

# TRUST BOARD MEETING



**Date: 27 June 2017**

**Location: Reception Room, Grand Hall**

**Start time: 6pm**

<b>AGENDA</b>			
<b>AGENDA ITEM</b>	<b>FOR NOTING</b>	<b>FOR DISCUSSION</b>	<b>FOR APPROVAL/ DECISION</b>
<b>1. Apologies for Absence / Introductions</b>	✓		
<b>2. Declarations of Interest</b>	✓		
<b>3. Minutes of previous meetings</b> 3.1 Board Meeting: 16 March 2017 3.2 Performance & Audit Sub Committee: 22 May 2017			✓ ✓
<b>4. Performance Report April 2016 – March 2017</b>			✓
<b>5. 2017/18 Charges for Services - Consultation</b>			✓
<b>6. Chief Executive's Report</b>	✓		
<b>7. 2017/18 Budget Savings Proposals</b> (Confidential Paper)			✓
<b>8. DCCP Opening Events</b> (Confidential Paper)			✓
<b>9. Severances</b> (Confidential Paper)			✓
<b>10. AOCB</b>			
<b>11. Dates of Next Meetings:</b> <b>Performance &amp; Audit Sub-Committee:</b> 21 August 2017 <b>Trust Board Meeting/AGM:</b> 5 September 2017			

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# REPORT TO BOARD OF TRUSTEES



## ANNUAL PERFORMANCE REPORT – APRIL 2016 TO MARCH 2017

Date: 27 June 2017

Agenda Item: 4

Report By: John Griffiths, Chief Executive

### Summary

The report provides details of the Trust's performance for the financial year 2016/17. The results show sound financial performance with steady progress on increasing attendances at core venues despite challenging financial and economic circumstances.

## I PURPOSE OF THE 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 and including Business Plan objectives and finance.

## 2 BACKGROUND

- 2.1 The Trust's performance reporting procedures are now well established. This annual performance report contains information of performance in the fourth quarter of the year (January to March 2017) in addition to summarising the full year position.
- 2.2 The performance information will be combined with the 2016-17 audited accounts to make up the 2016/17 Annual Report which will be published later in the year following approval at the AGM. The performance report will also be submitted to East Ayrshire Council in September.

## 3 RESULTS

- 3.1 The reports key results can be summarised as follows:

### 3.1.1 BUSINESS PLAN

- Significant progress was made towards the achievement of the targets in the 2016-19 Business Plan.
- Attendances for Trust facilities and services showed an overall increase of 4% above target.

### 3.1.2 FINANCE

- A favourable variance/surplus of £61,760 was achieved in 2016/17.
- Savings of £879,000 were achieved in line with budget targets.
- External funding of £1,709,350 was achieved by Trust staff either directly or working with East Ayrshire Council.

### 3.1.3 COMMUNITY ASSET TRANSFER / ASSET RATIONALISATION

- The Trust has continued to support the Council's CAT/AR programme facilitating the transfer of facilities to community management and remodelling services as required.

- 3.2 Full details of performance are included in the attached report which is submitted for Trustee consideration.

# REPORT TO BOARD OF TRUSTEES



## 4 DESIGNATION OF FUNDS

- 4.1 The report includes proposals for designation of funds to high priority projects identified by the Senior Management Team shown on page 39 of the report and the Trust Board is asked to approve these proposals.

### Recommendation/s:

It is recommended that the Board:

- i. Approve the Annual Performance Report for 2016/17;
- ii. Approve the designation of funds proposed in the report; and
- iii. Otherwise note the content of this report.

Signature:

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

Designation: Chief Executive

Date: 12 June 2017



# **East Ayrshire Leisure Performs**

## **April 2016 - March 2017**



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# PROGRESS AGAINST 2016-19 ACTION PLAN

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

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

ACTION NO	ACTION	TARGET	PROGRESS OVERVIEW/HIGHLIGHTS AT 31 MARCH 2017
EAST AYRSHIRE LEISURE 1.1	Increase Customer Satisfaction levels	Show annual customer satisfaction improvements each year of Business Plan	<p><b>Jan – March 2017</b></p> <ul style="list-style-type: none"> <li>Customer satisfaction survey completed during this quarter.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p><b>Overall Annual Performance</b></p> <ul style="list-style-type: none"> <li>Customer satisfaction survey was commissioned and will provide a baseline position for future performance measurement.</li> </ul> <p><b>WITHIN TOLERANCE</b></p>
EAST AYRSHIRE LEISURE 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	Increase levels of attendance/ticket sales by 5% over the term of the business plan. Continue to invest in programme development. Increase online visitor usage by 2% each year of Business Plan	<p><b>Jan – March 2017</b></p> <ul style="list-style-type: none"> <li>Visitor figures have shown a 13% fall across cultural venues during this quarter from the Business plan target. This has been due to reduced levels of usage of part-time libraries and the Dick Institute is also showing a reduction.</li> <li>As projected at the start of the year, Countryside Services figures for Q4 have only included the River Ayr Way due to the construction work being carried out at Dean Castle Country Park. The visitor figures for the River Ayr Way have shown a 6% fall during this period. Whilst qualitative assessments haven't been carried out during the period, it is likely that large diversions on the South Ayrshire sections are having an impact on the entire route.</li> <li>Development and implementation of S&amp;CV core activities and programmes for Athletics, Badminton, Fitness, Football and Swimming for children, young people and adults have delivered across facility remit.</li> </ul> <p><b>REQUIRES INTERVENTION: ATTENDANCE FIGURES HAVE FALLEN BY 6 % ACROSS THE VENUES DURING QUARTER</b></p>

			<p><b><u>Overall Annual Performance</u></b></p> <ul style="list-style-type: none"> <li>• Cultural visitors/attendance has increased by 3% during 2016/17</li> <li>• Sport visitors/attendance has decreased by 0.3% by during 2016/17. Poor weather and ground conditions has impacted on golf attendances as well as localised adverse weather effecting availability of synthetic grass pitches.</li> <li>• Countryside visitors/attendance has shown a 6% increase on the target figure for 2016/17 which was set to take account of the redevelopment works within the Country Park.</li> <li>• A wide range of exhibitions/events/activities delivered across all areas have helped to support a 4% increase in attendance during the year. Examples include 'Art of Collection'; 'Angels, Myths and Fables'; 'I Am Here'; and 'Beauty and the Beast' panto at the Palace, Imprint Book Festival across our libraries, and school holiday programme at the Country Park. Specific examples of Sport &amp;Community Venues activities are highlighted under the appropriate action 2.1. It should be noted that due to limited access to the Country Park for redevelopment, attendance levels for countryside services are reduced. However, this is reflected in performance projections.</li> <li>• £40K funding bid is being prepared to support design upgrade of <a href="http://www.futuremuseum.co.uk">www.futuremuseum.co.uk</a> with project partners – Bid will be completed in first six months of 2017.</li> <li>• Future Museum (<a href="http://www.futuremuseum.co.uk">www.futuremuseum.co.uk</a>) visits have shown a 9% increase this year.</li> <li>• <a href="http://www.eastayrshireleisure.com">www.eastayrshireleisure.com</a> visits have shown a 3% increase above the target for this year.</li> </ul> <p><b>POSITIVE PERFORMANCE: ATTENDANCE FIGURES HAVE INCREASED BY 4% ACROSS THE VENUES DURING 2016/17.</b></p>
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EAST AYRSHIRE LEISURE 1.3	Achieve new quality standards and/or maintain current Accreditation standards	<b>Visit Scotland:</b> 4 star: Doon Valley Museum 4 star: Dick Institute 4 star: Baird Institute 4/5 star: Dean Castle and Country Park 4 star: Burns House Museum	<u><b>Jan – March 2017</b></u> <ul style="list-style-type: none"> <li>Baird Institute retained its 4 Star rating after review by Visit Scotland.</li> <li>Doon Valley Museum is now closed and Visit Scotland notified.</li> </ul> <b>POSITIVE PERFORMANCE</b> <u><b>Overall Annual Performance</b></u> <ul style="list-style-type: none"> <li>All of our venues have either enhanced or maintained the venue star rating.</li> <li>Palace Complex was accredited for the first time and was awarded 4 stars. for The Dick Institute was awarded 4 stars (was previously 3 stars)</li> <li>Doon Valley Museum Closed.</li> </ul> <b>POSITIVE PERFORMANCE</b>
		<b>Arts Council England Museum Accreditation:</b> Dean Castle/Baird/Doon Valley/Burns House/Dick Institute maintained.	<u><b>Jan – March 2017</b></u> <ul style="list-style-type: none"> <li>Accreditation maintained for retained museums. Arts Council of England Notified of Closure of Doon Valley Museum and Accreditation withdrawn from this venue.</li> </ul> <b>POSITIVE PERFORMANCE</b> <u><b>Overall Annual Performance</b></u> <ul style="list-style-type: none"> <li>Accreditation maintained for retained museums. Arts Council Notified of Closure of Doon Valley Museum and Accreditation withdrawn from this venue.</li> <li>£45K Funding bid being prepared to support investment in new Collection Management System – Bid will be completed in 2017.</li> </ul> <b>POSITIVE PERFORMANCE</b>

		<b>Collection Significance:</b> Musical Instrument/Burns Collections maintained.	<b><u>Overall Annual Performance</u></b> <ul style="list-style-type: none"> <li>£60K funding bid to Museums Galleries Scotland is being prepared to support investment in display at Dean Castle which will support wider development.</li> <li>Significance status maintained across both areas.</li> </ul> <b>POSITIVE PERFORMANCE</b>
		<b>How Good Is Our Public Library Service:</b> 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.	<b><u>Overall Annual Performance</u></b> <ul style="list-style-type: none"> <li>Given changes to Library Service we are discussing suitable timeline for starting review in 2017/18</li> </ul> <b>WITHIN TOLERANCE</b>
		<b>British Computer Society Accreditation: Maintain annual accreditation</b>	<b><u>Jan – March 2017</u></b> <ul style="list-style-type: none"> <li>Review has been carried out by BCSCA and awaiting outcome.</li> </ul> <b>POSITIVE PERFORMANCE</b>  <b><u>Overall Annual Performance</u></b> <ul style="list-style-type: none"> <li>Accreditation status maintained.</li> </ul> <b>POSITIVE PERFORMANCE</b>
		<b>UKA:</b> Maintain Certification at Ayrshire Athletics Arena	<b><u>Jan – March 2017</u></b> <ul style="list-style-type: none"> <li>Full A UKA Athletics Facility Competition Certificate held.</li> </ul> <b>POSITIVE PERFORMANCE</b>  <b><u>Overall Annual Performance</u></b> <ul style="list-style-type: none"> <li>Date for re-assessment May 2017</li> </ul>

		<p><b>FIFA:</b> Certification of all Synthetic Grass Pitches</p>	<p><u><b>Jan – March 2017</b></u></p> <ul style="list-style-type: none"> <li>Confirmation of FIFA Two star approved at St Joseph's Leisure Centre 7th March 2017.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p><u><b>Overall Annual Performance</b></u></p> <ul style="list-style-type: none"> <li>Full size synthetic grass pitches hold valid certification</li> </ul>
		<p>Maintain status as <b>RLSS</b> Approved Training Centre</p>	<p><u><b>Overall Annual Performance</b></u></p> <ul style="list-style-type: none"> <li>East Ayrshire Leisure recognised as RLSS Approved Training Centre</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
		<p>Gain <b>Green Flag</b> award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.</p>	<p><u><b>Overall Annual Performance</b></u></p> <ul style="list-style-type: none"> <li>Assessment scheduled for Dean Castle Country Park in January 2018</li> <li>Assessment scheduled for Annanhill Golf Course in 2019</li> </ul> <p><b>WITHIN TOLERANCE</b></p>
		<p>UKactive: achieve membership criteria</p>	<p><u><b>Jan – March 2017</b></u></p> <ul style="list-style-type: none"> <li>Ongoing dialogue with UKactive regarding full membership. Membership status to be achieved Mid 2017.</li> </ul> <p><u><b>Overall Annual Performance</b></u></p> <ul style="list-style-type: none"> <li>In addition to UKactive, East Ayrshire Leisure is now an employer partner with the Chartered Institute for the Management of Sport and Physical Activity.</li> </ul> <p><b>WITHIN TOLERANCE</b></p>

<p>EAST AYRSHIRE LEISURE 1.4</p>	<p>Maintain and sustain high level partnerships that support service delivery and improvement.</p>	<p>Maintain current partnership network.</p>	<p><b><u>Jan – March 2017</u></b></p> <ul style="list-style-type: none"> <li>• Worked with National Museums of Scotland to develop 'I AM HERE' project.</li> <li>• Worked with Creative Scotland to support major Nathan Coley commission for 2017.</li> <li>• Worked with National Galleries of Scotland to develop Rachel MacLean exhibition for 2017.</li> <li>• Worked with Alzheimer's Scotland and Kilmarnock Dementia Centre to develop a project aimed at increasing volunteer opportunities for people suffering from Dementia.</li> <li>• Formed a partnership with East Ayrshire Council and other stakeholders to develop a Landscape Partnership bid to be submitted to HLF in 2017.</li> <li>• Ongoing work with key partners and sports groups/clubs to grow and develop the provision of sporting/physical activity opportunities and events under S&amp;CV. List of partners highlighted under annual performance.</li> <li>• Ongoing work with Disclosure Scotland to ensure compliance with the Code of Practice.</li> <li>• Attendance at HR &amp; Finance and Marketing SPORTA group meetings to develop relationships with other Trusts.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p><b><u>Overall Annual Performance</u></b></p> <ul style="list-style-type: none"> <li>• In discussions with University West of Scotland and Ayrshire College to set up formal partnerships across several areas of operation including, Marketing, Libraries, Countryside and Cultural. Ayrshire College has been operating successfully from the Country Park since October and joint initiatives continue to be developed.</li> </ul>
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			<ul style="list-style-type: none"> <li>Continued to work with a range of national partners to support our arts and exhibition programmes.</li> <li>Worked with a range of local partners to deliver engagement programmes across our cultural venues. These include local heritage groups/library groups and various town action plan committees.</li> <li>Local Record Centre Partnership has been established with North and South Ayrshire Councils to develop an on-line biological record centre for the region</li> <li>Future Museum partnership will be expanded to include Inverclyde Council.</li> <li>In discussions with Annanhill Golf Club and other stakeholders in Annanhill Park to develop a Management Plan and Business Plan for the site</li> <li>New informal partnership has been established with the Scottish Rural College Conservation Society which involves them carrying out conservation tasks within the Country Park on a monthly basis.</li> <li>Working in partnership with sports club partners and local groups to develop sporting provision and opportunities within trust facilities: ACDI, Ayrshire Gymnastics, Ayrshire Sportsability, East Ayrshire Athletics Partnership, Grange Frame Football, Footsteps Dancing, Kilmarnock Harriers McCulloch ATA, Senjokai Karate Club, Stewarton Tennis Club, Stewarton Trampoline Club, Stewarton United, Ucan- Learn, Work, Live, Urban Gymnastics, Stewarton Academy and Stewarton Parents Association.</li> <li>Establishment of Landscape Partnership to develop a landscape scale heritage project in East Ayrshire. Partnership includes Community Action Planning steering group representatives, East Ayrshire Council, Scottish Natural Heritage, Central Scotland Green Network Trust, the Forestry Commission and other local and national stakeholders.</li> <li>Continued partnership with South Lanarkshire Council and East Renfrewshire Council in the implementation of the Whitelee Access Action Plan</li> <li>Establishment of the Ayrshire Strategic Route Network Partnership to develop</li> </ul>
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			<p>an Ayrshire wide path network.</p> <ul style="list-style-type: none"> <li>Attendance at the Health &amp; Safety Best Practice Group who meet on a quarterly basis to identify best practice in the leisure industry.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></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.	<p><u>Jan – March 2017</u></p> <ul style="list-style-type: none"> <li>East Ayrshire Leisure is represented on the East Ayrshire Council Climate Challenge Group who co-ordinate and lead environmental best practice across the service areas. This group was established in Q4</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> <li>A process has been established to ensure gas and electricity meter readings are gathered for all facilities. Reports are collated and any issues are raised with the Team Leaders.</li> </ul> <p>Reduce energy costs by utilising the following:</p> <ol style="list-style-type: none"> <li>Audit – Ensure the accuracy of energy costs</li> <li>Monitor – Examine energy use to detect and prevent waste</li> <li>Improve – Increase the efficiency of energy use</li> </ol> <ul style="list-style-type: none"> <li>An audit has been carried out across core venues to determine current waste management arrangements and an action plan will be delivered in 2017/18 for implementation.</li> <li>Key members of staff within the organisation attended Fuel Efficiency Training.</li> <li>All Trust vehicles have a telemetric system installed and drivers must meet a minimum standard.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT 31 MARCH 2017
EAST AYRSHIRE LEISURE 2.1	Increase general participation /attendance levels across service areas	<ul style="list-style-type: none"> <li>• Increase participation/ attendance levels by 5% over the term of the Business Plan.</li> </ul>	<p><b><u>Jan – March 2017</u></b></p> <ul style="list-style-type: none"> <li>• Visitor figures have shown a 13% fall across cultural venues during this quarter from the Business Plan target. This has been due to reduced levels of usage of part-time libraries and of the Dick Institute.</li> <li>• Although general visitor attendance is down by 6% within Countryside Services, the Countryside ranger team has focused on raising their profile within schools and engaging with educational establishments across East Ayrshire. This has resulted in over 1000 young people being involved in outdoor learning activities, a rise of 4% for the same period in 2015/16.</li> <li>• Continuation of core programmes and activities (Athletics, Badminton, Fitness, Football and Swimming) under S&amp;CV during Jan- March with additional marketing for fitness activities and January promotion.</li> </ul> <p><b>WITHIN TOLERANCE: ATTENDANCE / PARTICIPATION FIGURES HAVE FALLEN BY 3 % ACROSS THE VENUES DURING THIS QUARTER</b></p> <p><b><u>Overall Annual Performance</u></b></p> <ul style="list-style-type: none"> <li>• Cultural visitors/attendance has increased by 3% during 2016/17</li> <li>• Sport visitors/attendance has shown a 0.3% decrease on the target figure for 2016/17.</li> <li>• Countryside visitors/attendance has shown a 6% increase on the target figure for 2016/17 which was set to take account of the redevelopment works within the Country Park</li> <li>• Wide range of exhibitions/events/activities and workshop related activity delivered across the Trust have helped to support an increase in attendance/participation during the quarter.</li> </ul>

			<ul style="list-style-type: none"> <li>Created new workshop and education focus around our core venues resulting in more opportunities for participation. Examples include using Thursday evenings as a key event day in Cultural venues; family events at the Baird Institute, Imprint Book Festival, Bookbug events and Visual Art and Performing Arts workshop focus at Dick Institute, Palace and Cumnock. New Countryside Conservation Group has been established at DCCP and meets weekly.</li> <li>A wide range of new activities/programmes have been developed and implemented during 2016/2017. Examples include; dance programme for 3-14 year old; Latest trends- Nerf Wars sessions. Halloween activities at the Ayrshire Athletics Arena to engage youngsters not currently involved in athletics, Active Girls Day, Group morning PT sessions introduced at Loudoun Leisure Centre. New fitness classes for Boxercise, Piyo, Yoga and Badminton; Adult walking football, Handball, Tots Tennis, Roller Derby, 10 weeks to 10K sessions, Zumba Fitness, new parent and pre parent swimming programme.</li> <li>Introduction of "Roon the Toon" in partnership with Kilmarnock Harriers and East Ayrshire Council attracting approximately 1200 entries.</li> <li>Delivery of 25 athletics based events at the Ayrshire Athletics Arena which included the West District Championships and SUCA Scotland Vs Ireland.</li> </ul> <p><b>POSITIVE PERFORMANCE: ATTENDANCE / PARTICIPATION FIGURES HAVE INCREASED BY 4 % ACROSS THE VENUES DURING 2016/17.</b></p>
EAST AYRSHIRE LEISURE 2.2	Increase opportunities for/numbers of young people (12-25) using our services.	<ul style="list-style-type: none"> <li>Increase by 1% each year number of young people using our service areas.</li> <li>Raise £50K external funding during life of Business Plan to support programmes aimed at young people.</li> <li>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.</li> <li>Offer reduced cost/free access to</li> </ul>	<p><b>Jan – March 2017</b></p> <ul style="list-style-type: none"> <li>Behavioural change surveys aimed at this group are being developed for key projects across Cultural Service.</li> <li>Work has started with nurture groups within Stewarton Academy and Grange Academy to develop a programme of outdoor activities aimed at supporting young people who have become disengaged from school. The intention is that this will provide a pilot project to support a bid to the Cashback for Communities Fund in 2017 to provide outdoor residential opportunities for young people from across East Ayrshire.</li> </ul>



		<p>facility/project use for targeted groups of young people.</p> <ul style="list-style-type: none"> <li>Carry out project surveys to measure behavioural change impact in 2016/17/18/19</li> </ul>	<ul style="list-style-type: none"> <li>Girls Secondary School Volleyball tournament held at Stewarton Sports Centre, organised by Marr College.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> <li>Cultural baseline usage has now been completed and shows that 16% of our users are aged 12 -25 in 2016/17.</li> <li>Sport baseline usage has now been completed and shows that 29% of our users are aged 12 -25 in 2016/17.</li> <li>Countryside baseline usage has now been completed and shows that 14% of our users are aged 12 -25 in 2016/17.</li> <li>Ongoing opportunities for young people through the Junior Ranger Club at Dean Castle Country Park and the John Muir Award Scheme.</li> <li>Ongoing support to secondary schools, particularly through their wider achievement programmes.</li> <li>New programme focus aimed at engaging this age range through Make Some Noise, Gaelic Project, Youth Theatre and Ayrshire Youth Arts Network.</li> <li>Cumnock Youth Arts network workshops and events have helped to support a targeted programme of young people's theatre and performance. It has attracted 526 young people.</li> <li>Introduced 3D printing capability at the Dick Institute library.</li> <li>115 volunteer days were carried out with young people between 12 – 25 working on conservation project at the Country Park. This included 9 young people from Willowbank School.</li> <li>126 weekly sessions are on offer for those age 12 plus to participate in a wide range of sport and fitness activities. Session are delivered directly by East Ayrshire Leisure or in partnership with local sports clubs and organisations.</li> </ul>
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			<ul style="list-style-type: none"> <li>Engaged with a wide range of national governing bodies of sport and SportScotland to further develop programme delivery and opportunities available within trust facilities to participate in recreational or structure sport and physical activity.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<ul style="list-style-type: none"> <li>Apply audit findings where appropriate, in 2017/18/19</li> <li>Support people using our facilities/ programmes with mixed ability needs.</li> </ul>	<p><u>Jan – March 2017</u></p> <ul style="list-style-type: none"> <li>Ongoing work with Willowbank School to develop an outdoor learning zone at Dean Castle Country Park aimed at people with disabilities.</li> <li>Work with Alzheimer’s Scotland to develop a remote volunteering programme for people suffering from dementia.</li> <li>Carried out community consultation regarding new play facilities at Dean Castle Country Park in partnership with East Ayrshire Council’s Access Design Officer and Jupiter Play DDA specialist.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> <li>Cultural baseline usage has now been completed and shows that 1% of our users are considered to have physical, sensory or learning disabilities in 2016/17.</li> <li>Sport baseline usage has now been completed and shows that 2% of our users are considered to have physical, sensory or learning disabilities in 2016/17.</li> <li>Countryside baseline usage has now been completed and shows that 6% of our users are considered to have physical, sensory or learning disabilities in 2016/17.</li> <li>Working with Willowbank School to develop an outdoor learning area within Dean Castle Country Park which has been specifically adapted for mixed ability needs and will be used to support young people to achieve a John Muir Award. A funding application of £2K is being prepared.</li> </ul>

			<ul style="list-style-type: none"> <li>• Introduction of Frame Football at Grange Leisure Centre in partnership with Vibrant Communities and Grange Frame Football Club.</li> <li>• Development of the Mental Health Badminton Group in partnership with the New Farm Community Sports Hub and NHS Ayrshire &amp; Arran.</li> <li>• Work with Alzheimer's Scotland to develop a remote volunteering programme for people suffering from dementia.</li> <li>• Carried out community consultation regarding new play facilities at Dean Castle Country Park in partnership with East Ayrshire Council's Access Design Officer and Jupiter Play DDA specialist.</li> <li>• Developed a full access audit of DCCP and Castle which will be fully implemented during the programme of works.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 2.4	Increase opportunities for/numbers of older people (60+) using our services.	<ul style="list-style-type: none"> <li>• Increase attendance by older people by 1% each year.</li> <li>• Ensure we have programmes that are attractive to older users.</li> <li>• Carry out sample surveys to measure behavioural change impact in 2016/17/18/19</li> <li>• Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire &amp; Arran, Vibrant Communities.</li> </ul>	<p><u>Jan – March 2017</u></p> <ul style="list-style-type: none"> <li>• Developing programmes with Vibrant Communities team around aspects of library delivery and the Dean Castle project.</li> <li>• Developing a partnership with Alzheimer's Scotland to engage older people in specific volunteering programmes.</li> <li>• Walking Football tournament held at Stewarton Sports Centre with teams from Ayr, Irvine, Kilmarnock, Stewarton and Edinburgh competing.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> <li>• Cultural baseline usage has now been completed and shows that 29% of our customers are aged 60+ in 2016/17.</li> <li>• Sport baseline usage has now been completed and shows that 5% of our</li> </ul>

			<p>customers are aged 60+ in 2016/17.</p> <ul style="list-style-type: none"> <li>• Countryside baseline usage has now been completed and shows that 1% of our customers are aged 60+ in 2016/17.</li> <li>• The Homewords service now fully operational and is working with 700 individuals and 5 care homes during this year.</li> <li>• Worked with History Group in Cumnock for regular programme of talks at The Baird Institute and also at Doon Valley Museum.</li> <li>• Working extensively with groups across Palace Theatre and Grand Hall and libraries supporting 60+ programmes. Examples include Opportunities In Retirement groups, Chit Chat Clubs, IT workshops across library network.</li> <li>• Continuation of Walking Football in partnership with the Stewarton Community Sports Hub.</li> <li>• Walking Football sessions initiated at Muirkirk, Patna, Catrine and Muirkirk Games Halls</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
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STRATEGIC OBJECTIVE THREE – TO ENHANCE EAST AYRSHIRE'S TOURISM OFFER			
ACTION NO	ACTION	TARGET	PROGRESS AT 31 MARCH 2017
EAST AYRSHIRE LEISURE 3.1	Increase visitor attendance at our key tourist attractions including: Dick Institute, Dean Castle & Country Park, Baird Institute, Doon Valley Museum, Burns House Museum & Library, River Ayr Way, Palace & Grand Hall Complex and Cumnock Town Hall	<ul style="list-style-type: none"> <li>• Increase levels of visitor attendance in line with targets set in local Tourism Strategies.</li> <li>• Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events.</li> <li>• Submit external funding bids to support tourism development across our</li> </ul>	<p><u>Jan – March 2017</u></p> <ul style="list-style-type: none"> <li>• Attendance numbers have shown a 3% fall across all our tourism venues this quarter and is attributable to reduced visitor numbers at the Dick Institute, Palace Complex, closure of the Doon Valley Museum and the reduced numbers on the River Ayr Way.</li> </ul> <p><b>WITHIN TOLERANCE: ATTENDANCE FIGURES HAVE FALLEN BY 3 % IN THIS QUARTER.</b></p>

		<p>facilities/venues.</p> <ul style="list-style-type: none"> <li>Maintain and develop partnership working with Visit Scotland/ EventsScotland to support our programmes.</li> </ul>	<p><b><u>Overall Annual Performance</u></b></p> <ul style="list-style-type: none"> <li>Worked with EAC Tourism Officer on various projects and will integrate this work into East Ayrshire's Tourism Action Plan.</li> <li>With funding from East Ayrshire Council, major upgrades to the East Ayrshire side of the River Ayr Way took place in 2016. This work will be completed with an overhaul of the signage and interpretation in 2017.</li> <li>Dean Castle programme of works currently being developed having raised over £2m from external sources.</li> <li>£125,000 was approved from the Scottish Rural Development Programme as contribution to the DCCP Green Network Strategy. This is part of a £5 million redevelopment project at the Country Park</li> <li>Wide range of exhibitions/events/activities delivered across the Trust that have helped to support increase in attendance during the year from previous year across all areas of operation. Examples include 'Art of Collection'; 'Angels, Myths and Fables'; 'Beauty and the Beast' panto at the Palace, Imprint Book Festival across our libraries.</li> <li>Marketing attendance at Tourism Industry Leader Group, sitting on branding and marketing sub-groups.</li> <li>Attending EAC's Tourism Advisory Group meetings.</li> <li>Attending EAC's Corporate Events Working Groups meetings.</li> </ul> <p><b>POSITIVE PERFORMANCE: ATTENDANCE FIGURES HAVE INCREASED BY 9% FOR 2016/17 ACROSS THE LISTED VENUES</b></p>
EAST AYRSHIRE LEISURE 3.2	Work with local groups to add value to the tourism offer.	<ul style="list-style-type: none"> <li>Work with 4 groups each year to support community development and to harness local knowledge.</li> </ul>	<p><b><u>Jan – March 2017</u></b></p> <ul style="list-style-type: none"> <li>East Ayrshire Leisure has started working with Cumnock Town Centre Action Plan Group to develop a programme of development for Woodroad Park.</li> </ul>

			<ul style="list-style-type: none"> <li>• East Ayrshire Leisure is supporting the New Cumnock Action Plan group in the development of their new allotment and community garden project.</li> <li>• Ongoing support given to Stewarton Woodlands Action Group and Stewarton Action Plan Steering Group in the development of the green network around Stewarton.</li> <li>• Support given to Nethergate Community Farm, Dunlop in the development of their social enterprise to promote sustainable farming as an economic and tourism offer.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p><b><u>Overall Annual Performance</u></b></p> <ul style="list-style-type: none"> <li>• Worked with Dalmellington Community Council, Irvine Valley Regeneration Partnership and Kilmaurs Community Council in the organisation of the Annick Valley, Irvine Valley and Dalmellington Walking Festivals which attracted over 1200 over the 3 weekends.</li> <li>• The Dunaskin Heritage Trust has been supported through a programme of Countryside Ranger led walks from April to October.</li> <li>• Cumnock History Group, Mauchline Burns Club, Doon Valley Community Council to add value to our heritage offer.</li> <li>• Working with the Kilmarnock Action Plan Group to develop a programme of events towards the end of October.</li> <li>• Work has started with Cumnock Town Centre Action Plan Group on a programme of development for Woodroad Park.</li> <li>• East Ayrshire Leisure is supporting New Cumnock Action Plan group in the development of their new allotment and community garden project.</li> <li>• Ongoing support given to Stewarton Woodlands Action Group and Stewarton Action Plan Steering Group in the development of the green network around Stewarton.</li> </ul>
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			<ul style="list-style-type: none"> <li>• Support given to Nethergate Community Farm in the development of their social enterprise to promote sustainable farming as an economic and tourism offer.</li> <li>• Worked with Cumnock Action Plan group to develop the Love Cumnock bid to Ayrshire Leader.</li> <li>• East Ayrshire Leisure is represented on the Kilmarnock Town Centre Stakeholder Group to develop a programme of improvements and activities that will contribute to the tourism offer in Kilmarnock.</li> <li>• Worked with the Irvine Valley Regeneration Partnership to carry out community consultation exercises to inform the Irvine Valley Trails Project.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
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**STRATEGIC OBJECTIVE FOUR – TO BE RECOGNISED AS AN EMPLOYER OF CHOICE**

ACTION NO	ACTION	TARGET	PROGRESS AT 31 MARCH 2017
EAST AYRSHIRE LEISURE 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> <li>Respond to survey findings.</li> <li>Maintain constructive relationship with Trade Union – 6 meetings annually.</li> <li>Maintain absence to below acceptable level of 8 days per annum.</li> <li>Continue to achieve low levels of formal Grievances</li> </ul>	<p><b><u>Jan – March 2017</u></b></p> <ul style="list-style-type: none"> <li>Employee surveys have been completed during this quarter.</li> <li>Staff Recognition Award – 1<sup>st</sup> round completed with a photocall and presentation on 22<sup>nd</sup> and 23<sup>rd</sup> March. Application forms have been updated and are available across all establishments. January – March nominations to be considered at P&amp;SC in May.</li> <li>Absence level recorded for 12 Dec – 31 March was 2.56 days. This is primarily due to long term absence.</li> <li>No Grievance Appeals were held during this period.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p><b><u>Overall Annual Performance</u></b></p> <ul style="list-style-type: none"> <li>Employee survey was commissioned and will provide a baseline position for future performance.</li> <li>Staff Recognition Award – Successful launch, many nominations were received highlighting excellence by staff.</li> <li>Absence levels for the year is 8.45 which is above the acceptable 8 working days lost per employee. This is primarily due to long term absence. The top 3 causes of absence and action taken to tackle these are as follows:-               <ul style="list-style-type: none"> <li>Musculo Skeletal - Early Intervention is sought through Occupational Health and this is undertaken on day one of an absence.</li> <li>Operations/Treatment/Recovery – Managers and Team Leaders support staff through regular contact and employees are referred to Occupational Health where appropriate.</li> </ul> </li> </ul>



			<ul style="list-style-type: none"> <li>○ Workplace Injury – Early Intervention is sought through Occupational Health and this is undertaken on day one of an absence. Employees are supported through regular contact and referred to Physiotherapy where appropriate.</li> <li>○ All employees are supported and managed in accordance with East Ayrshire Leisure's Sickness Absence Management policy.</li> <li>• One formal grievance was considered by the Appeals Panel which was not upheld.</li> </ul> <p><b>WITHIN TOLERANCE</b></p>
EAST AYRSHIRE LEISURE 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> <li>• 6 Modern Apprenticeships during life of Business Plan subject to funding.</li> <li>• 10 work placements during life of Business Plan</li> <li>• 3 interns during life of Business Plan.</li> <li>• Individual volunteers increase by 2% each year</li> <li>• Volunteer days increased by 2%</li> </ul>	<p><b><u>Jan – March 2017</u></b></p> <ul style="list-style-type: none"> <li>• 190 volunteer visits took place at Dean Castle Country Park in Q4, this included 87 people attending a volunteer work weekend in March.</li> <li>• Young Hub Leaders have been volunteering through the Community Sports Hubs (Auchinleck, Grange, St Joseph's, Stewarton and the Academy) supporting clubs/programmes and offering ideas to engage their peers in activities.</li> <li>• 1 university placement from the University of West of Scotland has been supporting the development of the Community Sports Hubs and Handball programme</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p><b><u>Overall Annual Performance</u></b></p> <ul style="list-style-type: none"> <li>• 102 placements from secondary and tertiary education were supported in 2016/17</li> <li>• 499 volunteer days were recorded within the Country Park in 2016/17. This included 58 regular volunteers, as well as people attending one off volunteering events</li> </ul>

			<ul style="list-style-type: none"> <li>Youth Theatre maintains 3 volunteers.</li> <li>Textile Team at Castle 10-16 volunteers.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 4.3	Advance staff through training and development	<ul style="list-style-type: none"> <li>Increase the use of EAGER working towards 95% coverage for permanent staff.</li> <li>Develop training matrix for all service areas</li> <li>Develop bespoke e-learning modules and training courses</li> <li>Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations</li> </ul>	<p><u>Jan – March 2017</u></p> <ul style="list-style-type: none"> <li>Seminars on Cultural Development have taken place across the organisation with the final phase being rolled out in April/May.</li> <li>50% of staff have now personally signed up to the pledge from Stonewall Scotland 'No Bystanders Campaign'.</li> <li>A revised proposal for Induction of new staff into the organisation has been completed and is now at the final stage of consultation.</li> <li>Criteria for the introduction of a quality assurance framework for service delivery has been completed and will be piloted by People &amp; Finance.</li> <li>A performance management framework of training and development data for Jan – March is now in draft form.</li> <li>The newly formed staff training consultation group have met for the second time focusing on proposals for the training intranet page and the revised induction pack.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p> <p><u>Overall Annual Performance</u></p> <ul style="list-style-type: none"> <li>The EAGER process allows employees and their managers to work together to review performance, address any ongoing support and development needs required to allow an employee to work to their full potential. 91% of EAGER's were completed across the organisation which has been further broken down below into individual service areas:-</li> </ul>

			<table> <tr> <th>Service</th><th>Total</th><th>Submitted</th><th>Completed</th></tr> <tr> <td>Cultural Services</td><td>76</td><td>72</td><td><b>95%</b></td></tr> <tr> <td>Countryside Services</td><td>25</td><td>22</td><td><b>88%</b></td></tr> <tr> <td>Directorate</td><td>6</td><td>5</td><td><b>83%</b></td></tr> <tr> <td>Marketing &amp; Development</td><td>6</td><td>4</td><td><b>67%</b></td></tr> <tr> <td>People &amp; Finance</td><td>15</td><td>15</td><td><b>100%</b></td></tr> <tr> <td>Sports &amp; Community Venues</td><td>62</td><td>55</td><td><b>89%</b></td></tr> <tr> <td></td><td><b>190</b></td><td><b>173</b></td><td><b>91%</b></td></tr> </table> <ul style="list-style-type: none"> <li>• A Training &amp; Development Officer, was appointed to the organisation on 24<sup>th</sup> October and has successfully concluded key objectives for the organisation.</li> <li>• Training Matrices are complete for all service areas</li> <li>• Bespoke e-learning modules and training courses have been developed for the organisation.</li> <li>• The EAC volunteer policy was adopted by East Ayrshire Leisure and developed into an operating framework specifically for East Ayrshire Leisure's requirements.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>	Service	Total	Submitted	Completed	Cultural Services	76	72	<b>95%</b>	Countryside Services	25	22	<b>88%</b>	Directorate	6	5	<b>83%</b>	Marketing & Development	6	4	<b>67%</b>	People & Finance	15	15	<b>100%</b>	Sports & Community Venues	62	55	<b>89%</b>		<b>190</b>	<b>173</b>	<b>91%</b>
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# **FINANCIAL PERFORMANCE TO 31.03.17**

**Performance & Audit Sub Committee**  
**2016/17 EAST AYRSHIRE LEISURE BUDGET**  
**AS AT 31<sup>st</sup> MARCH 2017 – PERIOD 12**  
**SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY**

The actual outturn for East Ayrshire Leisure at 31<sup>st</sup> March 2017 is a favourable surplus of £61,760. This position is after a savings reduction of £879,000 in 2016/17.

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

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

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

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

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

**TABLE A – OVERALL NET POSITION**

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse
775,751	775,751	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	1,033,210	945,325	91%	945,325	(87,885)
345,452	345,452	<b>MARKETING &amp; DEVELOPMENT</b>	358,730	350,193	98%	350,193	(8,537)
2,518,146	2,518,146	<b>CULTURAL</b>	2,121,240	2,150,767	101%	2,150,767	29,527
70,265	70,265	Cultural Management	68,260	71,559	105%	71,559	3,299
143,656	143,656	Collection Care	148,850	143,526	96%	143,526	(5,324)
453,715	453,715	Cultural Development	440,960	441,992	100%	441,992	1,032
1,451,445	1,451,445	Libraries	1,094,870	1,104,708	101%	1,104,708	9,838
(19,642)	(19,642)	Bar & Catering	(18,600)	(24,129)	130%	(24,129)	(5,529)
418,707	418,707	Palace Complex	386,900	413,111	107%	413,111	26,211
736,458	736,458	<b>COUNTRYSIDE SERVICES</b>	730,740	756,624	99%	756,624	25,884
563,385	563,385	Countryside Development	563,410	557,060	119%	557,060	(6,350)
173,073	173,073	Countryside Golf	167,330	199,564	89%	199,564	32,234
1,415,378	1,415,378	<b>SPORT &amp; COMMUNITY VENUES</b>	1,518,660	1,356,821	89%	1,356,821	(161,839)
485,694	485,694	Sport & Community Management	605,930	464,682	77%	464,682	(141,248)
81,988	81,988	Area 1	106,720	110,620	104%	110,620	3,900
222,808	222,808	Area 2	185,690	208,833	112%	208,833	23,143
194,799	194,799	Area 3	258,810	210,379	81%	210,379	(48,431)
308,712	308,712	Area 4	328,450	319,201	97%	319,201	(9,249)
12,474	12,474	Area 5	360	18,946	5263%	18,946	18,586
87,453	87,453	Football	46,460	60,327	130%	60,327	13,867
21,450	21,450	Community Venues	(13,760)	(36,167)	263%	(36,167)	(22,407)
5,791,185	5,791,185	<b>TOTAL</b>	5,762,580	5,559,730	96%	5,559,730	(202,850)
(6,001,620)	(6,001,620)	Management Fee	(5,202,840)	(5,202,840)	100%	(5,202,840)	0
(210,435)	(210,435)	<b>TOTAL</b>	559,740	356,890		356,890	(202,850)
0	0	Savings Yet to be Identified	(141,090)	0		0	141,090
(150,860)	(150,860)	Trs From Reserves	(418,650)	(418,650)		(418,650)	0
99,150	99,150	Designated Funds	0	0		0	0
0	0	Trs To Reserves	0	0		0	0
(262,145)	(262,145)	<b>TOTAL (after transfer to reserves)</b>	0	(61,760)		(61,760)	(61,760)

**TABLE B – OVERALL NET POSITION**

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse
(1,892,014)	(1,892,014)	Income From Charitable Activities	(1,766,540)	(1,796,094)	102%	(1,796,094)	(29,554)
(6,001,620)	(6,001,620)	Management Fee	(5,202,840)	(5,202,840)	100%	(5,202,840)	0
(7,893,634)	(7,893,634)	<b>TOTAL INCOME</b>	(6,969,380)	(6,998,934)	100%	(6,998,934)	(29,554)
5,303,196	5,303,196	Employee Costs	5,496,870	5,364,165	98%	5,364,165	(132,705)
50,596	50,596	Transport Costs	51,910	40,311	78%	40,311	(11,599)
893,142	893,142	Premises Costs	717,060	716,901	100%	716,901	(159)
1,097,759	1,097,759	Supplies & Services	911,110	871,977	96%	871,977	(39,133)
18,630	18,630	Financing Costs	31,690	31,510	99%	31,510	(180)
212,400	212,400	Support Costs	212,400	212,400	0%	212,400	0
107,476	107,476	Governance Costs	108,080	118,559	110%	118,559	10,479
7,683,199	7,683,199	<b>TOTAL RESOURCES EXPENDED</b>	7,529,120	7,355,824	98%	7,355,824	(173,296)
(210,435)	(210,435)	<b>NET POSITION</b>	559,740	356,890		356,890	(202,850)
0	0	Savings Yet to be Identified	(141,090)	0		0	141,090
(150,860)	(150,860)	Trs From Reserves	(418,650)	(418,650)		(418,650)	0
99,150	99,150	Designated Funds	0	0		0	0
0	0	Trs To Reserves	0	0		0	0
(262,145)	(262,145)	<b>TOTAL (after transfer to reserves)</b>	0	(61,760)		(61,760)	(61,760)

**TABLE C – INCOME POSITION**

Revised Actual Income To 31/03/16	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Income To 31/12/16	Actual Income as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse
(8,171)	(8,171)	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	(2,000)	(5,671)	284%	(5,671)	(3,671)
(1,560)	(1,560)	<b>MARKETING &amp; DEVELOPMENT</b>	0	(363)		(363)	(363)
(507,893)	(507,893)	<b>CULTURAL</b>	(447,200)	(511,406)	114%	(511,406)	(64,206)
	0	Cultural Management	0	0		0	0
(1,783)	(1,783)	Collection Care	(1,500)	(2,711)		(2,711)	(1,211)
(57,147)	(57,147)	Cultural Development	(23,370)	(37,779)	162%	(37,779)	(14,409)
(102,845)	(102,845)	Libraries	(70,540)	(85,359)	121%	(85,359)	(14,819)
(87,951)	(87,951)	Bar & Catering	(80,000)	(98,065)	123%	(98,065)	(18,065)
(258,167)	(258,167)	Palace Complex	(271,790)	(287,491)	106%	(287,491)	(15,701)
(219,128)	(219,128)	<b>COUNTRYSIDE SERVICES</b>	(189,580)	(159,441)	84%	(159,441)	30,139
(59,188)	(59,188)	Countryside Development	(58,080)	(38,671)	67%	(38,671)	19,409
(159,940)	(159,940)	Countryside Golf	(131,500)	(120,770)	92%	(120,770)	10,730
(1,155,262)	(1,155,262)	<b>SPORT &amp; COMMUNITY VENUES</b>	(1,127,760)	(1,119,213)	99%	(1,119,213)	8,547
(60,900)	(60,900)	Sport & Community Management	(46,220)	(54,241)	117%	(54,241)	(8,021)
(214,392)	(214,392)	Area 1	(212,670)	(230,033)	108%	(230,033)	(17,363)
(104,750)	(104,750)	Area 2	(113,580)	(76,368)	67%	(76,368)	37,212
(223,649)	(223,649)	Area 3	(194,300)	(238,307)	123%	(238,307)	(44,007)
(111,727)	(111,727)	Area 4	(118,290)	(87,842)	74%	(87,842)	30,448
(238,809)	(238,809)	Area 5	(249,540)	(256,782)	103%	(256,782)	(7,242)
(18,265)	(18,265)	Football	(12,660)	(14,975)	118%	(14,975)	(2,315)
(182,770)	(182,770)	Community Venues	(180,500)	(160,667)	89%	(160,667)	19,833
(1,892,014)	(1,892,014)	<b>TOTAL</b>	(1,766,540)	(1,796,094)	102%	(1,796,094)	(29,554)
(6,001,620)	(6,001,620)	<b>Management Fee</b>	(5,202,840)	(5,202,840)	100%	(5,202,840)	0
(7,893,634)	(7,893,634)	<b>TOTAL</b>	(6,969,380)	(6,998,934)	100%	(6,998,934)	(29,554)



**TABLE D – EXPENDITURE POSITION**

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	Service Division	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse
783,922	783,922	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	1,035,210	950,996	92%	950,996	(84,214)
347,012	347,012	<b>MARKETING &amp; DEVELOPMENT</b>	358,730	350,556	98%	350,556	(8,174)
3,026,038	3,026,038	<b>CULTURAL</b>	2,568,440	2,662,173	104%	2,662,173	93,733
70,265	70,265	Cultural Management	68,260	71,559	105%	71,559	3,299
145,439	145,439	Collection Care	150,350	146,237	97%	146,237	(4,113)
510,862	510,862	Cultural Development	464,330	479,771	103%	479,771	15,441
1,554,288	1,554,288	Libraries	1,165,410	1,190,068	102%	1,190,068	24,658
68,309	68,309	Bar & Catering	61,400	73,935	120%	73,935	12,535
676,875	676,875	Palace Complex	658,690	700,603	106%	700,603	41,913
955,587	955,587	<b>COUNTRYSIDE SERVICES</b>	920,320	916,065	100%	916,065	(4,255)
622,574	622,574	Countryside Development	621,490	595,731	96%	595,731	(25,759)
333,013	333,013	Countryside Golf	298,830	320,334	107%	320,334	21,504
2,570,640	2,570,640	<b>SPORT &amp; COMMUNITY VENUES</b>	2,646,420	2,476,034	94%	2,476,034	(170,386)
546,594	546,594	Sport & Community Management	652,150	518,923	80%	518,923	(133,227)
296,379	296,379	Area 1	319,390	340,653	107%	340,653	21,263
327,558	327,558	Area 2	299,270	285,201	95%	285,201	(14,069)
418,448	418,448	Area 3	453,110	448,685	99%	448,685	(4,425)
420,439	420,439	Area 4	446,740	407,042	91%	407,042	(39,698)
251,283	251,283	Area 5	249,900	275,728	110%	275,728	25,828
105,718	105,718	Football	59,120	75,301	127%	75,301	16,181
204,221	204,221	Community Venues	166,740	124,500	75%	124,500	(42,240)
7,683,199	7,683,199	<b>TOTAL</b>	7,529,120	7,355,824	98%	7,355,824	(173,296)
		<b>Management Fee</b>					0
7,683,199	7,683,199	<b>TOTAL</b>	7,529,120	7,355,824	98%	7,355,824	(173,296)

## CHIEF EXECUTIVE & PEOPLE & FINANCE SERVICE ANALYSIS

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	CHIEF EXECUTIVE & PEOPLE & FINANCE	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(8,171)	(8,171)	Income From Charitable Activities	(2,000)	(5,671)	284%	(5,671)	(3,671)	Favourable variance mainly relates to Bank Interest Received.
(6,001,620)	(6,001,620)	Management Fee	(5,202,840)	(5,202,840)	100%	(5,202,840)	0	
(6,009,791)	(6,009,791)	<b>TOTAL INCOME</b>	(5,204,840)	(5,208,511)	100%	(5,208,511)	(3,671)	
474,746	474,746	Employee Costs	702,790	647,601	92%	647,601	(55,189)	Favourable variance has arisen due to delays in filling vacancies and underspend within Training. £10k from Training Budget now included within funds to be designated for use in 2017/18.
0	0	Transport Costs	2,750	2,821		2,821	71	
15,861	15,861	Premises Costs	14,720	15,263	104%	15,263	543	
54,599	54,599	Supplies & Services	77,770	49,225	63%	49,225	(28,545)	Delay arose on expenditure on Contactless Payment Software/Equipment - £10k now included within funds to be designated for use in 2017/18.
0	0	Financing Costs	0	0		0	0	
212,400	212,400	Support Costs	212,400	212,400		212,400	0	
26,316	26,316	Governance Costs	24,780	23,686	96%	23,686	(1,094)	
<b>783,922</b>	<b>783,922</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,035,210</b>	<b>950,996</b>	<b>92%</b>	<b>950,996</b>	<b>(84,214)</b>	
(5,225,869)	(5,225,869)	<b>NET POSITION</b>	(4,169,630)	(4,257,515)	102%	(4,257,515)	(87,885)	
		Savings Yet to be Identified	(141,090)	0		0	141,090	
		Trs From Reserves	(172,260)	(172,260)		(172,260)	0	
<b>4,500</b>	<b>4,500</b>	<b>Designated Funds</b>				<b>0</b>	<b>0</b>	
		Trs To Reserves					<b>0</b>	
(5,221,369)	(5,221,369)	<b>TOTAL (after transfer to reserves)</b>	(4,482,980)	(4,429,775)	<b>99%</b>	(4,429,775)	<b>53,205</b>	

## MARKETING & DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	MARKETING & DEVELOPMENT	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(1,560)	(1,560)	Income From Charitable Activities	0	(363)		(363)	(363)	
		Management Fee					0	
(1,560)	(1,560)	TOTAL INCOME	0	(363)		(363)	(363)	
236,089	236,089	Employee Costs	263,470	247,805	94%	247,805	(15,665)	Favourable variance has arisen due to delays in filling a vacancy.
		Transport Costs	0	0		0	0	
		Premises Costs	0	0		0	0	
110,923	110,923	Supplies & Services	91,010	97,127	107%	97,127	6,117	Projected savings in employee costs allowed further promotional advertising to be conducted.
		Financing Costs	0	0		0	0	
		Support Costs	0	0		0	0	
		Governance Costs	4,250	5,625		5,625	1,375	
347,012	347,012	TOTAL RESOURCES EXPENDED	358,730	350,556	98%	350,556	(8,174)	
345,452	345,452	NET POSITION	358,730	350,193	98%	350,193	(8,537)	
(45,380)	(45,380)	Trs From Reserves	(65,370)	(65,370)		(65,370)	0	
		Designated Funds					0	
		Trs To Reserves					0	
300,072	300,072	TOTAL (after transfer to reserves)	293,360	284,823	97%	284,823	(8,537)	

## CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	CULTURAL	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(507,893)	(507,893)	Income From Charitable Activities	(447,200)	(511,406)	114%	(511,406)	(64,206)	Increased income generation through good ticket sales and event hire in our performing arts venues and Youth Theatre has supported this favourable position. This was also supported by increased hospitality income. Libraries also achieved increased sales across our DVD/audio budgets.
		Management Fee					0	
(507,893)	(507,893)	TOTAL INCOME	(447,200)	(511,406)	114%	(511,406)	(64,206)	
2,067,341	2,067,341	Employee Costs	1,809,630	1,880,369	104%	1,880,369	70,739	Adverse variance due to several long-term absences across our Performing Arts and Cultural Development teams. This meant that the use of bank staff was required to ensure venues remained open, which exceeded the budgets that we had available and resulted in significant budgetary pressure. Increased cost of bank staff is also linked to the improved position on income generation across our performing arts venues and Youth Theatre.
13,711	13,711	Transport Costs	17,950	13,428	75%	13,428	(4,522)	Reduced transport costs to manage overspend.
281,111	281,111	Premises Costs	223,050	227,658	102%	227,658	4,608	Adverse variance due to increased cost of unmetered water across libraries.
628,248	628,248	Supplies & Services	465,140	481,342	103%	481,342	16,202	Adverse variance due to increased costs involved in generating the favourable income across all areas of operation.
1,890	1,890	Financing Costs	7,620	7,440		7,440	(180)	
		Support Costs	0	0		0	0	
33,737	33,737	Governance Costs	45,050	51,936	115%	51,936	6,886	Adverse variance due to increased irrecoverable VAT position.
3,026,038	3,026,038	TOTAL RESOURCES EXPENDED	2,568,440	2,662,173	104%	2,662,173	93,733	
2,518,145	2,518,145	NET POSITION	2,121,240	2,150,767	101%	2,150,767	29,527	
(83,630)	(83,630)	Trs From Reserves	(34,640)	(34,640)		(34,640)	0	
38,650	38,650	Designated Funds				0	0	
		Trs To Reserves					0	
2,473,165	2,473,165	TOTAL (after transfer to reserves)	2,086,600	2,116,127	101%	2,116,127	29,527	

## COUNTRYSIDE SERVICE ANALYSIS

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	COUNTRYSIDE SERVICES	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(219,128)	(219,128)	Income From Charitable Activities	(189,580)	(159,441)	84%	(159,441)	30,139	Reduction in projected income due to the closure of the Country Park buildings from September 2016 leading to reduced income from catering and retail sales. Reduced income within golf due to the uncertainty of the sewage pipe work which has now been delayed until October 2017.
		Management Fee					0	
(219,128)	(219,128)	<b>TOTAL INCOME</b>	<b>(189,580)</b>	<b>(159,441)</b>	<b>84%</b>	<b>(159,441)</b>	<b>30,139</b>	
681,310	681,310	Employee Costs	707,300	690,745	98%	690,745	(16,555)	Favourable variance has arisen due to a managed approach to vacancies to offset reduction in income due to development works.
30,297	30,297	Transport Costs	30,260	23,601	78%	23,601	(6,659)	Managed reduction in transport expenditure to offset reduction in income due to development works at the Country Park
114,081	114,081	Premises Costs	69,560	77,427	111%	77,427	7,867	Increased costs due to essential H&S and IT upgrades to Annanhill Clubhouse and Welfare Unit
113,119	113,119	Supplies & Services	89,240	98,958	111%	98,958	9,718	Increased supplies and services due to essential works that were required at Annanhill Golf Course to address Health & Safety issues
12,380	12,380	Financing Costs	19,710	19,710	100%	19,710	0	
		Support Costs	0	0		0	0	
4,398	4,398	Governance Costs	4,250	5,625	132%	5,625	1,375	
955,585	955,585	<b>TOTAL RESOURCES EXPENDED</b>	<b>920,320</b>	<b>916,065</b>	<b>100%</b>	<b>916,065</b>	<b>(4,255)</b>	
736,457	736,457	<b>NET POSITION</b>	<b>730,740</b>	<b>756,624</b>	<b>104%</b>	<b>756,624</b>	<b>25,884</b>	
(8,290)	(8,290)	Trs From Reserves	(31,390)	(31,390)		(31,390)	0	
		Designated Funds				0	0	
		Trs To Reserves					0	
728,167	728,167	<b>TOTAL (after transfer to reserves)</b>	<b>699,350</b>	<b>725,234</b>	<b>104%</b>	<b>725,234</b>	<b>25,884</b>	

## SPORT & COMMUNITY VENUES SERVICE ANALYSIS

Revised Actual Exp. To 31/03/16	Actual Out-turn to 31/03/16	SPORT & COMMUNITY VENUES	Annual Estimate 2016/17	Revised Actual Exp. To 31/03/17	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/17	Variance (Favourable) / Adverse	Comment
(1,155,262)	(1,155,262)	Income From Charitable Activities	(1,127,760)	(1,119,213)	99%	(1,119,213)	8,547	Positive income performance across core S&CV Remit most notably- Ayrshire Athletics Arena, Auchinleck Leisure Centre, Doon Leisure Centre, Grange Leisure, and Loudoun Leisure Centre. Income levels minor positive facility attendances.
		Management Fee					0	
(1,155,262)	(1,155,262)	<b>TOTAL INCOME</b>	(1,127,760)	(1,119,213)	99%	(1,119,213)	8,547	
1,843,708	1,843,708	Employee Costs	2,013,680	1,897,646	94%	1,897,646	(116,034)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council, partially offset by the increased use of bank staff to provide cover for absence.
6,588	6,588	Transport Costs	950	461	48%	461	(489)	
482,090	482,090	Premises Costs	409,730	396,554	97%	396,554	(13,176)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council.
190,870	190,870	Supplies & Services	187,950	145,325	77%	145,325	(42,625)	Favourable variance relates to the ongoing implementation of the Community Asset Transfer rationalisation programme by East Ayrshire Council and prioritisation of spend to support saving target.
4,360	4,360	Financing Costs	4,360	4,360		4,360	0	
0		Support Costs	0	0		0	0	
43,026	43,026	Governance Costs	29,750	31,688	107%	31,688	1,938	
2,570,642	2,570,642	<b>TOTAL RESOURCES EXPENDED</b>	2,646,420	2,476,034	94%	2,476,034	(170,386)	
1,415,380	1,415,380	<b>NET POSITION</b>	1,518,660	1,356,821	89%	1,356,821	(161,839)	
(13,560)	(13,560)	Trs From Reserves	(114,990)	(114,990)		(114,990)	0	
56,000	56,000	Designated Funds				0	0	
		Trs To Reserves					0	
1,457,820	1,457,820	<b>TOTAL (after transfer to reserves)</b>	1,403,670	1,241,831	88%	1,241,831	(161,839)	

## RESERVES AS AT 31 MARCH 2017

TABLE A – Summary

TABLE B – Unuseable Reserves

TABLE C – Allocated Reserves Analysis

TABLE D – Unallocated Reserves - Items for Designation

### TABLE A – SUMMARY

UNRESTRICTED RESERVES	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
FIXED ASSET RESERVE	48,000		48,000	48,000					4360	43,640			
RETAINED RESERVES	400,000		400,000	400,000					150,000	250,000			
UNUSEABLE RESERVES (DEPRECIATION RESERVES)	63,820	30,000	93,820	93,820		0	0	0	19,240	74,220			see Table B
ALLOCATED RESERVES	123,260	289,150	412,410	412,410	0	23,430	63,830	100,850	56,940	167,360			see Table C
UNALLOCATED RESERVES	20,804	42,140	62,944	62,944						63,304			
HOLIDAY PAY PROVISION		-92,180	-92,180	-92,180						-92,180			
<b>TOTAL UNRESTRICTED RESERVES</b>	<b>655,884</b>	<b>269,110</b>	<b>924,994</b>	<b>924,994</b>	<b>0</b>	<b>23,430</b>	<b>63,830</b>	<b>100,850</b>	<b>230,540</b>	<b>506,344</b>			
RESTRICTED RESERVES			73,199			(11,206)		(273,912)	205,255	153,062			
PENSION RESERVE			(800,000)							(800,000)			
<b>TOTAL RESERVES</b>			<b>198,193</b>							<b>(140,594)</b>			

**TABLE B – Unuseable Reserves**

<b>UNUSEABLE RESERVES</b>	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	8,110		8,110	8,110					1890	6,220	14 July 2015 Board	Ongoing	Works complete - amount to be drawn down at year end for depreciation. 5 years from 2015/16
Annanhill Golf Course - Staff Welfare Facilities	38,000	6,000	44,000	36,640					7330	29,310	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17
Annanhill Golf Course - Staff Welfare Facilities Balance				7,360						7,360		Ongoing	Redesignate to ongoing management arrangements of temporary facilities within Sport & CV
Annanhill Golf Course - Maintenance Equipment	17,710	15,000	32,710	32,710					8290	24,420	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine now in use. Will be drawn down at year end to cover depreciation. 5 years from 2015/16.
Homewords Van		9,000	9,000	8,640					1730	6,910	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17
Homewords Van - Balance			0	360						360		Ongoing	Release as uncommitted
<b>TOTAL UNUSEABLE RESERVES</b>	<b>63,820</b>	<b>30,000</b>	<b>93,820</b>	<b>93,820</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,240</b>	<b>74,580</b>			



**TABLE C – Allocated Reserves Analysis**

<b>ALLOCATED RESERVES</b>	2014/15 b/f	2015/16 SURPLUS	BALANCE 31 March 2016	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
People & Finance Administration Resources	20,000		20,000	20,000			4450	6850	7970	730	14 July 2015 Board	Ongoing	Will be used to support creation of 2 temp Clerical post, who are now in post
Marketing & Development Staff	20,000	81,000	101,000	101,000		6,310	20100	13800	18160	42,630	14 July 2015 Board, updated 1 March 2016 Board	Ongoing	Visual Communications Assistant - Initial 12 months, extended to 18 months; Digital Marketing Officer for 18 months; Marketing Co-ordinator (Sport) for 18 months
Libraries Fit Out	50,000	40,000	90,000	90,000						90,000	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2017.
Homewords Van		5,000	5,000	2,500				2500		0	7 June 2016 Board	Complete	Homewords Van Fit out
Homewords Van Balance				2,500						2,500		Ongoing	Redesignate to promotion of new Mobile Libraries
Sport & CV Saffing		99,000	99,000	99,000		9,310	16610	40730	20850	11,500	1 March 2016 Board	Ongoing	Team Leader for 18 months + Co-ordinator for 12 months
Annanhill Golf Course - 4th Green	20,000		20,000	20,000						20,000	14 July 2015 Board	Ongoing	Course design and alterations under consideration. Required for 2017/18
People & Finance Security		4,500	4,500	4,500		2,810	180		1510	0	7 June 2016 Board	Complete	Fortress Security Alarm
Marketing - Additional Facilities	7,000		7,000	7,000					7000	0	14 July 2015 Board	Complete	Initial work for Auchinleck Boswell Centre is complete. Funding allocated to

												market research consultant in line with Business Plan strategic objectives.
Dick Institute/Palace Complex Programme Development	3,960		3,960	3,960		3240	720	0	14 July 2015 Board	Complete		Programme took place January/February/March aimed at young people and day time use. Further programme planned in coming months.
Wi-Fi Provision - Phase I	2,300	4,650	6,950	6,950		4560	2390	0	14 July 2015 Board, updated 7 June 2016 Board	Complete		Wifi roll out currently in place. Additional funding now provided to ensure all libraries are covered by external funding. Upgrade of Burns House Museum to be completed.
Libraries		15,000	15,000	15,000		3660	11340	0	7 June 2016 Board	Complete		SIRSI Upgrade
Palace Complex		5,000	5,000	5,000	5,000			0	7 June 2016 Board	Complete		Floor Machine at Grand Hall
Annanhill Security Measures		15,000	15,000	15,000		14270	730	0	7 June 2016 Board	Complete		Works complete - awaiting confirmation of final invoice
AAA Pole Vault		20,000	20,000	20,000		20000		0	7 June 2016 Board	Complete		No longer required - redesignated to Fireworks Display until REF funding confirmed
Fireworks Display 2016					-20000	20000		0		Complete		Redesignated to Fireworks Display until REF funding confirmed
TOTAL ALLOCATED RESERVES	123,260	289,150	412,410	412,410	0	23,430	63,830	100,850	56,940	167,360		

**TABLE D – Items for Designation**

<b>UNALLOCATED RESERVES</b>	63,304
<b>SURPLUS 2016/17</b>	61,760
<b>TOTAL UNALLOCATED RESERVES</b>	<b>125,064</b>
<b>Items for Designation</b>	
Training Funds for 2017/18	10,000
PFS Equipment - Software Contactless	10,000
Sport & CV Temp Post	10,000
Website Maintenance	5,000
<b>TOTAL</b>	<b>35,000</b>
<b>REVISED UNALLOCATED RESERVES</b>	<b>90,064</b>

## GENERAL PROJECTS

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

<b>Project</b>	<b>Partners</b>	<b>Balance b/f 01.04.16</b>	<b>Balance at 31.03.17</b>	<b>Expected Completion Date</b>
Textile Team	Donations	(£677)	(£771)	Ongoing
Creative Place	Creative Scotland/Centerstage/Town Centre Management	(£24,571)	(£24,571)	Mar 2018
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,506)	(£4,426)	Ongoing
Wi-Fi	SLIC	(£11,500)	(£11,500)	TBC
Irvine Valley Trails	Renewable Energy Fund	-	(£59,614)	Mar 2019
The McKie Collection	Museum Gallery Scotland	(£10,175)	(£2,847)	Jul 2017
Make Some Noise	Creative Scotland	£0	(£17,529)	Sep 2018
GLAIF 16/17	Bord Na Gaidhlig	£0	(£2,998)	Sep 2017
I AM HERE	Creative Scotland	£0	(£11,027)	Jul 2017
Kilmarnock Green Infrastructure	Transport Scotland / Scottish Natural Heritage	-	(£15,000)	Mar 2018
River Ayr Way Signage	Awards For All	-	(£1,549)	Ongoing
Wild About the Farm	Groundwork UK (Tesco Bags of Help Scheme)	-	(£2,000)	Jan 2018

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

Creative Place is funded from Creative Scotland to bring high quality events and exhibitions to Kilmarnock, supporting regeneration and tourism. This budget will be used to enhance the exhibition

programming at The Dick Institute in 2017 with a premier of newly commissioned work by Turner nominated Scottish artist Nathan Coley.

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.

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

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

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

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

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

I AM HERE is a major retrospective exhibition of European studio jewellery from the Crafts Council in London. The Dick Institute is the only Scottish venue to host the exhibition, and it is funded by Creative Scotland. The significant engagement programme with 600 Primary 7 pupils, is developed and delivered in partnership with the National Museum of Scotland.

Kilmarnock Green Infrastructure Project has received a funding package of £50,000 to design and development stage of the 18 mile cycle route in and around Kilmarnock. A project officer is being recruited for 1 year to take this forward. The initial £15,000 has been received from East Ayrshire Council's Parks Development Fund with the outstanding amount being confirmed from the Central Scotland Green Network Fund.

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

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



## **EXTERNAL FUNDING (JANUARY – MARCH 2017)**

## EXTERNAL FUNDING APPROVED APPLICATIONS

(\* denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2016/17
Countryside	Dean Castle - Groundwork UK/Tesco Bags of Help - Wild About the Farm	£2,000	£2,000
Countryside	Tesco Bags of Help - Bat Bothy	£2,000	
Countryside	HLF - Traditional Rural Skills	£10,000	
Sports	Vibrant Communities (Participatory Budgeting) - East Ayrshire Leisure - Community Hall	£1,000	£1,000
<b>TOTAL</b>		<b>£15,000</b>	<b>£3,000</b>

## EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Countryside	Big Lottery - Outdoor Nursery Feasibility Study	£10,000	Asked to review and resubmit in the next round.
Cultural	Celebrate Kilmarnock (Participatory Budgeting) - Textile Team Halloween	£800	Would go into 2017 / 18 Textile Team budget to produce costume for Celebrate Kilmarnock Halloween event. Unsuccessful. There was a lot of competition from good local causes and these were voted for by the public. Other sources of funding may be explored
<b>TOTAL</b>		<b>£10,800</b>	



## **EXTERNAL FUNDING (APRIL 2016 – MARCH 2017)**



## EXTERNAL FUNDING APPROVED APPLICATIONS

(\* denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2016/17
Cultural	Live Literature Fund - Scottish Book Trust	£1,275	£1,275
Cultural	EventScotland - Burns's Birthday In Mauchline	£6,500	£6,500
Cultural	Bord Na Gaidhlig - Gaelic Visual Art Workshops	£3,500	£2,800
Cultural	Tesco Bank - Summer Reading Challenge	* £350	£350
Countryside	Volunteering Matters - Marvellous Margins	* £250	£250
Cultural	Creative Scotland - I Am Here	£8,000	£6,000
Cultural	Live Literature Fund - Scottish Book Trust	£300	£300

Cultural	Scottish Library and Information Council (SLIC) - Read the Past Imagine the Future -	£400	£400
Cultural	Scottish Book Trust - Live Literature Fund	£1,575	£1,575
Countryside	Dean Castle - Groundwork UK/Tesco Bags of Help - Wild About the Farm	£2,000	£2,000
Countryside	Tesco Bags of Help - Bat Bothy	£2,000	£0
Countryside	HLF - Traditional Rural Skills	£10,000	£0
Sports	Vibrant Communities (Participatory Budgeting) - East Ayrshire Leisure - Community Hall	£1,000	£1,000
<b>TOTAL</b>		<b>£37,150</b>	<b>£22,450</b>

## EXTERNAL FUNDING NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Cultural	Heritage Lottery Fund - Dean Castle	£1,547,200	will be paid to EAC
Countryside	Scottish Rural Development Programme (SRDP) - Dean Castle Country Park	£125,000	will be paid to EAC
<b>TOTAL</b>		<b>£1,672,200</b>	

## EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Cultural	Creative Scotland - Gaelic Visual Art Workshops	£3,948	Declined due to unspecified artists facilitating workshops.
Countryside	Greggs Environmental Foundation - Minibeast Mountain	£2,000	Declined due to highly competitive fund.
Countryside	Tesco Bags of Help - DCCP Urban Farm Project	£10,000	Declined due to highly competitive fund. Have been invited to resubmit in November 2016.
Countryside	Community Cashback Scheme - Outdoor Learning Workshop	£150,000	Declined due to highly competitive fund.
Countryside	Esmee Fairbairn - Kay Park Pond Restoration	£40,000	Declined due to highly competitive fund. However discussions with EAC have identified alternative funding.
Cultural	Event Scotland - Dick Institute WWI Centenary with Nathan Coley	£23,972	Declined due to highly competitive fund.
Cultural	SLIC - Creative Space	£33,000	Application declined but invited to resubmit once Dick Institute has been developed.
Countryside	Ayrshire Leader - Dean Castle Country Park	£200,000	Assessment panel didn't feel the location of the Country Park represented Rural Ayrshire.
Sport & CV	East Ayrshire Boccia Club - Peter Harrison Foundation	£1,676	The funding organisation has decided to fund a larger scale programme.
Cultural	Love Cumnock - Ayrshire Leader	£190,000	Declined - invited to reapply at future date.
Countryside	Big Lottery - Outdoor Nursery Feasibility Study	£10,000	Asked to review and resubmit in the next round.
Cultural	Celebrate Kilmarnock (Participatory Budgeting) - Textile Team Halloween	£800	Would go into 2017 / 18 Textile Team budget to produce costume for Celebrate Kilmarnock Halloween event. Unsuccessful. There was a lot of competition from good local causes and these were voted for by the public. Other sources of funding may be explored.
<b>TOTAL</b>		<b>£665,396</b>	



**BAD DEBT WRITE-OFF  
(APRIL 2016 – MARCH 2017)**

## DEBTS IDENTIFIED FOR WRITE-OFF

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

Bad and doubtful debts totalling £4,723.21 have been identified for write-off. Provision exists within the Annual Accounts for debt write-off and is currently valued at £7,250.88.

Reasons for write-off are summarised below:-

<b>Reason for Write-Off</b>	<b>No of Accounts</b>	<b>Amount</b>
Debt is uneconomical to pursue	28	2,289.60
Poor recovery prospects	6	2,433.61
<b>Total</b>	<b>34</b>	<b>4,723.21</b>



## **PERFORMANCE SCORECARD**

**East Ayrshire Leisure Trust – EPMS Quarterly Indicators – Key** ■ **RED** (REQUIRES INTERVENTION) ■ **AMBER** (WITHIN TOLERANCE) ■ **GREEN** (POSITIVE PERFORMANCE)

	Indicator	2015/16 Figure	2016/17 Target	Intervention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	2016/17 Actual	Comments
1	East Ayrshire Leisure Trust: Total Income	7,893,634	6,969,380	10%	1,711,130	1,745,235	1,717,500	1,636,729	1,734,355	1,705,635	1,806,395	1,911,335	6,998,934	Rise in income in final quarter has resulted in small surplus in income compared to the projected shortfall.
2	East Ayrshire Leisure Trust: Total Expenditure	7,683,199	7,529,120	10%	1,789,760	1,319,170	1,817,400	2,097,271	1,884,690	1,586,036	2,037,270	2,353,347	7,355,824	Although Qtr 4 expenditure is higher than target the cumulative projected underspend on expenditure has been achieved.
3	Core Services Customer Visits: Culture	518,759	506,070	10%	127,617	148,990	121,657	112,660	138,529	157,617	118,267	103,950	523,236	Cultural venues are showing a 13% visits decrease on the quarter target, due largely to Dick Institute and part-time libraries performance. End of year performance shows a 3% increase in performance.



	Indicator	2015/16 Figure	2016/17 Target	Inter- vention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	2016/17 Actual	Comments
4	Core Services Customer Visits: Sport and Community Venues	792,551	815,666	10%	205,690	229,635	194,500	177,375	220,633	189,819	220,633	216,025	812,854	Attendance figures has shown a 0.3% decreased on the targeted figure for 2016/17. 2812 attendances short from projection. 5 Core venues have achieved higher increases in attendances against projected outturns.
5	Core Services Customer Visits: Countryside	1,457,102	1,053,010	10%	472,974	477,689	511,662	531,456	34,268	35,614	34,106	32,173	1,112,405	Dean Castle Country Park has had restricted access in Q4 due to works programme. River Ayr also shows a marginal decline during Q4. Overall countryside performance shows a 6% increase for 2016/17.

	Indicator	2015/16 Figure	2016/17 Target	Inter-vention rate	Q1	Actual	Q2	Actual	Q3	Actual	Q4	Actual	2016/17 Actual	Comments
6	Core Services Customer Visits: Future Museum (Virtual Service)	225,692	230,206	10%	63,440	60,831	55,634	64,479	62,256	58,121	48,876	73,431	256,862	Future museum is now 8 years old and the partnership is looking to develop a funding package to refresh design and keep it a dynamic heritage website. 2016/17 performance shows an 9% increase in unique visits.
7	Core Services Customer Visits: eastayrshireleisure.com (Virtual Service)	291,736	297,571	10%	69,050	62,078	79,994	76,918	82,673	81,398	65,855	85,107	305,389	Positive performance. Our website has exceeded the 2% annual target by an additional 7818 sessions.
8	East Ayrshire Leisure Trust: Average days lost per employee	5.86 days	8 days	Over 2 days	2 days	1.54 days	2 days	1.76 days	2 days	2.59 days	2 days	2.56	8.45	All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management Policy. Additional training is being developed to support staff who manage the absence policy.



## **RISK REGISTER**

## RISK MANAGEMENT

East Ayrshire Leisure will manage risk in a proactive manner by prioritising areas of concern and addressing them on an ongoing basis. The Board reviews its Risk Register on a regular basis with the Register submitted for approval annually and then monitored through the quarterly performance reporting process.

**Risk** - this column lists areas of major concern for East Ayrshire Leisure that could damage its credibility or its ability to trade.

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

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

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

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

<b>RISK</b>	<b>Risk Rating</b> 0 (Low) to 5 (High)	<b>Priority</b> (High, Medium, Low)	<b>Reason for Risk Rating and Priority.</b>	<b>Information</b>
<b>1.</b> Reduction in service payments from EAC	5	H	<p>This is an area of high risk as the Council, which provides the service payments to the Trust, is under severe pressure to reduce its overall spend. The priority is high as the Trust would need to take action if the Council reduces its funding.</p> <p>Closure of local facilities due to reduced funding may impact of Strategic Objective 1 and 2 of the Business Plan as targets groups will incur additional cost when they are required to travel to venues which may impact on their ability to attend facilities. Subsequently, a drop in attendance may reflect in income shortfalls that in turn, will affect the Trusts ability to invest in development opportunities.</p>	<ul style="list-style-type: none"> <li>• The Trust has limited resources available to it and would find it difficult to identify alternative funding sources or generate additional income to offset any reductions in Council funding.</li> <li>• Funding regularly reviewed by Trust Board and continuous dialogue with East Ayrshire Council.</li> </ul>
<b>2.</b> Falling income levels due to the economic climate, or any other reason.	2	M	<p>The overall risk rating for this area is Low/Medium as the Trust has reviewed and realigned its income targets and sets pricing annually to ensure they can cope with market pressures. The priority is medium as charges can be reviewed relatively easily if a particular difficulty is identified.</p>	<ul style="list-style-type: none"> <li>• The Trust will have the ability to develop new income streams and review charging policies.</li> <li>• The Trust has a dedicated marketing team to support service development and delivery.</li> <li>• East Ayrshire Council and East Ayrshire Leisure have historically charged at the lower end for services in comparison</li> </ul>

<b>RISK</b>	<b>Risk Rating</b> 0 (Low) to 5 (High)	<b>Priority</b> (High, Medium, Low)	<b>Reason for Risk Rating and Priority.</b>	<b>Information</b>
				with many other Scottish Leisure service providers and steep increases may have an adverse effect on the reputation of the Trust and customer numbers.
<b>3. Health and Safety Legislation, Standards and Procedures</b>	2	M	The risk is low/medium risk as the Trust has a good Health and Safety record. It is a medium priority as pressures placed on the Council's Safety Team may affect the amount of time dedicated to the Trust, but the Trust's Health and Safety Officer (Properties) is continually gaining knowledge and expertise that will offset any shortfall in support.	<ul style="list-style-type: none"> <li>• Trust has its own Health and Safety Manager (Properties) supported by EAC Health and Safety Team and adhere to the Council's safety standards. Managers trained to IOSH Managing Safely standard.</li> <li>• East Ayrshire Leisure have initiated regular 6 weekly Health &amp; Safety meetings attended by the Chief Executive, EAC's Safety Advisor and key managers. The forum discusses key Health &amp; Safety issues with a view to reducing risk wherever it is identified.</li> </ul>
<b>4. Protection of children and vulnerable adults</b>	2	L	This is a Low/medium risk as there are systems in place such as Protection of Vulnerable Groups checks and stringent conditions of let in place. However, an adverse incident would damage the Trust's reputation. The priority is low due to the	<ul style="list-style-type: none"> <li>• Staff undergo Disclosure checks and spot checks are made on the documentation held by individuals/groups leasing facilities.</li> <li>• Staff undergo PVG check and training</li> </ul>

<b>RISK</b>	<b>Risk Rating</b> 0 (Low) to 5 (High)	<b>Priority</b> (High, Medium, Low)	<b>Reason for Risk Rating and Priority.</b>	<b>Information</b>
			fact that there have been no major incidents in facilities and the Trust is in the process of reviewing and updating its Safeguarding policy and procedures.	and support from Council officials is available.
<b>5.</b> Loss or damage to historic collections or buildings	4	H	This is a high risk as the materials held and the historic buildings managed by the trust have immeasurable historic and cultural value. Loss or irreparable damage to this stock would have severe implications for the credibility of the Trust. It is of high priority that this area is addressed as current condition of buildings can be problematic.	<ul style="list-style-type: none"> <li>• The Trust has dedicated manager in place to ensure the collection and estate is managed appropriately. Effective security and inventory control measures are in place across the Museums Service.</li> <li>• The Trust has an SLA with the Council and repairs are prioritised.</li> <li>• Contractors carry appropriate insurance.</li> </ul>
<b>6.</b> Loss of buildings or facilities due to bad weather, maintenance issues or any other cause	3	L	This area is a medium risk although there have been instances where facilities have been closed, for example the SGP at Stewarton Sports Centre employees are better able to deal with the onset of bad weather and the closure of the SGP at St Joseph's due to construction issues, as the Trust has enough capacity to relocate customers. This is a low priority to the Trust as it has limited resources to counteract any service shortfall,	<ul style="list-style-type: none"> <li>• Most buildings are able to withstand poor weather. Maintenance standards are generally acceptable.</li> <li>• Some facilities have recurring problems during poor weather.</li> <li>• Repairs and maintenance programmes are the responsibility of the Council and have to be prioritised.</li> </ul>

<b>RISK</b>	<b>Risk Rating</b> 0 (Low) to 5 (High)	<b>Priority</b> (High, Medium, Low)	<b>Reason for Risk Rating and Priority.</b>	<b>Information</b>
			albeit it can seek financial compensation.	<ul style="list-style-type: none"> <li>As a third party in schools etc. the Trust is limited in the amount of pressure it can apply to situations. For example, St Josephs and the Grange Leisure Centres.</li> <li>Each building has a snow and ice plan.</li> </ul>
<b>7.</b> Failure to effectively Market, Promote and Programme facilities and activities	4	H	This is an area of high risk and high priority. If Marketing programmes are ineffective the Trust will be unable to deliver the strategic priorities identified in the Business Plan and there will be a negative impact on income levels and attendances.	<ul style="list-style-type: none"> <li>The Marketing and Development team has had temporary additional resources allocated to it.</li> <li>The Marketing Plan will be updated to reflect the new Business Plan.</li> </ul>
<b>8.</b> Failure to develop a workforce that is appropriately skilled, trained and motivated.	3	M	This is an area of medium risk and medium priority. It is essential that staff are well trained and motivated, without this it is unlikely that the Trust will be able to deliver strategic objectives in the new Business Plan.	<ul style="list-style-type: none"> <li>The new Training and Development Officer will improve aspects of support for staff.</li> <li>Recruitment issues will decrease as the Trust moves to its core facility remit.</li> </ul>
<b>9.</b> Failure to deliver the Community Asset Transfer/Asset Rationalisation programmes.	4	H	This is an area of high risk and high priority as the programmes now have completion dates linked to the achievement of savings targets by the Trust.	<ul style="list-style-type: none"> <li>The CAT/AR programmes are led by East Ayrshire Council and it is the Council that makes the final decisions regarding the future of facilities.</li> </ul>



<b>RISK</b>	<b>Risk Rating</b> 0 (Low) to 5 (High)	<b>Priority</b> (High, Medium, Low)	<b>Reason for Risk Rating and Priority.</b>	<b>Information</b>
				<ul style="list-style-type: none"> <li>A temporary staff structure is in place to allow the Trust to support the CAT/AR programmes and deliver event strategies for all buildings temporally in the Trust's remit.</li> </ul>
<b>10.</b> Failure to prioritise tasks and workload.	4	H	Staff workloads are challenging as the Trust continues to develop. In order to achieve stated outcomes, staff must prioritise effectively.	<ul style="list-style-type: none"> <li>Changes to staff structures, agreed by the Board, should assist in addressing workload issues.</li> <li>Staff will require support to prioritise workload.</li> </ul>

# REPORT TO BOARD OF TRUSTEES



## CHARGES FOR SERVICES – CONSULTATION

Date: 27 June 2017

Agenda Item: 5

Report By: John Griffiths, Chief Executive

### Summary

This report provides Trustees with customer feedback relating to proposals to increase charges for Youth Theatre and Sports Club bookings, and seeks approval for revised charges for both services.

## I PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide feedback from customers regarding proposed increases in charges and seek Board approval for revised charges.

## 2 BACKGROUND

- 2.1 Trustees considered charges for services at the Board meeting on 6<sup>th</sup> March 2017 and continued discussions on charges for Youth Theatre and Sports Club bookings at their meeting on 16 March 2017. At the latter meeting, it was agreed that further consultation with customers would take place with the results reported to the Board.
- 2.2 Trustees are referred to the Briefing Notes submitted to the Board on 16 March for further detailed information on the charging proposals and their projected impact on total income and overall budgets. In addition, Trustees should also be aware that the Best Value Review requires the Trust to be more commercial in its approach and reduce overall subsidy requirements through the generation of additional income from service customers.
- 2.3 Both customer groups were contacted regarding the proposals and asked to provide feedback for submission to the Board. Copies of the letters/emails sent and responses received are shown in Appendices A and B to this report.

## 3 RESPONSE TO CONSULTATION

### 3.1 YOUTH THEATRE

- 3.1.1 Full details of the consultation and responses are included in Appendix A for Trustees information.
- 3.1.2 The consultation generated a wide range of responses and many respondents expressed concern about the proposed increase in charges, however, there was significant support for the retention of the 'show' element of the Youth Theatre's work and a clear preference for Option A. The quality of the Youth Theatre experience was also a significant factor in many responses.
- 3.1.3 Taking into account the responses balanced against the need to introduce a more sustainable financial model for this service, it is recommended that the Trust proceeds with the revised charges in Option A with immediate effect, and the retention of some free spaces for some young people.

# REPORT TO BOARD OF TRUSTEES



## 3.2 SPORTS CLUB LOYALTY DISCOUNTS

- 3.2.1 Full details of the consultation and responses is included in Appendix B for Trustees information.
- 3.2.2 The consultation generated a wide range of responses, however, the response rate was disappointing at 19%. Most clubs expressed concern about the proposed changes and several indicated that they would need to reduce the number of hours that they currently book in response. Some clubs indicated that they would need to reconsider their bookings completely if the discount was removed.
- 3.2.3 Taking into account these responses, balanced against the need to generate additional income, it is recommended that the removal of the loyalty discounts is phased with 30% discount on the charges for mid-week use agreed by the Board in March offered from August 2017 to July 2018, at which point the discount will be fully withdrawn and standard charges introduced. The discount will not apply to weekend matches as this charge has already been reduced by the Board. Should the revised income target not be met from charges, this would be covered from reserves.

## 4 £10 MINIMUM HALL HIRE CHARGE

- 4.1 The Board agreed to introduce a £10 minimum charge for hall hire to ensure that a greater level of current cost is covered from income. Limited time was available to give notice of the increased charges and several groups made complaints about both the increase in charges and the lead in time for the introduction of the higher charges.
- 4.2 Responses were given to all groups that submitted observations about the charges, and while several groups fully appreciate how low charges have been historically and that £10 per hour is not unreasonable when compared to some alternative facilities, several groups have also indicated that they would struggle to meet the cost and would look for alternative premises. As matters stand, several regular bookings have been lost at facilities, however, it is too early to judge the longer term impact of the new charges.

### Recommendation/s:

It is recommended that the Board:

- i. Approve the introduction Option A for the new charges and financial model for the Youth Theatre;
- ii. Approve the phasing of the removal of Club Loyalty Discounts as described in the report; and
- iii. Otherwise note the content of this report.

Signature:

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

Designation: Chief Executive

Date: 21 June 2017

## **APPENDIX A**

### **EAST AYRSHIRE LEISURE BRIEFING NOTE**

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#### **EAST AYRSHIRE YOUTH THEATRE INCREASED CHARGING PROPOSAL 2017/18**

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#### **I. BACKGROUND**

- I.1 The East Ayrshire Youth Theatre (EAYT) was established over ten years ago. It was initially started as an external funding initiative and was used as a way of increasing engagement with the theatre. Visible Fictions Theatre Company were used to deliver and develop the original workshops as part of a Creative Scotland funding package. As the period of funding came to an end, it was decided to continue to deliver the programme and used existing staff to develop and expand the offer to young people across East Ayrshire. It has been a highly successful project and provided many young people with invaluable life skills and careers in the theatre sector.
- I.2 The EAYT project has been subject to continual review over the past years, but has now reached a critical point where the costs of operating the workshops, linked with the pressure on staff teams to deliver across a range of service areas of our business has meant that we now need to consider alternative ways of delivering the workshop programmes if it is to continue.
- I.3 The main driver of our proposed changes is to make the EAYT more financially sustainable and to free our staff to be able to play a wider role in developing new programmes/events and engage a wider range of people in pursuit of our Business Plan objectives. The time allocated to the EAYT has now become unsustainable with the budgetary challenges that we now face and need now to outsource the workshop delivery element of the EAYT to ensure it becomes more sustainable and continues to form part of our wider cultural offer.
- I.4 Table A below outlines the benchmarking exercise that was completed to help inform the setting of our price point for hourly charges. It should be noted that each offer from the various organisations is different, so like for like comparisons are difficult to make. We have shown those that present shows however, against those that don't as we feel this is a critical part of our offer and what has made it special to both the young people involved and also the audiences. It also has a direct impact on the costs differential.

*Table A*

BENCHMARKING DATA FOR OTHER YOUTH THEATRE'S - HOURLY RATES							
SUBSCRIPTION TYPE	EAYT CURRENT	EAYT PROPOSED	CENTRESTAGE	BORDERS YT	FIFE YT	RAZMATAZZ AYR YT	PERTH HORSECROSS YT
5-7 YEARS	2.26	5	4.3	3	3	7.5	8.75
8-11 YEARS	2.8	7	6	3	5	5.28	7.5
12-18 YEARS	2.8	7	6	3	5	5.28	8.33/9.17
SHOW INCLUDED	YES X 2	YES X 2	YES	NO	NO	NO	YES X 2

# REPORT TO BOARD OF TRUSTEES

## 2. THE PROPOSAL

- 2.1 The proposal is to increase the subscription charge as indicated in the Table A above. Whilst this represents a significant increase, it also better reflects the true cost of operating the EAYT.
- 2.2 The current costs of operating the EAYT is shown at Table B, below. The proposal highlights the changes that we will make and the cost implications for the budget. It outlines our commitment to the continuation of the EYAT but set within a more sustainable Business Plan, where the true cost is passed to the parents of the young people.

Table B

EAST AYRSHIRE YOUTH THEATRE -BUDGET PROPOSALS			
EXPENDITURE	2016/17	2017/18	NOTES
Performance show costs - show 1	11393	8000	Reduce Show budget
Performance show costs - show 2	16662	10000	reduce show budget
Staff Costs/Commission	24700	21700	2016/17 - One member of staff G4 spending 60% of time and One member of staff G7 spending 35% of time. 2017/18 onwards - Will move to external commission managed by senior staff.
Marketing/merchandise	4500	4500	
Contingency based @ 5%	1778	2300	
<b>Total Expenditure</b>	<b>59033</b>	<b>46500</b>	
INCOME	2016/17	2017/18	NOTES
Ticket sales - show 1	3700	4000	
Ticket sales - show 2	10000	5210	
Subscriptions	14820	37290	New hourly charges:£5 per hour for 5-7 yr/£7 per hour for 8-11 and 12-18yrs (see benchmark table for current comparison).
merchandise sales yearly	3057	3500	
Other - including grants/sponsorship	1100	1500	
Income	32677	51500	
Minus income target	5000	5000	Income target to support savings package.
<b>Total Income</b>	<b>27677</b>	<b>46500</b>	
<b>Income/Expenditure</b>	<b>31356</b>	<b>0</b>	Income target not achieved 16/17 and covered from other service savings/Staff costs covered as core staff.

- 2.3 Our proposal is to continue to manage the EAYT but commission external theatre professionals to deliver workshops and stage the shows, under our management. We would offer the following range of workshops, all resulting in two professionally produced end of term public shows at The Palace Complex:

- 5-7 year olds - 11, 1 hour sessions x 1 term - 30 paid for and 3 free spaces for unemployed
- 8-11 year olds - 11, 2 hour sessions x 1 term - 35 paid for and 3 free spaces for unemployed
- 12-18 year olds - 11, 2 hour sessions x 1 term - 35 paid for and 3 free spaces for unemployed

We would offer three terms each year that parents can choose to book for their child/young person

- 2.4 The current cohort of young people are working towards their end of term performance and this finishes on June 2017. At this stage we would normally be promoting the next show for the next term. With the present cost structure and commitments to deploy our staff in new ways to better increase the levels of engagement and increase income streams across the trust we would look to start the next term as soon as possible after June if approved.

## REPORT TO BOARD OF TRUSTEES



- 2.5 We propose to write to all the parents of the current cohort of young people to inform them of the proposed changes to the charging structure to determine if there is a demand for the revised price structure. If we are unable to attract sufficient numbers then we will have to withdraw the service and offer the venue for commercial operators to stage a Youth Theatre. This is a model we have implemented at Cumnock Town Hall. The revenue implications of this would mean that we receive the venue hire costs from the operator. The programme and cost to individuals would be determined by the operator based on their own business model.
- 2.6 The proposed changes will allow us to meet our income target as was set out in the previous year and help us to develop the established brand, which is the East Ayrshire Youth Theatre.

**Officer: Adam Geary**

**Designation: Cultural Services Manager**

**Date: 7 March 2017**

## EAST AYRSHIRE LEISURE

### BRIEFING NOTE

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#### EAST AYRSHIRE YOUTH THEATRE

#### CONSULTATION FINDINGS

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##### Findings

The findings of the consultation are provided alongside the letter sent to users (Appendix 1). Also provided are the responses received (Appendix 2). These documents should be read alongside the original board paper which is provided above for reference.

The consultation letter was sent to all users informing them of the proposed changes and provided three options for consideration. In total 87 people were contacted. Responses were received from 32 people, providing a 37% response rate. The findings are as follows:

- 78% were in favour of Option A
- 3% were in favour of Option B
- 19% were in favour of Option C which was to seek alternative providers

The youth Theatre is split into three age range areas and the percentage and findings per section is as follows:

##### 5-7

- 100% were in favour of Option A

##### 8-11

- 75% were in favour of Option A
- 8% were in favour of Option B
- 17% were in favour of Option C which was to seek alternative providers

##### 12-18

- 64% were in favour of Option A
- 0% were in favour of Option B
- 36% were in favour of Option C which was to seek alternative providers

*It should be noted that many in the older age range move away to university and college and would naturally stop attending. The Youth Theatre is by its nature about renewal and progression.*

##### Summary

Whilst people were disappointed with the price increase, on the whole they acknowledged the challenging financial climate but also recognised the quality experience that the Youth Theatre provides for their children. They clearly see this as being a price worth paying for the learning and life experiences that it provides. This is indeed a tribute to the team that has delivered this service over the years.

The proposal would be to implement the changes highlighted in the Board paper and move to advertise the availability of the Youth Theatre in its new format and seek to achieve the target numbers that will make each of the age ranges financially viable.

## APPENDIX I

### CONSULTATION LETTER

Dear Parent / Guardian,  
Re: East Ayrshire Youth Theatre

East Ayrshire Leisure is currently reviewing all aspects of the services it provides. EAYT is part of the review which includes consideration of alternative modes of operation in order to avoid duplication, and ensure best value and sustainability into the future.

The funding available to local authorities is reducing and organisations like ourselves that deliver services on behalf of local authorities need to look at new ways of working. Since East Ayrshire Youth Theatre was established, it has been supported by a significant subsidy to enable it to operate to the level of quality which is reflected in the outstanding and highly professional performances delivered by the talented young people who attend the weekly sessions. There has been very little increase in our term fees over our twelve years of operation and our fees have been significantly lower than other youth theatre providers in the region. Unfortunately, the current subsidy level is no longer sustainable and in order to continue to deliver the sessions and/or performances to the same level of quality we need to increase the term fees. As a valued customer and service user, we want to explain our position to you, and as such have outlined the proposed increases below set within the context of other youth theatre providers:

BENCHMARKING DATA - HOURLY RATES								
SUBSCRIPTION TYPE	EAYT CURRENT	EAYT PROPOSED OPTION A	EAYT PROPOSED OPTION B	CENTRESTAGE	BORDERS	FIFE	RAZMATAZZ AYR	PERTH HORSECROSS
5-7 YEARS	£ 2.26	£ 5.00	£ 4.00	£ 6.50	£ 3.00	£ 3.00	£ 7.50	£ 8.75
8-11 YEARS	£ 2.80	£ 7.00	£ 5.50	£ 6.00	£ 3.00	£ 5.00	£ 5.28	£ 7.50
12-18 YEARS	£ 2.80	£ 7.00	£ 5.50	£ 6.00	£ 3.00	£ 5.00	£ 5.28	£8.33/£9.17
SHOW INCLUDED	YES X 2	YES X 2	NO	YES	NO	NO	NO	YES X 2

(Information correct at the time of research)

The purpose of this letter is to seek your views on these proposals and in particular whether you would prefer Option A (with shows), Option B (without shows) or Option C (you intend to seek an alternative provider). We would propose that the pricing increase would come into effect from 1<sup>st</sup> July 2017. I would be grateful if you could respond indicating your preferred option via email to [phillipa.macinnes@east-ayrshire.gov.uk](mailto:phillipa.macinnes@east-ayrshire.gov.uk) by 22nd May at the latest. Your responses will be collated and forwarded for consideration by the EAL Board of Trustees at their meeting on 8<sup>th</sup> June.

For your information we will continue to provide limited free places for families on income support, as well as second sibling discounts for families with more than one child attending.

Kind regards,

Phillipa MacInnes  
Team Leader – Cultural Development



## APPENDIX 2

### RESPONSES

CONTACT	A	B	C	COMMENTS
<b>5 - 7 YEARS</b>				
Parent	I			I am emailing regarding the options for the youth theatre. I personally would prefer to pay a bit more and have the kids do a show, otherwise what is the point! I would hate to see the youth theatre go under, it has been on the go for so long.
Parent				Firstly, it is disappointing to learn of the increases in rates. An increase is always expected but not at a rate of 250% (with shows) or 80% (without) (based on 8-11, 2 hours for 30 weeks). Even taking the £2.80, at a rate of inflation of 3% for 12 years only returns an hourly rate of c£4. My daughter loves attending EAYT and has grown in confidence through the direction of the team and performing in shows. The main issue will be with the increase in fees is it now affordable for all members – when payment is actually due. We have also heard that the 2 main Directors of the show will no longer be running EAYT therefore at this stage will be unsure of the impact that may have on the children although I'm sure with the increase in hourly rates you may be able to attract Andrew Lloyd Webber to direct the next show. I don't mean to have a rant but there is concern on affordability across all members (not knowing other people's circumstances but other parents have indicated to my wife that price is now a concern). If member numbers do drop, will this increase the fees as there is potentially less members? Due to cost, can new members be attracted or ultimately does this lead to closure of the EAYT as the finance model is no longer sustainable. I still want my daughter to attend but thought worthwhile to raise a few concerns.
Parent	I			XXXX got a great sense of achievement by taking part in a show and was fantastic for his confidence.
Parent	I			No comments
Parent	I			No comments
Parent	I			Myself and partner think that option A would be our pick out of the options. Our daughter XXXX is in the 5-7 year group. With this being said, we would also like to state that as XXXX will be moving up this year as she turns 8. The amount that it is going to cost seems a lot for the older groups. We understand the reasons for the price increase but such a large increase will also have a financial impact on the family too. We are hoping that once the final decision has been made that XXXX will still be able to attend. If it is going to cost too much for our family income then XXXX will be devastated. This is an amazing group and what she has a real passion for in life.

Parent	I			Many thanks for your email my daughter XXXX currently attends EAYT 5-7 year session. I would be more than happy to opt and pay for option A. EAYT provides an outstanding service for our children and the local community and it is so important that the children have a sense of purpose to do shows. Having recently attended our first EAYT show, and to see first hand the amazing talents of the children and the service and level of mentoring provided it would be a drastic shame to East Ayrshire if this service was to be discontinued. My daughter who is only 5 years of age loves her time at her class.
Parent	I			No comments.
Parent	I			No comments.
Parent	I			My son, XXXX, currently attends the 5-7 EAYT group on a Tuesday afternoon. He is due to progress to the 8-11 group following the summer holidays. I must stress that I am disappointed by the proposed fee increases as detailed in your email. XXXX has attended EAYT for two years now and the term fees were realistic for a one hour session, particularly for the younger age groups. However, like other parents and carers, I will now have to give serious consideration to my child's future attendance should the increased charges come into effect in July. A jump from £2.80 weekly to £7.00 is significant. This would be unfortunate as my son thoroughly enjoys attending sessions and participating in EAYT productions. It would be a shame if attendance numbers dropped as a result of this. Should the term fee increase be absolutely necessary, I would be more inclined to seek Option A (with shows). However, I would urge the EAL Board of Trustees to consider the position of existing members who have faithfully attended and supported EAYT by reviewing these proposals before hiking prices.
<b>SUB-TOTAL</b>	<b>9</b>	<b>0</b>	<b>0</b>	

<b>8 - 11 YEARS</b>				
Parent			I	I am replying regarding a recent email regarding fees. This price seems to be a massive increase and per term this will be a huge increase so my daughter would no longer attend eayt and I dont think I will be alone in this and there will be alot of upset youths. I think it's terrible its more than doubling. I understand prices may not have increased in a number of years that doesn't mean to say those increases should suddenly be put in place all at once. Also the change in staff and no information has left parents unsure about eayts future. My daughter attends the 8 to 11s group her name is XXXX.
Parent	1			My daughter XXXX is fairly new to this theatre group in the 8-11 year category. While the price increase is rather alarming I would, having seen the quality of previous shows, choose option A.
Parent	2			In response to your e-mail below, it is very disappointing that the local authority's funding has reduced and that the local authority has taken the decision to reduce the allocation to arts. The previous subscription rates provided an opportunity to break the barriers to inclusive access to arts and the revised subscription rates again appear to be limiting access to those with higher incomes only. I appreciate that this decision has been made at a corporate level within the local authority but can you advise me please who, within the council's executive management team, I should write to express my concerns? Whilst I feel that the pricing strategy has been done in such a way as to make EAYT prohibitively expensive, please see my preference below for my daughter and son – Option A for both please.
Parent	2			I just wanted to say a huge and heartfelt thank you to Michelle and Michaela for everything they both have done/given to all of my boys, especially XXXX. We are about to start a new journey with XXXX, which without the encouragement, support and training from the Youth Theatre we would not be on. Sadly, I have concerns that these opportunities are not going to be available for my other boys, the other children within the existing group and future members. I am well aware of budget constraints and re-shuffling within organisations, and appreciate the pressures your service is facing. However, to remove both directors of this amazing group, who have built effective relationships with so many children, influencing their futures by building their confidence, resilience and feelings of self worth, appears extreme and short sighted without consultation of existing group members and parents. I understand that change is inevitable, however for the group to survive this transitional phase, I feel the guidance/directorship and experience from either Michelle or Michaela is crucial, to ensure many more children within East Ayrshire have an opportunity to achieve their full potential through the gift of musical theatre. Option B within your mail, in my opinion defeats the purpose and ethos of the Youth Theatre. The final production acknowledges and provides a focus for the hard work and commitment the young people give to the Youth Theatre. This allows the young people to experience team working, building effective relationships and most importantly a huge self of achievement and fun. With regards the future funding of the group, clarity is required to enable parents to decide what exactly they are being asked to pay for. I feel the need to highlight that never once, in the last 10 years as a parent was I ever asked if I would agree to pay higher fees. It appears that now the increase in fees is considerable, with hindsight an annual increase over the last 10 years would have off set this jump in price. Now for my questions; Who will be teaching the group in the future? Will the group follow the same format for rehearsals/productions? Will the sessions remain 2 hours for the older groups, which with the proposed price increase, would be £14 per child, per session?

				Thank you for your reply. I was very pleased to hear that Michelle will still be involved with the Youth Theatre, which gives me hope for the future of the group. I watched the 10th Anniversary DVD with the boys last night, and feel option A, is the choice for both. As Michelle says, the final performance is the icing on the cake! I understand other parents might have different opinions, and I will have to wait for your decision following the consultation.
Parent			1	Unfortunately if this price increase goes ahead XXXX will not be attending EAYT any more.
Parent		1		First of all I would like to express my disappointment in receiving this email, I really don't understand East Ayrshire Council and why they would make this cut to a fantastic service that offers an opportunity for kids to express themselves at a reasonable cost!!! I also would like to point out that whilst it's great that people on income support get provided with a free place, what about people like myself who are single working parents who don't receive benefits as the council deem my low wage out of their criteria and I don't qualify for any help!? This has put me in a really bad situation as my son XXXX loves coming and has only recently started and now the price is either going to double or even worse triple per hour for a 10 week period, making it a class I don't think I am going to be able to budget for. Is there other funding you can apply for or are the council willing to reconsider their decision? As I said before XXXX loves coming and I would be loathed to stop as I feel it's helping his inability to interact and is improving his self confidence but the price increase is excessive. If I had to pick an option it would reluctantly be B.
Parent	1			No comments.
Parent	2			No comments.
Parent	1			We are the parents of XXXX age 8 years who has not long went into the 8 to 11 age group at East Ayrshire youth theatre. We would firstly like to thank you for providing this amazing service to our children over the last 12 years as even though Holly has only been there for two years we believe it is second to none and has helped her develop her confidence as a young person. The team running the group are fantastic and really give our kids a sense of pride in their drama work. I would like to continue with EAYT and believe that it is essential to continue with the production side of the drama as what our kids learn and achieve from this you can not buy, but do feel that bringing the price up so significantly will have a drastic effect on the individuals who can afford to offer this to their children. I am probably being naive in how much a show of this standard costs to produce and would never want to reduce the standard currently upheld, but wonder if £1.50 per hour per child plus approx £12 per ticket for the production may be too much for families as is then the most expensive drama group to attend which may effect the number of children able to attend which will quickly effect the quality and attendance of the service. I hope XXXX can continue with EAYT with two productions yearly and hope the standard of this service does not change, as it is a well loved and enjoyed service to our community.

Parent				My daughter XXXX attends on a Wednesday night in the 8-11 year class. She has now done two shows over the time she has attended has been so beneficial to her as her confidence has increased so much. I appreciate an increase in fees needs to happen but it just seems such an increased amount to pay is there not some way of fundraising the kids could do supported by the parents to go towards the fees and therefore reduce slightly the increase. I am a single parent and would struggle to pay the amount but know XXXX would be devastated if she had to stop good Big to EAYT!!! Look for add to hear the out catch me and what other parents feel about the increase!!
<b>SUB-TOTAL</b>	<b>9</b>	<b>1</b>	<b>2</b>	

<b><u>12 - 18 YEARS</u></b>				
Parent			I	My daughter has been attending EAYT for just over a yr and has grown so much in confidence in that time and has so much fun in attending every week and preparing for the shows and she was a natural on stage. Although I expected fees to rise I think the proposed figures are disgusting. To go from £56 every 10 weeks to £140 for the same term is simply unaffordable. I don't particularly care what other councils and companies charge and with the uncertainty of who is even going to be running the classes and whether the kids will enjoy the new set up after having such a fantastic relationship with Michelle and Michaela is also questionable. I would like to have seen an option D, fees risen in line with inflation and the possibility of a fundraising group to help EAYT continue to run in an affordable manner to parents and also not be running with a shortfall on shows. Sadly I won't be able to continue to send my daughter XXXX to the 12-18 sessions as it's no longer affordable and I wouldn't choose to send anywhere else I chose EAYT based on its reputation and being a proper theatre company. I hope The Leisure Trust will reconsider subsidising the running of it and I would be happy to put my name forward to help fundraise for the club.
Parent			I	I am utterly disappointed and disgusted with the price increase for my daughter to attend EAYT. This is the one thing my daughter has grown to love and is keen to continue but due to the significant increase in price I am afraid my daughter will no longer be able to attend, as a single parent bringing up two kids on my own with just my wages, it's just not possible. As for parents that are unemployed, their child will still receive free places absolutely sickens me also, great thing to show my kid and others, don't work and you get everything for free!! It always seems to be working parents/children that suffer. Really feel for all kids involved, EAYT is a fab group and the shows they perform just shows how hard & committed the kids are.
Parent	I			No comments.

Parent	I			<p>I am delighted that we even have an option to contribute more for EAYT to be able to continue. I have spoken with a few parents and we are all of the same opinion, that we would be happy to pay more for our children to continue attending what is a very professional run service. Personally I have had my daughter at a few dance schools/drama clubs, all of which have been so much more expensive and have never produced anything to the standard EAYT have. This is a huge credit to Michele and Mickella and myself and my daughter will be very sad to see them go. Any friends and family that have been to see the EAYT shows are blown away with the talent and professionalism that the children have and having a show to work towards gives them a sense of purpose and teaches them to study their lines and learn their songs which allows the children to learn discipline, dedication and that hard work pays off. Many of the students from EAYT seem to have done very well within an academic environment and I believe that is because they learn from an early age how to study and work hard at something to see positive results. I think EAYT is much more to the children of our community than simply a hobby and that it is an excellent service for the council to provide our children with. I would choose to have Option A to include shows. I would even be willing to pay more if it meant EAYT could continue. Whilst I appreciate not everyone will financially be able to contribute more I do hope that the shows are able to continue. My daughters name is XXXX and I have never seen her as happy as I do when she is on that stage performing. I hope the review goes well. Should you require any further information please do not hesitate to contact me.</p>
Parent				See above
Parent	I			<p>In response to your email I reluctantly have to opt for option A. However as the restructure of EAYT is upcoming I feel that such an increase in cost is unacceptable, as we are are literally in the dark about what the new sessions will be like. I also think that the scale of the increase may significantly reduce the number of kids returning, and this in turn will impact the quality of the shows, which have previously been fantastic. My daughter loves EAYT - luckily we are able to make sacrifices to allow her to continue (others are unfortunately not in this position). However this will depend on how things go in the first term. I would be grateful to hear further updates on the progress of the review.</p>
Parent	I			<p>Regarding the recent email regarding future proposals for EAYT options, I would like to indicate a preference for option A. We have just completed our first term with the youth theatre and we cannot stress highly enough how impressed we have been at the work both Michelle and Michaela put into working with these children. To nurture and build on these children's talents is unique and XXXX has flourished so much in a matter of weeks, enjoying a fabulous professional production of High School Musical late April. Giving children the opportunity to be on stage is a chance for children to show the work that goes on behind the scenes and become confident young individuals. Fingers crossed this fantastic organisation can continue on to benefit the children of Ayrshire.</p>

Parent			1	To be perfectly honest, I am utterly disappointed for my daughter and all the other children who attend and enjoy East Ayrshire Youth Theatre. As a result of a more than 300% price increase it is with deep regret that it is highly unlikely that my daughter will be able to return to EAYT. As a family with both parents working, it will not be possible for us to afford the higher payment. And it is with disgust that I see that children who's parents are unemployed will still be able to attend. Such a shame that my daughter is being taught the lesson here that as her parents work she will miss out but children whose parents don't work will still likely be able to attend. Such a sad sad state of affairs.
Parent	1			<p>Thanks for your email. I for one am incredibly disappointed. I also think it is unfair to ask parents to choose an option with only this email. EAYT is not just a hobby to my 11 year old daughter. It is her favourite place she actually describes it as her happy place which says it all!! She has made amazing progress with Michelle and Michaela who are honestly the best teachers. Musical theatre is all she wants to do. I totally appreciate prices need to increase. I for one would be happy to pay the proposed amount option A with shows albeit I do feel it's an unreasonable increase to ask of parents. I think parents need much more information. I would happily pay the increase if the teaching/directing staff remained the same but parents have not been told who will be running weekly classes therefore it seems unfair to me. I think that many parents will be unable to pay the increase and unfortunately the young talented children of Ayrshire are going to suffer. As I have said I would pay the proposed increase for the current standard of youth theatre, but I certainly need further information. It really does sadden me that the children are going to suffer as there is nowhere else like it in Ayrshire.</p> <p>Thank you for taking the time to get back to me. It is reassuring to know Michelle shall continue to oversee EAYT. Hopefully it will continue to be a success as it really is an excellent theatre school.</p>
Parent	1			I would like option A please. While we can afford the increase in fees I wonder if an alternative option with only one main show would be more affordable for more parents? Is it not possible to get say lottery funding to help with costs or some fund raising ideas? My daughter loves eayt and the thought of it stopping Would be very upsetting. Looking at other drama groups they don't offer the same quality shows as eayt. Michelle and Michella leaving is enough drama for my daughter XXXX to cope with. I can't praise enough how fantastic they are.
Parent			1	I have read over the proposal and unfortunately i'd need to go with option C. My daughter XXXX is already attending UK Theatre School in Glasgow and that's 12 hours a month for £62. EAYT looked attractive because of the low cost but £56 a month for 8 hours is just too much to pay on top of and compared to UKTS.
Parent	1			My daughter XXXX has really enjoyed her first two seasons and would love to continue working and learning with EAYT. The past 2 seasons has been a one off payment of £56 per season. I would prefer to pay the higher rate and include the 2 shows but would also like to see how much this would equate to in terms of how much per season. I travel from Mauchline to Kilmarnock as much as 6 times and back on show week so a massive increase in fees might not be affordable. If you could provide a season total amount it would be easier to compare. I would just like to add that Michaela and Michelle do a fantastic job at eayt and whether they would continue working there might sway the decision.
<b>SUB-TOTAL</b>	<b>7</b>	<b>0</b>	<b>4</b>	
<b>TOTAL</b>	<b>25</b>	<b>1</b>	<b>6</b>	



# **APPENDIX B**

## **EAST AYRSHIRE LEISURE BRIEFING NOTE**

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### **EAST AYRSHIRE LOYALTY DISCOUNT CONSULTATION FINDINGS**

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#### **I. BACKGROUND**

- 1.1 As part of East Ayrshire Council's commitment to legacy, sports facilities previously under the remit Leisure Services - Community Recreation, a facility discount scheme was introduced in partnership with East Ayrshire Sports Council. Affiliated clubs to EASC received a reduction on facility access charges to indoor halls, swimming pools and synthetic grass pitches. Over time this process evolved and following the establishment of the Trust, this was rebranded as the East Ayrshire Loyalty Discount. The discount is applied to affiliated EASC clubs who block book 30 sessions or more with a 30% discount available on indoor facility access. For groups or individuals who are unable to affiliate, however, commit to 30 bookings or more, a 20% reduction is available for indoor access. Where groups block book 30 or more sessions on synthetic grass pitches, mid-week reduction of 50% is applied with a 40% reduction on mid-week/weekend matches.
- 1.2 As the challenging financial situation continues with budgets pressures across the trust, coupled with need to generate additional income, the loyalty discount has become unsustainable. The Sport & Community Venues Team has undertaken a review exercise of this entire process and discounts on offer taking into account 2015/2016 and 2016/2017 bookings. It has been identified that in order to address savings targets and address budget efficiencies, the Trust needs to consider long term, the sustainability of the loyalty discounts on offer.
- 1.3 As requested at the trust board meeting 16<sup>th</sup> March the Sport and Community Venues Team has undertaken a consultation exercise in regards to the removal of the loyalty to those who currently benefit from the discounted rates for synthetic grass pitches and indoor facility hire. A total of 150 letters were issued to clubs, groups and organisations accessing the discounted rates which asked them to provide their comments on proposed charges/removal of the discount and what impact this would have on their organisation. 78 letters were issued regarding proposed synthetic grass pitch charges and 72 letters issued regarding the applied discounted rate for indoor hall and swimming pool bookings. 29 responses have been received in regards to the proposed changes which equates to a response rate of 19.3%. **Appendix B1** is a copy of the letters issued. **Appendix B2** highlights all responses received.

#### **Loyalty Discount Proposal**

2. Taking into account the responses received and acknowledging the full impact that proposed changes to the discount scheme could have on local sports clubs and organisations, it is proposed that in order to generate the much needed additional income required to address saving targets and budget reductions, East Ayrshire Leisure will operate a "phasing out" of the discount over the 2017/2018 and 2018/2019 financial year.
- 2.1 **Synthetic Grass Pitches** - for any groups, clubs or organisations benefiting from the discount at present it is proposed that a 30% discount is applied to the synthetic pitch charges for mid-week access for the 2017/2018 football season which will commence Monday 14<sup>th</sup>

August 2017. The discount will then be removed in full for the 2018/2019 football season. The charge for weekend access for matches remains discounted with no proposed changes to the charges agreed at the 6<sup>th</sup> March board meeting. This approach will provide sufficient time for groups, clubs and organisations to plan accordingly for the full charge to be applied in 2018/2019. It is anticipated that clubs would use this time to review their current spending priorities and seek the support of East Ayrshire Sport Council, National Governing Bodies for Sport to advise them and offer professional support in how best to generate or attract funds in order to meet new charges for access.

- 2.2 The table below outlines SGP charges with an applied 30% discount for mid-week facility access and provides comparisons with similar neighbouring trust organisations/local authority.

		East Ayrshire Leisure	South Ayrshire Council	KA Leisure	South Lanarkshire Leisure	SportsScotland Mean
<b>Mid-Week</b>	<b>Duration</b>					
I/2 Pitch Adult	1 hour	£29.40	£20.00	£33.00	£36.45	£32.03
I/2 Pitch Juvenile	1 hour	£19.60	£10.00	£28.00	£18.25	£19.43
I/3 Pitch Adult	1 hour	£19.60	N/A	N/A	N/A	£31.90
I/3 Pitch Juvenile	1 hour	£13.10	N/A	N/A	N/A	£18.17
<b>Weekend Booking</b>	<b>Duration</b>					
Adult	2 hours	£67.20	£80	£62	£126.50	£55.05 Per Hour
With Floodlights	2hours	£67.20	£80	£92	£126.50	N/A
Junior	2 hours	£44.80	£40.00	£44	£63.30	£35.92 Per Hour
With Floodlights	2 hours	£44.80	£40.00	£74	£63.30	N/A

- 2.3 **Indoor Hall/Pool Hire** - for any groups, clubs or organisations benefiting from the 30% and 20% discount at present it is proposed that the 30% discount is reduced to 15% and that the 20% discount is reduced to 10%. Similarly to the football proposal, this would come into effect Monday 14<sup>th</sup> August 2017, with the discount for indoor or pool hire removed in full in 2018/2019.
- 2.4 In relation to the procedures which groups, clubs or organisations must follow to in order to benefit from the discount, these remain unchanged. In the event where these procedures are not followed, then full charges will be applied.
- 2.6 Based on historical bookings made, the full removal of the discount would generate in the region of £104k of additional income with an expected drop off rate based on 70% retention, generating £74k in 2017/2018 for the full financial year. Taking into account the comments received as part of the consultation exercise, against the need to balance finances, the phasing out of the discount over 2 years, it is expected that £52,000 of additional income will be generated for 2017/2018.
- 2.7 As part of this process, the performance scorecard in relation to facility attendances will be amended to account for the projected reduction in attendances within Sport and Community Venues and will be based on the comments provided by each group, club and organisation that responded. For those who haven't responded, facility attendances will be monitored during August to September 2017, with further changes made to the performance scorecard if required.

**Officer: Chris Murphy**  
**Designation: Sport & Community Venues Manager**  
**Date: 7 March 2017**

# APPENDIX B I

## SGP Consultation Letter

**Sport & Community Venues: Chris Murphy**  
Dean Castle Country Park  
Kilmarnock  
KA1 3XB  
E: [Chris.Murphy@east-ayrshire.gov.uk](mailto:Chris.Murphy@east-ayrshire.gov.uk)



Our Ref: CM/CF

9 May 2017

Dear Customer,

### SYNTHETIC GRASS PITCH PRICE PROPOSAL

I am writing to inform you of proposed changes to the current club loyalty discount arrangements at East Ayrshire Leisure facilities.

As you will be aware, a discount scheme for club bookings has been in place for several years. Due to reductions in our funding and a requirement to reduce operating subsidy at our facilities, we need to increase income generated from bookings and the current discounts are no longer affordable for the Trust.

It is therefore proposed that new standard charges for use of facilities are introduced in August 2017 and that discounts are no longer available. The proposed schedule of charges is attached. For synthetic grass pitch use the revised charges have been adjusted to ensure that the cost of hire for weekend matches remains reduced. The proposed charges are in line with those for facilities in neighbouring local authority areas and with national averages.

The purpose of this letter is to seek your views on these proposals and, in particular, how the new charges would affect your clubs use of facilities. We would appreciate your feedback, by email or post by **Friday 19 May** so that the Trust Board can consider them at the 6 June meeting. I must stress that these are only proposals at this stage.

Please send your views to:

**Chris Murphy**  
**Sport and Community Venues Manager**  
Dower House  
Dean Castle Country Park  
Kilmarnock  
KA3 1XB

Email: [Chris.Murphy@east-ayrshire.gov.uk](mailto:Chris.Murphy@east-ayrshire.gov.uk)

I can advise you that support for sports clubs is available from East Ayrshire Council's Vibrant Communities and you should contact Adam Strain by email: [Adam.Strain@east-ayrshire.gov.uk](mailto:Adam.Strain@east-ayrshire.gov.uk) or telephone: 01563 576339 for further assistance.

Yours sincerely

A handwritten signature in black ink, appearing to read 'C Murphy', is written over a light blue circular background element.

Chris Murphy  
**Sport and Community Venues Manager**

## SYNTHETIC GRASS PITCH PRICE LIST

Mid-week		2016/2017 Full Rate	2016/2017 Loyalty Discount	2017/2018 Proposed Rate
1/2 Pitch Mid Week - 1 hour	Adult	£42	£21	£42
1/2 Pitch Mid Week - 1 hour	Juveniles	£28	£14	£28
1/3 Pitch Mid Week - 1 hour	Adult	£37.60	£18.80	£28
1/3 Pitch Mid Week - 1 hour	Juveniles	£24.10	£12.05	£18.70
Weekends		Full Rate	Discount Rate	
Full Pitch - 1 hour	Adult	£43.35	£30.40	£33.60
Full Pitch - 1 hour	Juveniles	£30.40	£21.20	£22.40
1/2 Pitch 1 hour	Juveniles	£15.20	£10.60	£11.20
1/3 Pitch 1 hour	Juveniles	£12.90	£9	£7.50
1/3 Pitch 2 hours	Juveniles	£25.80	£18.10	N/A



[eastayrshireleisure.com](http://eastayrshireleisure.com)

# Indoor Hall Hire Consultation Letter

**Sport & Community Venues: Chris Murphy**  
Dean Castle Country Park  
Kilmarnock  
KA1 3XB  
E: [Chris.Murphy@east-ayrshire.gov.uk](mailto:Chris.Murphy@east-ayrshire.gov.uk)



Our Ref: CM/CF

12 May 2017

Dear Customer,

## LOYALTY DISCOUNT PROPOSAL

I am writing to inform you of proposed changes to the current club loyalty discount arrangements at East Ayrshire Leisure facilities.

As you will be aware, a discount scheme for club bookings has been in place for several years. Due to reductions in our funding and a requirement to reduce operating subsidy at our facilities, we need to increase income generated from bookings and the current discounts are no longer affordable for the Trust.

It is therefore proposed that new standard charges for use of facilities are introduced in August 2017 and that discounts are no longer available.

The purpose of this letter is to seek your views on these proposals and, in particular, how the removal of the discount would affect your clubs/teams use of facilities. We would appreciate your feedback, by email or post by **Friday 26 May** so that the Trust Board can consider them at the 6 June meeting. I must stress that these are only proposals at this stage.

Please send your views to:

**Chris Murphy**  
**Sport and Community Venues Manager**  
Dower House  
Dean Castle Country Park  
Kilmarnock  
KA3 1XB

Email: [Chris.Murphy@east-ayrshire.gov.uk](mailto:Chris.Murphy@east-ayrshire.gov.uk)

I can advise you that support for sports clubs is available from East Ayrshire Council's Vibrant Communities and you should contact Adam Strain by email: [Adam.Strain@east-ayrshire.gov.uk](mailto:Adam.Strain@east-ayrshire.gov.uk) or telephone: 01563 576339 for further assistance.

Yours sincerely

Chris Murphy  
**Sport and Community Venues Manager**

## APPENDIX B2

### RESPONSES

#### Auchinleck Leisure Centre

Club	Comment	SGP	INDOOR
Auchinleck Talbot 2007's	<p>I am the head coach for Auchinleck Talbot 2007's. We have used the facility at Auchinleck Academy for the last three years. We train two hours per week for at least 30 sessions (60 hours).</p> <p>At the current rate of pricing, it costs us in the region of £840 per season to pay for these sessions. Obviously by doubling the fees it will cost us £1680.</p> <p>This would be an astronomical increase in expenditure for us, and definitely could not be paid for by us at the rate we currently bring money in.</p> <p>We bring money in through parents and fundraising. Therefore we would have to increase the money giving to us by parents considerably. I won't go into the specifics of each of the kids parents' situations, but some of them struggle to pay us as it is.</p> <p>If these proposals are made reality then our team will not be able to use the facility the way we do now. That either means, cutting down to one hour a week, or not using it altogether.</p> <p>We appreciate that price rises of a pound or two here or there are a way of life. But doubling the prices is unacceptable. We will not use the facility the way we do now for that price.</p>	YES	

Cumnock Dolphins	<p>On behalf of Cumnock Dolphins I would like to put forward our views as requested.</p> <p>1 Cumnock Dolphins was formed in 1963 and since then has provided swimming lessons to the young people of Cumnock and the surrounding area at an affordable price.</p> <p>2 We offer training to many swimmers who wish to continue swimming after completing lessons.</p> <p>3 We are all volunteers and do not make a profit.</p> <p>4 Many people would not be able to afford a huge increase in prices and therefore children would be denied access to swimming lessons.</p> <p>5 Many friendships have been formed within the club.</p> <p>6 Our current volunteers started swimming lessons with us and have continued right through the club and now have qualifications to enable them to teach swimming.</p> <p>7 We only have a very small committee who are fully stretched with trying to keep the club running, and increasing costs would result in extra work for the committee.</p> <p>8 The club is currently going through a sticky patch as club membership numbers are down and we may need to cancel any session which is not well attended. We do not need financial worries to add to the ones we are dealing with at the moment.</p>		YES
Auchinleck Talbot Youth Academy	<p>Firstly may I introduce myself, my name is XXXX and I am the Club Development Manager for Auchinleck Talbot Youth Academy.</p> <p>I have held this role for just over one year. Between myself and members of the Youth Academy Committee, we are making great progress in trying to establish the Youth Academy as one of the best clubs in the area for developing youth football. The Youth Academy was established in 2013 and has had its fair share of difficulties throughout the last few years as can be expected with new ventures such as this.</p> <p>Since I took over the role, the club has pulled together and we are moving forward collectively. We currently have eight established age groups at 2001, 2003, 2005, 2006, 2007, 2008, 2009 and 2010. We have recently set up new teams at 2011 and 2012.</p> <p>We are part of the SFA Quality Mark Scheme having already achieved the Development Award. All our coaches are either SFA qualified or working towards this. And all officials are PVG compliant, First Aid trained etc. We are working towards getting ourselves to the next stage in the Quality Mark Scheme which would be a great achievement for the Youth Academy and the local community.</p> <p>Throughout our setup, we will have ten teams with approximately 160 kids involved. We hope to grow the number at each age group, add a female team and really take the club forward by making the club attractive for kids to come and play football and develop as best they can.</p> <p>I am obviously aware that there are proposals in place to double the fees for utilising the SGP at Auchinleck Academy. The proposal in its current form is totally unfair &amp; unacceptable</p>	YES	YES



	<p>to us as a Youth Academy, and hope you take the following points on board before any final decision is taken on your proposals.</p> <p>Recent Scottish Government funded, Sport for Change research concluded;</p> <p>A review of literature and research around sport and physical activity highlights that they can bring about positive changes in terms of:</p> <ul style="list-style-type: none"> <li>• Preventing death and diseases;</li> <li>• Reducing health harming behaviours, anxiety, social isolation, depression, suicide, dementia and Alzheimer's;</li> <li>• Improving brain health, behaviour at school and engagement in school learning;</li> <li>• Developing team work, social and communication skills;</li> <li>• Building social capital, connectedness and sense of belonging; and</li> <li>• Making savings for the NHS.</li> </ul> <p>Therefore any proposal to increase participation fees to our clubs, indeed to any organisation or individuals who use the local facilities seems to fly in the face of proven government funded research.</p> <p>As a Youth Academy we actively encourage affordable participation for all, these proposals seem to have the direct opposite intention of what community participation and involvement stands for resulting in a decrease in local participation and creating a negative impact on our local communities.</p> <p>As you'll be aware, we are not the only club in the area, and as such we have to be competitive with not only the level of coaching we offer, but the fees we charge to parents. Each of our age groups charge a very similar price to their parents each month.</p> <p>In the coming months we will have 7 teams using the SGP. 3 will still train inside due to their young age. Most train two hours per week with one or two training one hour per week. These clubs use the SGP midweek for at least 30 sessions, some a lot more than that. The exact price for our teams will differ slightly from this, but by taking the 30 session slot as an example, it costs each team £420 per season if they use it for an hour or £840 for two hours at the current rate of £14. Your proposal to double the cost means that collectively our clubs will pay approximately £9000 to £10000 per year to use the SGP facility instead of what we pay now at £4500 to £5000.</p> <p>The Youth Academy appreciate that increases in fees now and again are normal. But doubling them cannot be seen to be acceptable. The above figures do not include playing weekend games, summer training, festivals, kit etc. It only states the cost of training midweek on the SGP in winter.</p> <p>As a Youth Academy, we simply cannot and will not pay the new booking fees, if the massive increase you are proposing is implemented. There is another facility available to us however we would obviously rather stay in Auchinleck as it is our local facility. But we will not be held to ransom to use it.</p>		
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	There must be a way for us to continue to use the facility and keep the fees to a minimum. I am more than happy to discuss further and look forward to hearing from you.		
Neptune Swimming Club	Letter received via post. The club are currently operating within their means. Any change in price will force them to review their position as a club.		YES

### **Ayrshire Athletics Arena**

<b>Club</b>	<b>Comment</b>	<b>SGP</b>	<b>INDOOR</b>
NHS Stoke Rehabilitation	This will mean that we will review our use of East Ayrshire facilities and move some of our clinics and classes back into hospital premises/ sites where we will not incur charges. This will impact our service users who will have more difficulty parking at NHS premises.		YES

## **Doon Valley Leisure Centre**

<b>Club</b>	<b>Comment</b>	<b>SGP</b>	<b>INDOOR</b>
Casual Booking		YES	
	<p>On attending our weekly booking at the doon valley football pitch I was given a letter from the staff about the proposal to scrap the discount from block bookings, it said on the letter that we were to contact you to give our opinion on the proposals. As somebody who has maintained a booking from the first week of opening i have no doubt that if the proposals were implemented that our booking would come to an end, while understanding the need for the council to pull in revenue i think that people using and paying for the facility at a discounted rate is a lot better than the facility sitting empty at full price. If you take away the incentive of a discounted rate to commit to a loyal regular weekly booking i don't think the facility would be used half as much as it is at the moment, we have a mix of adults and youngsters in our booking and take in barely enough to cover the cost as it is, sometimes we have slightly more players and that week subsidises the weeks when we struggle to get enough players to cover the cost, as you can imagine it is not always easy to find enough players to play every week but the fact you are committed to playing means that you can go down and play with less numbers, if you were paying full price and on a weekly non commital basis you just wouldn't play therefore losing revenue for the facility, thanks for giving us the chance to air our views on the subject.</p>		

## **Grange Leisure Centre**

<b>Club</b>	<b>Comment</b>	<b>SGP</b>	<b>INDOOR</b>
FC Kilmarnock Ladies	<p>I am writing in connection to the proposed changes to the current club loyalty discount arrangement as detailed in your letter dated 09/05/17. We are a Club that requires a massive amount of work by coaches and background staff on a voluntary basis. The girls come from wide, varying social backgrounds, many of whom travel long distances at great personal cost and already struggle to pay their current subscriptions. Our fees have remained exceptionally low over the years due to our awareness of these social inequalities. However, a few months ago we were forced to increase fees as we could no longer sustain the Club in meeting the demands of pitch/training facilities. A further increase will have a huge negative impact on the future of our Club because the majority of our the girls will not be able to afford to pay more. You mention charges are in line with neighbouring local authorities. We ask you to consider that Lanarkshire is not that far away and they assist Clubs with a no fee policy for youth clubs for various hire of facilities. We have worked hard to promote, develop and progress the game in Scottish women's football. With many families already struggling with ongoing austerity measures introduced by the UK government, the increased cost will deprive many of their right to inclusion in what is their only outlet from struggles at home/school. Doubling the cost of training facilities during the week will lead to empty facilities at these times and less participation in football. Grassroots will suffer and lack of fitness will lead to increased obesity in kids. Educational facilities, with their all weather pitches, have become the way forward for Clubs because they operate all year round. This helps raise standards of football and increases participation at higher levels. We need to use them. We are an inclusive and progressive Club and we want FC Kilmarnock ladies to remain 'on the map'. We welcome girls of all ages, ability, disability and we believe that sport should be available to everyone and not just to those who can afford it. The proposals you have outlined will potentially threaten our existence because we will cut our cloth significantly to avoid imposing further fee increases. We very much appreciate that East Ayrshire Council has priorities in its budget, however, we are dismayed at the level of increases and would ask you to reconsider an alternative way to recoup finances in regards to the loyalty discount or else reconsider the level of increase that is proposed. With many of our girls living in deeply deprived areas, we would ask you to reconsider your position.</p>	YES	

<p>Bellfield Youth Football Club 2006</p>	<p>I am as requested offering some feedback on the removal of discounts for park booking. We have had block bookings at the Grange Campus for years, more recently being stripped of the Saturday block booking due to changes you made on booking at weekends. We have managed by just. The Grange park is now in need of new Astro turf. The park now is rock solid and bad for youngsters legs. I feel the need to pass this on regarding this particular facility. With regards to the loyalty discount, I also get a feeling of injustice for being a loyal customer over the years both through summer and winter. The only way we as a club could afford this would be to start charging parents more for their kids to play football, and that's not going to happen. You are in danger of driving everyone out of the area more so young teams like ourselves. The facilities around the area are reasonable in respect of condition but bear no resemblance to the likes of Ravenscraig where changing rooms are also available and you can book indoor or outdoor and have cafeterias Available. This area is crying out for something like this. I fear a club like ours who do not have a sponsor showering money upon us may have to go back to grass. I hope this reflects somewhat our situation and how we feel.</p>	<p>YES</p>	
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Crosshouse BC	<p>My name is XXXX and I'm a member of Crosshouse Boys Club. We currently have 13 teams who use facilities run by East Ayrshire Leisure Trust. We use the 3G pitches at various times threw the year for matches but in the winter these are block booked as well as many gym halls to provide ongoing training for all the teams when it's to cold/dark to train outside. I feel if we loose the current loyalty discount this is financially going to cripple our teams. I'm personally the treasurer for one age group, our under 7s, who trained every Friday in half the gym hall at the grange academy over the winter. If we loose the discount this will add £200 to our winter training bill. Our older teams who train twice a week and use full gym halls or 3G pitches will be looking at over £400. I think its expensive enough and extremely difficult for clubs to continue in the current economic climate without this. Our club completed the assert transfer so we totally self fund and run our club completely by volunteers and things like this will put more pressure on us financially. We have over 250 players and over 50 volunteers with our club which alone says we are successful. We have been going since the early 80s and it would be a shame for us to come to an end because of this. I really do hope it is reconsidered and we can get some sort of discount. I also think East Ayrshire Leisure Trust would lose out if they stop the discount as people just won't be able to afford the facilities and instead of being in demand like they are now they will be sitting empty, surely there could be some sort of compromise.</p>	YES	YES
Crosshouse Boys Club U14s	<p>This is shambolic news to hear about the scrap of the Sports Discount. This will effect so many Clubs, and the sad reality is these clubs rely on some sort of discount...If thus is not the case unfortunately I can see a few clubs folding....meaning kids not getting to do what they love...also will mean more kids on streets...rather than at a football organisation enjoying themselves all because of hefty prices increases..</p>	YES	

Hurlford Badminton Club	<p>Last month saw increase of 11% in hall lets. A further increase means the cost to the children will have to increase. I am concerned about this as we range from 1 child in the family to 4 children in the family who are members of the club. We also have single parent families. As we are about to lose our Sports Council discount as well we do not know how much our lets will be for next season. This coupled to increased cost of shuttles due to brexit as shuttles are priced in dollars means the increase in fees to the children will be substantial. This will probably impact on the numbers of children being able to afford to come to the club. This in turn could lead to a reduction in the number of court hours we will require. We as a club pride ourselves in the quality of coaching and physiotherapy services we deliver. Our club is the envy of the whole of the country due to the success on court, the number of junior internationalists produced, the number of children who do not play tournaments but go on to play recreational badminton and the healthcare provided by the physiotherapy department. As a club all the coaches and medical care staff are all volunteers. We do not allow anyone who helps at the club to make money from it. The club not only coaches badminton we also teach the children ability to interact with people, social skills, tolerance, etc. All of this is done in a safe environment. And finally we keep the children away from trouble during club time.</p>		YES
Crosshouse 2005's	<p>I would just like to point out that my husband runs crosshouse bc 2005 and the can't get a Astro hire in East Ayrshire due to the amount of teams in Ayrshire, so they train in North Ayrshire campus and pay £56 per week for 2 hours hire on a Tuesday and Thursday night, now a lot of teams are complaining that this is too much for them to pay out but north Ayrshire teams don't get a discount and they manage to have loads of teams so it can be done</p>	YES	
Dean Amateurs	<p>If the proposal goes ahead it will have a huge impact on most amateur clubs, we we're struggling financially this season with costs and had to cancel our Monday night booking, but keeping our Wednesday slot, looking at the loss of the discounts may mean we have to look at different means of training, hopefully not but will depend on our finances.</p>	YES	

Grange Badminton Club	<p>In response to your regarding the potential removal of the loyalty discounts by East Ayrshire Leisure in respect of lets for clubs, I am disappointed that this is being considered. This will have two potential impacts for us.</p> <p>1) We will have to increase club fees, which may prevent some members, especially the Junior members who do not work, from coming along and enjoying sport.</p> <p>2) We would be unlikely to commit to taking on a 30 week let, as there are nights during holiday periods, when we would either reduce our courts or cancel them completely and hope to basically skip a week.</p> <p>Hopefully, the discount, or at least all of it, will not be removed, as the council should be encouraging sports clubs in the area and making it cheaper for them to operate, than increasing their prices.</p>		YES
Crosshouse 2006	<p>Following careful consideration, with the increase in fees that you propose, I feel that Crosshouse Boys Club 2006 Can no longer afford to use your facilities. The increase would cost the team more money than could be sustainable.</p> <p>These proposals will force many teams to reconsider using your facilities. What makes more sense, having many teams paying what they are paying now or no teams paying nothing at all? You work out the maths.</p>		YES
Kilmarnock Acrobatic Gymnastics	<p>Kilmarnock Acrobatic Gymnastics Club trains at the Grange Campus Monday, Tuesday, Thursday and Saturday. We are in the Grange 14 hours per week. We also book extra sessions for displays and extra training leading up to competitions.</p> <p>Our club is run voluntarily and the income from the gymnasts fees is purely to cover the use of the facility.</p> <p>If the discount is removed then our club would need find another facility as we would not be able to afford the use of the Grange Campus.</p>		YES

### Loudoun Leisure Centre

Club	Comment	SGP	INDOOR
Galston 2005s	My initial thoughts would be that I would struggle to pay the mid week prices which have went from £14 to £28 per hour, I train Galston 2005s for two and half hours per week which would be £70 per week for 30 weeks! I will take this to our monthly Galston meeting next week?	YES	
Galston Youth Football Club 2002	Thanks for your mail. The 100% increase in cost from August comes at a time when we are already struggling financially and can only train 2 hours per week due to cost and capacity at Loudoun Academy 3g. I fear that this increase from £28 to £56 per 2 hour session will lead to my team having to reduce training to 1 hour on the 3g. This will obviously open up the possibility for other teams to use that spare hour however it is not healthy for grassroots youth football and is a backwards step in my opinion with investment in the upkeep of grass pitches in and around Galston having been in decline for a number of years. We have gone from 7 grass pitches in Galston 10 years ago to 0 today. A very poor show and something that needs to be looked at seriously by East Ayrshire Leisure Trust and East Ayrshire Council. It's hardly developing a Vibrant Football Community! Grass pitches - 2007 Western Road x 3 Barrmill x 1 St Mary's Holm x 1 Loudoun Soccer Sevens + Golf Driving Range x 2	YES	



Galston Utd	<p>We at Galston United are obviously very worried about this proposed increase as we would not be able to afford it, so we would be unable to train as often as we do, if at all. It seems extremely unreasonable to double the prices. We pay somewhere in the region of £3000 per year for the use of the pitch for training and games, and this would go up to £5000. This is pricing teams out of existence when the number of clubs in Ayrshire (and Scotland) are decreasing.</p> <p>We make use of the loyalty bonus by signing up for more than 40 weeks of the year, including some times of the year when we would ordinarily be able to train on grass. This means we'd cut down on the use of the facility leaving it empty for much of the year, so we'd be spending the same amount of money but only using it during the darker nights of the winter months. Is this really the best use of the facility? Or having staff on site for the gym but no-one using the pitch??</p> <p>We have already contacted the local councillor to express our disgust at this increase. East Ayrshire have forced us out of our pitch in Galston because of the Asset Transfer, we were unwilling to take on a pitch and changing facilities that were not fit for purpose, so they simply knocked it down. And now we're being priced out of a perfectly good facility that will leave it lying empty!</p> <p>How does this impact with the new facility at Galston Primary School? Surely having two facilities should help the customer, not double the prices and have both of them lying empty?! What an absolute waste of tax-payers money to build two facilities and then have the prices so expensive that no-one uses them. Correct me if I'm wrong but there's hardly a long list of people waiting to train there during the summer months? The loyalty discount means we pay for use of the pitch when we sometimes don't use it but this is still a far better deal than the proposal.</p>	YES	
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<p>Darvel Victoria Amateur Football Club</p>	<p>Our committee discussed the proposed changes to the current loyalty discount arrangements, we decided that the booking we have at the moment would no longer be financially viable for the club. We have a 1/2 pitch at Loudoun Academy for 2 hours on a Wednesday night and would be left with 2 options, either reduce the booking to 1 hour to maintain the current cost or return to training at our own pitch under some form of temporary lighting. The latter is not ideal but we did do that for many years until Loudoun became available.</p> <p>We realise the difficulties the council faces due to the funding cutbacks but wonder if a smaller increase might help clubs and also keep the facilities well used. It may end up with less income being generated if the facilities aren't used, perhaps an increase to around £60.00 rather than £84.00 for the 2 hours would be more achievable. That would take our annual cost to approx. £2000.00 rather than almost £3000.00 under the new proposals.</p>	<p>YES</p>	
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## **St Joseph's Leisure Centre**

<b>Club</b>	<b>Comment</b>	<b>SGP</b>	<b>INDOOR</b>
Crosshouse Girls	Hi just received your e-mail about the loyalty discount what's the point joining the community scheme when the main point of joining was to get the discount so if it's now taken away we will have to pay full price for our winter training in your facilities and booking astro packs for training we now need to ask our parents for more money to pay for using these facilities which we can't do without some of these parents are single parents who work hard some of these parents have more than one child taking part in the use of all these facilities not just football all activities. As a volunteer who uses a gym hall every week not just in the winter months that this decision is made just a week after the local council election if all parents and volunteers had to vote again knowing of this decision they might have voted a different way this makes me very angry .You seem to think parents who contribute every week have bottomless pockets .after all is this not one of the main aim to stop child obesity and keeping children fit and healthy .This is just another cut by the council who stopped lining football pitches closed community centre libraries etc etc etc. I would encourage you to reconsider this decision.		YES
Cumnock Juniors	I have looked at the proposals and discussed with one or two members of our committee. I can understand and appreciate the need to sustain income, and am happy enough with the suggested proposal. I can also see how some clubs may find it difficult to absorb the loss of loyalty discount, and it may be they will consider options. Perhaps could this affect the overall income stream?	YES	
Dean Thistle	Regarding your email on costing of pitch hire Although this news is unfortunate we have no option to continue using the facility, we at Dean Thistle are always looking at ways of moving our club forward and we would ask if this proposal would be considered Dean Thistle would book the full pitch or 2x1/2 pitches for 2 hours per night 5.30-7.30 two nights per week this would help us keep the cost down and allow all our teams to train together and save our outgoings it would also help us regarding utilising coaches , as we are the biggest club in the new farm / St Joseph's sports hub with over 250 members I trust you will give this consideration. I am available to discuss this matter further if required.	YES	

## **Stewarton Sport Centre**

<b>Club</b>	<b>Comment</b>	<b>SGP</b>	<b>INDOOR</b>
Stewarton Annick FC 2004's	I am writing in reply to your letter with the proposed price increases. As treasurer of a club I already know that we are under tight financial pressure. If this proposal was to go through then it would increase our problems and may cause the club to fold. If aside football has proven to be an expensive business and our midweek session price would double. We only have 16 boys in our team so have a limited squad giving us a regular fee. It may cause us to look elsewhere for our training facilities.	YES	
Stewarton United AFC	<p>I acknowledge receipt of the price proposal regarding the SGP facility which we use at Stewarton Leisure Centre. We currently use the facility for all our homes games and two hours every Wednesday for training. The 10% increase in prices for Saturday games will only cost us £120 per annum and although it is 4 times the current inflation rate I appreciate that the price has not increased in the recent past. The proposal for the weekday hire however I find to be incredible. We use the facility for around 45-48 weeks of the year and this proposal would add around £2,000 to our annual running costs. We are an amateur club and at a time when amateur football is losing clubs at an alarming rate this proposal will not be at all welcome. We are self funded and whilst there may be grants available for equipment it would be hard cash we would need to fund this.</p> <p>Your proposal is not in itself a price increase but the withdrawal of the loyalty discount. Stewarton United have used the facility consistently since its inception and in the season 2016/17 we will pay around £3,500 for our use of it. Loyalty is a two way street. One option for us will be to cut down to one hour and you may argue that there are groups queueing up to use the hour we may have to give up. Where is the loyalty in that. You are proposing a 100% increase in price in one step. I think we all appreciate the funding cuts are an issue but such an increase is inappropriate. Would it not be more acceptable to all involved to phase the increase over say 5 years. A 20% increase per annum is still high but would allow those using the facility regularly time to budget accordingly.</p> <p>Having previously been involved in youth football with Stewarton Annick I can see this having a huge impact on their funds too. Stewarton Annick will have around 200 boys and girls registered with them. They too are self funded and this proposal will come out of the parents pockets. It will result in the disadvantaged families being less able to meet the cost resulting on more kids on the street with nothing to do.</p>	YES	

Stewarton Annick 2005's	<p>Thanks for sending out the new proposal for East Ayrshire Leisure's pricing policy. Unfortunately the new proposal is extremely disappointing and should East Ayrshire Leisure decide too carry out this proposal it will leave a lot of children's football clubs in financial difficulty.</p> <p>Wherever we can we try to make football an affordable price for all, however an increase in prices will force our hand to increase the prices that parents need to pay on a monthly basis. And for some parents this will be a price increase too much that will see some children missing out on the opportunity to play football. It will become another example of a local authority destroying grass roots football.</p> <p>On a purely business point of view you will find that a large majority of the Stewarton Annick teams will decide to not use the facility in Stewarton and decide to look elsewhere including the local grass parks and I'm sure you'll agree that should the Sports Centre start losing bookings for the Synthetic pitch it will have a bigger implication on the Sports Centre and make it not financially viable. The local facility in Stewarton should be freely accessible for Stewarton teams, and surely it would be better to have plenty of bookings at a lower price than no bookings at a higher price.</p> <p>If the government budget cuts are an issue for the sports centre then perhaps a better proposal should be to have a loyalty discount for Stewarton Annick teams and a higher pricing structure for team not associated with Stewarton Annick.</p>	YES	
Bellfield Youth FC	<p>The proposed changes to the loyalty discount scheme will impact severely on our ability to provide affordable football to our players. On canvassing our teams who use the SGP's the feedback is that they would have to either half the time or the occasions they train. This is especially true of the +16 age groups who pay full adult prices.</p> <p>The main expense for all our teams is the amount spent on training facilities and the increases proposed would be extremely detrimental to providing quality coaching at affordable prices to our players.</p>	YES	
Stewarton Annick 2006s	<p>I coach Stewarton Annick 2006s and we have a block booking at Stewarton Sports Centre on a Tuesday evening and also use the pitch for our games on a Saturday. I am also the Treasurer of Stewarton Annick FC and we currently have 10 teams across different age levels (covering over 200 children in total). 7 of these teams have midweek block bookings at Stewarton covering c15 hours.</p> <p>The purpose of this note is to provide feedback on behalf of my own team and the wider club (although I expect individual teams will also provide their comments to you separately). I don't really have any issue with the proposals for the weekends but find the midweek price increases incredible. For my own team this would result in an increase in fees of £112 per month which is equivalent to £4.30 per player. We would have to increase the monthly fees</p>	YES	

	<p>to accommodate this and this would result in a c30% increase at a time when we are trying to keep fees to a minimum to ensure football is accessible to everyone in the community. My own team has the benefit of having a large number of kids to share the cost, other teams are not in the same position e.g. one of the other teams only has 20 players, therefore the proposal will result in an increase of £5.60 per month! Looking at the wider club, the aggregate impact of the proposal is over c£900 per month which I am afraid won't be sustainable. Feedback from other teams includes:</p> <p>"We 100% can't afford this", "we will no longer be able to use these facilities for training"</p> <p>Therefore it is doubtful we would be able to continue our current level of commitment to the sports centre which may lead to an overall reduction in income in the long run despite the increase in fees.</p> <p>I realise that some increase in cost is inevitable but this needs to be sensible and realistic, I am afraid a one off 100% increase is neither of these!</p> <p>If I was trying to be pragmatic and find a solution to the income shortfall then one potential solution would be to focus the increase on adults who are using the facility for social games between friends. At Stewarton the pitch can accommodate adult 7v7 games therefore 14 players in total. The proposal would result in a cost of £3 per hour which in my opinion is very cheap. I currently pay £5 for an hour in Kilmarnock and I think you could justify charging an equivalent rate of £4-£5 per hour at Stewarton i.e. c£60 an hour for adult bookings and this would help subsidise the cost for kids/local team bookings. This would obviously not go down well with those impacted but at least it would focus the increase on those who are better placed to afford rather than applying it across the board.</p> <p>I hope this is helpful and that you are able to take my comments on board, let me know if you have any questions or if you need any further information from me in advance of meeting on 6th June.</p>		
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Stewarton Tennis Club	<p>As you will be aware Stewarton Tennis Club use the Sports Centre extensively (from Oct to March we must have booked circa 200+ individual court hours). Given that we mostly utilise these at 4 juniors per court then the Club provides 800 indoor coaching / competition hours to the local junior community. It also should be noted that these are Autumn / Winter evening hours when there is less scope for juniors to be active. Any loss of the discount will simply mean we will have to charge more to our Juniors (we are already squeezed with having to maintain and build a significant sinking fund for the courts**) and / or seek alternative arrangements elsewhere.</p> <p>If the Juniors (parents) cannot afford the increase then it would also lower coaching opportunities for the coaches which in turn impacts their economic ability to continue developing what is looking like a bright future for tennis in Stewarton. (Stewarton P4 Juniors won the West of Scotland P4 Schools championship last year so the years of coaching are starting to transfer to success).</p> <p>Also, generally I feel there is a real risk that removing the discount at the Sports Centre could actually start a vicious circle of lower use, then lower opening times, leading to lower use, and so on. This would be tragic given that the building is new and excellent facility. A better plan for the sports centre would be to focus on maximising utilisation / participation so help support it's costs - increasing fees is not going to help drive increased use. I am a regular there through the winter when I join the gym and I can see that there is scope for increasing utilisation.</p> <p>Hopefully, the proposal will not be carried.</p>		YES
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# REPORT TO BOARD OF TRUSTEES



## CHIEF EXECUTIVE'S REPORT

Date: 27 June 2017

Agenda Item: 6

### 1. PURPOSE

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

### 2. UPDATES

#### 2.1 COMMUNITY ASSET TRANSFER PROGRAMME

- 2.1.1 A summary of the Community Asset Transfer position for June 2017 is attached as Appendix I. The summary shows the facilities that are managed by the Trust on both a permanent and temporary basis. Considerable progress has been made in concluding the transfers of several buildings and in closing others which were unable to transfer. It is expected that a further review of the scope of facilities managed by the Trust will take place in response to the recommendations of the Best Value Review.

The following facilities have been removed from the Trust's remit during 2016/17:

- Fulton Hall - CAT - 29.4.16
- Newmilns Senior Citizen Cabin - CAT - 29.4.16
- Netherthird Community Centre - CAT 27.5.16
- Riccarton Community Centre - Sold 9.6.16
- St Mary's Holm - Demolished 9.6.16
- Stewarton Annick Centre - Return to occupiers - 30.6.16
- Newlands Drive Pavilion - CAT 28.7.16
- New Cumnock Community Centre - Demolished 3.8.16
- Barrmill Pavilion - Demolished 25.8.16
- Hurlford Library - Sold 20.9.16
- Ochiltree Library - Demolished 10.10.16
- Ochiltree Community Centre - Demolished 10.10.16
- Drongan Community Centre - Demolished 15.2.17
- Hareshaw Community Centre - CAT 13.3.17
- Bonnyton Community Centre - Awaiting CAT Transfer – TBC
- Hurlford Community Centre – 31.3.17
- Galston Old Mens Cabin - Return to occupiers – 31.3.17
- Doon Valley Golf Course – Closed 31.3.17

- 2.1.2 In order to facilitate and support the Council's Community Asset Transfer Programme, a 'Management C.A.T' arrangement has been developed and introduced for several facilities. In these instances the Trust has retained responsibility, and the budget, for costs such as utilities while a community group has taken responsibility for building management through a lease agreement. These arrangements are temporary and are intended to allow time for the community group to build capacity and experience prior to a full community asset transfer taking place. The leases can vary from project to project, however, every effort is made to minimise the financial risk to the Trust during these temporary arrangements.



## REPORT TO BOARD OF TRUSTEES



### 2.2 BEST VALUE REVIEW

- 2.2.1 The Best Value Review of Leisure, Culture and Sport was approved by East Ayrshire Council on 23 March 2017. Progress on implementing the recommendations of the review will begin when the proposed Shadow Integration Board is brought together. East Ayrshire Council will be co-ordinating the initial meetings and it is expected that the Shadow Integration Board will consider an action plan and timescales at its first meeting.

### 2.3 MEMBERSHIP SALES

- 2.3.1 Our new Active Memberships were introduced for fitness facilities in April. Early sales are encouraging with memberships purchased in April and May 2017 totalling 506 compared to 312 in 2016.

#### **Recommendation/s:**

It is recommended that the Board:

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

Signature:

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

Designation: Chief Executive

Date: 14 June 2017

# REPORT TO BOARD OF TRUSTEES

## APPENDIX I

### PROJECTED FACILITY REMIT JUNE 2017 UPDATE

PERMANENT FACILITIES	NOTES
Annanhill Golf Course	
Auchinleck Leisure Centre	
Auchinleck Boswell Centre	
Auchinleck Library - Boswell Centre	
Ayrshire Athletics Arena	
Baird Institute	
Bellfield Library	To be relocated to new Whatriggs school
Burns Memorial Tower	Non-operational – sub lease in place
Burns House Museum/Library, Mauchline	
Cocklebie Pitch and Pavilion, Stewarton	
Crosshouse Community Education Centre	
Crosshouse Library	
Cumnock Library – (Rothesay House)	
Cumnock Town Hall	
Dalrymple Pitch + Pavilion, Cedar Terrace	
Darvel Town Hall/ Library	
Dean Castle Country Park	
Dean Castle	
Dick Institute Library/Museum/Gallery	
Doon Valley Leisure Centre (inc Ayr Road Pavilion)	
Drongan Library	
Galston Community Centre	
Galston Library	
Grange Leisure Centre	
Hunter Fitness Suite	
Jamieson Park Pitch and Pavilion	
Knockentiber Pitch and Pavilion	
Loudoun Leisure Centre	
Merlin Park, Auchinleck	

## REPORT TO BOARD OF TRUSTEES

Morton Hall, Newmilns		
Newmilns Library	To be relocated to Morton Hall	
Ochiltree, Pitch and Pavilion		
Onthank Community Education		
Palace Theatre / Grand Hall Complex		
Patna Community Centre		
Patna Library		
Portland Park, Galston	Pitch only	
Rankinston Community Education		
Riccarton Pitch and Pavilion, Kilmarnock		
Richardson Park, Hurlford, Pitch and Pavilion		
Scott Ellis Playing fields		
St Joseph's Leisure Centre		
Stewarton Area Centre inc. Library		
Stewarton Sports Centre		
The Joughs, Kilmaurs	Non operational	
Warwickhill Road Pitch, Bonnyton Kilmarnock	Pitch only	
<b>2017</b>	<b>TEMPORARY FACILITIES</b>	<b>NOTES</b>
<b>June</b>	Gavin Hamilton Sports Centre and Playing fields	CAT Interest - Trust to retain until 30 <sup>th</sup> June 2017
	Kilmaurs Pavilion, Morton Park	CAT - Trust to retain until June 2017
<b>August</b>	Bellfield Pavilion	CAT Interest - Trust to retain temporarily until August 2017
	Bellfield Library	Move into new school August 2017
	Broomfield Park, Cumnock	Trust retain temporarily pending new school development
	Mauchline Community Education	Trust to retain temporarily pending transfer of lets into library building. Date August 2017
	Mauchline Library	Trust to retain until refurbishment works completed and Services at Community Centre transfer. Date 31.08.17

## REPORT TO BOARD OF TRUSTEES

	Muirkirk Library	Trust to retain temporarily until new school/community facilities open August 2017 – CAT Management Arrangement thereafter
	Muirkirk Shop	Trust leasing until August 2017
<b>2018</b>	<b>TEMPORARY FACILITIES</b>	<b>NOTES</b>
	Doon Valley Museum	The Trust to retain the facility pending the receipt of a suitable revised application with the new CAT agreement requiring to be in place no later than 31st March 2018
	Kilmaurs Community Education	CAT Management arrangement to be in place by 31.3.17. Trust to retain temporarily pending relocation of lets into Library building. Date March 2018
	Kilmaurs Library	Trust to retain until refurbishment works completed – end date of March 2018
	New Farm Loch Community Centre	Trust to retain temporarily pending new build Date T.B.C. (Mid 2018)
<b>2019</b>	<b>TEMPORARY FACILITIES</b>	<b>NOTES</b>
	Beechgrove Park, Mauchline	CAT Interest - Trust retain temporarily to March 2019
	Mauchline Games Hall	Trust to retain temporarily for 3 years to March 2019
<b>Date TBC</b>	<b>TEMPORARY FACILITIES</b>	<b>NOTES</b>
	Bellsbank Community Wing	Trust to retain temporarily
	Crookedholm Pavilion	CAT Approved - Trust to retain temporarily Date T.B.C
	Greenhead Park, New Cumnock	CAT interest - Trust to retain temporarily
	Muirkirk Games Hall	Trust to retain temporarily until new facilities available tbc
	Patna Games Hall	Trust to retain until works are complete within the community campus, date tbc

## REPORT TO BOARD OF TRUSTEES



	Western Road P+P, Galston	CAT - Linked to school developments Retain temporarily Date T.B.C
<b>Awaiting Sale or Demolition</b>	<b>TEMPORARY FACILITIES</b>	<b>NOTES</b>
	Drongan Games Hall	Closed – Awaiting Demolition
	Drongan Library – Old Building	Closed – Awaiting Demolition
	Fenwick King George V Playing fields	Sale approved - Trust to retain temporarily. Date T.B.C
	Patna Day Care Centre	Closed – Awaiting Demolition
	Witch Road Senior Citizens Cabin	Sale approved. Trust to retain temporarily Date T.B.C