

TRUST BOARD MEETING



Date: 6 October 2020

Location: VScene

Start time: 6.30pm or immediately after the conclusion of the AGM

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Appointment of Office Bearers and Trustees			✓
2. Apologies for Absence / Introductions	✓		
3. Declarations of Interest	✓		
4. Minutes of previous meetings 4.1 Board Meeting: 25 February 2020 4.2 P&ASC Meeting: 1 September 2020			✓ ✓
5. Performance Report April – June 2020			✓
6. Workforce Planning This is a restricted document and not for onward circulation			✓
7. AOCB			
8. Dates of Next Meetings: Performance & Audit Sub-Committee: 10 November 2020 Trust Board: 24 November 2020			

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

REPORT TO BOARD OF TRUSTEES



APPOINTMENT OF OFFICE BEARERS AND TRUSTEES

Date: 6 October 2020

Agenda Item: I

Report by: Anneke Freel, Chief Officer

I. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek board approval for reappointment of Trustees and to remit the Head of Corporate Services to develop a recruitment package for the vacant independent trustee position and any future vacancies that may arise.

2. RE-APPOINTMENT OF TRUSTEES

- 2.1 According to clause 30 within the constitution of East Ayrshire Leisure Trust, 3 out of 6 Charity trustees appointed under paragraph 18.3 of the constitution (independent Charity Trustees) shall retire, but subject to clauses 32 and 33 may be re-appointed (subject to clause 24) unless:-

- he/she/it advises the Board prior to the conclusion of the AGM that he/she/it does not wish to be re-appointed as a Charity Trustee; or
- an election process was held at the AGM and he/she/it was not among those elected/re-elected through that process; or
- a resolution under clauses 38.6 or 38.7 was put to the AGM and carried.

This clause affects 3 independent Trustees; R Hume, J Livingston and J Brown. Due to length of time as a Trustee, a resolution under clause 33 is required for re-appointment of R Hume and J Brown to the Board of Trustees.

It is recommended that J Livingston be re-appointed to the Board subject to clause 30 of the constitution.

- 2.2 Furthermore, under clause 32 of the constitution, a Charity Trustee who has served for a period of 6 years shall not be eligible for re-appointment until a further period of one year has elapsed. The Board may, by way of a resolution passed by majority vote at a Board meeting, waive the provisions of clause 32 in relation to a particular Charity Trustee if they consider that exceptional considerations make that appropriate.

This applies to R Hume, J Minnery, J Brown and Councillor N McGhee.

Due to the uncertainties of Covid-19, it is deemed that exceptional considerations are appropriate and that Trustees should be re-appointed to provide stability and consistency during this period.

It is recommended that a resolution is passed to re-appoint relevant Trustees for a further period of one year.

- 2.3 It is also recommended that Councillor Whitham be re-elected to Chair and R Hume be re-elected to Vice Chair of East Ayrshire Leisure.

REPORT TO BOARD OF TRUSTEES



- 2.4 Finally, it is recommended to remit the Head of Corporate Services to develop a recruitment pack for an Independent Charity Trustee to fill the existing vacancy and for any future vacancies that may arise.

Recommendation/s:

It is recommended that the Board of Trustees:

- i. Approve the re-appointment of J Livingstone to the Board of Trustees;
- ii. Pass a resolution to re-appoint R Hume, J Minnery, J Brown and N McGhee;
- iii. Re-elect Councillor Whitham and R Hume to chair and Vice Chair of East Ayrshire Leisure respectively
- iv. Remit the Head of Corporate Services to develop a recruitment for future appointments; and
- v. Otherwise note the content of the paper

Signature:

A handwritten signature in cursive script, appearing to read "Annette Freal".

Designation: Chief Officer

Date: 3 September 2020

REPORT TO BOARD OF TRUSTEES



PERFORMANCE REPORT APRIL - JUNE 2020

Date: 6 October 2020

Agenda Item: 5

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

- 1.1 This report provides details of the Trust's performance for the period April to June 2020, the first quarter of the 2020/21 financial year. This is the first report on the Delivery Plan 2020-22 and reflects the priorities outlined in the Strategic Plan which covers the period 2020 to 2030.
- 1.2 Whilst the report provides Trustees with a detailed analysis of Trust performance in the period, it is set within a context of an unprecedented situation brought about by lockdown restrictions associated with Covid 19. On 18th March 2020, following Scottish Government guidance, all East Ayrshire Leisure venues were closed to the public and 72% of contracted and 100% of casual employees were put on furlough leave.

2 DELIVERY PLAN PERFORMANCE DURING LOCKDOWN

- 2.1 Despite all venues closing in March and the majority of staff on furlough leave, a number of activities continued to operate:
 - **Futuremuseums.com** – a number of the collection care team have remained active since lockdown. Whilst this has been predominantly due to the conservation and care requirements of the extensive museum collections and the work around the Dean Castle Project, it has also allow us to continue to link activities to the futuremuseum online collection.
 - **On-line Library Membership** – at the start of lockdown, we were able to make some quick changes to our on-line library offer which increased the number of books available and improved the access to the systems. On-line library membership has increased by 112% for the period March, April and May 2020
 - **Staff Book Club** – a staff book club was introduced in early April to encourage staff to join the on-line library service and to share reviews of the books that the read or listened to. This was initially a Cultural Development Service initiative, but was quickly rolled out to all East Ayrshire Leisure employees and further extended to East Ayrshire Council employees as part of the Healthy Working Lives programme
 - **Dean Castle Country Park and Annanhill Golf Course** – whilst facilities at these venues were closed on the 18th March, it was recognised that these sites would be very important for daily exercise and community wellbeing. Essential maintenance was also required at these sites to minimise the impact of full lockdown. A reduced workforce has been retained at these 2 open spaces to ensure that they continue to provide a welcoming environment for people.
 - **Dean Castle Urban Farm** – the farm has continued to be managed throughout lockdown with an active breeding programme.
 - **Emergency Child Care Hubs** – many of our sports development staff have been involved in supporting the emergency child care hubs provided by East Ayrshire Council. This will

continue throughout the summer with 22 child care hubs being introduced across East Ayrshire.

- **Community Venues** – Morton Hall, Auchlineck Boswell Centre, Stewarton Area Centre, Cumnock Town Hall and the Grand Hall have remained opened on reduced hours to support community resilience initiatives. Morton Hall is open twice a week for the Newmilns Community Larder; Auchlineck Boswell Centre is open daily for the social care hubs and the other venues have continued to support the National Health Service Blood Transfusion Service.
- **East Ayrshire Registrars** – 2 members of our Cultural Development Team based at the Burns Monument Centre have been dedicated to support the East Ayrshire Registrars during this period. At different times during lockdown, we have also been able to support Bereavement and Waste Management Services.
- **Corporate Services** – the small team not placed on furlough were required to implement new ways of providing payroll, HR and financial services, and increased communication methods to ensure all staff, whether remaining at work or placed on furlough, were kept informed, engaged and supported throughout lockdown

- 2.2 Whilst a number of actions will need to be reviewed or delayed, the East Ayrshire Leisure Performs quarter 1 report outlines some key activity that has been undertaken in order for the delivery plan to be implemented. These are outlined in detail in the report but include community engagement on the Facility Audit; marketing campaigns for the reopening of facilities; customer and staff engagement; review of the box office and booking system; development of partnerships and working groups and ongoing work on capital and improvement projects for Dean Castle, Morton Hall and other key venues.

3 FINANCIAL PERFORMANCE

- 3.2 The East Ayrshire Leisure Performs Q1 reports provides detail of the Trust's financial performance for the period April to June 2020. The lockdown restrictions and the subsequent closure of all venues has resulted in no generation of income during this period. A timetable for reopening has been developed which has enabled us to project to the end of the financial year. The report outlines an adverse variance of £193,890

- 3.3 Given the shortfall in income that is projected, the variance was anticipated to be £893,890. However, East Ayrshire Leisure has been successful in attracting external funding through the HMRC Job Retention Scheme, Hospitality and Leisure Business Grants and the Wellbeing Fund to reduce this deficit. External funding and other opportunities to generate income will continue to be explored at all times to minimise the financial impact of Covid 19.

4 PERFORMANCE STATISTICS

- 4.1 The 2019/20 annual Statutory Performance Indicators return was completed in April 2020. A new protocol and procedural guidance has been produced. However, in line with the Strategic Plan, a review of all statutory and key performance indicators will be carried out and a report presented to Trustees in December 2020.

5 RISK REGISTER

- 5.1 A review of the Risk Register has been carried out with specific reference to Covid 19 and the associated concerns. This is included within the quarter 1 report.

REPORT TO BOARD OF TRUSTEES



Recommendation/s:

It is recommended that the Sub-Committee:

- i. Consider and approve the East Ayrshire Leisure Performs Report for the period April to June 2020;
- ii. Otherwise note the content of this report.

Signature: *Anneke Freckel*

Designation: Chief Officer

Date: 7 September 2020



EAST AYRSHIRE LEISURE PERFORMS

QUARTER 1

APRIL TO JUNE

2020/21



CONTENTS

Progress Against Corporate Delivery Plan	Page 2
Key Updates	Page 21
Financial Performance	Page 23
Income & Expenditure - by Service	
Risk Register	Page 50

PROGRESS AGAINST CORPORATE DELIVERY PLAN 2020-22

N	NO PROGRESS	S	SOME PROGRESS	C	COMPLETE
----------	------------------------	----------	--------------------------	----------	-----------------

KEY

Chief Officer	CO	Finance & Business Development Manager	F&BDM	Leisure Development Manager	LDM
Head of Corporate Services	HCS	Cultural Development Manager	CDM	Property & Estates Development Manager	P&EDM
Relationship & Business Development Manager	R&BDM	Community & Performing Arts Development Manager	C&PDM	Sports Development Manager	SDM



SHARING OUR VISION

SHARING OUR VISION

Delivery Plan Output		Lead	Progress	Comments
Action: We will introduce Customer Exchange evenings at key venues to ensure that customers have the opportunity to discuss the priorities for facilities and services				
1	Organise 2 customer Exchange evenings each year at key venues	HCS	S	Community consultation on leisure provision took place via online survey. Development & Engagement Programme for 2020/21 is currently being developed.
Action: We will be represented on appropriate community forums including community sports hubs, community councils and community action plan steering groups				
2	Attend meetings of appropriate community groups or where relevant topics are on the agenda	HCS	S	Work has started with the Annick Valley Active Travel Group to develop a network of routes around Stewarton, Kilmaurs Dunlop and Lugton. The group has identified key actions from their relevant Community Action Plans with an expression of interest application being made to Sustrans on 14/08/20.
Action: We will develop a Plan which complements our Strategic Objectives, utilising the full marketing mix and ensuring tailored campaigns are created.				
3	Design a Communications Strategy	R&BDM	N	
4	Priorities for each area of our organisation will be identified and timetabled biannually	R&BDM	N	
5	Campaigns for each project will be created, implemented and monitored	R&BDM	S	Campaigns process complete and in operation: Marketing Campaigns were developed for the reopening of the Treehouse Café, kiosk and the library service.
6	A digital marketing strategy will be developed to ensure maximum reach and continuous digital development	R&BDM	N	
7	A press and PR strategy will be developed to maximise coverage locally, nationally and through specialist press to drive visitor/audience growth	R&BDM	N	
8	Design, develop and deliver detailed evaluation strategy for all areas of Trust.	R&BDM	N	

Action: We will develop a collaborative working arrangement with East Ayrshire Vibrant Communities to explore potential shared services, partnership working and innovation in delivery				
9	Establish a working group with key colleagues that meets quarterly to ensure collaboration in programming.	SDM	N	
Action: We will work with key partners to develop a Cultural Strategy for East Ayrshire				
10	Establish a working group with all key stakeholders represented	CDM	N	
11	Develop a region wide document that sets a shared set of objectives, performance indicators and monitoring systems and outlines an agreed direction of the sector.	CDM	N	
12	Maintain and develop futuremuseum.co.uk partnership increasing visits to site of 2% every 2 years	CDM	N	
13	Work with Creative Scotland/Museum Galleries Scotland/Heritage Fund/Scottish Libraries Information Council/Arts Council England to support our programmes, generating funding for service development and maintaining accreditation status	CDM	S	An Expression of Interest has been made to Creative Scotland's Performing Arts Venue Resilience Fund.
Action: We will develop a formal collaborative arrangement with the Kilmarnock Leisure Centre Trust				
14	Reviewed existing services to reduce duplication and identify areas of best practice	CO	N	
Action: We will review our customer service standards and charter and customer feedback forms introducing key customer performance targets which we will measure monitor and report on annually				
15	Benchmark customer service performance targets, identifying a range of relevant targets	HCS	N	
16	Establish focus groups of customer and key partners in order to identify 3 key customer performance targets	HCS	N	
17	Review customer service standards, customer charter and customer feedback forms	HCS	S	A review of customer service standards and the customer charter has been completed and communicated to staff.
18	Measure, monitor and report on key performance indicators annually	HCS	S	A review of key and statutory performance indicators has been carried out with a review scheduled for Q3/4 to ensure consistency across service areas and to provide robust data.

				Annual SPI returns have been submitted with a commitment to review guidance/procedural notes going forward.
LEISURE AT THE HEART OF EVERY COMMUNITY				
Delivery Plan Output		Lead	Progress	Comments
Action: We will use the information from the Facility Audit 2019/20 to develop a Facility and Investment Strategy				
19	Carry out community consultation on the Leisure Facility Audit 2019/20	CO	S	On-line consultation has taken place between May and July. Aprox 160 members of the community contributed to the survey. This will be analysed alongside the EAC Resident's Survey to inform the Leisure Facility Management and Development Strategy.
20	Use community feedback to develop an action plan for leisure facilities in East Ayrshire	CO	N	
21	Agree a Facility and Investment Strategy for all leisure facilities	CO	N	
22	Develop and agree a maintenance programme for each venue/facility	CO	S	Regular liaison is taking place between EAL and EAC to agree maintenance priorities and to develop a system for reporting and monitoring. This will inform a maintenance programme for each venue.
Action: We will continue to invest in our significant cultural built environment assets (Dick Institute, Dean Castle, Baird Institute, Burns House Museum, Palace Theatre) to ensure all venues maintain at least four star Visit Scotland status				
23	Identify full venue costs associated with maintaining VisitScotland status	CO	N	
24	Identify capital costs required to develop the cultural built environment assets to ensure they are maintained at the level required.	CO	S	A Leisure Capital Investment Programme Board has been established with key colleagues in EAL and EAC to identify priority capital projects for core venues. The group meets monthly.
Action: We will work with local partners to develop an options appraisal for the future of Auchinleck Leisure Centre				
25	Identify full venue costs associated with the development of Auchinleck Leisure Centre as a standalone venue including staffing, services etc.	CO	N	

26	Identify capital costs required to develop Auchinleck Leisure Centre as a standalone venue including separation of boiler and pool plant, floodlit car parking etc	CO	N	
27	Develop an options appraisal that identifies various options for the future of the Leisure Centre	CO	N	
Action: We will work with East Ayrshire Council on the development of Doon Leisure Centre as part of the new school development at Doon Academy				
28	Develop an options appraisal that identifies opportunities for leisure provision within the proposed Doon Academy Learning Campus	CO	N	
29	Attend project board meetings to ensure that community leisure requirements are represented	CO	N	
Action: We will work with East Ayrshire Council to carry out a review of all synthetic and grass and pitches and pavilions as well as a floodlight replacement programme				
30	Establish a working group to review existing facilities and user information	P&EDM	S	A review of all pitches in East Ayrshire has taken place which has included condition and user levels. This will inform the working group objectives.
31	Develop an action plan that identifies development and investment opportunities for sports pitches over a 10 year period	P&EDM	N	
32	Develop opportunities for alternative and innovative use of pitches and pavilions where appropriate	P&EDM	N	
Action: We will develop an Improvement Plan for Ayrshire Athletics Arena that includes an extension to the outdoor spectator area at Ayrshire Athletics Arena to enhance the facility and attract National Athletics Events				
33	Liaise with key partners to develop a costed specification for spectator and other facilities at Ayrshire Athletics Arena	SDM	S	Initial discussions have taken place with Scottish Athletics to agree spectator requirements for national competitions. This will inform a business case for the improvements at Ayrshire Athletics Arena.
34	Submit funding applications	SDM	N	
35	Develop a sponsorship package	SDM	N	
36	Increase spectator seating capacity by 50%	SDM	N	
37	Work with Scottish Athletics and Kilmarnock Harriers to attract 2 national events to complement the local and regional programme of athletics events at the AAA	SDM	N	
Action: We will continue to implement the East Ayrshire Strategic Route Network				

38	Implement a 40km paths network in the Irvine Valley	LDM	S	Contractors have been appointed to implement the first phase of works. Interpretation consultants have also been appointed to develop a suite of signage and interpretation for the network.
39	Develop and implement phase 2 (detailed design) of the Kilmarnock Green Infrastructure Project by July 2020	LDM	S	Tender documents have been developed to appoint consultants to carry out the detailed design of the project.
40	Secure funding for phase 3 (capital implementation) of the Kilmarnock Green Infrastructure Project by December 2020	LDM	N	
41	Deliver programmed actions supporting development of the 22km Kilmarnock Green Infrastructure Project by March 2022	LDM	N	
42	Oversee implementation of the Doon Valley Way and the Lugar Water Trail as part of the Coalfield Communities Landscape Partnership	LDM	S	All funding has been secured for the access projects within the Landscape Partnership scheme.
Action: To develop a masterplan for the development of the Palace Theatre and Grand Hall Complex and submit funding bids to implement the masterplan				
43	Develop a masterplan for the Palace Theatre and Grand Hall Complex	CO	S	Working group has been established as part of the overall masterplan for Kilmarnock Town Centre Regeneration.
44	Submit external funding bids	CO	N	
45	Develop community engagement and activity plan	CO	N	
46	Commission a consultant for detailed design	CO	N	
Action: We will develop a management plan for Annanhill Golf Course that maximises customer experience whilst protecting and enhancing nature conservation				
47	Development of a community engagement/consultation plan	P&EDM	N	
48	Development of a maintenance and repair programme	P&EDM	N	
49	Production of a costed programme of improvements	P&EDM	N	
50	Adoption of a 5 year management plan for the integrated site which includes parkland and golf course	P&EDM	N	
51	Submit Greenflag Award application	P&EDM	N	

Action: We will review the Dean Castle Country Park management plan to ensure a that visitors continue to enjoy the country park whilst protecting and enhancing nature conservation

52	Development of a community engagement/consultation plan	P&EDM	N	
53	Development of a maintenance and repair programme	P&EDM	N	
54	Production of a costed programme of improvements	P&EDM	N	
55	Adoption of a 5 year management plan	P&EDM	C	A 5 year management plan has been prepared for Dean Castle Country Park.
56	Greenflag Award achieved	P&EDM	S	A greenflag application was submitted in February 2020. Assessment has been delayed and should take place in quarter 3 subject to assessor availability.

Action: We will develop a maintenance and development plan for the River Ayr Way

57	Development of a community engagement/consultation plan	LDM	N	
58	Development of a maintenance and repair programme	LDM	N	
59	Production of a costed programme of improvements	LDM	N	
60	Adoption of a 5 year maintenance and development plan for the River Ayr Way	LDM	N	

LIVING YOUR BEST LIFE

Delivery Plan Output		Lead	Progress	Comments
Action: We will develop an EAL specific cultural engagement strategy to outline our commitment to lifelong participation in visual and performing arts, libraries, museums and performing arts				
61	Establish a number of cultural engagement working groups to work on each area of engagement	CDM	N	
62	Develop an engagement strategy which outlines sustained engagement programmes such as Bookbug, E-books, reader development strategies; digital initiatives and participatory arts activities	CDM	N	
63	Include the Education Attainment Challenge Framework and other school facing activities and monitor related active involvement	CDM	N	
64	Align the above to a shared set of objectives, performance indicators and monitoring systems in relation to all cultural engagement activities	CDM	N	
Action: We will continue to programme high quality outward facing cultural programmes that profile East Ayrshire as a must visit destination.				
65	Establish a number of programming working groups to weave together the diverse cultural threads that form the fabric of East Ayrshire's cultural programme	CDM	N	
66	Deliver a rolling two year visual art exhibition and event plan which delivers high impact/profile programmes that capture the imagination and helps to grow visitor/audience numbers by 1% over 2 years.	CDM	S	2020 Visual Art Exhibition Programme has started with the 'Art of Selling Songs'. This will continue until December 2020.
67	Support community partners in the delivery of their cultural events including work with event organisers such as the Boswell Book Festival and the Cumnock Tryst.	CDM	S	Initial discussions have taken place with the Boswell Book Festival to explore opportunities for working together.
Action: We will continue to offer a varied programme of events and activities across our performing arts venues and extend the programme to community venues				
68	Deliver a programming policy which supports an innovative programme of dance, music and drama across all community and performing arts venues	C&PDM	N	
69	Support community partners in the delivery of their performing arts workshops and programmes	C&PDM	N	
70	Provide youth theatre opportunities for young people from 5 – 18 years	C&PDM	N	
71	Present 2 EAYT productions each year.	C&PDM	N	

Action: We will complete the refurbishment and restoration of Dean Castle and establish the importance of the re-opening of the newly refurbished venue				
72	Deliver the five year plan which forms part of the funded programme commitment.	CDM	S	The contractor working on the Castle project has gone into administration. It is hoped to have new arrangements in place by September 2020.
73	Carry out detailed evaluation plan linked to the funded programme.	CDM	N	
74	Relaunch Dean Castle in 2021	CDM	N	Due to the contractual delays, the reopening of the Castle is scheduled for 2022.
75	Maintain current standard of collection care and meet our Accreditation/Recognition commitments.	CDM	N	
Action: We will prepare an East Ayrshire Aquatics Strategy				
76	Establish a Swimming Development working group with all key stakeholders represented	SDM	N	
77	Develop an district wide aquatics strategy which sets a shared set of objectives, performance indicators and monitoring systems in relation to all aquatics sports and activities	SDM	N	
78	Increase 'Learn to Swim' membership by 10%	SDM	N	
79	Introduce our Rookie Lifeguard programme into 2 schools each year	SDM	N	
80	Provide internal and external opportunities for training and recruitment of Scottish Swimming Tutors	SDM	N	
Action: We will develop a Community Golf Development Plan to encourage participation school, community and club golf				
81	Establish a working group with key stakeholders and establish a regular meeting schedule	SDM	N	
82	Develop a Golf Development Plan which sets a shared set of objectives, performance indicators and monitoring systems in relation to school, community and club golf	SDM	N	
83	Increase golf membership by 2% each year using 2019 as a baseline	SDM	N	
Action: We will develop a Sports Coaching Strategy that will identify the progression from grassroots activity to club participation for priority sports and will introduce foundation skills for priority sports, coach education and employment				
84	Establish a Coaching Development working group with all key stakeholders represented	SDM	N	

85	Develop an district wide sports coaching strategy which sets a shared set of objectives, performance indicators and monitoring systems in relation to all sports and activities	SDM	N	
86	Develop a subsidised coach education programme with integrated volunteer hours	SDM	N	
87	Introduce a coaching programme with 3 annual blocks for each priority sport	SDM	N	
88	Develop a partnership with each club associated with priority sport	SDM	N	
Action: We will develop a plan for Outdoor Learning that introduces young people to outdoor, experiential learning				
89	Increase participation in outdoor learning activities by 5% based on 2019 figures as a baseline	LDM	N	
90	Organise an annual outdoor learning school holiday programme	LDM	N	
91	Participate annually in Playday	LDM	N	
92	Support 3 schools each year in the development of outdoor learning initiatives	LDM	N	
Action: We will develop a Recreation Plan for East Ayrshire which will promote walking, cycling and other outdoor pursuits throughout East Ayrshire				
93	Carry out a review of existing Core Path Network	LDM	C	The review of the core path network is complete and will inform the Recreation Plan.
94	Implementation of a community engagement/consultation plan	LDM	N	
95	Development of an East Ayrshire Recreation Plan for the period 2020 – 2025 which details Core Paths, Local Path Networks, Hill Paths, Water Access Routes and key Recreation Sites	LDM	S	A draft Recreation Plan has been prepared and will be presented to Trustees in December 2020.
Action: We will continue to attract local and national sporting events to our community sporting events				
96	Attract 4 new events to our community sports venues each year	SDM	N	
Action: We will continue to work on an innovative programme to raise the profile of the Grand Hall as a regional and national venue for large scale music events and programmes				
97	Organise at least 2 large scale events annually	C&PDM	N	
98	Represent East Ayrshire Leisure at relevant trade fairs and conferences	C&PDM	N	

Action: We will continue work with Imagine Theatre on a collaborative approach to Pantomime production				
99	Formalise a co-production plan with Imagine Theatre for 2020-22	C&PDM	S	A business case is being developed for an on-line alternative to the pantomime for 2020.
100	Present an annual pantomime performance including: 2020: Aladdin, 2021: Snow White, 2022: Peter Pan (tbc)	C&PDM	N	Panto 2020 has been rescheduled to 2021.
101	Increase income by 3% and reduce subsidy by 3% by the end of the plan period using 2019 as a baseline	C&PDM	N	
102	Organise annual pantomime educational workshop	C&PDM	N	
Action: To host Illuminight with Lidl at Dean Castle Country Park for the 4th year				
103	Increase in attendances by 10% with 2019 as baseline	LDM	N	Illuminight 2020 has been cancelled.
104	Increase in profit by 3% with 2019 as baseline	LDM	N	
105	3 sponsors engaged in event	LDM	N	
106	£10k external funds to enhance creative	LDM	N	
107	10 student placements	LDM	N	
108	10 volunteers	LDM	N	
Action: We will enhance and develop our annual running programme that introduces people to running, provides a progressive pathway and attracts national competitors to East Ayrshire				
109	Increase participation in Cairn Table Race, K12/24 and River Ayr Way Challenge by 5% based on 2019 figures as a baseline	LDM	N	All 2020 trail running events were cancelled.
110	Deliver a 'Couch to 5k' and '10 weeks to 10k' progressive running programme	LDM	N	The 2020 running programme was cancelled.
111	Support Kilmarnock Harriers in the development of the annual 'Roon the Toon' 10k event	LDM	N	Roon the Toon 2020 was cancelled.
112	Support Dean Castle Country Park Run Group in the delivery of the weekly parkrun programme	LDM	N	Dean Castle Park Run has been suspended until restrictions are lifted.
113	Support community groups in the development of annual community running events	LDM	N	
Action: We will work with partners to develop a programme of activities that will celebrate the 2020 Summer Olympics				

I14	Establish a working group with multi-agency representatives	SDM	S	A multi agency groups was established but was disbanded due to lockdown restrictions. This will be reviewed in 2021.
I15	Submit external funding applications to support programme of activities	SDM	N	
I16	Develop and implement a programme of events and activities	SDM	N	
I17	Include activities that promote 2 'Fringe' sports from the Summer Olympics	SDM	N	
Action: We will encourage community participation in fitness through the introduction of a GP Referral Scheme and a programme of fitness classes and activities				
I18	Organise 4 'come and try' fitness open days at each community sports facility each year	SDM	N	
I19	Increase participation in fitness classes by 10% by 2022	SDM	N	
I20	Develop a partnership with Kilmarnock Leisure Centre Trust to jointly promote and develop fitness activities	SDM	N	
I21	Develop a GP Referral Fitness Pathway to support customer progression	SDM	N	
I22	Introduce Personal Training sessions to 5 community sports venues	SDM	N	
I23	Provide opportunities for employees to progress to level 3 personal training/fitness	SDM	N	
Action: We will provide experiential learning opportunities for young people through our Treehouse Residential Centre				
I24	Treehouse: Promote the services offered through the residential centre to East Ayrshire Headteachers	LDM	N	
I25	Treehouse: Work with community groups to raise the profile of the residential centre	LDM	N	
I26	Treehouse: Organise 5 week long residential, experiential programmes each year	LDM	N	

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

Delivery Plan Output		Lead	Progress	Comments
Action: We will design and implement a People Strategy that will support and facilitate the delivery of operational objectives				
127	Development of an Equality and Diversity Statement	HCS	N	
128	Implementation of an Organisational Development Framework	HCS	N	
129	Review and enhance the existing Staff Reward and Recognition Scheme celebrating a minimum of 8 individuals/teams each year	HCS	C	The scheme has been updated to reflect our B.E.S.T values and both staff and customer submission forms have been updated and are available on-line.
130	Design a training and development programme which is tailored to meet the needs of the organisation.	HCS	S	Work is underway to complete a Training & Development Programme for 2020/21 based on PDP submissions from 2019/20.
131	Develop a new review and development programme linked to strategic themes and organisational values	HCS	C	The Review of B.E.S.T. Practise is an online submission form that will be rolled out to staff during 2021/22.
Action: We will embed and develop our 'Exchange' programme in all forums and structures for communication				
132	Implement an annual programme of staff and team meetings	HCS	S	A Development & Engagement Programme for 2020/21 is currently being produced.
133	Organise an annual staff event	HCS	S	All staff were asked to attend an Exchange Session as well as those employees who were ending a period of furlough leave.
134	Produce 4 staff newsletters each year	HCS	C	During these unprecedented times the frequency of the staff newsletter has increased to maintain communication with those members of staff on furlough leave and limit feelings of isolation.
135	Develop and enhance the staff intranet	HCS	S	Work is ongoing with the intention of launching the new staff intranet during 2020.
136	Introduce a programme of Chief Officer engagement sessions	HCS	C	A series of 'Coffee Chats' have taken place on various topics over the past months. Future topics will be

				based on staff feedback from last year's Exchange sessions.
I37	Co-ordinate a series of working groups to review and develop key business areas	HCS	C	Working Groups have been established for areas of the organisation that require further scrutiny or where a Business Development idea has been approved for consideration.
Action: We will develop a Volunteer Strategy We will develop a Volunteer Strategy that will allow employees and the community to engage in volunteering opportunities				
I38	Recruit 2 modern apprentices each year of the plan and support apprentices to achieve SVQ qualifications	LDM	N	
I39	Develop a Community Path Warden Scheme and recruit 3 volunteer path wardens each year	LDM	N	
I40	Develop and deliver a programme of mentoring and training	LDM	N	
I41	Organise 4 volunteering events each year	LDM	N	
I42	Continue to support Dean Castle Textile Team	LDM	N	
I43	Develop a Volunteer Strategy which identifies opportunities for: Regular volunteer placements, Community volunteer events, School work experience, Modern apprenticeships, Employee volunteering days	LDM	N	
Action: We will review our annual employee review process and develop a Review and Development Programme that ensures BEST practice across all of our service areas.				
I44	Review the existing annual employee review programme	HCS	C	Annual employee review is now based on our core values and the new 'Review of B.E.S.T. Practise' will be completed through an online submission form and rolled out to staff during 2021/22.
I45	Develop a new review and development programme linked to strategic themes and organisational values	HCS	N	
I46	Implement a training programme for all employees to ensure engagement in review and development	HCS	N	
Action: We will designate Trustees as ambassadors for key areas of the business				
I47	Nominate Trustees as business area ambassadors	CO	N	

148	Implement a training programme for Trustees and agree an annual programme of engagement	CO	N	
-----	---	----	---	--

CREATING A SOLID FOUNDATION FOR GROWTH

Delivery Plan Output		Lead	Progress	Comments
Action: We will develop and maintain robust health and safety and risk management processes to ensure that our people and customers are in a safe environment				
149	Review the remit of the Health and Safety Working group to ensure it meets the needs of the organisation	HCS	S	Virtual meetings are being held with the Development Managers with a clear focus on COVID-19
150	Ensure that Health and Safety is a standard item on all team meetings	HCS	S	Meeting schedule has been amended as a result of COVID-19. Executive Management and Development Managers are aware of the importance of H&S being a standing item on agenda's.
151	Continue to record and review all incidents/near misses across the organisation	HCS	S	The She system has been updated to reflect the new structure.
152	Review Health & Safety Standards and Protocols	HCS	S	Standards and protocols are reviewed on an ongoing basis.
Action: To review and continually improve and enhance our information technology infrastructure and operations and to embrace digital technology				
153	Review wifi across all our venues	HCS	N	
154	Review and develop our box office and booking system and operations to enhance the customer journey	HCS	S	Work has been commissioned with Nouveau which will improve the box office and booking system customer journey and provide online bookings within our sports venues.
155	Review and development of website	HCS	S	Development will be an ongoing process to ensure maximum engagement and customer focus. During this period there has with a focus on the sport work out from home, cultural online book catalogue.

156	Develop stock and ordering system to streamline processes	HCS	N	
Action: We will review, develop and maintain robust financial processes to ensure financial sustainability of our organisation				
157	Design Financial Strategy	HCS	N	
158	Unqualified external audit	HCS	C	Achieved for 2019-20, due for submission to AGM 18 Sept 20
159	Implement annual internal audit plan and identify improvements	HCS	S	2020-21 Internal Audit Plan submitted to PASC 19 May 2020
160	Achieve identified savings targets	HCS	C	Submitted to Board 25 Feb 2020
161	Annual review and development of charging schedule	HCS	S	Achieved 2020-21, submitted to Board 25 Feb 2020; 2021-22 Review scheduled to commence Jan 2021
162	Review of accountancy bulletins and protocols	HCS	S	Accountancy bulletins and protocols are reviewed on an ongoing basis.
Action: We will carry out a review of income and expenditure across all cost centre and expenditure codes to streamline financial monitoring and reporting				
163	Updated financial reporting to reflect organisation and management review	HCS	C	Financial reporting reflects the 2020/21 organisational structure.
164	Streamlined Coding Structure with a 15% reduction in financial coding	HCS	S	Process has been developed and work is underway with the Development Managers to reduce needless coding where possible.
Action: We will review the existing Service Level Agreement with East Ayrshire Council to ensure high quality service delivery				
165	Revised Service Level Agreement for the period 2020 – 2025	CO	N	
Action: We will develop partnerships and collaborative working arrangements with partners and key stakeholders				
166	Identify and explore all opportunities to promote full East Ayrshire Leisure offering	CO	N	
167	Establish a liaison group at shared sites to ensure cross service promotion and integrated working arrangements	CO	N	
Action: We will create a programme of internal and external review, analysing both customer and staff satisfaction levels, highlighting areas of success and identifying areas for development				

168	Continue our VisitScotland Accreditation Scheme (visits to venues every 2 years)	R&BDM	N	Accreditation visits are currently on hold as a result of COVID-19.
169	Mystery shopping carried out annually	R&BDM	N	Due Nov 2020, dependant on COVID-19 situation.
170	Staff satisfaction surveys carried out every two years	R&BDM	N	
171	Development Plans produced from each review undertaken	R&BDM	S	Process is being considered that will allow action plans from various sources to be merged into one overall plan for the organisation.
172	Review and development of customer feedback	R&BDM	N	
Action: We will identify areas for growth across all areas of the Trust with a focus on retail, hospitality, membership and other key business areas.				
173	Development of a Retail Strategy to identify opportunities across venues and organisational areas	HCS	N	
174	Development of a range of membership packages	HCS	S	Working group was set up and options for 'Friends' and 'Supporters' schemes were investigated which will be developed throughout 2020.
175	Development of a Hospitality Plan which identifies opportunities for bars, cafes, vending and event catering	HCS	S	Reactivation plan is currently in place to maximise income opportunities.
176	Development of a 'Big Ideas' process to encourage employees to identify new business initiatives and to ensure that projects are monitored from initial stages to final evaluation	HCS	C	The Business Development Protocol sets out the 'Big Ideas' process inviting employees to submit ideas which they believe will benefit and develop the organisation.
177	Identify a 'Big Ideas' panel to reflect on submissions and provide timeous feedback and to refer selected ideas for implementation, monitoring and reporting	HCS	C	The Business Development Protocol outlines the review process undertaken by the Executive Management.
Action: We will create a robust performance framework and systems which will support all staff to successfully implement delivery planning priorities and improve workplace performance				
178	Implement a workplace framework which will facilitate a positive performance climate	HCS	N	
179	Design and Implement a revised Review and Development Framework linking workplace performance to business planning priorities	HCS	N	

180	Design and introduce a revised recruitment process based upon workplace values	HCS	N	
181	Set and meet challenging financial targets and build sufficient reserves.	F&BDM	N	
182	Design and implement key quality indicators in order to measure the quality of our performance	HCS	N	
183	Review, measure, monitor and report upon key performance indicators	HCS	N	
184	Measure monitor and report upon business planning priorities	HCS	N	
PROTECTING OUR ENVIRONMENT				
Delivery Plan Output		Lead	Progress	Comments
Action: We will publish an annual Climate Change Declaration that outlines our carbon footprint and our priorities for carbon reduction				
185	Develop a monitoring system to carry out regular monitoring electricity, gas, water and other utility use	P&EDM	C	A system of monitoring is in place
186	Report on annual carbon use by April of each year	P&EDM	N	
187	Develop an annual action plan to identify measures to reduce carbon use and improve environmental efficiency.	P&EDM	N	
Action: We will participate in the VisitScotland Green Business Scheme to reduce the impact our organisation has on the environment				
188	Organise a liaison meeting with VisitScotland to identify key actions for inclusion within the Green Business Scheme	P&EDM	N	
189	Develop an action plan to adopt the principles of the Green Business Scheme	P&EDM	N	
190	Apply for accreditation within the scheme	P&EDM	N	
191	Apply for Green Business Accreditation	P&EDM	N	
Action: We will develop an organisational wide Sustainable Transport Strategy and embed the principles of Active and Sustainable Travel throughout our organisation, projects and programmes				
192	Establish a working group and agree a set of objectives and actions for the development of the strategy	P&EDM	N	
193	Develop a Sustainable Transport Strategy which includes priorities for active travel including travel to work and travel for work, as well as	P&EDM	N	

	opportunities for customers to access our facilities using sustainable transport choices			
194	Carry out a programme of staff awareness sessions	P&EDM	N	
195	Reduce staff mileage by 5%	P&EDM	N	

KEY UPDATES

Insurance Claims

The following information provides an update on the number of live claims in progress during the period April – June 2020:-

Public Liability	3 claims remain ongoing 1 new claim was received
Employers' Liability	1 claim remains ongoing 1 claim was closed
Motor Claim	No new claims or outstanding claims

Claims submitted by East Ayrshire Leisure

Following a government announcement East Ayrshire Leisure closed the doors to the public for all venues and offices on the 18th March. This has had a detrimental impact on the organisation therefore a Business Interruption Claim was submitted by East Ayrshire Leisure to Zurich Municipal Insurance for business losses as a result of the coronavirus.

Business Interruption Claim	1 new claim was submitted
-----------------------------	---------------------------

Gifts & Hospitality

No gifts or hospitality were received during this period.

Customer Complaints

During the April-June 2020 period 52 comments were received and logged by the Marketing & Development Team; 2 of these were complaints, and were categorised as follows:

Category	No Received	Stage 1 / 2	Status
Car Parking	1	1	Resolved
Memberships	1	1	Resolved

Positive Comments

We received 2 positive comments during the period both of which were regarding our staff:

"I would just like to pass on that the young girl xxx who is working in the starters office at Annanhill Golf Course is a credit to East Ayrshire Council, so helpful and friendly nothing seems a problem to her. I know we criticise and moan about your workers sometimes so credit where credit is due, she is doing a great job and an asset."

"We have just completed our morning walk around the estate and I have to say the two men manning the kiosk – xxx and xxx are absolutely so nice to deal with, and of course xxx and xxx. It is such a pleasure to deal with them."



FINANCIAL PERFORMANCE

TO 30.06.20



Performance & Audit Sub Committee
2020/21 EAST AYRSHIRE LEISURE BUDGET
AS AT 30th June 2020 – QUARTER 1 - PERIOD 3
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The projected outturn for East Ayrshire Leisure at 30th June 2020 is an adverse position of £893,890 which will be reduced by external funding received of £450,000 and potential further funding of approximately £250,000 resulting in a potential adverse position of £193,890. Management will continue to monitor and implement action to minimise adverse position.

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

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

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

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

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

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

ANNUAL BUDGET – Table below provides detail of Annual Budget showing the impact of 2020/21 savings approved at 25th February 2020 Board.

Service Division	Annual Budget 2020/21	Annual Budget 2020/21 Qtr 1	Annual Budget 2020/21 Qtr 2	Annual Budget 2020/21 Qtr 3	Annual Budget 2020/21 Qtr 4
EXECUTIVE MANAGEMENT	1,384,720	1,376,610			
OPERATIONAL SERVICES	3,438,060				
SAVINGS TO BE ALLOCATED	(190,750)				
CULTURAL DEVELOPMENT		1,451,340			
COMMUNITY & PERFORMING ARTS DEVELOPMENT		410,970			
LEISURE DEVELOPMENT		658,030			
SPORTS DEVELOPMENT		650,780			
PROPERTY & ESTATES DEVELOPMENT		179,360			
TOTAL	4,632,030	4,727,090	0	0	0
Management Fee	(4,632,030)	(4,727,090)			
Reserves					
TOTAL	0	0	0	0	0

Venues Allocated to Sport Areas:-

Community Sports Area 1	Grange Leisure Centre, St Josephs Leisure Centre, William McIlvanney Campus, Stewarton Sports Centre, Ayrshire Athletics Arena, Scott Ellis Pavillion
Community Sports Area 2	Auchinleck Leisure Centre, Doon Valley Leisure Centre, Loudoun Leisure Centre, Hunter Fitness Suite, Annanhill Golf Course
Sports Temporary Facilities	Venues temporarily held by EALT, operating under management arrangements with community groups, funded by EAC

TABLE A – OVERALL NET POSITION

Revised Actual Exp. To 30/6/19	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Exp. To 30/6/20	Revised Budget To 30/6/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
252,458	1,335,535	EXECUTIVE MANAGEMENT	1,376,610	447,994	479,002	33%	1,446,770	70,160
203,822	1,049,622	Corporate Services	1,032,520	352,109	409,647	34%	1,008,520	(24,000)
58,563	297,803	Relationship & Business Development	389,150	80,047	100,524	21%	379,150	(10,000)
(9,927)	(11,891)	Hospitality Development	(45,060)	15,839	(31,169)	-35%	59,100	104,160
348,346	1,621,181	CULTURAL DEVELOPMENT	1,451,340	404,030	397,645	28%	1,438,250	(13,090)
21,205	97,030	Cultural Development	270,670	97,745	70,070	36%	267,890	(2,780)
33,369	148,948	Collection Care	105,090	45,741	29,212	44%	104,390	(700)
34,103	182,046	Visual Arts Development	52,750	6,672	12,868	13%	52,750	0
33,215	130,205	Museums Development	105,600	21,606	24,416	20%	105,980	380
226,455	1,062,952	Libraries	917,230	232,267	261,079	25%	907,240	(9,990)
63,115	482,540	COMMUNITY & PERFORMING ARTS DEVELOPMENT	410,970	117,427	140,534	29%	624,340	213,370
42,018	155,503	Performing Arts Development	215,440	50,282	106,139	23%	270,460	55,020
47,923	400,066	Community Development	231,090	66,156	41,857	29%	368,280	137,190
(26,827)	(73,029)	Community Lettings & Co-Managed Centres - Lets	(35,560)	989	(7,462)	-3%	(14,400)	21,160
132,036	794,546	LEISURE DEVELOPMENT	658,030	131,219	163,522	20%	673,590	15,560
51,849	297,796	Leisure Development	166,090	42,780	40,980	26%	181,830	15,740
79,523	463,637	Countryside & Visitors Development	451,100	80,073	112,029	18%	443,920	(7,180)
664	33,113	Green Infrastructure Development	40,840	8,367	10,513	20%	40,840	0
0	0	Volunteer Development	0	0	0		7,000	7,000
85,345	878,637	SPORTS DEVELOPMENT	650,780	290,744	102,197	45%	1,271,040	620,260
57,787	313,370	Sports Development Team	261,660	69,406	66,810	27%	261,660	0
1,140	130,081	Community Sports Area 1	55,280	104,184	8,692	188%	385,190	329,910
23,382	352,736	Community Sports Area 2	309,120	115,859	23,261	37%	596,300	287,180
8,651	44,608	Temporary Facilities	990	925	990	93%	990	0
(5,615)	37,843	Football Venues	23,730	369	2,444	2%	26,900	3,170
0	0	PROPERTY & ESTATES DEVELOPMENT	179,360	34,968	46,713	19%	166,990	(12,370)
881,300	5,112,439	TOTAL	4,727,090	1,426,382	1,329,613	30%	5,620,980	893,890
(1,144,228)	(4,945,950)	Management Fee	(4,727,090)	(1,162,892)	(1,184,635)	25%	(4,727,090)	0
(262,928)	166,489	TOTAL	0	263,490	144,978		893,890	893,890
(32,350)	(68,760)	Trs From Reserves	0	0	0		0	0
(295,278)	97,729	TOTAL (after transfer from reserves)	0	263,490	144,978		893,890	893,890
0	0	External Funding	0	(449,337)	0		(700,000)	(700,000)
(295,278)	97,729	TOTAL (after external funding)	0	(185,846)	144,978	0	193,890	193,890

TABLE B – OVERALL NET POSITION

Revised Actual Exp. To 30/6/19	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Exp. To 30/6/20	Revised Budget To 30/6/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
(475,132)	(2,174,887)	Income From Charitable Activities	(2,286,930)	(73,794)	(577,618)	3%	(750,880)	1,536,050
(1,144,228)	(4,945,950)	Management Fee	(4,727,090)	(1,162,892)	(1,184,635)	25%	(4,727,090)	0
0	0	External Funding	0	(449,337)	0		(700,000)	(700,000)
(1,619,360)	(7,120,837)	TOTAL INCOME	(7,014,020)	(1,686,023)	(1,762,253)	24%	(6,177,970)	836,050
982,370	5,158,824	Employee Costs	5,075,480	1,343,737	1,305,190	26%	4,834,310	(241,170)
5,258	38,754	Transport Costs	33,750	4,621	8,480	14%	32,460	(1,290)
66,314	672,573	Premises Costs	588,300	39,398	96,673	7%	583,410	(4,890)
283,198	1,083,798	Supplies & Services	1,187,940	106,581	471,055	9%	826,640	(361,300)
0	27,187	Financing Costs	4,000	0	0	0%	4,000	0
0	187,400	Support Costs	0	0	0		0	0
19,291	118,790	Governance Costs	124,550	5,839	28,393	5%	91,040	(33,510)
1,356,432	7,287,326	TOTAL RESOURCES EXPENDED	7,014,020	1,500,176	1,909,791	21%	6,371,860	(642,160)
(262,928)	166,489	NET POSITION	0	(185,846)	147,538		193,890	193,890
(32,350)	(68,760)	Trs From Reserves	0	0	0		0	0
(295,278)	97,729	TOTAL (after transfer from reserves)	0	(185,846)	147,538		193,890	193,890

TABLE C – INCOME POSITION

Revised Actual Income To 30/6/20	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Income To 30/6/20	Revised Budget Income To 30/6/20	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
(66,309)	(278,186)	EXECUTIVE MANAGEMENT	(349,540)	(535)	(99,412)	0%	(95,160)	254,380
(4,764)	(20,072)	Corporate Services	(19,000)	(43)	(4,752)	0%	(19,000)	0
(631)	(3,010)	Relationship & Business Development	(1,500)	0	(375)	0%	(1,500)	0
(60,914)	(255,105)	Hospitality Development	(329,040)	(491)	(94,285)	0%	(74,660)	254,380
(19,107)	(120,397)	CULTURAL DEVELOPMENT	(100,050)	(9,361)	(26,379)	9%	(51,570)	48,480
(1,175)	(16,750)	Cultural Development	(17,800)	44	(4,451)	0%	0	17,800
(5,406)	(10,465)	Collection Care	(2,610)	(1,575)	(1,965)	60%	(3,310)	(700)
0	0	Visual Arts Development	0	0	0		0	0
(243)	(16,694)	Museums Development	(4,980)	0	(1,245)	0%	(1,600)	3,380
(12,284)	(76,489)	Libraries	(74,660)	(7,830)	(18,718)	10%	(46,660)	28,000
(115,942)	(718,239)	COMMUNITY & PERFORMING ARTS DEVELOPMENT	(628,240)	(4,286)	(100,318)	1%	(108,670)	519,570
(24,979)	(335,247)	Performing Arts Development	(309,820)	(250)	(25,596)	0%	(15,760)	294,060
(62,892)	(287,263)	Community Development	(279,290)	(4,016)	(65,635)	1%	(76,010)	203,280
(28,070)	(95,728)	Community Lettings & Co-Managed Centres - Lets	(39,130)	(20)	(9,087)	0%	(16,900)	22,230
(33,058)	(98,230)	LEISURE DEVELOPMENT	(66,840)	(6,175)	(16,710)	9%	(33,280)	33,560
(23,620)	(54,473)	Leisure Development	(15,740)	0	(3,935)		0	15,740
(9,438)	(42,208)	Countryside & Visitors Development	(51,100)	(6,175)	(12,775)	12%	(33,280)	17,820
0	(1,549)	Green Infrastructure Development	0	0	0		0	0
0	0	Volunteer Development	0	0	0		0	0
(240,715)	(959,835)	SPORTS DEVELOPMENT	(1,142,260)	(53,437)	(337,359)	5%	(462,200)	680,060
(608)	(955)	Sports Development Team	0	0	0		0	0
(108,710)	(511,593)	Community Sports Area 1	(608,050)	(1,430)	(148,766)	0%	(246,340)	361,710
(126,485)	(436,818)	Community Sports Area 2	(529,970)	(52,008)	(187,321)	10%	(214,790)	315,180
(3,293)	(6,139)	Temporary Facilities	0	0	0		0	0
(1,620)	(4,330)	Football Venues	(4,240)	0	(1,272)	0%	(1,070)	3,170
0	0	PROPERTY & ESTATES DEVELOPMENT	0	0	0		0	0
(475,132)	(2,174,887)	TOTAL	(2,286,930)	(73,794)	(580,178)	3%	(750,880)	1,536,050
(1,144,228)	(4,945,950)	Management Fee	(4,727,090)	(1,162,892)	(1,184,635)	25%	(4,727,090)	0
0	0	External Funding	0	(449,337)	0		(700,000)	(700,000)
(1,619,360)	(7,120,837)	TOTAL	(7,014,020)	(1,686,023)	(1,764,813)	24%	(6,177,970)	836,050

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. To 30/6/19	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Exp. To 30/6/20	Revised Budget To 30/6/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
318,767	1,613,721	EXECUTIVE MANAGEMENT	1,726,150	448,529	578,414	26%	1,541,930	(184,220)
208,586	1,069,694	Corporate Services	1,051,520	352,152	414,399	33%	1,027,520	(24,000)
59,194	300,813	Relationship & Business Development	390,650	80,047	100,899	20%	380,650	(10,000)
50,987	243,214	Hospitality Development	283,980	16,330	63,116	6%	133,760	(150,220)
367,453	1,741,578	CULTURAL DEVELOPMENT	1,551,390	413,391	424,024	27%	1,489,820	(61,570)
22,379	113,780	Cultural Development	288,470	97,701	74,521	34%	267,890	(20,580)
38,775	159,413	Collection Care	107,700	47,316	31,177	44%	107,700	0
34,103	182,046	Visual Arts Development	52,750	6,672	12,868	13%	52,750	0
33,458	146,899	Museums Development	110,580	21,606	25,661	20%	107,580	(3,000)
238,738	1,139,441	Libraries	991,890	240,097	279,797	24%	953,900	(37,990)
179,057	1,200,778	COMMUNITY & PERFORMING ARTS DEVELOPMENT	1,039,210	121,713	240,852	12%	733,010	(306,200)
66,997	490,750	Performing Arts Development	525,260	50,532	131,735	10%	286,220	(239,040)
110,816	687,330	Community Development	510,380	70,172	107,492	14%	444,290	(66,090)
1,243	22,699	Community Lettings & Co-Managed Centres - Lets	3,570	1,008	1,625	28%	2,500	(1,070)
165,094	892,776	LEISURE DEVELOPMENT	724,870	137,394	180,232	19%	706,870	(18,000)
75,469	352,269	Leisure Development	181,830	42,780	44,915	24%	181,830	0
88,961	505,845	Countryside & Visitors Development	502,200	86,248	124,804	17%	477,200	(25,000)
664	34,662	Green Infrastructure Development	40,840	8,367	10,513	20%	40,840	0
0	0	Volunteer Development	0	0	0		7,000	7,000
326,061	1,838,472	SPORTS DEVELOPMENT	1,793,040	344,181	439,556	19%	1,733,240	(59,800)
58,395	314,325	Sports Development Team	261,660	69,406	66,810	27%	261,660	0
109,850	641,674	Community Sports Area 1	663,330	105,614	157,458	16%	631,530	(31,800)
149,867	789,554	Community Sports Area 2	839,090	167,867	210,582	20%	811,090	(28,000)
11,944	50,747	Temporary Facilities	990	925	990	93%	990	0
(3,995)	42,173	Football Venues	27,970	369	3,716	1%	27,970	0
0	0	PROPERTY & ESTATES DEVELOPMENT	179,360	34,968	46,713	19%	166,990	(12,370)
1,356,432	7,287,326	TOTAL	7,014,020	1,500,176	1,909,791	21%	6,371,860	(642,160)

EXECUTIVE MANAGEMENT

Revised Actual Exp. To 30/6/19	Actual Out-turn to 31/03/20	EXECUTIVE MANAGEMENT	Annual Estimate 2020/21	Revised Actual Exp. To 30/6/20	Revised Budget To 30/6/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
203,822	1,049,622	Corporate Services	1,032,520	352,109	409,647	34%	1,008,520	(24,000)
58,563	297,803	Relationship & Business Development	389,150	80,047	100,524	21%	379,150	(10,000)
(9,927)	(11,891)	Hospitality Development	(45,060)	15,839	(31,169)	-35%	59,100	104,160
0	0	External Funding	0	(449,337)	0		(700,000)	(700,000)
(1,144,228)	(4,945,950)	Management Fee	(4,727,090)	(1,162,892)	(1,184,635)	25%	(4,727,090)	0
(32,350)	(41,350)	Trs From Reserves	0	0	0		0	0
(924,120)	(3,651,765)	TOTAL OBJECTIVE ANALYSIS	(3,350,480)	(1,164,234)	(705,633)	35%	(3,980,320)	(629,840)
(66,309)	(278,186)	Income From Charitable Activities	(349,540)	(535)	(99,412)	0%	(95,160)	254,380
(1,144,228)	(4,945,950)	Management Fee	(4,727,090)	(1,162,892)	(1,184,635)	25%	(4,727,090)	0
0	0	External funding	0	(449,337)	0		(700,000)	(700,000)
(1,210,537)	(5,224,136)	TOTAL INCOME	(5,076,630)	(1,612,763)	(1,284,047)	32%	(5,522,250)	(445,620)
191,511	1,007,848	Employee Costs	1,174,190	408,034	299,611	35%	1,098,190	(76,000)
213	2,513	Transport Costs	0	0	0		0	0
13,198	12,127	Premises Costs	6,500	0	1,629	0%	6,500	0
105,610	368,817	Supplies & Services	512,430	34,656	271,664	7%	404,210	(108,220)
0	0	Financing Costs	0	0	0		0	0
0	187,400	Support Costs	0	0	0		0	0
8,236	35,016	Governance Costs	33,030	5,839	5,510	18%	33,030	0
318,767	1,613,721	TOTAL RESOURCES EXPENDED	1,726,150	448,529	578,414	26%	1,541,930	(184,220)
(891,770)	(3,610,415)	NET POSITION	(3,350,480)	(1,164,234)	(705,633)	35%	(3,980,320)	(629,840)
(32,350)	(41,350)	Trs From Reserves	0	0	0		0	0
(924,120)	(3,651,765)	TOTAL (after transfer from reserves)	(3,350,480)	(1,164,234)	(705,633)	35%	(3,980,320)	(629,840)

Comments
<p>Executive Management encompasses Trust Board, Chief Officer and Corporate Services. Corporate Services has responsibility for the following areas: Relationship and Business Development, Finance and Business Development, Business Support and Hospitality. The Hospitality Service operates across all operational services.</p> <p><u>Corporate Services</u> Favourable variance relates to a fulltime vacancy which will not be filled in the current financial year.</p> <p><u>Relationship & Business Development</u> Savings from reduced service provision during facilities closures.</p> <p><u>Hospitality</u> Reduction in Hospitality Income due to closure of venues and postponement of events offset by savings from reduced hospitality provision during facilities closures.</p>

CULTURAL DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/6/19	Actual Out-turn to 31/03/20	CULTURAL DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 30/6/20	Revised Budget To 30/6/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
21,205	97,030	Cultural Development	270,670	97,745	70,070	36%	267,890	(2,780)
33,369	148,948	Collection Care	105,090	45,741	29,212	44%	104,390	(700)
34,103	182,046	Visual Arts Development	52,750	6,672	12,868	13%	52,750	0
33,215	130,205	Museums Development	105,600	21,606	24,416	20%	105,980	380
226,455	1,062,952	Libraries	917,230	232,267	261,079	25%	907,240	(9,990)
0	(3,620)	Trs From Reserves	0	0	0		0	0
348,346	1,617,561	TOTAL OBJECTIVE ANALYSIS	1,451,340	404,030	397,645	28%	1,438,250	(13,090)
(19,107)	(120,397)	Income From Charitable Activities	(100,050)	(9,361)	(26,379)	9%	(51,570)	48,480
(19,107)	(120,397)	TOTAL INCOME	(100,050)	(9,361)	(26,379)	9%	(51,570)	48,480
244,083	1,312,710	Employee Costs	1,136,070	343,569	293,455	30%	1,102,070	(34,000)
1,617	12,170	Transport Costs	12,590	676	3,159	5%	11,300	(1,290)
22,014	160,218	Premises Costs	138,630	16,043	25,991	12%	138,630	0
96,298	236,239	Supplies & Services	243,610	53,104	97,296	22%	217,330	(26,280)
0	7,449	Financing Costs	4,000	0	0	0%	4,000	0
0	0	Support Costs	0	0	0		0	0
3,441	12,792	Governance Costs	16,490	0	4,123	0%	16,490	0
367,453	1,741,578	TOTAL RESOURCES EXPENDED	1,551,390	413,391	424,024	27%	1,489,820	(61,570)
348,346	1,621,181	NET POSITION	1,451,340	404,030	397,645	28%	1,438,250	(13,090)
	(3,620)	Trs From Reserves						0
348,346	1,617,561	TOTAL (after transfer from reserves)	1,451,340	404,030	397,645	28%	1,438,250	(13,090)

Comments
<p>Cultural Development has responsibility for the operation of museums, EAC collections, statutory library provision and the creative programming across all venues with a particular focus on museums, libraries, visual arts and exhibitions. The team is made up of key service areas: Collection Care Development, Visual Arts Development, Museums Development, Libraries Operations and Libraries Programmes.</p> <p>Cultural Development - Overall</p> <p>£34k has been projected in anticipated savings from vacancies not being filled during closure of venues in addition to a further £27.5k projected as savings as a result of anticipated reduced spend due to uncertainty in respect of library events and cultural exhibitions and a reduced programme for 2020/21. These savings have been offset by a £48.4k income shortfall due to closure of venues, the uncertainty in respect of future library events and cultural exhibitions and introduction of “cashless” processes across venues.</p>

COMMUNITY & PERFORMING ARTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/6/19	Actual Out- turn to 31/03/20	COMMUNITY & PERFORMING ARTS DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 30/6/20	Revised Budget To 30/6/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
42,018	155,503	Performing Arts Development	215,440	50,282	106,139	23%	270,460	55,020
47,923	400,066	Community Development	231,090	66,156	41,857	29%	368,280	137,190
(26,827)	(73,029)	Community Lettings & Co-Managed Centres - Lets	(35,560)	989	(7,462)	-3%	(14,400)	21,160
0	0	Trs From Reserves	0	0	0		0	0
63,115	482,540	TOTAL OBJECTIVE ANALYSIS	410,970	117,427	140,534	29%	624,340	213,370
(115,942)	(718,239)	Income From Charitable Activities	(628,240)	(4,286)	(100,318)	1%	(108,670)	519,570
(115,942)	(718,239)	TOTAL INCOME	(628,240)	(4,286)	(100,318)	1%	(108,670)	519,570
131,182	626,672	Employee Costs	512,870	103,937	129,945	20%	465,870	(47,000)
0	0	Transport Costs	0	0	0		0	0
20,274	246,116	Premises Costs	207,030	12,890	33,449	6%	202,140	(4,890)
25,901	283,457	Supplies & Services	272,810	4,886	65,832	2%	52,010	(220,800)
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
1,699	44,534	Governance Costs	46,500	0	11,626	0%	12,990	(33,510)
179,057	1,200,778	TOTAL RESOURCES EXPENDED	1,039,210	121,713	240,852	12%	733,010	(306,200)
63,115	482,540	NET POSITION	410,970	117,427	140,534	29%	624,340	213,370
		Trs From Reserves	0	0	0		0	0
63,115	482,540	TOTAL (after transfer from reserves)	410,970	117,427	140,534	29%	624,340	213,370

Comments
<p>Community & Performing Arts Development has responsibility for Cumnock Town Hall, the Palace Theatre and Grand Hall and Community Venues across East Ayrshire and works with a range of local, regional, national providers and commercial companies to deliver high profile events and opportunities through our full range of venues with both a local and regional focus. The team is made up of 2 key service areas: Performing Arts Development and Community Development.</p> <p><u>Income</u></p> <p>£519.5k has been projected as an income shortfall due to closure of venues and postponement of events, particularly the 2020 Panto. 50% income shortfall has been assumed on community lettings and 20-75% income shortfall assumed for community halls, Drongan All Weather Pitch and Whatriggs Primary School.</p> <p><u>Expenditure</u></p> <p>These shortfalls have been partially offset by £47k in anticipated savings from vacancies not being filled during closure of venues and £259.2k projected in savings across the rest of expenditure. The latter will predominantly arise due to a reduction in contracted payments to Imagine Theatre and a potential reduction in irrecoverable VAT due to cancellation of the 2020 Panto.</p>

LEISURE DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/6/19	Actual Out-turn to 31/03/20	LEISURE DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 30/6/20	Revised Budget To 30/6/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
51,849	297,796	Leisure Development	166,090	42,780	40,980	26%	181,830	15,740
79,523	463,637	Countryside & Visitors Development	451,100	80,073	112,029	18%	443,920	(7,180)
664	33,113	Green Infrastructure Development	40,840	8,367	10,513	20%	40,840	0
0	0	Volunteer Development	0	0	0		7,000	7,000
0	(3,630)	Trs From Reserves	0	0	0		0	0
132,036	790,916	TOTAL OBJECTIVE ANALYSIS	658,030	131,219	163,522	20%	673,590	15,560
(33,058)	(98,230)	Income From Charitable Activities	(66,840)	(6,175)	(16,710)	9%	(33,280)	33,560
(33,058)	(98,230)	TOTAL INCOME	(66,840)	(6,175)	(16,710)	9%	(33,280)	33,560
124,374	661,381	Employee Costs	562,980	129,487	150,996	23%	550,980	(12,000)
2,689	19,078	Transport Costs	14,530	3,211	3,633	22%	14,530	0
3,940	94,749	Premises Costs	81,790	665	12,903	1%	81,790	0
30,824	98,180	Supplies & Services	48,670	4,031	8,474	8%	42,670	(6,000)
0	4,106	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
3,267	15,282	Governance Costs	16,900	0	4,226	0%	16,900	0
165,094	892,776	TOTAL RESOURCES EXPENDED	724,870	137,394	180,232	19%	706,870	(18,000)
132,036	794,546	NET POSITION	658,030	131,219	163,522	20%	673,590	15,560
	(3,630)	Trs From Reserves						0
132,036	790,916	TOTAL (after transfer from reserves)	658,030	131,219	163,522	20%	673,590	15,560

Comments
<p>Leisure Development has responsibility over more passive recreation and outdoor pursuits that introduce people to physical activity. The team includes the following services: Countryside & Visitor Development, Green Infrastructure and Volunteer Development.</p> <p><u>Leisure Development - Overall</u></p> <p>£33.5k has been projected as an income shortfall due to closure of the residential centre and park in addition to postponement of events. This has been partially offset by £12k in anticipated savings from vacancies not being filled during closure of venues and reigning in expenditure budgets by £6k for the year.</p>

SPORTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/6/19	Actual Out-turn to 31/03/20	SPORTS DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 30/6/20	Revised Budget To 30/6/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
57,787	313,370	Sports Development Team	261,660	69,406	66,810	27%	261,660	0
1,140	130,081	Community Sports Area 1	55,280	104,184	8,692	188%	385,190	329,910
23,382	352,736	Community Sports Area 2	309,120	115,859	23,261	37%	596,300	287,180
8,651	44,608	Temporary Facilities	990	925	990	93%	990	0
(5,615)	37,843	Football Venues	23,730	369	2,444	2%	26,900	3,170
0	(20,160)	Trs From Reserves	0	0	0		0	0
85,345	858,477	TOTAL OBJECTIVE ANALYSIS	650,780	290,744	102,197	45%	1,271,040	620,260
(240,715)	(959,835)	Income From Charitable Activities	(1,142,260)	(53,437)	(337,359)	5%	(462,200)	680,060
(240,715)	(959,835)	TOTAL INCOME	(1,142,260)	(53,437)	(337,359)	5%	(462,200)	680,060
291,220	1,550,215	Employee Costs	1,512,760	323,743	385,187	21%	1,452,960	(59,800)
739	4,992	Transport Costs	3,880	734	971	19%	3,880	0
6,889	159,363	Premises Costs	154,350	9,800	22,701	6%	154,350	0
24,565	97,104	Supplies & Services	110,420	9,904	27,789	9%	110,420	0
0	15,632	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
2,648	11,166	Governance Costs	11,630	0	2,908	0%	11,630	0
326,061	1,838,472	TOTAL RESOURCES EXPENDED	1,793,040	344,181	439,556	19%	1,733,240	(59,800)
85,345	878,637	NET POSITION	650,780	290,744	102,197	45%	1,271,040	620,260
	(20,160)	Trs From Reserves	0	0	0		0	0
85,345	858,477	TOTAL (after transfer from reserves)	650,780	290,744	102,197	45%	1,271,040	620,260

Comments

Sports Development has responsibility for programming activities within our community leisure centres and promotion of sports including badminton, football, gymnastics and swimming, as well as working with key local partners. The team manages our gyms and fitness programme and will work with EA Vibrant Communities in encouraging physical activity. The team has key service areas: Sport Operations, Community Sport Development, Fitness Development and Activity and Coaching Development.

Income

£680k has been projected as an income shortfall due to closure of venues, along with the freeze on monthly Learn to Swim and Fitness Membership direct debits until reactivation of fitness and aquatic services. These figures are based on the assumption facilities and pitches will open again from 1st September and pools from the 1st October. The leisure industry has indicated a 25-30% cancellation rate of Fitness members due to COVID-19 and the service has already lost approximately 20% of memberships during the closure of facilities. The service is currently considering its Pricing Strategy to support all customers in reactivation of our services.

£54.5k of the income shortfall relates to Annanhill Golf Course which reopened on 1 June 2020. The following income shortfalls have been assumed after deducting income taken between April - August 2019 from current year targets in addition to deducting any shortfall from prior year outturn:

- 10-20% income shortfall in fitness classes
- 20% income shortfall across meeting room, indoor/outdoor facility hire, SGP and swimming pool hire
- 20-30% income shortfall in supervised childrens activities
- 30% income shortfall in public swimming
- 25% income shortfall across membership direct debits and PAYG Gym
- 60% income shortfall in fantastic parties
- 65% shortfall in swimming lessons

Expenditure

These income shortfalls have been partially offset by £59.8k in anticipated savings from vacancies not being filled during closure of venues. Due to the restrictions of Covid-19, reactivation may require extra resources therefore the service is projecting to budget for the remaining expenditure budgets.

PROPERTY & ESTATES DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 30/6/19	Actual Out-turn to 31/03/20	PROPERTY & ESTATES DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 30/6/20	Revised Budget To 30/6/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
0	0	Property & Estates Development	179,360	34,968	46,713	19%	166,990	(12,370)
0	0	Trs From Reserves	0	0	0		0	0
0	0	TOTAL OBJECTIVE ANALYSIS	179,360	34,968	46,713	19%	166,990	(12,370)
0	0	Income From Charitable Activities	0	0	0		0	0
0	0	TOTAL INCOME	0	0	0		0	0
0	0	Employee Costs	176,610	34,968	45,996	20%	164,240	(12,370)
0	0	Transport Costs	2,750	0	717	0%	2,750	0
0	0	Premises Costs	0	0	0		0	0
0	0	Supplies & Services	0	0	0		0	0
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
0	0	Governance Costs	0	0	0		0	0
0	0	TOTAL RESOURCES EXPENDED	179,360	34,968	46,713	19%	166,990	(12,370)
0	0	NET POSITION	179,360	34,968	46,713	19%	166,990	(12,370)
		Trs From Reserves	0	0	0		0	0
0	0	TOTAL (after transfer from reserves)	179,360	34,968	46,713	19%	166,990	(12,370)

Comments
<p>Property & Estates Development is a new service area for 2020/21 created as part of the management review and has responsibility for co-ordinating the management, maintenance, health and safety and development of the facilities within East Ayrshire Leisure's remit. Maintaining and developing high quality facilities is paramount for the growth of our business. The team includes facility and estate management and sustainable development and will lead on our environmental responsibilities through the implementation of our annual Climate Change Declaration. The creation of this dedicated team has released managers from various premise management responsibilities to allow them to focus on the development of the programmes and services to our customers.</p> <p><u>Expenditure</u></p> <p>£12.3k has been projected against employee costs as savings due to a vacancy within the Service which has now been filled.</p>

TABLE A – Summary
TABLE B – Unusable Reserves
TABLE C – Allocated Reserves Analysis

TABLE B – Unusable Reserves

TABLE C – Allocated Reserves Analysis

[illegible]

TABLE B – Unusable Reserves

UNUSABLE RESERVES	2019/20 b/f	2019/20 DEFICIT	BALANCE 31 March 2020	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Annanhill Golf Course - Staff Welfare Facilities	7,420		7,420		7,420						7,420	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17 to 2020/21
Homewords Van	1,720		1,720		1,720						1,720	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17 to 2020/21
TOTAL UNUSABLE RESERVES	9,140	0	9,140		9,140	0	0	0	0	0	9,140			

TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2019/20 b/f	2019/20 DEFICIT	BALANCE 31 March 2020	APPROVED ALLOCATIONS	REVISED BALANCE	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Website Development	470		470		470					470	19 Sept 2017 Board	Ongoing	Redesignate £25k from Marketing Co-ordinator (Sport) to Website Development - launched Aug 2019. Balance allocated to Intranet Development
Dower House Upgrades	10,000		10,000		10,000					10,000	4 June 2019 Board	Ongoing	
TOTAL ALLOCATED RESERVES	10,470	0	10,470	0	10,470	0	0	0	0	10,470			

GENERAL PROJECTS

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

Project	Partners	Balance b/f 01.04.20	Balance at 30.06.20	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,132)	(£4,117)	Ongoing
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Mar 2020
Kilmarnock Green Infrastructure	Sustrans	(£14,955)	(£14,955)	Ongoing
Museums Database	Museum Gallery Scotland	(£9,450)	(£9,450)	Sep 2020
Digital Storyteller in Residence	Scottish Book Trust	(£2,416)	(£2,416)	Ongoing
Nature Therapy Breaks	Shared Care Scotland	(£4,889)	£0	Mar 2020
Natural Leaders	Scottish National Heritage	(£7,175)	(£7,175)	Mar 2021
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	(£27,973)	(£27,973)	Jun 2020
Logan Centre (Ringfenced)	Three Village Centre (Limited Company & Charity)	(£7,356)	(£7,356)	Ongoing
Rose Reilly Renaming	EAC	£15,588	£16,422	Ongoing
SHOUT	EAC	(£5,000)	(£5,000)	Mar 2021
Johnnie Walker Display	EAC	£5,369	£5,369	Ongoing

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

Burns Birthday in Mauchline – The project is now in its fifth year and will take place on Saturday 25th January from 12noon until 4pm at Burns House Museum, Mauchline Parish Church Halls and Mauchline Kirkyard. The family event which is funded by EventScotland is free and includes lots of Burns related activity including visual art, puppet making, Kirkyard tours with our partners Mauchline Burns Club, curator talks and a very special performance by pupils of Mauchline Primary School.

Kilmarnock Green Infrastructure - The design and feasibility work has been completed for the Kilmarnock Green Infrastructure Project. £300k has been secured from Sustrans for further design work for a multi-million pound application later in the year. A Project Board, chaired by East Ayrshire Leisure, has been established to oversee the development and implementation of this 18 mile cycle route project for Kilmarnock made up of officers from East Ayrshire Leisure, East Ayrshire Council and Ayrshire Roads Alliance.

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

Digital Storyteller in Residence - The project which was funded by the Scottish Book Trust has now come to an end. The initiative worked with people facing social isolation for whatever reason, to encourage participation in and the use of digital platforms to tell their own personal story. The Arts, Libraries and Museums Development team led the project with partners in Kilmarnock Station Railway Heritage Trust (KRSHT) and Vibrant Communities. The project was externally recognised by being shortlisted for Community Project of the Year at the Herald Society Awards. There is a surplus balance which Scottish Book Trust have said we can use towards further Digital Storytelling activities. We are currently paying for further training for KRSHT from the fund, and have invested in suitable transit cases to keep the kit safe when loaned out to our partners.

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

The Natural Leaders project is well underway with work beginning on key open spaces with Auchinleck, Doon and Kilmarnock Academy. This project aims to develop Local Nature Reserves which can be used by the community and as an outdoor learning resource.

Irvine Valley Trails - The Renewable Energy Fund has agreed that the shortfall in spend in the development stage grant can be reallocated to the Trails capital grant of £213,964. The Irvine Valley Trails project also received funding from the Low Carbon Travel and Transport Fund and Transport Scotland to implement a series of routes throughout the Irvine Valley that support active travel. All funding is in place for this project and implementation started Autumn 2019.

Logan Centre (Ringfenced) – Funding allocated to EA Leisure for future disbursement to Logan area.

Rose Reilly Renaming – This project was scheduled to be completed for Saturday 21st March with Rose Reilly attending an official launch, offering free sports activities for the local community. It has now been postponed however, the preparatory building work is well underway including the completion of the external building cleaning and signage. It is anticipated work on the internal signage and new external lighting will recommence once Covid-19 restrictions are lifted and an alternative launch date will be facilitated.

SHOUT - £5000 Funding from East Ayrshire Council has been issued to offer FREE swimming to SHOUT card holders during the school holiday periods throughout the year.

Johnnie Walker Display – East Ayrshire Council is in partnership with Diageo to run a yearlong programme of activity in 2020, celebrating 200 years of Johnnie Walker Whisky. The partnership is supported with an investment of £110,000 from Diageo, part of which is attributed to the Dick Institute Johnnie Walker display. To mark the beginning of the bicentenary celebrations, Diageo were keen to work with East Ayrshire Leisure to develop a new display of never before seen collection items. East Ayrshire Leisure led the display development in partnership with the Johnnie Walker Archive which required three new museum standard environmentally controlled cases, two flat screen televisions, display cradles and three new interpretation banners with bespoke hanging systems. East Ayrshire Leisure delivered the display by 19th February and the year of celebrations launched with an event which welcomed around 60 people.



EXTERNAL FUNDING (APRIL – JUNE 2020)



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 2020/21
East Ayrshire Leisure	Corra Foundation - Wellbeing Fund	£77,265	£77,265
East Ayrshire Leisure	Small Business Grant - Hospitality/Leisure	£25,000	£25,000
East Ayrshire Leisure	SCVO Digital - Connecting Scotland	£9,880	£9,880
East Ayrshire Leisure	Coronavirus Job Retention Scheme - see Note I	£597,071	£347,071
TOTAL		£709,216	£459,216

Note I

East Ayrshire Leisure registered for Coronavirus Job Retention Scheme (CJRS) and has currently received grant of £347,071.54. The scheme is currently scheduled to continue until October 2020 and it is anticipated that a further £250,000 could be received. Grant received is dependant on the number of staff on furlough which is reducing as services are reactivated. (These figures are included in the projected position for the Trust.)



RISK REGISTER



Risk Register

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

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

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

Risk Register - COVID 19

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
8	There is a threat to the viability of current Business Operations arising from Business closure 18 March 20 resulting in reduction in service provision and the inability to fully deliver Strategic Delivery Plan. – Open Risk	Executive Management and Development Managers	5	3	15	MEDIUM	<ul style="list-style-type: none"> Consider and review the implications of COVID-19 inc social distancing measures Review actions within the Strategic Delivery Plan Continue to deliver and develop alternative services online Social media and website presence Customer e-newsletters Working from home policy
9	There is a risk to the organisation's management due to the high dependency on the 2 members of Executive Management Team and Development Management team. - Open Risk	Chief Officer	3	3	9	LOW	<ul style="list-style-type: none"> Business Continuity Plan Weekly DMT Business Meetings Stress Management training Monitoring workloads through 1-1 meetings
10	There is a threat to the financial stability of the organisation resulting from loss of income. Ongoing closure could have an impact on the management fee received from East Ayrshire Council. - Open Risk	Executive Management and Development Managers	5	4	20	HIGH	<ul style="list-style-type: none"> Continued dialogue with East Ayrshire Council in relation to the management fee Consider financial support available to the organisation as a result of the coronavirus Claim employees wages through Job Retention Schedule Monitor cashflow and reduce expenditure where possible Continued support & guidance given by Community Leisure UK Move to more online services and sales Maximise additional income streams

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
11	Reduction in workforce from COVID 19 resulting in loss of key staff and skills. Potential reduction in availability of all staff to resume roles resulting in inability to deliver all services with potential loss of income. - <u>Open Risk</u>	Executive Management and Development Managers	4	3	12	MEDIUM	<ul style="list-style-type: none"> • Alternative service provision – transformation • Training & Development Programme • Recruitment & Selection procedure • Working from home policy
12	There is a risk to our reputation if we do not adhere to government guidance in an appropriate timely manner to ensure both staff and customers are in safe and controlled environment. - <u>Open Risk</u>	Executive Management and Development Managers	2	4	8	LOW	<ul style="list-style-type: none"> • Follow and monitor Local, Scottish and National Government guidance • Consider and review the implications of COVID-19 on the operation of our business • Support from East Ayrshire Council • Effective communication with staff and customers
13	There is a risk that East Ayrshire Leisure staff morale could be at an all time low due to the impact of COVID 19. (financial, bereavement, domestic circumstances, furlough etc) - <u>Open Risk</u>	Executive Management and Development Managers	3	4	16	MEDIUM	<ul style="list-style-type: none"> • Regular communication with staff • Access to support services eg counselling services • Staff trained in mental health practices • Staff engagement programme • Access to EAC Wellbeing Programme • Staff Recognition Scheme
14	There is a risk that East Ayrshire Leisure will not be in a position to attract existing customers back to our facilities	Executive Management and	3	4	12	MEDIUM	<ul style="list-style-type: none"> • Review of service provision – transformation • Customer engagement programme • Customer e-newsletters

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	due to financial constraints, alternative opportunities being available and loss of confidence. - <u>Open Risk</u>	Development Managers					
15	There is a risk that East Ayrshire Leisure's business continuity if key decisions cannot be made due to the inability to hold Trustee board and performance and audit meetings. – <u>Cautious Risk</u>	Chief Officer	3	5	15	MEDIUM	<ul style="list-style-type: none"> • Regular liaison with Chair and Vice Chair • Regular Trustee updates • Review of agenda items • Establishment of video conferencing
16	There is a risk that building and/or equipment maintenance and repairs cannot be carried out either due to lack of staff or companies no longer operating, resulting in non-service provision or loss/damage to our facilities. - <u>Open Risk</u>	Executive Management and Development Managers	3	4	12	MEDIUM	<ul style="list-style-type: none"> • Regular communication with EAC • Business Continuity Plan • Alternative service delivery
17	There is a risk that capital projects cannot proceed which will impact on planned and unplanned opportunity to upgrade existing facilities. - <u>Open Risk</u>	Executive Management and Development Managers	2	3	6	LOW	<ul style="list-style-type: none"> • Regular communication with EAC and other partners • Work in partnership to resolve issues and minimise impact • Effective communication with staff and customers

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
18	There is a risk that external funding may be withdrawn or have to be repaid due to projects no longer being viable or East Ayrshire Leisure being unable to fulfil requirements to meet funding obligations. - <u>Open Risk</u>	Executive Management and Development Managers	2	3	6	LOW	<ul style="list-style-type: none"> • Regular communication with funders and partners • Work in partnership to resolve issues and minimise impact eg extend funding, consider alternative delivery option • Effective communication with customers

Risk Register

Risk Area 1

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

Risk Area 2

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

Risk Area 3

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

Risk Area 4

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

Risk Area 5

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

Risk Area 6

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

Risk Area 7

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