



# **East Ayrshire Leisure Performs**

## **April 2017 - March 2018**



<b>Progress Against 2016-19 Action Plan.....</b>	<b>Page 2</b>
<b>Financial Performance.....</b>	<b>Page 17</b>
▪ Income & Expenditure - by Service	
<b>Other Relevant Updates.....</b>	<b>Page 42</b>
<b>Performance Scorecard.....</b>	<b>Page 45</b>
<b>Risk Register.....</b>	<b>Page 50</b>



# PROGRESS AGAINST 2016-19 ACTION PLAN

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

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

ACTION NO	ACTION	TARGET	PROGRESS OVERVIEW/HIGHLIGHTS AT 31 MARCH 2018																								
EAST AYRSHIRE LEISURE I.I	Increase Customer Satisfaction levels	Show annual customer satisfaction improvements each year of Business Plan	<ul style="list-style-type: none"><li>Dick Institute was shortlisted as <i>Best Family Venue</i> at the Scottish Hospitality Awards 2017. It was nominated by customers and has been shortlisted as one of Scotland's Six Hidden Gems (one of 28) selected from across Scotland. This initiative is managed by the Society of Antiquaries of Scotland. Dean Castle Country Park was also shortlisted as <i>Best Family Day Out</i> at the Scottish Hospitality Awards 2017</li><li>Between 25<sup>th</sup> October and 19<sup>th</sup> November, 38,289 visitors were attracted to Dean Castle Country Park to take part on the first Illuminight, Fire and Light event. The response to the event was overwhelming and a post-event evaluation was carried out. A total of 570 survey responses were received with 97% responses agreeing that the event was very good value for money, a positive for Kilmarnock and they would attend in future years. At a Board meeting in February 2018, it was agreed to enter into a partnership with Unique Events to host Illuminight at the Country Park for the next 3 years</li><li>Results from the Customer Satisfaction Survey:<div><p><b><u>Ratings of 'very good' or 'good'</u></b></p><table><tr><th></th><th>Quality of staff</th><th>Range of facilities available</th><th>Quality of facilities/locations</th><th>Opening hrs</th><th>Programme of activities</th></tr><tr><td>Culture</td><td>95%</td><td>96%</td><td>96%</td><td>77%</td><td>83%</td></tr><tr><td>Countryside</td><td>69%</td><td>95%</td><td>93%</td><td>82%</td><td>70%</td></tr><tr><td>Sport</td><td>95%</td><td>92%</td><td>90%</td><td>83%</td><td>87%</td></tr></table></div></li></ul>		Quality of staff	Range of facilities available	Quality of facilities/locations	Opening hrs	Programme of activities	Culture	95%	96%	96%	77%	83%	Countryside	69%	95%	93%	82%	70%	Sport	95%	92%	90%	83%	87%
	Quality of staff	Range of facilities available	Quality of facilities/locations	Opening hrs	Programme of activities																						
Culture	95%	96%	96%	77%	83%																						
Countryside	69%	95%	93%	82%	70%																						
Sport	95%	92%	90%	83%	87%																						

			<p><b><u>% who strongly agree or agree:</u></b></p> <ul style="list-style-type: none"> <li>- East Ayrshire Leisure provides high quality services and facilities: 95%</li> <li>- East Ayrshire Leisure enhances the tourism offer in East Ayrshire: 91%</li> <li>- East Ayrshire Leisure facilities are well used: 90%</li> <li>- East Ayrshire Leisure promotes equality, access and diversity across its programmes: 89%</li> <li>- East Ayrshire Leisure does a good job in advancing the arts, heritage and culture within East Ayrshire: 92%</li> <li>- East Ayrshire Leisure does a good job in advancing public participation in sport within East Ayrshire: 91%</li> <li>- East Ayrshire Leisure does a good job in advancing physical health within East Ayrshire: 91%</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 1.2	Increase attendance levels/ticket sales through programme development both in person and online.	Increase levels of attendance/ticket sales by 5% over the term of the business plan. Continue to invest in programme development. Increase online visitor usage by 2% each year of Business Plan	<ul style="list-style-type: none"> <li>• Cultural Services: overall audience figures have shown a reduction of 9.6 % against target. This has been due to reductions in opening hours that were introduced as a result of recent reviews and ambitious Business Plan targets. We have continued to provide a high quality service and highlights include: Performing Arts Venues - Lloyd Cole at Cumnock Town Hall – brought the venue to the attention of Regular Music and a new audience (Feb 18); Happy Mondays at Grand Hall – sold out pre-Xmas night (Dec 17); and Question Time filmed in the Grand Hall (Nov 17). Libraries – Imprint (1,000), Killie Comic Con (2,000) and Bookbug. Cultural Development: Burns Birthday event in Mauchline with over 600 people attending during weekend; Pop Art In Print exhibition from V&amp;A, which attracted good attendance at the Dick institute.</li> <li>• Overall attendance at Countryside venues in 2017/18 was down by 36%. This was due to the Country Park opening later than anticipated and the disruption that the foul drainage pipe contract has had on the golf course. Golf rounds alone declined by 38% from the previous year and season ticket sales were down by 33%.</li> </ul>

			<ul style="list-style-type: none"> <li>Attendances at DCCP could not be recorded until buildings were fully open in January 2018. Whilst golf attendances are unlikely to improve in 2018/19 with contracted works ongoing until June 2018, a programme of activities is being developed to build the numbers up again from late summer 2018.</li> <li>Attendance shortfall within Sport of 8.6% for 2017/18 against projected target. This relates to a reduction in external lets by local sports clubs and groups, reduction in large scale event bookings at Grange Leisure and St Joseph's Leisure Centre and provision of similar facilities in community or private ownership for sports related activities. Reduction also accounts for adverse weather conditions in Q4. (5062 lost attendances) and facility closures throughout 2017/2018 for repairs and maintenance specifically swimming pools at Auchinleck (66 days), Doon (29 days) and Loudoun Leisure Centre (29 days). Attendances at sports coaching activities and fitness and membership activities continues to grow.</li> </ul> <p><b>REQUIRES INTERVENTION</b></p> <p><b>ATTENDANCE FIGURES ARE 18% BELOW THE 2017/18 TARGET ACROSS ALL VENUES DURING THE YEAR WHICH IS MAINLY DUE TO DELAYED OPENING OF THE DEAN CASTLE COUNTRY PARK AND THE OTHER FACTORS HIGHLIGHTED ABOVE.</b></p>
EAST AYRSHIRE LEISURE 1.3	Achieve new quality standards and/or maintain current Accreditation standards	<b>Visit Scotland:</b> 4 star: Dick Institute 4 star: Baird Institute 4/5 star: Dean Castle and Country Park 4 star: Burns House Museum 4 star: Palace and Grand Hall Complex 4 star: Ayrshire Athletics Arena	<ul style="list-style-type: none"> <li>All areas have achieved 4 Star status. We have had two additions from the original list and these include Palace and Grand Hall Complex and Ayrshire Athletics Arena.</li> <li>VisitScotland carried out an advisory visit to Dean Castle Country Park in 2017 to provide an action plan to enable the venue to reach the 5* status at its next scheduled assessment in 2018</li> </ul>
		<b>Arts Council England Museum Accreditation:</b> Dean Castle/Baird/Burns House/Dick Institute maintained.	<ul style="list-style-type: none"> <li>Accreditation retained for museums from Arts Council of England.</li> <li>£17k was awarded to support the creation of a new Content Management System. With this support from Museum Galleries Scotland we are now able to tender this important development. This supports our accreditation action plan.</li> </ul>

		<b>Collection Significance:</b> Musical Instrument/Burns Collections maintained.	<ul style="list-style-type: none"> <li>£60K funding bid to Museums Galleries Scotland is being prepared to support investment in display at Dean Castle which will support wider development.</li> <li>Significance status maintained across both areas.</li> </ul>
		<b>How Good Is Our Public Library Service:</b> 2016/17 – 1 indicator tested; 2017/18 – further 2 indicators tested; 2018/19 – further 2 indicators tested.	<ul style="list-style-type: none"> <li>Given changes to Library Service we are discussing suitable timeline for starting review in 2018/19 and possibly linking this with the How Good Is Our Culture and Sport Service emerging guidance from SPORTA.</li> </ul>
		<b>British Computer Society Accreditation: Maintain annual accreditation</b>	<ul style="list-style-type: none"> <li>Review has been carried out by BCSCA and accreditation has been retained.</li> </ul>
		<b>UKA:</b> Maintain Certification at Ayrshire Athletics Arena	<ul style="list-style-type: none"> <li>UKA declared Ayrshire Athletics Arena is fit for competitions. UKA no longer carry out full accreditation programme.</li> </ul>
		<b>FIFA:</b> Certification of all Synthetic Grass Pitches	<ul style="list-style-type: none"> <li>Valid certification held for all S&amp;CV Synthetic Grass Pitches</li> </ul>
		Maintain status as <b>RLSS</b> Approved Training Centre	<ul style="list-style-type: none"> <li>All 3 swimming pools have maintained their RLSS Approved Training Centre Status.</li> </ul>
		Gain <b>Green Flag</b> award for Dean Castle Country Park and Annanhill Golf Course during life of Business Plan.	<ul style="list-style-type: none"> <li>A mock assessment was carried out at Dean Castle Country Park in 2017 to determine what actions would be required prior to the full assessment in 2019. The Country Park received a high score but has an action plan for further improvements. A mock assessment of Annanhill will be carried out in 2018 once the contractor is off site.</li> </ul>
		UKactive: achieve membership criteria	<ul style="list-style-type: none"> <li>Ongoing dialogue with UKactive regarding full membership. Membership status to be achieved Q1 of 2018/2019.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>

<p>EAST AYRSHIRE LEISURE 1.4</p>	<p>Maintain and sustain high level partnerships that support service delivery and improvement.</p>	<p>Maintain current partnership network.</p>	<ul style="list-style-type: none"> <li>• Culture: developed a wide range of partnerships across both the community and national funding and delivery networks to support the programme. This has been shown by the quality of the projects and programmes developed and the range of participation/learning opportunities that we have been able to give.</li> <li>• Landscape Partnership bid has successfully achieved Stage 1 funding from Heritage Lottery Fund. This is a partnership led by East Ayrshire Council and includes East Ayrshire Leisure, Forestry Commission Scotland and Central Scotland Green Network Trust. East Ayrshire Leisure is represented on the Project Board and individual working groups</li> <li>• A new partnership is being developed with Countryside Services, Stewarton Academy and Ayrshire College to develop a National 4 qualification in Rural Skills that will be based in the Country Park and assessed by Ayrshire College. This initiative will be implemented in August 2018 for the 18/19 Academic year.</li> <li>• Countryside Services has been working with the East Ayrshire Social Work department to deliver a programme of environmental team building activities. The evaluation of this will provide us with information that will enable us to develop a corporate programme for a wider audience.</li> <li>• Sport and Community Venues continue to support facility access for a wide range of sports clubs, community groups and organisations. The ongoing development of sports coaching activities for priority sports remains popular with pathways in place to competitive sport clubs for those attending.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
--	--	--	--

EAST AYRSHIRE LEISURE 1.5	Introduce a system to audit, monitor and improve environmental efficiency across our core facilities	Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives.	<ul style="list-style-type: none"> <li>East Ayrshire Leisure and the Galleon Leisure Centre have established a joint initiative to appoint Keep Scotland Beautiful to carry out an audit of all core venues. This audit will provide detailed information of existing environmental performance and an action plan to carry out improvements. The work with Keep Scotland Beautiful will also provide training on how to complete our Climate Change Declaration Report and provide us with on-line resources to improve our energy efficiency</li> <li>East Ayrshire Leisure is represented on the East Ayrshire Council Climate Challenge Group who co-ordinate and lead environmental best practice across the service areas.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
---------------------------	--	---	--

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

ACTION NO	ACTION	TARGET	PROGRESS AT 31 MARCH 2018
EAST AYRSHIRE LEISURE 2.1	Increase general participation /attendance levels across service areas	<ul style="list-style-type: none"> <li>Increase participation/ attendance levels by 5% over the term of the Business Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Culture: developed a wide range of participatory programmes covering the full spectrum of delivery from library learning programmes, through to art workshops at our galleries. Talks and workshops are increasingly important element of our programme and this is being further expanded during 2018. Attendance across venues has declined by 9.6% during this year. Key developments include: School Workshops – Burns, Romans, Egyptians – approx 900 pupils participated – income generating; new Art Classes – 1,500 participatory hours undertaken so far – income generating; new Gaelic Workshops – 25 young people engaged in new year long visual art programme – Funded by Bord Na Gaidhlig; work with Department of Works and Pension to support Universal Credit; Bookbug and writing programmes; and annual panto workshops and Youth Theatre programmes. The Homewords service continues to increase its reach and numbers now stand at 1,450 people using service.</li> </ul>

			<ul style="list-style-type: none"> <li>It was not possible to record DCCP attendances until January 2018 when buildings re-opened fully following refurbishment. While the delayed opening has a major impact on overall attendances, the range of activities that were organised to welcome visitors back to the park were particularly successful and included our first Real Ale Festival and a wide range of childrens activities. 38,000 people also attend Illuminight.</li> <li>Attendance shortfall within Sport by 8.6% for 2017/18 projected target. This relates to a reduction in external lets by local sports clubs and groups, reduction in large scale event bookings at Grange Leisure and St Joseph's Leisure Centre and provision of similar facilities in community or private ownership for sports related activities. Reduction also accounts for adverse weather conditions in Q4 and facility closures throughout 2017/2018 for repairs and maintenance specifically swimming pools at Auchinleck (66 days), Doon (29 days) and Loudoun Leisure Centre (29 days). Attendances at sports coaching activities and fitness and membership activities continues to grow.</li> <li>Sport visitors/attendance has shown a 8.6% decrease on the target figure for 2017/18.</li> <li>Programme offering within Sport continues to grow with increasing opportunities for sport coaching activities and growth in fitness class and activity provision in line with the Sport and Community review of service. 3508 memberships sold for 2017/18. A difference of 1578 from the previous year.</li> </ul> <p><b>REQUIRES INTERVENTION</b></p> <p><b>ATTENDANCE / PARTICIPATION ARE 18 % BELOW THE 2017/18 TARGET ACROSS THE VENUES DURING THIS YEAR, MAINLY DUE TO DELAYED OPENING OF THE DEAN CASTLE COUNTRY PARK AND THE FACTORS NOTED ABOVE.</b></p>
EAST AYRSHIRE	Increase opportunities for/numbers of young people (12-	<ul style="list-style-type: none"> <li>Increase by 1% each year number of young people using our service areas.</li> </ul>	<ul style="list-style-type: none"> <li>Cultural Services baseline usage showed that 16% of our users were aged 12 - 25 in 2016/17. Figures this year show 9%. It should be noted that we also have</li> </ul>

LEISURE 2.2	25) using our services.	<ul style="list-style-type: none"> <li>• Raise £50K external funding during life of Business Plan to support programmes aimed at young people.</li> <li>• Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes e.g. EASC Affiliated Sports Clubs, Youth Arts Network, Vibrant Communities.</li> <li>• Offer reduced cost/free access to facility/project use for targeted groups of young people.</li> <li>• Carry out project surveys to measure behavioural change impact in 2016/17/18/19</li> </ul>	<p>a 20% usage rate amongst the 0-11 age range. Specific areas of the service provide dedicated programmes for young people but overall visit /usage figures are weighted to an older demographic.</p> <ul style="list-style-type: none"> <li>• Sport usage shows that 31% of our users are aged 12 -25 in 2017/18 compared to 29% in 2016/17</li> <li>• Young people account for 21% of our user groups. This is compared to 14% in 2016/17. Due to the development works at the Country Park, the work with school groups and school visits to the Country Park have not taken place as frequently since 2016. A lot of the activities with young people have been around volunteering opportunities.</li> <li>• 2 new partnerships and initiatives for young people were established in 2017/18 within the Country Park. Both of these initiatives involved young people who have become disengaged from school. As part of the projects a behavioural change evaluation has taken place. The results from this will allow us to submit funding applications to carry out this projects in 2018 and to widen the scope.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 2.3	Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.	<ul style="list-style-type: none"> <li>• Apply audit findings where appropriate, in 2017/18/19</li> <li>• Support people using our facilities/ programmes with mixed ability needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural Services baseline showed that 1% of our users are considered to have physical, sensory or learning disabilities in 2016/17. Culture: the estimated people using our service area with mobility, sensory or learning disabilities stands at 2% during 17/18. We have continued to review the accessibility of our venues and looking to start major improvements at Dean Castle, look to improve stage access at Cumnock Town Hall and make accessibility improvements to how people access and engage with the library at the Dick Institute. Our new mobile libraries were also introduced which received national coverage for ease of access.</li> <li>• Sport usage shows that 2.6% of our users are considered to have physical, sensory or learning disabilities in 2017/18 compared to 2% in 2016/17</li> </ul>

			<ul style="list-style-type: none"> <li>7% of user groups who use the services offered by Countryside Services are considered to have a physical, sensory or learning difficulty. This is compared to 6% in 2016/17.</li> <li>An accessibility audit was carried out at the Country Park to inform the development project which now includes many facilities to improve access to the Visitor Centre and Rural Life Centre. This includes a changing places toilet. And an accessible bedroom.</li> <li>The growing memories project was specifically aimed at engaging members of the community suffering from dementia.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>
EAST AYRSHIRE LEISURE 2.4	Increase opportunities for/numbers of older people (60+) using our services.	<ul style="list-style-type: none"> <li>Increase attendance by older people by 1% each year.</li> <li>Ensure we have programmes that are attractive to older users.</li> <li>Carry out sample surveys to measure behavioural change impact in 2016/17/18/19</li> <li>Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire &amp; Arran, Vibrant Communities.</li> </ul>	<ul style="list-style-type: none"> <li>Cultural Services baseline usage showed that 29% of our customers are aged 60+ in 2016/17. We continue to play a major role in engaging older people through the programmes across our library and performing arts venues. We have active groups of older people that use our facilities and programmes on a daily basis. The number of older people using our facilities is calculated as being 34% during 2017/18.</li> <li>Sport usage shows that 5.8% of our customers are aged 60+ in 2017/18 compared to 5% in 2016/17</li> <li>8% of the visitors to countryside venues in 2017/18 were aged 60+ compared to 1% in 2016/17. This increase in percentage can be attributed to the fact that family groups did not use the Country Park as much during the development stage affecting the % share across all user groups.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT 31 MARCH 2018
EAST AYRSHIRE LEISURE 3.1	Increase visitor attendance at our key tourist attractions including: Dick Institute, Dean Castle & Country Park, Baird Institute, Doon Valley Museum, Burns House Museum & Library, River Ayr Way, Palace & Grand Hall Complex and Cumnock Town Hall	<ul style="list-style-type: none"> <li>• Increase levels of visitor attendance in line with targets set in local Tourism Strategies.</li> <li>• Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events.</li> <li>• Submit external funding bids to support tourism development across our facilities/venues.</li> <li>• Maintain and develop partnership working with Visit Scotland/EventsScotland to support our programmes.</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance at our Cultural based tourist attractions has fallen by 9% during the year this has been caused by reduction in opening hours and closure of Dean Castle, due to works programme. The Doon Valley Museum has closed permanently. Adverse weather has also caused reductions.</li> <li>• Visitor numbers overall to our tourist venues have declined 26%, which is caused by the following: attendance at our Cultural based tourist attractions has fallen by 9% during the year this has been caused by reduction in opening hours and closure of Dean Castle, due to works programme. The Doon Valley Museum has closed permanently.</li> <li>• Attendance figures at the Country Park were 52% below the projected figure for 2017/18. Projections were based on the venue being fully open to the public by October 2017. It didn't open fully and visitor numbers were not collated until January 2018. Whilst restricted access to the venue was provided during this time, the visitor numbers were not counted due to the limitations within the site. Therefore, the visitor figures do not include the 38,000 who attended Illuminight or any of the October holiday or Christmas activities.</li> <li>• Illuminight 2017 was an overwhelming success. 18% of ticket sales were from outwith Ayrshire from locations across the UK, establishing the event as an important addition to the National Calendar of events. Illuminight 2017 was also rated 'top thing to do in Scotland this weekend' by the Herald.</li> <li>• River Ayr Way figures were 4.5% lower than the projected figure for 2017/18. Although within tolerance, this shortfall can be attributed to the diversions and late maintenance along the South Ayrshire side of the route. It should also be noted that weather conditions between January and February would have made it difficult to access many sections of the route.</li> </ul> <p><b>REQUIRES INTERVENTION</b></p> <p><b>ATTENDANCE / PARTICIPATION FIGURES HAVE DECREASED BY 26 % ACROSS THE TOURISM VENUES DURING THE YEAR, MAINLY DUE TO DELAYED OPENING OF THE DEAN CASTLE COUNTRY PARK AND</b></p>

			THE FACTORS NOTED ABOVE.
EAST AYRSHIRE LEISURE 3.2	Work with local groups to add value to the tourism offer.	<ul style="list-style-type: none"> <li>• Work with 4 groups each year to support community development and to harness local knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>• Culture: during the course of the year cultural services has worked with many community groups during the year from Cumnock History group, through to community groups in Galston, Dalmellington and across Kilmarnock to develop and deliver exhibitions and learning programmes.</li> <li>• Throughout the year, Countryside Services have continued to work with several groups to enhance the tourism offer of East Ayrshire. These have included: <p><u>WalkFest</u> – the organisation of the Irvine Valley Walking Festival</p> <p><u>Kilmaurs Community Council</u> – the organisation of the Kilmaurs Walking Festival</p> <p><u>Dalmellington Community Council</u> – the organisation of the Doon Valley Walking Festival</p> <p><u>North Kyle Forest Masterplan Group</u> – the development of a recreation site in the Doon Valley as part of the restoration of former opencast coal sites</p> <p><u>Landscape Partnership Scheme Board</u> – the development of a landscape scale heritage project through the Coalfield Communities</p> <p><u>Round House Café</u> – promotion of the Osprey Watch site at Loch Doon</p> </li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>

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

ACTION NO	ACTION	TARGET	PROGRESS AT 31 MARCH 2018
EAST AYRSHIRE LEISURE 4.1	Increase levels of staff satisfaction from 2016/17 baseline.	<ul style="list-style-type: none"> <li>Respond to survey findings.</li> <li>Maintain constructive relationship with Trade Union – 6 meetings annually.</li> <li>Maintain absence to below acceptable level of 8 days per annum.</li> <li>Continue to achieve low levels of formal Grievances</li> </ul>	<ul style="list-style-type: none"> <li>Absence levels for the year is 12.92 which is above the acceptable 8 working days lost per employee. This is primarily due to long term absence. The top 3 causes of absence and action taken to tackle these are as follows: <ul style="list-style-type: none"> <li>Musculo Skeletal – Early Intervention is sought through Occupational Health and this is undertaken on day one of an absence.</li> <li>Operations/Treatment/Recovery – Managers and Team Leaders support staff through regular contact and employees are referred to Occupational Health where appropriate.</li> <li>Personal Stress – Early Intervention is pursued through Occupational Health.</li> <li>Managers play a key part in reducing absence by being flexible and making reasonable adjustments to help keep employees at their work or by getting them back to work.</li> </ul> </li> </ul> <p>There were no formal grievances raised by employees during 2017/18.</p> <ul style="list-style-type: none"> <li><u>Key statistics from the Staff Satisfaction survey:</u> <ul style="list-style-type: none"> <li>I am treated with respect by my colleagues: 89%</li> <li>I enjoy the work I do: 88%</li> <li>I feel the work that I do is valued by East Ayrshire Leisure: 48%</li> <li>I am treated with respect by my line manager/supervisor: 83%</li> <li>I understand how my job fits into the aims of my wider team: 83%</li> <li>I have had the agreed training and development I need to do my job well: 62%</li> <li>Morale is good within the organisation: 39%</li> <li>East Ayrshire Leisure takes Health &amp; Safety seriously: 90%</li> <li>I understand East Ayrshire Leisure's vision: 74%</li> <li>I actively speak highly of East Ayrshire Leisure to the people that I know: 69%</li> <li>Net Promoter Score: +11%;</li> </ul> </li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>

EAST AYRSHIRE LEISURE 4.2	Increase the number of volunteering, placement and apprenticeship opportunities.	<ul style="list-style-type: none"> <li>• 6 Modern Apprenticeships during life of Business Plan subject to funding.</li> <li>• 10 work placements during life of Business Plan</li> <li>• 3 interns during life of Business Plan.</li> <li>• Individual volunteers increase by 2% each year</li> <li>• Volunteer days increased by 2%</li> </ul>	<ul style="list-style-type: none"> <li>• Cultural Services: the number of volunteering opportunities is growing and will continue to grow as a result of the Dean Castle restoration project. Two full term apprenticeships will be offered in 2018. Number of volunteers will also grow when this is launched during June 2018.</li> <li>• Throughout 2017/18, there was an increase of 28% in the volunteer days recorded at the Country Park. This was made up of a mixture of organised volunteer events and activities, college and university conservation groups, Friends of the Dean tasks and individual volunteers.</li> </ul> <p><b>POSITIVE PERFORMANCE</b></p>																																
EAST AYRSHIRE LEISURE 4.3	Advance staff through training and development	<ul style="list-style-type: none"> <li>• Increase the use of EAGER working towards 95% coverage for permanent staff.</li> <li>• Develop training matrix for all service areas</li> <li>• Develop bespoke e-learning modules and training courses</li> <li>• Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations</li> </ul>	<ul style="list-style-type: none"> <li>• The EAGER process allows employees and their manager to work together to review performance and to address any ongoing support and development needs in order to allow employees to work to their full potential. 88% of EAGERS were completed across the organisation.</li> <li>• Twelve staff were unable to undertake the EAGER process due to either long term absence or maternity leave, if these unavoidable omissions are taken into account, a figure of 94% completion is achieved.</li> </ul> <table border="1"> <thead> <tr> <th>Service</th><th>Total</th><th>Submitted</th><th>Completed</th></tr> </thead> <tbody> <tr> <td>Countryside Services</td><td>25</td><td>25</td><td>100%</td></tr> <tr> <td>Cultural Services</td><td>71</td><td>66</td><td>93%</td></tr> <tr> <td>Directorate</td><td>6</td><td>6</td><td>100%</td></tr> <tr> <td>Marketing &amp; Development</td><td>5</td><td>4</td><td>80%</td></tr> <tr> <td>People &amp; Finance</td><td>15</td><td>15</td><td>100%</td></tr> <tr> <td>Sports &amp; Community Venues</td><td>50</td><td>36</td><td>72%</td></tr> <tr> <td></td><td><b>172</b></td><td><b>152</b></td><td><b>88%</b></td></tr> </tbody> </table> <ul style="list-style-type: none"> <li>• Training Matrices are complete for all service areas.</li> </ul>	Service	Total	Submitted	Completed	Countryside Services	25	25	100%	Cultural Services	71	66	93%	Directorate	6	6	100%	Marketing & Development	5	4	80%	People & Finance	15	15	100%	Sports & Community Venues	50	36	72%		<b>172</b>	<b>152</b>	<b>88%</b>
Service	Total	Submitted	Completed																																
Countryside Services	25	25	100%																																
Cultural Services	71	66	93%																																
Directorate	6	6	100%																																
Marketing & Development	5	4	80%																																
People & Finance	15	15	100%																																
Sports & Community Venues	50	36	72%																																
	<b>172</b>	<b>152</b>	<b>88%</b>																																

			<ul style="list-style-type: none"><li>• Be-spoke training courses have been developed for the organisation.</li><li>• Staff are aware of the Volunteering Framework and the opportunity to volunteer with another organisations is actively promoted at the EAGER process.</li></ul> <p><b>POSITIVE PERFORMANCE</b></p>
--	--	--	---



# **FINANCIAL PERFORMANCE TO 31.03.18**

**Performance & Audit Sub Committee**  
**2017/18 EAST AYRSHIRE LEISURE BUDGET**  
**AS AT 31<sup>st</sup> March 2018 – QUARTER 4 - PERIOD 12**  
**SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY**

The actual outturn for East Ayrshire Leisure at 31<sup>st</sup> March 2018 favourable surplus of £92,700, all of which requires to be designated for the future financial year to support service improvement and development.

<b>Items for Designation</b>	
PFS Miscellaneous Expenditure	£8,000
M&D Induction Video	£5,000
Sport Equipment	£17,500
Marketing Activity	£30,000
Support for Galleon Amalgamation	£32,200
<b>TOTAL</b>	<b>£92,700</b>

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

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

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

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

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

### **Venues Allocated to Sport Areas:-**

Area 1 Ayrshire Athletics Arena, Stewarton Sports Centre, Scott Ellis Playing Fields

Area 2 Darvel Town Hall, Newmilns Morton Hall, Stewarton Area Centre, Galston Community Centre, Auchinleck Boswell

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

Area 4 Catrine Games Hall, Mauchline Games Hall, Muirkirk Games Hall, Patna Games Hall

Area 5 Grange Leisure Centre, St Josephs Leisure Centre, Hunter Fitness Suite

**TABLE A – OVERALL NET POSITION**

Revised Actual Exp. To 31/3/17	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Exp. To 31/3/18	Revised Budget To 31/3/18	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/18	Variance (Favourable) / Adverse
945,325	945,325	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	1,077,740	1,015,467	1,077,740	94%	1,015,467	(62,273)
350,193	350,193	<b>MARKETING &amp; DEVELOPMENT</b>	302,040	295,701	302,040	98%	295,701	(6,339)
2,150,767	2,150,767	<b>CULTURAL</b>	2,023,870	2,020,142	2,023,870	100%	2,020,142	(3,728)
71,559	71,559	Cultural Management	70,950	71,837	70,950	101%	71,837	887
143,526	143,526	Collection Care	150,700	146,282	150,700	97%	146,282	(4,418)
436,796	436,796	Cultural Development	422,590	415,834	422,590	98%	415,834	(6,756)
5,196	5,196	Youth Theatre	7,020	7,014	7,020	100%	7,014	(6)
1,104,708	1,104,708	Libraries	1,010,370	996,489	1,010,370	99%	996,489	(13,881)
(24,129)	(24,129)	Bar & Catering	(24,390)	(25,883)	(24,390)	106%	(25,883)	(1,493)
413,111	413,111	Performing Arts Venues	386,630	408,568	386,630	106%	408,568	21,938
756,624	756,624	<b>COUNTRYSIDE SERVICES</b>	755,850	790,185	755,850	105%	790,185	34,335
557,060	557,060	Countryside Development	576,970	591,596	576,970	103%	591,596	14,626
199,564	199,564	Countryside Golf	178,880	198,589	178,880	111%	198,589	19,709
1,356,821	1,356,821	<b>SPORT &amp; COMMUNITY VENUES</b>	1,060,300	1,005,605	1,060,300	95%	1,005,605	(54,695)
464,682	464,682	Sport & Community Management	465,830	383,812	465,830	82%	383,812	(82,018)
110,620	110,620	Area 1	90,770	94,613	90,770	104%	94,613	3,843
208,833	208,833	Area 2	164,420	196,853	164,420	120%	196,853	32,433
210,379	210,379	Area 3	224,400	175,101	224,400	78%	175,101	(49,299)
319,201	319,201	Area 4	196,250	160,296	196,250	82%	160,296	(35,954)
18,946	18,946	Area 5	(43,000)	5,481	(43,000)	-13%	5,481	48,481
60,327	60,327	Football	61,990	59,424	61,990	96%	59,424	(2,566)
(36,167)	(36,167)	Community Venues	(100,360)	(69,975)	(100,360)	70%	(69,975)	30,385
5,559,730	5,559,730	<b>TOTAL</b>	5,219,800	5,127,100	5,219,800	98%	5,127,100	(92,700)
(5,202,840)	(5,202,840)	<b>Management Fee</b>	(5,111,940)	(5,111,940)	(5,111,940)	100%	(5,111,940)	0
356,890	356,890	<b>TOTAL</b>	107,860	15,160	107,860		15,160	(92,700)
0	0	<b>Savings Yet to be Identified</b>	0	0	0		0	0
(418,650)	(418,650)	<b>Trs From Reserves</b>	(117,860)	(117,860)	(117,860)		(117,860)	0
0	0	<b>Designated Funds</b>	0	0	0		0	0
0	0	<b>Trs To Reserves</b>	10,000	10,000	10,000		10,000	0
(61,760)	(61,760)	<b>TOTAL (after transfer to reserves)</b>	0	(92,700)	0		(92,700)	(92,700)

**TABLE B – OVERALL NET POSITION**

Revised Actual Exp. To 31/3/17	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Exp. To 31/3/18	Revised Budget To 31/3/18	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/18	Variance (Favourable) / Adverse
(1,796,094)	(1,796,094)	Income From Charitable Activities	(1,807,020)	(1,728,481)	(1,807,020)	96%	(1,728,481)	78,539
(5,202,840)	(5,202,840)	Management Fee	(5,111,940)	(5,111,940)	(5,111,940)	100%	(5,111,940)	0
(6,998,934)	(6,998,934)	<b>TOTAL INCOME</b>	(6,918,960)	(6,840,421)	(6,918,960)	99%	(6,840,421)	78,539
5,364,165	5,364,165	Employee Costs	5,138,570	4,982,657	5,138,570	97%	4,982,657	(155,913)
40,311	40,311	Transport Costs	46,780	38,018	46,780	81%	38,018	(8,762)
716,901	716,901	Premises Costs	700,790	741,635	700,790	106%	741,635	40,845
871,977	871,977	Supplies & Services	786,010	752,756	786,010	96%	752,756	(33,254)
31,510	31,510	Financing Costs	31,690	31,510	31,690	99%	31,510	(180)
212,400	212,400	Support Costs	212,400	212,400	212,400	0%	212,400	0
118,559	118,559	Governance Costs	110,580	96,605	110,580	87%	96,605	(13,975)
7,355,824	7,355,824	<b>TOTAL RESOURCES EXPENDED</b>	7,026,820	6,855,581	7,026,820	98%	6,855,581	(171,239)
356,890	356,890	<b>NET POSITION</b>	107,860	15,160	107,860		15,160	(92,700)
0	0	Savings Yet to be Identified	0	0	0		0	0
(418,650)	(418,650)	Trs From Reserves	(117,860)	(117,860)	(117,860)		(117,860)	0
0	0	Designated Funds	0	0	0		0	0
0	0	Trs To Reserves	10,000	10,000	10,000		10,000	0
(61,760)	(61,760)	<b>TOTAL (after transfer to reserves)</b>	0	(92,700)	0		(92,700)	(92,700)

**TABLE C – INCOME POSITION**

Revised Actual Income To 31/3/17	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Income To 31/3/18	Revised Budget Income To 31/3/18	Actual Income as % of Annual Estimate	Actual Out-turn to 31/03/18	Variance (Favourable) / Adverse
(5,671)	(5,671)	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	(2,000)	(3,378)	(2,000)	169%	(3,378)	(1,378)
(363)	(363)	<b>MARKETING &amp; DEVELOPMENT</b>	0	(617)	0	0%	(617)	(617)
(511,406)	(511,406)	<b>CULTURAL</b>	(476,730)	(535,886)	(476,730)	112%	(535,886)	(59,156)
0	0	Cultural Management	0	0	0	0%	0	0
(2,711)	(2,711)	Collection Care	(1,750)	(4,188)	(1,750)	239%	(4,188)	(2,438)
(2,739)	(2,739)	Cultural Development	(11,270)	(14,742)	(11,270)	131%	(14,742)	(3,472)
(35,040)	(35,040)	Youth Theatre	(35,290)	(39,415)	(35,290)	112%	(39,415)	(4,125)
(85,359)	(85,359)	Libraries	(68,070)	(74,599)	(68,070)	110%	(74,599)	(6,529)
(98,065)	(98,065)	Bar & Catering	(86,000)	(126,834)	(86,000)	147%	(126,834)	(40,834)
(287,491)	(287,491)	Performing Arts Venues	(274,350)	(276,108)	(274,350)	101%	(276,108)	(1,758)
(159,441)	(159,441)	<b>COUNTRYSIDE SERVICES</b>	(188,140)	(118,589)	(188,140)	63%	(118,589)	69,551
(38,671)	(38,671)	Countryside Development	(64,130)	(40,082)	(64,130)	63%	(40,082)	24,048
(120,770)	(120,770)	Countryside Golf	(124,010)	(78,507)	(124,010)	63%	(78,507)	45,503
(1,119,213)	(1,119,213)	<b>SPORT &amp; COMMUNITY VENUES</b>	(1,140,150)	(1,070,012)	(1,140,150)	94%	(1,070,012)	70,138
(54,241)	(54,241)	Sport & Community Management	(52,960)	(69,619)	(52,960)	131%	(69,619)	(16,659)
(230,033)	(230,033)	Area 1	(233,050)	(227,300)	(233,050)	98%	(227,300)	5,750
(76,368)	(76,368)	Area 2	(83,700)	(86,540)	(83,700)	103%	(86,540)	(2,840)
(238,307)	(238,307)	Area 3	(230,580)	(238,350)	(230,580)	103%	(238,350)	(7,770)
(87,842)	(87,842)	Area 4	(59,470)	(37,270)	(59,470)	63%	(37,270)	22,200
(256,782)	(256,782)	Area 5	(288,780)	(262,266)	(288,780)	91%	(262,266)	26,514
(14,975)	(14,975)	Football	(11,110)	(7,427)	(11,110)	67%	(7,427)	3,683
(160,667)	(160,667)	Community Venues	(180,500)	(141,241)	(180,500)	78%	(141,241)	39,259
(1,796,094)	(1,796,094)	<b>TOTAL</b>	(1,807,020)	(1,728,481)	(1,807,020)	96%	(1,728,481)	78,539
(5,202,840)	(5,202,840)	<b>Management Fee</b>	(5,111,940)	(5,111,940)	(5,111,940)	100%	(5,111,940)	0
(6,998,934)	(6,998,934)	<b>TOTAL</b>	(6,918,960)	(6,840,421)	(6,918,960)	99%	(6,840,421)	78,539

**TABLE D – EXPENDITURE POSITION**

Revised Actual Exp. To 31/3/17	Actual Out-turn to 31/03/17	Service Division	Annual Estimate 2017/18	Revised Actual Exp. To 31/3/18	Revised Budget To 31/3/18	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/18	Variance (Favourable) / Adverse
950,996	950,996	<b>CHIEF EXECUTIVE &amp; PEOPLE &amp; FINANCE</b>	1,079,740	1,018,844	1,079,740	94%	1,018,844	(60,896)
350,556	350,556	<b>MARKETING &amp; DEVELOPMENT</b>	302,040	296,318	302,040	98%	296,318	(5,722)
2,662,173	2,662,173	<b>CULTURAL</b>	2,500,600	2,556,028	2,500,600	102%	2,556,028	55,428
71,559	71,559	Cultural Management	70,950	71,837	70,950	101%	71,837	887
146,237	146,237	Collection Care	152,450	150,470	152,450	99%	150,470	(1,980)
439,536	439,536	Cultural Development	433,860	430,576	433,860	99%	430,576	(3,284)
40,235	40,235	Youth Theatre	42,310	46,429	42,310	110%	46,429	4,119
1,190,068	1,190,068	Libraries	1,078,440	1,071,088	1,078,440	99%	1,071,088	(7,352)
73,935	73,935	Bar & Catering	61,610	100,951	61,610	164%	100,951	39,341
700,603	700,603	Performing Arts Venues	660,980	684,676	660,980	104%	684,676	23,696
916,065	916,065	<b>COUNTRYSIDE SERVICES</b>	943,990	908,774	943,990	96%	908,774	(35,216)
595,731	595,731	Countryside Development	641,100	631,678	641,100	99%	631,678	(9,422)
320,334	320,334	Countryside Golf	302,890	277,096	302,890	91%	277,096	(25,794)
2,476,034	2,476,034	<b>SPORT &amp; COMMUNITY VENUES</b>	2,200,450	2,075,617	2,200,450	94%	2,075,617	(124,833)
518,923	518,923	Sport & Community Management	518,790	453,431	518,790	87%	453,431	(65,359)
340,653	340,653	Area 1	323,820	321,913	323,820	99%	321,913	(1,907)
285,201	285,201	Area 2	248,120	283,393	248,120	114%	283,393	35,273
448,685	448,685	Area 3	454,980	413,451	454,980	91%	413,451	(41,529)
407,042	407,042	Area 4	255,720	197,566	255,720	77%	197,566	(58,154)
275,728	275,728	Area 5	245,780	267,746	245,780	109%	267,746	21,966
75,301	75,301	Football	73,100	66,851	73,100	91%	66,851	(6,249)
124,500	124,500	Community Venues	80,140	71,265	80,140	89%	71,265	(8,875)
7,355,824	7,355,824	<b>TOTAL</b>	7,026,820	6,855,581	7,026,820	98%	6,855,581	(171,239)
		<b>Management Fee</b>						0
7,355,824	7,355,824	<b>TOTAL</b>	7,026,820	6,855,581	7,026,820	98%	6,855,581	(171,239)

## CHIEF EXECUTIVE & PEOPLE & FINANCE SERVICE ANALYSIS

Revised Actual Exp. To 31/3/17	Actual Out-turn to 31/03/17	CHIEF EXECUTIVE & PEOPLE & FINANCE	Annual Estimate 2017/18	Revised Actual Exp. To 31/3/18	Revised Budget To 31/3/18	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(5,671)	(5,671)	Income From Charitable Activities	(2,000)	(3,378)	(2,000)	169%	(3,378)	(1,378)	
(5,202,840)	(5,202,840)	Management Fee	(5,111,940)	(5,111,940)	(5,111,940)	100%	(5,111,940)	0	
(5,208,511)	(5,208,511)	<b>TOTAL INCOME</b>	(5,113,940)	(5,115,318)	(5,113,940)	100%	(5,115,318)	(1,378)	
647,601	647,601	Employee Costs	727,580	704,484	727,580	97%	704,484	(23,096)	Favourable variance relates to delay in filling a vacancy, reduced requirement for Bank staff following introduction of new distribution process. Training surplus of £2k to be designated for Exchange Information Session.
2,821	2,821	Transport Costs	2,750	1,834	2,750	67%	1,834	(916)	
15,263	15,263	Premises Costs	17,760	17,273	17,760	97%	17,273	(487)	
49,225	49,225	Supplies & Services	92,820	56,179	92,820	61%	56,179	(36,641)	£6k to be designated for items not delivered by end of financial year, £8k Bad Debt Provision not required, £6k saving on Postage costs.
0	0	Financing Costs	0	0	0		0	0	
212,400	212,400	Support Costs	212,400	212,400	212,400		212,400	0	
23,686	23,686	Governance Costs	26,430	26,675	26,430	101%	26,675	245	
<b>950,996</b>	<b>950,996</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,079,740</b>	<b>1,018,844</b>	<b>1,079,740</b>	<b>94%</b>	<b>1,018,844</b>	<b>(60,896)</b>	
(4,257,515)	(4,257,515)	<b>NET POSITION</b>	(4,034,200)	(4,096,473)	(4,034,200)	102%	(4,096,473)	(62,273)	
		Savings Yet to be Identified						0	
		Trs From Reserves	(12,300)	(12,300)	(12,300)		(12,300)	0	
(172,260)	(172,260)	Designated Funds						0	
		Trs To Reserves						0	
(4,429,775)	(4,429,775)	<b>TOTAL (after transfer to reserves)</b>	(4,046,500)	(4,108,773)	(4,046,500)	102%	(4,108,773)	(62,273)	

## MARKETING & DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 31/3/17	Actual Out-turn to 31/03/17	MARKETING & DEVELOPMENT	Annual Estimate 2017/18	Revised Actual Exp. To 31/3/18	Revised Budget To 31/3/18	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(363)	(363)	Income From Charitable Activities	0	(617)	0		(617)	(617)	Boosted Facebook advertising and additional marketing activity as per Palace Theatre contracts
		Management Fee						0	
(363)	(363)	TOTAL INCOME	0	(617)	0		(617)	(617)	
247,805	247,805	Employee Costs	216,890	232,125	216,890	107%	232,125	15,235	variance relates to responsibility payment during a period of sickness absence cover and maternity leave cover.
0	0	Transport Costs	0	0	0		0	0	
0	0	Premises Costs	0	0	0		0	0	
97,127	97,127	Supplies & Services	83,450	62,630	83,450	75%	62,630	(20,820)	Management action taken to partially offset additional staffing costs. £5k to be designated for Induction Video. Work underway May 18
0	0	Financing Costs	0	0	0		0	0	
0	0	Support Costs	0	0	0		0	0	
5,625	5,625	Governance Costs	1,700	1,563	1,700	92%	1,563	(137)	
350,556	350,556	TOTAL RESOURCES EXPENDED	302,040	296,318	302,040	98%	296,318	(5,722)	
350,193	350,193	NET POSITION	302,040	295,701	302,040	98%	295,701	(6,339)	
(65,370)	(65,370)	Trs From Reserves	(18,730)	(18,730)	(18,730)		(18,730)	0	
		Designated Funds						0	
		Trs To Reserves						0	
284,823	284,823	TOTAL (after transfer to reserves)	283,310	276,971	283,310	98%	276,971	(6,339)	

## CULTURAL SERVICE ANALYSIS

Revised Actual Exp. To 31/3/17	Actual Out-turn to 31/03/17	CULTURAL	Annual Estimate 2017/18	Revised Actual Exp. To 31/3/18	Revised Budget To 31/3/18	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(511,406)	(511,406)	Income From Charitable Activities	(476,730)	(535,886)	(476,730)	112%	(535,886)	(59,156)	Favourable income movements across Cultural Services, mainly from Bar & Catering partially offset by additional Employee Costs within Bar & Catering.
		Management Fee						0	
(511,406)	(511,406)	<b>TOTAL INCOME</b>	<b>(476,730)</b>	<b>(535,886)</b>	<b>(476,730)</b>	<b>112%</b>	<b>(535,886)</b>	<b>(59,156)</b>	
1,880,369	1,880,369	Employee Costs	1,762,170	1,799,357	1,762,170	102%	1,799,357	37,187	Favourable payroll variance arising predominantly due to Libraries bank budget not being fully utilised at same rate as prior year offset by adverse payroll variance of £20k in Performing Artists Venues bank budget; £17k within Cultural Development relating to backdated responsibility payments and maternity leave cover; Additional costs within Bar & Catering matched to additional Income.
13,428	13,428	Transport Costs	13,950	10,340	13,950	74%	10,340	(3,610)	
227,658	227,658	Premises Costs	246,160	255,464	246,160	104%	255,464	9,304	£10k committed for Dick Institute Lighting funded from savings within Libraries.
481,342	481,342	Supplies & Services	436,700	457,366	436,700	105%	457,366	20,666	Youth Theatre expenditure projection increased by £15k to reflect new Business Plan, funded from Reserves in addition to other movements across Cultural Services.
7,440	7,440	Financing Costs	7,620	7,440	7,620	98%	7,440	(180)	
0	0	Support Costs	0	0	0		0	0	
51,936	51,936	Governance Costs	34,000	26,060	34,000	77%	26,060	(7,940)	
<b>2,662,173</b>	<b>2,662,173</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>2,500,600</b>	<b>2,556,028</b>	<b>2,500,600</b>	<b>102%</b>	<b>2,556,028</b>	<b>55,428</b>	
<b>2,150,767</b>	<b>2,150,767</b>	<b>NET POSITION</b>	<b>2,023,870</b>	<b>2,020,142</b>	<b>2,023,870</b>	<b>100%</b>	<b>2,020,142</b>	<b>(3,728)</b>	
<b>(34,640)</b>	<b>(34,640)</b>	<b>Trs From Reserves</b>	<b>(25,600)</b>	<b>(25,600)</b>	<b>(25,600)</b>		<b>(25,600)</b>	<b>0</b>	
		<b>Designated Funds</b>					<b>0</b>	<b>0</b>	
		<b>Trs To Reserves</b>						<b>0</b>	
<b>2,116,127</b>	<b>2,116,127</b>	<b>TOTAL (after transfer to reserves)</b>	<b>1,998,270</b>	<b>1,994,542</b>	<b>1,998,270</b>	<b>100%</b>	<b>1,994,542</b>	<b>(3,728)</b>	

## COUNTRYSIDE SERVICE ANALYSIS

Revised Actual Exp. To 31/3/17	Actual Out-turn to 31/03/17	COUNTRYSIDE SERVICES	Annual Estimate 2017/18	Revised Actual Exp. To 31/3/18	Revised Budget To 31/3/18	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(159,441)	(159,441)	Income From Charitable Activities	(188,140)	(118,589)	(188,140)	63%	(118,589)	69,551	Income targets not being met due to temporary closures at both Annanhill Golf Course and Dean Castle Country Park.
		Management Fee						0	
(159,441)	(159,441)	<b>TOTAL INCOME</b>	(188,140)	(118,589)	(188,140)	63%	(118,589)	69,551	
690,745	690,745	Employee Costs	702,570	624,871	702,570	89%	624,871	(77,699)	Managed approach to vacancies to offset reduction in income and to facilitate service review process scheduled for implementation in April 2018.
23,601	23,601	Transport Costs	29,260	25,421	29,260	87%	25,421	(3,839)	
77,427	77,427	Premises Costs	118,720	141,957	118,720	120%	141,957	23,237	Additional expenditure required to carry out essential maintenance at Dean Castle Country Park and Annanhill Golf Course
98,958	98,958	Supplies & Services	55,030	74,825	55,030	136%	74,825	19,795	Essential PPE was required for the estates team, along with additional security. Investment was also made into new branded uniforms for staff at Dean Castle Country Park in line with VisitScotland recommendations.
19,710	19,710	Financing Costs	19,710	19,710	19,710	100%	19,710	0	
0	0	Support Costs	0	0	0		0	0	
5,625	5,625	Governance Costs	18,700	21,990	18,700	118%	21,990	3,290	
916,065	916,065	<b>TOTAL RESOURCES EXPENDED</b>	943,990	908,774	943,990	96%	908,774	(35,216)	
756,624	756,624	<b>NET POSITION</b>	755,850	790,185	755,850	105%	790,185	34,335	
(31,390)	(31,390)	Trs From Reserves	(28,020)	(28,020)	(28,020)		(28,020)	0	
		Designated Funds					0	0	
		Trs To Reserves						0	
725,234	725,234	<b>TOTAL (after transfer to reserves)</b>	727,830	762,165	727,830	105%	762,165	34,335	

## SPORT & COMMUNITY VENUES SERVICE ANALYSIS

Revised Actual Exp. To 31/3/17	Actual Out-turn to 31/03/17	SPORT & COMMUNITY VENUES	Annual Estimate 2017/18	Revised Actual Exp. To 31/3/18	Revised Budget To 31/3/18	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/18	Variance (Favourable) / Adverse	Comment
(1,119,213)	(1,119,213)	Income From Charitable Activities	(1,140,150)	(1,070,012)	(1,140,150)	94%	(1,070,012)	70,138	Adverse variance due to :- £6k and £26.5k income shortfall in Sports Area 1 and 5 respectively; £8k favourable variance in Area 3; £40k income shortfall in Community Venues; £22k income shortfall at Area 4 Community Asset Transfer facilities (Muirkirk, Catrine, Patna Games Halls and Gavin Hamilton Sports Centre), offset by savings within Employee Costs
		Management Fee						0	
(1,119,213)	(1,119,213)	<b>TOTAL INCOME</b>	(1,140,150)	(1,070,012)	(1,140,150)	94%	(1,070,012)	70,138	
1,897,646	1,897,646	Employee Costs	1,729,360	1,621,820	1,729,360	94%	1,621,820	(107,540)	Favourable variance due to :- £61k, £5k, £38.5k, £53k and £11k favourable payroll variances in Management, Area 1, Area 3, Area 4 and Football partially offset by adverse variances within Area 2 £36k and Area 5 £20k.
461	461	Transport Costs	820	424	820	52%	424	(396)	
396,554	396,554	Premises Costs	318,150	326,941	318,150	103%	326,941	8,791	
145,325	145,325	Supplies & Services	118,010	101,755	118,010	86%	101,755	(16,255)	£16,255 relates to delayed purchase of gym/fitness/sport equipment earmarked for William McIlvanney Campus
4,360	4,360	Financing Costs	4,360	4,360	4,360		4,360	0	
0	0	Support Costs	0	0	0		0	0	
31,688	31,688	Governance Costs	29,750	20,316	29,750	68%	20,316	(9,434)	
2,476,034	2,476,034	<b>TOTAL RESOURCES EXPENDED</b>	2,200,450	2,075,617	2,200,450	94%	2,075,617	(124,833)	
1,356,821	1,356,821	<b>NET POSITION</b>	1,060,300	1,005,605	1,060,300	95%	1,005,605	(54,695)	
(114,990)	(114,990)	Trs From Reserves	(33,210)	(33,210)	(33,210)		(33,210)	0	
	0	Designated Funds					0	0	
		Trs To Reserves	10,000	10,000	10,000		10,000	0	£10k funding received from REF re 2016 Fireworks event
1,241,831	1,241,831	<b>TOTAL (after transfer to reserves)</b>	1,037,090	982,395	1,037,090	95%	982,395	(54,695)	

## RESERVES AS AT 31 MARCH 2018

TABLE A – Summary

TABLE B – Unuseable Reserves

TABLE C – Allocated Reserves Analysis

### TABLE A – SUMMARY

UNRESTRICTED RESERVES	2016/17 b/f	2016/17 SURPLUS	BALANCE 31 March 2017	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
FIXED ASSET RESERVE	43,640		43,640	43,640					4360	39,280			
RETAINED RESERVES	250,000		250,000	250,000						250,000			
UNUSEABLE RESERVES (DEPRECIATION RESERVES)	66,860		66,860	66,860		0	0	0	19,240	47,620			see Table B
ALLOCATED RESERVES	174,720		174,720	219,720		14,435	23,883	24,422	31,530	125,450			see Table C
UNALLOCATED RESERVES	63,304	61,760	125,064	80,064						80,064			
REF Funding received				10,000						10,000			
HOLIDAY PAY PROVISION	(92,180)		(92,180)	(92,180)						(92,180)			
<b>TOTAL UNRESTRICTED RESERVES</b>	<b>506,344</b>	<b>61,760</b>	<b>568,104</b>	<b>578,104</b>	<b>0</b>	<b>14,435</b>	<b>23,883</b>	<b>24,422</b>	<b>55,130</b>	<b>460,234</b>			
RESTRICTED RESERVES			153,832			(9,128)	25,134	82,240	(87,434)	143,020			
PENSION RESERVE			(3,607,000)							(3,607,000)			
<b>TOTAL RESERVES</b>			<b>(2,885,064)</b>							<b>(3,003,746)</b>			

**TABLE B – Unuseable Reserves**

<b>UNUSEABLE RESERVES</b>	2016/17 b/f	2016/17 SURPLUS	BALANCE 31 March 2017	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Libraries Fit Out - Mauchline	6,220		6,220	6,220					1890	4,330	14 July 2015 Board	Ongoing	Works complete - amount to be drawn down at year end for depreciation. 5 years from 2015/16
Annanhill Golf Course - Staff Welfare Facilities	29,310		29,310	29,310					7330	21,980	19 August 2014 Board	Ongoing	Installation now complete. Depreciation 5 years from 2016/17
Annanhill Golf Course - Maintenance Equipment	24,420		24,420	24,420					8290	16,130	14 July 2015 Board, updated 13 Oct 2015	Ongoing	Fairways machine now in use. Will be drawn down at year end to cover depreciation. 5 years from 2015/16.
Homewords Van	6,910		6,910	6,910					1730	5,180	7 June 2016 Board	Ongoing	Homewords Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17
<b>TOTAL UNUSEABLE RESERVES</b>	<b>66,860</b>	<b>0</b>	<b>66,860</b>	<b>66,860</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>19,240</b>	<b>47,620</b>			

**TABLE C – Allocated Reserves Analysis**

ALLOCATED RESERVES	2016/17 b/f	2016/17 SURPLUS	BALANCE 31 March 2017	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Training & Development		10,000	10,000	10,000				1,570		8,430	19 Sept 2017 Board	Ongoing	Training & Development Funds for 2017/18; Funds allocated to Clerical Support £1,570, Sport Training £5,500 - to be spent by June 2018
Website Development	25,000		25,000	25,000					1,100	23,900	19 Sept 2017 Board	Ongoing	Redesignate £25k from Marketing Co-ordinator (Sport) to Website Development.
Libraries Fit Out	90,000		90,000	90,000					9500	80,500	14 July 2015 Board	Ongoing	Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2018
Promotion of New Mobile Libraries	2,500		2,500	2,500						2,500	19 Sept 2017 Board	Ongoing	Redesignate to promotion of new Mobile Libraries - to be utilised by March 2019
Keep Scotland Beautiful	5,000		5,000	5,000					3750	1,250	27 Feb 2018 Board	Ongoing	
DCCP Play Area	6,350		6,350	6,350						6,350	27 Feb 2018 Board	Ongoing	
Youth Theatre		15,000	15,000	15,000					12480	2,520	19 Sept 2017 Board	Complete	Budgeted shortfall for 2017/18. <b>Release balance as uncommitted.</b>

Sport & CV Staffing - temporary management arrangements	11,500	10,000	21,500	21,500		5,110	8,450	6,140	1800	0	1 March 2016 Board, updated 19 Sept 2017 Board	Complete	Co-ordinator for 12 months, extended to 31 March 2018
Annanhill Golf Course - 4th Green	8,650		8,650	8,650				8,650		0	14 July 2015 Board, updated 27 Feb 2018 Board	Complete	Course design and alterations under consideration. Required for 2017/18. Redesignate £5k to Keep Scotland Beautiful and £6,346 to supplement play area at DCCP.
Marketing & Development Staff	17,630		17,630	17,630		8,595	8,073	962		-0	14 July 2015 Board, updated 1 March 2016 Board, updated 19 Sept 2017 Board	Complete	Visual Communications Assistant - Initial 12 months, extended to 18 months; Marketing Co-ordinator (Sport) for 18 months.
Sport & CV Staffing - temporary facilities	7,360		7,360	7,360			7,360			0	19 Sept 2017 Board	Complete	Redesignate to ongoing management arrangements of temporary facilities within Sport & CV
PFS Equipment		10,000	10,000	10,000				7,100	2,900	0	19 Sept 2017 Board	Complete	Equipment & Software for contactless payments
People & Finance Administration Resources	730		730	730		730				0	14 July 2015 Board	Complete	Will be used to support creation of 2 temp Clerical post, who are now in post
<b>TOTAL ALLOCATED RESERVES</b>	<b>174,720</b>	<b>45,000</b>	<b>219,720</b>	<b>219,720</b>	<b>0</b>	<b>14,435</b>	<b>23,883</b>	<b>24,422</b>	<b>31,530</b>	<b>125,450</b>			

## GENERAL PROJECTS

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

<b>Project</b>	<b>Partners</b>	<b>Balance b/f 01.04.17</b>	<b>Balance at 31.03.18</b>	<b>Expected Completion Date</b>
Textile Team	Donations	(£771)	(£640)	Ongoing
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,426)	(£4,336)	Ongoing
Irvine Valley Trails	Renewable Energy Fund	(£59,614)	(£77,210)	Mar 2019
The McKie Collection	Museum Gallery Scotland	(£2,847)	£2,489	Jul 2018
Make Some Noise	Creative Scotland	(£17,529)	(£13,180)	May 2018
Kilmarnock Green Infrastructure	Transport Scotland / Scottish Natural Heritage	(£15,000)	(£15,000)	Ongoing
River Ayr Way Challenge	Awards For All	(£1,549)	(£1,549)	Ongoing
Bat Bothy	Groundwork UK (Tesco Bags of Help Scheme)	£0	(£691)	Aug 2018
Traditional Rural Skills	HLF	£0	(£2,082)	Jul 2018
Growing Memories	Awards for All	£0	(£8,272)	Jun 2018
WWI Memorial Artwork	Groundwork UK	£0	(£2,000)	Jul 2018
Museums Database	Museum Gallery Scotland	£0	(£6,480)	Dec 2019
Year of Young People	Event Scotland	£0	(£9,309)	Nov 2018
Gaelic Visual Arts	Bord Na Gaidhlig	£0	(£5,400)	Mar 2019

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

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

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

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

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

Kilmarnock Green Infrastructure Project has received a funding package of £50,000 to design and development stage of the 18 mile cycle route in and around Kilmarnock. The initial £15,000 has been received from East Ayrshire Council's Parks Development Fund with the outstanding amount being confirmed from the Central Scotland Green Network Fund. A consultant has been appointed to work with Countryside Services in designing the cycle route and preparing more detailed costs to enable capital funding bids to be made. Full design and feasibility works will be complete by March 2018.

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

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

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

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

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

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

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

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

Magic at the Museum – TIME TRAVELLERS -Time travellers from all frontiers are invited to join us for an exciting multi-sensory arts experience on the theme of TIME TRAVEL! Travellers will arrive at the Dick Institute in the year 2018, to undertake an EPIC journey through storytelling, drama, puppet making and film. Meet award winning children's author Janis MacKay who will tell you all about 'The Reluctant Time Traveller'. Funded by Museums Galleries Scotland.

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



**EXTERNAL FUNDING  
(JANUARY – MARCH 2018)**

## EXTERNAL FUNDING APPROVED APPLICATIONS

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

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2017/18
Cultural	Scottish Book Trust - Live Literature	£2,000	£0
Cultural	Bord Na Gaidhlig - Gaelic Visual Arts	£6,000	£5,400
<b>TOTAL</b>		<b>£8,000</b>	<b>£5,400</b>



**EXTERNAL FUNDING  
(APRIL 2017 – MARCH 2018)**

## EXTERNAL FUNDING APPROVED APPLICATIONS

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

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2017/18
Cultural	Tesco Bags of Help - WWI Memorial Artwork (Application approved, final value determined by public vote)	£1,000-£4,000	£2,000
Countryside	Awards for All - Growing Memories	£9,903	£9,903
Countryside	Cashback for Communities - Youthlink	£1,000	£1,000
Cultural	EventScotland - Year of Young People	£9,698	£7,758
Cultural	EventScotland - Burns's Birthday in Mauchline	£6,500	£6,500
Cultural	TESCO - Summer Reading Challenge	£350	£350
Cultural	SLIC - Book Week Scotland	£1,075	£1,075

Countryside	REF - Illuminight	£30,000	£30,000
Cultural	Scottish Book Trust - Live Literature	£400	£400
Cultural	Museums Galleries Scotland - Museums Database	£16,200	£4,050
Cultural	Museums Galleries Scotland - Festival of Museums	£1,500	£0
Cultural	Scottish Book Trust - Live Literature	£2,000	£2,000
Cultural	Bord Na Gaidhlig - Gaelic Visual Arts	£6,000	£5,400
<b>TOTAL</b>		<b>£84,626</b>	<b>£70,436</b>

## EXTERNAL FUNDING NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Countryside	Forestry Commission - DCCP Woodland Management	£200,000	
<b>TOTAL</b>		<b>£200,000</b>	

## EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Sports	Comic Relief - Sport & Physical Activity Coordinator (Female Participation)	£89,000	Declined due to highly competitive fund.
Cultural	SLIC - Make it Now!	£12,750	Application declined as it required more detail as to library input.
Sport	BUPA - 360 Degrees	£18,000	Declined due to limited funding pot, funders opted to fund national initiatives
Cultural	Scottish Power Foundation - Cultural Engagement Intern	£29,500	Declined due to hugely competitive and oversubscribed fund.
<b>TOTAL</b>		<b>£149,250</b>	



## **OTHER RELEVANT UPDATES**

## **Insurance Claims**

Public Liability Claims, there are currently no live claims for East Ayrshire Leisure.

Employers Liability Claim, 1 claim is ongoing. No other claims are outstanding.

## **Debt Identified for Write off**

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

Bad and doubtful debts totalling £1608.97 have been identified for write-off. Provision exists within the Annual Accounts for debt write-off and is currently valued at £ £5374.34.

Reasons for write –off are summarised below:-

<b>Reason for Write-Off</b>	<b>No of Accounts</b>	<b>Amount</b>
Debt is uneconomical to pursue	10	408.27
Poor recovery prospects	3	1200.70
<b>Total</b>	<b>24</b>	<b>£1608.97</b>

## **Irrecoverable Vat Update – Section 33A of the VAT Act 1994**

As a partially exempt business East Ayrshire Leisure is unable to recover all of the Vat it incurs on purchases, this results in an annual cost to the organisation for Irrecoverable Vat. These costs have been reduced significantly through raising staff awareness and by reviewing expenditure to maximise Vat recovery through partial exemption.

In 2017 three of our museums were granted eligibility to be added to the Value Added Tax (Refund of Tax to Museums and Galleries) Order 2001. (Dick Institute, Dean Castle Museum and Burns House Museum). This permitted us to reclaim Vat incurred in connection with providing free admission to our museums and galleries, this would normally not have been recoverable. This resulted in a saving of £11,500 in 2017/18.

Annual Irrecoverable VAT costs have been reduced from £106k in 14/15 to £71k in 2017/18.

## **Staff Satisfaction Survey Action Plan 2017/18**

The Staff Satisfaction survey identified a few key areas for improvement and an Action plan has been devised in conjunction with Team Leaders.

To assist with the cultural change required, and to improve communication across the Trust, work is currently underway to organise Exchange: a staff information day. This will be mandatory for all staff and will be held over three sessions on 25/26 June; two in Kilmarnock and one in Cumnock. This will be an opportunity for staff to meet representatives from all service areas and find out about all the events, activities and projects that are going on across the Trust. Trustees will also be invited to attend.

## **GDPR**

The General Data Protection Regulations (GDPR) comes into force as of 25<sup>th</sup> May 2018. To ensure that East Ayrshire Leisure complies with these new regulations a GDPR Compliance Checklist was developed, this enabled the People & Finance Section to ensure processes were developed and information communicated to staff.

In many respects East Ayrshire Leisure is well placed as it is already complying with the terms of the Data Protection Act 1998 and many of the fundamentals remain the same. Fairness, transparency, accuracy, security and respect for the rights of the individual whose data is to be processed – these are the things that East Ayrshire Leisure is currently adhering to with data and GDPR seeks only to build on these principles.



## **PERFORMANCE SCORECARD**

## EALT PI Report

Generated on: 30 April 2018 09:54

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	4.35	2	↓	↓	<p>All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management. The top 3 causes of absence are:-</p> <p>Musculo-Skeletal</p> <p>Ops/Recovery/Treatments</p> <p>Stress – Personal</p>	<p><b>EALT1 Average Days Lost per Employee</b></p> <table><thead><tr><th>Quarters</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>3.37</td></tr><tr><td>Q1 2017/18</td><td>2.98</td></tr><tr><td>Q2 2017/18</td><td>2.22</td></tr><tr><td>Q3 2017/18</td><td>4.35</td></tr></tbody></table>	Quarters	Value	Q1 2016/17	1.8	Q2 2016/17	2.6	Q3 2016/17	2.56	Q4 2016/17	3.37	Q1 2017/18	2.98	Q2 2017/18	2.22	Q3 2017/18	4.35			
Quarters	Value																								
Q1 2016/17	1.8																								
Q2 2016/17	2.6																								
Q3 2016/17	2.56																								
Q4 2016/17	3.37																								
Q1 2017/18	2.98																								
Q2 2017/18	2.22																								
Q3 2017/18	4.35																								
EALT2 Total Income	£2,024,741.00	£1,923,986.00	↑	↑	<p>Variances on income are to be expected due to cyclical fluctuations.</p>	<p><b>EALT2 Total Income</b></p> <table><thead><tr><th>Quarters</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>£1,745,235.00</td></tr><tr><td>Q2 2016/17</td><td>£1,636,729.00</td></tr><tr><td>Q3 2016/17</td><td>£1,705,635.00</td></tr><tr><td>Q4 2016/17</td><td>£1,911,335.00</td></tr><tr><td>Q1 2017/18</td><td>£1,577,260.00</td></tr><tr><td>Q2 2017/18</td><td>£1,756,094.00</td></tr><tr><td>Q3 2017/18</td><td>£1,482,326.00</td></tr><tr><td>Q4 2017/18</td><td>£2,024,741.00</td></tr></tbody></table>	Quarters	Value	Q1 2016/17	£1,745,235.00	Q2 2016/17	£1,636,729.00	Q3 2016/17	£1,705,635.00	Q4 2016/17	£1,911,335.00	Q1 2017/18	£1,577,260.00	Q2 2017/18	£1,756,094.00	Q3 2017/18	£1,482,326.00	Q4 2017/18	£2,024,741.00	
Quarters	Value																								
Q1 2016/17	£1,745,235.00																								
Q2 2016/17	£1,636,729.00																								
Q3 2016/17	£1,705,635.00																								
Q4 2016/17	£1,911,335.00																								
Q1 2017/18	£1,577,260.00																								
Q2 2017/18	£1,756,094.00																								
Q3 2017/18	£1,482,326.00																								
Q4 2017/18	£2,024,741.00																								

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
EALT3 Total Expenditure	£2,216,943.00	£2,225,329.00	↑	↑	Variances on expenditure are to be expected due to cyclical fluctuations.	<p><b>EALT3 Total Expenditure</b></p> <p>■ Quarters — Target (Quarters)</p>	✓
EALT4 Culture	101,541	120,210	↓	↓	Cultural Services – Performance Q4 decreases by 9% due to Dean Castle closure caused by ongoing stonework issues. Muirkirk Library is now closed, Whatriggs and Cumnock Library have also experienced reductions compared to the same time last year. The decrease is due to reduced opening hours being implemented and ambitious performance targets being set at start of Business Plan. Adverse weather has also had an impact.	<p><b>EALT4 Culture</b></p> <p>■ Quarters — Target (Quarters)</p>	⬇

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																				
EALT5 Sport and Community Venues	173,054	197,568	↑	↓	Attendance shortfall within Sport by 8.6% for 2017/18 projected target. This relates to a reduction in external lets by local sports clubs and groups, reduction in large scale event bookings at Grange Leisure and St Joseph's Leisure Centre and provision of similar facilities in community or private ownership for sports related activities. Reduction also accounts for adverse weather conditions in Q4. (5062 lost attendances) and facility closures throughout 2017/2018 for repairs and maintenance specifically swimming pools at Auchinleck (66 days), Doon (29 days) and Loudoun Leisure Centre (29 days).	<p><b>EALT5 Sport and Community Venues</b></p> <table><thead><tr><th>Quarter</th><th>Attendance</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>229,635</td></tr><tr><td>Q2 2016/17</td><td>177,375</td></tr><tr><td>Q3 2016/17</td><td>189,819</td></tr><tr><td>Q4 2016/17</td><td>216,025</td></tr><tr><td>Q1 2017/18</td><td>189,550</td></tr><tr><td>Q2 2017/18</td><td>129,719</td></tr><tr><td>Q3 2017/18</td><td>167,781</td></tr><tr><td>Q4 2017/18</td><td>173,054</td></tr><tr><td>Q1 2018/19</td><td></td></tr></tbody></table>	Quarter	Attendance	Q1 2016/17	229,635	Q2 2016/17	177,375	Q3 2016/17	189,819	Q4 2016/17	216,025	Q1 2017/18	189,550	Q2 2017/18	129,719	Q3 2017/18	167,781	Q4 2017/18	173,054	Q1 2018/19		
Quarter	Attendance																										
Q1 2016/17	229,635																										
Q2 2016/17	177,375																										
Q3 2016/17	189,819																										
Q4 2016/17	216,025																										
Q1 2017/18	189,550																										
Q2 2017/18	129,719																										
Q3 2017/18	167,781																										
Q4 2017/18	173,054																										
Q1 2018/19																											
EALT6 Countryside	231,884	210,381	↑	↑	Visitor figures are now being recorded for the Country Park with a strong quarter 4 for 2017/18. However, golf continues to decline due to the condition of Annanhill Golf Course and the continuation of the foul sewage works across the course for the neighbouring housing developments.	<p><b>EALT6 Countryside</b></p> <table><thead><tr><th>Quarter</th><th>Visitors</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>300,000</td></tr><tr><td>Q2 2016/17</td><td>300,000</td></tr><tr><td>Q3 2016/17</td><td>35,514</td></tr><tr><td>Q4 2016/17</td><td>32,173</td></tr><tr><td>Q1 2017/18</td><td>54,996</td></tr><tr><td>Q2 2017/18</td><td>75,902</td></tr><tr><td>Q3 2017/18</td><td>88,913</td></tr><tr><td>Q4 2017/18</td><td>231,884</td></tr><tr><td>Q1 2018/19</td><td></td></tr></tbody></table>	Quarter	Visitors	Q1 2016/17	300,000	Q2 2016/17	300,000	Q3 2016/17	35,514	Q4 2016/17	32,173	Q1 2017/18	54,996	Q2 2017/18	75,902	Q3 2017/18	88,913	Q4 2017/18	231,884	Q1 2018/19		
Quarter	Visitors																										
Q1 2016/17	300,000																										
Q2 2016/17	300,000																										
Q3 2016/17	35,514																										
Q4 2016/17	32,173																										
Q1 2017/18	54,996																										
Q2 2017/18	75,902																										
Q3 2017/18	88,913																										
Q4 2017/18	231,884																										
Q1 2018/19																											

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																											
EALT7 Future Museum (Virtual Service)	128,870	73,431	↑	↑	Continues to exceed targets with excellent performance	<p><b>EALT7 Future Museum (Virtual Service)</b></p> <table><caption>EALT7 Future Museum (Virtual Service) Data</caption><thead><tr><th>Quarter</th><th>Quarters</th><th>Target (Quarters)</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td></td><td></td></tr><tr><td>Q2 2016/17</td><td>64,479</td><td></td></tr><tr><td>Q3 2016/17</td><td>58,421</td><td></td></tr><tr><td>Q4 2016/17</td><td>60,829</td><td></td></tr><tr><td>Q1 2017/18</td><td>88,754</td><td></td></tr><tr><td>Q2 2017/18</td><td>94,119</td><td></td></tr><tr><td>Q3 2017/18</td><td>111,039</td><td></td></tr><tr><td>Q4 2017/18</td><td>128,870</td><td></td></tr></tbody></table>	Quarter	Quarters	Target (Quarters)	Q1 2016/17			Q2 2016/17	64,479		Q3 2016/17	58,421		Q4 2016/17	60,829		Q1 2017/18	88,754		Q2 2017/18	94,119		Q3 2017/18	111,039		Q4 2017/18	128,870		✓
Quarter	Quarters	Target (Quarters)																																
Q1 2016/17																																		
Q2 2016/17	64,479																																	
Q3 2016/17	58,421																																	
Q4 2016/17	60,829																																	
Q1 2017/18	88,754																																	
Q2 2017/18	94,119																																	
Q3 2017/18	111,039																																	
Q4 2017/18	128,870																																	
EALT8 Eastayshireleisure.com (Virtual Service)	69,591	67,343	↑	↓		<p><b>EALT8 Eastayshireleisure.com (Virtual Service)</b></p> <table><caption>EALT8 Eastayshireleisure.com (Virtual Service) Data</caption><thead><tr><th>Quarter</th><th>Quarters</th><th>Target (Quarters)</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>62,078</td><td></td></tr><tr><td>Q2 2016/17</td><td>76,918</td><td></td></tr><tr><td>Q3 2016/17</td><td>81,398</td><td></td></tr><tr><td>Q4 2016/17</td><td>85,107</td><td></td></tr><tr><td>Q1 2017/18</td><td>57,533</td><td></td></tr><tr><td>Q2 2017/18</td><td>60,323</td><td></td></tr><tr><td>Q3 2017/18</td><td>68,568</td><td></td></tr><tr><td>Q4 2017/18</td><td>69,591</td><td></td></tr></tbody></table>	Quarter	Quarters	Target (Quarters)	Q1 2016/17	62,078		Q2 2016/17	76,918		Q3 2016/17	81,398		Q4 2016/17	85,107		Q1 2017/18	57,533		Q2 2017/18	60,323		Q3 2017/18	68,568		Q4 2017/18	69,591		✓
Quarter	Quarters	Target (Quarters)																																
Q1 2016/17	62,078																																	
Q2 2016/17	76,918																																	
Q3 2016/17	81,398																																	
Q4 2016/17	85,107																																	
Q1 2017/18	57,533																																	
Q2 2017/18	60,323																																	
Q3 2017/18	68,568																																	
Q4 2017/18	69,591																																	

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**

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

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

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

## Risk Register

East Ayrshire Leisure has had a Risk Register in place since its inception in July 2013. However, after consultation with key partners it was decided that a review was necessary to ensure the risks within it were current and truly reflected the Trusts present status.

To enable the Trust to review and develop a more robust Risk Register a seminar was delivered by Scott-Moncrieff, the Board and Senior Management team were present and their views were taken on board.

This seminar produced the overall perceptions of those present and the type of risk in each area of business can be seen below:

- East Ayrshire Leisure is **open** to reputational risk.
- East Ayrshire Leisure is **open** to political risk.
- East Ayrshire Leisure is **open** about financial risk
- East Ayrshire Leisure is **cautious** about compliance risk.
- East Ayrshire Leisure is **open** to operational risk.

7 risks are identified in East Ayrshire Leisure's Risk Register. These can be viewed on the Risk Register Overview Document.

Risk 1 is viewed as a compliance risk and is therefore scored using a Cautious Risk matrix.

Risk 2 is viewed as a reputational risk and is therefore scored using an Open Risk matrix.

Risk 3 is viewed as a reputational risk and is therefore scored using an Open Risk matrix.

Risk 4 is viewed as an operational risk and is therefore scored using an Open Risk matrix.

Risk 5 is viewed as a financial risk and is therefore scored using an Open Risk matrix.

Risk 6 is viewed as an operational risk and is therefore scored using an Open Risk matrix.

Risk 7 is viewed as a compliance risk and is therefore scored using a Cautious Risk matrix.

Therefore there are two distinct Risk Matrices used for scoring each risk on East Ayrshire Leisure's Risk Register these are:

#### The Open Risk Matrix

Likelihood	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
	Impact				

#### The Cautious Risk Matrix

Likelihood	5	10	15	20	25
	4	8	12	16	20
	3	6	9	12	15
	2	4	6	8	10
	1	2	3	4	5
	Impact				

Each risk is scored from 5 to 1 depending on likelihood and impact. For example, if something is very likely to happen it will score 5, whilst if the impact is very low it will score 1. Thereafter, the scores are multiplied to produce an overall risk rating. The score is then compared against the table in the associated Risk Matrix to indicate if it is a high, medium or low risk.

The scores and the Risk Matrix used for each risk can be seen in the table below:

<b>Risk Area</b>	<b>Risk Matrix</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Total</b>	<b>Risk Evaluation</b>
<b>1.</b>	Cautious	4	4	16	High
<b>2.</b>	Open	4	3	12	Medium
<b>3.</b>	Open	3	3	9	Low
<b>4.</b>	Open	3	4	12	Medium
<b>5.</b>	Open	4	3	12	Medium
<b>6.</b>	Open	3	2	6	Low
<b>7.</b>	Cautious	2	4	8	Medium

The justification for each risk and how they were scored can be viewed below:

#### 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 the Trust will have to make savings over the period and this will have a significant impact on the current venues we 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 like, St Josephs SGP and the problem with loose tiles in 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, and therefore, have the ability to adjust as required.

#### 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 provision can be met.

#### Risk Area 7.

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