAST AYRSHIRE'S TOURISM OFFER

ACTION NO	ACTION	TARGET	PROGRESS AT OCTOBER - DECEMBER 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 Q3 – listed Tourist venues show visitor numbers of 111,560 and shows an increase of 1% on target(Target 110,106, Actual 111,560). This is due to the performance highlighted in 1.2 • Dean Castle project main contractor will start on site on 7th January. • Dick Institute re-opened on 2nd week of October and promotional campaign is planned for Jan 19. • Countryside and Outdoor Activity venues listed as tourism venues have shown an increase of nearly 60% against projected Q3 target. This includes over 320K visits to Dean Castle Country Park and just over 36k visits to the River Ayr Way. (Target = 222,955; Actual = 356523) <p>POSITIVE PERFORMANCE</p> <p>An overall increase of 40% has been achieved against revised quarter 3 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"> • The full £850k funding is now in place for the implementation of the Irvine Valley Trails Project. Tender documents will be issued in Q4 with implementation throughout 2019. • £155k has been awarded from Sustrans for the development of Kilmarnock Green Infrastructure Project. 3 external consultancy commissions have been awarded for detailed route design, landscape masterplanning and branding and signage design guidelines. <p>POSITIVE PERFORMANCE</p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT OCTOBER - DECEMBER 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 17 September to 9 December was 1.74 days. Absence during this period equates equally to both long term and short term. No Grievance Appeals were held during this period. Staff e-newsletter including links to all key information/documents is now issued quarterly 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. 49 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. A 6 week work placement took place within the Urban Farm at Dean Castle Country Park. 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 had 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. • Two people have been volunteering in Cumnock library. <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"> • The Training Plan continues to be updated on a quarterly basis in order to reflect the needs of the organisation. • The Leadership and management programme is scheduled to run with the first cohort of students starting February/March 2019. • In this period training and development has focussed on: <ul style="list-style-type: none"> ○ Interview skills for employees ○ Stress Management ○ Information Governance ○ Customer Service ○ Job Evaluation • In line with the Dean Castle project new volunteering posts have been advertised and we will be welcoming new volunteers on board in the New Year. • Work is ongoing to support Sport & Fitness in achieving Quality Approval which will enable to delivery of accredited courses via the national body - Safety Training Awards in relation to swimming pool operation <p>POSITIVE PERFORMANCE</p>



FINANCIAL PERFORMANCE TO 31.12.18

Performance & Audit Sub Committee
2018/19 EAST AYRSHIRE LEISURE BUDGET
AS AT 31st December 2018 – QUARTER 3 - PERIOD 9
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The projected outturn for East Ayrshire Leisure at 31st December 2018 is projected adverse position of £132,290. Funding for this deficit has been identified within Unallocated Reserves.

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	1,023,380		
MARKETING & DEVELOPMENT	283,310	283,310	294,280	298,230		
CULTURAL	1,907,010	1,910,350	1,931,630	2,016,220		
COUNTRYSIDE & OUTDOOR ACTIVITIES	782,710	783,960	809,010	820,410		
SPORT & FITNESS	508,650	510,100	551,420	561,000		
TOTAL	4,516,420	4,528,810	4,619,280	4,719,240	0	
Management Fee	(4,493,670)	(4,493,670)	(4,542,830)	(4,570,440)		
Reserves	(22,750)	(35,140)	(76,450)	(148,800)		
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 31/12/17	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Exp. To 31/12/18	Revised Budget To 31/12/18	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	1,023,380	557,957	789,379	55%	990,460	(32,920)
157,610	295,701	MARKETING & DEVELOPMENT	298,230	208,722	224,691	70%	290,810	(7,420)
1,001,899	2,147,019	CULTURAL	2,016,220	1,705,321	1,413,684	85%	2,080,860	64,640
36,075	71,837	Cultural Management	70,950	52,248	51,697	74%	70,950	0
70,011	146,282	Collection Care	144,740	108,344	106,356	75%	138,650	(6,090)
183,099	415,834	Arts/Libraries/Museum Development	454,660	339,080	326,384	75%	456,730	2,070
(2,743)	7,014	Youth Theatre	(5,290)	3,432	(11,048)	-65%	(5,290)	0
462,432	996,489	Libraries	977,800	695,385	689,585	71%	932,320	(45,480)
(18,504)	(25,883)	Hospitality	(28,950)	(36,793)	(18,938)	127%	(34,160)	(5,210)
236,647	408,568	Performing Arts Venues	341,470	437,570	245,840	128%	380,660	39,190
78,652	196,853	Community Venues	211,600	171,681	140,805	81%	239,660	28,060
(43,769)	(69,975)	Community Lettings & Co-Managed Centres - Lets	(150,760)	(65,626)	(116,997)	44%	(98,660)	52,100
374,700	922,273	COUNTRYSIDE & OUTDOOR ACTIVITIES	820,410	641,030	545,022	78%	844,250	23,840
0	0	Countryside & Outdoor Activities Management	331,120	161,670	241,918	49%	246,330	(84,790)
287,709	591,596	Countryside Development	339,060	307,889	235,482	91%	438,060	99,000
86,991	330,677	Outdoor Activities	149,560	174,488	73,522	117%	161,330	11,770
0	0	Countryside Hospitality	670	(3,017)	(5,900)	-450%	(1,470)	(2,140)
408,672	746,640	SPORT & FITNESS	561,000	491,441	407,734	88%	645,150	84,150
180,066	378,740	Sport & Community Management	413,780	216,216	293,025	52%	314,080	(99,700)
9,316	14,586	Area 1	(57,600)	46,002	(32,816)	-80%	33,320	90,920
31,526	59,260	Area 2	8,960	49,958	1,138	558%	46,710	37,750
101,606	175,101	Area 3	189,250	168,565	141,247	89%	244,430	55,180
86,158	118,953	Temporary Facilities	6,610	10,700	5,140	0%	6,610	0
2,330,440	5,127,100	TOTAL	4,719,240	3,604,470	3,380,510	76%	4,851,530	132,290
(2,527,510)	(5,111,940)	Management Fee	(4,570,440)	(3,413,379)	(3,417,163)	75%	(4,570,440)	0
(197,070)	15,160	TOTAL	148,800	191,091	(36,653)		281,090	132,290
0	0	Savings Yet to be Identified	0	0	0		0	0
(38,310)	(117,860)	Trs From Reserves	(148,800)	(126,050)	(63,720)		(148,800)	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	65,041	(100,373)		132,290	132,290

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 31/12/17	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Exp. To 31/12/18	Revised Budget To 31/12/18	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	(2,225,850)	(1,181,990)	(1,583,741)	53%	(1,933,620)	292,230
(2,527,510)	(5,111,940)	Management Fee	(4,570,440)	(3,413,379)	(3,417,163)	75%	(4,570,440)	0
(3,333,354)	(6,840,421)	TOTAL INCOME	(6,796,290)	(4,595,370)	(5,000,904)	68%	(6,504,060)	292,230
2,525,377	4,982,657	Employee Costs	5,253,410	3,600,833	3,867,616	69%	5,092,110	(161,300)
16,091	38,018	Transport Costs	35,110	24,920	26,201	71%	33,260	(1,850)
203,722	741,635	Premises Costs	551,490	364,519	357,174	66%	566,980	15,490
354,780	752,756	Supplies & Services	984,310	740,136	625,468	75%	970,410	(13,900)
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	56,053	87,792	50%	114,300	1,620
3,136,284	6,855,581	TOTAL RESOURCES EXPENDED	6,945,090	4,786,460	4,964,251	69%	6,785,150	(159,940)
(197,070)	15,160	NET POSITION	148,800	191,091	(36,653)		281,090	132,290
0	0	Savings Yet to be Identified	0	0	0		0	0
(38,310)	(117,860)	Trs From Reserves	(148,800)	(126,050)	(63,720)		(148,800)	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	65,041	(100,373)		132,290	132,290

TABLE C – INCOME POSITION

Revised Actual Income To 31/12/17	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Income To 31/12/18	Revised Budget Income To 31/12/18	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)	(6,247)	(4,502)	125%	(6,350)	(1,350)
(100)	(617)	MARKETING & DEVELOPMENT	0	(1,012)	0		(1,000)	(1,000)
(313,381)	(763,667)	CULTURAL	(890,680)	(519,030)	(594,201)	58%	(907,660)	(16,980)
0	0	Cultural Management	0	0	0	0%	0	0
(3,290)	(4,188)	Collection Care	(2,000)	(9,971)	(130)	499%	(15,460)	(13,460)
(6,754)	(14,742)	Arts/Libraries/Museum Development	(13,270)	(35,779)	(8,968)	270%	(37,160)	(23,890)
(19,250)	(39,415)	Youth Theatre	(42,650)	(31,796)	(36,000)	75%	(48,830)	(6,180)
(31,148)	(74,599)	Libraries	(59,600)	(40,811)	(44,780)	68%	(64,330)	(4,730)
(58,058)	(126,834)	Hospitality	(163,610)	(117,954)	(117,323)	72%	(157,880)	5,730
(89,040)	(276,108)	Performing Arts Venues	(335,060)	(137,125)	(183,024)	41%	(368,840)	(33,780)
(42,656)	(86,540)	Community Venues	(91,200)	(58,810)	(68,446)	64%	(83,970)	7,230
(63,185)	(141,241)	Community Lettings & Co-Managed Centres - Lets	(183,290)	(86,785)	(135,530)	47%	(131,190)	52,100
(140,016)	(219,788)	COUNTRYSIDE & OUTDOOR ACTIVITIES	(334,810)	(166,054)	(273,272)	50%	(300,040)	34,770
0	0	Countryside & Outdoor Activities Management	0	0	0		0	0
(13,706)	(40,082)	Countryside Development	(101,140)	(56,013)	(78,747)	55%	(60,340)	40,800
(126,310)	(179,707)	Outdoor Activities	(209,670)	(100,423)	(184,525)	48%	(215,700)	(6,030)
0	0	Countryside Hospitality	(24,000)	(9,617)	(10,000)	40%	(24,000)	0
(350,881)	(741,032)	SPORT & FITNESS	(995,360)	(489,648)	(711,766)	49%	(718,570)	276,790
(49,806)	(69,619)	Sport & Community Management	0	0	0		0	0
(98,708)	(233,589)	Area 1	(433,240)	(179,913)	(306,114)	42%	(283,350)	149,890
(80,859)	(184,341)	Area 2	(244,070)	(130,531)	(176,946)	53%	(185,840)	58,230
(108,811)	(238,350)	Area 3	(318,050)	(179,204)	(228,706)	56%	(249,380)	68,670
(12,698)	(15,133)	Temporary Facilities	0	0	0		0	0
(805,844)	(1,728,481)	TOTAL	(2,225,850)	(1,181,990)	(1,583,741)	53%	(1,933,620)	292,230
(2,527,510)	(5,111,940)	Management Fee	(4,570,440)	(3,413,379)	(3,417,163)	75%	(4,570,440)	0
(3,333,354)	(6,840,421)	TOTAL	(6,796,290)	(4,595,370)	(5,000,904)	68%	(6,504,060)	292,230

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 31/12/17	Actual Out-turn to 31/03/18	Service Division	Annual Estimate 2018/19	Revised Actual Exp. To 31/12/18	Revised Budget To 31/12/18	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	1,028,380	564,204	793,881	55%	996,810	(31,570)
157,710	296,318	MARKETING & DEVELOPMENT	298,230	209,734	224,691	70%	291,810	(6,420)
1,315,279	(82,780)	CULTURAL	2,906,900	2,224,350	2,007,885	77%	2,988,520	81,620
36,075	0	Cultural Management	70,950	52,248	51,697	74%	70,950	0
73,301	0	Collection Care	146,740	118,315	106,486	81%	154,110	7,370
189,853	0	Arts/Libraries/Museum Development	467,930	374,858	335,352	80%	493,890	25,960
16,507	0	Youth Theatre	37,360	35,228	24,952	94%	43,540	6,180
493,579	(65,950)	Libraries	1,037,400	736,197	734,365	71%	996,650	(40,750)
39,554	0	Hospitality	134,660	81,160	98,385	60%	123,720	(10,940)
325,687	(16,830)	Performing Arts Venues	676,530	574,695	428,864	85%	749,500	72,970
121,307	0	Community Venues	302,800	230,491	209,251	76%	323,630	20,830
19,416	0	Community Lettings & Co-Managed Centres - Lets	32,530	21,159	18,533	65%	32,530	0
514,715	1,142,061	COUNTRYSIDE & OUTDOOR ACTIVITIES	1,155,220	807,084	818,294	70%	1,144,290	(10,930)
0	0	Countryside & Outdoor Activities Management	331,120	161,670	241,918	49%	246,330	(84,790)
301,415	631,678	Countryside Development	440,200	363,902	314,229	83%	498,400	58,200
213,301	510,383	Outdoor Activities	359,230	274,911	258,047	77%	377,030	17,800
0	0	Countryside Hospitality	24,670	6,600	4,100	27%	22,530	(2,140)
759,554	1,487,671	SPORT & FITNESS	1,556,360	981,089	1,119,500	63%	1,363,720	(192,640)
229,872	448,359	Sport & Community Management	413,780	216,216	293,025	52%	314,080	(99,700)
108,024	248,175	Area 1	375,640	225,915	273,298	60%	316,670	(58,970)
112,385	243,601	Area 2	253,030	180,489	178,084	71%	232,550	(20,480)
210,417	413,451	Area 3	507,300	347,769	369,953	69%	493,810	(13,490)
98,856	134,085	Temporary Facilities	6,610	10,700	5,140		6,610	0
3,136,284	3,862,115	TOTAL	6,945,090	4,786,460	4,964,251	69%	6,785,150	(159,940)
		Management Fee						0
3,136,284	3,862,115	TOTAL	6,945,090	4,786,460	4,964,251	69%	6,785,150	(159,940)

CHIEF EXECUTIVE & PEOPLE & FINANCE SERVICE ANALYSIS

Revised Actual Exp. To 31/12/17	Actual Out-turn to 31/03/18	CHIEF EXECUTIVE & PEOPLE & FINANCE	Annual Estimate 2018/19	Revised Actual Exp. To 31/12/18	Revised Budget To 31/12/18	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)	(6,247)	(4,502)	125%	(6,350)	(1,350)	
(2,527,510)	(5,111,940)	Management Fee	(4,570,440)	(3,413,379)	(3,417,163)	75%	(4,570,440)	0	
(2,528,977)	(5,115,318)	TOTAL INCOME	(4,575,440)	(3,419,627)	(3,421,665)	75%	(4,576,790)	(1,350)	
341,903	704,484	Employee Costs	904,540	504,042	717,454	56%	872,290	(32,250)	Projected saving due to a part time vacancy and a long term absence which was not filled.
770	1,834	Transport Costs	2,750	692	2,065	25%	2,750	0	
13,008	17,273	Premises Costs	15,760	8,262	14,635	52%	9,830	(5,930)	Small favourable variance resulting from move from Western Road depot
28,952	56,179	Supplies & Services	77,410	39,667	35,506	51%	82,400	4,990	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	27,920	11,541	24,221	41%	29,540	1,620	Small adverse variance relates to subscription to Price Waterhouse VAT Advisory Service.
389,026	1,018,844	TOTAL RESOURCES EXPENDED	1,028,380	564,204	793,881	55%	996,810	(31,570)	
(2,139,950)	(4,096,473)	NET POSITION	(3,547,060)	(2,855,422)	(2,627,784)	81%	(3,579,980)	(32,920)	
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)	(3,581,250)	(2,866,862)	(2,639,224)	80%	(3,614,170)	(32,920)	

MARKETING & DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 31/12/17	Actual Out-turn to 31/03/18	MARKETING & DEVELOPMENT	Annual Estimate 2018/19	Revised Actual Exp. To 31/12/18	Revised Budget To 31/12/18	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/19	Variance (Favourable) / Adverse	Comment
(100)	(617)	Income From Charitable Activities	0	(1,012)	0		(1,000)	(1,000)	
		Management Fee						0	
(100)	(617)	TOTAL INCOME	0	(1,012)	0		(1,000)	(1,000)	
120,207	232,125	Employee Costs	205,570	146,933	150,665	71%	198,570	(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	61,769	71,986	69%	90,520	580	
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
421	1,563	Governance Costs	2,720	1,031	2,040	38%	2,720	0	
157,710	296,318	TOTAL RESOURCES EXPENDED	298,230	209,734	224,691	70%	291,810	(6,420)	
157,610	295,701	NET POSITION	298,230	208,722	224,691	70%	290,810	(7,420)	
(16,670)	(18,730)	Trs From Reserves	(13,900)	(13,900)	(10,970)		(13,900)	0	
		Designated Funds						0	
		Trs To Reserves						0	
140,940	276,971	TOTAL (after transfer to reserves)	284,330	194,822	213,721	69%	276,910	(7,420)	

CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 31/12/17	Actual Out-turn to 31/03/18	CULTURAL	Annual Estimate 2018/19	Revised Actual Exp. To 31/12/18	Revised Budget To 31/12/18	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	(890,680)	(519,030)	(594,201)	58%	(907,660)	(16,980)	Overall income position is positive but this is offset by the income deficit across Community Venues (£7K) and Community Lettings and Co-Managed venues (52K) 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	(890,680)	(519,030)	(594,201)	58%	(907,660)	(16,980)	
971,505	1,997,502	Employee Costs	1,907,560	1,474,256	1,382,862	77%	1,986,950	79,390	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	8,856	10,323	63%	12,030	(1,920)	
113,477	400,364	Premises Costs	337,480	205,939	217,283	61%	345,070	7,590	Costs incurred as a result of Dick Institute refurbishment.
203,003	468,980	Supplies & Services	608,100	509,350	370,559	84%	604,660	(3,440)	
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	35,810	25,949	26,858	72%	35,810	0	
1,309,614	2,910,686	TOTAL RESOURCES EXPENDED	2,906,900	2,224,350	2,007,885	77%	2,988,520	81,620	
996,234	2,147,019	NET POSITION	2,016,220	1,705,321	1,413,684	85%	2,080,860	64,640	
	(25,600)	Trs From Reserves	(82,780)	(82,780)	(23,380)		(82,780)	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
996,234	2,121,419	TOTAL (after transfer to reserves)	1,933,440	1,622,541	1,390,304	84%	1,998,080	64,640	

COUNTRYSIDE SERVICE ANALYSIS

[illegible]

393,083	743,082	Employee Costs	890,830	611,385	644,074	69%	833,390	(57,440)	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.
10,589	25,785	Transport Costs	18,410	15,371	13,813	83%	18,480	70	
55,253	243,528	Premises Costs	147,790	104,586	95,461	71%	162,290	14,500	One off expenditure has been needed to purchase new furniture for the treehouse centre and the Dower House
54,739	83,607	Supplies & Services	68,480	66,031	45,731	96%	100,420	31,940	Additional expenditure required for PPE, drainage and landscaping at Annanhill and DCCP, and training. Additional expenditure has also been required to operate the café in terms of equipment purchase and hire and weekly supply orders
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	25,620	9,711	19,215	38%	25,620	0	
520,408	1,142,061	TOTAL RESOURCES EXPENDED	1,155,220	807,084	818,294	70%	1,144,290	(10,930)	
380,392	922,273	NET POSITION	820,410	641,030	545,022	78%	844,250	23,840	
	(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)	819,160	639,780	543,772	78%	843,000	23,840	

SPORT & FITNESS SERVICE ANALYSIS

Revised Actual Exp. To 31/12/17	Actual Out-turn to 31/03/18	SPORT & FITNESS	Annual Estimate 2018/19	Revised Actual Exp. To 31/12/18	Revised Budget To 31/12/18	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	(995,360)	(489,648)	(711,766)	49%	(718,570)	276,790	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	(995,360)	(489,648)	(711,766)	49%	(718,570)	276,790	
698,680	1,305,464	Employee Costs	1,344,910	864,216	972,561	64%	1,200,910	(144,000)	Variance relates to several vacancies within Sport and Fitness.
0	60	Transport Costs	0	0	0		0	0	
21,984	80,471	Premises Costs	50,460	45,733	29,795	91%	49,790	(670)	
31,004	81,360	Supplies & Services	140,380	63,320	101,686	45%	92,410	(47,970)	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	20,610	7,820	15,458	38%	20,610	0	
759,526	1,487,671	TOTAL RESOURCES EXPENDED	1,556,360	981,089	1,119,500	63%	1,363,720	(192,640)	
408,644	746,640	NET POSITION	561,000	491,441	407,734	88%	645,150	84,150	
(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)	544,320	474,761	391,054	87%	628,470	84,150	

RESERVES AS AT 31 DECEMBER 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	Reallocation to Unallocated - Board 27/11/18	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
FIXED ASSET RESERVE	39,280		39,280		39,280						39,280	
RETAINED RESERVES	250,000		250,000	-40,000	210,000						210,000	
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	-39,540	176,090		12,390	41,310	55,520	0	66,870	see Table C
UNALLOCATED RESERVES	69,834	0	69,834	79,540	149,374						149,374	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	0	530,184	0	12,390	41,310	55,520	0	420,964	
RESTRICTED RESERVES			143,020				16,722	4,919	(1,639)		123,018	
PENSION RESERVE			(3,607,000)								(3,607,000)	
TOTAL RESERVES			(2,933,796)								(3,063,018)	

TABLE B – Unuseable Reserves

UNUSEABLE RESERVES	2017/18 b/f	2017/18 SURPLUS	BALANCE 31 March 2018	Reallocation to Unallocated - Board 27/11/18	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	Reallocation to Unallocated - Board 27/11/18	REVISED BALANCE	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	-10,000	70,500	3,340	10020	52590		4,550	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2018. £10k allocated to Newmilns reallocated to Unallocated Board 27 Nov 18. DI Project almost complete - additional £3k to be reallocated to Uncommitted.
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	0				0	27 Feb 2018 Board	Complete	Proposals have been developed and feasibility and costs have been sought from Jupiter Play. Finalised proposals will be ready by Sept 2018. Balance of £6,350 reallocated to Unallocated Board 27 Nov 18.
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	-820	16,680	1,450	15,230		0	7 June 2018 Board	Complete	Should be complete by the end of Qtr 2. Balance of £820 reallocated to Unallocated Board 27 Nov 18.
Marketing Activity		30,000	30,000	-7,000	23,000		8,540	2930	11,530	8 June 2018 Board	Ongoing	Temp member of staff until March 2019. £7k reallocated to Unallocated Board 27 Nov 18. Additional £5k to be reallocated to Uncommitted.
Amalgamation Activity		32,200	32,200	-32,200	0				0	9 June 2018 Board	Complete	Reallocated to Unallocated Board 27 Nov 18.
Redundancy Costs				16,830	16,830				16,830	18 Sept 2018 Board	Ongoing	Temporary drawdown - to be reimbursed from Cultural Service Budget in 2019/20
TOTAL ALLOCATED RESERVES	122,930	92,700	215,630	-39,540	176,090	12,390	41,310	55,520	0	66,870		

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 31.12.18	Expected Completion Date
Textile Team	Donations	(£640)	(£322)	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)	(£53,755)	Mar 2019
Make Some Noise	Creative Scotland	(£13,180)	(£11,345)	Jun 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
Growing Memories	Awards for All	(£8,272)	(£1,822)	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)	(£8,480)	Dec 2019
Year of Young People	Event Scotland	(£9,309)	(£3,413)	Jan 2019
Gaelic Visual Arts	Bord Na Gaidhlig	(£5,400)	(£6,485)	Mar 2019
Burns Birthday in Mauchline	Event Scotland	£0	(£1,500)	Feb 2019
Digital Storyteller in Residence	Scottish Book Trust	£0	(£6,900)	Jun 2019
Nature Therapy Breaks	Shared Care Scotland	£0	(£5,432)	Sep 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 Renewable Energy Fund has agreed that the shortfall in spend in the development stage grant can be reallocated to the Trails capital grant of £213,964.

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 £155k has been made by Sustrans to prepare RIBA stage G designs and a landscape masterplan for the project. This will inform the capital bid to Sustrans Scotland and a further bid 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.

£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 celebrating what it means to be a young person living in Ayrshire and born in a global and digital age. The launch event featured Tom Foster of Judge Dredd fame, fully immersive Virtual Reality experiences, an interactive gaming tournament and a host of other drop in activities. The Dick Institute's YOYP culminated in the GENERATION Z Creative Awards in Filmmaking, Digital Art and Writing. Over 80 entries were

received and over 500 visitors attended the Awards evening. The Young People's Gallery is exhibiting the shortlisted entries which were judged by our young people co-design team along with invited professionals in their fields. GENERATION Z was 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. Monthly workshops take place with Gaelic Artist Eoghann MacColl and young Gaelic speakers from the McIlvanney Campus. The project also supports one apprentice placement from the McIlvanny Campus. Funded by Bord Na Gaidhlig and Creative Scotland.

Burns's Birthday in Mauchline - Now in its fourth year, our event celebrating the life of Robert Burns in Mauchline continues to grow, bringing together local communities and attracting more visitors to the area to celebrate our national bard. For the second year we will present a special performance by pupils from Mauchline Primary School who have been working on a brand new piece. The event takes place on Sunday 27th January and includes art workshops, kirkyard tours from Mauchline Burns Club, storytelling, performances and much more. Suitable for the whole family and participation is completely FREE. Funded by EventScotland.

Digital Storyteller in Residence – East Ayrshire is one of only five funded Storyteller residencies across Scotland. The project seeks to work with people facing social isolation for whatever reason, to encourage participation in and the use of digital platforms to tell their own personal story. The project funds a full time storyteller in residence based at the Dick Institute but working across the region. The Arts, Libraries and Museums Development team are the lead applicant with partners in Kilmarnock Station Railway Heritage Trust and Vibrant Communities. The project is funded by the Scottish Book Trust and runs for nine months until June 2019.

Funding has been secured from Shared Care Scotland to offer free residential respite experiences for young people who have care responsibilities for family members. 2 weekend sessions will be offered to 20 young people identified in partnership with East Ayrshire Carers.



**EXTERNAL FUNDING
(OCTOBER - DECEMBER 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
Countryside	EAC Renewable Energy Fund - Irvine Valley Trails Project *	* £213,964	£0
Countryside	Transport Scotland – Irvine Valley Trails Project	£250,000	£0
Cultural	Scottish Book Trust - Live Literature	£300	£300
Cultural	Scottish Book Trust - The Muriel Spark 100 Library Programme	£2,793	£2,793
Countryside	Ecorys - NE(E)T working – towards inclusion in international youth work	£289	£289
TOTAL		£467,346	£3,382

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Countryside	Visit Scotland - Rural Tourism Infrastructure Fund - Irvine Valley Trails Project	£250,000	There was no evidence of a current visitor pressure point therefore no alignment with Rural Tourism Infrastructure Fund (RTIF) criteria.
TOTAL		£250,000	



FUTURE EVENTS PROGRAMME

2019 Outline Programme

Please note that this list is indicative of the events, exhibitions and activities that are being planned for 2019. The programme is subject to a programming planning process and will be subject to change throughout the year.

	Jan- April	May - Aug	Sept - Dec
Palace	Liam Dolan Show Various Shows Dancefest, KAOS - My Fair Lady	Funbox Local Dance School Shows Pre-Edinburgh Comedy Weekend	LMS Show Imprint Shows Duke Of Edinburgh Awards Panto
Grand Hall	Tbc	Tbc	Tbc
Cumnock TH	Tbc	CASS Show	Cumnock Tryst Show CASS Show Camps Panto
Community Venues	Auld Lang Syne' Music Event At Auchinleck Boswell Centre As Part Of Ayr Gaiety Theatre Rural Touring Network 24/01/19	Tbc - Mining Themed Play At Auchinleck Boswell Centre - Ayr Gaiety Theatre Rural Touring Network 20/06/19 Tbc - Events Linked To Library Summer Reading Challenge Theme Of 'Space' At Auchinleck Boswell Centre, Darvel Town Hall And Stewarton Area Centre	Tbc - Hosting Of Authors/Talks As Part Of Library Imprint 2019
DCCP	Bushcraft Skills Roon The Park Spring Holiday Programme February Holiday Programme Wellbeing Weekend Wild Women Weekend Pop Up Restaurants	Outdoor Cinema K24 / K12 Ultra Marathon School Holiday Programme Gin Fest Live At The Dean Pop Up Restaurants Nature Therapy Weekends Community Clean Ups Pet Show Growing Memories Tea Dance	Have A Go Outdoor Festival Illuminight Winter Fest Pop Up Restaurants School Holiday Programme
Golf	Spring Holiday Programme Ayrshire Golf Open Championship	School Holiday Programme	School Holiday Programme

AAA	Couch To 5k Spring Holiday Programme	10 Weeks To 10k Roan The Toon School Holiday Programme	East Ayrshire School Sportshall Athletics Championships East Ayrshire Schools Cross Country Ayrshire Schools Cross Country School Holiday Programme
Countryside		Irvine Valley Walking Festival Camp Outs Cairn Table Race The Labyrinth Play Day Run the Blades Whitelee Nae Fireworks weekend Whitelee Halloween Festival	Doon Valley Outdoor Festival Annick Valley Outdoor Festival River Ayr Way Challenge
Libraries	First Minister's Reading Challenge World Book Day Bookbug School Gifting Events World Book Night	Bookbug Week Summer Reading Challenge / Space Exploration Chiefly In The Scottish Dialect Event / Scots Writers' Day	Imprint Book Festival Libraries Week Book Week Scotland Killie Comic Con
Dick Institute	Karl Blossfeldt Exhibition Eac Schools Exhibition And Event Knights And Castles Schools Week Dean Castle Collections At The Dick Institute	Ayrshire College Graduate Exhibition Dean Castle Collections At The Dick Institute The Printed Line from the V&A Digital Storyteller in Residence Celebratory Event	Comics Exhibition Romans Schools Week WWII Schools Week Dean Castle Collections At The Dick Institute
Baird	Cumnock Chronicle Exhibition		Ancient Egyptians NMS Ancient Egyptians School Week
BMC			
Burns House	Burns's Birthday In Mauchline Winter Festival / Burns School's Weeks		

Castle	Keep, Palace And Courtyard Closed For Refurbishment	Keep, Palace And Courtyard Closed For Refurbishment	Keep, Palace And Courtyard Closed For Refurbishment
Sport	<p>New Sport and Fitness Class Offering across 6 sites</p> <p>January Membership Promotion</p> <p>Learn to Swim Programme including Pre-school, Child and Adult.</p> <p>Rookie Lifeguard Programme</p> <p>New Les Mill Quarter Launch Event</p> <p>New Sports Coaching Programme in place across 7 sites.</p> <p>Kid's Activity Sessions in place across 6 sites.</p>	<p>Sport and Fitness Class Offering across 6 sites</p> <p>Summer Programme</p> <p>Learn to Swim Programme including Pre-school, Child and Adult.</p> <p>Rookie Lifeguard Programme</p> <p>New Les Mill Quarter Launch Event</p> <p>New Sports Coaching Programme in place across 7 sites.</p> <p>Kid's Activity Sessions in place across 6 sites.</p>	<p>Sport and Fitness Class Offering across 6 sites</p> <p>Learn to Swim Programme including Pre-school, Child and Adult.</p> <p>Rookie Lifeguard Programme</p> <p>New Les Mill Quarter Launch Event</p> <p>New Sports Coaching Programme in place across 7 sites.</p> <p>Kid's Activity Sessions in place across 6 sites.</p>
Auchinleck LC			Swimming Teacher Course - tbc
Doon Valley LC	<p>RLSS Lifeguard Course - tbc</p> <p>HillBilly Cross Country 10k Run</p> <p>Launch of Weight 2 go programme - tbc</p>		
Grange LC	EAC Housing dinner. Handball tournament.	Provisional Dance events and Gymnastics Competition	Provisional Dance Events
Hunter FS	Tot's activity sessions running throughout each week.	Tot's activity sessions running throughout each week.	Tot's activity sessions running throughout each week.

Loudoun LC	Swimming Teacher Course - tbc Dance Programme	Dance Programme	Dance Programme
St Josephs LC	Diversity Event Ayrshire Youth Badminton Tournament Aikido International Seminar	Cars on the Campus	
Stewarton SC	Walking Football Tournament		Cycle Race
William McIlvanney LC			
Venues	January - 10 Year Birthday Celebration Grange Leisure Centre		
Events			
Projects			



OTHER RELEVANT UPDATES

Insurance Claims

Public Liability Claims: 1 claim remains ongoing.

Employers Liability Claim: 1 claim remains ongoing; 2 claims closed; 1 claim settled.

Gifts and Hospitality

There were 2 forms submitted for the period October to December 2018:

Date Received	Name	From	Nature of Hospitality or Gift
16/10/18	Grange Leisure Centre	Kilmarnock Acrobatic Group	Bottle of wine Candle 4 x Boxes of Heroes Chocolates
Dec 18	M&D team	Kilmarnock Amateur Operatic Society Seesaw Creative Kilmarnock Standard	Box of chocolates Box of chocolates Packet of biscuits

Customer Complaints

During the October – December period a total number of 93 comments were received and logged by the Marketing & Development Team. 24 of these were complaints, and were categorised as follows:

Category	No. received
Building Maintenance	2
Car parking	1
Events/Activities/Tours/exhibitions	7
Equipment/Resources	1
Lettings	1
Online payments/Booking/Box Office	2
Opening Hours	5
Staff	4
Other	1
Total	24



PERFORMANCE SCORECARD

EALT PI Report

Generated on: 18 February 2019 14:21

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	1.74	2	↓	↑	All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence. This is primarily due to short term absence.	<p>EALT1 Average Days Lost per Employee</p> <p>Quarters — Target (Quarters)</p>	🟢
EALT2 Total Income	£1,619,562.00	£1,694,910.00	↑	↓	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	£1,627,268.00	£1,497,927.00	↑	↑	Variances on expenditure are to be expected due to cyclical fluctuations	<p>EALT3 Total Expenditure</p> <p>■ Quarters — Target (Quarters)</p>	⚠️
EALT4 Culture	138,610	140,261	↑	↑	Cultural Services – Performance Q3 decrease by 1% on revised target (Target 140,261 and Actual 138,610). It should be noted that the Dick Institute Library and Café; reopened on 8th October having been closed due to refurbishment works. Patna library also experienced periods of closure due to vandalism and disturbances. The main Gallery also experienced a one week closure due to ongoing heating works. Dean Castle remains closed due to refurbishment programme. These factors have contributed to a small decrease in visitor numbers.	<p>EALT4 Culture</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																										
EALT5 Sport and Community Venues	176,158	170,616	↑	↓		<p>EALT5 Sport and Community Venues</p> <table><thead><tr><th>Quarter</th><th>Visitors</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>225,000</td></tr><tr><td>Q2 2016/17</td><td>177,375</td></tr><tr><td>Q3 2016/17</td><td>189,819</td></tr><tr><td>Q4 2016/17</td><td>216,025</td></tr><tr><td>Q1 2017/18</td><td>189,550</td></tr><tr><td>Q2 2017/18</td><td>129,719</td></tr><tr><td>Q3 2017/18</td><td>167,781</td></tr><tr><td>Q4 2017/18</td><td>173,054</td></tr><tr><td>Q1 2018/19</td><td>158,101</td></tr><tr><td>Q2 2018/19</td><td>141,483</td></tr><tr><td>Q3 2018/19</td><td>176,158</td></tr><tr><td>Q4 2018/19</td><td>176,158</td></tr></tbody></table>	Quarter	Visitors	Q1 2016/17	225,000	Q2 2016/17	177,375	Q3 2016/17	189,819	Q4 2016/17	216,025	Q1 2017/18	189,550	Q2 2017/18	129,719	Q3 2017/18	167,781	Q4 2017/18	173,054	Q1 2018/19	158,101	Q2 2018/19	141,483	Q3 2018/19	176,158	Q4 2018/19	176,158	✓
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Q4 2018/19	176,158																																
EALT6 Countryside	372,797	241,340	↓	↑	Visitor Numbers for Ayrshire Athletics Arena have declined by 12% on projections for Q3. However, it is already exceeded its annual target. Numbers at Annanhill Golf Course have declined. This was expected due to the disruption at the course in the last few years and work is underway to attract new members in 2019/20. The River Ayr Way's visitor numbers remain steady. The greatest impact on the numbers to Countryside and Outdoor Venues is the Dean Castle Country Park. Q3 has shown a significant increase in projected figures with a very successful programme of events.	<p>EALT6 Countryside</p> <table><thead><tr><th>Quarter</th><th>Visitors</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>450,000</td></tr><tr><td>Q2 2016/17</td><td>450,000</td></tr><tr><td>Q3 2016/17</td><td>35,614</td></tr><tr><td>Q4 2016/17</td><td>32,173</td></tr><tr><td>Q1 2017/18</td><td>54,996</td></tr><tr><td>Q2 2017/18</td><td>75,902</td></tr><tr><td>Q3 2017/18</td><td>86,913</td></tr><tr><td>Q4 2017/18</td><td>231,884</td></tr><tr><td>Q1 2018/19</td><td>434,235</td></tr><tr><td>Q2 2018/19</td><td>434,235</td></tr><tr><td>Q3 2018/19</td><td>372,797</td></tr><tr><td>Q4 2018/19</td><td>372,797</td></tr></tbody></table>	Quarter	Visitors	Q1 2016/17	450,000	Q2 2016/17	450,000	Q3 2016/17	35,614	Q4 2016/17	32,173	Q1 2017/18	54,996	Q2 2017/18	75,902	Q3 2017/18	86,913	Q4 2017/18	231,884	Q1 2018/19	434,235	Q2 2018/19	434,235	Q3 2018/19	372,797	Q4 2018/19	372,797	✓
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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)	58,206	73,431	↑	↓	<ul style="list-style-type: none"> FutureMuseum.co.uk has shown a reduction in use during Q3 of 20% (target 73,431 and actual 58206). During this quarter we continue to review performance and look to to redesign in 2019. A funding bid is being prepared with partners. 	<p>EALT7 Future Museum (Virtual Service)</p> <p>Quarters — Target (Quarters)</p>	
EALT8 Eastayshireleisure.com (Virtual Service)	91,246	69,939	↑	↑		<p>EALT8 Eastayshireleisure.com (Virtual Service)</p> <p>Quarters — Target (Quarters)</p>	

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



EAST AYRSHIRE LEISURE FORWARD PLAN - UPDATE

Date: 26 February 2019

Agenda Item: 5

Report By: John Griffiths, Chief Executive

Summary

This report provides updates on several key issues arising from the Special Board meeting held on 29 January 2019.

1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide the Trust Board with updates on key issues that were discussed at the Special Board meeting held on 29 January 2019.

2 UPDATES

- 2.1 The Board approved Recommendation 1: "to agree to extend the current Business Plan to cover 2019/20 with a new plan produced for 2020/22 and that it remitted to the Chief Executive to seek approval for the revised Business Plan proposals from East Ayrshire Council.

East Ayrshire Council has asked for a report on this proposal to be submitted for its consideration.

- 2.2 The Board approved Recommendation 3: "to propose that a detailed review of the Trust's remit is carried out jointly with East Ayrshire Council and in conjunction with local communities, on a community by community basis, to assess the effectiveness of facility usage with a view to delivering savings in 2020/21.

Initial discussions have taken place with East Ayrshire Council and a draft brief for the review is being developed.

- 2.3 The Board approved recommendation 4 'the Board remits to the Chief Executive to provide a report on Customer and Community Engagement with plans for future improvements for consideration at a Trustee Development Session in 2019/20.'

A Development Session is proposed for April 2019, see timetable below.

- 2.4 The Board approved recommendation 6 'that the Board give consideration to the skill sets and specific experience that prospective Trustees should have to inform future Trustee recruitment.'

A Development session is proposed for May 2019, see timetable below.

- 2.5 The Board approved recommendation 8 that 'Trustees agree to the means of meeting savings targets as shown in section 4 above for agreement with East Ayrshire Council.'

East Ayrshire Council have requested that a report on this proposal is submitted for its consideration.

REPORT TO BOARD OF TRUSTEES



3 PROPOSED DEVELOPMENT SESSION PROGRAMME

3.1 The following initial programme is put forward for consideration:

Session 1: Facility Remit Review

Date: Thursday 28 March, Visitor Centre, 3.30pm

Led by: Adam Geary, Anneke Freel, Chris Murphy

Session 2: Customer Engagement

Date: Thursday 18 April, Dick Institute, 3.30pm

Led by: Dianne Reid

Session 3: Trustee Skillsets, Recruitment and Training

Date: Thursday 16 May, Dick Institute, 3.30pm

Led by: Jackie Biggart, Shirley Andrews

3.2 It is expected that further sessions will be required to develop and conclude discussions on the initial topics and to address additional topics identified by Trustees.

Recommendation/s:

It is recommended that the Board:

- i. Note the updates provided in this report;
- ii. Consider and approve the initial Development Session programme; and
- iii. Otherwise note the content of this report.

Signature: John Griffiths

Designation: Chief Executive

Date: 21 February 2019

REPORT TO BOARD OF TRUSTEES



CHARGES FOR SERVICES 2019/20

Date: 26 February 2019

Agenda Item: 6

Report by: John Griffiths, Chief Executive

Summary

This report puts forward proposals for charges for services for 2019/20.

I PURPOSE OF REPORT

- 1.1 The purpose of this report is to put forward proposals for the 2019/20 schedule of charges for Board consideration and approval.

2 CHARGES FOR SERVICES 2019/20

- 2.1 Charges across all service areas have been reviewed by Managers and Team Leaders and the proposed schedule of charges is shown as Appendix I of this report. Services continue to operate in difficult market conditions and the proposed charges seek to offer an appropriate balance reflecting value for money for customers, the need to consider the overall cost of service provision and accessibility to services for all sections for the community. This report does not include a target for increased income for 2019/20. Any increase in income has already been declared within individual Service Reviews.
- 2.2 To ensure consistent application across the Trust management have recommended that, where available, concessions are applied to the following categories:-
- Under 16
 - In Full Time Education
 - In Receipt of State Pension
 - Deemed Disabled
 - Deemed Unemployed
- 2.3 Following the approval at the Trust Board Meeting 20th June 2017 for the “phasing out” of the Sport and Community Venue loyalty discount which applies to synthetic grass pitches and indoor hall hire, the impact on income and attendances during 2017/2018 has been under constant review. Taking into account the over provision of facilities and direct competition in respect of new indoor halls and synthetic grass pitches from private operators, community organisations and sports clubs it is proposed that the discount on offer for 2017/2018 remains in place with an average of 3% increase applied to charges. This rationale will help support additional income for 2018/2019 and will provide the necessary time to consider the Trust pricing strategy prior to integration with the Galleon Leisure Centre. In addition to this, the Sport and Fitness Team during 2019/2020 will continue to develop its fitness and membership offering and where necessary will take appropriate action in response to local and private gym operator’s membership incentives and initiatives to mitigate against membership cancellations and loss of income to the Trust.
- 2.4 Trustees have previously considered reports regarding the Youth Theatre and agreed a new operating structure and business model in 2017. This has proved to be very successful and as a result were able to accommodate a phased approach to charging. This allowed us to set our charges at values less than was proposed in the agreed business plan. This year we propose to move the 5-8

year age range to the agreed business plan figure. The other age ranges will have a lesser increase but will still be under the proposed business plan figure. This will help us to achieve a sustainable position for the East Ayrshire Youth Theatre.

- 2.5 The works to install a sewage pipe across the Annanhill Golf Course as part of the Fardalehill Housing Development was delayed and wasn't complete until October 2018. This had a significant impact on the income for 2018 and a compensation settlement to cover these losses has been agreed with East Ayrshire Council. With this in mind, work has begun to attract new season ticket holders and clubs back to the golf course and the intention is to freeze the charges for another year. The freeze in ticket prices will be complemented with a full programme of events and the introduction of new electric golf buggies and golf boards. New charges will be introduced for the golf buggies and golf boards.
- 2.6 Trust Board 27 February 2018 approved the increase of the minimum charge from £10 to £11 per hour for use of Community Venues. Following the Community Venue Review it is proposed that this minimum charge remains at £11 per hour from April 2019 to allow Review to be fully implemented.
- 2.7 At present East Ayrshire Leisure Sport and Fitness Team is working closely with representatives from East Ayrshire Council Facilities & Property Management in regards to essential maintenance and improvement works which will take place across our 3 swimming pool sites (Auchinleck, Doon Valley and Loudoun) during May to August this year. Due to the scope of works required, all swimming pool activities, classes and programmes will cease during this period to allow contractors sufficient time to complete all necessary works. In the coming months, the Sport and Fitness Team will be reviewing its current approach to income generation for all swimming activities and will present this information and recommendations to the Trust Board in due course.
- 2.8 East Ayrshire Leisure currently offers a range of party packages within our pools, sport centres and Ayrshire Athletics Arena that range from £75- £90. A review of these packages has been carried out to streamline the offer. It has also been expanded to include opportunities for parties at Annanhill Golf Course and Dean castle Country Park. The proposal is that all parties will last for 2 hours and a single charge of £100 will be administered, except for fun parties which will have a slightly lower charge of £80 as it doesn't include any coaching or learning activities. An option for in-house catering will also be given for parties.

3 FINANCIAL IMPLICATIONS

- 3.1 The proposed schedule of charges for 2019/20 does not include a target for increased income for 2019/20. Any increase in income has already been declared within individual Service Reviews.

4 HUMAN RESOURCE IMPLICATIONS

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

5 LEGAL IMPLICATIONS

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

6 EQUALITIES IMPACT ASSESSMENT

- 6.1 There are no significant changes to existing charges that have not already been identified as part of individual service reviews. Therefore, it is not envisaged that there will be any adverse impact on any one group. However any future changes to services or introduction of new charges would undergo an Equality Impact Assessment as and when required.

REPORT TO BOARD OF TRUSTEES



Recommendations:

It is recommended that the Board:

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

Signature:

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

Designation: Chief Executive

Date: 18 February 2019

APPENDICES

Appendix I – Charges for Trust Services 2019/20

Charging for Services 2019/20

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2018/19	2019/20				NOTES (for Board Report)
				Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	
Trust	Booking Fee		VAT	£ 1.00	50.00%	£ 1.25	£ 0.25	£ 1.50	Vat status dependent on supply.
Trust	Booking Fee		NON VAT	£ 1.00	50.00%	£ 1.50	£ -	£ 1.50	Vat status dependent on supply.
Trust	Postage		VAT	£ 1.50	33.33%	£ 1.67	£ 0.33	£ 2.00	Actual cost subject to minimum £2
Trust - Cultural/Sport & Fitness	Hall Hire - Large	Per hour or part thereof	Non VAT	£ 72.00	0.00%	£ 72.00	£ -	£ 72.00	Min charge remain at £11
Trust - Cultural/Sport & Fitness	Hall Hire - Medium	Per hour or part thereof	Non VAT	£ 60.00	0.00%	£ 60.00	£ -	£ 60.00	Min charge remain at £11
Trust - Cultural/Sport & Fitness	Hall Hire - Small	Per hour or part thereof	Non VAT	£ 50.00	0.00%	£ 50.00	£ -	£ 50.00	Min charge remain at £11
Trust - Cultural/Sport & Fitness	Hall Hire - EAC								NEW CHARGE
Trust - Sport & Fitness/ Cultural/ PFS	Equipment Hire - Table	per unit per day	VAT	£ 4.00	0.00%	£ 3.33	£ 0.67	£ 4.00	
Trust - Sport & Fitness/ Cultural/ PFS	Equipment Hire - Chair	per unit per day	VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	
Trust - Sport & Fitness/ Cultural/ PFS	Equipment Hire - Delivery	per unit	VAT	£ 55.00	0.00%	£ 45.83	£ 9.17	£ 55.00	
Trust - Sport & Fitness/ Cultural/ PFS	Equipment Hire - Construction	per hour	VAT	£ 55.00	0.00%	£ 45.83	£ 9.17	£ 55.00	
Cultural - Arts/Libs/Mus Dev / Countryside & Outdoor Activities	East Ayrshire Group Visits Outwith Hours	per visit	Non VAT	£ 30.00	0.00%	£ 30.00	£ -	£ 30.00	
Arts/Libs/Mus Dev / Countryside & Outdoor Activities	Non East Ayrshire Group Visits Outwith Hours	per visit	Non VAT	£ 50.00	0.00%	£ 50.00	£ -	£ 50.00	
Cultural - Arts/Libs/Mus Dev / Countryside & Outdoor Activities	Non-East Ayrshire School visits	Per Pupil	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	

Charging for Services 2019/20

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2018/19	2019/20				NOTES (for Board Report)
				Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	
Cultural - Libraries/Arts/Libs/Mus Dev	PC printout/photocopy black & white A3	per item	VAT	£ 0.20	0.00%	£ 0.17	£ 0.03	£ 0.20	
Cultural - Libraries/Arts/Libs/Mus Dev	PC printout/photocopy black & white A4	per item	VAT	£ 0.10	0.00%	£ 0.08	£ 0.02	£ 0.10	
Cultural - Libraries/Arts/Libs/Mus Dev	PC printout/photocopy colour A3	per item	VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	
Cultural - Libraries/Arts/Libs/Mus Dev	PC printout/photocopy colour A4	per item	VAT	£ 0.35	0.00%	£ 0.29	£ 0.06	£ 0.35	
Sport & Fitness / Countryside & Outdoor Activities	Children's Coaching/Led Activities	0.5 hour	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Sport & Fitness / Countryside & Outdoor Activities	Children's Coaching/Led Activities	1 hour	Non VAT	£ 4.00	0.00%	£ 4.00	£ -	£ 4.00	
Sport & Fitness / Countryside & Outdoor Activities	Children's Coaching/Led Activities	2 hours	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Sport & Fitness	Children - Kids Play Party		VAT	£ 75.00	6.67%	£ 66.67	£ 13.33	£ 80.00	
Sport & Fitness / Countryside & Outdoor Activities	All parties		VAT	£ 90.00	11.11%	£ 83.33	£ 16.67	£ 100.00	

Charging for Services 2019/20

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2018/19	2019/20				NOTES (for Board Report)
				Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	
Marketing & Development	Promotional bundle	Per show/event	VAT	£ 240.00	0.00%	£ 200.00	£ 40.00	£ 240.00	
Marketing & Development	Boosted social media	Per advert	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Marketing & Development	Website rotator advert	Per advert	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Marketing & Development	Mailshots	Per letter	VAT	£ 1.50	33.33%	£ 1.67	£ 0.33	£ 2.00	Minimum £2
Marketing & Development	Postcode report	Per report	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Marketing & Development	Advertising - Full back page	Full commercial rate	VAT	£ 1,200.00	0.00%	£ 1,000.00	£ 200.00	£ 1,200.00	
Marketing & Development	Advertising - Full back page	Community/not for profit rate	VAT	£ 600.00	0.00%	£ 500.00	£ 100.00	£ 600.00	
Marketing & Development	Advertising - Full interior page	Full commercial rate	VAT	£ 960.00	0.00%	£ 800.00	£ 160.00	£ 960.00	
Marketing & Development	Advertising - Full interior page	Community/not for profit rate	VAT	£ 480.00	0.00%	£ 400.00	£ 80.00	£ 480.00	
Marketing & Development	Advertising - Half back page	Full commercial rate	VAT	£ 660.00	0.00%	£ 550.00	£ 110.00	£ 660.00	
Marketing & Development	Advertising - Half back page	Community/not for profit rate	VAT	£ 330.00	0.00%	£ 275.00	£ 55.00	£ 330.00	
Marketing & Development	Advertising - Half interior page	Full commercial rate	VAT	£ 540.00	0.00%	£ 450.00	£ 90.00	£ 540.00	
Marketing & Development	Advertising - Half interior page	Community/not for profit rate	VAT	£ 270.00	0.00%	£ 225.00	£ 45.00	£ 270.00	
Marketing & Development	Advertising - Quarter interior page	Full commercial rate	VAT	£ 300.00	0.00%	£ 250.00	£ 50.00	£ 300.00	
Marketing & Development	Advertising - Quarter interior page	Community/not for profit rate	VAT	£ 150.00	0.00%	£ 125.00	£ 25.00	£ 150.00	

Charging for Services 2019/20

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2018/19	2019/20				NOTES (for Board Report)
				Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	
Cultural - Collection Care	Reproduction fee for book, magazine video of archival material		VAT	£ 70.00	0.00%	£ 58.33	£ 11.67	£ 70.00	

Charging for Services 2019/20

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2018/19	2019/20				NOTES (for Board Report)
				Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	
Cultural - Arts/Libs/Mus Dev	Dick Institute Art Class - Adult	Per term (9 wks per term/£6 per class)	Non VAT	£ 54.00	0.00%	£ 54.00	£ -	£ 54.00	
Cultural - Arts/Libs/Mus Dev	Dick Institute Art Class - Children (Do Art!)	Per term (9 wks per term/£5 per class)	Non VAT	£ 45.00	0.00%	£ 45.00	£ -	£ 45.00	
Cultural - Arts/Libs/Mus Dev	EXPLORERS - Teeny	Per term (9 wks per term/£2.50 per class)	Non VAT	£ 22.50	0.00%	£ 22.50	£ -	£ 22.50	
Cultural - Arts/Libs/Mus Dev	EXPLORERS - Wee	Per term (9 wks per term/£4 per class)	Non VAT	£ 36.00	0.00%	£ 36.00	£ -	£ 36.00	
Cultural - Arts/Libs/Mus Dev	EXPLORERS - Young Uns	Per term (9 wks per term/£6 per class)	Non VAT	£ 54.00	0.00%	£ 54.00	£ -	£ 54.00	
Cultural - Arts/Libs/Mus Dev	In-house ICT Courses - Basic Computing & Next Steps Computing - 9 weeks	Per course of 9 weeks	Non VAT	£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	
Cultural - Arts/Libs/Mus Dev	In-house ICT Courses -Basic Computing & Next Steps Computing - 9 weeks - Concession	Per course of 9 weeks	Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Cultural - Arts/Libs/Mus Dev	Digital Space Hire - Business, Professional, Commercial	Full day	Non VAT	£ 100.00	0.00%	£ 100.00	£ -	£ 100.00	
Cultural - Arts/Libs/Mus Dev	Digital Space Hire - Business, Professional, Commercial	Half day	Non VAT	£ 60.00	0.00%	£ 60.00	£ -	£ 60.00	
Cultural - Arts/Libs/Mus Dev	Digital copies on CD Rom	For a maximum of 5 images	VAT	£ 10.00	0.00%	£ 8.33	£ 1.67	£ 10.00	
Cultural - Arts/Libs/Mus Dev	Digital copies on CD Rom	per image thereafter	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Arts/Libs/Mus Dev	Digital copies -sent by email	per image	VAT	£ 5.00	0.00%	£ 4.17	£ 0.83	£ 5.00	
Cultural - Arts/Libs/Mus Dev	Photocopy/Reader/PC Printout (Colour)	per copy	VAT	£ 0.90	0.00%	£ 0.75	£ 0.15	£ 0.90	
Cultural - Arts/Libs/Mus Dev	Heritage/Museum Enquiry	per hour	VAT	£ 30.00	0.00%	£ 25.00	£ 5.00	£ 30.00	
Cultural - Arts/Libs/Mus Dev	Fee for staff talks to outside groups / organisations	Per Hour	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Cultural - Arts/Libs/Mus Dev	Event Space - Business, Professional, Commercial	per Hour				£ 60.00	£ -	£ 60.00	NEW CHARGE
Cultural - Arts/Libs/Mus Dev	Event Space - Fundraising and Social Events	per Hour				£ 30.00	£ -	£ 30.00	NEW CHARGE
Cultural - Arts/Libs/Mus Dev	Event Space - Regular Meetings	per Hour				£ 11.00	£ -	£ 11.00	NEW CHARGE
Cultural - Arts/Libs/Mus Dev	Summer / Easter School Workshops	per day (max 5 days)				£ 20.00	£ -	£ 20.00	NEW CHARGE

Cultural - Arts/Libs/Mus Dev	School's Engagement Workshops	per day (per class max 30)				£ 160.00	£ -	£ 160.00	NEW CHARGE
Cultural - Arts/Libs/Mus Dev	School's Engagement Workshops	per .5 day (per class max 30)				£ 80.00	£ -	£ 80.00	NEW CHARGE
Cultural - Arts/Libs/Mus Dev	Open Toonz Animation Workshops	per session (1.5 hrs)				£ 5.00	£ -	£ 5.00	NEW CHARGE
Cultural - Arts/Libs/Mus Dev	Digital Art Workshops	per session (1.5 hrs)				£ 5.00	£ -	£ 5.00	NEW CHARGE
Cultural - Arts/Libs/Mus Dev	Unity Programming Workshops	per session (1.5 hrs)				£ 5.00	£ -	£ 5.00	NEW CHARGE
Cultural - Arts/Libs/Mus Dev	Digi Lounge Access	per session (1.5 hrs)				£ 2.50	£ -	£ 2.50	NEW CHARGE
Cultural - Arts/Libs/Mus Dev	Digital One to Ones	per session (1.5 hrs)				£ 5.00	£ -	£ 5.00	NEW CHARGE
Cultural - Arts/Libs/Mus Dev	Equipment Hire -Projector					£ 70.00	£ -	£ 70.00	NEW CHARGE
Cultural - Arts/Libs/Mus Dev	Equipment Hire - PA package (lights, mics, sound and digital projector)					£ 100.00	£ -	£ 100.00	NEW CHARGE

Charging for Services 2019/20

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2018/19	2019/20				NOTES (for Board Report)
				Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	
Cultural - Libraries	Braille Printing from electronic format (registered blind)	per sheet	VAT	£ 0.10	0.00%	£ 0.08	£ 0.02	£ 0.10	
Cultural - Libraries	DVD Hire - Blockbuster no concessions	per 2 days	VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	
Cultural - Libraries	DVD Hire - Boxed Set (older stock)	per 2 weeks	VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	
Cultural - Libraries	DVD Hire - Boxed Set (older stock) - Concession	per 2 weeks	VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	
Cultural - Libraries	DVD Hire - Boxed Set new releases	per 2 weeks	VAT	£ 4.00	0.00%	£ 3.33	£ 0.67	£ 4.00	
Cultural - Libraries	DVD Hire - Boxed Set new releases - Concession	per 2 weeks	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Libraries	DVD hire (including Blu-ray) - Concession (New stock)	per item	VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	
Cultural - Libraries	DVD hire (including Blu-ray) - Concession (Older Stock)	per item	VAT	£ 0.50	0.00%	£ 0.42	£ 0.08	£ 0.50	
Cultural - Libraries	DVD hire (including Blu-ray) Adult (new stock)	per item	VAT	£ 1.50	0.00%	£ 1.25	£ 0.25	£ 1.50	
Cultural - Libraries	DVD hire (including Blu-ray) Adult (older Stock)	per item	VAT	£ 0.75	0.00%	£ 0.63	£ 0.13	£ 0.75	
Cultural - Libraries	Fax - incoming	per sheet	VAT	£ 0.50	0.00%	£ 0.42	£ 0.08	£ 0.50	
Cultural - Libraries	Fax - Outgoing non- UK	per sheet	VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	
Cultural - Libraries	Fax - Outgoing UK	per sheet	VAT	£ 1.50	0.00%	£ 1.25	£ 0.25	£ 1.50	
Cultural - Libraries	Fines Adult	per day, per item	Non VAT	£ 0.10	0.00%	£ 0.10	£ -	£ 0.10	
Cultural - Libraries	Fines Concession	per day, per item	Non VAT	£ 0.05	0.00%	£ 0.05	£ -	£ 0.05	
Cultural - Libraries	Jute bags		VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Libraries	Jute bags/8 items borrowed		VAT	£ 2.40	0.00%	£ 2.00	£ 0.40	£ 2.40	
Cultural - Libraries	Magnifying sheets/each		VAT	£ 2.35	0.00%	£ 1.96	£ 0.39	£ 2.35	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Cultural - Libraries	Maximum Fine	per item	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Libraries	Maximum Fine - Concessions	per item	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Cultural - Libraries	Replacement Membership Tickets	each	Non VAT	£ 1.00	0.00%	£ 1.00	£ -	£ 1.00	
Cultural - Libraries	Reservation Passport (Annual Subscription)	each	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Libraries	Reservations - Adult	per item	Non VAT	£ 0.50	0.00%	£ 0.50	£ -	£ 0.50	
Cultural - Libraries	Reservations - Concession	per item	Non VAT	£ 0.25	0.00%	£ 0.25	£ -	£ 0.25	
Cultural - Libraries	Sale of Headphones		VAT	£ 1.40	0.00%	£ 1.17	£ 0.23	£ 1.40	
Cultural - Libraries	USB pens	each	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Libraries	Withdrawn stock CD Talking Books (over 4 CDs)	per item	VAT	£ 6.00	0.00%	£ 5.00	£ 1.00	£ 6.00	
Cultural - Libraries	Withdrawn stock CD Talking Books (up to 4 CDs)	per item	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Libraries	Withdrawn stock DVD Sales (Double set)	per item	VAT	£ 5.00	0.00%	£ 4.17	£ 0.83	£ 5.00	
Cultural - Libraries	Withdrawn stock DVD Sales (single)	per item	VAT	£ 2.50	0.00%	£ 2.08	£ 0.42	£ 2.50	
Cultural - Libraries	Withdrawn stock Hardback Book Sales - Child	per item	Non VAT	£ 0.25	0.00%	£ 0.25	£ -	£ 0.25	
Cultural - Libraries	Withdrawn stock Hardback Book Sales - Fiction Adult	per item	Non VAT	£ 0.50	0.00%	£ 0.50	£ -	£ 0.50	
Cultural - Libraries	Withdrawn stock Magazines Sales - Monthly	per item	Non VAT	£ 0.20	0.00%	£ 0.20	£ -	£ 0.20	
Cultural - Libraries	Withdrawn stock Magazines Sales - Weekly	per item	Non VAT	£ 0.10	0.00%	£ 0.10	£ -	£ 0.10	
Cultural - Libraries	Withdrawn stock Paperback Book Sales - Fiction Adult	per item	Non VAT	£ 0.25	0.00%	£ 0.25	£ -	£ 0.25	
Cultural - Libraries	Withdrawn stock Paperback Books Sales - Child	per item	Non VAT	£ 0.15	0.00%	£ 0.15	£ -	£ 0.15	
Cultural - Libraries	Withdrawn stock Unless individually priced - Non Fiction	Adult hard back	Non VAT	£ 1.00	0.00%	£ 1.00	£ -	£ 1.00	
Cultural - Libraries	Withdrawn stock Unless individually priced - Non Fiction	Children hardback	Non VAT	£ 0.50	0.00%	£ 0.50	£ -	£ 0.50	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Cultural - Libraries	Withdrawn stock Unless individually priced - Non Fiction	Child paperback	Non VAT	£ 0.25	0.00%	£ 0.25	£ -	£ 0.25	
Cultural - Libraries	Withdrawn stock Unless individually priced - Non Fiction	Adult paperback	Non VAT	£ 0.30	0.00%	£ 0.30	£ -	£ 0.30	

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Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2018/19	2019/20				NOTES (for Board Report)
				Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	
Cultural - Performing Arts Venues - Youth Theatre	East Ayrshire Youth Theatre	Per term (11 weeks in a term)	Non VAT	£ 120.00	8.33%	£ 130.00	£ -	£ 130.00	Increase in line with prior year decision
Cultural - Performing Arts Venues - Youth Theatre	East Ayrshire Youth Theatre Junior	Per term (11 weeks in a term)	Non VAT	£ 50.00	10.00%	£ 55.00	£ -	£ 55.00	Increase in line with prior year decision
Cultural - Performing Arts Venues - Palace Theatre	Auditorium Additional Access	Per hour or part thereof	VAT	£ 95.00	5.26%	£ 83.33	£ 16.67	£ 100.00	
Cultural - Performing Arts Venues - Palace Theatre	Auditorium Performance Only (Fri-Sat 0900-2300)	First 7 hours access or part thereof	VAT	£ 850.00	4.71%	£ 741.67	£ 148.33	£ 890.00	
Cultural - Performing Arts Venues - Palace Theatre	Auditorium Performance Only (Mon-Thurs 0900-2300)	First 7 hours access or part thereof	VAT	£ 680.00	5.15%	£ 595.83	£ 119.17	£ 715.00	
Cultural - Performing Arts Venues - Palace Theatre	Auditorium Rehearsal Only (Fri-Sat 0900-2300)	First 7 hours access or part thereof	VAT	£ 550.00	4.55%	£ 479.17	£ 95.83	£ 575.00	
Cultural - Performing Arts Venues - Palace Theatre	Auditorium Rehearsal Only (Mon-Thurs 0900-2300)	First 7 hours access or part thereof	VAT	£ 400.00	5.00%	£ 350.00	£ 70.00	£ 420.00	
Cultural - Performing Arts Venues - Palace Theatre	Professional Hire	Hourly Rate	VAT			£ -	£ -		Rate negotiated with Team Leader
Cultural - Performing Arts Venues - Grand Hall	Show hire	Various packages	VAT			£ -	£ -		Rate negotiated with Team Leader
Cultural - Performing Arts Venues - Grand Hall	All Halls Professional Hire	Hourly Rate	VAT			£ -	£ -		Rate negotiated with Team Leader
Cultural - Performing Arts Venues	Equipment Hire -Radio Mics (Daily)		VAT	£ 18.00	11.11%	£ 16.67	£ 3.33	£ 20.00	
Cultural - Performing Arts Venues	Equipment Hire -Radio Mics (Weekly)		VAT	£ 60.00	16.67%	£ 58.33	£ 11.67	£ 70.00	
Cultural - Performing Arts Venues	Equipment Hire -Haze/Smoke/Fog Machine		VAT	£ 18.00	38.89%	£ 20.83	£ 4.17	£ 25.00	
Cultural - Performing Arts Venues	Equipment Hire -Projector		VAT	£ 60.00	16.67%	£ 58.33	£ 11.67	£ 70.00	
Cultural - Performing Arts Venues	Equipment Hire -Projector Screen		VAT	£ 60.00	16.67%	£ 58.33	£ 11.67	£ 70.00	
Cultural - Performing Arts Venues	Equipment Hire -d&b Q1 + C7 PA package		VAT	£ 240.00	4.17%	£ 208.33	£ 41.67	£ 250.00	50% discount for charity/community groups
Cultural - Performing Arts Venues	Equipment Hire -d&b Q1 + B2 PA package		VAT	£ 240.00	4.17%	£ 208.33	£ 41.67	£ 250.00	50% discount for charity/community groups
Cultural - Performing Arts Venues	Equipment Hire -d&b Q1 + C7 + B2 PA package		VAT	£ 300.00	6.67%	£ 266.67	£ 53.33	£ 320.00	50% discount for charity/community groups

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Cultural - Performing Arts Venues	Equipment Hire -d&b C7 PA		VAT	£ 96.00	4.17%	£ 83.33	£ 16.67	£ 100.00	50% discount for charity/community groups
Cultural - Performing Arts Venues	Equipment Hire -Choir/Orchestra lighting package		VAT	£ 348.00	0.57%	£ 291.67	£ 58.33	£ 350.00	50% discount for charity/community groups
Cultural - Performing Arts Venues	Equipment Hire -Staging Units		VAT	£ 6.00	16.67%	£ 5.83	£ 1.17	£ 7.00	50% discount for charity/community groups
Cultural - Performing Arts Venues	Equipment Hire -Altair 4 way Wireless comms		VAT	£ 72.00	4.17%	£ 62.50	£ 12.50	£ 75.00	50% discount for charity/community groups
Cultural - Performing Arts Venues	Equipment Hire -Logic Systems LM20 wedge system		VAT	£ 120.00	4.17%	£ 104.17	£ 20.83	£ 125.00	50% discount for charity/community groups
Cultural - Performing Arts Venues	Equipment Hire -RCF Active speaker/monitor		VAT	£ 14.40	4.17%	£ 12.50	£ 2.50	£ 15.00	50% discount for charity/community groups
Cultural - Performing Arts Venues	Equipment Hire -Yamaha M7CL digital mixer system		VAT	£ 72.00	4.17%	£ 62.50	£ 12.50	£ 75.00	50% discount for charity/community groups
Cultural - Performing Arts Venues	Equipment Hire -Standard Microphone Package		VAT	£ 48.00	4.17%	£ 41.67	£ 8.33	£ 50.00	
Cultural - Performing Arts Venues	Equipment Hire -Full band Microphone Package		VAT	£ 144.00	4.17%	£ 125.00	£ 25.00	£ 150.00	
Cultural - Performing Arts Venues	Equipment Hire -Behringer X32 Comp Digital Mixer		VAT	£ 36.00	11.11%	£ 33.33	£ 6.67	£ 40.00	50% discount for charity/community groups
Cultural - Performing Arts Venues	Equipment Hire -Avolites Pearl Expert lighting desk		VAT	£ 60.00	8.33%	£ 54.17	£ 10.83	£ 65.00	50% discount for charity/community groups
Cultural - Performing Arts Venues	Equipment Hire -LED Moving Head Lighting Units		VAT	£ 36.00	11.11%	£ 33.33	£ 6.67	£ 40.00	50% discount for charity/community groups
Cultural - Performing Arts Venues	Equipment Hire -LED PAR / Batten units		VAT	£ 18.00	11.11%	£ 16.67	£ 3.33	£ 20.00	50% discount for charity/community groups
Cultural - Performing Arts Venues - Grand Hall	Equipment Hire -Grand Piano (Grand Hall)		VAT	£ 315.00	11.11%	£ 291.67	£ 58.33	£ 350.00	
Cultural - Performing Arts Venues - Grand Hall	Equipment Hire -Upright Piano		VAT	£ 70.00	7.14%	£ 62.50	£ 12.50	£ 75.00	
Cultural - Performing Arts Venues	Cloakroom		VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	
Cultural - Performing Arts Venues	Ticket Printing for Internal Event for external sales (per 100 tickets)		VAT	£ 12.50	0.00%	£ 10.42	£ 2.08	£ 12.50	
Cultural - Performing Arts Venues	Ticket printing for External Event (per 100 tickets)		VAT	£ 25.00	0.00%	£ 20.83	£ 4.17	£ 25.00	
Cultural - Performing Arts Venues	Ticket processing for External Events		VAT			£ -	£ -		10% commission rate chargeable

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Cultural - Performing Arts Venues	Commission on Merchandise Sales		VAT			£ -	£ -		10% commission rate chargeable
Cultural - Performing Arts Venues	Postage for tickets		VAT	£ 1.50	33.33%	£ 1.67	£ 0.33	£ 2.00	Minimum £2
Cultural - Performing Arts Venues	External Workshops	Per Hour	VAT			£ -	£ -		Rate negotiable with Team Leader
Cultural - Performing Arts Venues	Children's Dance Workshops	Per 10 wk Block	Non VAT	£ 25.00	0.00%	£ 25.00	£ -	£ 25.00	
Cultural - Performing Arts Venues	Children's Dance Workshops	Per Session	Non VAT	£ 3.50	0.00%	£ 3.50	£ -	£ 3.50	
Cultural - Performing Arts Venues	Overnight Hall Hire for Storage	2 Hrs @ Hall Hire Rate	VAT			£ -	£ -		Rate negotiable with Team Leader
Cultural - Performing Arts Venues	Hire of AV Package - Laptop, Projector & Screen	Per Booking	VAT	£ 30.00	66.67%	£ 41.67	£ 8.33	£ 50.00	

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Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2018/19	2019/20				NOTES (for Board Report)
				Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	
Countryside & Outdoor Activities	Commercial Lease of Land	Per week	Non VAT	£ 3,000.00	0.00%	£ 3,000.00	£ -	£ 3,000.00	
Countryside & Outdoor Activities	Commercial Lease of Land	Per day	Non VAT	£ 700.00	-28.57%	£ 500.00	£ -	£ 500.00	Change to a daily charge for commercial lease
Countryside & Outdoor Activities	Community Lease of Land	Excluding pavilion	Non VAT	£ 150.00	-33.33%	£ 100.00	£ -	£ 100.00	reduction to support community events
Countryside & Outdoor Activities	Community Lease of Land	Including pavilion	Non VAT	£ 250.00	-40.00%	£ 150.00	£ -	£ 150.00	reduction to support community events
Countryside & Outdoor Activities	Young Naturalists Club	Annual Fee	Non VAT	£ 50.00	0.00%	£ 50.00	£ -	£ 50.00	In line with Youth Theatre
Countryside & Outdoor Activities	Workshop Space Hire	Various packages	VAT			£ 166.67	£ 33.33	£ 200.00	In line with DCCP Business Plan
Countryside & Outdoor Activities	Weddings	Room only	Non VAT	£ 600.00	-100.00%	£ -	£ -		Bespoke package for external spaces only at the moment by negotiation
Countryside & Outdoor Activities	Golf Fees	Adult Round - Peak	Non VAT	£ 20.00	0.00%	£ 20.00	£ -	£ 20.00	
Countryside & Outdoor Activities	Golf Fees	Concession Round - Peak (under 18s and 60 plus)	Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Countryside & Outdoor Activities	Golf Fees	Season Ticket	Non VAT	£ 295.00	-32.20%	£ 200.00	£ -	£ 200.00	Introductory incentive £200 for 2019 season only.
Countryside & Outdoor Activities	Golf Fees	Season Ticket - Concessions	Non VAT	£ 110.00	0.00%	£ 110.00	£ -	£ 110.00	
Countryside & Outdoor Activities	Golf Fees	Buggy Hire	VAT	£ 18.00	11.11%	£ 16.67	£ 3.33	£ 20.00	
Countryside & Outdoor Activities	Golf Fees	Golf Board hire	VAT			£ 12.50	£ 2.50	£ 15.00	NEW CHARGE
Countryside & Outdoor Activities	Golf Fees	Lockers	Non VAT	£ 11.50	334.78%	£ 50.00	£ -	£ 50.00	internal lockers
Countryside & Outdoor Activities	Golf Fees	Lockers	Non VAT			£ 30.00	£ -	£ 30.00	NEW CHARGE - external lockers
Countryside & Outdoor Activities	Golf Evening/Winter Green Fees (18 holes)	Adult	Non VAT	£ 13.50	11.11%	£ 15.00	£ -	£ 15.00	
Countryside & Outdoor Activities	Golf Evening/Winter Green Fees (9 holes)	Adult	Non VAT	£ 9.00	11.11%	£ 10.00	£ -	£ 10.00	
Countryside & Outdoor Activities	Golf Evening/Winter Green Fees (18 holes)	Concession	Non VAT	£ 7.00	7.14%	£ 7.50	£ -	£ 7.50	
Countryside & Outdoor Activities	Golf Evening/Winter Green Fees (9 holes)	Concession	Non VAT	£ 4.50	11.11%	£ 5.00	£ -	£ 5.00	
Countryside & Outdoor Activities	Golf Winter Season Ticket	Season Ticket	Non VAT	£ 157.00	1.91%	£ 160.00	£ -	£ 160.00	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Countryside & Outdoor Activities	Golf Winter Season Ticket	Season Ticket - Concession (inc under 18 and 60 plus)	Non VAT	£ 62.00	45.16%	£ 90.00	£ -	£ 90.00	
Countryside & Outdoor Activities	Golf Season Ticket - Replacement		Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Countryside & Outdoor Activities	East Ayrshire School Residential	Per Pupil / per session	VAT	£ 42.00	0.00%	£ 35.00	£ 7.00	£ 42.00	
Countryside & Outdoor Activities	Non East Ayrshire School Residential	Per Pupil / per session	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Countryside & Outdoor Activities	Residential Self Catering	per person	VAT			£ 16.67	£ 3.33	£ 20.00	NEW CHARGE
Countryside & Outdoor Activities	Volunteer Residential	Per person/ per session	VAT	£ 42.00	0.00%	£ 35.00	£ 7.00	£ 42.00	
Countryside & Outdoor Activities	Conservation Holiday	Per adult / 4 day package	VAT	£ 168.00	0.00%	£ 140.00	£ 28.00	£ 168.00	
Countryside & Outdoor Activities	Conservation Holiday	Per child / 4 day package	VAT	£ 120.00	0.00%	£ 100.00	£ 20.00	£ 120.00	
Countryside & Outdoor Activities	Consultancy Fees	per day	VAT	£ 500.00	0.00%	£ 416.67	£ 83.33	£ 500.00	
Countryside & Outdoor Activities	All Ability Cycling Sessions	per session	Non VAT	£ 3.00	0.00%	£ 3.00	£ -	£ 3.00	
Countryside & Outdoor Activities	Football grass	per hour	Non VAT	£ 28.50	-47.37%	£ 15.00	£ -	£ 15.00	Change from session to hourly rate
Countryside & Outdoor Activities	Football concession- grass	per hour	Non VAT	£ 17.00	-41.18%	£ 10.00	£ -	£ 10.00	Change from session to hourly rate
Countryside & Outdoor Activities	Indoor Hall - Exclusive Use - 1/4 Hall	per hour	Non VAT	£ 16.00	25.00%	£ 20.00	£ -	£ 20.00	
Countryside & Outdoor Activities	Indoor Hall - Full - Exclusive Use - Adult	per hour	Non VAT	£ 64.00	9.38%	£ 70.00	£ -	£ 70.00	
Countryside & Outdoor Activities	Indoor Hall - Full - Exclusive Use - Children	per hour	Non VAT	£ 32.00	25.00%	£ 40.00	£ -	£ 40.00	
Countryside & Outdoor Activities	Indoor Hall - Individual Entry	Adult	Non VAT	£ 4.00	25.00%	£ 5.00	£ -	£ 5.00	
Countryside & Outdoor Activities	Indoor Hall - Individual Entry	Child	Non VAT	£ 2.50	20.00%	£ 3.00	£ -	£ 3.00	
Countryside & Outdoor Activities	Outdoor Track - Club/Group	Shared Use per hour	Non VAT	£ 32.00	25.00%	£ 40.00	£ -	£ 40.00	
Countryside & Outdoor Activities	Outdoor Track - Full - Exclusive Use - Adult	per hour	Non VAT	£ 64.00	9.38%	£ 70.00	£ -	£ 70.00	
Countryside & Outdoor Activities	Outdoor Track - Full - Exclusive Use - Children	per hour	Non VAT	£ 62.00	12.90%	£ 70.00	£ -	£ 70.00	
Countryside & Outdoor Activities	Outdoor Track - Individual Entry	Adult	Non VAT	£ 4.00	25.00%	£ 5.00	£ -	£ 5.00	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Countryside & Outdoor Activities	Outdoor Track - Individual Entry	Child	Non VAT	£ 2.50	20.00%	£ 3.00	£ -	£ 3.00	
Countryside & Outdoor Activities	Full Facility - Events - Adult	per day	Non VAT	£ 600.00	0.00%	£ 600.00	£ -	£ 600.00	
Countryside & Outdoor Activities	Full Facility - Events - Children	per day	Non VAT	£ 470.00	0.00%	£ 470.00	£ -	£ 470.00	
Countryside & Outdoor Activities	Gym - AAA	Per 1 hour	Non VAT	£ 4.00	0.00%	£ 4.00	£ -	£ 4.00	
Countryside & Outdoor Activities	Gym - AAA induction	Per session	Non VAT	£ 5.50	81.82%	£ 10.00	£ -	£ 10.00	
Countryside & Outdoor Activities	Gym - AAA - Exclusive Booking (4-6 users)	Per hour	Non VAT	£ 26.00	15.38%	£ 30.00	£ -	£ 30.00	

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Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2018/19	2019/20				NOTES (for Board Report)
				Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	
Sport & Fitness	Badminton Court	Adult	Non VAT	£ 7.00	2.86%	£ 7.20	£ -	£ 7.20	
Sport & Fitness	Badminton Court	Concession	Non VAT	£ 5.50	2.73%	£ 5.65	£ -	£ 5.65	
Sport & Fitness	Table Tennis	Adult	Non VAT	£ 5.00	3.00%	£ 5.15	£ -	£ 5.15	
Sport & Fitness	Table Tennis	Concession	Non VAT	£ 3.50	2.86%	£ 3.60	£ -	£ 3.60	
Sport & Fitness	Children's Fun Sessions	1 hour	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Sport & Fitness	Children's Fun Sessions	1.5 hours	Non VAT	£ 3.00	0.00%	£ 3.00	£ -	£ 3.00	
Sport & Fitness	Children's Fun Sessions	2 hours	Non VAT	£ 3.20	0.00%	£ 3.20	£ -	£ 3.20	
Sport & Fitness	Children - Additional Castle/Face Paints		VAT	£ 55.00	9.09%	£ 50.00	£ 10.00	£ 60.00	
Sport & Fitness	Dance Studio (large)	Adult	Non VAT	£ 25.00	0.00%	£ 25.00	£ -	£ 25.00	
Sport & Fitness	Dance studio (small)	Adult	Non VAT	£ 17.60	0.00%	£ 17.60	£ -	£ 17.60	
Sport & Fitness	Equipment Hire	Equipment Hire	Non VAT	£ 1.50	0.00%	£ 1.50	£ -	£ 1.50	
Sport & Fitness	Fitness Class (90 mins)	Per class				£ 6.20	£ -	£ 6.20	NEW CHARGE
Sport & Fitness	Fitness Class (55mins)	Per class	Non VAT	£ 5.00	3.00%	£ 5.15	£ -	£ 5.15	
Sport & Fitness	Fitness Class (45 mins)	Per class	Non VAT	£ 4.50	3.33%	£ 4.65	£ -	£ 4.65	
Sport & Fitness	Fitness Class (30 mins)	Per class	Non VAT	£ 3.00	3.33%	£ 3.10	£ -	£ 3.10	
Sport & Fitness	Synthetic Grass Pitch (unmanned sites) single	Per Hour Juveniles	Non VAT	£ 16.90	0.00%	£ 16.90	£ -	£ 16.90	
Sport & Fitness	Synthetic Grass Pitch (unmanned sites) single	Per Hour Adult	Non VAT	£ 33.80	0.00%	£ 33.80	£ -	£ 33.80	
Sport & Fitness	Synthetic Grass Pitch (unmanned sites) large	Per Hour Juveniles	Non VAT	£ 33.80	0.00%	£ 33.80	£ -	£ 33.80	
Sport & Fitness	Synthetic Grass Pitch (unmanned sites) large	Per Hour Adult	Non VAT	£ 67.40	0.00%	£ 67.40	£ -	£ 67.40	
Sport & Fitness	Synthetic Grass Pitch - 1/2 Pitch 1HR m/week	Adult	Non VAT	£ 43.30	0.00%	£ 43.30	£ -	£ 43.30	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Sport & Fitness	Synthetic Grass Pitch - 1/2 Pitch 1HR m/week	Juveniles	Non VAT	£ 29.00	0.00%	£ 29.00	£ -	£ 29.00	
Sport & Fitness	Synthetic Grass Pitch - 1/2 Pitch 1HR w/e	Juveniles	Non VAT	£ 11.50	0.00%	£ 11.50	£ -	£ 11.50	
Sport & Fitness	Synthetic Grass Pitch - 1/3 Pitch 1HR m/week	Adult	Non VAT	£ 29.00	0.00%	£ 29.00	£ -	£ 29.00	
Sport & Fitness	Synthetic Grass Pitch - 1/3 Pitch 1HR m/week	Juveniles	Non VAT	£ 19.30	0.00%	£ 19.30	£ -	£ 19.30	
Sport & Fitness	Synthetic Grass Pitch - 1/3 Pitch 1HR w/e	Juveniles	Non VAT	£ 7.70	0.00%	£ 7.70	£ -	£ 7.70	
Sport & Fitness	Synthetic Grass Pitch - Full Pitch - 1 HR w/e	Adult	Non VAT	£ 34.60	0.00%	£ 34.60	£ -	£ 34.60	
Sport & Fitness	Synthetic Grass Pitch - Full Pitch - 1 HR w/e	Juveniles	Non VAT	£ 23.00	0.00%	£ 23.00	£ -	£ 23.00	
Sport & Fitness	Sports Hall per division	Adult	Non VAT	£ 10.60	0.00%	£ 10.60	£ -	£ 10.60	
Sport & Fitness	Sports Hall per division	Juveniles	Non VAT	£ 7.40	0.00%	£ 7.40	£ -	£ 7.40	
Sport & Fitness	Full Hall - 2 Courts (Games Halls)	Adult	Non VAT	£ 25.40	0.00%	£ 25.40	£ -	£ 25.40	
Sport & Fitness	Full Hall - 2 Courts (Games Halls)	Juveniles	Non VAT	£ 17.00	0.00%	£ 17.00	£ -	£ 17.00	
Sport & Fitness	Gym	Adult	Non VAT	£ 5.00	3.00%	£ 5.15	£ -	£ 5.15	
Sport & Fitness	Gym	Juveniles	Non VAT	£ 3.50	2.86%	£ 3.60	£ -	£ 3.60	
Sport & Fitness	Gym Induction		Non VAT	£ 12.40	4.84%	£ 13.00	£ -	£ 13.00	
Sport & Fitness	Gym - Stage 2 Gym Induction / Review	Per hour	Non VAT	£ 16.00	0.00%	£ 16.00	£ -	£ 16.00	
Sport & Fitness	Joining Fee	Initial fee	Non VAT	£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	
Sport & Fitness	Personal Training	Per hour	Non VAT	£ 25.00	0.00%	£ 25.00	£ -	£ 25.00	
Sport & Fitness	Pool - 1-1 Swimming Lessons (30 mins)	10 lesson Block	Non VAT	£ 121.50	0.00%	£ 121.50	£ -	£ 121.50	REVIEW OF SWIMMING MAY 2019
Sport & Fitness	Pool - 1-1 Swimming Lessons (30 mins)	per class (30 mins)	Non VAT	£ 13.50	0.00%	£ 13.50	£ -	£ 13.50	REVIEW OF SWIMMING MAY 2019
Sport & Fitness	Pool - 1-2 Swimming Lesson (30 mins)	10 lesson Block	Non VAT	£ 207.00	0.00%	£ 207.00	£ -	£ 207.00	REVIEW OF SWIMMING MAY 2019
Sport & Fitness	Pool - 1-2 Swimming Lesson (30 mins)	per class (30 mins)	Non VAT	£ 23.00	0.00%	£ 23.00	£ -	£ 23.00	REVIEW OF SWIMMING MAY 2019

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Sport & Fitness	Pool - Adult/Child/Parent & Toddler Swimming Group Lesson	Per lesson	Non VAT	£ 3.50	0.00%	£ 3.50	£ -	£ 3.50	REVIEW OF SWIMMING MAY 2019
Sport & Fitness	Pool Hire	Per hour	Non VAT	£ 26.80	0.00%	£ 26.80	£ -	£ 26.80	REVIEW OF SWIMMING MAY 2019
Sport & Fitness	Pool - Adult Swim	Each	Non VAT	£ 3.00	3.33%	£ 3.10	£ -	£ 3.10	
Sport & Fitness	Pool - Child Swim	Each	Non VAT	£ 2.00	2.50%	£ 2.05	£ -	£ 2.05	
Sport & Fitness	Pool - Big splash Family Session (2 adults, 5 children)		Non VAT	£ 4.00	12.50%	£ 4.50	£ -	£ 4.50	
Sport & Fitness	Pool - Big splash Family Session (2 adults, 5 children) incl Hall		Non VAT	£ 6.00	8.33%	£ 6.50	£ -	£ 6.50	
Sport & Fitness	Pool Party with Bouncy Castle		VAT	£ 80.00	6.25%	£ 85.00	£ -	£ 85.00	
Sport & Fitness	Pool Party with Floats		VAT	£ 45.00	11.11%	£ 50.00	£ -	£ 50.00	
Sport & Fitness	Pool Party with Inflatable		VAT	£ 65.00	7.69%	£ 70.00	£ -	£ 70.00	
Sport & Fitness	Pool - Primary School Lessons	Per Child	Non VAT	£ 2.00	0.00%	£ 2.00	£ -	£ 2.00	
Sport & Fitness	Gymnasium Hall- Adult	Per hour	Non VAT	£ 17.25	0.00%	£ 17.25	£ -	£ 17.25	
Sport & Fitness	Gymnasium Hall- Children	Per hour	Non VAT	£ 11.45	0.00%	£ 11.45	£ -	£ 11.45	
Sport & Fitness	Rookie Lifeguard	Per session	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Sport & Fitness	Walking Football	1 hour	NON VAT	£ 3.00	0.00%	£ 3.00	£ -	£ 3.00	
Sport & Fitness	Membership- Gold Single	Rolling Monthly				£ 34.00	£ -	£ 34.00	NEW CHARGE - Approved 5th June Board
Sport & Fitness	Membership- Gold Single	6 Month Contract				£ 29.00	£ -	£ 29.00	NEW CHARGE - Approved 5th June Board
Sport & Fitness	Membership- Gold Joint	Rolling Monthly				£ 60.00	£ -	£ 60.00	NEW CHARGE - Approved 5th June Board
Sport & Fitness	Membership- Gold Joint	6 Month Contract				£ 55.00	£ -	£ 55.00	NEW CHARGE - Approved 5th June Board
Sport & Fitness	Membership- Gold Concession	Rolling Monthly				£ 20.00	£ -	£ 20.00	NEW CHARGE - Approved 5th June Board
Sport & Fitness	Membership- Silver Single	Rolling Monthly				£ 30.00	£ -	£ 30.00	NEW CHARGE - Approved 5th June Board
Sport & Fitness	Membership- Silver Single	6 Month Contract				£ 25.00	£ -	£ 25.00	NEW CHARGE - Approved 5th June Board

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2019/20	Revised Charge for 2019/20	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Sport & Fitness	Membership- Silver Joint	Rolling Monthly				£ 52.00	£ -	£ 52.00	NEW CHARGE - Approved 5th June Board
Sport & Fitness	Membership- Silver Joint	6 Month Contract				£ 47.00	£ -	£ 47.00	NEW CHARGE - Approved 5th June Board
Sport & Fitness	Membership Bronze- Single	Rolling Monthly				£ 15.00	£ -	£ 15.00	NEW CHARGE - Approved 5th June Board
Sport & Fitness	Membership Bronze- Joint	Rolling Monthly				£ 20.00	£ -	£ 20.00	NEW CHARGE - Approved 5th June Board
Sport & Fitness	Membership Bronze- Joint Concession	Rolling Monthly				£ 10.00	£ -	£ 10.00	NEW CHARGE - Approved 5th June Board
Sport & Fitness	Membership Youth 14- 17yrs	Rolling Monthly				£ 15.00	£ -	£ 15.00	NEW CHARGE - Approved 5th June Board
Sport & Fitness	Membership- Jnr 8 - 13yrs	Pay & Go				£ 10.00	£ -	£ 10.00	NEW CHARGE - Approved 5th June Board

REPORT TO BOARD OF TRUSTEES



BRICKTROPOLIS EVALUATION

Date: 26 February 2019

Agenda Item: 7

Report By: Adam Geary, Cultural and Community Services Manager

Summary

This report provides an evaluation of the Bricktropolis exhibition recently held at the Dick Institute.

1. PURPOSE

- 1.1 The purpose of this report is to provide a project evaluation of the Bricktropolis exhibition held at the Dick Institute between 5th June – 22nd July 2018.

2. BACKGROUND

- 2.1 Set within the context of our high profile and popular exhibition and events programme, the programme team identified a suitable exhibition that would re-launch the newly refurbished Dick Institute which included the Dean Castle Collections that moved from the Dean Castle during the refurbishment and modernisation works.
- 2.2 Discussion with Bright Bricks identified opportunities to develop an exhibition that would satisfy our desire to build a scale replica of the castle and also provide a high profile Lego exhibition based around the celebration of architectural masterpieces from around the world. It was important, like all our shows, that they are exclusive to us in Scotland. Bricktropolis was devised as a touring exhibition but would launch its world tour in Kilmarnock.

3. PROJECT EVALUATION

- 3.1 The full project evaluation is attached at **Appendix I**. This outlines the key challenges faced by the project and the impact that it had as both a spectacle and statement of ambition which characterises the exhibition and event programme. The exhibition attracted 5,000 visitors and generated £18K in income. A summary of key successes and future improvements are listed below:

Key successes:

- Increasing customer satisfaction & attendance figures.
- Income generation.
- Designing high quality cultural and educational content which is popular and appeals to a wide audience, and providing well organised activities which are accessible and clearly communicated.
- Maximise reach across the region, as well as reaching new audience and those from out with East Ayrshire.
- Major status exhibition and unique opportunity as only Scottish venue.

REPORT TO BOARD OF TRUSTEES



- Developing new procedures and cooperative working within the service across the wider Cultural Services Team and marketing teams.

Improvements:

- Uptake in school visits was not as successful as anticipated, possibly a reflection of limited funding for schools to participate in visits, particularly with high transport costs. External funding could be sought to support this in future. We also need to market this sooner to schools to ensure they have it in their own programme diaries.
- Marketing began 3 months in advance of the opening, although consideration should be given to a soft launch prior to this and could perhaps be packaged within a range of things to do in the area. It was clear that we drew visitors from a wide range of locations.
- Determine if charging is viable going forward. It may be best to use these events to increase audiences and use to generate secondary sales in the café etc.

4. FINANCIAL IMPLICATIONS

- 4.1 As can be seen from the report (Appendix I) financial performance fell short of the income target by £4,000. The challenge for the project was to launch as the delayed refurbishment was just beginning and also decision to take the exhibition during the three weeks prior to the Scottish School holidays. These factors had an adverse impact on ticket sales. It should be noted also that this was the first time in 20 years that we had offered a ticketed exhibition and this met with a mixed response from the public.
- 4.2 The cost of staging exhibition was met from the programme budget and were able to raise £6,000 in sponsorship to support the project costs.

5. HR IMPLICATIONS

- 5.1 No HR implications

6. RISK IMPLICATIONS

- 6.1 We would not be in a position to stage another exhibition of this type unless were able to secure it for the duration of the Scottish school Summer holiday period. Charging for exhibitions is also problematic and has met with a negative reaction with many of our customers and feel that developing a strong secondary sell is the most effective method for the Dick Institute.
- 6.2 The exhibition has had a lasting legacy however and the Castle model commissioned with Lego will allow us to replicate the 'Brick Pit' experience at Dean Castle when we re-open. A selection of Lego castles created by young people during workshops are currently on display in the newly refurbished Young People's library.

7. EQUALITY IMPLICATIONS

- 7.1 Applying an admission fee clearly presents a barrier to participation/access and this should be considered carefully in our future plans.

Recommendation/s:

It is recommended that the Board:

- i. Notes the contents of the evaluation report for the Bricktropolis event.

REPORT TO BOARD OF TRUSTEES



Signature: Adam Geary

Designation: Cultural and Community Service Manager

Date: 18 February 2019



APPENDIX I

Programme / Event

Evaluation

BRICKTROPOLIS

5th June – 22nd July 2018



I. Success against the objectives

Please outline how the programme/event met its key objectives. Include appendices if appropriate.

Objective/actions	Supporting evidence e.g. feedback or statistical information
Increase customer satisfaction levels	<p>Visitor comments collected. (97% Positive comments, 1 direct complaint) Appendix 1.</p> <p>Appendix 2 – Digital media report</p> <p>We had overwhelmingly positive customer feedback during the exhibition. People recognised the skill needed to create such large scale Lego structures and provided them with creative ideas that they could take back and apply in the home environment.</p> <p>The visitors were also impressed with the workshop and making programme that the team developed and it was felt that this complemented the exhibition.</p>
Increase attendance levels/ticket sales through programme development both in person and online.	<p>The exhibition ran from 5th June to 22nd July. We could only hire the show during this period and therefore the first three weeks fell out with the Scottish school holidays. This had a clear impact on the income and reduced the scope for income which is shown in the figures. The ticket sales during school holidays show that it was very busy for most of this period.</p> <p>Bricktropolis was brought in to support the Dick Institute refurbishment and Dean Castle collection exhibition and also act as a re-launch event. At the time of booking we had expected the library refurbishment and Dean Castle exhibition to have been completed and this would have created a wonderful launch focus. Unfortunately, the exhibition opened as the works were just beginning, with the young people's library closed and café and other developments yet to take place. This had an impact on visitors as many thought the venue was closed and would have resulted in greater attendance if the whole building had been fully operational.</p> <p>This was the first time in over 20 years that we have charged for an exhibition and presented many challenges for both ourselves and public. On the whole the ticket experience ran smoothly although we had problems at the start as Capita had introduced a software update, without informing the customer base and this created problems during the first three days.</p> <p>In total over 40% of our ticket sales were made online, with the rest coming direct through our box office at the Dick Institute or other venues. In total we sold 5,000 tickets for the show, generating £18,000 in income.</p> <p>Visitor figures for the Dick Institute from June and July 2017/18 were 17,973. During the same period in 2018/19 it was 19,852. It was clear that Bricktropolis had a positive impact in attendance, given this period of partial closure.</p>

Increase general participation /attendance levels across service areas	Visitor figures for the Dick Institute building have increased and has helped to mitigate the fall in attendance due to building closure during works period.
Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<p>The exhibition was fully accessible and had interpretation in multiple formats. We carried out workshops and organised visits from a wide range of groups including an additional support needs group from Aspire School:</p> <p><i>'Mega thanks for making the students of Aspire School very welcome this afternoon..... Your staff went above and beyond...'</i></p> <p>We also had many visitors with ASN/carers.</p>
Increase visitor attendance at our key tourist attractions	As above
Work with local groups to add value to the tourism offer.	A local schools and group visit programme was offered, which resulted in visits from primary & nursery group, scout, afterschool and youth activity groups. Although the school visit offer was not as well taken up as hoped (4 pre-booked visits), numerous informal group visits (6-8) from activity clubs were unpredicted.
Advance staff through training and development	All front line VSA staff members at Dick Institute are now proficient in use of the Box Office system and Main Gallery exhibition VSA duties. All Visitor Service Assistants were given training on using Lego in a public exhibition environment. This was linked to the workshop programme and enabled them to support young people throughout the run of the exhibition. The positive comments is testament to the success of this strategy and led to high degree of customer satisfaction.

2. Financial appraisal

As indicated above we were disappointed that we were not able to generate more income to offset the cost of the exhibition. The exhibition was however linked to the launch of both the Dean Castle collections moving to the Dick Institute and also the relaunch of the venue. The main motivation for bringing this exhibition to Kilmarnock was not financial but cultural. Nevertheless we were expecting more visitors at the start of the exhibition and lower numbers had an impact on achieving the income target. As can be seen from the budget, we had already budgeted to cover up to £7,000 of the cost from our programme budget. In the end, we have had to cover a further £4,000 to balance the project budget.

BRICKTROPOLIS PROGRAMME BUDGET					
EXPENDITURE		BUDGET	ACTUAL	NOTES	
EXHIBITION HIRE		22,600	22,600		
TRANSPORT		1,800	1,800		
INSTALLATION COSTS		2,450	1,513		
BRICK PIT		2,450	2,450		
EDUCATIONAL MATERIALS		500	640		
MARKETING		5,000	6,065		
CONTINGENCY		0	0		
TOTAL		34,800	35,068		
SOURCES OF INCOME					
SPONSORSHIP		6,000	6,000		
EAST AYRSHIRE LEISURE		7,000	11,068		
				£5 Adult @ 2,500	£5 Adult @ 1,500
				£2 child@4,600 :	£2 child@3,500 :
TICKETS SALES @ 8,000		21,800	18,000	£21.8 - BUDGET	£18K - ACTUAL
TOTAL		34,800	35,068		

3. Key learning points

Please summarise the successful aspects of the programme/event and offer any suggested improvements if it were to take place again.

Key successes:

- Increasing customer satisfaction & attendance figures.
- Income generation.
- Designing high quality cultural and educational content which is popular and appeals to a wide audience, and providing well organised activities which are accessible and clearly communicated.
- Maximise reach across the region, as well as reaching new audience and those from out with East Ayrshire.
- Major status exhibition and unique opportunity as only Scottish venue.
- Developing new procedures and cooperative working within the service across the wider Cultural Services Team and marketing teams.

Improvements:

- Uptake in school visits was not as successful as anticipated, possibly a reflection of limited funding for schools to participate in visits, particularly with high transport costs. Possible external funding could be sought to support this in future. Need also to market this sooner to schools to ensure they have it in their own programme diaries.
- Marketing began 3 months in advance of the opening – although consideration should be given to a soft launch prior to this and could perhaps be packaged within a range of things to do in the area. It was clear that we drew visitors from a wider range of locations and marketing was on the whole successful.
- Determine if charging is viable going forward. It may be best to use these events to increase audiences and use to generate secondary sales in the café etc.

Please indicate your recommendation for the future of this event:

Recommendation	Please tick
Repeat programme/event with no changes	
Repeat programme/event some changes	✓
Do not repeat	

We would not be in a position to do another exhibition of this type unless we were able to secure for the duration of the Scottish school Summer holiday period. Charging for exhibitions is also problematic and has met with a negative reaction with many of our customers and feel that developing a strong secondary sell is the most effective method for the Dick Institute.

The exhibition has had a lasting legacy however and castle model commissioned together with Lego provided will allow us to replicate the 'Brick Pit' experience at Dean Castle when we re-open. A selection of Lego castles created by young people during workshops are currently on display at the newly refurbished Young People's library.

Appendix I

Visitor comments

14/06/2018	Very good
14/06/2018	Wonderful exhibition - great creativity
14/06/2018	Amazing what you can build when you are inspired
16/06/2018	It was great I hope I win
19/06/2018	Fabulous
20/06/2018	Amazing what you can build when you are inspired
21/06/2018	Fabulous - love the sculptures on the Arc de Triomphe
23/06/2018	Brilliant
24/06/2018	It's amazing the time and ingenuity of the builders have to come back to take photos
29/06/2018	A great exhibition
01/07/2018	Brilliant!!
01/07/2018	Really impressive models. Fun for the kids
01/07/2018	Brilliant exhibition, kids had an amazing time. Great
01/07/2018	Great exhibition, educational and fun, awesome Lego work
01/07/2018	Kids have loved it
01/07/2018	Excellent build and great build techniques!
01/07/2018	Brilliant interactive display and quiz
01/07/2018	Awesome - brilliant exhibition
01/07/2018	What patience! My son loved it
01/07/2018	Fantastic experience! Children loved it and were totally engaged
01/07/2018	good and fun I liked it
01/07/2018	Loved the Lego! I recommend coming here. The buildings are fab
04/07/2018	Loved everything
04/07/2018	LUKAS love it
04/07/2018	Great experience. too short
04/07/2018	enjoyed lots
05/07/2018	Most enjoyable well worth of visit
05/07/2018	Grrrrrrrrreat
05/07/2018	Loved this!!! Well done gugs!!!!
08/07/2018	It's great to see something like this come to Kilmarnock. Buildings are out of this world. Loved the quiz too!
08/07/2018	Brilliant kids enjoyed the full visit especially building the arc. Brilliant for Kilmarnock. Lego buildings are fab.
08/07/2018	I love Lego
08/07/2018	Wonderful exhibition! Great to see a local attraction in lego form too
08/07/2018	Great exhibition wee boy loved taking part in the competition!

10/07/2018	loved the exhibition amazing buildings and competition
10/07/2018	Well done
11/07/2018	Love the attention to detail and the use of the different pieces for small details.
11/07/2018	Fantastic, educational and fun time for the kids and big kids. Great price 2
11/07/2018	Had fun
13/07/2018	Great exhibition loads of fun
13/07/2018	Great time had by all
14/07/2018	Fantastic exhibition. Loved it
14/07/2018	I like this place
15/07/2018	good but there could be a little more
15/07/2018	I really liked it
15/07/2018	I loved it. Bricktastic
15/07/2018	Had such a lovely time. Amazing design and building skills
15/07/2018	So good they were all in tears when we left! Thanks!
15/07/2018	Really beautiful. Love the Dean Castle one
17/07/2018	Loved it
17/07/2018	Great exhibition. Well worth the travel from Dumbarton
18/07/2018	Great exhibition. A lot of work and time spent creating these replicas. Loved it
20/07/2018	Great fun
20/07/2018	enjoyed it
20/07/2018	inspirational - we'll get ours out of the attic and play
21/07/2018	Kids loved the pit and we all enjoyed seeing the amazing structures. They are fab
21/07/2018	Excellent, Eiffel tower for me. Brilliant! Chrysler great
22/07/2018	Superb!!

Appendix 2


Marketing report

Digital Marketing:



The exhibition had both boosted and organic reach social media, which were some of the best performing posts on our social media accounts during that time.





	Reach	Clicks
8-12 Apr & 1-15 May	13,972	657
22-26 May	36,080	1,630





East Ayrshire Leisure

Published by Carol Kerstone (H) · 27 May · 🌐

The team at Bright Bricks has been hard at work putting the final touches to some of the amazing models that will make up Bricktopolis, our summer exhibition. Early booking is highly recommended. Opens Wednesday 6 June.

2,900

People Reached

32

Reactions, comments & shares 🌐

23

Like

18

On post

5

On shares

1

Wow 🤩

1

On post

0

On shares

3

Comments

3

On Post

0

On Shares

5

Shares

5

On Post

0

On Shares

109

Post Clicks

48

Photo views

0

Link clicks 🌐

60

Other Clicks 🌐

NEGATIVE FEEDBACK

0

Hide Post

0

Hide All Posts


0

Report as Spam

0

Unlink Page


Reported stats may be delayed from what appears on posts



East Ayrshire Leisure

Published by Nicola Teager · 17 · 6 June · 3

Excitement has been building for weeks... as have the team from Bright Bricks... and Bicktrapolis is NOW OFFICIALLY OPEN at the Dick Institute! Don't miss out on this fantastic LEGO brick show that towers over the competition. To book, visit www.eastayrshireleisure.com



6,213

People Reached

67

Reactions, comments & shares 1/2

<div>44</div> <div>Like</div>	<div>15</div> <div>On post</div>	<div>29</div> <div>On shares</div>
<div>3</div> <div>Love</div>	<div>3</div> <div>On post</div>	<div>0</div> <div>On shares</div>
<div>7</div> <div>Comments</div>	<div>1</div> <div>On Post</div>	<div>6</div> <div>On Shares</div>
<div>13</div> <div>Shares</div>	<div>13</div> <div>On Post</div>	<div>0</div> <div>On Shares</div>

247

Post Clicks

<div>49</div> <div>Photo views</div>	<div>21</div> <div>Link clicks 1/2</div>	<div>177</div> <div>Other Clicks 1/2</div>
--------------------------------------	--	--

NEGATIVE FEEDBACK

<div>0</div> <div>Hide Post</div>	<div>1</div> <div>Hide All Posts</div>
<div>0</div> <div>Report as Spam</div>	<div>0</div> <div>Unlike Page</div>

Blocked ads may be deleted from what appears on news


👍 Get more likes, comments and shares

Examples of organic social media:

East Ayrshire Leisure
Published by Nicola Teager [?] · 8 June · 🌐

Looking for something fun to do with the kids this weekend? Why not come along to Bricktropolis at the Dick Institute, where they can get creative and unleash their inner architect in our massive brick pit. Tickets are available online at www.eastayrshireleisure.com. Supported by GRAHAM Building, Hub South West Scotland, Ashleigh Building and Morrison Construction.

Please note that the brick pit is not suitable for children aged 0-3 years.



Performance for your post

3,319 People Reached

26 Likes, Comments & Shares

17 Likes	11 On Post	6 On Shares
0 Comments	0 On Post	0 On Shares
9 Shares	9 On Post	0 On Shares

122 Post Clicks

23 Photo views	7 Link clicks	92 Other Clicks
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NEGATIVE FEEDBACK

0 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

East Ayrshire Leisure
Published by Carol Keohone [?] · 15 June · 🌐

Book Now for Bricktropolis at the Dick Institute. Visit this weekend and beat the summer holiday rush! Tickets are available online at www.eastayrshireleisure.com. Supported by GRAHAM Building, Hub South West Scotland, Ashleigh Building and Morrison Construction.

*Please note that the brick pit is not suitable for children aged 0-3 years.



Performance for your post

2,431 People Reached

16 Likes, Comments & Shares

13 Likes	6 On Post	7 On Shares
0 Comments	0 On Post	0 On Shares
3 Shares	3 On Post	0 On Shares

37 Post Clicks

7 Photo views	5 Link clicks	25 Other Clicks
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NEGATIVE FEEDBACK

1 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

East Ayrshire Leisure
Published by Nicola Teager [?] · 9 June · 🌐

Who recognises this iconic building? Here's a clue... if you look very closely you'll see a group of LEGO® tourists braving a 'sky walk'. Bricktropolis is open from 12pm to 4pm on Sunday at the Dick Institute. Visit www.eastayrshireleisure.com for tickets. Supported by GRAHAM Building, Hub South West Scotland, Ashleigh Building and Morrison Construction.



Performance for your post

2,019 People Reached

16 Likes, Comments & Shares

8 Likes	7 On Post	1 On Shares
6 Comments	4 On Post	2 On Shares
2 Shares	2 On Post	0 On Shares

112 Post Clicks

24 Photo views	4 Link clicks	84 Other Clicks
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NEGATIVE FEEDBACK

1 Hide Post	1 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

East Ayrshire Leisure
Published by Carol Keohone [?] · 30 June · 🌐

Wow - check out these incredible models built by young visitors to Bricktropolis! #IMPRESSED

Book Now for a summer holiday treat.



Performance for your post

2,971 People Reached

19 Likes, Comments & Shares

16 Likes	9 On Post	7 On Shares
1 Comments	1 On Post	0 On Shares
2 Shares	2 On Post	0 On Shares

46 Post Clicks

0 Photo views	39 Link clicks	7 Other Clicks
---------------	----------------	----------------

NEGATIVE FEEDBACK

0 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

East Ayrshire Leisure
Published by Hootsuite [?] · 21 June · 🌐

Late opening at Dick Institute tonight - open until 8pm - and there are still slots available for Bricktropolis - it towers above all the rest!! Book your hourly slot now. <http://ow.ly/Bb6s30kBoR>



Performance for your post

4,551 People Reached

87 Reactions, comments & shares

47 Like	35 On post	12 On shares
6 Love	5 On post	1 On shares
22 Comments	15 On Post	7 On Shares
12 Shares	12 On Post	0 On Shares

276 Post Clicks

47 Photo views	33 Link clicks	196 Other Clicks
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NEGATIVE FEEDBACK

1 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

East Ayrshire Leisure
Published by Hootsuite [?] · 8 July · 🌐

Bricktropolis our LEGO brick show is going strong at #DickInstitute - take a tour of stunning models of world landmarks from London to Paris, New York to Kilmarnock. Budding LEGO engineers can have a go at building their own towers in our Brick Pit. great prizes up for grabs too!



Performance for your post

7,389 People Reached

105 Reactions, comments & shares

69 Like	19 On post	50 On shares
5 Love	1 On post	4 On shares
1 Haha	1 On post	0 On shares
8 Wow	0 On post	8 On shares
11 Comments	7 On Post	4 On Shares
11 Shares	11 On Post	0 On Shares

273 Post Clicks

53 Photo views	0 Link clicks	220 Other Clicks
----------------	---------------	------------------

NEGATIVE FEEDBACK

1 Hide Post	2 Hide All Posts
0 Report as Spam	0 Unlike Page

Video
Post
Shares
See metrics for all videos

Performance for your post

- Minutes viewed: 209
- 3-second video views: 969
- 10-second video views: 491
- Average video watch time: 0:05
- Audience retention
- Audience and engagement

Video
Post
Shares
See metrics for all videos

Performance for your post

- Minutes viewed: 249
- 3-second video views: 1,451
- 10-second video views: 326
- Average video watch time: 0:04
- Audience retention
- Audience and engagement

East Ayrshire Leisure
Published by Carol Keohone · 16 July ·

Vive Le France! 🇫🇷 🏆

Come along and see the Eiffel Tower and the Arc de Triomphe at the Dick Institute...and say au revoir to Bricktropolis as it reaches its final week.

Performance for your post

5,477 People Reached

74 Reactions, comments & shares

47 Likes	20 On post	27 On shares
1 Love	1 On post	0 On shares
1 Wow	0 On post	1 On shares
17 Comments	1 On Post	16 On Shares
8 Shares	8 On Post	0 On Shares

301 Post Clicks

63 Photo views	0 Link clicks	238 Other Clicks
----------------	---------------	------------------

NEGATIVE FEEDBACK

0 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

East Ayrshire Leisure
Published by Carol Keohone · 23 July ·

A huge well done to our final few Brick Pit winners.
Wk 5 - 12+ Kennis McNab
Wk 6 - under 12 John McGuchan
Wk 6 - 12+ Joshua McLeod... See more

Performance for your post

2,234 People Reached

33 Reactions, comments & shares

19 Likes	10 On post	9 On shares
6 Love	1 On post	5 On shares
1 Wow	1 On post	0 On shares
5 Comments	0 On Post	5 On Shares
2 Shares	2 On Post	0 On Shares

275 Post Clicks

190 Photo views	0 Link clicks	85 Other Clicks
-----------------	---------------	-----------------

NEGATIVE FEEDBACK

1 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

East Ayrshire Leisure
Published by Carol Keohone · 20 July ·

Well done to Angus Thomson our week 5 under 12 Brick Pit winner. 😊
Bricktropolis has been mega popular today but it's still possible to book slots online from 2-3pm & 3-4pm today, tomorrow 10am-4pm and on the final day - Sunday 12noon-4pm!
Book at eastayrshireleisure.com

Performance for your post

3,014 People Reached

18 Likes, Comments & Shares

17 Likes	10 On Post	7 On Shares
0 Comments	0 On Post	0 On Shares
1 Shares	1 On Post	0 On Shares

55 Post Clicks

12 Photo views	5 Link clicks	38 Other Clicks
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NEGATIVE FEEDBACK

0 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

Examples from Twitter:



EastAyrshireLeisure @EALeisure
Vive Le France! 🇫🇷🥂🍷

Come along and see the Eiffel Tower and the Arc de Triomphe at the Dick Institute....and say au revoir to Bricktropolis as it reaches its final week pic.twitter.com/T7og901mKd

Impressions	1,159
Total engagements	21
Media engagements	10
Likes	5
Retweets	4
Detail expands	2



Promote your Tweet
Your Tweet has 1,159 total impressions so far.
Get more impressions on this Tweet!

Promote your Tweet



EastAyrshireLeisure @EALeisure
Remember Thursday is late night opening at [#DickInstitute](#). Walk amongst some of the world's landmark buildings recreated in Lego bricks at BRICKTROPOLIS!
[@hubswscotland](#) [@GRAHAM_Building](#) [@ashleighscot](#). You might recognise this one!
Book Now <http://ow.ly/9Sds30kHLJC>
pic.twitter.com/1bKQqLyFc3

Impressions	1,923
Total engagements	28
Media engagements	18
Link clicks	4
Retweets	3
Likes	3



Promote your Tweet
Your Tweet has 1,923 total impressions so far.
Get more impressions on this Tweet!

Promote your Tweet



EastAyrshireLeisure @EALeisure
 Visit Bricktropolis this weekend and beat the summer holiday rush!
 Tickets <http://www.eastayrshireleisure.com>
<http://ow.ly/MPTW30kw2e9>
[@hubswscotland](#) [@GRAHAM_Building](#)
[@ashleighscot](#) [@morrisonbuilds](#)
 *Please note that the brick pit is not suitable for children aged 0-3 years.
pic.twitter.com/NmEYyTorRo

Impressions	1,173
Total engagements	26
Likes	9
Media engagements	8
Retweets	4
Detail expands	3
Link clicks	2



Promote your Tweet
 Your Tweet has 1,173 total impressions so far.
 Get more impressions on this Tweet!

Promote your Tweet



EastAyrshireLeisure @EALeisure
 Beat the summer holiday rush. Book Now for blockbuster show Bricktropolis [#DickInstitute](#) walk amongst some of the world's landmark buildings, some over 4m tall!
[@hubswscotland](#) [@GRAHAM_Building](#)
[@ashleighscot](#) [@morrisonbuilds](#)
<http://ow.ly/bzzL30kw3rh>
pic.twitter.com/MMvm3UvQuR

Impressions	2,161
Total engagements	18
Likes	6
Media engagements	5
Retweets	4
Profile clicks	2
Hashtag clicks	1



Promote your Tweet
 Your Tweet has 2,161 total impressions so far.
 Get more impressions on this Tweet!

Promote your Tweet

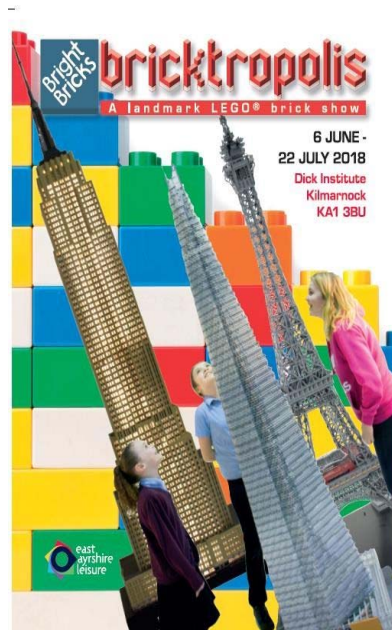
Boosted Twitter

With one boosted tweet we achieved 23,656 impressions

Additional Bricktropolis promotional activity:





As well as the normal internal and external signage a large amount of promotional activity took place including:


- Flyers - distributed through Direct Distribution
- Banner opposite Palace Theatre
- Mesh banners at key locations including schools
- Zoom flags outside the venue
- AA road signage
- Radio campaign
- Ad on digital board in the Burns Mall shopping centre
- Included in Summer Programme brochure that went to schools
- Flyer in all school bags
- Organic & paid for social media
- Social media competitions
- Adverts in 'Ayrshire Magazine' & 'What's on Ayrshire' summer brochure
- Digital advertising with Trinity Mirror – impressions, boosted social media and Facebook competition
- Digital Advertising with Newsquest (Herald, Evening Times & Ayrshire titles) – MPU's
- Digital Advertising with the List – MPU's and 2 features in their Something for the Weekend newsletters



Bricktropolis also proved to be popular within in our customer e-newsletters:

Opens	5145
Social Shares	90
Click Through Rate (CTR)	57.12%


Share us!






bricktropolis
A landmark LEGO® brick show
6 JUNE - 22 JULY DICK INSTITUTE

Welcome to East Ayrshire Leisure's Culture newsletter. We've got lots of exciting things to share with you but the one we're most excited about is Bricktropolis - a LEGO brick exhibition of awe inspiring scale. We've got news on some great events for kids and young people too!

This newsletter has been sent to you because you previously signed up for email updates on East Ayrshire Leisure events, activities and exhibitions. To make sure we send you information and offers that are relevant, please [update your subscription preferences](#). If you'd like to stop getting these emails, you can [unsubscribe](#).

The Height of LEGO Building

Bricktropolis is an interactive LEGO® brick show that towers over the competition with over 20 stunning models of world landmark towers and buildings each with an awe inspiring scale that's never been seen in Scotland before.

From Stonehenge through to the landmarks of London, New York and Kilmarnock on to the glittering skyscrapers of Shanghai and Dubai.


Simply put, this is the most spectacular LEGO brick show that Scotland has seen, specially built by Bright Bricks, the only accredited LEGO brick builder in the UK. Don't miss it at the Dick Institute before it goes on its global tour after its Kilmarnock unveiling.

There are selfie opportunities, a brick pit for budding LEGO brick engineers and a series of challenges with some great prizes on offer.

Advance booking recommended

[Get Tickets](#)

Dean Castle news



Work continues on preparing the Dean Castle collections for transport to the Dick Institute where they will be on display from 6th June until the castle reopens in 2020 when its modernisation and restoration project is completed. The country park remains open as normal and there's a packed events programme planned for this year. Explore the grounds and discover more about the castle's history or chat to a member of staff to find out more about the castle project and how you can get involved.

There will be LEGO brick model of the Dean