

# PERFORMANCE & AUDIT SUB COMMITTEE

**Date:** 9 February 2021

**Location:** Microsoft Teams

**Start time:** 4pm

<b>AGENDA</b>			
<b>AGENDA ITEM</b>	<b>FOR NOTING</b>	<b>FOR DISCUSSION</b>	<b>FOR APPROVAL/ DECISION</b>
<b>1. Apologies for Absence</b>	✓		
<b>2. Declarations of Interest</b>	✓		
<b>3. Notes of Previous Meeting – 10 November 2020</b>	✓		
<b>4. Performance Report Oct - Dec 2020</b>			✓
<b>5. Charges Report 2021-22</b>			✓
<b>6. Trust Budget 2021-22</b>			✓
<b>7. Staff Recognition Award</b> This is a restricted document and not for onward circulation			✓
<b>8. AOCB</b>			
<b>9. Dates of Next Meetings:</b> <b>Trust Board:</b> 23 February 2021 <b>Performance &amp; Audit Sub-Committee:</b> 18 May 2021			

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# PERFORMANCE AND AUDIT SUB COMMITTEE

## PERFORMANCE REPORT OCTOBER – DECEMBER 2020

Date: 9 February 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 October to December 2020, the third quarter of the 2020/21 financial year.
- 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. 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.

### 2 FINANCIAL PERFORMANCE

- 2.1 The East Ayrshire Leisure Performs Q3 report provides detail of the Trust's financial performance for the period October to December 2020. 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 £150k. This variance is a significant improvement from the projection at quarter 2, which was £110,310 adverse. This movement in projections is predominantly due to successful resilience external funding bids to Creative Scotland, East Ayrshire Council and Corra Foundation as well as the Job Retention Scheme (table of successful bids has been included below).

Funder	Funding Received	Additional Funding Projected	Total Projected Funding 2020-21
EAC - Business Grant	(25,000.00)		(25,000.00)
Corra - Wellbeing	(77,265.00)		(77,265.00)
CJRS	(813,270.62)	(149,847.19)	(963,117.81)
Cultural Recovery Fund		(71,000.00)	(71,000.00)
<b>Total</b>	<b>(915,535.62)</b>	<b>(220,847.19)</b>	<b>(1,136,382.81)</b>

- 2.3 Through deployment of staff to support NHS and East Ayrshire Council essential services, we are also projecting an additional income of £80k. Furthermore, it should be noted that the team continue to maximise income and minimise expenditure and to take advantage of any opportunities that arise.

- 2.4 Currently allocated reserves includes a £10k allocated for Dower House upgrades which was approved by the Board 4 June 2019. These funds are no longer required and it is recommended that they are reallocated to fund essential COVID expenditure already incurred by the Leisure Trust.

### 3 PERFORMANCE STATISTICS

- 3.1 As could be expected there has been an overall decrease of 81% in attendances for quarter 3 compared to quarter 3 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.
- 3.2 Some areas of the business have seen a significant rise during the period. E-books has continued to grow with an 106% increase compared to quarter 3 in 2019/20 and Annanhill Golf Course has continued to perform well with an increase of 92% on Q3 of 2019/20.

### 4 QUARTER HIGHLIGHTS

- 4.1 As reported above, we submitted a successful application to Creative Scotland's Cultural Venue Recovery Fund. We were the only Leisure Trust in Scotland to receive an award and with a grant of £71k we received the 3<sup>rd</sup> largest allocation nationally.
- 4.2 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.
- 4.3 Partnership work has started with East Ayrshire Council's Health Living team within Vibrant Communities to share digital offer and to ensure integration and collaboration on wellbeing initiatives across all services and programmes.
- 4.4 The National Heritage Lottery Fund has agreed to extend the funding for the Museum Interns that have been working in Cultural Development. This is fantastic news as it will allow greater engagement with the Dean Castle project but will also allow us to continue with the excellent social media presence that Abigayle and Megan have developed to drive visitors to [futuremuseums.co.uk](http://futuremuseums.co.uk).
- 4.5 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.
- 4.6 Planning is underway to move Galston Library to the Town Hall once restoration and refurbishment is complete. Work is underway with Wylie Shanks in the planning of the building. This is another exciting capital project that we are working with East Ayrshire Council on which includes refurbishment of Morton Hall, The Palace and Grand Hall Complex, Dean Castle, Darvel Town Hall, Ayrshire Athletics Arena and Hunter Fitness Suite. A full capital projects report will be presented to Trustees in June 21.
- 4.7 Consultants have been appointed to take forward the development phase 2 of the Kilmarnock Green Infrastructure Project which now extends to 28km of multi-use trails throughout Kilmarnock. The commission has 4 key elements: Route Design; Signage, Interpretation and Public Art; Community Engagement Facilitation; and Landscape. Inception meeting with Sustrans and the design time has taken place with a completion date 30 April 2021.
- 4.8 In Partnership with EAC, a Digital Champions Project has commenced with 9 Homewords clients currently in receipt of iPads and support. Further clients are being targeted through community libraries.
- 4.9 2420 Bookbug Gifting bags have been distributed to schools and communities to date. This includes 1139 pupil bags, 40 teacher's bags, 690 baby bags and 551 toddler bags.

- 4.10 A new Natural Health Project was initiated with Alzheimers Scotland and CAMHS to develop an outdoor programme of health promoting activities for young people and their families. The partnership work with CAMHS, NHS Ayrshire and Arran, KA Leisure and South Ayrshire Council has secured additional funding to develop a pan Ayrshire programme to support families in the diagnostic process of Autism Spectrum Disorder.
- 4.11 A draft Recreation Plan has been produced following review of the 2006 Core Path Plan, this will form the subject of a 12 week statutory consultation.

### 5 RISK REGISTER

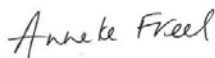
- 5.1 The risk register continues to be reviewed on a regular basis.

#### Recommendation/s:

It is recommended that the Sub-Committee:

- i. Approve the transfer of £10k from allocated reserves to fund essential COVID expenditure
- ii. Consider and approve the East Ayrshire Leisure Performs Report for the period October to December 2020; and
- iii. Otherwise note the content of this report.

Signature:



Designation: Chief Officer

Date: 12 January 2020



**EAST AYRSHIRE LEISURE PERFORMS**  
**QUARTER 3**  
**OCTOBER TO DECEMBER**  
**2020/21**



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# PROGRESS AGAINST CORPORATE DELIVERY PLAN 2020-22

<b>N</b>	<b>NO PROGRESS</b>	<b>S</b>	<b>SOME PROGRESS</b>	<b>C</b>	<b>COMPLETE</b>
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## 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
<b>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</b>				
1	Organise 2 customer Exchange evenings each year at key venues	HCS	S	Community consultation on leisure provision took place via online survey.  Development & Engagement Programme for 2020/21 is currently being developed; incorporating Coffee Chats, review of staff and customer newsletters and virtual roadshows.
<b>Action: We will be represented on appropriate community forums including community sports hubs, community councils and community action plan steering groups</b>				
2	Attend meetings of appropriate community groups or where relevant topics are on the agenda	HCS	S	Work has begun with Cumnock and District Leisure Group, Cumnock Juniors Enterprise Company and Vibrant Communities to develop a community leisure hub based around the new facilities at the Barony Campus in Cumnock.
<b>Action: We will develop a Plan which complements our Strategic Objectives, utilising the full marketing mix and ensuring tailored campaigns are created.</b>				
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	During the current COVID-10 pandemic we have changed the Marketing Campaign process to ensure requests for all marketing and promotional support are dealt with as efficiently and effectively as possible during this period of rapid change. During quarter 3 we have focused on: <ul style="list-style-type: none"> <li>• Hospitality</li> <li>• Re-opening of venues</li> <li>• Fitness programme</li> </ul>



				<ul style="list-style-type: none"> <li>Increased communications with staff and customers</li> </ul>
6	A digital marketing strategy will be developed to ensure maximum reach and continuous digital development	R&BDM	N	
7	A press and PR strategy will be developed to maximise coverage locally, nationally and through specialist press to drive visitor/audience growth	R&BDM	N	
8	Design, develop and deliver detailed evaluation strategy for all areas of Trust.	R&BDM	N	
<b>Action: We will develop a collaborative working arrangement with East Ayrshire Vibrant Communities to explore potential shared services, partnership working and innovation in delivery</b>				
9	Establish a working group with key colleagues that meets quarterly to ensure collaboration in programming.	SDM	S	<p>Partnership work has been happening with Health Living team within Vibrant Communities to share digital offerings</p> <p>Meeting scheduled for January with all EAL Development Managers and EAC Key Colleagues to discuss collaboration and programming, how we build on what we are already doing and formalise arrangements.</p>
<b>Action: We will work with key partners to develop a Cultural Strategy for East Ayrshire</b>				
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	
<b>Action: We will develop a formal collaborative arrangement with the Kilmarnock Leisure Centre Trust</b>				
14	Reviewed existing services to reduce duplication and identify areas of best practice	CO	N	

**Action: We will review our customer service standards and charter and customer feedback forms introducing key customer performance targets which we will measure monitor and report on annually**

15	Benchmark customer service performance targets, identifying a range of relevant targets	HCS	N	
16	Establish focus groups of customer and key partners in order to identify 3 key customer performance targets	HCS	N	
17	Review customer service standards, customer charter and customer feedback forms	HCS	C	A review of Customer Service Standards and the Customer Charter has been completed and communicated to staff, reiterated at recent induction sessions for staff returning from furlough. Feedback forms have been updated and all are available through the intranet.
18	Measure, monitor and report on key performance indicators annually	HCS	S	A review of key and statutory performance indicators has been started with a further review scheduled for Q4 to ensure consistency across service areas and to provide robust data. SPI Procedural Notes to be reviewed

**LEISURE AT THE HEART OF EVERY COMMUNITY**

Delivery Plan Output	Lead	Progress	Comments
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**Action: We will use the information from the Facility Audit 2019/20 to develop a Facility and Investment Strategy**

19	Carry out community consultation on the Leisure Facility Audit 2019/20	CO	S	Online survey is now complete. Detailed and targeted engagement will take place with the draft Leisure Facility Strategy
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 is 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.

<b>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</b>				
28	Develop an options appraisal that identifies opportunities for leisure provision within the proposed Doon Academy Learning Campus	CO	N	
29	Attend project board meetings to ensure that community leisure requirements are represented	CO	N	
<b>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</b>				
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
<b>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</b>				
33	Liaise with key partners to develop a costed specification for spectator and other facilities at Ayrshire Athletics Arena	SDM	S	A business case is being produced to extend the offer at Ayrshire Athletics Arena and to develop a focus on wellbeing.
34	Submit funding applications	SDM	N	
35	Develop a sponsorship package	SDM	N	
36	Increase spectator seating capacity by 50%	SDM	S	Initial conversations have taken place with Scottish Athletics.
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	

<b>Action: We will continue to implement the East Ayrshire Strategic Route Network</b>				
38	Implement a 40km paths network in the Irvine Valley	LDM	S	<p>Consultation process is now complete and final designs are ready for production, although will remain on hold until the path works commence.</p> <p>Due to Covid19, an extension has been given for implementation of this project until December 2021</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>
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	
<b>Action: To develop a masterplan for the development of the Palace Theatre and Grand Hall Complex and submit funding bids to implement the masterplan</b>				
43	Develop a masterplan for the Palace Theatre and Grand Hall Complex	CO	S	
44	Submit external funding bids	CO	N	
45	Develop community engagement and activity plan	CO	N	
46	Commission a consultant for detailed design	CO	N	
<b>Action: We will develop a management plan for Annanhill Golf Course that maximises customer experience whilst protecting and enhancing nature conservation</b>				
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 underway on the 2nd, 3 <sup>rd</sup> & 18 <sup>th</sup> 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	
<b>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</b>				
52	Development of a community engagement/consultation plan	P&EDM	N	
54	Production of a costed programme of improvements	P&EDM	S	
56	Greenflag Award achieved	LDM	S	
<b>Action: We will develop a maintenance and development plan for the River Ayr Way</b>				
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
<b>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</b>				
61	Establish a number of cultural engagement working groups to work on each area of engagement	CDM	S	<p>The blended schools engagement programme entitled 'My Tribe' based around the Grayson Perry exhibition is underway with five EA secondary schools engaged currently.</p> <p>In Partnership with EAC, a Digital Champions Project has commenced with 9 Homeworks clients currently</p>

				<p>in receipt of iPads and support. Further clients are being targeted through community libraries.</p> <p>The National <i>Reading Is Magic</i> initiative took place in September and October 2020 and was based on a co-ordinated online promotion which we profiled digitally and communicated directly to East Ayrshire's Education network.</p> <p>Bookbug Gifting. 1139 pupil bags, 40 teacher's bags, 690 baby bags and 551 toddler bags distributed. <b>2,420 bags</b> distributed to date.</p> <p>Book Week Scotland events took place online with Helen Fitzgerald receiving 25 views = 2.1hrs and Tom Foster receiving 80 views.</p> <p>Library book supplier Bertrams went into administration. Transfer from Bertrams to Askew and Holts. Complex communication systems between each of the library systems undertaken and work now complete.</p> <p>Investment in library e-stock for new digital titles including magazines to maximise relevance and value of our remote and outreach services.</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	
63	Include the Education Attainment Challenge Framework and other school facing activities and monitor related active involvement	CDM	S	
64	Align the above to a shared set of objectives, performance indicators and monitoring systems in relation to all cultural engagement activities	CDM	S	
<b>Action: We will continue to programme high quality outward facing cultural programmes that profile East Ayrshire as a must visit destination.</b>				
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>Communication with external partners ongoing in securing 2021/2022 programme onwards. Programme includes:  May – Sept: Claude Cahun (Hayward Touring)  Sept – Dec: Seedscapes (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>The launch of the Ayrshire Hospice Forget Me Not appeal took place at the Dick Institute with 500 flowers installed in the gardens at the DI for the photocall. Ongoing installation of the FMN meadow postponed to March 2021.</p> <p>Supporting Green Action Trust and Cumnock Action Plan in the development of an AWWiPP for Dementia sufferers. Strategic assistance given and Cultural Services representation on the selection panel and steering group.</p>
<b>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</b>				
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.
<b>Action: We will complete the refurbishment and restoration of Dean Castle and establish the importance of the re-opening of the newly refurbished venue</b>				
72	Deliver the five year plan which forms part of the funded programme commitment.	CDM	S	It is hoped to have new arrangements in place by January 2021.
73	Carry out detailed evaluation plan linked to the funded programme.	CDM	N	



74	Relaunch Dean Castle in 2021	CDM	N	<p>Due to the contractual delays, the reopening of the Castle is scheduled for 2022.</p> <p>Liaison work ongoing with Wylie Shanks in reviewing proposed building work in relation to the collections displays, security, environmental control and storage.</p> <p>Significant work ongoing in the development of all interpretation content, text, images, object label information, collection cradles, audio visual interactives and sound pods.</p> <p>Conservation review almost complete in the itemising of collection objects due for redisplay. Next steps are to undertake the required conservation with specialists across the UK.</p>
75	Maintain current standard of collection care and meet our Accreditation/Recognition commitments.	CDM	S	<p>Museum Galleries Scotland approved our request to widen the scope of the Axiell collections inventory content management system to include data migration. Communication with contractor ongoing in undertaking the work.</p> <p>Recognition Report for EAC's 'Significance Status' Historic Musical Instrument Collection submitted to MGS for review.</p>
<b>Action: We will prepare an East Ayrshire Aquatics Strategy</b>				
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	

<b>Action: We will develop a Community Golf Development Plan to encourage participation school, community and club golf</b>				
81	Establish a working group with key stakeholders and establish a regular meeting schedule	SDM	S	A monthly liaison meeting has been set up with Annanhill and Redburn golf clubs. This will hopefully expand to other key stakeholders in relation to the development of golf in the near future.
82	Develop a Golf Development Plan which sets a shared set of objectives, performance indicators and monitoring systems in relation to school, community and club golf	SDM	N	
83	Increase golf membership by 2% each year using 2019 as a baseline	SDM	S	Target exceeded for 2020/21. Up to Q3 2019/20 – 9274 golf attendances compared to 2020/21 12,274
<b>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</b>				
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	Run, Jump & Throw will run from Oct –Dec with over 100 children signed up for the block.  Our festive programme had to be cancelled due to COVID, however there were over 60 kids booked in over the 3 days.
88	Develop a partnership with each club associated with priority sport	SDM	N	
<b>Action: We will develop a plan for Outdoor Learning that introduces young people to outdoor, experiential learning</b>				
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.
<b>Action: We will develop a Recreation Plan for East Ayrshire which will promote walking, cycling and other outdoor pursuits throughout East Ayrshire</b>				
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.
<b>Action: We will continue to attract local and national sporting events to our community sporting events</b>				
96	Attract 4 new events to our community sports venues each year	SDM	S	West District cross country relay championships were booked into Scott Ellis for October and was then rescheduled to November. This was cancelled due to COVID restrictions
<b>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</b>				
97	Organise at least 2 large scale events annually	C&PDM	N	
98	Represent East Ayrshire Leisure at relevant trade fairs and conferences	C&PDM	N	DM continues to represent EAL at online forums
<b>Action: We will continue work with Imagine Theatre on a collaborative approach to Pantomime production</b>				
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	
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	
<b>Action: To host Illuminight with Lidl at Dean Castle Country Park for the 4th year</b>				
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	
<b>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</b>				
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 Kilmarnock 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	
<b>Action: We will work with partners to develop a programme of activities that will celebrate the 2020 Summer Olympics</b>				
114	Establish a working group with multi-agency representatives	SDM	S	A multi agency group was established but was disbanded due to lockdown restrictions. This will be reviewed in 2021.  To be discussed at our 1 <sup>st</sup> partnership meeting in Jan.
115	Submit external funding applications to support programme of activities	SDM	N	

116	Develop and implement a programme of events and activities	SDM	N	
117	Include activities that promote 2 'Fringe' sports from the Summer Olympics	SDM	N	
<b>Action: We will encourage community participation in fitness through the introduction of a GP Referral Scheme and a programme of fitness classes and activities</b>				
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	N	
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	Meeting with Vibrant Communities has been taking place and have been invited to attend our Online Fitness Working group.
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	This is being considered as part of Transformation 2022
<b>Action: We will provide experiential learning opportunities for young people through our Treehouse Residential Centre</b>				
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
<b>Action: We will design and implement a People Strategy that will support and facilitate the delivery of operational objectives</b>				
127	Development of an Equality and Diversity Statement	HCS	N	
128	Implementation of an Organisational Development Framework	HCS	N	
130	Design a training and development programme which is tailored to meet the needs of the organisation.	HCS	S	Currently ongoing, an Induction Session has been designed and delivered to all employees as they return to work after being on furlough leave. Training Matrix is being developed for the new flexible roles.
<b>Action: We will embed and develop our 'Exchange' programme in all forums and structures for communication</b>				
133	Organise an annual staff event	HCS	S	Plans are currently being developed for a 2021 staff event.
135	Develop and enhance the staff intranet	HCS	C	New intranet was launched early December. Development and enhancement will be ongoing.
<b>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</b>				
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	

I43	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"> <li>• Good practice in working with volunteers</li> <li>• Providing high quality volunteering opportunities/ experiences that support the needs of East Ayrshire Leisure</li> <li>• Raising awareness of volunteering for East Ayrshire Leisure</li> <li>• Enhancing recognition of the value of volunteers</li> </ul>
<b>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.</b>				
I46	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 January – March 2. A flexible delivery model is being considered.
<b>Action: We will designate Trustees as ambassadors for key areas of the business</b>				
I47	Nominate Trustees as business are ambassadors	CO	S	Ambassador role, descriptors and accompanying paperwork being developed.
I48	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
<b>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</b>				
<b>COMPLETE</b>				
<b>Action: To review and continually improve and enhance our information technology infrastructure and operations and to embrace digital technology</b>				
153	Review wifi across all our venues	HCS	S	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.
154	Review and develop our box office and booking system and operations to enhance the customer journey	HCS	S	<p>We have expanded the remit of the box office &amp; booking team to include community venues, synthetic grass pitches, grass pitches and the Barony Sports Village.</p> <p>We continue to work closely with Nouveau Solutions Ltd to enhance the customer journey through updating our online customer experience.</p>
155	Review and development of website	HCS	S	<p>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.</p> <p>Factory 73 have now been granted access to system to allow developmental work to take place, enabling us to track traffic/sales. Expected completion date of Feb 2021.</p>
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.
<b>Action: We will review, develop and maintain robust financial processes to ensure financial sustainability of our organisation</b>				
157	Design Financial Strategy	HCS	N	



159	Implement annual internal audit plan and identify improvements	HCS	S	Implementation of the 2020-21 Internal Audit Plan is underway, an update will be presented to the P&SC.
161	Annual review and development of charging schedule	HCS	S	2021-22 review commenced December 2020. Charges report prepared for presentation to the P&SC on the 9 <sup>th</sup> 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.
<b>Action: We will carry out a review of income and expenditure across all cost centre and expenditure codes to streamline financial monitoring and reporting</b>				
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.
<b>Action: We will review the existing Service Level Agreement with East Ayrshire Council to ensure high quality service delivery</b>				
165	Revised Service Level Agreement for the period 2020 – 2025	CO	N	
<b>Action: We will develop partnerships and collaborative working arrangements with partners and key stakeholders</b>				
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	
<b>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</b>				
168	Continue our VisitScotland Accreditation Scheme (visits to venues every 2 years)	R&BDM	C	Online COVID compliance assessment is complete and their 'We're Good To Go' mark is on display in our venues and online.  Systems and processes in place to monitor and control our Accreditation scheme programme
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	
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.
<b>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.</b>				
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. The success of the Elf Trail has had a positive impact on income generation.
<b>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</b>				
178	Implement a workplace framework which will facilitate a positive performance climate	HCS	C	Development Managers and Development Officers have been informed that all team and individual Progress Meeting should focus on service specific delivery plan actions.
180	Design and introduce a revised recruitment process based upon workplace values	HCS	N	
181	Set and meet challenging financial targets and build sufficient reserves.	F&BDM	S	Work is underway to determine the financial budgets for 2021/22. A report will be submitted to February P&SC.
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 scheduled for review in Jan 2021.
183	Review, measure, monitor and report upon key performance indicators	HCS	S	KPIs under review, completion date for April 2021.

184	Measure monitor and report upon business planning priorities	HCS	C	Business Development process now implemented and summary of proposals will be presented annually to P&ASC.
<b>PROTECTING OUR ENVIRONMENT</b>				
<b>Delivery Plan Output</b>		<b>Lead</b>	<b>Progress</b>	<b>Comments</b>
<b>Action: We will publish an annual Climate Change Declaration that outlines our carbon footprint and our priorities for carbon reduction</b>				
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	
<b>Action: We will participate in the VisitScotland Green Business Scheme to reduce the impact our organisation has on the environment</b>				
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	
<b>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</b>				
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 October – December 2020:-

Public Liability	4 claims remain ongoing
Employers' Liability	1 claim remains ongoing 1 new claim
Motor Claim	No claims

### **Claims submitted by East Ayrshire Leisure**

Business Interruption Claim	1 claim remains ongoing
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### **Gifts & Hospitality**

No gifts or hospitality were received during this period.

### **Customer Complaints**

During the October - December 2020 period 103 comments were received and logged by the Marketing & Development Team; 9 of these were complaints, and were categorised as follows:

Category	No Received	Stage 1 / 2	Status
Countryside Maintenance	1	1	Responses provided
Other:	8		Responses provided
<ul style="list-style-type: none"> <li>• DCCP Café</li> <li>• Annahill</li> <li>• DCCP Playpark</li> <li>• Online lib catalogue</li> <li>• DCCP bench</li> </ul>	4 1 1 1 1	1	Meeting has been arranged to discuss in the park

### **Positive Comments**

We received 4 positive comments during the period, highlights include:

- "I also wish to thank you for making the Grange a very safe place to continue our practice and every member of the band felt COVID comfortable within your premises"
- "I have to say all of the staff at Stewarton have been doing a fantastic job and are a credit to East Ayrshire Leisure."
- "I would just like to finish by conveying my sincere thanks to you and ALL the hard working conscientious team for the fantastic service your providing under exceptional times. I can't praise you all highly enough" - Doon Valley Leisure Centre.
- "Great resource, many thanks for the super quick response and for providing the information" – Online library



## **FINANCIAL PERFORMANCE**

### **TO 31.12.20**



**Performance & Audit Sub Committee**

**2020/21 EAST AYRSHIRE LEISURE BUDGET**

**AS AT 31<sup>st</sup> December 2020 – QUARTER 3 - PERIOD 9**

The projected outturn for East Ayrshire Leisure at 31<sup>st</sup> December 2020 is adverse position of £988,070 reduced by external funding received of £915,535 and potential further funding of approximately £285,000 resulting in a potential favourable position of £150,000. Management will continue to monitor and implement action to ensure favourable position can be secured.

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 25<sup>th</sup> 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
<b>EXECUTIVE MANAGEMENT</b>		1,376,610	1,368,060	1,368,030		
<b>CULTURAL DEVELOPMENT</b>		1,451,340	1,451,800	1,451,970		
<b>COMMUNITY &amp; PERFORMING ARTS DEVELOPMENT</b>		410,970	414,860	418,150		
<b>LEISURE DEVELOPMENT</b>		658,030	662,580	652,640		
<b>SPORTS DEVELOPMENT</b>		650,780	653,580	654,960		
<b>PROPERTY &amp; ESTATES DEVELOPMENT</b>		179,360	183,360	193,800		
<b>BUDGET TO BE ALLOCATED TO SERVICES</b>	4,632,030					
<b>TOTAL</b>	4,632,030	4,727,090	4,734,240	4,739,550	0	
<b>Management Fee</b>	(4,632,030)	(4,727,090)	(4,734,240)	(4,739,080)		
<b>Reserves</b>	0	0	0	(470)		
<b>TOTAL</b>	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 31/12/19	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Exp. To 31/12/20	Revised Budget To 31/12/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
<b>847,052</b>	<b>1,335,535</b>	<b>EXECUTIVE MANAGEMENT</b>	<b>1,368,030</b>	<b>1,024,453</b>	<b>1,001,022</b>	<b>75%</b>	<b>1,431,010</b>	<b>62,980</b>
626,137	1,049,622	Corporate Services	1,028,090	735,495	766,229	72%	1,021,670	(6,420)
232,154	297,803	Relationship & Business Development	390,230	236,768	286,735	61%	337,750	(52,480)
(11,239)	(11,891)	Hospitality Development	(50,290)	52,189	(51,942)	-104%	71,590	121,880
<b>1,176,595</b>	<b>1,621,181</b>	<b>CULTURAL DEVELOPMENT</b>	<b>1,451,970</b>	<b>931,542</b>	<b>1,045,390</b>	<b>64%</b>	<b>1,384,630</b>	<b>(67,340)</b>
75,378	97,030	Cultural Development	272,500	170,183	197,476	62%	266,970	(5,530)
107,090	148,948	Collection Care	103,790	77,120	75,812	74%	102,370	(1,420)
130,272	182,046	Visual Arts Development	37,460	19,717	27,016	53%	32,410	(5,050)
83,584	130,205	Museums Development	121,370	70,735	81,527	58%	113,800	(7,570)
780,271	1,062,952	Libraries	916,850	593,786	663,559	65%	869,080	(47,770)
<b>149,836</b>	<b>482,540</b>	<b>COMMUNITY &amp; PERFORMING ARTS</b>	<b>418,150</b>	<b>442,712</b>	<b>217,834</b>	<b>106%</b>	<b>629,350</b>	<b>211,200</b>
(26,553)	155,503	Performing Arts Development	193,570	158,062	77,704	82%	190,300	(3,270)
242,816	400,066	Community Development	252,960	276,763	159,107	109%	430,330	177,370
(66,427)	(73,029)	Community Lettings & Co-Managed Centres - Lets	(28,380)	7,887	(18,977)	-28%	8,720	37,100
<b>562,210</b>	<b>794,546</b>	<b>LEISURE DEVELOPMENT</b>	<b>652,640</b>	<b>459,958</b>	<b>453,433</b>	<b>70%</b>	<b>667,910</b>	<b>15,270</b>
219,745	297,796	Leisure Development	155,630	118,436	113,218	76%	159,660	4,030
318,974	463,637	Countryside & Visitors Development	456,170	313,052	310,424	69%	467,250	11,080
23,492	33,113	Green Infrastructure Development	40,840	26,002	29,791	64%	40,940	100
0	0	Volunteer Development	0	2,469	0		60	60
<b>617,790</b>	<b>878,637</b>	<b>SPORTS DEVELOPMENT</b>	<b>654,960</b>	<b>947,303</b>	<b>426,075</b>	<b>145%</b>	<b>1,428,070</b>	<b>773,110</b>
228,016	313,370	Sports Development Team	260,480	152,929	187,187	59%	225,550	(34,930)
82,964	130,081	Community Sports Area 1	55,780	317,875	32,103	570%	502,390	446,610
249,825	352,736	Community Sports Area 2	309,050	471,669	188,596	153%	666,380	357,330
39,028	44,608	Temporary Facilities	4,860	4,844	4,860	100%	4,860	0
17,957	37,843	Football Venues	24,790	(14)	13,329	0%	28,890	4,100
0	0	<b>PROPERTY &amp; ESTATES DEVELOPMENT</b>	<b>193,800</b>	<b>116,888</b>	<b>132,261</b>	<b>60%</b>	<b>184,580</b>	<b>(9,220)</b>
<b>3,353,484</b>	<b>5,112,439</b>	<b>TOTAL</b>	<b>4,739,550</b>	<b>3,922,856</b>	<b>3,276,015</b>	<b>83%</b>	<b>5,725,550</b>	<b>986,000</b>
<b>(3,478,939)</b>	<b>(4,945,950)</b>	<b>Management Fee</b>	<b>(4,739,080)</b>	<b>(3,546,988)</b>	<b>(3,558,420)</b>	<b>75%</b>	<b>(4,739,080)</b>	<b>0</b>
<b>(125,455)</b>	<b>166,489</b>	<b>TOTAL</b>	<b>470</b>	<b>375,868</b>	<b>(282,405)</b>		<b>986,470</b>	<b>986,000</b>
<b>(49,520)</b>	<b>(68,760)</b>	<b>Trs From Reserves</b>	<b>(470)</b>	<b>(470)</b>	<b>0</b>		<b>(470)</b>	<b>0</b>
<b>(174,975)</b>	<b>97,729</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>375,398</b>	<b>(282,405)</b>		<b>986,000</b>	<b>986,000</b>
<b>0</b>	<b>0</b>	<b>External Funding</b>	<b>0</b>	<b>(915,536)</b>	<b>0</b>		<b>(1,136,000)</b>	<b>(1,136,000)</b>
<b>(174,975)</b>	<b>97,729</b>	<b>TOTAL (after external funding)</b>	<b>0</b>	<b>(540,137)</b>	<b>(282,405)</b>	<b>0</b>	<b>(150,000)</b>	<b>(150,000)</b>

**TABLE B – OVERALL NET POSITION**

Revised Actual Exp. To 31/12/19	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Exp. To 31/12/20	Revised Budget To 31/12/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
(1,662,943)	(2,174,887)	Income From Charitable Activities	(2,287,680)	(286,962)	(1,750,770)	13%	(462,560)	1,825,120
(3,478,939)	(4,945,950)	Management Fee	(4,739,080)	(3,546,988)	(3,558,420)	75%	(4,739,080)	0
0	0	External Funding	0	(915,536)	0		(1,136,000)	(1,136,000)
<b>(5,141,882)</b>	<b>(7,120,837)</b>	<b>TOTAL INCOME</b>	<b>(7,026,760)</b>	<b>(4,749,485)</b>	<b>(5,309,190)</b>	<b>1</b>	<b>(6,337,640)</b>	<b>689,120</b>
3,737,119	5,158,824	Employee Costs	5,074,520	3,381,854	3,638,068	67%	4,592,940	(481,580)
25,082	38,754	Transport Costs	37,540	23,711	27,892	63%	42,090	4,550
354,558	672,573	Premises Costs	602,820	261,408	358,387	43%	610,195	7,375
827,976	1,083,798	Supplies & Services	1,180,730	530,151	915,716	45%	881,775	(298,955)
0	27,187	Financing Costs	4,000	0	0	0%	4,000	0
0	187,400	Support Costs	0	0	0		0	0
71,693	118,790	Governance Costs	127,620	12,693	86,722	10%	57,110	(70,510)
<b>5,016,427</b>	<b>7,287,326</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>7,027,230</b>	<b>4,209,818</b>	<b>5,026,785</b>	<b>60%</b>	<b>6,188,110</b>	<b>(839,120)</b>
<b>(125,455)</b>	<b>166,489</b>	<b>NET POSITION</b>	<b>470</b>	<b>(539,667)</b>	<b>(282,405)</b>		<b>(149,530)</b>	<b>(150,000)</b>
<b>(49,520)</b>	<b>(68,760)</b>	<b>Trs From Reserves</b>	<b>(470)</b>	<b>(470)</b>	<b>0</b>		<b>(470)</b>	<b>0</b>
<b>(174,975)</b>	<b>97,729</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>(540,137)</b>	<b>(282,405)</b>		<b>(150,000)</b>	<b>(150,000)</b>

**TABLE C – INCOME POSITION**

Revised Actual Income To 31/12/19	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Income To 31/12/20	Revised Budget Income To 31/12/20	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
<b>(223,772)</b>	<b>(278,186)</b>	<b>EXECUTIVE MANAGEMENT</b>	<b>(360,040)</b>	<b>(49,041)</b>	<b>(284,650)</b>	<b>14%</b>	<b>(133,590)</b>	<b>226,450</b>
(16,368)	(20,072)	Corporate Services	(19,000)	(567)	(14,254)	3%	(77,780)	-58780
(931)	(3,010)	Relationship & Business Development	(1,500)	0	(1,125)	0%	0	1,500
(206,473)	(255,105)	Hospitality Development	(339,540)	(48,475)	(269,271)	14%	(55,810)	283,730
<b>(71,309)</b>	<b>(120,397)</b>	<b>CULTURAL DEVELOPMENT</b>	<b>(100,050)</b>	<b>(24,907)</b>	<b>(75,486)</b>	<b>25%</b>	<b>(54,870)</b>	<b>45,180</b>
(14,609)	(16,750)	Cultural Development	(17,800)	(149)	(13,351)	1%	(150)	17,650
(10,580)	(10,465)	Collection Care	(2,610)	(3,310)	(2,395)	127%	(3,070)	(460)
0	0	Visual Arts Development	0	0	0		0	0
(16,014)	(16,694)	Museums Development	(4,980)	(62)	(3,735)	1%	(60)	4,920
(30,106)	(76,489)	Libraries	(74,660)	(21,387)	(56,005)	29%	(51,590)	23,070
<b>(592,279)</b>	<b>(718,239)</b>	<b>COMMUNITY &amp; PERFORMING ARTS DEVELOPMENT</b>	<b>(628,240)</b>	<b>(24,797)</b>	<b>(510,034)</b>	<b>4%</b>	<b>(39,080)</b>	<b>589,160</b>
(321,194)	(335,247)	Performing Arts Development	(309,820)	(5,035)	(288,818)	2%	(12,750)	297,070
(193,534)	(287,263)	Community Development	(279,290)	(18,793)	(192,365)	7%	(25,350)	253,940
(77,552)	(95,728)	Community Lettings & Co-Managed Centres - Lets	(39,130)	(969)	(28,851)	2%	(980)	38,150
<b>(79,164)</b>	<b>(98,230)</b>	<b>LEISURE DEVELOPMENT</b>	<b>(56,340)</b>	<b>(17,482)</b>	<b>(42,630)</b>	<b>31%</b>	<b>(17,810)</b>	<b>38,530</b>
(42,428)	(54,473)	Leisure Development	(15,740)	209	(11,805)		210	15,950
(35,187)	(42,208)	Countryside & Visitors Development	(40,600)	(17,690)	(30,825)	44%	(18,020)	22,580
(1,549)	(1,549)	Green Infrastructure Development	0	0	0		0	0
	0	Volunteer Development	0	0	0		0	0
<b>(696,419)</b>	<b>(959,835)</b>	<b>SPORTS DEVELOPMENT</b>	<b>(1,143,010)</b>	<b>(170,734)</b>	<b>(837,970)</b>	<b>15%</b>	<b>(217,210)</b>	<b>925,800</b>
(608)	(955)	Sports Development Team	0	(145)	0		(600)	(600)
(363,647)	(511,593)	Community Sports Area 1	(608,050)	(67,436)	(427,714)	11%	(85,530)	522,520
(323,137)	(436,818)	Community Sports Area 2	(529,970)	(101,806)	(406,199)	19%	(129,260)	400,710
(5,260)	(6,139)	Temporary Facilities	(750)	(749)	(750)		(750)	0
(3,767)	(4,330)	Football Venues	(4,240)	(598)	(3,307)	14%	(1,070)	3,170
0	0	<b>PROPERTY &amp; ESTATES DEVELOPMENT</b>	0	0	0		0	0
<b>(1,662,943)</b>	<b>(2,174,887)</b>	<b>TOTAL</b>	<b>(2,287,680)</b>	<b>(286,962)</b>	<b>(1,750,770)</b>	<b>13%</b>	<b>(462,560)</b>	<b>1,825,120</b>
<b>(3,478,939)</b>	<b>(4,945,950)</b>	<b>Management Fee</b>	<b>(4,739,080)</b>	<b>(3,546,988)</b>	<b>(3,558,420)</b>	<b>75%</b>	<b>(4,739,080)</b>	<b>0</b>
0	0	<b>External Funding</b>	0	<b>(915,536)</b>	0		<b>(1,136,000)</b>	<b>(1,136,000)</b>
<b>(5,141,882)</b>	<b>(7,120,837)</b>	<b>TOTAL</b>	<b>(7,026,760)</b>	<b>(4,749,485)</b>	<b>(5,309,190)</b>	<b>68%</b>	<b>(6,337,640)</b>	<b>689,120</b>

**TABLE D – EXPENDITURE POSITION**

Revised Actual Exp. To 31/12/19	Actual Out-turn to 31/03/20	Service Division	Annual Estimate 2020/21	Revised Actual Exp. To 31/12/20	Revised Budget To 31/12/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
<b>1,070,824</b>	<b>1,613,721</b>	<b>EXECUTIVE MANAGEMENT</b>	<b>1,728,070</b>	<b>1,073,494</b>	<b>1,285,672</b>	<b>62%</b>	<b>1,564,600</b>	<b>(163,470)</b>
642,505	1,069,694	Corporate Services	1,047,090	736,062	780,483	70%	1,099,450	52,360
233,085	300,813	Relationship & Business Development	391,730	236,768	287,860	60%	337,750	(53,980)
195,235	243,214	Hospitality Development	289,250	100,664	217,329	35%	127,400	(161,850)
<b>1,247,904</b>	<b>1,741,578</b>	<b>CULTURAL DEVELOPMENT</b>	<b>1,552,020</b>	<b>956,449</b>	<b>1,120,876</b>	<b>62%</b>	<b>1,439,500</b>	<b>(112,520)</b>
89,987	113,780	Cultural Development	290,300	170,332	210,827	59%	267,120	(23,180)
117,670	159,413	Collection Care	106,400	80,429	78,207	76%	105,440	(960)
130,272	182,046	Visual Arts Development	37,460	19,717	27,016	53%	32,410	(5,050)
99,598	146,899	Museums Development	126,350	70,798	85,262	56%	113,860	(12,490)
810,377	1,139,441	Libraries	991,510	615,173	719,564	62%	920,670	(70,840)
<b>742,116</b>	<b>1,200,778</b>	<b>COMMUNITY &amp; PERFORMING ARTS DEVELOPMENT</b>	<b>1,046,390</b>	<b>467,509</b>	<b>727,868</b>	<b>45%</b>	<b>668,430</b>	<b>(377,960)</b>
294,641	490,750	Performing Arts Development	503,390	163,097	366,522	32%	203,050	(300,340)
436,350	687,330	Community Development	532,250	295,556	351,472	56%	455,680	(76,570)
11,125	22,699	Community Lettings & Co-Managed Centres - Lets	10,750	8,856	9,874	82%	9,700	(1,050)
<b>641,374</b>	<b>892,776</b>	<b>LEISURE DEVELOPMENT</b>	<b>708,980</b>	<b>477,440</b>	<b>496,063</b>	<b>67%</b>	<b>685,720</b>	<b>(23,260)</b>
262,172	352,269	Leisure Development	171,370	118,227	125,023	69%	159,450	(11,920)
354,161	505,845	Countryside & Visitors Development	496,770	330,743	341,249	67%	485,270	(11,500)
25,041	34,662	Green Infrastructure Development	40,840	26,002	29,791	64%	40,940	100
0	0	Volunteer Development	0	2,469	0		60	60
<b>1,314,209</b>	<b>1,838,472</b>	<b>SPORTS DEVELOPMENT</b>	<b>1,797,970</b>	<b>1,118,037</b>	<b>1,264,045</b>	<b>62%</b>	<b>1,645,280</b>	<b>(152,690)</b>
228,624	314,325	Sports Development Team	260,480	153,074	187,187	59%	226,150	(34,330)
446,610	641,674	Community Sports Area 1	663,830	385,312	459,817	58%	587,920	(75,910)
572,963	789,554	Community Sports Area 2	839,020	573,475	594,795	68%	795,640	(43,380)
44,288	50,747	Temporary Facilities	5,610	5,593	5,610	100%	5,610	0
21,723	42,173	Football Venues	29,030	584	16,636	2%	29,960	930
<b>0</b>	<b>0</b>	<b>PROPERTY &amp; ESTATES DEVELOPMENT</b>	<b>193,800</b>	<b>116,888</b>	<b>132,261</b>	<b>60%</b>	<b>184,580</b>	<b>(9,220)</b>
<b>5,016,427</b>	<b>7,287,326</b>	<b>TOTAL</b>	<b>7,027,230</b>	<b>4,209,818</b>	<b>5,026,785</b>	<b>60%</b>	<b>6,188,110</b>	<b>(839,120)</b>

## EXECUTIVE MANAGEMENT

Revised Actual Exp. To 31/12/19	Actual Out-turn to 31/03/20	EXECUTIVE MANAGEMENT	Annual Estimate 2020/21	Revised Actual Exp. To 31/12/20	Revised Budget To 31/12/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
626,137	1,049,622	Corporate Services	1,028,090	735,495	766,229	72%	1,021,670	(6,420)
232,154	297,803	Relationship & Business Development	390,230	236,768	286,735	61%	337,750	(52,480)
(11,239)	(11,891)	Hospitality Development	(50,290)	52,189	(51,942)	-104%	71,590	121,880
0	0	External Funding	0	(915,536)	0		(1,136,000)	(1,136,000)
(3,478,939)	(4,945,950)	Management Fee	(4,739,080)	(3,546,988)	(3,558,420)	75%	(4,739,080)	0
<b>(41,350)</b>	<b>(41,350)</b>	<b>Trs From Reserves</b>	<b>(470)</b>	<b>(470)</b>	<b>0</b>		<b>(470)</b>	<b>0</b>
<b>(2,673,237)</b>	<b>(3,651,765)</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>(3,371,520)</b>	<b>(3,438,541)</b>	<b>(2,557,398)</b>	<b>102%</b>	<b>(4,444,540)</b>	<b>(1,073,020)</b>
(223,772)	(278,186)	Income From Charitable Activities	(360,040)	(49,041)	(284,650)	14%	(133,590)	226,450
(3,478,939)	(4,945,950)	Management Fee	(4,739,080)	(3,546,988)	(3,558,420)	75%	(4,739,080)	0
0	0	External funding	0	(915,536)	0		(1,136,000)	(1,136,000)
<b>(3,702,711)</b>	<b>(5,224,136)</b>	<b>TOTAL INCOME</b>	<b>(5,099,120)</b>	<b>(4,511,565)</b>	<b>(3,843,070)</b>	<b>88%</b>	<b>(6,008,670)</b>	<b>(909,550)</b>
723,788	1,007,848	Employee Costs	1,173,190	738,727	845,974	63%	1,053,190	(120,000)
1,095	2,513	Transport Costs	0	0	0		0	0
13,359	12,127	Premises Costs	2,680	2,984	2,012	111%	3,850	1,170
315,730	368,817	Supplies & Services	516,100	322,563	419,607	63%	480,170	(35,930)
0	0	Financing Costs	0	0	0		0	0
0	187,400	Support Costs	0	0	0		0	0
16,853	35,016	Governance Costs	36,100	9,221	18,079	26%	27,390	(8,710)
<b>1,070,824</b>	<b>1,613,721</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,728,070</b>	<b>1,073,494</b>	<b>1,285,672</b>	<b>62%</b>	<b>1,564,600</b>	<b>(163,470)</b>
<b>(2,631,887)</b>	<b>(3,610,415)</b>	<b>NET POSITION</b>	<b>(3,371,050)</b>	<b>(3,438,071)</b>	<b>(2,557,398)</b>	<b>102%</b>	<b>(4,444,070)</b>	<b>(1,073,020)</b>
<b>(41,350)</b>	<b>(41,350)</b>	<b>Trs From Reserves</b>	<b>(470)</b>	<b>(470)</b>	<b>0</b>		<b>(470)</b>	<b>0</b>
<b>(2,673,237)</b>	<b>(3,651,765)</b>	<b>TOTAL (after transfer from reserves)</b>	<b>(3,371,520)</b>	<b>(3,438,541)</b>	<b>(2,557,398)</b>	<b>102%</b>	<b>(4,444,540)</b>	<b>(1,073,020)</b>

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><b><u>Corporate Services</u></b> Favourable variance relates mainly to a fulltime vacancy which will not be filled in the current financial year.</p> <p><b><u>Relationship &amp; Business Development</u></b> Savings from reduced service provision during facilities closures.</p> <p><b><u>Hospitality</u></b> 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 31/12/19	Actual Out-turn to 31/03/20	CULTURAL DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 31/12/20	Revised Budget To 31/12/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
75,378	97,030	Cultural Development	272,500	170,183	197,476	62%	266,970	(5,530)
107,090	148,948	Collection Care	103,790	77,120	75,812	74%	102,370	(1,420)
130,272	182,046	Visual Arts Development	37,460	19,717	27,016	53%	32,410	(5,050)
83,584	130,205	Museums Development	121,370	70,735	81,527	58%	113,800	(7,570)
780,271	1,062,952	Libraries	916,850	593,786	663,559	65%	869,080	(47,770)
0	(3,620)	Trs From Reserves	0	0	0		0	0
1,176,595	1,617,561	TOTAL OBJECTIVE ANALYSIS	1,451,970	931,542	1,045,390	64%	1,384,630	(67,340)
(71,309)	(120,397)	Income From Charitable Activities	(100,050)	(24,907)	(75,486)	25%	(54,870)	45,180
(71,309)	(120,397)	TOTAL INCOME	(100,050)	(24,907)	(75,486)	25%	(54,870)	45,180
948,085	1,312,710	Employee Costs	1,136,070	789,757	816,383	70%	1,081,750	(54,320)
8,349	12,170	Transport Costs	11,980	4,987	8,797	42%	8,310	(3,670)
81,714	160,218	Premises Costs	138,600	76,296	87,362	55%	140,910	2,310
201,620	236,239	Supplies & Services	244,880	85,033	195,966	35%	196,290	(48,590)
0	7,449	Financing Costs	4,000	0	0	0%	4,000	0
0	0	Support Costs	0	0	0		0	0
8,136	12,792	Governance Costs	16,490	377	12,368	2%	8,240	(8,250)
1,247,904	1,741,578	TOTAL RESOURCES EXPENDED	1,552,020	956,449	1,120,876	62%	1,439,500	(112,520)
1,176,595	1,621,181	NET POSITION	1,451,970	931,542	1,045,390	64%	1,384,630	(67,340)
0	(3,620)	Trs From Reserves						0
1,176,595	1,617,561	TOTAL (after transfer from reserves)	1,451,970	931,542	1,045,390	64%	1,384,630	(67,340)

Comments
<p>Cultural Development has responsibility for the operation of museums, EAC collections, statutory library provision and the creative programming across all venues with a particular focus on museums, libraries, visual arts and exhibitions. The team is made up of key service areas: Collection Care Development, Visual Arts Development, Museums Development, Libraries Operations and Libraries Programmes.</p> <p><b><u>Cultural Development - Overall</u></b></p> <p>£54.3k has been projected in anticipated savings from vacancies not being filled and bank staffing budgets not being required due to restrictions in addition to a further £58.2k projected as savings as a result of anticipated reduced spend due to uncertainty in respect of library events and cultural exhibitions and a reduced programme for 2020/21. These savings have been offset by a £45.1k income shortfall due to closure of venues, the uncertainty in respect of future library events and cultural exhibitions and introduction of “cashless” processes across venues.</p>



## COMMUNITY & PERFORMING ARTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 31/12/19	Actual Out-turn to 31/03/20	COMMUNITY & PERFORMING ARTS DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 31/12/20	Revised Budget To 31/12/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
(26,553)	155,503	Performing Arts Development	193,570	158,062	77,704	82%	190,300	(3,270)
242,816	400,066	Community Development	252,960	276,763	159,107	109%	430,330	177,370
(66,427)	(73,029)	Community Lettings & Co-Managed Centres - Lets	(28,380)	7,887	(18,977)	-28%	8,720	37,100
0	0	Trs From Reserves	0	0	0		0	0
149,836	482,540	<b>TOTAL OBJECTIVE ANALYSIS</b>	418,150	442,712	217,834	106%	629,350	211,200
(592,279)	(718,239)	Income From Charitable Activities	(628,240)	(24,797)	(510,034)	4%	(39,080)	589,160
(592,279)	(718,239)	<b>TOTAL INCOME</b>	(628,240)	(24,797)	(510,034)	4%	(39,080)	589,160
436,725	626,672	Employee Costs	512,870	360,264	366,012	70%	437,940	(74,930)
0	0	Transport Costs	0	0	0		0	0
123,625	246,116	Premises Costs	213,510	89,495	125,163	42%	190,065	(23,445)
153,661	283,457	Supplies & Services	273,510	17,210	201,817	6%	33,925	(239,585)
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
28,105	44,534	Governance Costs	46,500	539	34,876	1%	6,500	(40,000)
742,116	1,200,778	<b>TOTAL RESOURCES EXPENDED</b>	1,046,390	467,509	727,868	45%	668,430	(377,960)
149,836	482,540	<b>NET POSITION</b>	418,150	442,712	217,834	106%	629,350	211,200
0		Trs From Reserves	0	0	0		0	0
149,836	482,540	<b>TOTAL (after transfer from reserves)</b>	418,150	442,712	217,834	106%	629,350	211,200

Comments
<p>Community &amp; Performing Arts Development has responsibility for Cumnock Town Hall, the Palace Theatre and Grand Hall and Community Venues across East Ayrshire and works with a range of local, regional, national providers and commercial companies to deliver high profile events and opportunities through our full range of venues with both a local and regional focus. The team is made up of 2 key service areas: Performing Arts Development and Community Development.</p> <p><b><u>Income</u></b> £589.1k has been projected as an income shortfall due to closure of venues and postponement of events, particularly the 2020 Panto.</p> <p><b><u>Expenditure</u></b> These shortfalls have been partially offset by £74.9k in anticipated savings from vacancies not being filled and bank staffing budgets not being required due to restrictions in addition to £303k projected in savings across the rest of expenditure. The latter has mainly arisen due to a reduction in contracted payments to Imagine Theatre and a reduction in irrecoverable VAT due to cancellation of the 2020 Panto.</p>

## LEISURE DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 31/12/19	Actual Out-turn to 31/03/20	LEISURE DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 31/12/20	Revised Budget To 31/12/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
219,745	297,796	Leisure Development	155,630	118,436	113,218	76%	159,660	4,030
318,974	463,637	Countryside & Visitors Development	456,170	313,052	310,424	69%	467,250	11,080
23,492	33,113	Green Infrastructure Development	40,840	26,002	29,791	64%	40,940	100
0	0	Volunteer Development	0	2,469	0		60	60
(3,630)	(3,630)	Trs From Reserves	0	0	0		0	0
558,580	790,916	TOTAL OBJECTIVE ANALYSIS	652,640	459,958	453,433	70%	667,910	15,270
(79,164)	(98,230)	Income From Charitable Activities	(56,340)	(17,482)	(42,630)	31%	(17,810)	38,530
(79,164)	(98,230)	TOTAL INCOME	(56,340)	(17,482)	(42,630)	31%	(17,810)	38,530
490,954	661,381	Employee Costs	562,980	385,735	405,492	69%	504,580	(58,400)
10,963	19,078	Transport Costs	18,930	9,674	14,200	51%	15,130	(3,800)
48,719	94,749	Premises Costs	81,970	24,442	45,840	30%	85,010	3,040
79,586	98,180	Supplies & Services	28,200	57,036	17,855	202%	72,560	44,360
0	4,106	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
11,152	15,282	Governance Costs	16,900	553	12,676	3%	8,440	(8,460)
641,374	892,776	TOTAL RESOURCES EXPENDED	708,980	477,440	496,063	67%	685,720	(23,260)
562,210	794,546	NET POSITION	652,640	459,958	453,433	70%	667,910	15,270
(3,630)	(3,630)	Trs From Reserves						0
558,580	790,916	TOTAL (after transfer from reserves)	652,640	459,958	453,433	70%	667,910	15,270

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 &amp; Visitor Development, Green Infrastructure and Volunteer Development.</p> <p><b><u>Leisure Development - Overall</u></b></p> <p>£38.5k has been projected as an income shortfall due to closure of the residential centre and park in addition to postponement of events. This has been partially offset by £23.2k in anticipated expenditure savings relating to vacancies not being filled and bank staffing budgets not being required due to restrictions - this has been partially offset by the identification of £41k of match funding (30%) for HLF funds relating to the Parks for People project extension.</p>

## SPORTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 31/12/19	Actual Out-turn to 31/03/20	SPORTS DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 31/12/20	Revised Budget To 31/12/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
228,016	313,370	Sports Development Team	260,480	152,929	187,187	59%	225,550	(34,930)
82,964	130,081	Community Sports Area 1	55,780	317,875	32,103	570%	502,390	446,610
249,825	352,736	Community Sports Area 2	309,050	471,669	188,596	153%	666,380	357,330
39,028	44,608	Temporary Facilities	4,860	4,844	4,860	100%	4,860	0
17,957	37,843	Football Venues	24,790	(14)	13,329	0%	28,890	4,100
<b>(4,540)</b>	<b>(20,160)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>613,250</b>	<b>858,477</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>654,960</b>	<b>947,303</b>	<b>426,075</b>	<b>145%</b>	<b>1,428,070</b>	<b>773,110</b>
(696,419)	(959,835)	Income From Charitable Activities	(1,143,010)	(170,734)	(837,970)	15%	(217,210)	925,800
<b>(696,419)</b>	<b>(959,835)</b>	<b>TOTAL INCOME</b>	<b>(1,143,010)</b>	<b>(170,734)</b>	<b>(837,970)</b>	<b>15%</b>	<b>(217,210)</b>	<b>925,800</b>
1,137,567	1,550,215	Employee Costs	1,512,800	996,054	1,076,931	66%	1,355,440	(157,360)
4,675	4,992	Transport Costs	3,880	8,634	2,911	223%	16,180	12,300
87,140	159,363	Premises Costs	162,060	68,191	95,009	42%	176,360	14,300
77,379	97,104	Supplies & Services	107,600	43,154	80,471	40%	90,760	(16,840)
0	15,632	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
7,447	11,166	Governance Costs	11,630	2,004	8,723	17%	6,540	(5,090)
<b>1,314,209</b>	<b>1,838,472</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,797,970</b>	<b>1,118,037</b>	<b>1,264,045</b>	<b>62%</b>	<b>1,645,280</b>	<b>(152,690)</b>
<b>617,790</b>	<b>878,637</b>	<b>NET POSITION</b>	<b>654,960</b>	<b>947,303</b>	<b>426,075</b>	<b>145%</b>	<b>1,428,070</b>	<b>773,110</b>
<b>(4,540)</b>	<b>(20,160)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>613,250</b>	<b>858,477</b>	<b>TOTAL (after transfer from reserves)</b>	<b>654,960</b>	<b>947,303</b>	<b>426,075</b>	<b>145%</b>	<b>1,428,070</b>	<b>773,110</b>

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><b><u>Income</u></b></p> <p>£925.8k has been projected as an income shortfall due to closure of venues, along with the freeze on monthly Learn to Swim and Fitness Membership direct debits until full reactivation of fitness and aquatic services. The service is currently considering its Pricing Strategy to support all customers in reactivation of our services.</p> <p>£50k of the income shortfall relates to Annanhill Golf Course which reopened on 1 June 2020. Remaining income projection relates to works yet to be recharged to EAC for emergency drainage works in addition to projected income for track, physio and SGP hire if restrictions ease in Qtr 4.</p> <p><b><u>Expenditure</u></b></p> <p>These income shortfalls have been partially offset by £152.7k in anticipated savings predominantly from vacancies not being filled and bank staffing budgets not being required due to restrictions.</p>

## PROPERTY & ESTATES DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. To 31/12/19	Actual Out-turn to 31/03/20	PROPERTY & ESTATES DEVELOPMENT	Annual Estimate 2020/21	Revised Actual Exp. To 31/12/20	Revised Budget To 31/12/20	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/21	Variance (Favourable) / Adverse
0	0	Property & Estates Development	193,800	116,888	132,261	60%	184,580	(9,220)
0	0	Trs From Reserves	0	0	0		0	0
0	0	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>193,800</b>	<b>116,888</b>	<b>132,261</b>	<b>60%</b>	<b>184,580</b>	<b>(9,220)</b>
0	0	Income From Charitable Activities	0	0	0		0	0
0	0	<b>TOTAL INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
0	0	Employee Costs	176,610	111,316	127,276	63%	160,040	(16,570)
0	0	Transport Costs	2,750	416	1,984	15%	2,470	(280)
0	0	Premises Costs	4,000	0	3,001		14,000	10,000
0	0	Supplies & Services	10,440	5,155	0		8,070	(2,370)
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	<b>TOTAL RESOURCES EXPENDED</b>	<b>193,800</b>	<b>116,888</b>	<b>132,261</b>	<b>60%</b>	<b>184,580</b>	<b>(9,220)</b>
0	0	<b>NET POSITION</b>	<b>193,800</b>	<b>116,888</b>	<b>132,261</b>	<b>60%</b>	<b>184,580</b>	<b>(9,220)</b>
		Trs From Reserves	0	0	0		0	0
0	0	<b>TOTAL (after transfer from reserves)</b>	<b>193,800</b>	<b>116,888</b>	<b>132,261</b>	<b>60%</b>	<b>184,580</b>	<b>(9,220)</b>

Comments
<p>Property &amp; 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><b><u>Expenditure</u></b></p> <p>£17k has been projected against employee costs as savings due to a vacancy within the Service which has now been filled and £10k of an adverse variance against water charges relating to expected annual cost for the trust.</p>



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

### TABLE C – Allocated Reserves Analysis

[illegible]

**TABLE B – Unusable Reserves**

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

**TABLE C – Allocated Reserves Analysis**

<b>ALLOCATED RESERVES</b>	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	Ongoing	<b>Redesignate as essential COVID expenditure</b>
<b>TOTAL ALLOCATED RESERVES</b>	<b>10,470</b>	<b>0</b>	<b>10,470</b>	<b>0</b>	<b>10,470</b>	<b>0</b>	<b>0</b>	<b>470</b>	<b>0</b>	<b>10,000</b>			

## 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 31.12.20	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,132)	(£4,117)	Ongoing
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Mar 2022
Kilmarnock Green Infrastructure	Sustrans	(£14,955)	(£14,955)	Ongoing
Museums Database	Museum Gallery Scotland	(£9,450)	(£9,450)	Mar 2021
Digital Storyteller in Residence	Scottish Book Trust	(£2,416)	(£2,416)	Ongoing
Nature Therapy Breaks	Shared Care Scotland	(£4,889)	£0	Mar 2020
Natural Leaders	Scottish National Heritage	(£7,175)	(£1,238)	Mar 2021
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	(£27,973)	(£27,973)	Ongoing
Logan Centre (Ringfenced)	Three Village Centre (Limited Company & Charity)	(£7,356)	(£7,356)	Ongoing
Rose Reilly Renaming	EAC	£15,588	£366	Ongoing
SHOUT	EAC	(£5,000)	(£5,000)	Mar 2021
Johnnie Walker Display	EAC	£5,369	£5,435	Ongoing
Dean Castle Restoration Project	EAC	£0	£363	Oct 2022
Wifi Project	EAC	£0	(£20,000)	March 2022
DCCP Parks for People (Jul 20-Mar 21)	HLF/EAC	£0	(£43,009)	May 2021

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 March 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.

The Natural Leaders project work had began on key open spaces with Auchinleck, Doon and Kilmarnock Academy and the project had aimed to develop Local Nature Reserves for community use and as an outdoor learning resource. Due to Covid 19, this project unfortunately will no longer be able to continue as intended for 2020/21 and will therefore come to an end. Work is currently underway on the project completion paperwork and drafting up a proposal for the surplus.

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

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

Rose Reilly Renaming – This project was scheduled to be completed for Saturday 21<sup>st</sup> March 2020 with Rose Reilly attending an official launch, offering free sports activities for the local community. It has now been postponed however, the preparatory building work is well underway including the completion of the external building cleaning and signage. It is anticipated work on the internal signage and new external lighting will recommence once Covid-19 restrictions are lifted and an alternative launch date will be facilitated.

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

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

Dean Castle Restoration Project is a HLF funded project led by EAC. Some expenditure is processed through East Ayrshire Leisure and subsequently recharged to EAC.

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.



## EXTERNAL FUNDING (OCTOBER – DECEMBER 2020)



**EXTERNAL FUNDING APPROVED APPLICATIONS**

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

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2020/21
East Ayrshire Leisure	Creative Scotland - Culture Organisations and Venues Recovery Fund	£71,000	£71,000
<b>TOTAL</b>		<b>£71,000</b>	<b>£71,000</b>

## Note 1

East Ayrshire Leisure registered for Coronavirus Job Retention Scheme (CJRS) and has currently received grant of £813,270.62. The scheme is currently scheduled to continue until April 2021 and it is anticipated that a further £150,000 could be received this financial year. Grant received is dependant on the number of staff on furlough which will reduce as services are reactivated. (These figures are included in the projected position for the Trust.)

**EXTERNAL FUNDING NOT INCLUDED IN EAST AYRSHIRE LEISURE ACCOUNTS**

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Leisure Development	HLF - DCCP Parks for People (Jul 20-Mar 21)	£112,000	Reallocation of excess funds previously approved
<b>TOTAL</b>		<b>£112,000</b>	<b>£0</b>



## EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
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.
<b>TOTAL</b>		<b>£201,489</b>	



## PERFORMANCE SCORECARD



# EALT PI Report

Generated on: 21 January 2021 16:00

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	2.01	2	↓	↓	All employees are managed in accordance with East Ayrshire Leisure's Supporting Attendance at Work Policy. Absence during this period is predominantly linked to long term absence.	<p><b>EALT1 Average Days Lost per Employee</b></p> <table><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>2.56</td></tr><tr><td>Q1 2017/18</td><td>2.22</td></tr><tr><td>Q2 2017/18</td><td>2.22</td></tr><tr><td>Q3 2017/18</td><td>1.84</td></tr><tr><td>Q4 2017/18</td><td>1.74</td></tr><tr><td>Q1 2018/19</td><td>0.85</td></tr><tr><td>Q2 2018/19</td><td>1.74</td></tr><tr><td>Q3 2018/19</td><td>2.06</td></tr><tr><td>Q4 2018/19</td><td>1.47</td></tr><tr><td>Q1 2019/20</td><td>2.24</td></tr><tr><td>Q2 2019/20</td><td>1.97</td></tr><tr><td>Q3 2019/20</td><td>0.68</td></tr><tr><td>Q4 2019/20</td><td>0.36</td></tr><tr><td>Q1 2020/21</td><td>2.01</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	1.8	Q2 2016/17	2.6	Q3 2016/17	2.56	Q4 2016/17	2.56	Q1 2017/18	2.22	Q2 2017/18	2.22	Q3 2017/18	1.84	Q4 2017/18	1.74	Q1 2018/19	0.85	Q2 2018/19	1.74	Q3 2018/19	2.06	Q4 2018/19	1.47	Q1 2019/20	2.24	Q2 2019/20	1.97	Q3 2019/20	0.68	Q4 2019/20	0.36	Q1 2020/21	2.01	
Quarter	Value																																										
Q1 2016/17	1.8																																										
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EALT4 Culture	22,121	102,283	↑	↓	Significant reduction in performance figures reflect covid 19 restrictions and closure of venues.	<p><b>EALT4 Culture</b></p> <table><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>93,510</td></tr><tr><td>Q3 2017/18</td><td>102,000</td></tr><tr><td>Q4 2017/18</td><td>104,892</td></tr><tr><td>Q1 2018/19</td><td>93,838</td></tr><tr><td>Q2 2018/19</td><td>95,593</td></tr><tr><td>Q3 2018/19</td><td>0</td></tr><tr><td>Q4 2018/19</td><td>19,635</td></tr><tr><td>Q1 2019/20</td><td>22,121</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	93,510	Q3 2017/18	102,000	Q4 2017/18	104,892	Q1 2018/19	93,838	Q2 2018/19	95,593	Q3 2018/19	0	Q4 2018/19	19,635	Q1 2019/20	22,121									
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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	73,535	179,362	↑	↓	Significant reduction in performance figures reflect covid 19 restrictions and closure of venues.	<p><b>EALT5 Sport and Community Venues</b></p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>225,000</td></tr><tr><td>Q2 2016/17</td><td>177,375</td></tr><tr><td>Q3 2016/17</td><td>189,819</td></tr><tr><td>Q4 2016/17</td><td>216,025</td></tr><tr><td>Q1 2017/18</td><td>189,550</td></tr><tr><td>Q2 2017/18</td><td>129,719</td></tr><tr><td>Q3 2017/18</td><td>167,787</td></tr><tr><td>Q4 2017/18</td><td>173,054</td></tr><tr><td>Q1 2018/19</td><td>158,101</td></tr><tr><td>Q2 2018/19</td><td>141,488</td></tr><tr><td>Q3 2018/19</td><td>176,150</td></tr><tr><td>Q4 2018/19</td><td>180,934</td></tr><tr><td>Q1 2019/20</td><td>159,781</td></tr><tr><td>Q2 2019/20</td><td>142,705</td></tr><tr><td>Q3 2019/20</td><td>175,657</td></tr><tr><td>Q4 2019/20</td><td>165,675</td></tr><tr><td>Q1 2020/21</td><td>0</td></tr><tr><td>Q2 2020/21</td><td>0</td></tr><tr><td>Q3 2020/21</td><td>30,300</td></tr><tr><td>Q4 2020/21</td><td>73,535</td></tr></tbody></table> <p>■ Quarters — Target (Quarters)</p>	Quarter	Value	Q1 2016/17	225,000	Q2 2016/17	177,375	Q3 2016/17	189,819	Q4 2016/17	216,025	Q1 2017/18	189,550	Q2 2017/18	129,719	Q3 2017/18	167,787	Q4 2017/18	173,054	Q1 2018/19	158,101	Q2 2018/19	141,488	Q3 2018/19	176,150	Q4 2018/19	180,934	Q1 2019/20	159,781	Q2 2019/20	142,705	Q3 2019/20	175,657	Q4 2019/20	165,675	Q1 2020/21	0	Q2 2020/21	0	Q3 2020/21	30,300	Q4 2020/21	73,535	
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EALT6 Countryside	40,137	203,611	↓	↓	Significant reduction in performance figures reflect covid 19 restrictions, inability to collect data and closure of venues.	<p><b>EALT6 Countryside</b></p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>250,000</td></tr><tr><td>Q2 2016/17</td><td>250,000</td></tr><tr><td>Q3 2016/17</td><td>35,554</td></tr><tr><td>Q4 2016/17</td><td>31,123</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>231,684</td></tr><tr><td>Q1 2018/19</td><td>250,000</td></tr><tr><td>Q2 2018/19</td><td>250,000</td></tr><tr><td>Q3 2018/19</td><td>250,000</td></tr><tr><td>Q4 2018/19</td><td>250,000</td></tr><tr><td>Q1 2019/20</td><td>250,000</td></tr><tr><td>Q2 2019/20</td><td>250,000</td></tr><tr><td>Q3 2019/20</td><td>250,000</td></tr><tr><td>Q4 2019/20</td><td>121,117</td></tr><tr><td>Q1 2020/21</td><td>0</td></tr><tr><td>Q2 2020/21</td><td>0</td></tr><tr><td>Q3 2020/21</td><td>72,453</td></tr><tr><td>Q4 2020/21</td><td>40,137</td></tr></tbody></table> <p>■ Quarters — Target (Quarters)</p>	Quarter	Value	Q1 2016/17	250,000	Q2 2016/17	250,000	Q3 2016/17	35,554	Q4 2016/17	31,123	Q1 2017/18	54,996	Q2 2017/18	75,902	Q3 2017/18	88,913	Q4 2017/18	231,684	Q1 2018/19	250,000	Q2 2018/19	250,000	Q3 2018/19	250,000	Q4 2018/19	250,000	Q1 2019/20	250,000	Q2 2019/20	250,000	Q3 2019/20	250,000	Q4 2019/20	121,117	Q1 2020/21	0	Q2 2020/21	0	Q3 2020/21	72,453	Q4 2020/21	40,137	
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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart																																										
EALT7 Future Museum (Virtual Service)	55,344	50,000	↑	↓	Social media has been used to drive visitors to futuremuseums.co.uk	<div><p><b>EALT7 Future Museum (Virtual Service)</b></p><table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>64,479</td></tr><tr><td>Q2 2016/17</td><td>59,713</td></tr><tr><td>Q3 2016/17</td><td>60,829</td></tr><tr><td>Q4 2016/17</td><td>60,829</td></tr><tr><td>Q1 2017/18</td><td>60,829</td></tr><tr><td>Q2 2017/18</td><td>60,829</td></tr><tr><td>Q3 2017/18</td><td>60,829</td></tr><tr><td>Q4 2017/18</td><td>60,829</td></tr><tr><td>Q1 2018/19</td><td>60,829</td></tr><tr><td>Q2 2018/19</td><td>46,013</td></tr><tr><td>Q3 2018/19</td><td>58,206</td></tr><tr><td>Q4 2018/19</td><td>54,543</td></tr><tr><td>Q1 2019/20</td><td>48,849</td></tr><tr><td>Q2 2019/20</td><td>45,849</td></tr><tr><td>Q3 2019/20</td><td>68,000</td></tr><tr><td>Q4 2019/20</td><td>68,000</td></tr><tr><td>Q1 2020/21</td><td>59,068</td></tr><tr><td>Q2 2020/21</td><td>51,234</td></tr><tr><td>Q3 2020/21</td><td>51,234</td></tr><tr><td>Q4 2020/21</td><td>55,344</td></tr></tbody></table></div>	Quarter	Value	Q1 2016/17	64,479	Q2 2016/17	59,713	Q3 2016/17	60,829	Q4 2016/17	60,829	Q1 2017/18	60,829	Q2 2017/18	60,829	Q3 2017/18	60,829	Q4 2017/18	60,829	Q1 2018/19	60,829	Q2 2018/19	46,013	Q3 2018/19	58,206	Q4 2018/19	54,543	Q1 2019/20	48,849	Q2 2019/20	45,849	Q3 2019/20	68,000	Q4 2019/20	68,000	Q1 2020/21	59,068	Q2 2020/21	51,234	Q3 2020/21	51,234	Q4 2020/21	55,344
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EALT8 Eastayshireleisure.com (Virtual Service)	32,680		↓	↓		<div><p><b>EALT8 Eastayshireleisure.com (Virtual Service)</b></p><table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>40,000</td></tr><tr><td>Q2 2016/17</td><td>40,000</td></tr><tr><td>Q3 2016/17</td><td>40,000</td></tr><tr><td>Q4 2016/17</td><td>40,000</td></tr><tr><td>Q1 2017/18</td><td>40,000</td></tr><tr><td>Q2 2017/18</td><td>40,000</td></tr><tr><td>Q3 2017/18</td><td>40,000</td></tr><tr><td>Q4 2017/18</td><td>40,000</td></tr><tr><td>Q1 2018/19</td><td>40,000</td></tr><tr><td>Q2 2018/19</td><td>40,000</td></tr><tr><td>Q3 2018/19</td><td>40,000</td></tr><tr><td>Q4 2018/19</td><td>40,000</td></tr><tr><td>Q1 2019/20</td><td>40,000</td></tr><tr><td>Q2 2019/20</td><td>40,000</td></tr><tr><td>Q3 2019/20</td><td>40,000</td></tr><tr><td>Q4 2019/20</td><td>40,000</td></tr><tr><td>Q1 2020/21</td><td>19,766</td></tr><tr><td>Q2 2020/21</td><td>19,766</td></tr><tr><td>Q3 2020/21</td><td>40,000</td></tr><tr><td>Q4 2020/21</td><td>32,680</td></tr></tbody></table></div>	Quarter	Value	Q1 2016/17	40,000	Q2 2016/17	40,000	Q3 2016/17	40,000	Q4 2016/17	40,000	Q1 2017/18	40,000	Q2 2017/18	40,000	Q3 2017/18	40,000	Q4 2017/18	40,000	Q1 2018/19	40,000	Q2 2018/19	40,000	Q3 2018/19	40,000	Q4 2018/19	40,000	Q1 2019/20	40,000	Q2 2019/20	40,000	Q3 2019/20	40,000	Q4 2019/20	40,000	Q1 2020/21	19,766	Q2 2020/21	19,766	Q3 2020/21	40,000	Q4 2020/21	32,680
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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"> <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.	Executive Managers & Development Managers	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>Review of B.E.S.T. practise - 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	Executive Managers & Development 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	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"> <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	Executive Managers & Development 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>Review of Best Practise</li> <li>Training and development programme</li> </ul>



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"> <li>• Training and development</li> <li>• Ongoing review of Training matrices</li> <li>• Induction Process</li> <li>• Review of B.E.S.T. Practise</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.	Executive Managers & Development Managers	2	4	8  RISK APPETITE: CAUTIOUS (Compliance)	MEDIUM	<ul style="list-style-type: none"> <li>• Partnerships Working Groups</li> <li>• Service Level Agreement</li> <li>• Support from East Ayrshire Council</li> </ul>

## 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. – <b>Open Risk</b>	Executive Management and Development Managers	5	3	15	MEDIUM	<ul style="list-style-type: none"> <li>Consider and review the implications of COVID-19 inc social distancing measures</li> <li>Review actions within the Strategic Delivery Plan</li> <li>Continue to deliver and develop alternative services online</li> <li>Social media and website presence</li> <li>Customer e-newsletters</li> <li>Working from home policy</li> </ul>
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. - <b>Open Risk</b>	Chief Officer	3	3	9	LOW	<ul style="list-style-type: none"> <li>Business Continuity Plan</li> <li>Weekly DMT Business Meetings</li> <li>Stress Management training</li> <li>Monitoring workloads through 1-1 meetings</li> </ul>
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. - <b>Open Risk</b>	Executive Management and Development Managers	5	4	20	HIGH	<ul style="list-style-type: none"> <li>Continued dialogue with East Ayrshire Council in relation to the management fee</li> <li>Consider financial support available to the organisation as a result of the coronavirus</li> <li>Claim employees wages through Job Retention Schedule</li> <li>Monitor cashflow and reduce expenditure where possible</li> <li>Continued support &amp; guidance given by Community Leisure UK</li> <li>Move to more online services and sales</li> <li>Maximise additional income streams</li> </ul>

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. - <b><u>Open Risk</u></b>	Executive Management and Development Managers	4	3	12	MEDIUM	<ul style="list-style-type: none"> <li>• Alternative service provision – transformation</li> <li>• Training &amp; Development Programme</li> <li>• Recruitment &amp; Selection procedure</li> <li>• Working from home policy</li> </ul>
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. - <b><u>Open Risk</u></b>	Executive Management and Development Managers	2	4	8	LOW	<ul style="list-style-type: none"> <li>• Follow and monitor Local, Scottish and National Government guidance</li> <li>• Consider and review the implications of COVID-19 on the operation of our business</li> <li>• Support from East Ayrshire Council</li> <li>• Effective communication with staff and customers</li> </ul>
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) - <b><u>Open Risk</u></b>	Executive Management and Development Managers	3	4	16	MEDIUM	<ul style="list-style-type: none"> <li>• Regular communication with staff</li> <li>• Access to support services eg counselling services</li> <li>• Staff trained in mental health practices</li> <li>• Staff engagement programme</li> <li>• Access to EAC Wellbeing Programme</li> <li>• Staff Recognition Scheme</li> </ul>
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"> <li>• Review of service provision – transformation</li> <li>• Customer engagement programme</li> <li>• Customer e-newsletters</li> </ul>

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. - <b><u>Open Risk</u></b>	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. – <b><u>Cautious Risk</u></b>	Chief Officer	3	5	15	MEDIUM	<ul style="list-style-type: none"> <li>• Regular liaison with Chair and Vice Chair</li> <li>• Regular Trustee updates</li> <li>• Review of agenda items</li> <li>• Establishment of video conferencing</li> </ul>
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. - <b><u>Open Risk</u></b>	Executive Management and Development Managers	3	4	12	MEDIUM	<ul style="list-style-type: none"> <li>• Regular communication with EAC</li> <li>• Business Continuity Plan</li> <li>• Alternative service delivery</li> </ul>
17	There is a risk that capital projects cannot proceed which will impact on planned and unplanned opportunity to upgrade existing facilities. - <b><u>Open Risk</u></b>	Executive Management and Development Managers	2	3	6	LOW	<ul style="list-style-type: none"> <li>• Regular communication with EAC and other partners</li> <li>• Work in partnership to resolve issues and minimise impact</li> <li>• Effective communication with staff and customers</li> </ul>

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. - <b><u>Open Risk</u></b>	Executive Management and Development Managers	2	3	6	LOW	<ul style="list-style-type: none"> <li>• Regular communication with funders and partners</li> <li>• Work in partnership to resolve issues and minimise impact eg extend funding, consider alternative delivery option</li> <li>• Effective communication with customers</li> </ul>

## **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.

## CHARGES FOR SERVICES 2021/22

Date: 9 February 2021

Agenda Item: 5

Report by: Anneke Freel, Chief Officer

### Summary

This report puts forward proposals for charges for services for 2021/22.

## I PURPOSE OF REPORT

- 1.1 The purpose of this report is to put forward proposals for the 2021/22 schedule of charges for Board consideration and approval.

## 2 CHARGES FOR SERVICES 2021/22

- 2.1 East Ayrshire Leisure is committed to providing high quality leisure services, fulfilling our Strategic Vision and Delivery Plan objectives and making a real difference to how people view East Ayrshire Leisure. 2020 has been a difficult and challenging year for East Ayrshire Leisure and our customers and communities. It is impossible to predict the full impact of COVID-19 on customer demand and customers' financial positions. Services continue to operate in difficult conditions and the proposed charges seek to offer an appropriate balance which reflects value for money for customers, the need to consider the overall cost of service provision and accessibility to services for all sections of the community. An extensive review of charges has been conducted by all Development Managers and the proposed schedule of charges is shown as Appendix I of this report.
- 2.2 Following initial lockdown in March 2020 East Ayrshire Leisure made the decision to go "cashless" on a temporary basis, after some consideration it is recommended that we continue on this basis. We currently offer our customers various payment methods including direct debits; over the phone payments; on-line banking payments; on-line ticketing payments; contactless payments. In order to accommodate the roll out of these payment methods to small value payments, while minimising banking costs, we propose to create customer accounts through our booking system. This will allow various methods to be used, such as customers adding credit to an account or accruing costs to a suitable level for debtor invoicing. We also accept the East Ayrshire Gift Card in all our venues where card payments can be accepted, and are currently considering becoming a retailer for the gift cards which can be purchased in small values from £3 upwards.
- 2.3 The previous report 18 Feb 2020 concession categories were agreed as:
- Under 16
  - Over 65
  - In Full Time Education
  - Disabled
  - Unemployed

All charges are subject to continuous review to ensure that the Pricing Strategy addresses the needs of our communities, customers and the organisation. Further review has led to a recommendation to amend under 16 category to under 18 category. 16-17 year olds are a high risk age category for

exercise levels to drop especially in females, so removing this barrier would be a positive move to support these individuals to stay active.

Carers/Support Workers is not a designated concession category. However it is appropriate to provide guidance on the Pricing Policy and how it is applied to Carers/Support Workers.

- When a Carer/Support Worker accompanies a client but does not participate then there will be no charge
- When a Carer/Support Worker accompanies a client and participates the charge will be at the equivalent client rates (concession rate)

- 2.4 Charges for Community Space (indoor hall/meeting rooms etc.) was simplified and a new Pricing Strategy was developed and reported on the 18th February 2020. A working group was set up to look at pricing for core and non-core hours. The ultimate objective is to remove the distinction between core and non-core prices. This will be considered as part of the work on the 2022 Transformation programme. In the meantime, the proposal is to increase the minimum £12.50 to £13 per hour and reduce the non-core hour charge by £1 per hour until the further review work has been carried out implemented.
- 2.5 Our Sport and Fitness Membership structure has been reviewed and streamlined to provide exceptional value for money and support our communities to remain active during our recovery from COVID. In addition a Corporate Membership offer has been developed for organisations with more than 50 employees.
- 2.6 Annanhill Golf Course has had an exceptional year with golf being the sport of choice for many when initial lockdown restrictions started to be lifted. This has resulted in a number of new individuals joining Annanhill for the first time, increasing season ticket sales to over 400 for the first time in a number of years. We have been very proactive improving the condition of the course, which will continue on into the new season. It is therefore being proposed that a 15% discount will be applied to compensate for this plus a 5% Early bird offer from the 1st Feb-11th April. Costs for Season Tickets will be reduced to £200 thereafter £212.50 for adults and £120 thereafter £127.50 for concession.

In addition it is proposed to introduce a youth u18's season ticket price for golf to help try and build the youth section within the golf club.

- 2.7 Sport and Fitness currently operate a loyalty discount for regular bookings and affiliation to East Ayrshire Sports Council. This current pricing strategy is working well and it is recommended that this discount remains in place. The rationale for this is that it encourages groups to affiliate to the Sports Council who provide invaluable support and guidance.
- 2.8 East Ayrshire Leisure's 10 year Strategic Vision ensures that leisure is at the heart of every community. Therefore, it is important that we develop a Pricing Strategy that meets the needs of individual communities. Therefore, working groups with key representatives from relevant service areas have been established to monitor and review the revised Pricing Strategy. These groups will continue throughout 2021-22 with a focus on continuous improvement ensuring that the Pricing Strategy is addressing the needs of our communities, customers and the organisation.

### 3 FINANCIAL IMPLICATIONS

- 3.1 The proposed schedule of charges for 2021/22 does not include a target for increased income for 2021/22. It is not envisaged that the proposed changes in Pricing Strategy will have any detrimental impact on current use of facilities or income levels.



## PERFORMANCE & AUDIT SUB-COMMITTEE

### 4 HUMAN RESOURCE IMPLICATIONS

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

### 5 LEGAL IMPLICATIONS

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

### 6 EQUALITIES IMPACT ASSESSMENT

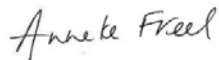
- 6.1 There are no significant changes to existing charges. Therefore it is not envisaged that there will be any adverse impact on any one group. However any future changes to services or introduction of new charges would undergo an Equality Impact Assessment as and when required.

#### Recommendations:

It is recommended that the Board:

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

Signature:



Designation: Chief Officer

Date: 26 January 2021

## APPENDICES

Appendix I – Charges for Trust Services 2021/22

Charging for Services 2021/22

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2020/21	2021/22				NOTES (for Board Report)
				Gross Charge	% Uplift for 2021/22	Revised Charge for 2021/22	VAT @ 20%	Gross Charge	
Trust	Booking Fee		VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	Vat status dependent on supply.
Trust	Booking Fee		NON VAT	£ 2.00	0.00%	£ 2.00	£ -	£ 2.00	Vat status dependent on supply.
Trust	Postage		VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	Actual cost subject to minimum £2
Trust	Cloakroom		VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	
Trust	Ticket Printing for Internal Event for external sales (per 100 tickets)		VAT	£ 12.50	0.00%	£ 10.42	£ 2.08	£ 12.50	
Trust	Ticket printing for External Event (per 100 tickets)		VAT	£ 25.00	0.00%	£ 20.83	£ 4.17	£ 25.00	
Trust	Ticket processing for External Events		VAT			£ -	£ -		10% commission rate chargeable
Trust	Community Space - Commercial	Per hour or part thereof	NON VAT			£ -	£ -		By negotiation
Trust	Community Space - Groups	Per hour or part thereof	NON VAT	£ 20.00	0.00%	£ 20.00	£ -	£ 20.00	
Trust	Community Space - Regular Bookings	Per hour or part thereof	NON VAT	£ 12.50	4.00%	£ 13.00	£ -	£ 13.00	Minimum charge increase to £13
Trust	Community Space - EAC	Per hour or part thereof	NON VAT	£ 12.50	4.00%	£ 13.00	£ -	£ 13.00	Increase to £13 in line with Minimum Charge
Trust	Community Space - outwith core hours	Per hour or part thereof	NON VAT	£ 30.00	-36.67%	£ 19.00	£ -	£ 19.00	Previously had been temporarily reduced to £20 until outcome of Working Group core/noncore. Reduce by £1 per hour until further review completed
Trust	Equipment Hire - Table	per unit per day	VAT	£ 4.00	25.00%	£ 4.17	£ 0.83	£ 5.00	Increase to £5
Trust	Equipment Hire - Chair	per unit per day	VAT	£ 2.00	25.00%	£ 2.08	£ 0.42	£ 2.50	Increase to £2.50

Charging for Services 2021/22

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2020/21	2021/22				NOTES (for Board Report)
				Gross Charge	% Uplift for 2021/22	Revised Charge for 2021/22	VAT @ 20%	Gross Charge	
Cultural - Arts/Libs/Mus Dev / Countryside & Outdoor Activities	East Ayrshire Group Visits Outwith Hours	per visit	Non VAT	£ 30.00	0.00%	£ 30.00	£ -	£ 30.00	
Arts/Libs/Mus Dev / Countryside & Outdoor Activities	Non East Ayrshire Group Visits Outwith Hours	per visit	Non VAT	£ 50.00	0.00%	£ 50.00	£ -	£ 50.00	
Cultural - Arts/Libs/Mus Dev / Countryside & Outdoor Activities	Non-East Ayrshire School visits	Per Pupil	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	Planned review for 22/23
Cultural - Libraries/Arts/Libs/Mus Dev	PC printout/photocopy black & white A3	per item	VAT	£ 0.20	0.00%	£ 0.17	£ 0.03	£ 0.20	
Cultural - Libraries/Arts/Libs/Mus Dev	PC printout/photocopy black & white A4	per item	VAT	£ 0.10	0.00%	£ 0.08	£ 0.02	£ 0.10	
Cultural - Libraries/Arts/Libs/Mus Dev	PC printout/photocopy colour A3	per item	VAT	£ 1.00	0.00%	£ 0.83	£ 0.17	£ 1.00	
Cultural - Libraries/Arts/Libs/Mus Dev	PC printout/photocopy colour A4	per item	VAT	£ 0.35	0.00%	£ 0.29	£ 0.06	£ 0.35	
Sport & Fitness / Countryside & Outdoor Activities	Children's Coaching/Led Activities	0.5 hour	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Sport & Fitness / Countryside & Outdoor Activities	Children's Coaching/Led Activities	1 hour	Non VAT	£ 4.00	0.00%	£ 4.00	£ -	£ 4.00	
Sport & Fitness / Countryside & Outdoor Activities	Children's Coaching/Led Activities	2 hours	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Sport & Fitness	Children - Kids Play Party		VAT	£ 80.00	0.00%	£ 66.67	£ 13.33	£ 80.00	
Sport & Fitness	Children - Kids Play+ Party		VAT	£ 100.00	0.00%	£ 83.33	£ 16.67	£ 100.00	

## Charging for Services 2021/22

## APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2020/21	2021/22				NOTES (for Board Report)
				Gross Charge	% Uplift for 2021/22	Revised Charge for 2021/22	VAT @ 20%	Gross Charge	
Marketing & Development	Promotional bundle	Per show/event	VAT	£ 240.00	0.00%	£ 200.00	£ 40.00	£ 240.00	
Marketing & Development	Boosted social media	Per advert	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Marketing & Development	Postcode report	Per report	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Marketing & Development	Newletter Inclusion		VAT			£ 50.00	£ 10.00	£ 60.00	NEW
Marketing & Development	Booking Service with Local Advertising Contacts		VAT			£ -	£ -		NEW 10% of total Booking
Marketing & Development	Press Release Preparation & Issue		VAT			£ 50.00	£ 10.00	£ 60.00	NEW
Marketing & Development	Arts Guide - Advertising - Full back page	First Call/Guarantee	VAT			£ 500.00	£ 100.00	£ 600.00	NEW Pricing Structure
Marketing & Development	Arts Guide - Advertising - Full back page	Split Deal/Hire (Professional)	VAT			£ 300.00	£ 60.00	£ 360.00	NEW Pricing Structure
Marketing & Development	Arts Guide - Advertising - Full back page	Hire (Amateur)	VAT			£ 250.00	£ 50.00	£ 300.00	NEW Pricing Structure
Marketing & Development	Arts Guide - Advertising - Full interior page	First Call/Guarantee	VAT			£ 400.00	£ 80.00	£ 480.00	NEW Pricing Structure
Marketing & Development	Arts Guide - Advertising - Full interior page	Split Deal/Hire (Professional)	VAT			£ 250.00	£ 50.00	£ 300.00	NEW Pricing Structure
Marketing & Development	Arts Guide - Advertising - Full interior page	Hire (Amateur)	VAT			£ 200.00	£ 40.00	£ 240.00	NEW Pricing Structure
Marketing & Development	Arts Guide - Advertising - Half interior page	First Call/Guarantee	VAT			£ 225.00	£ 45.00	£ 270.00	NEW Pricing Structure
Marketing & Development	Advertising - Half interior page	Split Deal/Hire (Professional)	VAT			£ 175.00	£ 35.00	£ 210.00	NEW Pricing Structure
Marketing & Development	Advertising - Half interior page	Hire (Amateur)	VAT			£ 110.00	£ 22.00	£ 132.00	NEW Pricing Structure

# Charging for Services 2021/22

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2020/21	2021/22				NOTES (for Board Report)
				Gross Charge	% Uplift for 2021/22	Revised Charge for 2021/22	VAT @ 20%	Gross Charge	
Cultural - Collection Care	Reproduction fee for book, magazine video of archival material		VAT	£ 70.00	0.00%	£ 58.33	£ 11.67	£ 70.00	

Charging for Services 2021/22

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2020/21	2021/22				NOTES (for Board Report)
				Gross Charge	% Uplift for 2021/22	Revised Charge for 2021/22	VAT @ 20%	Gross Charge	
Cultural - Arts/Libs/Mus Dev	Dick Institute Art Class - Adult	Per term (9 wks per term/£6 per class)	Non VAT	£ 54.00	0.00%	£ 54.00	£ -	£ 54.00	
Cultural - Arts/Libs/Mus Dev	Dick Institute Art Class - Children (Do Art!)	Per term (9 wks per term/£5 per class)	Non VAT	£ 45.00	0.00%	£ 45.00	£ -	£ 45.00	
Cultural - Arts/Libs/Mus Dev	EXPLORERS - Teeny	Per term (9 wks per term/£2.50 per class)	Non VAT	£ 22.50	0.00%	£ 22.50	£ -	£ 22.50	
Cultural - Arts/Libs/Mus Dev	EXPLORERS - Wee	Per term (9 wks per term/£4 per class)	Non VAT	£ 36.00	0.00%	£ 36.00	£ -	£ 36.00	
Cultural - Arts/Libs/Mus Dev	EXPLORERS - Young Uns	Per term (9 wks per term/£6 per class)	Non VAT	£ 54.00	0.00%	£ 54.00	£ -	£ 54.00	
Cultural - Arts/Libs/Mus Dev	In-house ICT Courses - Basic Computing & Next Steps Computing - 9 weeks	Per course of 9 weeks	Non VAT	£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	
Cultural - Arts/Libs/Mus Dev	In-house ICT Courses -Basic Computing & Next Steps Computing - 9 weeks - Concession	Per course of 9 weeks	Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Cultural - Arts/Libs/Mus Dev	Digital Space Hire - Business, Professional, Commercial	Full day	Non VAT	£ 100.00	0.00%	£ 100.00	£ -	£ 100.00	
Cultural - Arts/Libs/Mus Dev	Digital Space Hire - Business, Professional, Commercial	Half day	Non VAT	£ 60.00	0.00%	£ 60.00	£ -	£ 60.00	
Cultural - Arts/Libs/Mus Dev	Digital copies on CD Rom	For a maximum of 5 images	VAT	£ 10.00	0.00%	£ 8.33	£ 1.67	£ 10.00	
Cultural - Arts/Libs/Mus Dev	Digital copies on CD Rom	per image thereafter	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Arts/Libs/Mus Dev	Digital copies -sent by email	per image	VAT	£ 5.00	0.00%	£ 4.17	£ 0.83	£ 5.00	
Cultural - Arts/Libs/Mus Dev	Photocopy/Reader/PC Printout (Colour)	per copy	VAT	£ 0.90	0.00%	£ 0.75	£ 0.15	£ 0.90	
Cultural - Arts/Libs/Mus Dev	Heritage/Museum Enquiry	per hour	VAT	£ 30.00	0.00%	£ 25.00	£ 5.00	£ 30.00	
Cultural - Arts/Libs/Mus Dev	Fee for staff talks to outside groups / organisations	Per Hour	VAT	£ 60.00	0.00%	£ 50.00	£ 10.00	£ 60.00	
Cultural - Arts/Libs/Mus Dev	Summer / Easter School Workshops	per day (max 5 days)		£ 20.00	0.00%	£ 20.00	£ -	£ 20.00	
Cultural - Arts/Libs/Mus Dev	School's Engagement Workshops	per day (per class max 30)		£ 160.00	0.00%	£ 160.00	£ -	£ 160.00	
Cultural - Arts/Libs/Mus Dev	School's Engagement Workshops	per .5 day (per class max 30)		£ 80.00	0.00%	£ 80.00	£ -	£ 80.00	
Cultural - Arts/Libs/Mus Dev	Open Toonz Animation Workshops	per session (1.5 hrs)		£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	

Cultural - Arts/Libs/Mus Dev	Digital Art Workshops	per session (1.5 hrs)		£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Arts/Libs/Mus Dev	Unity Programming Workshops	per session (1.5 hrs)		£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Arts/Libs/Mus Dev	Digi Lounge Access	per session (1.5 hrs)		£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Cultural - Arts/Libs/Mus Dev	Digital One to Ones	per session (1.5 hrs)		£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Arts/Libs/Mus Dev	Equipment Hire -Projector			£ 70.00	0.00%	£ 70.00	£ -	£ 70.00	
Cultural - Arts/Libs/Mus Dev	Equipment Hire - PA package (lights, mics, sound and digital projector)			£ 100.00	0.00%	£ 100.00	£ -	£ 100.00	

Charging for Services 2021/22

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2020/21	2021/22				NOTES (for Board Report)
				Gross Charge	% Uplift for 2021/22	Revised Charge for 2021/22	VAT @ 20%	Gross Charge	
Cultural - Libraries	Braille Printing from electronic format (registered blind)	per sheet	VAT	£ 0.10	0.00%	£ 0.08	£ 0.02	£ 0.10	
Cultural - Libraries	Fines Adult	per day, per item	Non VAT	£ 0.10	0.00%	£ 0.10	£ -	£ 0.10	
Cultural - Libraries	Fines Concession	per day, per item	Non VAT	£ 0.05	0.00%	£ 0.05	£ -	£ 0.05	
Cultural - Libraries	Jute bags		VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Libraries	Jute bags/8 items borrowed		VAT	£ 2.40	0.00%	£ 2.00	£ 0.40	£ 2.40	
Cultural - Libraries	Magnifying sheets/each		VAT	£ 2.35	0.00%	£ 1.96	£ 0.39	£ 2.35	
Cultural - Libraries	Maximum Fine	per item	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Libraries	Maximum Fine - Concessions	per item	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Cultural - Libraries	Replacement Membership Tickets	each	Non VAT	£ 1.00	0.00%	£ 1.00	£ -	£ 1.00	
Cultural - Libraries	Reservation Passport (Annual Subscription)	each	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Cultural - Libraries	Reservations - Adult	per item	Non VAT	£ 0.50	0.00%	£ 0.50	£ -	£ 0.50	
Cultural - Libraries	Reservations - Concession	per item	Non VAT	£ 0.25	0.00%	£ 0.25	£ -	£ 0.25	
Cultural - Libraries	Sale of Headphones		VAT	£ 1.40	0.00%	£ 1.17	£ 0.23	£ 1.40	
Cultural - Libraries	USB pens	each	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Libraries	Withdrawn stock Talking Books	per item	VAT	£ 3.00	0.00%	£ 2.50	£ 0.50	£ 3.00	
Cultural - Libraries	Withdrawn stock DVD Sales	per item	VAT	£ 2.00	0.00%	£ 1.67	£ 0.33	£ 2.00	
Cultural - Libraries	Withdrawn stock Hardback Book Sales	per item	Non VAT	£ 0.50	0.00%	£ 0.50	£ -	£ 0.50	
Cultural - Libraries	Withdrawn stock Magazines Sales	per item	Non VAT	£ 0.20	0.00%	£ 0.20	£ -	£ 0.20	



Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2021/22	Revised Charge for 2021/22	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Cultural - Libraries	Withdrawn stock Paperback Book Sales	per item	Non VAT	£ 0.25	0.00%	£ 0.25	£ -	£ 0.25	

Charging for Services 2021/22

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2020/21	2021/22				NOTES (for Board Report)
				Gross Charge	% Uplift for 2021/22	Revised Charge for 2021/22	VAT @ 20%	Gross Charge	
Performing Arts Venues - Youth Theatre	East Ayrshire Youth Theatre	Per term (11 weeks in a term)	Non VAT	£ 130.00	0.00%	£ 130.00	£ -	£ 130.00	Working Group currently conducting Review
Performing Arts Venues - Youth Theatre	East Ayrshire Youth Theatre Junior	Per term (11 weeks in a term)	Non VAT	£ 55.00	0.00%	£ 55.00	£ -	£ 55.00	Working Group currently conducting Review
Performing Arts Venues - Palace Theatre	Auditorium Additional Access	Per hour or part thereof	VAT	£ 100.00	0.00%	£ 83.33	£ 16.67	£ 100.00	
Performing Arts Venues - Palace Theatre	Auditorium Performance Only (Fri-Sat 0900-2300)	First 7 hours access or part thereof	VAT	£ 912.00	0.00%	£ 760.00	£ 152.00	£ 912.00	
Performing Arts Venues - Palace Theatre	Auditorium Performance Only (Mon-Thurs 0900-2300)	First 7 hours access or part thereof	VAT	£ 735.00	0.00%	£ 612.50	£ 122.50	£ 735.00	
Performing Arts Venues - Palace Theatre	Auditorium Rehearsal Only (Fri-Sat 0900-2300)	First 7 hours access or part thereof	VAT	£ 594.00	0.00%	£ 495.00	£ 99.00	£ 594.00	
Performing Arts Venues - Palace Theatre	Auditorium Rehearsal Only (Mon-Thurs 0900-2300)	First 7 hours access or part thereof	VAT	£ 432.00	0.00%	£ 360.00	£ 72.00	£ 432.00	
Performing Arts Venues - Palace Theatre	Professional Hire	Hourly Rate	VAT			£ -	£ -		By negotiation
Performing Arts Venues - Grand Hall	Hall Hire (Main Hall)	Hourly Rate	Non VAT	£ 40.00		£ 40.00	£ -	£ 40.00	
Performing Arts Venues - Grand Hall	Show hire	Various packages	VAT			£ -	£ -		By negotiation
Performing Arts Venues - Grand Hall	All Halls Professional Hire	Hourly Rate	VAT			£ -	£ -		By negotiation
Performing Arts Venues	Equipment Hire -Radio Mics (Daily)		VAT	£ 20.00	0.00%	£ 16.67	£ 3.33	£ 20.00	
Performing Arts Venues	Equipment Hire -Radio Mics (Weekly)		VAT	£ 70.00	0.00%	£ 58.33	£ 11.67	£ 70.00	
Performing Arts Venues	Equipment Hire -Haze/Smoke/Fog Machine		VAT	£ 25.00	0.00%	£ 20.83	£ 4.17	£ 25.00	
Performing Arts Venues	Equipment Hire -Projector		VAT	£ 75.00	0.00%	£ 62.50	£ 12.50	£ 75.00	
Performing Arts Venues	Equipment Hire -Projector Screen		VAT	£ 75.00	0.00%	£ 62.50	£ 12.50	£ 75.00	
Performing Arts Venues	Equipment Hire - Grand Hall Sound Package		VAT	£ 150.00	0.00%	£ 125.00	£ 25.00	£ 150.00	
Performing Arts Venues	Equipment Hire - Grand Hall lighting package		VAT	£ 200.00	0.00%	£ 166.67	£ 33.33	£ 200.00	

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	Gross Charge	% Uplift for 2021/22	Revised Charge for 2021/22	VAT @ 20%	Gross Charge	NOTES (for Board Report)
Performing Arts Venues	Equipment Hire -Standard Microphone Package		VAT	£ 50.00	0.00%	£ 41.67	£ 8.33	£ 50.00	
Performing Arts Venues - Grand Hall	Equipment Hire -Grand Piano (Grand Hall)		VAT	£ 350.00	0.00%	£ 291.67	£ 58.33	£ 350.00	
Performing Arts Venues - Grand Hall	Equipment Hire -Upright Piano		VAT	£ 100.00	0.00%	£ 83.33	£ 16.67	£ 100.00	
Performing Arts Venues	Other Technical Equipment								By negotiation
Performing Arts Venues	Commission on Merchandise Sales		VAT			£ -	£ -		10% commission rate chargeable
Performing Arts Venues	External Workshops	Per Hour	VAT			£ -	£ -		By negotiation
Performing Arts Venues	Overnight Hall Hire for Storage	2 Hrs @ Hall Hire Rate	VAT			£ -	£ -		By negotiation
Performing Arts Venues	Hire of AV Package - Laptop, Projector & Screen	Per Booking	VAT	£ 60.00	0.00%	£ 60.00	£ -	£ 60.00	

Charging for Services 2021/22

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2020/21	2021/22				NOTES (for Board Report)
				Gross Charge	% Uplift for 2021/22	Revised Charge for 2021/22	VAT @ 20%	Gross Charge	
Community Venues	Synthetic Grass Pitch (unmanned sites) single	Per Hour Juveniles	Non VAT	£ 16.90	0.00%	£ 16.90	£ -	£ 16.90	
Community Venues	Synthetic Grass Pitch (unmanned sites) single	Per Hour Adult	Non VAT	£ 33.80	0.00%	£ 33.80	£ -	£ 33.80	
Community Venues	Synthetic Grass Pitch (unmanned sites) large	Per Hour Juveniles	Non VAT	£ 33.80	0.00%	£ 33.80	£ -	£ 33.80	
Community Venues	Synthetic Grass Pitch (unmanned sites) large	Per Hour Adult	Non VAT	£ 67.40	0.00%	£ 67.40	£ -	£ 67.40	

Charging for Services 2021/22

APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2020/21	2021/22				NOTES (for Board Report)
				Gross Charge	% Uplift for 2021/22	Revised Charge for 2021/22	VAT @ 20%	Gross Charge	
Leisure	Commercial Lease of Land	Per week	Non VAT	£ 3,000.00	0.00%	£ 3,000.00	£ -	£ 3,000.00	
Leisure	Commercial Lease of Land	Per day	Non VAT	£ 500.00	0.00%	£ 500.00	£ -	£ 500.00	
Leisure	Community Lease of Land	Excluding pavilion	Non VAT	£ 100.00	0.00%	£ 100.00	£ -	£ 100.00	
Leisure	Community Lease of Land	Including pavilion	Non VAT	£ 150.00	0.00%	£ 150.00	£ -	£ 150.00	
Leisure	Young Naturalists Club	Annual Fee	Non VAT	£ 50.00	0.00%	£ 50.00	£ -	£ 50.00	
Leisure	Workshop Space Hire	Various packages	VAT	£ 200.00	0.00%	£ 166.67	£ 33.33	£ 200.00	
Leisure	Weddings	Room only	Non VAT			£ -	£ -		Bespoke package for external spaces by negotiation
Leisure	East Ayrshire Groups & Schools Residential	Per Group (regardless of size)		£300	0.00%			£300	
Leisure	Groups & Schools outwith East Ayrshire Residential	Per Group (regardless of size)		£400	0.00%			£400	
Leisure	Residential Centre Catering	Per Head/Per Night		£20	0.00%			£20	
Leisure	East Ayrshire School/Group Day Activity	NEW		Free				Free	
Leisure	Non East Ayrshire School/Group Day Activity	Per person /Per Activity		£3	0.00%			£3	
Leisure	Evening Activity (led by visiting group)	Per Group (regardless of size)		Free				Free	(if no additional staff or resources required)
Leisure	Evening Activity (Specialist Activity)	Per Group (regardless of size)		£50	0.00%			£50	
Leisure	Evening Activity (Adhoc Activities)	Per Group (regardless of size)		By arrangement					By negotiation
Leisure	Volunteer Residential	Per person/night	VAT			£ -	£ -		By negotiation
Leisure	Conservation Holiday	Per person/night	VAT			£ -	£ -		By negotiation
Leisure	Consultancy Fees	per day	VAT	£ 500.00	0.00%	£ 416.67	£ 83.33	£ 500.00	
Leisure	Ranger Led Activity	per hour	Non VAT	£3	0.00%	£ 2.50	£ 0.50	£3	
Leisure	Ranger Led Activity with materials	per hour	Non VAT	£5	0.00%	£ 4.17	£ 0.83	£5	

# Charging for Services 2021/22

## APPENDIX I

Department / Service	Type of Charge	Current Charging Structure	VAT/Non VAT	2020/21	2021/22				NOTES (for Board Report)
				Gross Charge	% Uplift for 2021/22	Revised Charge for 2021/22	VAT @ 20%	Gross Charge	
Sport & Fitness	Badminton Court	Adult	Non VAT	£ 7.50	0.00%	£ 7.50	£ -	£ 7.50	
Sport & Fitness	Badminton Court	Concession	Non VAT	£ 5.80	0.00%	£ 5.80	£ -	£ 5.80	
Sport & Fitness	Table Tennis	Adult	Non VAT	£ 5.20	0.00%	£ 5.20	£ -	£ 5.20	
Sport & Fitness	Table Tennis	Concession	Non VAT	£ 3.60	0.00%	£ 3.60	£ -	£ 3.60	
Sport & Fitness	Children's Fun Sessions	1 hour	Non VAT	£ 2.50	0.00%	£ 2.50	£ -	£ 2.50	
Sport & Fitness	Children's Fun Sessions	1.5 hours	Non VAT	£ 3.00	0.00%	£ 3.00	£ -	£ 3.00	
Sport & Fitness	Children's Fun Sessions	2 hours	Non VAT	£ 3.20	0.00%	£ 3.20	£ -	£ 3.20	
Sport & Fitness	Equipment Hire	Equipment Hire	Non VAT	£ 1.50	0.00%	£ 1.50	£ -	£ 1.50	
Sport & Fitness	Fitness Class (45 mins)	Per class	Non VAT	£ 4.80	0.00%	£ 4.80	£ -	£ 4.80	
Sport & Fitness	Fitness Class (30 mins)	Per class	Non VAT	£ 3.20	0.00%	£ 3.20	£ -	£ 3.20	
Sport & Fitness	Synthetic Grass Pitch - 1/2 Pitch 1HR m/week	Adult	Non VAT	£ 37.00	0.00%	£ 37.00	£ -	£ 37.00	
Sport & Fitness	Synthetic Grass Pitch - 1/2 Pitch 1HR m/week	Juveniles	Non VAT	£ 25.00	0.00%	£ 25.00	£ -	£ 25.00	
Sport & Fitness	Synthetic Grass Pitch - 1/2 Pitch 1HR w/e	Juveniles	Non VAT	£ 12.00	0.00%	£ 12.00	£ -	£ 12.00	
Sport & Fitness	Synthetic Grass Pitch - 1/3 Pitch 1HR m/week	Adult	Non VAT	£ 25.00	0.00%	£ 25.00	£ -	£ 25.00	
Sport & Fitness	Synthetic Grass Pitch - 1/3 Pitch 1HR m/week	Juveniles	Non VAT	£ 16.60	0.00%	£ 16.60	£ -	£ 16.60	
Sport & Fitness	Synthetic Grass Pitch - 1/3 Pitch 1HR w/e	Juveniles	Non VAT	£ 8.00	0.00%	£ 8.00	£ -	£ 8.00	
Sport & Fitness	Synthetic Grass Pitch - Full Pitch - 1 HR w/e	Adult	Non VAT	£ 36.00	0.00%	£ 36.00	£ -	£ 36.00	
Sport & Fitness	Synthetic Grass Pitch - Full Pitch - 1 HR w/e	Juveniles	Non VAT	£ 24.00	0.00%	£ 24.00	£ -	£ 24.00	

Sport & Fitness	Sports Hall per division	Adult	Non VAT	£ 11.10	0.00%	£ 11.10	£ -	£ 11.10	
Sport & Fitness	Sports Hall per division	Juveniles	Non VAT	£ 7.70	0.00%	£ 7.70	£ -	£ 7.70	
Sport & Fitness	Gym	Adult	Non VAT	£ 5.30	0.00%	£ 5.30	£ -	£ 5.30	
Sport & Fitness	Gym	Juveniles	Non VAT	£ 3.70	0.00%	£ 3.70	£ -	£ 3.70	
Sport & Fitness	Gym Induction		Non VAT	£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	
Sport & Fitness	Personal Training	Per hour	Non VAT	£ 25.00	0.00%	£ 25.00	£ -	£ 25.00	Currently under review - tbc
Sport & Fitness	Pool - 1-1 Swimming Lessons (30 mins)	10 lesson Block	Non VAT	£ 121.50	0.00%	£ 121.50	£ -	£ 121.50	
Sport & Fitness	Pool - 1-1 Swimming Lessons (30 mins)	per class (30 mins)	Non VAT	£ 13.50	0.00%	£ 13.50	£ -	£ 13.50	
Sport & Fitness	Pool - 1-2 Swimming Lesson (30 mins)	10 lesson Block	Non VAT	£ 216.00	0.00%	£ 216.00	£ -	£ 216.00	
Sport & Fitness	Pool - 1-2 Swimming Lesson (30 mins)	per class (30 mins)	Non VAT	£ 24.00	0.00%	£ 24.00	£ -	£ 24.00	
Sport & Fitness	Learn to Swim Membership - Child	Rolling Monthly DD		£ 18.00	0.00%	£ 18.00	£ -	£ 18.00	
Sport & Fitness	Learn to Swim Membership - Adult	Rolling Monthly DD		£ 22.00	0.00%	£ 22.00	£ -	£ 22.00	
Sport & Fitness	Crash Course Swim Lessons	per lesson	Non VAT	£ 4.50	0.00%	£ 4.50	£ -	£ 4.50	
Sport & Fitness	Pool Hire	Per hour	Non VAT	£ 30.00	0.00%	£ 30.00	£ -	£ 30.00	
Sport & Fitness	Pool - Adult Swim	Each	Non VAT	£ 3.30	0.00%	£ 3.30	£ -	£ 3.30	
Sport & Fitness	Pool - Child Swim	Each	Non VAT	£ 2.10	0.00%	£ 2.10	£ -	£ 2.10	
Sport & Fitness	Pool - Big splash Family Session (2 adults, 5 children)		Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Sport & Fitness	Pool - Big splash Family Session (2 adults, 5 children) incl Hall		Non VAT	£ 7.00	0.00%	£ 7.00	£ -	£ 7.00	
Sport & Fitness	Pool Party with Bouncy Castle		VAT	£ 100.00	55.00%	£ 129.17	£ 25.83	£ 155.00	In Line with Athletic Parties
Sport & Fitness	Pool Party with Inflatable		VAT	£ 100.00	55.00%	£ 129.17	£ 25.83	£ 155.00	In Line with Athletic Parties
Sport & Fitness	Pool - Primary School Lessons	Per Child	Non VAT	£ 2.00	0.00%	£ 2.00	£ -	£ 2.00	
Sport & Fitness	Gymnasium Hall- Adult	Per hour	Non VAT	£ 17.60	0.00%	£ 17.60	£ -	£ 17.60	

Sport & Fitness	Gymnasium Hall- Children	Per hour	Non VAT	£ 11.70	0.00%	£ 11.70	£ -	£ 11.70	
Sport & Fitness	Rookie Lifeguard	Per session	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Sport & Fitness	Walking Football	1 hour	NON VAT	£ 3.00	0.00%	£ 3.00	£ -	£ 3.00	
Sport & Fitness	Membership- Gold Single	Rolling Monthly		£ 29.00	-24.14%	£ 22.00	£ -	£ 22.00	Rename Active Plus
Sport & Fitness	Membership- Gold Concession	Rolling Monthly		£ 20.00	0.00%	£ 20.00	£ -	£ 20.00	Rename Active Lifestyle
Sport & Fitness	Membership Bronze- Single	Rolling Monthly		£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	Rename Active Swim
Sport & Fitness	Membership Youth 12- 17yrs	Rolling Monthly or PAYG		£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	Rename Active Youth
Sport & Fitness	Membership- Jnr 8 - 11yrs	PAYG		£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	Rename Active Junior
Sport & Fitness	Staff Membership			£ 12.00	25.00%	£ 15.00	£ -	£ 15.00	Rename Active Staff
Sport & Fitness	Membership - Active Corporate					£ 18.00	£ -	£ 18.00	NEW - company should have 50+ employees to apply.
Sport & Fitness	GP Referral Class					£ -	£ -		NEW - Charge tbc once training complete
Sport & Fitness	Member Motiv8 1-1			£ 16.00		£ 16.00	£ -	£ 16.00	
Sport & Fitness	Member Motiv8 1-2			£ 20.00		£ 20.00	£ -	£ 20.00	
Sport & Fitness	Member Motiv8 1-3			£ 30.00		£ 30.00	£ -	£ 30.00	
Sport & Fitness	Member Motiv8 1-4			£ 40.00		£ 40.00	£ -	£ 40.00	
Sport & Fitness	Non-Member Motiv8 1-1			£ 18.00		£ 18.00	£ -	£ 18.00	
Sport & Fitness	Non-Member Motiv8 1-2			£ 24.00		£ 24.00	£ -	£ 24.00	
Sport & Fitness	Non-Member Motiv8 1-3			£ 36.00		£ 36.00	£ -	£ 36.00	
Sport & Fitness	Non-Member Motiv8 1-4			£ 48.00		£ 48.00	£ -	£ 48.00	
Sport & Fitness	Golf Fees	Adult Round - Peak	Non VAT	£ 22.00	0.00%	£ 22.00	£ -	£ 22.00	
Sport & Fitness	Golf Fees	Concession Round - Peak	Non VAT	£ 12.00	0.00%	£ 12.00	£ -	£ 12.00	



Sport & Fitness	Golf Fees	Season Ticket	Non VAT	£ 250.00	0.00%	£ 250.00	£ -	£ 250.00	15% discount will be applied to compensate for ongoing works during the season plus an 5% Early bird offer will be running for the 1st Feb-11th April. Cost £200 thereafter £212.50
Sport & Fitness	Golf Fees	Season Ticket - Concessions	Non VAT	£ 150.00	0.00%	£ 150.00	£ -	£ 150.00	15% discount will be applied to compensate for ongoing works during the season plus an 5% Early bird offer will be running for the 1st Feb-11th April. Cost £120 thereafter £127.50
Sport & Fitness	Golf Fees	Season Ticket - Youth u18yrs				£ 25.00	£ -	£ 25.00	NEW
Sport & Fitness	Golf Fees	Buggy Hire	VAT	£ 20.00	0.00%	£ 16.67	£ 3.33	£ 20.00	
Sport & Fitness	Golf Fees	Golf Board hire	VAT	£ 15.00	0.00%	£ 12.50	£ 2.50	£ 15.00	
Sport & Fitness	Golf Fees	Lockers - Internal	Non VAT	£ 50.00	0.00%	£ 50.00	£ -	£ 50.00	
Sport & Fitness	Golf Fees	Lockers - External	Non VAT	£ 30.00	0.00%	£ 30.00	£ -	£ 30.00	
Sport & Fitness	Golf Evening/Winter Green Fees (18 holes)	Adult	Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Sport & Fitness	Golf Evening/Winter Green Fees (18 holes)	Concession	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Sport & Fitness	Golf Winter Season Ticket	Season Ticket	Non VAT	£ 80.00	0.00%	£ 80.00	£ -	£ 80.00	
Sport & Fitness	Golf Winter Season Ticket	Season Ticket - Concession	Non VAT	£ 40.00	0.00%	£ 40.00	£ -	£ 40.00	
Sport & Fitness	Golf Winter Season Ticket	Season Ticket Youth u18yrs				£ 15.00	£ -	£ 15.00	NEW
Sport & Fitness	All Ability Cycling Sessions	Per 1/2 hour	Non VAT	£2	0.00%	£ 1.67	£ 0.33	£ 2.00	
Sport & Fitness	All Ability Cycling Sessions	per hour	Non VAT	£ 3.00	0.00%	£ 3.00	£ -	£ 3.00	
Sport & Fitness	Football grass	per hour	Non VAT	£ 15.00	0.00%	£ 15.00	£ -	£ 15.00	
Sport & Fitness	Football concession- grass	per hour	Non VAT	£ 10.00	0.00%	£ 10.00	£ -	£ 10.00	
Sport & Fitness	Indoor Track - Exclusive Use - 1/4 Hall	per hour	Non VAT	£ 20.00	0.00%	£ 20.00	£ -	£ 20.00	
Sport & Fitness	Indoor Track - Full - Exclusive Use - Adult	per hour	Non VAT	£ 80.00	0.00%	£ 80.00	£ -	£ 80.00	

Sport & Fitness	Indoor Track - Full - Exclusive Use - Children	per hour	Non VAT	£ 40.00	0.00%	£ 40.00	£ -	£ 40.00	
Sport & Fitness	Track - Individual Entry	Adult	Non VAT	£ 5.00	0.00%	£ 5.00	£ -	£ 5.00	
Sport & Fitness	Track - Individual Entry	Child	Non VAT	£ 3.00	0.00%	£ 3.00	£ -	£ 3.00	
Sport & Fitness	Outdoor Track - Club/Group	Shared Use per hour	Non VAT	£ 40.00	0.00%	£ 40.00	£ -	£ 40.00	
Sport & Fitness	Outdoor Track - Full - Exclusive Use	per hour	Non VAT	£ 80.00	0.00%	£ 80.00	£ -	£ 80.00	
Sport & Fitness	Full Facility - Events	per day	Non VAT	£ 600.00	0.00%	£ 600.00	£ -	£ 600.00	
Sport & Fitness	Changing Room Hire	Per hour		£ 12.50		£ 13.00	£ -	£ 13.00	In line with minimum charge
Sport & Fitness	Athletics Party - up to 20		Non VAT	£ 125.00	0.00%	£ 125.00	£ -	£ 125.00	
Sport & Fitness	Athletics Party - up to 30		Non VAT	£ 155.00	0.00%	£ 155.00	£ -	£ 155.00	

# PERFORMANCE & AUDIT SUB COMMITTEE

## TRUST BUDGET 2021/22

Date: 9 February 2021

Agenda Item: 6

Report By: Anneke Freel, Chief Officer

### Summary

This report confirms the Trust's budget position for 2021/22 and shows how the savings target of £190,750 will be achieved.

## 1. BACKGROUND

- 1.1 The Council's Best Value Review of Services in March 2017 established a savings requirement of £1,056,000 to be achieved by 2021/22. To date £865,330 has been achieved leaving an outstanding balance of £190,670. This outstanding balance of savings has been allocated over the next financial year:-

2021/22	<u>£190,670</u>
	£190,670

- 1.2 The Trust Board has previously considered individual Service Reviews (Feb 2018 and Jan 2019) and Review of Management Structure approved on 3 December 2019. These reviews have generated the savings target for 2020/21 and 2021/22.

## 2 SAVINGS IN 2021/22

- 2.1 A summary of savings is shown below:

Previous Reports	Savings 2021-22
Review of Management Structure (Dec 2019) - Balance of Savings	178,150
Countryside Services Review (Jan 2019)	9,640
Savings Yet to be Identified	2,880
<b>TOTAL</b>	<b>190,670</b>

## 3 Draft Annual Budget for 2021/22

3.1 The table below outlines the draft trust budget for 2021/22 and includes the savings outlined above.

Service Division	Annual Budget 2020/21 as at Qtr 3	Reserves Adjustments	Base Annual Budget 2021/22	2021/22 Adjustments	2021/22 Savings	Draft Annual Budget 2021/22
EXECUTIVE MANAGEMENT	1,368,030	(470)	1,367,560	98,000	(178,150)	1,287,410
CULTURAL DEVELOPMENT	1,451,970		1,451,970			1,451,970
COMMUNITY & PERFORMING ARTS DEVELOPMENT	418,150		418,150			418,150
LEISURE DEVELOPMENT	652,640		652,640			652,640
SPORTS DEVELOPMENT	654,960		654,960	(14,550)	(9,640)	630,770
PROPERTY & ESTATES DEVELOPMENT	193,800		193,800			193,800
SAVINGS TO BE ALLOCATED	0		0		(2,880)	(2,880)
TOTAL	4,739,550	(470)	4,739,080	83,450	(190,670)	4,631,860
Management Fee	(4,739,080)		(4,739,080)	(83,450)	190,670	(4,631,860)
Reserves	(470)	470	0			0
TOTAL	0	0	0	0	0	0

### Recommendation/s:

It is recommended that Trustees:

- i. Approve the budget position shown in this report; and
- ii. Otherwise note the content of this report.

Signature:

*Annette Freal*

Designation: Chief Officer

Date: 26 January 2021