

TRUST BOARD MEETING

Date: 1 June 2021

Location: Microsoft Teams

Start time: 6pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence / Introductions	✓		
2. Declarations of Interest	✓		
3. Minutes of previous meetings 3.1 Board Meeting: 23 February 2020 (Pages 1-4) 3.2 P&ASC Meeting: 18 May 2021 (Pages 5-7)	✓		✓
4. Performance Report Jan – Mar 2021 and Annual Highlight Report (Pages 8-85)			✓
5. Capital Investment Programme (Pages 86-88)	✓		
6. Digital Gap Analysis and Action Plan (Pages 89-97)			✓
7. AOCB			
8. Dates of Next Meetings: Performance & Audit Sub-Committee: 17 August 2021 Trust Board: 14 September 2021			

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

EAST AYRSHIRE LEISURE TRUST - BOARD OF TRUSTEES

MINUTES OF MEETING HELD ON TUESDAY 23 FEBRUARY 2021 AT 6PM BY VIDEO CONFERENCE

PRESENT: Councillors Elena Whitham, Clare Maitland; Ian Grant; Neil McGhee; Iain Linton, Trustees; and Robin Hume, June Minnery, Jackie Livingston, Independent Trustees; and Bob McCulloch, Interim Head of Housing and Communities, East Ayrshire Council, ex officio Trustee.

ATTENDING: Anneke Freel, Chief Officer; Lorraine Russell, Finance and Business Development Manager; Dianne Reid, Relationship & Business Development Manager; Louise Murphy, Leisure Development Manager; and Carleen Fitzgerald, Engagement Support Officer, all East Ayrshire Leisure Trust.

APOLOGIES: Independent Trustees Robbie Mann; and Jean Brown; Jackie Biggart, Head of Corporate Services; and Joe McLachlan, Interim Head of Finance and ICT, East Ayrshire Council, ex officio Trustee.

CHAIR: Councillor Elena Whitham, Chair.

DECLARATIONS OF INTEREST

2. No declarations of interest were intimated.

MINUTES OF PREVIOUS MEETING

- 3.1 There were submitted and approved the minutes of the previous Board meeting held on 24 November 2020(circulated).

MINUTES OF PERFORMANCE AND AUDIT SUB-COMMITTEE OF 9 FEBRUARY 2021

- 3.2 There were submitted and noted the minutes of the Performance and Audit Sub-Committee meeting held on 9 February 2021 (circulated).

PERFORMANCE REPORT – OCTOBER – DECMEBER 2020

4. There was submitted a report dated 10 February 2021 (circulated) by the Chief Officer which provided details of the Trust's performance for the period October to December 2020, the third quarter of 2020/21 financial year. 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. Whilst there was an ease in lockdown restrictions affecting leisure services in July 2020, new ways of working were required to take account of government guidance.

The following was also noted:

- Projecting a positive variance of £150k which has been maximised by successful resilience external funding bids, along with the Job Retention Scheme, and the redeployment of staff to support NHS and East Ayrshire Council. The Chief Officer and Trustees thanked the management team for securing this funding.

- Robin Hume thanked the Council for their continuing support and stated that a further letter of comfort from the Council would be required.
- Decrease in overall attendance of 81% compared to this period last year.
- E-Books has continued to grow with an increase of 106%, along with Annanhill Golf Course which is up by 92% compared to the same period last year.
- Information on Quarter highlights has been included within the main report.

It was agreed:-

- to approve the transfer of £10k from allocated reserves to fund essential COVID expenditure;
- to approve the East Ayrshire Leisure Performs Report for the period October to December 2020; and
- otherwise, to note the contents of the report.

DRAFT EAST AYRSHIRE RECREATION PLAN INCLUDING CORE PATH PLAN REVIEW

- There was submitted a report dated 3 February 2021 (circulated) by the Leisure Development Manager providing the Trustees with details on the draft East Ayrshire Recreation Plan including the Core Path Plan Review and the community consultation arrangements.

It was agreed to:-

- to note the content of this report.

INTRODUCTION OF TRUSTEE AMBASSADOR ROLE

- There was submitted a report dated 1 February 2021 (circulated) by the Chief Officer seeking approval for the development of the Trustee role to incorporate Service-specific Trustee Ambassadors.

It was agreed:

- to approve the introduction of the Trustee Ambassador role;
- to approve the recommended alignment for existing Trustees to Ambassador Portfolios; and
- to note the contents of the report.

CHARGES FOR SERVICES 2021/22

- There was submitted a report dated 10 February 2021 (circulated) by the Chief Officer which puts forward proposals for charges of services for 2021/22.

The Chief Officer drew attention to a number of highlights in the report:

- Charges remain accessible and affordable as there are no proposed increases this year.
- Plan to go cashless as of 1 April and East Ayrshire gift card can also now be used within facilities.
- Proposal to change category Under 16s to Under 18s, this will be beneficial for engaging with more young people across our services.
- For Carers/Support Workers accompanying a client but does not participate, there will be no charge, and if participating there will be the same concessionary charge.

- Charges for Community Space – objective is to remove the distinction between core and non-core prices and will be considered as part of the Transformation programme.
- Corporate Membership offer has been developed for organisations with more than 50 employees. Membership now £22 compared to £29 last year.
- Annanhill Golf Course – further remedial work planned for next year, the Trust has applied for funds for path works and ponds. Propose to keep season tickets at an affordable low rate and introduce an early bird offer.
- Affiliation to East Ayrshire Sports Council discount will continue.

It was agreed:

- (i) to approve the schedule of charges attached as appendix I;
- (ii) to note the contents of the report.

TRUST BUDGET 2021/22

8. There was submitted a report dated 10 February 2021 (circulated) by the Chief Officer confirming the Trust's budget position for 2021/22 and shows how the savings target of £190,750 will be achieved.

It was agreed:-

- (i) to approve the budget position shown in this report; and
- (iii) otherwise note the contents of the report.

REVIEW OF EAST AYRSHIRE LEISURE PERFORMANCE INDICATORS

9. There was submitted a report dated 2 February 2021 (circulated) by the Relationship & Business Development Manager informing Trustees of the proposed review of all performance indicators associated with the Trust, including Statutory and Key Performance Indicators.

It was agreed:-

- (i) to note the contents of the report.

EXTENSION OF EXTERNAL AUDIT SERVICES

10. There was submitted a report dated 18 February 2021 (circulated) by the Chief Officer seeking Trustees approval to recommend to East Ayrshire Council that the existing contract for external audit services be extended for 1 year.

It was agreed:-

- (i) to recommend to East Ayrshire Council that an extension to contract PS/18/42 is granted until December 2022; and
- (iii) otherwise note the contents of the report.

ANY OTHER COMPETENT BUSINESS

11. Trustee Recruitment Panel – the Chief Officer asked for 3 Trustees to undertake interviews for our vacant Trustee position which will be advertised soon. The Young People's Cabinet

will be contacted to see if anyone would be interested in filling this position. A full training overview will take place for all Trustees, including a familiarisation of services and staff.

The meeting terminated at 19.10 hours.

PERFORMANCE AND AUDIT SUB-COMMITTEE

MINUTES OF MEETING HELD ON TUESDAY 18 MAY 2021 AT 1600 HOURS

PRESENT: Independent Trustees Robin Hume; and Jackie Livingston; and Councillors Neil McGhee; and Clare Maitland Trustees

ATTENDING: Anneke Freel, Chief Officer; Lorraine Russell, Finance and Business Development Manager; and Carleen Fitzgerald, Engagement Support Officer; all East Ayrshire Leisure Trust; and Karen Jones, Azets Audit Services

APOLOGIES: June Minnery, Trustee; and Jackie Biggart, Head of Corporate Services

CHAIR: Independent Trustee, Robin Hume.

DECLARATIONS OF INTEREST

1. No declarations of interest were made.

MINUTES OF PREVIOUS MEETING

2. There were submitted and approved as a correct record the Minutes of the meeting of the Performance and Audit Sub-Committee held on 9 February 2021 (circulated).

PERFORMANCE REPORT JANUARY - MARCH 2021 (Q4) ANNUAL DELIVERY PLAN HIGHLIGHTS

3. There was submitted a report dated 30 April 2021 (circulated) by the Chief Officer, which provided details of the Trust's performance for the period January to March 2021, the fourth quarter of the 2020/21 financial year. It also provides a summary of performance throughout 2020/21. 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. East Ayrshire entered level 4 restrictions on the 24 December 2020 and all venues, except for Dean Castle Country Park (outdoor spaces only) and Annanhill Golf Course, have been closed throughout the period.

During discussion on the report, the following was noted:

- Projecting a positive variance of £510,439
- £110,000 of the surplus to be allocated to retained reserves, the remaining £369,689 will be transferred to unallocated reserves for future designation.
- £10,000 previously allocated for Dower House upgrades, and then essential COVID expenditure will now be reallocated to unallocated reserves.
- Decrease in overall attendance of 96% compared to this period last year.
- E-Books continues to grow with an increase of 120%, Housebound Library Services rose 15%, along with Annanhill Golf Course which is up by 375% compared to the same period last year.
- Information on Quarter 4 highlights has been included within the main report, along with 2020/21 Delivery Plan highlights.
- Capital Improvement Projects – separate paper will be submitted to Board.
- Stewarton Sports Centre renamed Rose Reilly Sports Centre.

- East Ayrshire Recreation Plan consultation received 80 responses, which will be reviewed, and final document published Summer 2021.
- Funding of £30,750 requires designated for the future financial year to support improvement and development, as they were not completed/delivered by 31 March 2021.
- Expenditure of £5,475 is required for Booking System updates, system will be developed to make full use of its functions.
- Performance Scorecard – highlights closures we have had this year.
- Risk Register – no changes.

It was agreed:

- (i) to consider and approve the East Ayrshire Leisure Performs Report for the period January to March 2021;
- (ii) to approve the adjustments to reserves; and
- (iii) to otherwise note the content of this report.

EXTERNAL AUDIT PLAN 2020/21

4. There was submitted a report dated 6 May 2021 (circulated) by the Chief Officer that presents the External Audit Plan for 2020/21 for noting by the Sub-Committee.

Karen Jones drew attention to a number of highlights within the report:

- Scott Moncrieff are now known as Azets Audit Services.
- Key Audit risks identified: first two are mandated risks that are applied throughout all organisations, remaining two are tailored to East Ayrshire Leisure.
- Risk included that relates to the impact COVID is having on the Trust, and will look at the impact of working remotely and the future financial position, looking for comfort from the Council again.
- Independence and Non-Audit Services highlighted. Azets remains independent of the Trust, Trustees and Senior Management.
- Progressing with Audit remotely this week and working on preparation of Accounts for 2020/21.

It was agreed:-

- (i) to consider and note the External Audit Plan for 2020/21; and
- (iii) otherwise note the contents of the report.

INTERNAL AUDIT PLAN 2021/22

5. There was submitted a report dated 6 May 2021 (circulated) by the Chief Officer that provides Trustees with an update of the Audit Plan for 2020/21 and provide details of the proposed Internal Audit Plan 2021/22 for consideration and approval.

It was agreed:-

- (i) to consider and approve the Internal Audit Programme 2021/22 as proposed in this report; and
- (iii) otherwise note the contents of the report.

STAFF RECOGNITION AWARD

6. There was submitted a report dated 23 April 2021 (circulated) by the Head of Corporate Services that provided details of nominations for the East Ayrshire Leisure's Staff Recognition Scheme for the period January - March 2021.

It was agreed:-

- (i) to consider and approve the nominations for the Internal Staff Recognition Award; and
- (iv) otherwise note the contents of the report.

ANY OTHER COMPETENT BUSINESS

7. N/A

The meeting terminated at 1650 hours.

REPORT TO BOARD OF TRUSTEES

PERFORMANCE REPORT JANUARY – MARCH 2021

ANNUAL DELIVERY PLAN HIGHLIGHTS

Date: 1 June 2021

Agenda Item: 4

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

- 1.1 This report provides details of the Trust's performance for the period January to March 2021, the fourth quarter of the 2020/21 financial year. It also provides a summary of performance throughout 2020/21.
- 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. East Ayrshire entered level 4 restrictions on the 24th December 2020 and all venues, except for Dean Castle Country Park (outdoor spaces only) and Annanhill Golf Course, have been closed throughout the period.

2 FINANCIAL PERFORMANCE

- 2.1 The East Ayrshire Leisure Performs Q4 report provides detail of the Trust's financial performance for the period January to March 2021. The lockdown restrictions and the subsequent closure of all venues has resulted in limited generation of income during this period.
- 2.2 However, we are now in a position to project a positive variance of £510,439. This variance is a significant improvement from the projection at quarter 3, which was £150,000 positive. This movement in projections is predominantly due to the extended closure period which led to a greater claim from the Coronavirus Job Retention Fund and the subsequent reduction in expenditure. The table below provides an analysis of the positive variance.

	£	Notes
Qtr 3 Projected Net Expenditure/(Income) 2020/21	- 150,000	
Additional CJRS funding received not projected Qtr 3	- 160,843	At Qtr 3 had projected £87k in CJRS funds for Qtr 4 with reductions made each month from the December claimed amount to be prudent compared with actual Qtr 4 claims totalling £247,843.01 (£160,843.01 more than had anticipated) due to restrictions from December continuing for the whole period and the CJRS review scheduled for January being cancelled - had anticipated a drop in the rate at that point but rate remained at 80%
Designated Items	- 30,750	Projected at Qtr 3 but not thru
Bank staffing	- 25,000	Bank projection included at Qtr 3 not utilised Qtr 4 - had allowed for potential reactivation of services before year end

REPORT TO BOARD OF TRUSTEES

Property Costs (Gas/Elec/Water)	- 31,661	Tend to project to budget
Refuse costs	- 16,302	Tend to project to budget
PRS	- 11,092	Tend to project to budget
Equipment Repairs & Maintenance	- 12,304	Tend to project to budget
Cleaning Equipment & Supplies	- 9,715	Tend to project to budget
Fuel	- 5,578	Tend to project to budget
Irrecoverable VAT	- 5,449	Tend to project to budget
Match funding for anticipated MGS application	- 6,500	Match funding for future museums project identified but no application was submitted by year end
Movements since Qtr 3 total	- 315,193	
	- 465,193	

2020/21 Actual Outturn	- 510,439	
Difference	45,246	Other cumulative miscellaneous movements

- 2.3 £110,000 of the surplus to be allocated to retained reserves to increase the retained reserves to £250,000. The remaining £369,689 will be transferred to unallocated reserves for future designation.
- 2.4 The meeting on 9 Feb 2021 approved a reallocation of allocated reserves of £10,000 from Dower House upgrades to essential COVID expenditure. As this COVID expenditure has been funded in financial year 2020-21 it is recommended that these funds are now reallocated to unallocated reserves.

3 Q4 PERFORMANCE STATISTICS

- 3.1 As could be expected there has been an overall decrease of 96% in attendances for quarter 4 compared to quarter 4 in 2019/20. However, as previously reported, there have been some numbers that we have not been able to record effectively that would potentially impact on the overall figure, particularly at Dean Castle Country Park where numbers are recorded through the visitor centre. A new visitor recording system is currently being developed for the Country Park to monitor the number of visitors using the park itself.
- 3.2 Some areas of the business have seen a significant rise during the period. E-books has continued to grow with a fantastic 120% increase compared to quarter 4 in 2019/20. Housebound Library Services also saw a rise of nearly 15%, demonstrating our ongoing commitment to work with the most vulnerable people within our communities. Housebound and mobile libraries were reactivated in February 2021. Annanhill Golf Course has continued to perform well with an outstanding increase of 375% on Q4 of 2019/20. In real terms this is an increase from 783 to 3723 rounds of golf between January and March. This is a significant improvement in performance at Annanhill Golf Course and early indication suggests that this positive trend will continue into 2021/22.

REPORT TO BOARD OF TRUSTEES

4 2020/21 PERFORMANCE STATISTICS

- 4.1 2020/21 was a difficult year for all sectors in our community. The ongoing closures and restrictions brought about by Covid-19 led to a decrease in performance statistics of 89% compared to the targets that were set for the year. Before the pandemic hit, we had set ourselves a target of 2,593,087 visits to our venues and our activities. The actual figure for 2020/21 was 278,970. Despite this significant reduction, the team have excelled and demonstrated innovation, commitment and diligence to ensure that East Ayrshire Leisure Trust is a resilient organisation at the heart of the community.

5 QUARTER 4 HIGHLIGHTS

- 5.1 Quarter 4 Performance Report (appendix I) provides more detail on the activities that have been undertaken between January and March 2021. The following are highlights from the quarterly report.
- 5.2 During this period all campaigns were driven digitally through social media, YouTube, website and e-newsletters highlighting our online services and keeping customers and staff engaged and informed throughout this period. Some examples are highlighted below:
- BorrowBox - eBooks and e-audiobooks for current library members and encouraging more library member sign ups
 - Online fitness workouts and Workout@Home programme
 - Visual Art blended learning Secondary Schools programme – My Tribe
 - Raising awareness of works / closures at DCCP for visitors using the park for daily exercise
 - Online engagement with museum collections
- 5.3 A digital campaign commenced in March to promote the spring family activities at the Dean Castle Country Park, with the first social media post about the Easter Trail reaching 23,701 users with 278 comments and 124 shares. The Easter Trail was well used by visitors to the park who benefitted from a 10% discount at the Kiosk.
- 5.4 The Museums, Galleries Scotland funded Axiell Content Management System which aimed to deliver the migration of 80,000 items within the East Ayrshire Collections to a digital management system is at the testing stage. Work is ongoing with East Ayrshire Council to build space in the server to host this level of data. This is a fantastic achievement by the Collection Care team and will contribute significantly to our responsible management of the collections and support our accreditation and significance submissions.

6 2020/21 DELIVERY PLAN HIGHLIGHTS

- 6.1 2020/21 was a difficult year for all sectors in our community. The ongoing closures and restrictions brought about by Covid-19 led to a decrease in performance statistics of 89% compared to the targets that were set for the year. Before the pandemic hit, we had set ourselves a target of 2,593,087 visits to our venues and our activities. The actual figure for 2020/21 was 278,970. Despite this significant reduction, the team have excelled and demonstrated innovation, commitment and diligence to ensure that East Ayrshire Leisure Trust is a resilient organisation at the heart of the community. The following paragraphs outline some of the highlights from the most challenging year since the Trust was established in 2013. These successes are testament to the fact that our teams display our B.E.S.T. values regardless of the challenges that come our way. A more detailed account of 2020/21 and all of the work that has been done to react and recover from Covid-19 whilst continuing our commitment to the 2020-2022 Delivery Plan actions will be provided in the 2020/21 Annual Report to be presented at the Annual General Meeting in September 2021.

6.2 Leisure Facility Plan

The 2020-22 Delivery Plan made a commitment to carry out an audit of all leisure facilities through East Ayrshire, regardless of who was responsible for the management of the facility. This audit was carried out and was the subject of a community consultation exercise. Unfortunately due to Covid19 restrictions the community engagement was as extensive as we had first intended. However, the information that we have compiled from the audit and the information from the community engagement exercise has allowed us to work on a draft Leisure Facility Plan. This plan will be presented to East Ayrshire Leisure Trust Board and East Ayrshire Council in 2022 with further community engagement on the draft plan further to being finalised.

6.3 Stewarton Sports Centre

Stewarton Sports Centre has been renamed and is now known as the Rose Reilly Sports Centre. This change was requested by Stewarton Initiatives who wanted to recognise the success of one of Scotland's greatest ever female footballers who is from Stewarton. East Ayrshire Leisure Trust welcomed this change of name and Rose has now become a 'friend' of the team with regular photo opportunities with national and regional press.

6.4 East Ayrshire Recreation Plan

As outlined in the 2020-22 Delivery Plan, the Leisure Development Team have reviewed all core paths throughout East Ayrshire and developed a draft Recreation Plan which categorises routes in Core Paths; Local Paths and Hill Paths. East Ayrshire's Draft Recreation Plan 2021-2024 was available online for consultation throughout January and March. A full engagement campaign was developed to promote and engage with local communities, landowners and stakeholders with responses from 65 local, regional and national stakeholders. The responses will be reviewed to inform the final document which is scheduled for publication in Summer 2021.

6.5 Staff Engagement and Wellbeing

Improved staff engagement has been one of the guiding principles in our 10 year Strategic Document. We have made a commitment to engage and involve staff in every aspect of East Ayrshire Leisure Trust's development. 2020/21 and the issues faced by the Covid-19 pandemic has demonstrated just how important this is. Throughout the year we have introduced the following:

- Staff newsletter
- Coffee Chats
- Development Manager team updates
- Unannounced visits
- Pre-reactivation venue visits
- Ongoing liaison with joint trade unions

6.6 External Audit

Despite the difficulties that the pandemic created, a decision was made to continue with the external audit as planned. This was more challenging than normal due to the need to use virtual methods to transfer information and meet with the auditors. However, once again we received an unqualified external audit.

6.7 Covid-19 Support

As well as ensuring the resilience and recovery of East Ayrshire Leisure Trust's facilities and services, we have been able to support East Ayrshire Council and other community groups throughout the year. Support has include:

REPORT TO BOARD OF TRUSTEES

- Working in child care hubs from March through to the return of schools in August 2020
- Providing venues and staff to support community food larders
- Seconding staff to bereavement and registrars to work alongside East Ayrshire Council officers
- Supporting community and school food delivery through the provision of drivers and vehicles
- Contributing to the NHS Track and Trace system by providing staff for over six months
- Providing venues for NHS vaccination and testing centres

It should be further noted, that many staff on furlough leave volunteered within their communities throughout the year to support local resilience.

7 RISK REGISTER

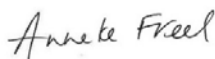
7.1 The risk register continues to be reviewed on a regular basis.

Recommendation/s:

It is recommended that the Board:

- Consider and approve the East Ayrshire Leisure Performs Report for the period January to March 2021; and
- Approve the adjustments to reserves
- Otherwise note the content of this report.

Signature:



Designation: Chief Officer

Date: 17 May 2021



EAST AYRSHIRE LEISURE PERFORMS
QUARTER 4
JANUARY TO MARCH
2020/21



CONTENTS

Progress Against Corporate Delivery Plan

Page 3

Key Updates

Page 26

Financial Performance

Page 28

Income & Expenditure - by Service

Performance Scorecard

Page 61

Risk Register

Page 73

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	
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	
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	<p>During Jan – March we were in national lockdown with our venues being closed to visitors. Our campaigns during this period were driven digitally through social media, YouTube, website and e-newsletters highlighting our online services and keeping customers and staff engaged and informed throughout this period. Some examples are highlighted below:</p> <ul style="list-style-type: none"> • BorrowBox - eBooks and e-audiobooks for current library members and encouraging more library member sign ups • Online fitness workouts and Workout@Home programme • Raising awareness of works / closures at DCCP for visitors using the park for daily exercise • Online engagement with museum collections

				<p>East Ayrshire's Draft Recreation Plan 2021-2024 was available online for consultation throughout Jan-March.</p> <p>A full engagement campaign was developed to promote and engage with local communities, landowners and stakeholders with responses from 65 local, regional and national stakeholders.</p> <p>A digital campaign commenced in March to promote the spring family activities at the Dean Castle Country Park, with the first social media post about the Easter Trail reaching 23,701 users with 278 comments and 124 shares. The page at that stage got 121 new followers.</p>
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	S	As part of the proposed 2021/22 Internal Audit Plan EAC will undertake advisory work relating to evaluation methods that we currently employ and provide guidance on the best methods of evaluating our business and making recommendations for improvements. This will inform the evaluation strategy for the Trust.
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	S	<p>1st Partnership meeting took place on 4th February. It was agreed for meetings to take place quarterly. Next meeting will take place in May.</p> <p>The development of a working group involving YIP World; Cumnock Juniors Football Club and East Ayrshire Council Vibrant Communities, to take forward a consultation process to help develop an increased evidence base that will support an active</p>

				and sustainable travel plan between Cumnock and the Barony Campus, and wider surrounding villages.
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	S	
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	S	Museum Interns have been actively blogging and using social media platforms to drive visitors to futuremuseum.co.uk with high levels of engagement.
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	Ongoing work with MGS in the delivery of the funded Axiell Content Management System delivery and migration for EAC 80,000 Collections.
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	
18	Measure, monitor and report on key performance indicators annually	HCS	C	A report was presented to the Trust Board by the R&BDM on the 23 February detailing a review of all performance indicators associated with the Trust, including Key Performance Indicators.

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	C	
20	Use community feedback to develop an action plan for leisure facilities in East Ayrshire	CO	S	Customer feedback has been analysed and a framework for the Leisure Facility Strategy has been produced. A draft strategy will form the basis of community engagement in May/June 2021.
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	
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	Accreditation Visits have been deferred to 2021.
24	Identify capital costs required to develop the cultural built environment assets to ensure they are maintained at the level required.	CO	S	<p>Newmilns Library is being moved into Morton Hall as part of the regeneration and improvement works for Morton Hall. Work is scheduled for completion later on in 2021 and accompanying promotional campaign/video will follow.</p> <p>Planning is underway to move Galston Library to the Town Hall once restoration and refurbishment in complete. Work is underway with Wylie Shanks in the planning of the building.</p>
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	S	Revenue costs have been established to operate Auchinleck as a standalone facility. In 2019/20 Auchinleck Leisure Centre was in a breakeven position. However, additional revenue costs would

				include costs for cleaning, pool plant operation and utilities that were previously covered by East Ayrshire Council.
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	S	East Ayrshire Council has estimated a capital cost of £2.9M to develop Auchinleck Leisure Centre as a standalone facility.
27	Develop an options appraisal that identifies various options for the future of the Leisure Centre	CO	S	An option appraisal is being developed as part of an overall place based approach to developing a Community Leisure Hub in the Cumnock and Auchinleck area.
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	SDM	N	
29	Attend project board meetings to ensure that community leisure requirements are represented	SDM	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	S	Work has started to identify operational pavilions and pavilions that are subject of CAT applications to finalise portfolio of sports pitches
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	Refurbishment works have now been completed to create a indoor group fitness class and gym space. We will now develop a programme offering and marketing campaign.

34	Submit funding applications	SDM	N	
35	Develop a sponsorship package	SDM	N	
36	Increase spectator seating capacity by 50%	SDM	S	
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	<p>Ongoing work with EAC Legal Services and negotiation with land owners to finalise Path Agreements.</p> <p>Site meeting and route inspection held with Contractor for Work Package 1 to re-evaluate scale of works</p> <p>Review and finalisation of interpretation designs for the path network following consultation</p>
39	Develop and implement phase 2 (detailed design) of the Kilmarnock Green Infrastructure Project by July 2020	LDM	S	<p>Contracts have been appointed to take forward the development phase 2 which will consist of four scopes: Route Design; Signage, Interpretation and Public Art; Community Engagement Facilitation; and Landscape.</p> <p>Inception meeting with funder and design time has taken place and action plan started for target date of 30 April 2021.</p> <p>Completion of all design work associated for the route, landscape and car parks to RIBA Stage 2 – Concept Design.</p> <p>The development of a primary Infinity Loop logo representing the figure of eight path network. The logo includes six main colour ways representing: Landscape,</p>

				<p>Communities, Heritage and Culture Wellbeing, Regeneration and Travel.</p> <p>The development of a Communication strategy to reach high levels of public engagement, outlining public engagement campaigns to engage residents in all areas of East Ayrshire and to gain feedback and support from local residents and businesses.</p> <p>Part of the Communication strategy included the creation of a Story Map webpage to share details of the project as part of the community and stakeholder consultation. The website has been laid out and broken into several categories, covering, amongst others, the vision of the project and proposed routes. The website will also contain links to the public survey and provide an email address and phone number. Where imagery or maps are used, they will be accompanied by a description or alt text.</p>
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	
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	
44	Submit external funding bids	CO	N	Expression of Interest submitted to Heritage Lottery Fund
45	Develop community engagement and activity plan	CO	N	
46	Commission a consultant for detailed design	CO	N	Wylie Shanks working on initial design plans
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	S	Essential Drainage works are complete on the 2nd, 3 rd & 18 th holes.
49	Production of a costed programme of improvements	P&EDM	S	
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	LDM	N	
54	Production of a costed programme of improvements	P&EDM	S	
56	Greenflag Award achieved	LDM	S	
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	P&EDM	S	
59	Production of a costed programme of improvements	P&EDM	N	
60	Adoption of a 5 year maintenance and development plan for the River Ayr Way	P&EDM	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	S	<p>Libraries in partnership with Scottish Book Trust:</p> <ul style="list-style-type: none"> - celebrated World Book Day 2021 with an author event with David Ross promoting his latest book 'There's Only One Danny Garvey': https://www.youtube.com/watch?v=VowTFA-ATRU .The film has received 118 views to date; - 'book bombed' 21 communities across East Ayrshire with 30 book bags in locations such as bus stops, park benches etc; - 1,736 new physical titles and 137 new large print titles on community library shelves for service reactivation; - 444 new audio books (23% increase in loans); - 171 new e-audiobooks (7% increase in loans). <p>Mobiles and Homwods reactivated from Monday 15 February and delivered a physical library service across the region.</p>
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	S	The Cultural Development team have been working on an engagement strategy in parallel with a digital gap analysis to identify a long term strategy for blended engagement. This is in phase one of development at the moment.
63	Include the Education Attainment Challenge Framework and other school facing activities and monitor related active involvement	CDM	S	The EACF and CfE are embedded within the research being undertaken as part of line 62 above.
64	Align the above to a shared set of objectives, performance indicators and monitoring systems in relation to all cultural engagement activities	CDM	S	The development of the monitoring and evaluation strategy will follow on from the research and development of lines 62 and 63 above.

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	<p>Visual Art - School's engagement programme entitled 'My Tribe' based around the Grayson Perry exhibition is now online via our YouTube channel: https://www.youtube.com/watch?v=xsRIOnOOIEw . Five secondary Schools in East Ayrshire took part.</p> <p>Visual Arts – Burns Night, Chinese New Year and LGBT+ History Month were marked by Collections Highlights, creative demos and workshops on our YouTube channel.</p> <p>Communication with external partners ongoing in securing 2021/2022 programme onwards. Programme includes: May – Sept: Claude Cahun (Hayward Touring) Sept – Dec: Seedscales (Impressions Gallery) Jan – May: Grayson Perry (Arts Council England)</p> <p>Full programme for Young People's Gallery and associated engagement also in place for 2021 – 2022.</p>
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	<p>Strategic assistance given and Cultural Services supporting Green Action Trust and Cumnock Action Plan in the development of an AWiPP for Dementia sufferers. Artist commissioned – Bespoke Atelier - and research work underway.</p> <p>East Ayrshire Libraries taking part in discussions around supporting the Boswell Book Festival in addressing the digital divide in relation to access to the festival.</p> <p>C&PAV in discussions re Cumnock Tryst concert event at Cumnock Town Hall</p>

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	S	EAYT returned in Aug 2020 and continued workshops online
71	Present 2 EAYT productions each year.	C&PDM	S	Online production was collated and enjoyed by participants and families.
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	<p>Building Works – Novation signed in February and contractors now back onsite. Progress being made on delivery of the building restoration. New handover date expected to be February 2022.</p> <p>Interpretation – Text and image review of panels 80% achieved. Review of animation, sound interactives and props yet to begin. Musical Instrument catalogue being developed.</p> <p>Conservation – Working with EAC procurement around the development of a new conservation framework which will support the conservation of approx. 1,000 objects for redisplay.</p> <p>Activity and Engagement – plans being redeveloped to include blended digital school engagement and online audience events.</p>
73	Carry out detailed evaluation plan linked to the funded programme.	CDM	N	
74	Relaunch Dean Castle in 2021	CDM	S	Communication strategy being redeveloped to ensure active promotion of the work.

75	Maintain current standard of collection care and meet our Accreditation/Recognition commitments.	CDM	S	<p>Axiell collections inventory content management system ready for test migration. Waiting for EAC to develop the server.</p> <p>Recognition Report for EAC's 'Significance Status' Historic Musical Instrument Collection submitted to MGS for review.</p>
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	C	This Group is now well established and will continue to meet every 4 weeks.
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	S	<p>The Board approved the introduction of an u18 Youth season ticket for 2021/2022.</p> <p>Season tickets will be sold online for the 2021/2022 season. A digital gap analysis is currently being developed to identify where techonology could enhance our services.</p>
83	Increase golf membership by 2% each year using 2019 as a baseline	SDM	S	<p>Target exceeded for 2020/21.</p> <p>2019/20 – 10,057 golf attendances compared to 2020/21 - 16,065</p>

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 a 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	S	The festive programme did not go ahead due to entering back into lockdown. A programme is planned for the Easter Holidays.
88	Develop a partnership with each club associated with priority sport	SDM	S	New partnerships have been developed with Cumnock Juniors Community Enterprise and Cumnock Rugby Club. Initial discussions have begun regarding the formation of an Athletics club in Cumnock based at the Barony Sports Village.
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	S	A new Natural Health Project was initiated for Alzheimers Scotland and CAMHS to develop an outdoor programme of health promoting activities for client groups.
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	S	Physical support to school was stopped due to further Covid restrictions but online advice and support was available to support teaching staff with outdoor learning.

Action: We will develop a Recreation Plan for East Ayrshire which will promote walking, cycling and other outdoor pursuits throughout East Ayrshire				
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	Draft Recreation Plan has been devised following review of the 2006 Core Path Plan and presented to EAC to seek approval for statutory public consultant for a 12 week period.
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	Some enquires have been taken for 2021/2022.
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	Jazz musician Curtis Stigers confirmed for 17 March 2022
98	Represent East Ayrshire Leisure at relevant trade fairs and conferences	C&PDM	N	DM continues to represent EAL at online forums
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	N	
100	Present an annual pantomime performance including: 2020: Aladdin, 2021: Snow White, 2022: Peter Pan (tbc)	C&PDM	N	Aladdin postponed to 2021 due to Covid-19
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	
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	As part of the Bog and Burns Hill Running Series a new virtual race for the Cairn Table was available, encouraging runners to participate in the race but on an individual basis.
110	Deliver a 'Couch to 5k' and '10 weeks to 10k' progressive running programme	LDM	N	
111	Support Kilmaronock Harriers in the development of the annual 'Roon the Toon' 10k event	LDM	N	
112	Support Dean Castle Country Park Run Group in the delivery of the weekly parkrun programme	LDM	N	
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				
114	Establish a working group with multi-agency representatives	SDM	C	It has been discussed that this will no longer go ahead but will be picked up for the 2024 olympics.
115	Submit external funding applications to support programme of activities	SDM	C	
116	Develop and implement a programme of events and activities	SDM	C	
117	Include activities that promote 2 'Fringe' sports from the Summer Olympics	SDM	C	
Action: We will encourage community participation in fitness through the introduction of a GP Referral Scheme and a programme of fitness classes and activities				
118	Organise 4 'come and try' fitness open days at each community sports facility each year	SDM	N	
119	Increase participation in fitness classes by 10% by 2022	SDM	S	We will be launching two new fitness class programmes at the Hunter Fitness and Ayrshire Athletics Arena when restrictions allow.

				<p>An on demand fitness class programme was promoted during Jan/Feb. Engagement results lacked expectation.</p> <p>A fitness survey has been carried out to help shape our future health, wellbeing and digital offering.</p>
120	Develop a partnership with Kilmarnock Leisure Centre Trust to jointly promote and develop fitness activities	SDM	N	
121	Develop a GP Referral Fitness Pathway to support customer progression	SDM	S	We have staff waiting to complete their final exam post COVID. A digital gap analysis is currently being developed to identify where technology could enhance our services.
122	Introduce Personal Training sessions to 5 community sports venues	SDM	N	
123	Provide opportunities for employees to progress to level 3 personal training/fitness	SDM	S	An options appraisal is being development for this.
Action: We will provide experiential learning opportunities for young people through our Treehouse Residential Centre				
124	Treehouse: Promote the services offered through the residential centre to East Ayrshire Headteachers	LDM	N	<p>Treehouse Residential Centre is closed until the new 2021/22 academic year.</p> <p>A funding application has been submitted to the Youth Link Recovery Fund to recoup funds potentially lost during the period of closure.</p> <p>A second funding application was submitted to BBC Children in Need Fund, to develop a programme of residential outdoor learning programme for vulnerable children.</p>
125	Treehouse: Work with community groups to raise the profile of the residential centre	LDM	N	
126	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	S	Work is ongoing to support the introduction of the Flexible Roles; Customer Experience Assistant and Corporate Services Assistant through the design and consultation of the job outline and personal specification.
130	Design a training and development programme which is tailored to meet the needs of the organisation.	HCS	S	A Training Matrix is being developed in conjunction with the DM's to support the introduction of the Flexible Roles; Customer Experience Assistant and Corporate Services Assistant.
Action: We will embed and develop our 'Exchange' programme in all forums and structures for communication				
133	Organise an annual staff event	HCS	S	Plans are currently being developed for a 2021 staff event.
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				
138	Recruit 2 modern apprentices each year of the plan and support apprentices to achieve SVQ qualifications	LDM	S	2 Modern Apprentices have been recruited to support the work of the outdoor access team, starting with maintenance of the River Ayr Way.
139	Develop a Community Path Warden Scheme and recruit 3 volunteer path wardens each year	LDM	S	A business case has been developed for a Community Path Warden Scheme which will be piloted in the Irvine Valley in 2021
140	Develop and deliver a programme of mentoring and training	LDM	N	
141	Organise 4 volunteering events each year	LDM	S	Restoration work is underway involving volunteers from the Friends of the Dean; new garden will be in place for Spring 2021.
142	Continue to support Dean Castle Textile Team	LDM	N	

143	Develop a Volunteer Strategy which identifies opportunities for: Regular volunteer placements, Community volunteer events, School work experience, Modern apprenticeships, Employee volunteering days	LDM	S	<p>Draft Volunteer Policy, protocol, Volunteer Handbook and supporting documents ready for review.</p> <p>Volunteer Working Group established to take forward:</p> <ul style="list-style-type: none"> • Good practice in working with volunteers • Providing high quality volunteering opportunities/ experiences that support the needs of East Ayrshire Leisure • Raising awareness of volunteering for East Ayrshire Leisure • Enhancing recognition of the value of volunteers
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.				
146	Implement a training programme for all employees to ensure engagement in review and development	HCS	S	Currently being progressed and is scheduled to be delivered during April – June 21. A flexible delivery model is being considered.
Action: We will designate Trustees as ambassadors for key areas of the business				
147	Nominate Trustees as business area ambassadors	CO	C	The introduction of Trustee Ambassador role was approved by the Trust Board on 23 February. As Trustees assume their new Ambassador role they will be invited to meet staff within the service area and visit key sites.
148	Implement a training programme for Trustees and agree an annual programme of engagement	CO	S	2 Training days being developed, focussing on ambassador role and the overall role of Trustee – familiarisation visits to be scheduled.

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				
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	S	Funding of £20k received to contribute to the installation costs of wifi across all East Ayrshire Leisure Sport venues. Discussions are ongoing to identify appropriate venues and to quantify any additional funding requirement for all venues.
154	Review and develop our box office and booking system and operations to enhance the customer journey	HCS	S	Online bookings functionality is now live and is being rolled out across our services and activities.
155	Review and development of website	HCS	S	Website Protocol has been updated and circulated to ensure information is accurate and updated regularly and that all staff are aware of their responsibilities in this regard. Factory 73 have now been granted access to system to allow developmental work to take place, enabling us to track traffic/sales.
156	Develop stock and ordering system to streamline processes	HCS	S	Discussions are underway with EAC to enable commitment reporting to be incorporated within Civica.
Action: We will review, develop and maintain robust financial processes to ensure financial sustainability of our organisation				
157	Design Financial Strategy	HCS	S	Work is underway developing a Strategy which will be presented to P&ASC.
159	Implement annual internal audit plan and identify improvements	HCS	S	The outcome of the 2020-21 Internal Audit Plan and the proposed 2021-22 Internal Audit Plan will be presented to the P&ASC.
161	Annual review and development of charging schedule	HCS	C	2021-22 review was submitted and approved by P&ASC on the 9 th February.

162	Review of accountancy bulletins and protocols	HCS	S	A schedule is currently being developed to ensure EAC Accountancy bulletins reflect East Ayrshire Leisure as an organisation and are accessible to staff. Protocols are reviewed on an annual basis, priority is being given to year end procedures and anti-fraud.
Action: We will carry out a review of income and expenditure across all cost centre and expenditure codes to streamline financial monitoring and reporting				
164	Streamlined Coding Structure with a 15% reduction in financial coding	HCS	S	A process has been developed and work is underway with the Development Managers to reduce unnecessary 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				
169	Mystery shopping carried out annually	R&BDM	N	On hold until 2021 or Covid restrictions are lifted
170	Staff satisfaction surveys carried out every two years	R&BDM	N	On hold until 2021/22
171	Development Plans produced from each review undertaken	R&BDM	S	Process is being developed that will allow action plans from various sources to be merged into one overall plan for the organisation. This will be reviewed quarterly by the DM's and will form the basis for organisational learning.
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 2021.
175	Development of a Hospitality Plan which identifies opportunities for bars, cafes, vending and event catering	HCS	S	Continue to develop the hospitality offer in conjunction with our programme. Reactivation of Hospitality Services as restrictions allow.
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				
180	Design and introduce a revised recruitment process based upon workplace values	HCS	C	A revised recruitment and selection process is currently being piloted within the organisation.
181	Set and meet challenging financial targets and build sufficient reserves.	F&BDM	S	2021-22 financial budgets were submitted and approved by P&ASC on the 9 th February. Further work is underway to determine future targets in conjunction with Delivery Plan.
182	Design and implement key quality indicators in order to measure the quality of our performance	HCS	S	An audit of our SPIs, and all KPIs has begun with 'Procedural Notes' for SPIs being reviewed prior to the annual submission in May.
183	Review, measure, monitor and report upon key performance indicators	HCS	S	A report was presented to the Trust Board by the R&BDM on the 23 February detailing the review of all performance indicators associated with the Trust, including Statutory and Key Performance Indicators.
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				
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 opportunities for customers to access our facilities using sustainable transport choices	P&EDM	N	
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 January - March 2021:-

Public Liability	2 claims remain ongoing 2 claims closed
Employers' Liability	2 claims remain ongoing
Motor Claim	No claims

Claims submitted by East Ayrshire Leisure

Business Interruption Claim	1 claim remains ongoing
-----------------------------	-------------------------

Gifts & Hospitality

No gifts or hospitality were received during this period.

Customer Complaints

During the January - March 2021 period 112 comments were received and logged by the Marketing & Development Team; 7 of these were complaints, and were categorised as follows:

Category	No Received	Stage 1 / 2	Status
Online payments/bookings/box office	1	1	Resolved
Staff	1	1	Resolved

Other	5	1	Resolved
<ul style="list-style-type: none"> • Dick Institute Library • Annanhill Golf Course • Dean Castle Country Park • River Ayr Way 	1 2 1 1		

Positive Comments

We received 1 positive comment during the period:

- Can I also take the chance to say how much I've been enjoying the Dick Institute's Twitter feed. I don't normally spend any time on social media, but the other week, I happened to see some of the 'emoji' tweets, where people were asked to comment an emoji and the Dick Institute replied with pictures from the collection ... I thought it was absolutely brilliant ... I ended up scanning through the whole twitter thread ... there's so much variety and some really interesting pieces. (I also loved last week's Bernie Sanders tweet!)



FINANCIAL PERFORMANCE

TO 31.03.21



Performance & Audit Sub Committee

2020/21 EAST AYRSHIRE LEISURE BUDGET

AS AT 31st March 2021 – QUARTER 4 - PERIOD 12

The actual outturn for East Ayrshire Leisure at 31st March 2021 is a favourable position of £510,439 which will be reduced to £479,689 following designation of items below totalling £30,750. It is recommended that a further £110,000 is designated to Retained Reserves leaving the balance of £369,689 to be allocated to Unallocated Reserves. This position has been achieved due to the substantial external funding (£1,296,866) which the Trust has successfully obtained this financial year.

The following items require funding designated for the future financial year to support service improvement and development. These items were previously included in projected position for 2020/21 but were not complete/delivered by 31 March 2021.

Items for Designation	
IT Equipment - Corporate Services, P&E	£6,000
Sport - AAA - Pole Vault Cage	£9,910
Cultural - Additional Totem Signage at DI	£3,765
P&E - RAW Equipment	£4,000
Libraries - Lorensbergs Netloan Upgrade	£1,600
Box Office/Booking System	£5,475
TOTAL	£30,750

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	Comments
EXECUTIVE MANAGEMENT		1,376,610	1,368,060	1,368,030	1,575,840	
CULTURAL DEVELOPMENT		1,451,340	1,451,800	1,451,970	1,445,520	
COMMUNITY & PERFORMING ARTS DEVELOPMENT		410,970	414,860	418,150	418,430	
LEISURE DEVELOPMENT		658,030	662,580	652,640	607,950	
SPORTS DEVELOPMENT		650,780	653,580	654,960	625,550	
PROPERTY & ESTATES DEVELOPMENT		179,360	183,360	193,800	193,800	
BUDGET TO BE ALLOCATED TO SERVICES	4,632,030					
TOTAL	4,632,030	4,727,090	4,734,240	4,739,550	4,867,090	
Management Fee	(4,632,030)	(4,727,090)	(4,734,240)	(4,739,080)	(4,857,580)	
Reserves	0	0	0	(470)	(9,510)	
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 31/3/20	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Exp. to 31/3/21	Revised Budget to 31/3/21	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/21	Variance (Favourable) / Adverse
1,335,535	1,335,535	EXECUTIVE MANAGEMENT	1,566,800	1,535,894	1,566,800	98%	1,535,894	(30,906)
1,049,622	1,049,622	Corporate Services	1,226,860	1,141,275	1,226,860	93%	1,141,275	(85,585)
297,803	297,803	Relationship & Business Development	390,230	326,915	390,230	84%	326,915	(63,315)
(11,891)	(11,891)	Hospitality Development	(50,290)	67,704	(50,290)	-135%	67,704	117,994
1,621,181	1,621,181	CULTURAL DEVELOPMENT	1,447,240	1,341,352	1,447,240	93%	1,341,352	(105,888)
97,030	97,030	Cultural Development	272,500	267,477	272,500	98%	267,477	(5,023)
148,948	148,948	Collection Care	103,790	99,890	103,790	96%	99,890	(3,900)
182,046	182,046	Visual Arts Development	37,460	27,424	37,460	73%	27,424	(10,036)
130,205	130,205	Museums Development	118,120	108,332	118,120	92%	108,332	(9,788)
1,062,952	1,062,952	Libraries	915,370	838,229	915,370	92%	838,229	(77,141)
482,540	482,540	COMMUNITY & PERFORMING ARTS DEVELOPMENT	418,430	616,339	418,430	147%	616,339	197,909
155,503	155,503	Performing Arts Development	193,930	193,126	193,930	100%	193,126	(804)
400,066	400,066	Community Development	245,090	405,599	245,090	165%	405,599	160,509
(73,029)	(73,029)	Community Lettings & Co-Managed Centres - Lets	(20,590)	17,614	(20,590)	-86%	17,614	38,204
794,546	794,546	LEISURE DEVELOPMENT	607,950	645,901	607,950	106%	645,901	37,951
297,796	297,796	Leisure Development	155,630	155,475	155,630	100%	155,475	(155)
463,637	463,637	Countryside & Visitors Development	411,480	455,335	411,480	111%	455,335	43,855
33,113	33,113	Green Infrastructure Development	40,840	35,369	40,840	87%	35,369	(5,471)
0	0	Volunteer Development	0	(278)	0		(278)	(278)
878,637	878,637	SPORTS DEVELOPMENT	632,870	1,339,265	632,870	212%	1,339,265	706,395
313,370	313,370	Sports Development Team	260,090	237,819	260,090	91%	237,819	(22,271)
130,081	130,081	Community Sports Area 1	17,490	440,555	17,490	2519%	440,555	423,065
352,736	352,736	Community Sports Area 2	321,830	642,071	321,830	200%	642,071	320,241
44,608	44,608	Temporary Facilities	8,420	8,416	8,420	100%	8,416	(4)
37,843	37,843	Football Venues	25,040	10,404	25,040	42%	10,404	(14,636)
0	0	PROPERTY & ESTATES DEVELOPMENT	193,800	174,754	193,800	90%	174,754	(19,046)
5,112,439	5,112,439	TOTAL	4,867,090	5,653,506	4,867,090	116%	5,653,506	786,416
(4,945,950)	(4,945,950)	Management Fee	(4,857,580)	(4,857,569)	(4,857,580)	100%	(4,857,569)	11
166,489	166,489	TOTAL	9,510	795,937	9,510		795,937	786,427
(68,760)	(68,760)	Trs From Reserves	(9,510)	(9,510)	(9,510)	100%	(9,510)	0
97,729	97,729	TOTAL (after transfer from reserves)	0	786,427	0		786,427	786,427
0	0	External Funding	0	(1,296,866)	0		(1,296,866)	(1,296,866)
97,729	97,729	TOTAL (after external funding)	0	(510,439)	0	0	(510,439)	(510,439)

TABLE B – OVERALL NET POSITION

Revised Actual Exp. to 31/3/20	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Exp. to 31/3/21	Revised Budget to 31/3/21	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/21	Variance (Favourable) / Adverse
(2,174,887)	(2,174,887)	Income From Charitable Activities	(2,290,570)	(506,021)	(2,290,570)	22%	(506,021)	1,784,549
(4,945,950)	(4,945,950)	Management Fee	(4,857,580)	(4,857,569)	(4,857,580)	100%	(4,857,569)	11
0	0	External Funding	0	(1,296,866)	0		(1,296,866)	(1,296,866)
(7,120,837)	(7,120,837)	TOTAL INCOME	(7,148,150)	(6,660,456)	(7,148,150)	93%	(6,660,456)	487,694
5,158,824	5,158,824	Employee Costs	5,066,890	4,535,999	5,066,890	90%	4,535,999	(530,891)
38,754	38,754	Transport Costs	38,540	39,012	38,540	101%	39,012	472
672,573	672,573	Premises Costs	513,030	483,462	513,030	94%	483,462	(29,568)
1,083,798	1,083,798	Supplies & Services	1,203,140	844,823	1,203,140	70%	844,823	(358,317)
27,187	27,187	Financing Costs	13,040	12,880	13,040	99%	12,880	(160)
187,400	187,400	Support Costs	187,400	187,400	187,400	100%	187,400	0
118,790	118,790	Governance Costs	135,620	55,950	135,620	41%	55,950	(79,670)
7,287,326	7,287,326	TOTAL RESOURCES EXPENDED	7,157,660	6,159,527	7,157,660	86%	6,159,527	(998,133)
166,489	166,489	NET POSITION	9,510	(500,929)	9,510		(500,929)	(510,439)
(68,760)	(68,760)	Trs From Reserves	(9,510)	(9,510)	(9,510)	100%	(9,510)	0
97,729	97,729	TOTAL (after transfer from reserves)	0	(510,439)	0		(510,439)	(510,439)

TABLE C – INCOME POSITION

Revised Actual Income to 31/3/20	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Income to 31/3/21	Revised Budget Income to 31/3/21	Actual Income as % of Annual Estimate	Actual Out-turn to 31/03/21	Variance (Favourable) / Adverse
(278,186)	(278,186)	EXECUTIVE MANAGEMENT	(362,930)	(186,154)	(362,930)	51%	(186,154)	176,776
(20,072)	(20,072)	Corporate Services	(21,890)	(125,920)	(21,890)	575%	(125,920)	(104,030)
(3,010)	(3,010)	Relationship & Business Development	(1,500)	0	(1,500)	0%	0	1,500
(255,105)	(255,105)	Hospitality Development	(339,540)	(60,234)	(339,540)	18%	(60,234)	279,306
(120,397)	(120,397)	CULTURAL DEVELOPMENT	(100,050)	(61,548)	(100,050)	62%	(61,548)	38,502
(16,750)	(16,750)	Cultural Development	(17,800)	(149)	(17,800)	1%	(149)	17,652
(10,465)	(10,465)	Collection Care	(2,610)	(2,240)	(2,610)	86%	(2,240)	370
0	0	Visual Arts Development	0	0	0		0	0
(16,694)	(16,694)	Museums Development	(4,980)	(1,112)	(4,980)	22%	(1,112)	3,868
(76,489)	(76,489)	Libraries	(74,660)	(58,047)	(74,660)	78%	(58,047)	16,613
(718,239)	(718,239)	COMMUNITY & PERFORMING ARTS DEVELOPMENT	(628,240)	(26,452)	(628,240)	4%	(26,452)	601,788
(335,247)	(335,247)	Performing Arts Development	(309,820)	(5,502)	(309,820)	2%	(5,502)	304,318
(287,263)	(287,263)	Community Development	(279,290)	(20,381)	(279,290)	7%	(20,381)	258,909
(95,728)	(95,728)	Community Lettings & Co-Managed Centres - Lets	(39,130)	(569)	(39,130)	1%	(569)	38,561
(98,230)	(98,230)	LEISURE DEVELOPMENT	(56,340)	(16,450)	(56,340)	29%	(16,450)	39,890
(54,473)	(54,473)	Leisure Development	(15,740)	209	(15,740)	-1%	209	15,949
(42,208)	(42,208)	Countryside & Visitors Development	(40,600)	(16,659)	(40,600)	41%	(16,659)	23,941
(1,549)	(1,549)	Green Infrastructure Development	0	0	0		0	0
	0	Volunteer Development	0	0	0		0	0
(959,835)	(959,835)	SPORTS DEVELOPMENT	(1,143,010)	(215,417)	(1,143,010)	19%	(215,417)	927,593
(955)	(955)	Sports Development Team	0	(6,141)	0		(6,141)	(6,141)
(511,593)	(511,593)	Community Sports Area 1	(608,050)	(81,884)	(608,050)	13%	(81,884)	526,166
(436,818)	(436,818)	Community Sports Area 2	(529,970)	(126,101)	(529,970)	24%	(126,101)	403,869
(6,139)	(6,139)	Temporary Facilities	(750)	(749)	(750)	100%	(749)	1
(4,330)	(4,330)	Football Venues	(4,240)	(542)	(4,240)	13%	(542)	3,698
0	0	PROPERTY & ESTATES DEVELOPMENT	0	0	0		0	0
(2,174,887)	(2,174,887)	TOTAL	(2,290,570)	(506,021)	(2,290,570)	22%	(506,021)	1,784,549
(4,945,950)	(4,945,950)	Management Fee	(4,857,580)	(4,857,569)	(4,857,580)	100%	(4,857,569)	11
0	0	External Funding	0	(1,296,866)	0		(1,296,866)	(1,296,866)
(7,120,837)	(7,120,837)	TOTAL	(7,148,150)	(6,660,456)	(7,148,150)	93%	(6,660,456)	487,694

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. to 31/3/20	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Exp. to 31/3/21	Revised Budget to 31/3/21	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/21	Variance (Favourable) / Adverse
1,613,721	1,613,721	EXECUTIVE MANAGEMENT	1,929,730	1,722,048	1,929,730	89%	1,722,048	(207,682)
1,069,694	1,069,694	Corporate Services	1,248,750	1,267,195	1,248,750	101%	1,267,195	18,445
300,813	300,813	Relationship & Business Development	391,730	326,915	391,730	83%	326,915	(64,815)
243,214	243,214	Hospitality Development	289,250	127,938	289,250	44%	127,938	(161,312)
1,741,578	1,741,578	CULTURAL DEVELOPMENT	1,547,290	1,402,900	1,547,290	91%	1,402,900	(144,390)
113,780	113,780	Cultural Development	290,300	267,626	290,300	92%	267,626	(22,674)
159,413	159,413	Collection Care	106,400	102,130	106,400	96%	102,130	(4,270)
182,046	182,046	Visual Arts Development	37,460	27,424	37,460	73%	27,424	(10,036)
146,899	146,899	Museums Development	123,100	109,444	123,100	89%	109,444	(13,656)
1,139,441	1,139,441	Libraries	990,030	896,277	990,030	91%	896,277	(93,753)
1,200,778	1,200,778	COMMUNITY & PERFORMING ARTS DEVELOPMENT	1,046,670	642,791	1,046,670	61%	642,791	(403,879)
490,750	490,750	Performing Arts Development	503,750	198,628	503,750	39%	198,628	(305,122)
687,330	687,330	Community Development	524,380	425,980	524,380	81%	425,980	(98,400)
22,699	22,699	Community Lettings & Co-Managed Centres - Lets	18,540	18,183	18,540	98%	18,183	(357)
892,776	892,776	LEISURE DEVELOPMENT	664,290	662,351	664,290	100%	662,351	(1,939)
352,269	352,269	Leisure Development	171,370	155,267	171,370	91%	155,267	(16,103)
505,845	505,845	Countryside & Visitors Development	452,080	471,994	452,080	104%	471,994	19,914
34,662	34,662	Green Infrastructure Development	40,840	35,369	40,840	87%	35,369	(5,471)
0	0	Volunteer Development	0	(278)	0		(278)	(278)
1,838,472	1,838,472	SPORTS DEVELOPMENT	1,775,880	1,554,682	1,775,880	88%	1,554,682	(221,198)
314,325	314,325	Sports Development Team	260,090	243,960	260,090	94%	243,960	(16,130)
641,674	641,674	Community Sports Area 1	625,540	522,439	625,540	84%	522,439	(103,101)
789,554	789,554	Community Sports Area 2	851,800	768,172	851,800	90%	768,172	(83,628)
50,747	50,747	Temporary Facilities	9,170	9,165	9,170	100%	9,165	(5)
42,173	42,173	Football Venues	29,280	10,946	29,280	37%	10,946	(18,334)
0	0	PROPERTY & ESTATES DEVELOPMENT	193,800	174,754	193,800	90%	174,754	(19,046)
7,287,326	7,287,326	TOTAL	7,157,660	6,159,527	7,157,660	86%	6,159,527	(998,133)

EXECUTIVE MANAGEMENT

Revised Actual Exp. to 31/3/20	Actual Out-turn to 31/03/20	EXECUTIVE MANAGEMENT	Annual Estimate 2020/21	Revised Actual Exp. to 31/3/21	Revised Budget to 31/3/21	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/21	Variance (Favourable) / Adverse
1,049,622	1,049,622	Corporate Services	1,226,860	1,141,275	1,226,860	93%	1,141,275	(85,585)
297,803	297,803	Relationship & Business Development	390,230	326,915	390,230	84%	326,915	(63,315)
(11,891)	(11,891)	Hospitality Development	(50,290)	67,704	(50,290)	-135%	67,704	117,994
0	0	External Funding	0	(1,296,866)	0		(1,296,866)	(1,296,866)
(4,945,950)	(4,945,950)	Management Fee	(4,857,580)	(4,857,569)	(4,857,580)	100%	(4,857,569)	11
(41,350)	(41,350)	Trs From Reserves	(470)	(470)	(470)	100%	(470)	0
(3,651,765)	(3,651,765)	TOTAL OBJECTIVE ANALYSIS	(3,291,250)	(4,619,011)	(3,291,250)	140%	(4,619,011)	(1,327,761)
(278,186)	(278,186)	Income From Charitable Activities	(362,930)	(186,154)	(362,930)	51%	(186,154)	176,776
(4,945,950)	(4,945,950)	Management Fee	(4,857,580)	(4,857,569)	(4,857,580)	100%	(4,857,569)	11
0	0	External funding	0	(1,296,866)	0		(1,296,866)	(1,296,866)
(5,224,136)	(5,224,136)	TOTAL INCOME	(5,220,510)	(6,340,589)	(5,220,510)	121%	(6,340,589)	(1,120,079)
1,007,848	1,007,848	Employee Costs	1,166,000	1,030,393	1,166,000	88%	1,030,393	(135,607)
2,513	2,513	Transport Costs	0	0	0		0	0
12,127	12,127	Premises Costs	2,680	3,095	2,680	115%	3,095	415
368,817	368,817	Supplies & Services	537,550	478,805	537,550	89%	478,805	(58,745)
0	0	Financing Costs	0	0	0		0	0
187,400	187,400	Support Costs	187,400	187,400	187,400	100%	187,400	0
35,016	35,016	Governance Costs	36,100	22,355	36,100	62%	22,355	(13,745)
1,613,721	1,613,721	TOTAL RESOURCES EXPENDED	1,929,730	1,722,048	1,929,730	89%	1,722,048	(207,682)
(3,610,415)	(3,610,415)	NET POSITION	(3,290,780)	(4,618,541)	(3,290,780)	140%	(4,618,541)	(1,327,761)
(41,350)	(41,350)	Trs From Reserves	(470)	(470)	(470)	100%	(470)	0
(3,651,765)	(3,651,765)	TOTAL (after transfer from reserves)	(3,291,250)	(4,619,011)	(3,291,250)	140%	(4,619,011)	(1,327,761)

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 mainly to vacancies which were not filled during the financial year 2020/21.</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 31/3/20	Actual Out-turn to 31/03/20	CULTURAL DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. to 31/3/21	Revised Budget to 31/3/21	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/21	Variance (Favourable) / Adverse
97,030	97,030	Cultural Development	272,500	267,477	272,500	98%	267,477	(5,023)
148,948	148,948	Collection Care	103,790	99,890	103,790	96%	99,890	(3,900)
182,046	182,046	Visual Arts Development	37,460	27,424	37,460	73%	27,424	(10,036)
130,205	130,205	Museums Development	118,120	108,332	118,120	92%	108,332	(9,788)
1,062,952	1,062,952	Libraries	915,370	838,229	915,370	92%	838,229	(77,141)
(3,620)	(3,620)	Trs From Reserves	(1,720)	(1,720)	(1,720)	100%	(1,720)	0
1,617,561	1,617,561	TOTAL OBJECTIVE ANALYSIS	1,445,520	1,339,632	1,445,520	93%	1,339,632	(105,888)
(120,397)	(120,397)	Income From Charitable Activities	(100,050)	(61,548)	(100,050)	62%	(61,548)	38,502
(120,397)	(120,397)	TOTAL INCOME	(100,050)	(61,548)	(100,050)	62%	(61,548)	38,502
1,312,710	1,312,710	Employee Costs	1,136,070	1,069,957	1,136,070	94%	1,069,957	(66,113)
12,170	12,170	Transport Costs	11,980	7,744	11,980	65%	7,744	(4,236)
160,218	160,218	Premises Costs	132,150	134,804	132,150	102%	134,804	2,654
236,239	236,239	Supplies & Services	244,880	181,742	244,880	74%	181,742	(63,138)
7,449	7,449	Financing Costs	5,720	5,560	5,720	97%	5,560	(160)
0	0	Support Costs	0	0	0		0	0
12,792	12,792	Governance Costs	16,490	3,093	16,490	19%	3,093	(13,397)
1,741,578	1,741,578	TOTAL RESOURCES EXPENDED	1,547,290	1,402,900	1,547,290	91%	1,402,900	(144,390)
1,621,181	1,621,181	NET POSITION	1,447,240	1,341,352	1,447,240	93%	1,341,352	(105,888)
(3,620)	(3,620)	Trs From Reserves	(1,720)	(1,720)	(1,720)	100%	(1,720)	0
1,617,561	1,617,561	TOTAL (after transfer from reserves)	1,445,520	1,339,632	1,445,520	93%	1,339,632	(105,888)

Comments

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, Library Operations and Library Programmes.

Cultural Development - Overall

£66k savings were achieved from vacancies that were not filled during the financial year 2020/21 and bank staffing budgets that were not required due to restrictions. In addition a further £78.3k of savings were achieved as a result of reduced spend due restrictions in respect of library events and cultural exhibitions and a reduced programme for 2020/21. These savings have been offset by a £38.5k income shortfall due to closure of venues, the restrictions in respect of library events and cultural exhibitions and introduction of “cashless” processes across venues.

COMMUNITY & PERFORMING ARTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/3/20	Actual Out-turn to 31/03/20	COMMUNITY & PERFORMING ARTS DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. to 31/3/21	Revised Budget to 31/3/21	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/21	Variance (Favourable) / Adverse
155,503	155,503	Performing Arts Development	193,930	193,126	193,930	100%	193,126	(804)
400,066	400,066	Community Development	245,090	405,599	245,090	165%	405,599	160,509
(73,029)	(73,029)	Community Lettings & Co-Managed Centres - Lets	(20,590)	17,614	(20,590)	-86%	17,614	38,204
0	0	Trs From Reserves	0	0	0		0	0
482,540	482,540	TOTAL OBJECTIVE ANALYSIS	418,430	616,339	418,430	147%	616,339	197,909
(718,239)	(718,239)	Income From Charitable Activities	(628,240)	(26,452)	(628,240)	4%	(26,452)	601,788
(718,239)	(718,239)	TOTAL INCOME	(628,240)	(26,452)	(628,240)	4%	(26,452)	601,788
626,672	626,672	Employee Costs	511,330	436,390	511,330	85%	436,390	(74,940)
0	0	Transport Costs	0	0	0		0	0
246,116	246,116	Premises Costs	213,690	176,694	213,690	83%	176,694	(36,996)
283,457	283,457	Supplies & Services	275,150	26,624	275,150	10%	26,624	(248,526)
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
44,534	44,534	Governance Costs	46,500	3,083	46,500	7%	3,083	(43,417)
1,200,778	1,200,778	TOTAL RESOURCES EXPENDED	1,046,670	642,791	1,046,670	61%	642,791	(403,879)
482,540	482,540	NET POSITION	418,430	616,339	418,430	147%	616,339	197,909
0	0	Trs From Reserves	0	0	0		0	0
482,540	482,540	TOTAL (after transfer from reserves)	418,430	616,339	418,430	147%	616,339	197,909

Comments

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.

Income

£601.8k income shortfall due to closure of venues and postponement of events, particularly the 2020 Panto.

Expenditure

The income shortfall has been partially offset by expenditure savings of £403.9k. These savings were achieved mainly from £74.9k from vacancies not being filled 2020/21 and bank staffing budgets not being required due to restrictions, £158k reduction in contracted payments to Imagine Theatre and a £32k reduction in irrecoverable VAT due to cancellation of the 2020 Panto, in addition to £139k savings across the rest of expenditure.

LEISURE DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/3/20	Actual Out-turn to 31/03/20	LEISURE DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. to 31/3/21	Revised Budget to 31/3/21	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/21	Variance (Favourable) / Adverse
297,796	297,796	Leisure Development	155,630	155,475	155,630	100%	155,475	(155)
463,637	463,637	Countryside & Visitors Development	411,480	455,335	411,480	111%	455,335	43,855
33,113	33,113	Green Infrastructure Development	40,840	35,369	40,840	87%	35,369	(5,471)
0	0	Volunteer Development	0	(278)	0		(278)	(278)
(3,630)	(3,630)	Trs From Reserves	0	0	0		0	0
790,916	790,916	TOTAL OBJECTIVE ANALYSIS	607,950	645,901	607,950	106%	645,901	37,951
(98,230)	(98,230)	Income From Charitable Activities	(56,340)	(16,450)	(56,340)	29%	(16,450)	39,890
(98,230)	(98,230)	TOTAL INCOME	(56,340)	(16,450)	(56,340)	29%	(16,450)	39,890
661,381	661,381	Employee Costs	562,980	516,341	562,980	92%	516,341	(46,639)
19,078	19,078	Transport Costs	19,930	17,267	19,930	87%	17,267	(2,663)
94,749	94,749	Premises Costs	37,280	55,410	37,280	149%	55,410	18,130
98,180	98,180	Supplies & Services	27,200	69,752	27,200	256%	69,752	42,552
4,106	4,106	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
15,282	15,282	Governance Costs	16,900	3,582	16,900	21%	3,582	(13,318)
892,776	892,776	TOTAL RESOURCES EXPENDED	664,290	662,351	664,290	100%	662,351	(1,939)
794,546	794,546	NET POSITION	607,950	645,901	607,950	106%	645,901	37,951
(3,630)	(3,630)	Trs From Reserves						0
790,916	790,916	TOTAL (after transfer from reserves)	607,950	645,901	607,950	106%	645,901	37,951

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>£38k income shortfall is due to closure of the residential centre and park during 2020/21 in addition to postponement of events. This has been partially offset by £46.6k in expenditure savings relating to vacancies not being filled 2020/21 and bank staffing budgets not being required due to restrictions. £41k of match funding (30%) for HLF funds relating to the Parks for People project extension was identified within the year from this budget.</p>

SPORTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/3/20	Actual Out-turn to 31/03/20	SPORTS DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. to 31/3/21	Revised Budget to 31/3/21	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/21	Variance (Favourable) / Adverse
313,370	313,370	Sports Development Team	260,090	237,819	260,090	91%	237,819	(22,271)
130,081	130,081	Community Sports Area 1	17,490	440,555	17,490	2519%	440,555	423,065
352,736	352,736	Community Sports Area 2	321,830	642,071	321,830	200%	642,071	320,241
44,608	44,608	Temporary Facilities	8,420	8,416	8,420	100%	8,416	(4)
37,843	37,843	Football Venues	25,040	10,404	25,040	42%	10,404	(14,636)
(20,160)	(20,160)	Trs From Reserves	(7,320)	(7,320)	(7,320)	100%	(7,320)	0
858,477	858,477	TOTAL OBJECTIVE ANALYSIS	625,550	1,331,945	625,550	213%	1,331,945	706,395
(959,835)	(959,835)	Income From Charitable Activities	(1,143,010)	(215,417)	(1,143,010)	19%	(215,417)	927,593
(959,835)	(959,835)	TOTAL INCOME	(1,143,010)	(215,417)	(1,143,010)	19%	(215,417)	927,593
1,550,215	1,550,215	Employee Costs	1,513,900	1,323,160	1,513,900	87%	1,323,160	(190,740)
4,992	4,992	Transport Costs	3,880	12,675	3,880	327%	12,675	8,795
159,363	159,363	Premises Costs	123,230	110,465	123,230	90%	110,465	(12,765)
97,104	97,104	Supplies & Services	107,920	77,225	107,920	72%	77,225	(30,695)
15,632	15,632	Financing Costs	7,320	7,320	7,320	100%	7,320	0
0	0	Support Costs	0	0	0		0	0
11,166	11,166	Governance Costs	19,630	23,838	19,630	121%	23,838	4,208
1,838,472	1,838,472	TOTAL RESOURCES EXPENDED	1,775,880	1,554,682	1,775,880	88%	1,554,682	(221,198)
878,637	878,637	NET POSITION	632,870	1,339,265	632,870	212%	1,339,265	706,395
(20,160)	(20,160)	Trs From Reserves	(7,320)	(7,320)	(7,320)	100%	(7,320)	0
858,477	858,477	TOTAL (after transfer from reserves)	625,550	1,331,945	625,550	213%	1,331,945	706,395

Comments
<p>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.</p> <p><u>Income</u> £927.5k income shortfall due to closure of venues, along with the freeze on monthly Learn to Swim and Fitness Membership direct debits due to venue closures as a result of Covid restrictions. The service has reviewed it's Pricing Strategy to support all customers in the reactivation of our services going forward.</p> <p><u>Expenditure</u> The income shortfall has been partially offset by expenditure savings of £221.2k. These savings predominantly arose from vacancies not being filled 2020/21 and bank staffing budgets not being required due to restrictions.</p>

PROPERTY & ESTATES DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/3/20	Actual Out-turn to 31/03/20	PROPERTY & ESTATES DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. to 31/3/21	Revised Budget to 31/3/21	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/21	Variance (Favourable) / Adverse
0	0	Property & Estates Development	193,800	174,754	193,800	90%	174,754	(19,046)
0	0	Trs From Reserves	0	0	0		0	0
0	0	TOTAL OBJECTIVE ANALYSIS	193,800	174,754	193,800	90%	174,754	(19,046)
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	159,758	176,610	90%	159,758	(16,852)
0	0	Transport Costs	2,750	1,327	2,750	48%	1,327	(1,423)
0	0	Premises Costs	4,000	2,995	4,000	75%	2,995	(1,005)
0	0	Supplies & Services	10,440	10,674	10,440	102%	10,674	234
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	193,800	174,754	193,800	90%	174,754	(19,046)
0	0	NET POSITION	193,800	174,754	193,800	90%	174,754	(19,046)
		Trs From Reserves	0	0	0		0	0
0	0	TOTAL (after transfer from reserves)	193,800	174,754	193,800	90%	174,754	(19,046)

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> £17k employee cost savings due to a vacancy within the Service which was subsequently filled in 2020/21.</p>

RESERVES AS AT 31 MARCH 2021

TABLE A – Summary

TABLE B – Unusable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – Summary

UNRESTRICTED RESERVES	2019/20 b/f	2019/20 DEFICIT	BALANCE 31 March 2020	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
FIXED ASSET RESERVE	34,920		34,920		34,920						34,920	
RETAINED RESERVES	140,000		140,000		140,000						140,000	
UNUSABLE RESERVES (DEPRECIATION RESERVES)	9,140		9,140		9,140		0	0	0	9,140	0	see Table B
MGTR FUNDS	18,233		18,233		18,233		(21,437)				39,670	
ALLOCATED RESERVES	10,470		10,470		10,470		0	0	470	0	10,000	see Table C
UNALLOCATED RESERVES	97,731	(97,731)	0		0						0	
HOLIDAY PAY PROVISION	(60,874)		(60,874)		(60,874)						(60,874)	
TOTAL UNRESTRICTED RESERVES	249,620	(97,731)	151,890	0	151,889	0	(21,437)	0	470	9,140	163,716	
RESTRICTED RESERVES			63,251				5,738	646	(73,347)	6,152	124,061	
CJRS			33,709								33,709	
PENSION RESERVE			9,000								9,000	
TOTAL RESERVES			257,850								330,486	

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	0	19 August 2014 Board	Complete	Installation now complete. Depreciation 5 years from 2016/17 to 2020/21
Homewords Van	1,720		1,720		1,720					1,720	0	7 June 2016 Board	Complete	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	9,140	0			

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		0	19 Sept 2017 Board	Complete	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	Complete	Redesignate as Unallocated Reserves
TOTAL ALLOCATED RESERVES	10,470	0	10,470	0	10,470	0	0	470	0	10,000			

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 31.03.21	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,132)	(£4,015)	Ongoing
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Mar 2022
Kilmarnock Green Infrastructure	Sustrans	(£14,955)	(£14,955)	Ongoing
Museums Database	Museum Gallery Scotland	(£9,450)	£898	July 2021
Digital Storyteller in Residence	Scottish Book Trust	(£2,416)	(£2,416)	Ongoing
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	(£27,973)	(£24,258)	Ongoing
Cumnock Town Hall Community Cinema	Creative Scotland	£0	(£4,592)	Dec 2021
Logan Centre (Ringfenced)	Three Village Centre (Limited Company & Charity)	(£7,356)	(£7,356)	Ongoing
SHOUT	EAC	(£5,000)	(£5,000)	Ongoing
Wifi Project	EAC	£0	(£20,000)	Mar 2022
DCCP Parks for People (Jul 20-Mar 21)	HLF/EAC	£0	(£15,500)	Jul 2021
Grayson Perry	EALT	£0	(£22,005)	May 2022
Foster Carer Service - Memberships	EAC	£0	(£4,000)	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 normally takes place on the last Saturday in January 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. The event will not be taking place in 2021 due to EventScotland funding being withdrawn due to Covid 19.

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. Progress with the project was interrupted due to Covid 19, however MGS have granted an extension to 31 July 2021 to complete the project.

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.

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.

Cumnock Town Hall Community Cinema – All cinema equipment is installed but project start date has been postponed for 1 year due to Covid-19.

Logan Centre (Ringfenced) – Funding allocated to EA Leisure for the sustainable development of the Logan Centre to benefit the entire community - a business case will need to be submitted for use of funds.

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.

Wifi Project - After an initial review was submitted to the EAC we have since received funding of £20k to contribute to the installation costs of wifi across all East Ayrshire Leisure standalone venues.

DCCP Parks for People (Jul 20-Mar 21) – HLF have confirmed agreement that previously approved funding has been allocated to specific projects with an initial extension to May 2021. Given current restrictions HLF recognise a further extension may be necessary and have extended this to July 2021.

Grayson Perry – Our planned high profile exhibition for 2020 – 2021 period ‘GRAYSON PERRY – The Vanity of Small Differences’ had to be postponed due to lockdown and travel restrictions. We are in communication with the lender to reorganise the exhibition for later in the year.

Foster Carer Service - Memberships – This funding is to support foster carers to access sport and physical activity services for the children they are caring for. The funding has been issued by East Ayrshire Council.



EXTERNAL FUNDING (JANUARY – MARCH 2021)



EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Cultural Development	Scottish Libraries Information Council - Digital Newspapers and Enhanced e-audio Provision	£14,000	Project considered core business therefore not suitable to the fund targeted towards more innovative projects.
Cultural Development	Creative Scotland - Culture Collective	£137,000	Highly competitive and oversubscribed.
Cultural Development	National Lottery Community Fund - Digital Newspapers and Enhanced e-audio Provision	£9,999	Funder is looking for a more community-led project.
EALT	SCVO - Adapt and Thrive & Communities Recovery Fund	£25,000	Should have received response within 21 days - assumed unsuccessful as no notification of award.
Sports Development	Scottish Government - Strategic Framework Business Fund	£8,400	Application was declined due to not meeting the eligibility criteria. Trusts with an arms length agreement with EAC are excluded from the SFBF support.
TOTAL		£194,399	



EXTERNAL FUNDING (APRIL 2020 – MARCH 2021)



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 1	£1,123,601	£1,123,601

East Ayrshire Leisure	South Ayrshire Council - Enabling Rural Communities	Supply of: 4 x Home User Laptop with Windows 10, 5 x Portable projection screen up to 92", 22 x Apple Ipad 2019 10.2" 32GB, 5 x HD Projector and 4 x wireless Sound bar	Supply of: 4 x Home User Laptop with Windows 10, 5 x Portable projection screen up to 92", 22 x Apple Ipad 2019 10.2" 32GB, 5 x HD Projector and 4 x wireless Sound bar
Leisure Development	Volunteering Matters - DCCP Sensor Garden Volunteering Programme	£250	£240
East Ayrshire Leisure	HMRC - Eat Out to Help Out Scheme	£2,082	£2,082
Cultural Development	Scottish Book Trust - Book Week Scotland	£750	£750
East Ayrshire Leisure	Creative Scotland - Culture Organisations and Venues Recovery Fund	£71,000	£71,000
TOTAL		£1,309,828	£1,309,818

Note I

East Ayrshire Leisure registered for Coronavirus Job Retention Scheme (CJRS) and has currently received grant of £1,123,600.82. The scheme is currently scheduled to continue until September 2021. Grant received is dependant on the number of staff on furlough which will reduce as services are reactivated.

EXTERNAL FUNDING NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
East Ayrshire Leisure	HLF - DCCP Parks for People (Jul 20-Mar 21)	£112,000	
TOTAL		£112,000	£0

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Community & Performing Arts Development	National Lottery Community Fund (Emerging Futures Fund) - Connection - Community Advent Project	£49,900	There was high competition for the available funding.
Leisure Development	Scottish Power Foundation - George VI Wildlife Park	£147,750	There was high competition for the available funding.
Cultural Development	Art Fund - Galleries Digital Engagement and Access	£42,412	There was high competition for the available funding.
Sports Development	Business Hardship Fund (EAC) - COVID 19 Restrictions	£4,310	Application was declined due to government guidelines stating Scottish Charitable Incorporated Organisations are not eligible for the grants.
Leisure Development	Youthlink - Covid-19 Residential Outdoor Education Centre Recovery Fund	£7,017	Application was declined due to the fund being very over-subscribed.
Cultural Development	Scottish Libraries Information Council - Digital Newspapers and Enhanced e-audio Provision	£14,000	Project considered core business therefore not suitable to the fund targeted towards more innovative projects.
Cultural Development	Creative Scotland - Culture Collective	£137,000	Highly competitive and oversubscribed.
Cultural Development	National Lottery Community Fund - Digital Newspapers and Enhanced e-audio Provision	£9,999	Funder is looking for a more community-led project.

EALT	SCVO - Adapt and Thrive & Communities Recovery Fund	£25,000	Should have received response within 21 days - assumed unsuccessful as no notification of award.
Sports Development	Scottish Government - Strategic Framework Business Fund	£8,400	Application was declined due to not meeting the eligibility criteria. Trusts with an arms length agreement with EAC are excluded from the SFBF support.
TOTAL		£445,788	

Debt Identified for Write off

Bad and doubtful debts totalling £1,829.54 has been identified for write-off. Provision exists within the Annual Accounts for debt write-off and is currently valued at £18,038.10.

Reason for write-off are summarised below:-

Reason for Write-Off	No of Accounts	Amount
Debt is uneconomical to pursue	13	£ 1203.64
Poor recovery prospects	2	£ 625.90
Total		£ 1829.54



PERFORMANCE SCORECARD



EALT PI Report

Generated on: 29 April 2021 10:19

Cannot group these rows by Theme

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																												
EALT1 Average Days Lost per Employee	1.21	2	↑	↑	East Ayrshire Leisure employees are managed in line with the Supporting Attendance at Work Policy. Absence during this period is primarily due to long term absence.	<p>EALT1 Average Days Lost per Employee</p> <table><caption>EALT1 Average Days Lost per Employee Data</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>1.8</td></tr><tr><td>Q2 2016/17</td><td>2.6</td></tr><tr><td>Q3 2016/17</td><td>2.56</td></tr><tr><td>Q4 2016/17</td><td>2.6</td></tr><tr><td>Q1 2017/18</td><td>2.6</td></tr><tr><td>Q2 2017/18</td><td>2.22</td></tr><tr><td>Q3 2017/18</td><td>2.22</td></tr><tr><td>Q4 2017/18</td><td>2.22</td></tr><tr><td>Q1 2018/19</td><td>1.84</td></tr><tr><td>Q2 2018/19</td><td>0.85</td></tr><tr><td>Q3 2018/19</td><td>1.74</td></tr><tr><td>Q4 2018/19</td><td>2.06</td></tr><tr><td>Q1 2019/20</td><td>0.95</td></tr><tr><td>Q2 2019/20</td><td>1.47</td></tr><tr><td>Q3 2019/20</td><td>2.24</td></tr><tr><td>Q4 2019/20</td><td>1.97</td></tr><tr><td>Q1 2020/21</td><td>0.68</td></tr><tr><td>Q2 2020/21</td><td>0.36</td></tr><tr><td>Q3 2020/21</td><td>2.01</td></tr><tr><td>Q4 2020/21</td><td>1.21</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	1.8	Q2 2016/17	2.6	Q3 2016/17	2.56	Q4 2016/17	2.6	Q1 2017/18	2.6	Q2 2017/18	2.22	Q3 2017/18	2.22	Q4 2017/18	2.22	Q1 2018/19	1.84	Q2 2018/19	0.85	Q3 2018/19	1.74	Q4 2018/19	2.06	Q1 2019/20	0.95	Q2 2019/20	1.47	Q3 2019/20	2.24	Q4 2019/20	1.97	Q1 2020/21	0.68	Q2 2020/21	0.36	Q3 2020/21	2.01	Q4 2020/21	1.21	🟢		
Quarter	Value																																																		
Q1 2016/17	1.8																																																		
Q2 2016/17	2.6																																																		
Q3 2016/17	2.56																																																		
Q4 2016/17	2.6																																																		
Q1 2017/18	2.6																																																		
Q2 2017/18	2.22																																																		
Q3 2017/18	2.22																																																		
Q4 2017/18	2.22																																																		
Q1 2018/19	1.84																																																		
Q2 2018/19	0.85																																																		
Q3 2018/19	1.74																																																		
Q4 2018/19	2.06																																																		
Q1 2019/20	0.95																																																		
Q2 2019/20	1.47																																																		
Q3 2019/20	2.24																																																		
Q4 2019/20	1.97																																																		
Q1 2020/21	0.68																																																		
Q2 2020/21	0.36																																																		
Q3 2020/21	2.01																																																		
Q4 2020/21	1.21																																																		
EALT4 Culture	3,876	102,283	↓	↓	All venues were closed throughout quarter 4 resulting in a significant decrease in attendance against the projected figure. However, housebound library services continued to operate with an increase of 14% against projections. During this period of lockdown, there was also an amazing uptake in E-book services with a remarkable 120% increase in performance figures.	<p>EALT4 Culture</p> <table><caption>EALT4 Culture Data</caption><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>112,660</td></tr><tr><td>Q2 2016/17</td><td>103,950</td></tr><tr><td>Q3 2016/17</td><td>122,310</td></tr><tr><td>Q4 2016/17</td><td>103,081</td></tr><tr><td>Q1 2017/18</td><td>101,541</td></tr><tr><td>Q2 2017/18</td><td>101,541</td></tr><tr><td>Q3 2017/18</td><td>101,541</td></tr><tr><td>Q4 2017/18</td><td>101,541</td></tr><tr><td>Q1 2018/19</td><td>83,510</td></tr><tr><td>Q2 2018/19</td><td>101,541</td></tr><tr><td>Q3 2018/19</td><td>101,541</td></tr><tr><td>Q4 2018/19</td><td>101,541</td></tr><tr><td>Q1 2019/20</td><td>101,541</td></tr><tr><td>Q2 2019/20</td><td>101,541</td></tr><tr><td>Q3 2019/20</td><td>101,541</td></tr><tr><td>Q4 2019/20</td><td>101,541</td></tr><tr><td>Q1 2020/21</td><td>101,541</td></tr><tr><td>Q2 2020/21</td><td>101,541</td></tr><tr><td>Q3 2020/21</td><td>101,541</td></tr><tr><td>Q4 2020/21</td><td>101,541</td></tr><tr><td>Q1 2021/22</td><td>101,541</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	112,660	Q2 2016/17	103,950	Q3 2016/17	122,310	Q4 2016/17	103,081	Q1 2017/18	101,541	Q2 2017/18	101,541	Q3 2017/18	101,541	Q4 2017/18	101,541	Q1 2018/19	83,510	Q2 2018/19	101,541	Q3 2018/19	101,541	Q4 2018/19	101,541	Q1 2019/20	101,541	Q2 2019/20	101,541	Q3 2019/20	101,541	Q4 2019/20	101,541	Q1 2020/21	101,541	Q2 2020/21	101,541	Q3 2020/21	101,541	Q4 2020/21	101,541	Q1 2021/22	101,541	🔴
Quarter	Value																																																		
Q1 2016/17	112,660																																																		
Q2 2016/17	103,950																																																		
Q3 2016/17	122,310																																																		
Q4 2016/17	103,081																																																		
Q1 2017/18	101,541																																																		
Q2 2017/18	101,541																																																		
Q3 2017/18	101,541																																																		
Q4 2017/18	101,541																																																		
Q1 2018/19	83,510																																																		
Q2 2018/19	101,541																																																		
Q3 2018/19	101,541																																																		
Q4 2018/19	101,541																																																		
Q1 2019/20	101,541																																																		
Q2 2019/20	101,541																																																		
Q3 2019/20	101,541																																																		
Q4 2019/20	101,541																																																		
Q1 2020/21	101,541																																																		
Q2 2020/21	101,541																																																		
Q3 2020/21	101,541																																																		
Q4 2020/21	101,541																																																		
Q1 2021/22	101,541																																																		

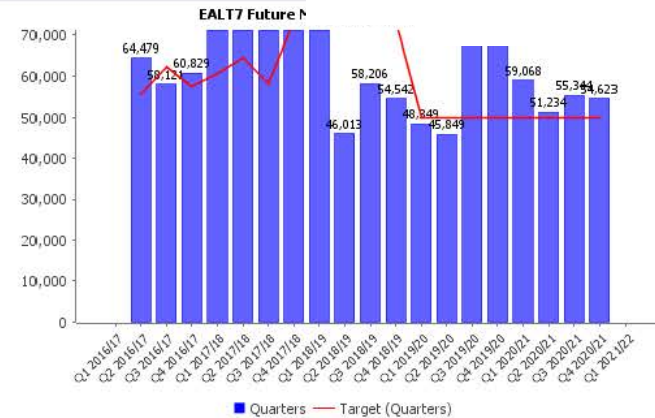
Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																												
EALT5 Sport and Community Venues	10,852	179,362	⬇️	⬇️	All venues have been closed throughout quarter 4 so performance figures are significantly lower than the target figure. However, the introduction of an outdoor fitness has supported the retention of members. the Q4 figures for Annanhill Golf Course have been outstanding with a 375% increase against the same period in 2019/20.	<p>EALT5 Sport and Community Venues</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>177,375</td></tr><tr><td>Q2 2016/17</td><td>189,819</td></tr><tr><td>Q3 2016/17</td><td>216,025</td></tr><tr><td>Q4 2016/17</td><td>189,550</td></tr><tr><td>Q1 2017/18</td><td>129,719</td></tr><tr><td>Q2 2017/18</td><td>167,781</td></tr><tr><td>Q3 2017/18</td><td>173,054</td></tr><tr><td>Q4 2017/18</td><td>150,101</td></tr><tr><td>Q1 2018/19</td><td>141,498</td></tr><tr><td>Q2 2018/19</td><td>176,150</td></tr><tr><td>Q3 2018/19</td><td>180,934</td></tr><tr><td>Q4 2018/19</td><td>159,781</td></tr><tr><td>Q1 2019/20</td><td>142,706</td></tr><tr><td>Q2 2019/20</td><td>175,657</td></tr><tr><td>Q3 2019/20</td><td>165,675</td></tr><tr><td>Q4 2019/20</td><td>0</td></tr><tr><td>Q1 2020/21</td><td>30,300</td></tr><tr><td>Q2 2020/21</td><td>73,535</td></tr><tr><td>Q3 2020/21</td><td>10,852</td></tr><tr><td>Q4 2020/21</td><td>0</td></tr><tr><td>Q1 2021/22</td><td>0</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	177,375	Q2 2016/17	189,819	Q3 2016/17	216,025	Q4 2016/17	189,550	Q1 2017/18	129,719	Q2 2017/18	167,781	Q3 2017/18	173,054	Q4 2017/18	150,101	Q1 2018/19	141,498	Q2 2018/19	176,150	Q3 2018/19	180,934	Q4 2018/19	159,781	Q1 2019/20	142,706	Q2 2019/20	175,657	Q3 2019/20	165,675	Q4 2019/20	0	Q1 2020/21	30,300	Q2 2020/21	73,535	Q3 2020/21	10,852	Q4 2020/21	0	Q1 2021/22	0	🔴
Quarter	Value																																																		
Q1 2016/17	177,375																																																		
Q2 2016/17	189,819																																																		
Q3 2016/17	216,025																																																		
Q4 2016/17	189,550																																																		
Q1 2017/18	129,719																																																		
Q2 2017/18	167,781																																																		
Q3 2017/18	173,054																																																		
Q4 2017/18	150,101																																																		
Q1 2018/19	141,498																																																		
Q2 2018/19	176,150																																																		
Q3 2018/19	180,934																																																		
Q4 2018/19	159,781																																																		
Q1 2019/20	142,706																																																		
Q2 2019/20	175,657																																																		
Q3 2019/20	165,675																																																		
Q4 2019/20	0																																																		
Q1 2020/21	30,300																																																		
Q2 2020/21	73,535																																																		
Q3 2020/21	10,852																																																		
Q4 2020/21	0																																																		
Q1 2021/22	0																																																		
EALT6 Countryside	0	203,611	⬇️	⬇️	Whilst Dean Castle Country Park has been very busy, performance figures have not been recorded as the visitor centre has been closed throughout quarter 4.	<p>EALT6 Countryside</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>203,611</td></tr><tr><td>Q2 2016/17</td><td>203,611</td></tr><tr><td>Q3 2016/17</td><td>35,614</td></tr><tr><td>Q4 2016/17</td><td>32,173</td></tr><tr><td>Q1 2017/18</td><td>54,996</td></tr><tr><td>Q2 2017/18</td><td>75,702</td></tr><tr><td>Q3 2017/18</td><td>88,913</td></tr><tr><td>Q4 2017/18</td><td>231,884</td></tr><tr><td>Q1 2018/19</td><td>203,611</td></tr><tr><td>Q2 2018/19</td><td>203,611</td></tr><tr><td>Q3 2018/19</td><td>203,611</td></tr><tr><td>Q4 2018/19</td><td>203,611</td></tr><tr><td>Q1 2019/20</td><td>203,611</td></tr><tr><td>Q2 2019/20</td><td>203,611</td></tr><tr><td>Q3 2019/20</td><td>203,611</td></tr><tr><td>Q4 2019/20</td><td>0</td></tr><tr><td>Q1 2020/21</td><td>121,117</td></tr><tr><td>Q2 2020/21</td><td>72,453</td></tr><tr><td>Q3 2020/21</td><td>40,137</td></tr><tr><td>Q4 2020/21</td><td>0</td></tr><tr><td>Q1 2021/22</td><td>0</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	203,611	Q2 2016/17	203,611	Q3 2016/17	35,614	Q4 2016/17	32,173	Q1 2017/18	54,996	Q2 2017/18	75,702	Q3 2017/18	88,913	Q4 2017/18	231,884	Q1 2018/19	203,611	Q2 2018/19	203,611	Q3 2018/19	203,611	Q4 2018/19	203,611	Q1 2019/20	203,611	Q2 2019/20	203,611	Q3 2019/20	203,611	Q4 2019/20	0	Q1 2020/21	121,117	Q2 2020/21	72,453	Q3 2020/21	40,137	Q4 2020/21	0	Q1 2021/22	0	🔴
Quarter	Value																																																		
Q1 2016/17	203,611																																																		
Q2 2016/17	203,611																																																		
Q3 2016/17	35,614																																																		
Q4 2016/17	32,173																																																		
Q1 2017/18	54,996																																																		
Q2 2017/18	75,702																																																		
Q3 2017/18	88,913																																																		
Q4 2017/18	231,884																																																		
Q1 2018/19	203,611																																																		
Q2 2018/19	203,611																																																		
Q3 2018/19	203,611																																																		
Q4 2018/19	203,611																																																		
Q1 2019/20	203,611																																																		
Q2 2019/20	203,611																																																		
Q3 2019/20	203,611																																																		
Q4 2019/20	0																																																		
Q1 2020/21	121,117																																																		
Q2 2020/21	72,453																																																		
Q3 2020/21	40,137																																																		
Q4 2020/21	0																																																		
Q1 2021/22	0																																																		

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart
-------------------	---------------	----------------	------------------	-----------------	-------------	-------------

EALT7 Future Museum (Virtual Service)

54,623

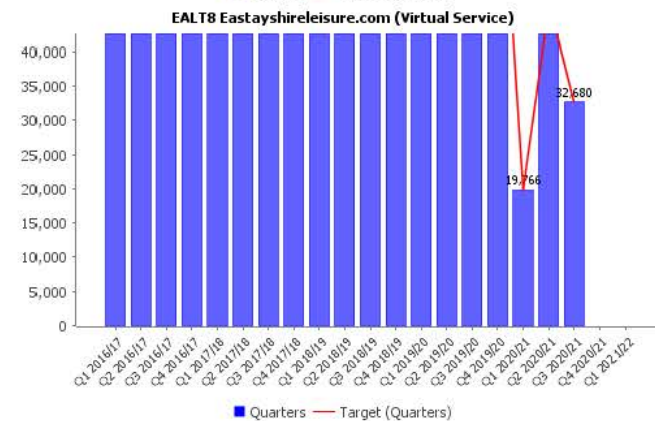
50,000



EALT8 Eastayshireleisure.com (Virtual Service)

32,680

32,680



PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse



RISK REGISTER



Risk Register

No.	Risk	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.

REPORT TO BOARD OF TRUSTEES

CAPITAL INVESTMENT PROGRAMME

Date: 1 June 2021

Agenda Item: 5

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

- 1.1 This report provides an update to Trustees on the East Ayrshire Council Capital Investment programme as it impacts on facilities operated by East Ayrshire Leisure Trust.
- 1.2 In 2020, East Ayrshire Council established a Leisure Trust Programme Board jointly chaired by EALT Chief Officer and EAC's Head of Facility and Property Management. The Programme Board meets monthly to monitor projects through various stages:
 - Projects in Construction
 - Projects in Development
 - Projects where a Business Case is Being Developed
 - Strategic Projects

2 PROJECTS IN CONSTRUCTION

- 2.1 These are projects that have been fully developed and have been handed over to the contractor for implementation. We currently have 3 projects which are in the construction phase.
- 2.2 A budget of £6.0M has been allocated to the Dean Castle Restoration and Development Project was reactivated in January 2021, following Covid19 and contractor administration. The project is now progressing well with contractor completion date set for Spring 2022. A new project team was established to lead this project in April 2021 at which point Phillipa MacInnes, Cultural Development Manager, took the lead for EALT. The project has seen a number of added value interventions being added to the programme of works including creation of a flexible programming and education space within the Laundry Houses, preparation of the Lord and Lady's chambers and the Palace Chapel for future development and the implementation of a new water mains.
- 2.3 The Cultural Development Team has also reviewed the activity plan for the project to introduce a series of blended activities in response to the current restrictions.
- 2.4 On contractor completion, several months are required to install the new interactive interpretation and to move and display the Dean Castle Museum Collection from the Dick Institute where it has been displayed and stored during the works to the Castle. This piece of work should be completed in the Autumn of 2022.
- 2.5 A team has been established to work on a high profile reopening event towards the end of 2022.
- 2.6 In 2019, a decision was made to move Newmilns Library into Morton Hall in Newmilns. Morton Hall is a beautiful heritage building in the heart of the village. It is currently used for community events and activities. Moving the library into Morton Hall gives an opportunity to develop a multi-cultural hub for Newmilns and offer community programmes across culture and performing arts.

- 2.7 Initial works were completed for the move of Newmilns Library to Morton Hall in August 2020. However, further funding was identified by East Ayrshire Council with additional works including restoration of the stained glass windows and stone work conservation. The whole building is also being redecorated and refurbished. The project is due for completion in November 2021. The existing library will stay in its current location until all works are complete. Works are anticipated to cost £0.13M
- 2.8 The Irvine Valley Trails Project is now in construction stage and scheduled for completion in Spring 2022.

3 PROJECTS IN DEVELOPMENT

- 3.1 This is where a project has been identified and an allocation has been made within East Ayrshire Council's Capital Investment Programme or approved by an external funder. A design team has been established for these projects. We currently have 4 projects within this stage of development.
- 3.2 An allocation of £5.0M has been included within East Ayrshire Council's Capital Investment Programme for the Palace and Grand Hall. A design team has been established and initial concept drawings have been produced. The main objectives for this project is to improve access to the front of house, the stage and the dressing rooms. We also plan to connect the Grand Hall and Palace Theatre internally through the creation of a modern and contemporary entrance and foyer to create a more welcoming and flexible space. This will provide greater opportunities for hospitality and programming.
- 3.3 This project is also being considered as part of East Ayrshire Council's bid to the UK Government 'Levelling Up' Fund with expected completion by end 2024.
- 3.4 A decision was made in 2018 to fully restore and develop Galston Town House and to move Galston Library into this heritage venue. This would support the move to a multi-cultural venue and provide enhanced opportunities for programming. An allocation of £3.2M has been made in the Capital Programme for this work. Galston Town House is scheduled to be opened towards the end of 2022. Galston Library will continue to be operated from its existing location until that point.
- 3.5 Doon Valley Community Campus is a new project linked to the priorities for East Ayrshire Council's school estate. A design team has been established for this project. EALT is represented by our Sports Development Manager, Greig Russell. The Doon Valley project is an exciting and innovative initiative which will offer enhanced leisure and community facilities for the people in the Doon Valley. The Doon Valley Campus is scheduled to be complete by Summer 2025.
- 3.6 Sustrans Scotland has so far allocated £0.45M for the development of the Kilmarnock Green Infinity Loop. The Infinity Loop is a 26km network of multi-use, safe routes throughout Kilmarnock linking community facilities, schools, tourist attractions and transport hubs together. It is potentially the largest active travel project in Scotland and is anticipated to cost over £20M. The project is scheduled for completion in 2024.

4 PROJECT BUSINESS CASES

- 4.1 Within the EALT Delivery Plan a number of other capital improvement projects have been identified. Before being submitted to EAC for inclusion in the Capital Investment Programme or seeking external funding, a business case needs to be developed for each project. Business Cases for the following venues are currently being developed:

- Darvel Town Hall
- Ayrshire Athletics Arena Stadium Expansion
- Auchinleck Leisure Centre
- AM Brown Institute

5 STRATEGIC PROJECTS

5.1 East Ayrshire Leisure works on a number of larger scale projects in partnership with East Ayrshire Council and other stakeholders. We are currently working on number of projects including:

- Kilmarnock Town Centre Regeneration
- Cumnock Active Travel Project
- Coalfield Communities Landscape Partnership

6 OTHER

6.1 With the support of East Ayrshire Council, several of our sport and fitness venues have had significant investment throughout 2022. These projects have not been included in the Capital Investment Programme, but are additional works committed to by EAC to enable the Sports and Fitness Development Team to expand and develop our gym and fitness offer.

6.2 The gym at the Hunter Fitness Centre has now been moved into the main hall, whilst the small gym space has been developed as a fitness suite for classes. Similarly, a new strength and fitness space has been installed at the Ayrshire Athletics Arena. Both of these projects will allow us to expand our membership offer.

6.3 New drainage and a new stretch of ball fence have been installed at Annanhill Golf Course. The Property and Estates Development Team have also benefitted from a new tractor and associated attachments. This investment at the golf course is being reflected in the performance figures.

7 CONCLUSION

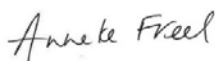
7.1 East Ayrshire Council has committed significant investment in venues included with East Ayrshire Leisure Trust's portfolio. This will allow us to implement the objectives that we have prioritised within our 10 year strategic document.

Recommendation/s:

It is recommended that the Board:

- Note the content of the paper

Signature:



Designation: Chief Officer

Date: 17 May 2021

REPORT TO BOARD OF TRUSTEES

DIGITAL TRANSFORMATION ACTION PLAN

Date: 1 June 2021

Agenda Item: 6

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

- 1.1 This report provides an update to Trustees on a digital gap analysis and seeks approval for the implementation of a Digital Transformation Action Plan.

2 DIGITAL GAP ANALYSIS

- 2.1 In 2019, East Ayrshire Leisure Trust launched a new website, which is more closely linked to the box office and booking system to provide a seamless digital offer to our customers. However, during the covid-19 pandemic, we had to develop programmes for digital engagement. This has been a huge success particularly through our E-books and museum interaction.
- 2.2 As part of our recovery and renewal, digital engagement and digital programming has been highlighted as a priority to enable us to offer a blended approach to programming and to offer an enhanced membership across all areas. In order to inform this work, we have carried out a digital gap analysis to determine where we believe we need to improve and what actions we need to make these improvements.

3 DIGITAL TRANSFORMATION ACTION PLAN

- 3.1 From the digital gap analysis, we have developed a digital transformation action plan included as Appendix I. This action plan identifies the gaps we have identified, what we need to do to address them and the timescales for doing this work.
- 3.2 Significant amount of the work can be done in-house by using features within the box office and booking system that we haven't utilised before. However, other actions will require an external resource. Costs for this will be presented for designation at the Board meeting in September.

4 CONCLUSION

- 4.1 East Ayrshire Leisure Trust has identified digital transformation as a priority in enhancing our programming and community engagement. It is also an important aspect of ensuring that our services are modern, agile and efficient, contributing to our objective of 'Building a Solid Foundation for Growth'.

Recommendation/s:

It is recommended that the Board:

- i. Approve the Digital Transformation Action Plan and remit the Chief Officer to identified costs for future designation; and
- ii. Otherwise note the content of the paper

REPORT TO BOARD OF TRUSTEES

Signature: *Anneke Freed*

Designation: Chief Officer

Date: 17 May 2021

REPORT TO BOARD OF TRUSTEES

Appendix I: East Ayrshire Leisure Digital Transformation Action Plan

AREA OF FOCUS	CURRENT STATE	DESIRED STATE	ACTION REQUIRED	INTERNAL/EXTERNAL RESOURCE	SHORT TERM (2021/22)	MEDIUM TERM (2022/23 – 23/24)	LONG TERM (2024/25 – 25/26)	LEAD OFFICER
Social Media	Twitter, Facebook and other social media feeds are not currently linked to the website	Social media feeds to be accessible through website for up to date and ongoing engagement	Social media feeds to be added to website landing page	Internal	x			Marketing Officer
Social Media	Facebook and Twitter accounts exist for some venues but not all	All key venues to have social media accounts	Audit of all social media accounts to be carried out as part of the Social Media Strategy to determine traffic and to recommend appropriate social media platform for key venues	Internal	x			Marketing Officer
Customer Feedback	No facility for immediate feedback after shows and events. Current feedback protocol is aimed at groups and general comment	All avenues for capturing useable customer feedback are used to influence service and programme development	EAC Internal audit to carry out a review of all existing feedback mechanisms and make recommendations for new or revised procedures and processes	Internal	x			Engagement and Business Development Manager
Offers and Deals	Customer Newsletter and E-mails detail any existing offers	Provision of push notifications for more spontaneous offer notification from website or an app	Development of a package of offers to be included in regular notifications	Internal	x			Development Managers

REPORT TO BOARD OF TRUSTEES

Advanced Referrals	No friends referral scheme currently exists	Members are able to refer friends and receive a reward for doing so	Develop as part of a package of offers. Need to determine how to make this GDPR compliant	Internal	x			Business Support Officer
Digital Guest Pass	Access passes are currently in paper format	Guest passes are e-mail with a QR code for easy scanning at venues	Equipment and software is required to issue QR codes from the box office and booking system and scan them at the venue	External		x		Business Support Officer
Google Adwords	Adwords account is not currently live	Adwords are created to be promoted through Google for key areas of the business	Charitable application to be submitted and account set up	Internal / External	x			Marketing Officer
Newsletter	E-newsletters are currently produced for customers and staff	E-newsletters are interactive	Liaison with Charity Digital Mail is required to determine whether or not the current mailing system is capable of facilitating interactive newsletters	Internal	x			Marketing Officer
Digital Advertising	Limited use of certain digital platforms	All digital platforms are used to maximise opportunities for digital advertising	Business Case to be developed outlining the costs associated with digital advertising and the added value gained from using it	Internal / External	x			Marketing Officer
Online Shop	There is currently no on-line shop	On-line shop is available on the website for the sale of merchandise align to	An on-line shop to be set up through the box office and booking system as	Internal		x		Hospitality Development Officer

REPORT TO BOARD OF TRUSTEES

		services, programmes and projects	part of the Hospitality and Retail Strategy. Process is required to support the on-line shop in terms of administration, packaging and postage					
Online Services	Introduction of cashless system results in challenges for small items including printing and photocopying	Customers are able to pay for services through an online shop	The existing box office and booking system is able to facilitate this through on line sales and customer accounts. This will allow purchase of services across the Trust as well as library services. However additional fees would be included. A business case would need to be developed.	Internal / External	x			Library Development Officer (Operations)
Memberships	Customers need to visit or phone venues to become a member of the library, gym, golf etc.	Customers are able to join any membership scheme through the website	Box office and booking system developed to facilitate online memberships	External	x			Business Support Officer
Membership Cards	Currently members have a physical membership card/or no card	Memberships are e-mail with a QR code for easy scanning at venues	Equipment and software is required to issue QR codes from the box office and booking system and scan them at the venue	External		x		Business Support Officer

REPORT TO BOARD OF TRUSTEES

Museum Loan Kits	Museum loan kits are currently booked through a visit to the venue or by phone, using a paper booking form	Museum loan kits are promoted and can be booked online	Museum loan kits can be added to the box office and booking system for online bookings. Administration systems are required to be set up to manage the online process	Internal	x			Museum Development Officer
App	East Ayrshire Leisure Trust currently doesn't have an app	An app is available for customers to readily access a range of services, programmes and activities	An audit of all services, programmes and activities that could be included on an app. to be carried out. Specification for an app. to be produced for tender	External	x			Sports Development Manager
Path Warden Scheme	New activity	An online form will allow volunteer path wardens to submit details of path surveys	Online form to be created and added to the website. Content to be written to complement the form	Internal	x			Leisure Development Manager
School Resources	PDF documents available to schools and groups in paper form	Dedicated page on website with digitised and downloaded engagement resources	Dedicated page to be created on website. Content to be produced.	Internal	x			Cultural Development Manager
Online Engagement	Videos are pre-recorded and added to Youtube channel	Live programmes, activities and events are produced and streamed, interactive museum tours, exhibitions, family shows etc. are	Business case is required to determine the costs of establishing interactive and live activities and programmes	Internal / External	x			Cultural Development Manager

REPORT TO BOARD OF TRUSTEES

		provided through digital platform						
Virtual Reality and Augmented Reality	New activity	VR and AR are used for special events and programmes	Business case is required to determine the costs of establishing VR and AR activities and programmes	Internal/ External	x			Cultural Development Manager
Donations	New Activity	Donation button is included on website	Add donation button to website	Internal	x			Marketing Officer
Interactive Maps	New Activity	Customers are able to download maps to follow routes throughout East Ayrshire	Page to be added to the website to encourage walking and cycling. Content to be provided for this page	Internal/ External	x			Leisure Development Manager
Intranet	New Activity	Staff can access intranet to read and confirm documentation	Liaison with EAC IT to determine how this could be developed	Internal	x			Marketing Officer
Intranet	Intranet provides resources and information for staff but limited online forms for ease of submission and interaction	Intranet allows staff to submit regular forms online including timesheets, absence reviews etc.	Liaison with EAC IT to determine how the intranet could be developed to maximise a streamlined and digital approach to staff management	Internal	x			Marketing Officer
Systems and Processes	Manual processes are currently used	Tablets are used to carry out a range of functions including daily facility checks, site inspections, tree surveys, biodiversity surveys, working with	Business Case developed to determine costs and value that digital systems would add to service efficiency	Internal	x			Countryside Development Officer

REPORT TO BOARD OF TRUSTEES

		customers to set up accounts, sell tickets etc.						
Ticket Scanners	New Activity	E-tickets are predominantly used for shows and events	Ticket scanners and software is required that links directly to the box office and booking system	External	x			Business Support Officer
Box Office and Booking System	Current box office and booking system that has been in operation since 2014	A box office and booking system is in place that is integrated into all other digital systems and provides a seamless management system for all customer interactions.	An audit is required to determine what facilities and services would be required from the box office and booking system that are currently not in use. A review of the existing system is then required to determine if the system can be developed to incorporate services identified in the audit	Internal / External	x			Head of Corporate Services
Hospitality	New Activity	Customers are able to pre-order hospitality for shows, programmes and activities	To be added to the box office and booking system	Internal	x			Hospitality Development Manager
Commitment accounting	Orders are not currently linked to financial ledger system and are manually added for budgetary reconciliation	Orders are linked directly to financial ledger system for up to date reconciliation	Ongoing liaison with EAC is required	Internal	x			Finance and Business Development Manager

REPORT TO BOARD OF TRUSTEES

WiFi	Public wifi is available in a limited number of venues	Public wifi is available in all key venues	An audit of existing provision is required and a costed action plan developed to introduce wifi into all key venues	Internal/ External	x			IT Co-ordinator
------	--	--	---	-----------------------	---	--	--	-----------------