

# TRUST BOARD MEETING



Date: 28 September 2023

Location: Darvel Town Hall

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

<b>AGENDA</b>			
<b>AGENDA ITEM</b>	<b>FOR NOTING</b>	<b>FOR DISCUSSION</b>	<b>FOR APPROVAL/ DECISION</b>
<b>1. Appointment of Office Bearers and Trustees</b>			✓
<b>2. Leisure at the Heart of Every Community Corporate Delivery Plan Output - Develop Business and Redevelopment Plan for Darvel Town Hall - DISCUSSION</b>	✓		
<b>3. Apologies for Absence</b>	✓		
<b>4. Declarations of Interest</b>	✓		
<b>5. Minutes of previous meetings</b> 5.1 Board Meeting: 30 May 2023 5.2 P&ASC Meeting: 16 August 2023	✓		✓
<b>6. Performance Report April – June 2023</b>	✓		
<b>7. Alternative Performing Art Proposals</b> This is a restricted document and not for onward circulation			✓
<b>8. Corporate Identity &amp; Rebranding</b>			✓
<b>9. Severance Report</b> This is a restricted document and not for onward circulation			✓
<b>10. AOCB</b>			
<b>11. Dates of Next Meetings:</b> <b>Performance &amp; Audit Sub-Committee:</b> 14 November 2023 <b>Trust Board:</b> 28 November 2023			

For further information please contact: Anneke Freel, Chief Officer  
Email: [Anneke.Freel@eastayrshireleisure.com](mailto:Anneke.Freel@eastayrshireleisure.com) Tel: 01563 554710

# REPORT TO BOARD OF TRUSTEES

## APPOINTMENT OF OFFICE BEARERS AND TRUSTEES

Date: 28 September 2023

Agenda Item: I

Report by: Anneke Freel, Chief Officer

### 1. PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek confirmation of reappointment of existing Trustees to the Board and appointment of new independent Trustees.

### 2. APPOINTMENT OF TRUSTEES TO BOARD

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

This applies to R Hume and J Livingston

Exceptional considerations have appropriate for the last few years given the impacts of Covid-19 and the recovery period of the Trust. In October 2022, it was agreed that R Hume and J Livingston remain on the Board of Trustees to provide continuity during the recruitment process, to facilitate a transition period and to provide mentoring to new Trustee Ambassadors. Recruitment has now complete and R Hume and J Livingston will now stand down from the Board of Trustees. Their commitment to the Trust since its inception in 2013 has been remarkable and their guidance through very challenging times has been invaluable.

- 2.2 Robert Hannah, Barbara McIntyre and Jim Roberts have been appointed as independent Trustees.
- 2.3 It recommended to appoint Councillor C Maitland to the Chair of the Board and J Roberts to the Vice Chair Position, with Jim Roberts being appointed to Chair of Performance and Audit.
- 2.4 The East Ayrshire Leisure Board of Trustees from 28<sup>th</sup> September 2023 will be:
  - Councillor C Maitland (Chair)
  - J Roberts, Independent Trustee (Vice Chair and Chair of Performance and Audit)
  - Councillor L Holland
  - Councillor G Boyd
  - Councillor J Adams
  - Councillor I Linton
  - M Swan, Independent Trustee
  - D Ross, Independent Trustee
  - B McIntyre, Independent Trustee
  - R Hannah, Independent Trustee
  - A Wilson, Trade Union Representative Trustee

# REPORT TO BOARD OF TRUSTEES



- Blair Millar, East Ayrshire Council, Ex Officio Trustee (delegated from Depute Chief Executive)
- Joseph McLachlan, East Ayrshire Council, Ex Officio Trustee

### 3. APPOINTMENT OF TRUSTEES TO PERFORMANCE AND AUDIT SUB-COMMITTEE

3.1 Changes in the membership of the Board of Trustees has also resulted in changes to the Performance and Audit Sub-Committee. A Wilson will remain as the trade union representative on P&ASC. The P&ASC will be made up of:

- J Roberts, Independent Trustee (Chair)
- Councillor L Holland
- Councillor G Boyd
- B McIntyre, Independent Trustee
- A Wilson, Trade Union Representative Trustee

### 4. CONCLUSION

4.1 A warm welcome to Barbara McIntyre, Robert Hannah and Jim Roberts who join the Board of Trustees, and a special thanks should be noted to all retiring Trustees who have supported the development of East Ayrshire Leisure Trust since 2013 with a particular appreciation for all Trustees who have guided the management team throughout the recovery period.

#### Recommendation/s:

It is recommended that the Board of Trustees:

- Confirm B McIntyre, R Hannah and J Roberts as an Independent Trustee;
- Elect Councillor Maitland and J Roberts to Chair and Vice Chair of East Ayrshire Leisure respectively; and
- Otherwise note the content of the paper

Signature:

A handwritten signature in cursive script that reads 'Annette Freese'.

Designation: Chief Officer

Date: 14 September 2022

# REPORT TO BOARD OF TRUSTEES



## PERFORMANCE REPORT APRIL TO JUNE 2023

Date: 28 September 2023

Agenda Item: 6

Report by: Anneke Freel, Chief Officer

### I PURPOSE OF REPORT

- 1.1 This report provides an overview of the Trust's performance for the first quarter of 2023/24.
- 1.2 In line with the organisational review, Strategic Vision and Corporate Delivery Plan, the performance report has been separated into 3 documents:
  - East Ayrshire Leisure Performs – providing an update on attendance figures, organisational learning, the risk register and other organisational wide items
  - Corporate Delivery Plan Record of Progress – providing an update on the priority outcomes
  - Financial Performance – providing an update on our financial position at the end of the quarter and projections to the end of the financial year

### 2 EAST AYRSHIRE LEISURE PERFORMS

- 2.1 The overall attendance at our venues for the period April to June 2023 was 560,022, which is an increase of 25% compared to the same period in 2022/23.
- 2.2 The Lifestyle and Sports Hubs have performed particularly well in this period with Hunter Fitness Centre, Barony Sports Village and Doon Valley Leisure demonstrating increases of 26%, 39.5% and 27.8% retrospectively.
- 2.3 With a focus on programming and engagement, libraries are also doing very well. Auchinleck, Cumnock, Galston and Stewarton libraries have shown an average increase of 26.8%. Housebound and mobile services have also shown a significant increase during the quarter.
- 2.4 The opening of Dean Castle in April 2023 has attracted over 35k visitors in the first 3 months. A detailed survey of visitor profile has been undertaken providing us with valuable feedback for future development of the Castle experience.
- 2.5 The risk register has been reviewed with no amendments from the previous report.

### 3 QUARTER PERFORMANCE HIGHLIGHTS

- 3.1 2022 was the 65<sup>th</sup> anniversary of Annanhill Golf Course. As part of the celebrations we organised the first East Ayrshire Golf Open. Due to the success of the event, it was decided to make this an annual event and the 2<sup>nd</sup> Open took place in June 2023. 82 golfers took part in this year's Open Championship.

This year it was aligned to the same weekend as Roon the Toon and a West District Archery Competition to initiate a festival of sport in the town. This will be developed further for future years to establish an annual Festival of Sport throughout East Ayrshire in June.

The Golf open was extremely successful and generated a profit of £500. This will be reinvested into the development of junior golf and be used to purchase equipment, invest in coach training and to support volunteer development to specifically develop a junior section.

- 3.2 Our Lifestyle teams have recently invested in Bodytrax machines to support health checks throughout our venues. These have been piloted at Doon Valley Leisure Centre and have been used with both staff and customers. As part of our lifestyle approach in the Doon Valley, we have also introduced a regular gentle circuits class to engage members of the community on the pathway to physical activity.

Members of the community attend the class weekly and undertake monthly body scans to measure health benefits such as reduced body fat, increased muscle mass, reduced visceral fat, bone mass, fat free mass, cellular integrity, metabolic age and finally body mass index.

The machines are a fantastic tool to engage with everyone regardless of their abilities, from older adults to professional athletes. They record measurable data and deliver straight to the user via e-mail or Mobile App. Each scan can be measured against previous scans to record improvements.

- 3.3 The Lugar Water Trail has been upgraded from Cumnock to Ochiltree, with spurs going to Auchinleck and to the Barony A-frame. The ongoing work into the Boswell Estate from Ochiltree will also provide connections to the River Ayr Way. The project provides walking routes to destinations such as Dumfries House, Boswell Coach House and the Ochiltree Community Hub. The response to the route has been exceptional with locals and visitors commenting on the improved accessibility. The new waymarkers will be in place by the end of September. Dumfries House has reported an increase in visitor numbers and they believe the new paths have contributed to this.

The first section of the Irvine Valley Trails Project is now complete with access from Darvel all the way to Loudoun Hill. The views are tremendous and the path makes its way through some amazing farmland following the old railway line. The route has had its challenges due to the number of different landowners, but we have worked closely with them to agree works that suit both the landowners, the contactors and the public. The rest of the network is scheduled for completion in September.

- 3.4 Scottish Book Trust aim to support families to read, sing, and play with their little ones to give them the best start in life. Sharing stories, songs and rhymes with babies and young children has many benefits including supporting children's development, language and social skills. Cuddling up with a book is a lovely way for families to spend time together, develop their relationships and most importantly, have fun! Every child in Scotland is entitled to receive four free Bookbug Bags containing books and age-appropriate resources between birth and age five to help to develop an early love of stories, songs and rhymes. In East Ayrshire our Library Hubs Development Officer has the role of Bookbug Co-ordinator within her remit and works in partnership with EAC Registration Services, NHS Ayrshire and Arran and EAC Education Department to ensure that children and their families receive these great resources at the appropriate stages which are designed to assist relationship building and a love of literacy from as early as possible and promote the message that it's never too early to start reading with your child. We have recently received feedback from Scottish Book Trust that our bag distribution percentages based on the birth rate are "excellent". We'll continue to maintain the partnerships and processes we have in place to continue to make this project a success at a local level benefitting families across the authority.

- 3.5 1-7 June 2023 was the annual celebration of Volunteering across the UK. Over the last year, our volunteers have contributed over 2500 hours of their time to projects and events all over East Ayrshire. There are currently 78 volunteers giving up their time to make the East Ayrshire Leisure Trust and its venues even better. It was identified in our Corporate Delivery Plan that the Trust should have a mechanism to recognise the work of our volunteers. To thank our volunteers for their contribution to the organisation, a celebration event was held at Dean Castle on the 6 June. Our volunteers were greeted by a piper, were welcomed into the banqueting hall for a congratulatory

# REPORT TO BOARD OF TRUSTEES



speech by our Trustee Andy Wilson and enjoyed drinks and nibbles provided by the hospitality team. It was a great opportunity for volunteers to meet, sometimes for the first time and to see the difference that their volunteering has made to East Ayrshire Leisure and its customers. During Volunteer Week, our social media accounts also highlighted the different volunteer projects that have run over the past year. It is anticipated that we will repeat this celebration annually.

## 4 FINANCIAL PERFORMANCE

- 4.1 The financial performance quarter 1 report provides detail of the Trust's financial performance for the period April - June 2023. The projected outturn for East Ayrshire Leisure at 30<sup>th</sup> June 2023 is a breakeven position.
- 4.2 External Audit relating to 2022-23 was conducted by Azets Audit Services Limited and an unqualified audit was achieved. This is an excellent outcome for the Trust for the 9<sup>th</sup> year and reflects the work of all staff in adherence to the procedures and governance in place.

## 5 RECOMMENDATIONS FOR APPROVAL

- 5.1 The 'Investing in our People and embracing our Values' team has a number of vacancies and so have taken the opportunity to review their current structure to ensure that they meet the increasing demands of the service. The proposal is to create a new Development Officer post to focus on financial systems including procurement, accounts payable and accounts receivable. It also includes the creation of a permanent part time Corporate Service Assistant to provide additional support. There are no financial implications arising from this review, associated costs will be funded from existing service resources. There are no human resource implications as it involves the deletion of one post which is currently vacant.
- 5.2 Significant work has been undertaken in the last few years, in partnership with East Ayrshire Council's internal audit team, to implement new strategies and procedures for the management of the East Ayrshire Museum Collection. The next stage of this work is to update the Collection Management System with more detailed and digitised information about every museum object. In line with Spectrum Standards, we would also like to upgrade the object labelling and storage. In order to do this, the proposal is to second the existing Development Co-ordinator (Museums) post to focus on these activities and advertise for a temporary post to cover the existing tasks of that post. The recommendation is that £38k is allocated from reserves to facilitate this work.

### Recommendation/s:

It is recommended that Trustees:

- i. Consider and approve the East Ayrshire Leisure Performs Report for the period April - June 2023;
- ii. Consider and approve the changes to the Investing in our People and embracing our Values team and the temporary secondment and recruitment of the Development Co-ordinator (Museums); and
- iii. Otherwise note the content of this report.

A handwritten signature in cursive script that reads 'Annette Freal'.

Signature:

Designation: Chief Officer

Date: 14 September 2023



# EAST AYRSHIRE LEISURE PERFORMS

## QUARTER I

APRIL - JUNE

2023/24



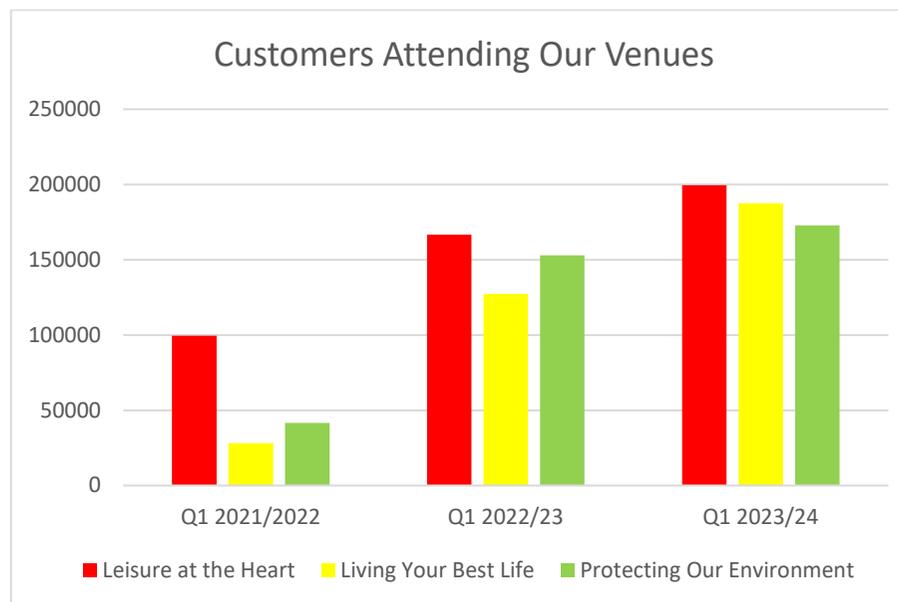
## Contents

PERFORMANCE INDICATORS .....	3
Attendance Figures .....	3
Strategic Vision Performance Monitoring .....	5
KEY UPDATES.....	6
Insurance Claims .....	6
Gifts & Hospitality.....	6
ORGANISATIONAL LEARNING.....	7
RISK REGISTER.....	9

## PERFORMANCE INDICATORS

### Attendance Figures

The following chart summarises our attendance figures across 3 of our strategic themes and the table provides a detailed breakdown of which venues are included within each theme.



- \* During Q1, our 3 school libraries with **Leisure at the Heart** transferred to either school or community operation. However, the majority of our other libraries have shown a significant increase compared to the same period in 2022/23. Auchinleck Library has increased by 36%, Cumnock Library by 20%, Galston Library by 20% and Stewarton Library by 32%. The changing attitude and approach to libraries being more than just a space to borrow books is having a significant impact on this community resource and the team is dedicated to introducing innovative ways to ensure that they respond to the community's needs. With the transfer of the 3 school libraries, the mobile routes have been altered to continue to provide a library service for those communities. This is clearly being reflected in the figures with an overall increase of 538% to both mobiles. It should be noted that we had a lot of technical issues with the mobile libraries last year that affected their use. However, this is still a positive trend. There is also continued growth in our lifestyle hubs and sports centres. Barony Sports Village continues to perform exceptionally well with a further increase of nearly 40% compared to the same period in 2022/23.
- \* Many of the venues within the **Living Your Best Life** portfolio are performing very well compared to the same period in 2022/23. The Dick Institute continues to perform exceptionally well with an increase of 21% and Dean Castle is now open and showing a very positive start with over 35k visitors between April and June 2023. The Palace Theatre and Grand Hall demonstrated an increase of 39% with a full programme of dance, amateur operatics and theatre productions.

- \* **Protecting our Environment** is currently only recording figures for Dean Castle Country Park until new people counters are installed along the River Ayr Way. The new recording system has now been in place at the Country Park for over a year, allowing us to carry out year on year comparisons. The figures for quarter 1 of 23/24 are showing an increase of nearly 12% against the same period in 22/23.

Leisure at the Heart	Living Your Best Life	Protecting our Environment
Auchinleck Library Cumnock Library Darvel Library Newmilns Library Galston Library Dick Institute Library Patna Library Drongan Library Whatriggs Library Stewarton Library Crosshouse Library Stewarton Area Centre Boswell Centre Galston Community Centre Darvel Town Hall Morton Hall Cumnock Town Hall Auchinleck Leisure Centre Barony Sports Village Doon Valley Leisure Centre Rose reilly Sports Centre Loudoun Lesiure Centre Hunter Fitness Suite St Joseph's Leisure Centre Grange Leisure Centre William McIlvanney Leisure Centre E-books Mobile Services Football Pavilions	Dick Institute Museum Dean Castle Burns House Museum Burns Monument Centre Baird Institute Doon Valley Museum Ayrshire Athletics Arena Annanhill Golf Course	Dean Castle Country Park River Ayr Way

## **Strategic Vision Performance Monitoring**

The following performance indicators are aligned to our 10 year Strategic Vision

<b>Performance Indicator</b>	<b>Quarter 1 Performance</b>	<b>Quarter 2 Performance</b>	<b>Quarter 3 Performance</b>	<b>Quarter 4 Performance</b>	<b>2023/24 Performance</b>	<b>2030 Strategic Aspirations</b>
People attending our Venues	501,560					2.9 million
People engaging in our programmes	Will be recorded after the introduction of the new booking systems					0.99 million
Our eastyrshireleisure.com online visitors	102,128					0.38 million
Online visitors to futuremuseums.com	56,448					0.25 million
Number of programmes for 12-25 year olds	19					30
Number of programmes for 65+	6					15
Number of local and regional events and exhibitions	26					40
Number of children engaged in our education programme	3794					20,000
Opportunities that we offer for volunteers and work placements	4					50
Our absence Levels	2.20 days					8 days / annum
Our staff turnover rates	3.1%					7-10%
Number of community initiatives that we support	14					30
Number of partnership projects we engage in	32					40
Carbon Footprint						990tCO <sub>2</sub> e

## **KEY UPDATES**

### **Insurance Claims**

The following information provides an update on the number of live claims in progress during the period April - June 2023:-

Public Liability	1 x ongoing
Employers' Liability	1 x ongoing 1 x new
Motor Claim	n/a

### **Gifts & Hospitality**

1 hospitality record was received during this period.

## ORGANISATIONAL LEARNING

Organisational Learning is our new framework which analyses feedback from events and activities, staff and customer comments and complaints, venue visits, audits and external accreditation schemes. This process demonstrates our commitment for continuous improvement through collectively sharing and reviewing processes and procedures whilst also celebrating good practice and acknowledging where there are opportunities to learn.

Learning Theme	Recommendation/Notes	Action Required
<b>Customer Care/Services</b>	<ul style="list-style-type: none"> <li>• Service and Staff praised for levels of customer care:               <ul style="list-style-type: none"> <li>- Rose Reilly Centre – great facility and service provided by team. Great addition to Stewarton.</li> <li>- Dean Castle Country Park – very impressed with park and staff. Well maintained and clean.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Service action required               <ul style="list-style-type: none"> <li>- Staff newsletter and Intranet - staff to be notified.</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Complaints re. customers having issues with Leisure Management System, not resolved while visiting facility.</li> </ul>	<ul style="list-style-type: none"> <li>• Service action required               <ul style="list-style-type: none"> <li>- Training required for any new staff.</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Number of people jumping on Annanhill Golf Course</li> <li>• Dog walkers on course and dogs off lead</li> </ul>	<ul style="list-style-type: none"> <li>• Service action required               <ul style="list-style-type: none"> <li>- Create informative marketing campaign to encourage change of behaviour</li> <li>- Volunteer role to be promoted again</li> <li>- Further discussion with Annanhill Golf Club</li> </ul> </li> </ul>
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>• Accidents/injuries occurring while moving equipment. (Previously reported)</li> </ul>	<ul style="list-style-type: none"> <li>• Service action required               <ul style="list-style-type: none"> <li>- Manual Handling H&amp;S Standard</li> <li>- Manual Handling Training</li> <li>- Review Risk Assessment</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Staff being subjected to verbal abuse, concerned for their own safety, feeling intimidated and/or threatened, public refusing to leave premises (Ongoing issue)</li> </ul>	<ul style="list-style-type: none"> <li>• Service action required               <ul style="list-style-type: none"> <li>- Violence &amp; Aggression H&amp;S Standard</li> <li>- Violence &amp; Aggression Risk Assessment</li> <li>- Staff awareness – do's &amp; dont's</li> <li>- Conflict Handling Training</li> </ul> </li> </ul>

		- Scenario Based Exercise
	<ul style="list-style-type: none"><li>• Drugs being taken or found in (or near) our venues (Previously reported)</li></ul>	<ul style="list-style-type: none"><li>• Policy/Protocol Awareness - Team Meeting:<ul style="list-style-type: none"><li>- Sharps Policy</li><li>- Drugs &amp; Alcohol</li></ul></li></ul>

## RISK REGISTER

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
1	There will be a 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>Financial Strategy</li> <li>Communication with East Ayrshire Council allowing forward planning to ensure that service provision meets the requirements of the main funding provider.</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>Strategic Vision</li> <li>Corporate Delivery Plan 2022-24</li> <li>Financial Strategy</li> <li>Continual monitoring of current economic conditions (post pandemic &amp; cost of living)</li> <li>Positive Public Relations</li> <li>Equipment Replacement Programme</li> <li>Continued dialogue with Council</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 Delivery Plan targets and the loss of external funding.	Executive Managers & Development Managers	3	3	9  RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> <li>Strategic Vision</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
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>• Dedicated Property &amp; Estates Team</li> <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 (EAC) ?</li> <li>• Environmental Management, Monitoring and reporting</li> <li>• Leisure Facility Strategy</li> </ul>
5	There is a risk that East Ayrshire Leisure does not take commercial opportunities because staff are not able to identify and take these opportunities, resulting in lost revenue streams, perceptions of poor service and the failure to be aligned with market demands.	Executive Managers & Development Managers	4	3	12 RISK APPETITE: OPEN (Financial)	MEDIUM	<ul style="list-style-type: none"> <li>• Dedicated Commercial Development Officer posts within organisational review 2023-24</li> <li>• Attendance at Events</li> <li>• Recruitment and Selection procedure</li> <li>• Review of Best Practise</li> <li>• Training and development programme</li> </ul>
6	There is a risk that East Ayrshire Leisure does not have the right people with the right skills in the right	Executive Managers &	3	2	6	LOW	<ul style="list-style-type: none"> <li>• Dedicated Training &amp; Engagement Officer</li> <li>• Training and Development Plan</li> <li>• Ongoing review of Training matrices</li> <li>• Induction Process</li> </ul>

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	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.	Development Managers			RISK APPETITE: OPEN (Operation)		<ul style="list-style-type: none"> <li>Review of B.E.S.T. Practise</li> <li>Recruitment and selection incl recruit to train for key roles</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	1	4	4 RISK APPETITE: CAUTIOUS (Compliance)	LOW	<ul style="list-style-type: none"> <li>Training &amp; Development Plan</li> <li>Employee Information Awareness Sessions</li> <li>Partnerships Working Groups</li> <li>Service Level Agreement</li> <li>Support from East Ayrshire Council</li> </ul>
8	There is a risk that East Ayrshire Leisure will not be able to operate services due to a failure in IT systems including the Box Office and Booking System. This would result in a loss of income, not being able to meet community demand and reputational damage.	Executive Managers & Development Managers	2	4	8 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> <li>Dedicated Systems Development Officer and IT Co-ordinator</li> <li>Regular communication with Council's IT dept</li> <li>Ongoing review of systems</li> </ul>



**CORPORATE DELIVERY PLAN**  
**RECORD OF PROGRESS**  
**QUARTER I**  
**APRIL - JUNE**  
**2023/24**



**KEY:**

Chief Officer	AF	Strategic Lead: Leisure at the Heart of Every Community	GR	Strategic Lead: Sharing Our Vision	DR
Executive Lead: People, Policy and Performance	JB	Strategic Lead: Living Your Best Life	MC	Strategic Lead: Creating a Solid Foundation for Growth	LR
Executive Lead: Place, Projects and Programmes	PM	Strategic Lead: Protecting our Environment	CK	Strategic Lead: Investing in our People and Embracing our Values	IP

 - No Progress    - Some Progress    - Complete

## SHARING OUR VISION

**Strategic Objective 1: To create a programme of community engagement activities which includes consultation with our customers and potential customers about existing and future facilities and services and to adopt a positive approach to feedback**

Output		Lead	Progress	Comments
3	Embed new feedback mechanisms following programme of audit recommendations	DR		Initial meeting has taken place with Internal Audit; closure meeting took place on the 24 <sup>th</sup> April to discuss findings and where required recommendations will be implemented.
5	Produce and adopt a customer retention Strategy	LR		

## SHARING OUR VISION

**Strategic Objective 2: To ensure our use of creative marketing-led activities effectively promote our high quality services, maximise customer engagement and make a real difference to how people view East Ayrshire Leisure Trust**

Output		Lead	Progress	Comments
6	Design a Communications Strategy which delivers accessibility, diversity, equality and a multilingual approach	DR		Marketing Officer has become part of EAC's Gaelic Language Plan working group, representing the Trust.
7	Redesign and development of Future Museum to promote collections and services of South West Scotland	MC		<p>Web design team has now been appointed and will work with local stakeholders on the new Future Museum website. Marketing Officer on working group.</p> <p>Weekly meetings with developers take place and are now at proofing stage.</p>

9	Film and digital content created to promote all venues, service areas and opportunities	DR		Content has been produced for recruitment etc. which can be used as promotional material.  Brief and tender for work will be issued Summer 23
10	Film and digital content created to tie in with hospitality/commercial lets, 'Community Spaces for hire'	DR		Work on this has started and will be divided into separate campaigns, for example, lets/parties/functions. Revamp 'Venues' area within the website to ensure maximum coverage and explanations/specifics provided for each area  Brief and tender for work will be issued Summer 23
11	Create programme of tourism engagement and promotion whilst maintaining or improving accreditation ratings	DR		Following advisory visits from VisitScotland to Dean Castle Country Park and Dick Institute feedback/action points have been pulled together into action plan – points currently being addressed  Plans in place with Ayrshire Food Network/Tourism Team to host quarterly food/Taste of Ayrshire market at the Dean. Opportunity for local suppliers to be used in VC shop/cafe  Ayrshire & Arran Destination Alliance conference was attended

### SHARING OUR VISION

**Strategic Objective 3: To work collaboratively with key partners and stakeholders in the development of programmes and activities whilst exploring innovative delivery models which ensure best value for our customers**

Output		Lead	Progress	Comments
12	Implement and promote the East Ayrshire Recreation Plan	CK		Before final publishing of the online maps, we will undertake a further 12 week public consultation. This will allow us to raise the profile of the recreation plan and ensure that we reach members of the community who might have been restricted

				due to covid. Date amended to August 23 to go out for consultation.
13	Develop regional wide Cultural Strategy	AF		<p>Work has begun to identify all potential partners who will be involved in the development of the strategy. A tender exercise has also been carried out to appoint a consultant to prepare an economic impact assessment of cultural activities in East Ayrshire that will inform the strategy priorities.</p> <p>Work on the strategy will be carried forward to the 2024-26 Corporate Delivery Plan</p>
14	Engage with and support Community Leisure UK in the implementation of the Community UK Business Plan	AF		Regular meetings have taken place with colleagues from Community Leisure UK and other leisure trusts
<b>SHARING OUR VISION</b>				
<b>Strategic Objective 4: To introduce customer service related performance targets</b>				
Output		Lead	Progress	Comments
15	Benchmark customer service performance targets, identifying appropriate targets and mechanisms for capturing data.	DR		<p>Review of Customer Protocols etc currently taking place to produce new comprehensive Customer Charter</p> <p>LGBF identifies family of similar Trust/Local Government group who we are benchmarked beside</p> <p>Customer Service Training has been completed through Visit Scotland and will now be rolled out across Organisation</p>
17	Ensure service delivery meets standards required to secure quality marks.	PM		Doon Valley Leisure Centre has been externally verified by RLSS with us maintaining our Approved Training Centre Status.

## LEISURE AT THE HEART OF EVERY COMMUNITY

**Strategic Objective 1: To work with community, local authority and private providers to develop a Leisure Facility Strategy that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity**

Output		Lead	Progress	Comments
18	Develop a Plan for our Outdoor Spaces which supports priority sports, community activities, events and programmes	GR		An outdoor spaces action plan has been produced, aligned to the Leisure Facility Strategy. Funding proposals are being develop for the outdoor spaces at Rose Reilly Sports Centre, the Ayrshire Athletics Arena, including Scott Ellis, Merlin Park and Auchinleck Leisure Centre.
19	Develop and implement rolling 5 year management plans for Annanhill Golf Course and the River Ayr Way	CK		<p>Working with Sports Architect for course alterations at Annanhill Golf Course. 5 year management plan has been drafted for the golf course and will be the focus of a team training event in August.</p> <p>Initial work plan is in place for the River Ayr Way and the team is working to complete all actions identified as priorities for year 1. Completion date for full 5 year management plan December 2023.</p>
20	Work with key community partners to develop Business Plan for AM Brown Institute and Catrine Heritage Masterplan	AF		The lease for the AM Brown has been extended to allow the community groups in Catrine to develop the proposals.
21	Oversee implementation of the Doon Valley Way and the Lugar Water Trail as part of the Coalfield Communities Landscape Partnership	CK		Lugar Water trail is progressing very well. Ayrshire Roads Alliance are the lead for the Doon Valley Trail as it has been developed from a walking trail to an active travel route from South Ayrshire to Loch Doon.
22	Work with East Ayrshire Council to expand access arrangements at the Barony Sports Village to provide	GR		CCTV has been install at the grass and 5 a side pitch and there is lighting in the car park.

	access to other community leisure facilities outwith core school hours.			Bookings for areas of the campus out with the sports facilities will continue to be requested through the bookings team and EAC FM team to manage.
<b>LEISURE AT THE HEART OF EVERY COMMUNITY</b>				
<b>Strategic Objective 2: To work with partners to explore funding opportunities for refurbishment and development of leisure facilities</b>				
<b>Output</b>		<b>Lead</b>	<b>Progress</b>	<b>Comments</b>
23	Develop a Studio at the Rose Reilly Sports Centre which enables power assisted, fully inclusive exercise	GR		Plans have been developed and will move to building warrant and tender.  This output will be carried forward to the 2024-26 Corporate Delivery Plan
24	Develop Business and Redevelopment Plan for Darvel Town Hall	GR		Wylie Shanks were commissioned to develop architectural drawings and proposals for the modernisation of Darvel Town Hall. These plans are complete. The next stage is to widen discussions with community stakeholders and develop the business case and funding strategy.  This output will be carried forward to the 2024-26 Corporate Delivery Plan
25	Install community cinema facilities at Stewarton Area Centre to expand the programme	GR		Will be complete by Mar 24
26	Implement restoration and development plans for Galston Town Hall	GR		Library open for CAT – 4 business cases submitted, community invited to comment.  Opening of Galston Town Hall will be carried forward to the 2024-26 Corporate Delivery Plan

27	Explore the potential for the repatriation of collections to specific Flexible Cultural Hub venues across the region	MC		Early discussions have taken place with Stewarton and District History Group regarding the development of a local museum and heritage centre within Stewarton Area Centre. This will allow access to collections and archives associated with the Annick Valley. The new heritage centre will open in June 2023.
<b>LEISURE AT THE HEART OF EVERY COMMUNITY</b>				
<b>Strategic Objective 3: To work with East Ayrshire Council in reviewing and refining repair and maintenance plans and schedules for all facilities within our remit which include an annual programme of planned maintenance and decoration</b>				
<b>Outputs complete</b>				
<b>LIVING YOUR BEST LIFE</b>				
<b>Strategic Objective 1: To support the development of sustainable pathways that encourage lifelong participation in leisure activities</b>				
<b>Output</b>		<b>Lead</b>	<b>Progress</b>	<b>Comments</b>
34	Produce an Outdoor Learning Plan, which supports the school curriculum	CK		Outdoor Learning Plan is complete and a new page dedicated to educational resources is being created on the website
<b>LIVING YOUR BEST LIFE</b>				
<b>Strategic Objective 2: To contribute to a programme of high profile regional and national events, exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors</b>				
<b>Output</b>		<b>Lead</b>	<b>Progress</b>	<b>Comments</b>
35	Establish Strategic Programming Group which will implement and support a community, regional and national programme of events each year	MC		The Programme Development Strategy was approved by the Board of Trustees on the 28 <sup>th</sup> June. The strategic programming group will be led by the SL: Living Your Best Life and will include the Development Officers from the team with wider team members as and when required.

36	Implement an annual programme of outdoor festivals and events	MC		This will be incorporated into the work of the Strategic Programming Group as part of output 35
37	Produce a Business Case for building 500-1000 seater Stadium to attract national athletics programmes	MC		Initial discussions have taken place with SportScotland and Scottish Athletics Federation. It is also proposed to work with all sporting stakeholder groups to develop the concept of a Regional Sports Park around Ayrshire Athletics Arena and the Scott Ellis
<b>LIVING YOUR BEST LIFE</b>				
<b>Strategic Objective 3: To develop activities and services that contribute to the Scottish Government's aspirations for 'A Healthy and Active Nation' and 'A Creative, Open and Connected Nation' and to ensure that East Ayrshire Leisure is at the heart of future trends and initiatives</b>				
<b>Output</b>		<b>Lead</b>	<b>Progress</b>	<b>Comments</b>
44	Upgrade facilities at Annanhill Golf Course for expansion of female and youth golf	MC		A new golf management system is currently being sourced. The development of a business case for new clubhouse facilities will be included in the 2024-26 Corporate Delivery plan.
<b>INVESTING IN OUR PEOPLE &amp; EMBRACING OUR VALUES</b>				
<b>Strategic Objective 1: To develop and embed our People Strategy so that employees at all levels, alongside our customers, partners and communities, are engaged and can contribute to the business.</b>				
<b>Output</b>		<b>Lead</b>	<b>Progress</b>	<b>Comments</b>
45	Develop the staff intranet to enable a streamlined and digital approach to staff management	DR		Access to HR21, policies, protocols etc. have been added to intranet allowing staff access.
46	Develop IT and Telephony Infrastructure to support new ways of working	IP		The procurement of both a Leisure Management & Ticketing System is well underway. A communication and engagement plan has been developed that will ensure employees and Trustee Ambassadors are kept updated.

				Working from home strategies are in place, 'one device' approach implemented, smart phones been issued to relevant staff
47	Implement digitisation of Systems & Processes	IP		On-line recruitment, via myjobscotland, was introduced to secure volunteers to support the opening of the Castle. This was a great success with 9 volunteers being secured for Castle Experience Assistant and 2 Kitchen Garden volunteers.
48	Produce a programme of engagement activities for employees and Trustee Ambassadors	DR		Initial engagement activities have taken place including tours of Dean Castle, Barony Campus, Cumnock Town Hall and Baird Institute.  Recruitment and re-alignment of Ambassadors currently taking place. 'Meet The Teams' sessions being scheduled.
<b>INVESTING IN OUR PEOPLE &amp; EMBRACING OUR VALUES</b>				
<b>Strategic Objective 2: To offer work placements, volunteering and apprenticeships</b>				
<b>Output</b>		<b>Lead</b>	<b>Progress</b>	<b>Comments</b>
51	Support the pathway to higher and further education and employment by establishing a programme of work experience at key venues	IP		Work Experience opportunities are currently being explored across the Trust. Placement opportunities will be co-ordinated centrally and discussed with EAC.
52	Identify and implement opportunities for internships or modern apprenticeships across Trust services	IP		Research into Foundation/Modern/Graduate Apprenticeships is underway. Conversations with key members of staff are taking place to determine the suitability for service areas and opportunities for individuals.
54	Ensure that monitoring and evaluation demonstrates the impact of our volunteering programme, taking a threefold approach: On the volunteer; on East Ayrshire Leisure; and on the services' users.	IP		A process had been developed which is currently being reviewed by Internal Audit. Recommendations will be considered and introduced where appropriate.

## INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

**Strategic Objective 3: To integrate our values into all aspects of our business including Review and Development programme, recruitment, training and meetings. To focus on skills, knowledge and experience in the development of our business and to ensure we invest in industry specialist training which is tailored to meet the needs of our programmes**

Output		Lead	Progress	Comments
55	Establish an annual calendar of Open Days and development opportunities for staff, volunteers and members of our communities.	DR		Work has started, however a calendar won't be implemented until the organisational review is complete and all new service areas are fully operational.
56	Design an annual Training and Development programme to suit the needs of the service	DR		Monthly reports will be available detailing bank staff training Collate 'Reviewing BEST Practice' results – this has been delayed due to implementation of Organisational Review
58	Develop a proactive Recruitment Process	JB		Development of the recruitment process has been ongoing with a number of permanent employees being appointed following the organisational review. Changes have been made to the format of adverts and publication within myjobscotland. Attendance at recruitment fairs and schools has taken place. A recruitment mailing list and helpful guidelines on how to complete an application form has been published on our website.

## INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES

**Strategic Objective 4: To ensure that our Board of Trustees reflects the community we serve and the need to be both a charitable and commercial organisation**

Output	Lead	Progress	Comments
61 Design and annually review Training and Development Plan to support all Trustees	DR		Trustee Training Record have been produced  Training & Engagement Officer will meet Trustees individually on an annual basis to identify their training needs and requirements – November.
63 Create and Implement a Youth Board	DR		This will be implemented as part of our 10 <sup>th</sup> Anniversary programme of events/initiatives.
64 Create and Implement a programme of Trustee Coffee Chats to engage with communities and customers	DR		These will be programmed following the implementation of Organisational Review in April 2023
65 Develop a programme of Trustee Ambassador site visits to engage with staff who act as community/customer spokespersons	DR		These will be programmed following the implementation of Organisational Review in April 2023

## CREATING A SOLID FOUNDATION FOR GROWTH

**Strategic Objective 1: To review and continually improve and enhance our systems and processes to ensure that they are effective and appropriate in the transformation of our business**

Output	Lead	Progress	Comments
66 Review wifi across all our venues	IP		The expansion of the wifi provision within the Trust is imminent. A work plan from third party providers is being developed and will be rolled out thereafter.
68 Develop website to include more online and interactive resources	DR		Development work has started looking at the online education resources. A Working Group has been established consisting of key members of staff from across the organisation.

				<p>Factory 73 have been instructed to carry out development of the website, creating a new, dedicated education area and calendar</p> <p>Deancastlecountrypark.com has been developed and is now live</p>
<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>				
<b>Strategic Objective 2: To develop a collaborative approach with relevant partners to explore wider opportunities that fit within the Trust's vision and values and to explore opportunities to share resources across all our services internally and with key stakeholders</b>				
<b>Output</b>		<b>Lead</b>	<b>Progress</b>	<b>Comments</b>
71	Develop Business Plan for the Civic Centre South	AF		East Ayrshire Council has appointed an architect to begin work on some concept drawings for Civic Centre South. The proposals have been submitted to East Ayrshire Council's Facility and Property Management Service and will be presented to East Ayrshire Council as part of their asset management programme
<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>				
<b>Strategic Objective 3: To maximise the return from commercial opportunities, especially around retail, hospitality and membership packages, so that we are in a position to fulfil our charitable obligations and become a sustainable organisation</b>				
<b>Output</b>		<b>Lead</b>	<b>Progress</b>	<b>Comments</b>
72	Produce Retail Plan to identify opportunities across venues and organisational areas	LR		Retail has been reinstated within the Visitor Centre and appropriate items are being sourced to support the opening of the Dean Castle.
73	Develop a range of Membership Packages	LR		Direct Debit Membership for our Athletics Run, Jump and Throw programme has been launched with 80 members signing up.

75	Carry out the feasibility of developing the Dower House as a conference centre and event space	AF		The business case for the Dower House is intrinsically linked to the development of the Castle and the proposals for Civic Centre South and is being developed in parallel.
76	Produce Commercialisation Plan to identify opportunities across venues	LR		Commercial Development Officer has been appointed and was in post in March 23.
77	Produce Advertising Plan	DR		
<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>				
<b>Strategic Objective 4: To develop an effective performance management framework</b>				
<b>Outputs complete</b>				
<b>PROTECTING OUR ENVIRONMENT</b>				
<b>Strategic Objective 1: To prepare and adopt a Climate Change Declaration on an annual basis which audits our carbon footprint and outlines priorities for carbon reduction</b>				
<b>Output</b>		<b>Lead</b>	<b>Progress</b>	<b>Comments</b>
82	Produce an annual action plan to identify measures to reduce carbon use and improve environmental efficiency.	CK		Draft document ready for stakeholder feedback April 23.
83	Establish a carbon offset strategy through woodland creation	CK		
85	Develop Climate Change Strategy to achieving Net Zero	CK		

**PROTECTING OUR ENVIRONMENT**

**Strategic Objective 2: To adopt the principles of Visit Scotland's Green Tourism Business Scheme to reduce the environment impact of our business**

<b>Output</b>	<b>Lead</b>	<b>Progress</b>	<b>Comments</b>	
86	Develop an action plan to adopt the principles of the Green Business Scheme	CK		
87	Introduce waste recycling across Trust venues	CK		Food waste recycling in place for Visitor Centre at Dean Park. Two venues fully transferred to recycling.
88	Introduce a hospitality deposit return scheme to address new guidelines	LR		Scheme has been delayed until March 2024 – Hospitality DO and Sustainability DO are working together to ensure the Trust meets all the requirements of the scheme.  Delayed Nationally

**PROTECTING OUR ENVIRONMENT**

**Strategic Objective 3: To implement a Sustainable Transport Strategy which encourages active travel in all our operations and with our staff and customers**

<b>Output</b>	<b>Lead</b>	<b>Progress</b>	<b>Comments</b>	
89	Develop an organisational wide Sustainable Transport Plan and embed the principles of Active and Sustainable Travel throughout our organisation, projects and programmes	CK		Incorporated into Climate Change Strategy.
90	Carry out a programme of staff and customer awareness sessions	CK		Incorporated into Climate Change Strategy.



**FINANCIAL PERFORMANCE**  
**QUARTER I**  
**APRIL - JUNE**  
**2023/24**



## **CONTENTS**

<b>SUMMARY STATEMENT .....</b>	<b>4</b>
<b>ANNUAL BUDGET .....</b>	<b>5</b>
<b>OVERALL NET POSITION .....</b>	<b>6</b>
<b>EXECUTIVE MANAGEMENT SERVICE ANALYSIS .....</b>	<b>11</b>
<b>SHARING OUR VISION ANALYSIS .....</b>	<b>13</b>
<b>INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES ANALYSIS .....</b>	<b>15</b>
<b>CREATING A SOLID FOUNDATION FOR GROWTH ANALYSIS .....</b>	<b>17</b>
<b>LEISURE AT THE HEART OF EVERY COMMUNITY ANALYSIS.....</b>	<b>19</b>
<b>LIVING YOUR BEST LIFE ANALYSIS.....</b>	<b>21</b>
<b>PROTECTING OUR ENVIRONMENT ANALYSIS.....</b>	<b>23</b>
<b>RESERVES AS AT 30 JUNE 2023.....</b>	<b>25</b>
<b>GENERAL PROJECTS .....</b>	<b>29</b>
<b>EXTERNAL FUNDING .....</b>	<b>35</b>

**Notes:**

All financial figures are cumulative to the current quarter and projected to the end of the financial year, i.e Qtr I shows the actual amounts for Qtr I, combined with projections up to the end of March 2024.

The 1<sup>st</sup> paragraph is a brief statement which summarises the current financial position.

The 'Annual Budget Table' reconciles the annual budget for the Trust. The budget is initially reported to the Board in February for the upcoming financial year, but there are often adjustments throughout the year. This table provides a reconciliation from initial February report to the current report.

**FINANCIAL PERFORMANCE KEY**

<b>ADVERSE:</b>		<b>FAVOURABLE:</b>	
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## **SUMMARY STATEMENT**

The current projected outturn for East Ayrshire Leisure at 30<sup>th</sup> June 2023 is a breakeven position. Management will continue to monitor and implement action to ensure the projected position is achieved.

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

There are further variances within Income and Expenditure, these will be closely monitored and managed within the Service during the year where possible - detailed analysis is 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 2023/24 savings approved at 21<sup>st</sup> February 2023 Board meeting.

<b>Service Division</b>	<b>Annual Budget 2023/24</b>	<b>Annual Budget 2023/24 Qtr 1</b>	<b>Annual Budget 2023/24 Qtr 2</b>	<b>Annual Budget 2023/24 Qtr 3</b>	<b>Annual Budget 2023/24 Qtr 4</b>	<b>Comments</b>
<b>EXECUTIVE MANAGEMENT</b>		493,080				
<b>SHARING OUR VISION</b>		419,690				
<b>INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES</b>		536,630				
<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>		191,990				
<b>LEISURE AT THE HEART OF EVERY COMMUNITY</b>		1,859,040				
<b>LIVING YOUR BEST LIFE</b>		1,177,310				
<b>PROTECTING ENVIRONMENT</b>		655,730				
<b>TOTAL</b>	<b>5,210,550</b>					
<b>SAVINGS TO BE ALLOCATED</b>	<b>(198,000)</b>					
<b>TOTAL</b>	<b>5,012,550</b>	<b>5,333,470</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Management Fee</b>	<b>(5,012,550)</b>	<b>(5,272,610)</b>				
<b>Reserves</b>	<b>0</b>	<b>(60,860)</b>				
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## **OVERALL NET POSITION**

### **Notes:**

Tables A and B present financial information in different formats:

TABLE A: Overall Net Position (including Income/Expenditure) for Trust analysed by Service Area

TABLE B: Overall Net Position (including Income/Expenditure) for Trust analysed by Subjective Level

### **For all tables**

Columns 1 and 2 refer to information for prior year; 1<sup>st</sup> column provides prior year information for same period and the 2<sup>nd</sup> column provides final position for full prior year

Column 3 refers to the Service Areas

Column 4 provides the Annual Budget – this reconciles to the Annual Budget table above

Column 5 provides the Actuals to date (including commitments)

Column 6 provides Actual Expenditure as a % of Annual Budget

Column 7 provides anticipated projected position for end of financial year

Column 8 provides anticipated projected variance for current financial year – (Favourable)/Adverse)

Final column provides quick review of favourable/adverse position

**TABLE A – OVERALL NET POSITION**

Revised Actual Exp. to 30/06/22	Actual Out-turn to 31/03/23	Service Division	Annual Estimate 2023/24	Revised Actual Exp. to 30/6/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse	
<b>(5,079)</b>	<b>242,631</b>	<b>EXECUTIVE MANAGEMENT</b>	<b>493,080</b>	<b>72,916</b>	<b>15%</b>	<b>474,380</b>	<b>(18,700)</b>	
<b>91,215</b>	<b>396,262</b>	<b>SHARING OUR VISION</b>	<b>419,690</b>	<b>84,890</b>	<b>20%</b>	<b>419,690</b>	<b>0</b>	
0	0	Vision Management Team	70,660	14,077	20%	70,660	0	
0	968	Visual Communications	40,440	10,625	26%	40,440	0	
90,299	387,224	Marketing & Tourism	192,950	38,982	20%	192,950	0	
0	0	Organisational Administration	38,250	8,308	22%	38,250	0	
916	8,069	Training & Engagement	77,390	12,898	17%	77,390	0	
<b>94,328</b>	<b>612,878</b>	<b>INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES</b>	<b>536,630</b>	<b>137,129</b>	<b>26%</b>	<b>536,630</b>	<b>0</b>	
0	0	People Management Team	62,210	15,230	24%	62,210	0	
0	0	Volunteer & Placement	43,440	10,515	24%	43,440	0	
14,032	17,177	Systems & Data	222,630	60,924	27%	222,630	0	
83,846	616,484	Corporate	246,000	56,400	23%	246,000		
(3,550)	(20,783)	Community Lettings Co Managed Centres	(37,650)	(5,940)	16%	(37,650)	0	
<b>45,267</b>	<b>134,835</b>	<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>	<b>191,990</b>	<b>63,778</b>	<b>33%</b>	<b>191,990</b>	<b>0</b>	
0	0	Growth Management Team	68,010	14,175	21%	68,010	0	
29,809	118,156	Finance	64,710	14,274	22%	64,710	0	
15,458	16,678	Commercial (Hospitality & Retail)	17,360	25,363	146%	17,360	0	
0	0	Commercial (Business)	41,910	9,967	24%	41,910	0	
<b>533,183</b>	<b>2,126,597</b>	<b>LEISURE AT THE HEART OF EVERY COMMUNITY</b>	<b>1,859,040</b>	<b>508,552</b>	<b>27%</b>	<b>1,860,540</b>	<b>1,500</b>	
62,396	249,008	Community Management Team	93,000	16,268	17%	68,400	(24,600)	
35,870	227,967	Cultural Hubs	263,960	59,245	22%	272,510	8,550	
102,649	382,309	Lifestyle Hubs	376,520	71,369	19%	376,520	0	
275,148	1,009,685	Library Hubs	947,440	291,198	31%	964,840	17,400	
33,059	103,790	Sport Hubs	78,440	50,256	64%	78,590	150	
1,696	20,125	Sport Football	26,990	2,056	8%	26,990	0	
22,365	133,713	Management Arrangements	72,690	18,160	25%	72,690	0	
<b>211,182</b>	<b>1,082,160</b>	<b>LIVING YOUR BEST LIFE</b>	<b>1,177,310</b>	<b>204,905</b>	<b>17%</b>	<b>1,179,360</b>	<b>2,050</b>	
1,513	10,218	Best Life Management Team	62,210	374	1%	62,210	0	
(21,709)	231,337	Sports	238,750	(6,565)	-3%	240,800	2,050	
68,678	296,173	Museums	487,710	100,842	21%	487,660	(50)	
104,643	287,102	Performing Arts	234,810	85,152	36%	234,860	50	
58,057	257,329	Visual Arts	153,830	25,102	16%	153,830	0	
<b>123,365</b>	<b>759,866</b>	<b>PROTECTING OUR ENVIRONMENT</b>	<b>655,730</b>	<b>159,455</b>	<b>24%</b>	<b>670,880</b>	<b>15,150</b>	
22,411	127,490	Environment Management Team	73,350	17,371	24%	70,710	(2,640)	
13,876	63,420	Sustainability	76,910	18,169	24%	77,460	550	

8,917	42,732	Estates	86,570	21,043	24%	88,570	2,000	
78,161	526,223	Countryside	418,900	102,873	25%	434,140	15,240	
<b>1,093,460</b>	<b>5,355,228</b>	<b>TOTAL</b>	<b>5,333,470</b>	<b>1,231,626</b>	<b>23%</b>	<b>5,333,470</b>	<b>0</b>	
<b>(1,184,415)</b>	<b>(5,531,855)</b>	<b>Management Fee</b>	<b>(5,272,610)</b>	<b>(1,313,234)</b>	<b>25%</b>	<b>(5,272,610)</b>	<b>0</b>	
<b>(90,955)</b>	<b>(176,627)</b>	<b>TOTAL</b>	<b>60,860</b>	<b>(81,607)</b>		<b>60,860</b>	<b>0</b>	
<b>(39,140)</b>	<b>(141,485)</b>	<b>Trs From Reserves</b>	<b>(60,860)</b>	<b>(60,860)</b>	<b>100%</b>	<b>(60,860)</b>	<b>0</b>	
<b>(130,095)</b>	<b>(318,112)</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>(142,467)</b>		<b>0</b>	<b>0</b>	
<b>(130,095)</b>	<b>(318,112)</b>	<b>TOTAL (after external funding)</b>	<b>0</b>	<b>(142,467)</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**TABLE B – OVERALL NET POSITION**

Revised Actual Exp. to 30/06/22	Actual Out-turn to 31/03/23	Service Division	Annual Estimate 2023/24	Revised Actual Exp. to 30/6/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse	
(460,416)	(2,357,688)	Income From Charitable Activities	(2,245,860)	(494,092)	22%	(2,254,850)	(8,990)	
(1,184,415)	(5,531,855)	Management Fee	(5,272,610)	(1,313,234)	25%	(5,272,610)	0	
		External Funding						
<b>(1,644,831)</b>	<b>(7,889,543)</b>	<b>TOTAL INCOME</b>	<b>(7,518,470)</b>	<b>(1,807,326)</b>	<b>24%</b>	<b>(7,527,460)</b>	<b>(8,990)</b>	
1,125,157	5,328,720	Employee Costs	5,649,970	1,291,710	23%	5,666,720	16,750	
8,369	67,483	Transport Costs	40,370	12,199	30%	44,030	3,660	
110,710	846,879	Premises Costs	785,180	94,112	12%	781,830	(3,350)	
295,764	1,087,386	Supplies & Services	964,590	318,558	33%	952,520	(12,070)	
0	30,530	Financing Costs	0	0		0	0	
0	187,400	Support Costs	0	0		0	0	
13,877	164,518	Governance Costs	139,220	9,139	7%	143,220	4,000	
<b>1,553,876</b>	<b>7,712,916</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>7,579,330</b>	<b>1,725,719</b>	<b>23%</b>	<b>7,588,320</b>	<b>8,990</b>	
<b>(90,955)</b>	<b>(176,627)</b>	<b>NET POSITION</b>	<b>60,860</b>	<b>(81,607)</b>		<b>60,860</b>	<b>0</b>	
<b>(39,140)</b>	<b>(141,485)</b>	<b>Trs From Reserves</b>	<b>(60,860)</b>	<b>(60,860)</b>	<b>100%</b>	<b>(60,860)</b>	<b>0</b>	
<b>(130,095)</b>	<b>(318,112)</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>(142,467)</b>		<b>0</b>	<b>0</b>	

## **Notes**

The following individual Service tables provide analysis in both formats; by sub-service and by subjective level, followed by a summarised comments section for each Service area.

## EXECUTIVE MANAGEMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/06/22	Actual Out-turn to 31/03/23	EXECUTIVE MANAGEMENT	Annual Estimate 2023/24	Revised Actual Exp. to 30/6/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
(1,189,494)	(5,289,224)	Executive Management	(4,779,530)	(1,240,317)	0	(4,798,230)	(18,700)
0	(39,900)	Trs From Reserves	(15,980)	(15,980)		(15,980)	0
<b>(1,189,494)</b>	<b>(5,329,124)</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>(4,795,510)</b>	<b>(1,256,297)</b>	<b>26%</b>	<b>(4,814,210)</b>	<b>(18,700)</b>
(29,998)	(86,768)	Income From Charitable Activities	0	0		(18,700)	(18,700)
(1,184,415)	(5,531,855)	Management Fee	(5,272,610)	(1,313,234)	25%	(5,272,610)	0
		External funding	0	0		0	0
<b>(1,214,413)</b>	<b>(5,618,623)</b>	<b>TOTAL INCOME</b>	<b>(5,272,610)</b>	<b>(1,313,234)</b>	<b>25%</b>	<b>(5,291,310)</b>	<b>(18,700)</b>
49,369	285,131	Employee Costs	538,720	78,167	15%	538,720	0
	0	Transport Costs	0	0		0	0
(25,461)	(5,883)	Premises Costs	0	(13,303)		0	0
3,373	50,151	Supplies & Services	(46,400)	6,155	-13%	(46,400)	0
	0	Financing Costs	0	0		0	0
	0	Support Costs	0	0		0	0
(2,363)	0	Governance Costs	760	1,897	250%	760	0
<b>24,919</b>	<b>329,399</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>493,080</b>	<b>72,916</b>	<b>15%</b>	<b>493,080</b>	<b>0</b>
<b>(1,189,494)</b>	<b>(5,289,224)</b>	<b>NET POSITION</b>	<b>(4,779,530)</b>	<b>(1,240,317)</b>	<b>26%</b>	<b>(4,798,230)</b>	<b>(18,700)</b>
	<b>(39,900)</b>	<b>Trs From Reserves</b>	<b>(15,980)</b>	<b>(15,980)</b>		<b>(15,980)</b>	<b>0</b>
<b>(1,189,494)</b>	<b>(5,329,124)</b>	<b>TOTAL (after transfer from reserves)</b>	<b>(4,795,510)</b>	<b>(1,256,297)</b>	<b>26%</b>	<b>(4,814,210)</b>	<b>(18,700)</b>

**Comments**

**Executive Management** encompasses Trust Board, Chief Officer, Executive Leads and Trust-wide activities, events and funding.

Executive Management

Favourable variance relates to income from EAC relating to provision of Active Club membership. This membership is for young people aged 10-14 and covers activities across the Trust.

## SHARING OUR VISION ANALYSIS

Revised Actual Exp. to 30/06/22	Actual Out-turn to 31/03/23	SHARING OUR VISION	Annual Estimate 2023/24	Revised Actual Exp. to 30/6/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
0	0	Vision Management Team	70,660	14,077	20%	70,660	0
0	968	Visual Communications	40,440	10,625	26%	40,440	0
90,299	387,224	Marketing & Tourism	192,950	38,982	20%	192,950	0
0	0	Organisational Administration	38,250	8,308	22%	38,250	0
916	8,069	Training & Engagement	77,390	12,898	17%	77,390	0
	<b>(8,730)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>91,215</b>	<b>387,532</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>419,690</b>	<b>84,890</b>	<b>20%</b>	<b>419,690</b>	<b>0</b>
(4,058)	(16,232)	Income From Charitable Activities	(1,500)	(83)	6%	(1,500)	0
<b>(4,058)</b>	<b>(16,232)</b>	<b>TOTAL INCOME</b>	<b>(1,500)</b>	<b>(83)</b>	<b>6%</b>	<b>(1,500)</b>	<b>0</b>
71,264	311,483	Employee Costs	337,230	75,695	22%	337,230	0
	220	Transport Costs	0	0		0	0
	0	Premises Costs	0	0		0	0
23,453	98,353	Supplies & Services	81,240	9,278	11%	81,240	0
	0	Financing Costs	0	0		0	0
	0	Support Costs	0	0		0	0
555	2,437	Governance Costs	2,720	0	0%	2,720	0
<b>95,273</b>	<b>412,494</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>421,190</b>	<b>84,973</b>	<b>20%</b>	<b>421,190</b>	<b>0</b>
<b>91,215</b>	<b>396,262</b>	<b>NET POSITION</b>	<b>419,690</b>	<b>84,890</b>	<b>20%</b>	<b>419,690</b>	<b>0</b>
	<b>(8,730)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>91,215</b>	<b>387,532</b>	<b>TOTAL (after transfer from reserves)</b>	<b>419,690</b>	<b>84,890</b>	<b>20%</b>	<b>419,690</b>	<b>0</b>

**Comments**

**Sharing Our Vision** is responsible for Visual Communications; Marketing and Tourism; Organisational Administration; and Training and Engagement.

Sharing Our Vision

Currently a breakeven position is anticipated.

## INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES ANALYSIS

Revised Actual Exp. to 30/06/22	Actual Out-turn to 31/03/23	INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES	Annual Estimate 2023/24	Revised Actual Exp. to 30/6/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
0	0	People Management Team	62,210	15,230	24%	62,210	0
0	0	Volunteer & Placement	43,440	10,515	24%	43,440	0
14,032	17,177	Systems & Data	222,630	60,924	27%	222,630	0
83,846	616,484	Corporate	246,000	56,400		246,000	
(3,550)	(20,783)	Community Lettings Co Managed Centres	(37,650)	(5,940)		(37,650)	
<b>0</b>	<b>0</b>	<b>Trs From Reserves</b>	<b>(9,630)</b>	<b>(9,630)</b>		<b>(9,630)</b>	<b>0</b>
<b>94,328</b>	<b>612,878</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>527,000</b>	<b>127,499</b>	<b>24%</b>	<b>527,000</b>	<b>0</b>
(9,352)	(86,138)	Income From Charitable Activities	(56,130)	(13,064)	23%	(56,130)	0
<b>(9,352)</b>	<b>(86,138)</b>	<b>TOTAL INCOME</b>	<b>(56,130)</b>	<b>(13,064)</b>	<b>23%</b>	<b>(56,130)</b>	<b>0</b>
84,634	390,358	Employee Costs	450,830	106,610	24%	450,830	0
	0	Transport Costs	0	0		0	0
104	6,444	Premises Costs	1,460	841	58%	1,460	0
24,242	81,669	Supplies & Services	109,220	40,042	37%	109,220	0
	0	Financing Costs	0	0		0	0
	187,400	Support Costs	0	0		0	0
(5,300)	33,145	Governance Costs	31,250	2,700	9%	31,250	0
<b>103,680</b>	<b>699,015</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>592,760</b>	<b>150,193</b>	<b>25%</b>	<b>592,760</b>	<b>0</b>
<b>94,328</b>	<b>612,878</b>	<b>NET POSITION</b>	<b>536,630</b>	<b>137,129</b>	<b>26%</b>	<b>536,630</b>	<b>0</b>
	0	Trs From Reserves	(9,630)	(9,630)		(9,630)	0
<b>94,328</b>	<b>612,878</b>	<b>TOTAL (after transfer from reserves)</b>	<b>527,000</b>	<b>127,499</b>	<b>24%</b>	<b>527,000</b>	<b>0</b>

Comments

**Investing in Our People and Embracing Our Values** is responsible for Volunteer and Placement; Systems and Data; Corporate; and Community Lettings.

Investing in Our People and Embracing Our Values

Currently a breakeven position is anticipated.

## CREATING A SOLID FOUNDATION FOR GROWTH ANALYSIS

Revised Actual Exp. to 30/06/22	Actual Out-turn to 31/03/23	CREATING A SOLID FOUNDATION FOR GROWTH	Annual Estimate 2023/24	Revised Actual Exp. to 30/6/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
0	0	Growth Management Team	68,010	14,175	21%	68,010	0
29,809	118,156	Finance	64,710	14,274	22%	64,710	0
15,458	16,678	Commercial (Hospitality & Retail)	17,360	25,363	146%	17,360	0
0	0	Commercial (Business)	41,910	9,967	24%	41,910	0
<b>0</b>	<b>(13,560)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>45,267</b>	<b>121,275</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>191,990</b>	<b>63,778</b>	<b>33%</b>	<b>191,990</b>	<b>0</b>
(54,704)	(299,597)	Income From Charitable Activities	(339,540)	(79,631)	23%	(343,540)	(4,000)
<b>(54,704)</b>	<b>(299,597)</b>	<b>TOTAL INCOME</b>	<b>(339,540)</b>	<b>(79,631)</b>	<b>23%</b>	<b>(343,540)</b>	<b>(4,000)</b>
53228.83	256,018	Employee Costs	373,930	81,940	22%	373,930	0
	0	Transport Costs	0	0		0	0
5,104	20,728	Premises Costs	0	465		0	0
38,049	143,170	Supplies & Services	144,630	56,462	39%	144,630	0
	0	Financing Costs	0	0		0	0
	0	Support Costs	0	0		0	0
3589.68	14,516	Governance Costs	12,970	4,542	35%	16,970	4,000
<b>99,971</b>	<b>434,432</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>531,530</b>	<b>143,409</b>	<b>27%</b>	<b>535,530</b>	<b>4,000</b>
<b>45,267</b>	<b>134,835</b>	<b>NET POSITION</b>	<b>191,990</b>	<b>63,778</b>	<b>33%</b>	<b>191,990</b>	<b>0</b>
	<b>(13,560)</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>

## Comments

**Creating A Solid Foundation For Growth** is responsible for Financial Reporting, Commercial and Hospitality Services.

Creating A Solid Foundation For Growth

Currently a breakeven position is anticipated.

£4k income variance relates to Bank Interest received which is offset by projected £4k overspend in Bank and Card Charges.

## LEISURE AT THE HEART OF EVERY COMMUNITY ANALYSIS

Revised Actual Exp. to 30/06/22	Actual Out-turn to 31/03/23	LEISURE AT THE HEART OF EVERY COMMUNITY	Annual Estimate 2023/24	Revised Actual Exp. to 30/6/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
62,396	249,008	Community Management Team	93,000	16,268	17%	68,400	(24,600)
35,870	227,967	Cultural Hubs	263,960	59,245	22%	272,510	8,550
102,649	382,309	Lifestyle Hubs	376,520	71,369	19%	376,520	0
275,148	1,009,685	Library Hubs	947,440	291,198	31%	964,840	17,400
33,059	103,790	Sport Hubs	78,440	50,256	64%	78,590	150
1,696	20,125	Sport Football	26,990	2,056	8%	26,990	0
22,365	133,713	Management Arrangements	72,690	18,160	25%	72,690	0
<b>(39,140)</b>	<b>(57,390)</b>	<b>Trs From Reserves</b>	<b>(8,120)</b>	<b>(8,120)</b>		<b>(8,120)</b>	<b>0</b>
<b>494,043</b>	<b>2,069,207</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>1,850,920</b>	<b>500,432</b>	<b>27%</b>	<b>1,852,420</b>	<b>1,500</b>
(199,649)	(1,050,915)	Income From Charitable Activities	(1,096,390)	(222,431)	20%	(1,096,570)	(180)
<b>(199,649)</b>	<b>(1,050,915)</b>	<b>TOTAL INCOME</b>	<b>(1,096,390)</b>	<b>(222,431)</b>	<b>20%</b>	<b>(1,096,570)</b>	<b>(180)</b>
503,825	2,340,332	Employee Costs	2,231,500	549,513	25%	2,248,250	16,750
3,799	23,084	Transport Costs	11,630	5,583	48%	11,630	0
	459,878	Premises Costs	423,770	56,795	13%	423,770	0
	299,398	Supplies & Services	257,850	119,093	46%	242,780	(15,070)
72,037	9,100	Financing Costs	0	0		0	0
139,444	0	Support Costs	0	0		0	0
13,727	45,720	Governance Costs	30,680	0	0%	30,680	0
<b>732,832</b>	<b>3,177,512</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>2,955,430</b>	<b>730,984</b>	<b>25%</b>	<b>2,957,110</b>	<b>1,680</b>
<b>533,183</b>	<b>2,126,597</b>	<b>NET POSITION</b>	<b>1,859,040</b>	<b>508,552</b>	<b>27%</b>	<b>1,860,540</b>	<b>1,500</b>
<b>(39,140)</b>	<b>(57,390)</b>	<b>Trs From Reserves</b>	<b>(8,120)</b>	<b>(8,120)</b>		<b>(8,120)</b>	
<b>494,043</b>	<b>2,069,207</b>	<b>TOTAL (after transfer from reserves)</b>	<b>1,850,920</b>	<b>500,432</b>	<b>27%</b>	<b>1,852,420</b>	<b>1,500</b>

## Comments

**Leisure at the Heart of the Community** has responsibility for the operations of our community based facilities, which are split into 4 categories; Lifestyle Hubs, Sports Hubs & Pavilions, Library Hubs and Cultural hubs. The team also has responsibility for developing the regular programming within these venues e.g. Aquatics, Fitness and Readership programmes and to work with local partners adopting a place based approach to maximum the use of our venues and ensure we meet the needs of the local communities.

### **Community Management Team**

Favourable variance of £24.5k relates to management action to offset adverse variances in other parts of the service.

### **Cultural Hubs**

Adverse variance relates to additional staffing costs relating to 2 sick leave cover and an associated ill health retirement,

### **Library Hubs**

Adverse variance relates mainly to additional staffing costs relating to implementation of organisational review and relocation of staff following transfer of Whattriggs, Drongan and Patna Libraries to Education Services. These costs are non-recurring.

## LIVING YOUR BEST LIFE ANALYSIS

Revised Actual Exp. to 30/06/22	Actual Out-turn to 31/03/23	LIVING YOUR BEST LIFE	Annual Estimate 2023/24	Revised Actual Exp. to 30/6/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
1,513	10,218	Best Life Management Team	62,210	374	1%	62,210	0
(21,709)	231,337	Sports	238,750	(6,565)	-3%	240,800	2,050
68,678	296,173	Museums	487,710	100,842	21%	487,660	(50)
104,643	287,102	Performing Arts	234,810	85,152	36%	234,860	50
58,057	257,329	Visual Arts	153,830	25,102	16%	153,830	0
0	(14,385)	Trs From Reserves	(17,450)	(17,450)		(17,450)	0
<b>211,182</b>	<b>1,067,775</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>1,159,860</b>	<b>187,455</b>	<b>16%</b>	<b>1,161,910</b>	<b>2,050</b>
(147,076)	(787,291)	Income From Charitable Activities	(696,140)	(165,122)	24%	(695,240)	900
<b>(147,076)</b>	<b>(787,291)</b>	<b>TOTAL INCOME</b>	<b>(696,140)</b>	<b>(165,122)</b>		<b>(695,240)</b>	<b>900</b>
249,719	1,112,767	Employee Costs	1,150,330	256,468	22%	1,150,330	0
1,514	13,214	Transport Costs	6,060	1,123	19%	6,060	0
47,655	298,965	Premises Costs	302,070	42,209	14%	299,780	(2,290)
56,295	369,076	Supplies & Services	371,050	70,228	19%	374,490	3,440
	13,910	Financing Costs	0	0		0	0
	0	Support Costs	0	0		0	0
3,074	61,519	Governance Costs	43,940	0	0%	43,940	0
<b>358,258</b>	<b>1,869,451</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,873,450</b>	<b>370,028</b>	<b>20%</b>	<b>1,874,600</b>	<b>1,150</b>
<b>211,182</b>	<b>1,082,160</b>	<b>NET POSITION</b>	<b>1,177,310</b>	<b>204,905</b>	<b>17%</b>	<b>1,179,360</b>	<b>2,050</b>
	(14,385)	Trs From Reserves	(17,450)	(17,450)		(17,450)	0
<b>211,182</b>	<b>1,067,775</b>	<b>TOTAL (after transfer from reserves)</b>	<b>1,159,860</b>	<b>187,455</b>	<b>16%</b>	<b>1,161,910</b>	<b>2,050</b>

Comments

**Living Your Best Life** is responsible for Sports; Museums, Performing Arts and Visual Arts. Remit includes the following venues – Dean Castle, Dick Institute, Grand Hall & Palace Complex, Ayrshire Athletics Arena, Annanhill Golf Course, Baird Institute, Burns House Museum & Library.

Sports

Small adverse variance relates to additional equipment required at AAA. Management are optimistic that alternative funding will be identified.

## PROTECTING OUR ENVIRONMENT ANALYSIS

Revised Actual Exp. to 30/06/22	Actual Out-turn to 31/03/23	PROTECTING OUR ENVIRONMENT	Annual Estimate 2023/24	Revised Actual Exp. to 30/6/23	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/24	Variance (Favourable) / Adverse
22,411	127,490	Environment Management Team	73,350	17,371	24%	70,710	(2,640)
13,876	63,420	Sustainability	76,910	18,169	24%	77,460	550
8,917	42,732	Estates	86,570	21,043	24%	88,570	2,000
78,161	526,223	Countryside	418,900	102,873	25%	434,140	15,240
0	(7,520)	Trs From Reserves	(9,680)	(9,680)		(9,680)	0
<b>123,365</b>	<b>752,346</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>646,050</b>	<b>149,775</b>	<b>23%</b>	<b>661,200</b>	<b>15,150</b>
(15,578)	(30,748)	Income From Charitable Activities	(56,160)	(13,760)	25%	(43,170)	12,990
<b>(15,578)</b>	<b>(30,748)</b>	<b>TOTAL INCOME</b>	<b>(56,160)</b>	<b>(13,760)</b>		<b>(43,170)</b>	<b>12,990</b>
113,116	632,630	Employee Costs	567,430	143,317	25%	567,430	0
3,055	30,965	Transport Costs	22,680	5,494	24%	26,340	3,660
11,272	66,748	Premises Costs	57,880	7,105	12%	56,820	(1,060)
10,907	45,571	Supplies & Services	47,000	17,299	37%	46,560	(440)
	7,520	Financing Costs	0	0		0	0
	0	Support Costs	0	0		0	0
593	7,181	Governance Costs	16,900	0	0%	16,900	0
<b>138,943</b>	<b>790,614</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>711,890</b>	<b>173,215</b>	<b>24%</b>	<b>714,050</b>	<b>2,160</b>
<b>123,365</b>	<b>759,866</b>	<b>NET POSITION</b>	<b>655,730</b>	<b>159,455</b>	<b>24%</b>	<b>670,880</b>	<b>15,150</b>
	(7,520)	Trs From Reserves	(9,680)	(9,680)		(9,680)	0
<b>123,365</b>	<b>752,346</b>	<b>TOTAL (after transfer from reserves)</b>	<b>646,050</b>	<b>149,775</b>	<b>23%</b>	<b>661,200</b>	<b>15,150</b>

Comments

**Protecting Our Environment** is responsible for Sustainability; Estates and Countryside.

Countryside

Adverse variance of £15.2k predominately relates to Professional Services Income for a service which is no longer offered. Consideration being given to alternative income sources however, it is unlikely to be in this region.

## **RESERVES AS AT 30 JUNE 2023**

### **Notes**

The Reserves Table provides detail on the current Reserves position for the Trust

The 1<sup>st</sup> table is a summary report and the 2<sup>nd</sup> table provides analysis of the committed amounts from Reserves

Line 1 Retained Reserves refers to our Reserves Policy – currently set to “minimum 2% of Turnover”.

Line 2 refers to Unallocated Reserves – this amount will initially be allocated to fund any in-year deficit and then to any additional spend approved by The Board.

Line 3 Allocated Reserves refers to allocated amounts and the 2<sup>nd</sup> table provides further analysis of progress on these commitments

Line 4 MGTR refers to Museum and Galleries Tax Relief received and this must be used to help fund future exhibitions

Lines 5 & 6 refer to specific accounting entries required each financial year

## Summary

<b>UNRESTRICTED RESERVES</b>	2022/23 b/f	2022/23 SURPLUS	BALANCE 31 March 2023	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
RETAINED RESERVES	270,000		270,000		270,000						270,000	
UNUSEABLE RESERVES	100,792	11,080	111,872	0	111,872					-	111,872	
UNALLOCATED RESERVES	365,703	201,232	566,935	-8,120	558,815						558,815	
ALLOCATED RESERVES	288,435	105,800	394,235	9,980	404,215		60,860	0	0	0	343,355	see Allocated Table
MGTR FUNDS	69,372		69,372		69,372		(20,675)				90,047	£5k allocated Board 21.02.23 - Open Exhibition
FIXED ASSET RESERVE	34,920		34,920		34,920						34,920	
HOLIDAY PAY PROVISION	(60,874)		(60,874)		(60,874)						(60,874)	
<b>TOTAL UNRESTRICTED RESERVES</b>	<b>1,068,348</b>	<b>318,112</b>	<b>1,386,461</b>	<b>1,860</b>	<b>1,388,320</b>	<b>0</b>	<b>40,185</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,348,135</b>	

## Allocated Reserves Analysis

<b>ALLOCATED RESERVES</b>	2022/23 b/f	2022/23 SURPLUS	BALANCE 31 March 2023	APPROVED ALLOCATIONS	REVISED BALANCE	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
IT Equipment - Corporate Services	5,000		5,000		5,000					5,000	1 June 2021 Board	Ongoing	
Box Office/Booking System	13,775		13,775		13,775					13,775	1 June 2021 Board, 28 June 2022 Board	Ongoing	
Secure Portal Upgrade	4,880		4,880		4,880					4,880	28 June 2022 Board	Ongoing	
DCCP Canopy - additional works (incl replacement furniture)	940		940		940					940	28 June 2022 Board	Complete	<b>Release as uncommitted</b>
People Counters	3,000		3,000		3,000					3,000	28 June 2022 Board	Ongoing	
Venue Equipment	3,000		3,000		3,000					3,000	28 June 2022 Board	Ongoing	
Valuations	4,000		4,000		4,000					4,000	28 June 2022 Board	Ongoing	
Equipment Replacement Programme	147,740		147,740		147,740	11,100				136,640	28 June 2022 Board	Ongoing	Allocation approved by Executive Management; £45.8k transferred to Unuseable Reserves
Wellbeing Initiatives - EA Gift Cards to staff	16,800		16,800		16,800					16,800	4 October 2022 Board	Ongoing	
Event Management	31,800		31,800		31,800	6,300				25,500	22 November 2022 Board	Ongoing	
Facility Management Support (1 FTE)	27,500		27,500		27,500	6,410				21,090	21 February 2023 Board	Ongoing	
10th Anniversary Events and Initiatives	30,000		30,000		30,000	9,680				20,320	21 February 2023 Board	Ongoing	
Uniforms		35,000	35,000		35,000					35,000	30 May 2023 Board	Ongoing	

DCCP Equipment & Works	5,800	5,800		5,800	1,800				4,000	30 May 2023 Board	Ongoing
Security Costs - Palace & Grand Hall	60,000	60,000		60,000	17,450				42,550	30 May 2023 Board	Ongoing
Dean Castle - Visitor Safety Measures	5,000	5,000		5,000					5,000	30 May 2023 Board	Ongoing
Severance		0	9,980	9,980	8,120				1,860	30 May 2023 Board	Ongoing
<b>TOTAL ALLOCATED RESERVES</b>	<b>288,435</b>	<b>105,800</b>	<b>394,235</b>	<b>9,980</b>	<b>404,215</b>	<b>60,860</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>343,355</b>	

## **GENERAL PROJECTS**

### **Notes:**

General Projects are multi-annual projects involving funding from external partners. These projects are not included in the Financial Monitoring reports. The table gives an overview of the projects and the Additional Information gives a brief description of each of the projects.

Project	Partners	Balance b/f 01.04.23	Balance at 30.06.23	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£3,819)	(£3,807)	Ongoing
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Ongoing
Kilmarnock Green Infrastructure	Sustrans	(£14,955)	(£14,955)	Ongoing
Digital Storyteller in Residence	Scottish Book Trust	(£2,372)	(£2,372)	Ongoing
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	£163,987	£206,498	Oct 2023
East Ayrshire Cycling Tour	Event Scotland/Visit Scotland	(£6,800)	(£6,800)	Dec 2023
SHOUT	EAC	(£3,684)	(£3,684)	Ongoing
Morton Hall and Library	EAC	£18,719	£18,719	Ongoing
Dean Castle Restoration and Event	HLF/REF	£41,980	£80,060	Ongoing
Wifi Project	EAC	(£19,700)	(£19,100)	Ongoing
Foster Carer Service - Memberships	EAC	(£4,000)	(£4,000)	Ongoing
Youth Memberships	EAC	(£2,162)	(£2,162)	Ongoing
Annick Valley Leisure Facilities	EAC	(£199,029)	(£199,029)	Ongoing
Patna Leisure Facilities	EAC	(£810)	(£810)	Ongoing
FutureMuseum.co.uk Redevelopment	Museum Gallery Scotland	£2,509	£2,509	Nov 2023
Fruit and Nut Tree Woodland	EAC	£16,171	£16,171	Ongoing
Creative Scotland Recovery Fund	Creative Scotland	(£89,117)	(£80,832)	Ongoing
Cost of Living Crisis	EAC	£8,279	£8,279	Ongoing
On the Road to Digital Success	SLIC	(£17,128)	(£5,803)	Dec 2023
Nature Therapy Breaks	Shared Care Scotland	£0	(£34,200)	Mar 2024
Mayfest event at DCCP	EALT	£0	£7,486	May 2024

## **Additional Information**

**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 did not take place in 2021 due to EventScotland funding being withdrawn due to Covid 19 but it is hoped the event should be going ahead in the future.

**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.

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

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

**East Ayrshire Cycling Tour** – £8k was awarded to towards this project aimed at promoting cycling to everyone from all ages across East Ayrshire. The funding was secured from a larger fund which coincides with the UCI World Championships which are being held in Glasgow and is the first multi-disciplinary cycling championships to take place in the world. The funding is being used to have a roadshow of cycling activities at venues across East Ayrshire in July 2023. The activities at the event will include Dr Bike, E-bike trials, cycling competitions for children, a pump track to try, guest speakers, all ability bikes, balance bikes, guided cycles and other fun activities which families can participate in to allow all ages to engage with cycling based activities. The facilities which will be used to host these events are Barony Sports Village, Dean Castle Country Park and Doon Valley Sports Centre.

**SHOUT** - £5,000 funding from East Ayrshire Council has been issued to offer FREE swimming to SHOUT card holders during the school holiday periods.

**Morton Hall and Library** – Procurement of new furniture for Newmilns Library is being managed by the Trust but will be funded by EAC. A maximum of £20,000 of the £30,000 allocation will be for library furniture and the balance is for the overall venue.

**Dean Castle Restoration and Event** - An HLF funded project led by EAC. Some expenditure is processed through East Ayrshire Leisure and subsequently recharged to EAC in relation to the restoration of the castle.

2 funding bids will be submitted for this event – the outcome for the first submission was approved June 2022 and we were awarded £47,500 and the second bid has still to be done. £5k has been identified as match funding. The event as a focal point for the reopening of the Castle will provide a celebratory, collaborative and high profile occasion through our confirmed partnerships with key Scottish cultural heavyweights including The Cumnock Tryst headed up by one of the world’s most important composers, Sir James MacMillan, Professor Alistair McDonald - Composer and Sound Artist (Royal Conservatoire of Scotland), Professor Kirsteen McCue - historian and musician (Glasgow University, Burns Scotland), and Colin Currie – world renowned percussionist. The project will take a wholly accessible, collaborative and engaging approach, working with local pupils to develop a newly commissioned work which will feature at the centre of the event, and welcoming on the spot participation for visitors through a unique series of percussion sculptures, an entirely new collection of musical instruments created by a local artist blacksmith for this event.

**Wifi Project** - After an initial review was submitted to the EAC we have since received funding of £20,000 to contribute to the installation costs of Wi-Fi across all East Ayrshire Leisure standalone venues.

**Foster Carer Service** - Memberships – £4,000 funding from East Ayrshire Council has been issued to support foster carers in accessing sport and physical activity services for the children they are caring for.

**Youth Memberships** – £5,000 funding will be utilised to target certain 16-17 years olds who currently do not engage with physical activity or our sports venues. The funding will be utilised to pay for a fitness membership that will give them access to our gyms, fitness classes, swimming pools, running tracks and racquet sports.

**Annick Valley Leisure Facilities** – EAC Members and Officers Working Group (MOWG) on developer contributions identified £212,000 which has been allocated for Annick Valley and has been transferred to East Ayrshire Leisure.

**Patna Leisure Facilities** – EAC Members and Officers Working Group (MOWG) on developer contributions identified £810 which has been allocated for Patna and has been transferred to East Ayrshire Leisure.

**FutureMuseum.co.uk Redevelopment** - A successful bid was submitted to Museums Galleries Scotland for £47,000 to support the redevelopment of the south west Scotland partnership project. The project is estimated to take two years to complete. FutureMuseum.co.uk is a partnership between East Ayrshire Leisure Trust, Dumfries and Galloway Council, North Ayrshire Council and South Ayrshire Council. The objectives of the project are to maximise access to the museum and gallery collections of the South-West of Scotland, to deepen people's understanding of the history of the region, and to drive footfall to the museums and galleries in the region. A redesign of the website will make it more accessible through improved design, site navigation and effective use of analytical tools to support content generation.

**Fruit and Nut Tree Woodland** – Funding has been secured through the Scottish Government Naturalisation Funding, to transform an area of unimproved grassland to a community woodland which focuses on the principles of 'food for free'. The woodland will be developed and planted by East Ayrshire Woodland's trainees as well as through community events organised by East Ayrshire Leisure's Countryside Ranger Service. The project also includes the establishment of a native hedgerow along the boundary of the site. To date, the native hedgerow has been planted through a number of volunteer sessions involving Ayrshire College, young people being looked after by EAC, the local community and corporate volunteers from Teleperformance Call Centre based at Rowallan Business Park.

**Creative Scotland Recovery Fund** - £149,566 was secured from funding made available to enable cultural organisations working primarily for public benefit, to rebuild and create opportunities to increase their financial resilience after the COVID-19 pandemic. Initial programme of spend has been developed and approved by the funder

**Cost of Living Crisis** - Funding of £172,000 was allocated by EAC as a response to the Cost of Living Crisis for a period of up to 24 months. EAL has been asked to provide “warm spaces” in conjunction with a variety of community groups across East Ayrshire. We have identified 10 of our venues that will be enhanced to provide an area specifically for members of our communities that may be affected by the COL crisis. In partnership with EAC we will offer safe, warm, comfortable spaces with charging stations, hot drinks, board games, etc in a sensitive and dignified way. Our team will capture how many people attend and will help signpost those in need to a wider range of services and support if needed.

**On the Road to Digital Success** – Funding of £38,000 was awarded towards this project which aims to reach communities and individuals across East Ayrshire with digital access and support. Due to the unique fabric of East Ayrshire’s urban rural landscape we recognise that access to our facilities can be difficult for some residents who live in more remote parts of the authority. A mobile service reduces the inequalities experienced by residents who don’t live near a static venue, or who do not have access to transport to travel to a facility. Covid-19 accelerated the necessity to be digitally enabled, but there are still members of the community for whom digital access is a luxury and not within reach. The project aims to bridge the digital divide and provide a safe place to work and study; or to relax and have fun in a space to unwind and take time-out from the pressures of daily life. One of the benefits to having a mobile service is that we can take our entire library offer into communities and to specific groups to enable us to deliver our services to people who are “hard to reach”. This type of service helps us to break down barriers as we are quite literally taking the service to them. Staff who will deliver this project will be equipped to support learning on the bus as well as provide a friendly and approachable service. We have existing connections with partners across East Ayrshire; this project would give us scope to build on these and create new connections opening up our library service to a new audience.

**Nature Therapy Breaks** – Funding of £34,200 was awarded to provide short breaks for unpaid carers and those they care for in the Treehouse Residential Centre within Dean Castle Country Park. Through consultation and focus groups, parents and carers of children with disabilities and additional support told us that they want whole-family support opportunities. They want activities and events which are tailored to the additional support needs of their families instead of breaks, where the child is away from their family for an overnight break. Our aim is to promote the mental wellbeing of the disabled and young people, giving them a break in the outdoors to recharge and learn mindfulness and coping techniques. The young people and families involved can meet with other families in the same situation allowing for new friendships to be made while having the time to enjoy the outdoors in a relaxing manner. The skills and confidence the participants will have after the project ends will allow them to go into green spaces with a new greener and nature therapy perspective.

**Dean Castle Mayfest** – A weekend of events were designed and programmed at the end of May 2023 to restart our live programme at the Dean Castle. Funding for Mayfest was secured through the Heritage Lottery Fund (Castle Restoration) , The Community Renewal Fund and other town centre partners. All events were well attended with the Sunday seeing approx. 10K visitors.

## **EXTERNAL FUNDING**

### **Notes:**

A robust monitoring process is now in place for all External Funding applications from initial submission to subsequent successful or unsuccessful award.

**EXTERNAL FUNDING APPROVED APPLICATIONS**

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

<b>Name of Funding Provider and Project</b>	<b>Value of Funding/Support</b>	<b>Received in 2023/24</b>
Scottish Book Trust - Bookbug Week	£175	£175
Shared Care Scotland - Nature Therapy Breaks	£34,200	£34,200
	<b>£34,375</b>	<b>£34,375</b>

## EXTERNAL FUNDING DECLINED APPLICATIONS

Name of Funding Provider and Project	Value of Funding/Support	Comments
Place Based Investment - Accessible River Ayr Way	£196,435	Programme was very significantly oversubscribed
Greenspace - Stane Havens	£33,000	Funding oversubscribed
Place Based Investment Programme (PBIP) - Stewarton Area Centre Redesign	£124,250	Funding significantly oversubscribed
Place Based Investment Programme (PBIP) - Rose Reilly Pump Track	£200,000	Applications been submitted to PBIF and SportScotland. £20k from EAC and further matchfunding applications still to be submitted (The match funder is SportScotland and per AF application is on portal but unsure how to download). Funding Application declined, funding significantly oversubscribed
	<b>£553,685</b>	

# REPORT TO BOARD OF TRUSTEES



## CORPORATE IDENTITY & REBRANDING

Date: 28 September 2023

Agenda Item: 8

Report by: Anneke Freel

### 1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to seek approval to investigate rebranding options for East Ayrshire Leisure Trust in line with our repositioning and further development of the organisation.

### 2 BACKGROUND INFORMATION

- 2.1 When East Ayrshire Leisure Trust came into existence, the brief for our new branding was developed to instil confidence in our customers and communities that the provision of leisure services previously provided by East Ayrshire Council would remain at the high standard they had come to expect. The logo was designed to bring together each of the elements we were managing - arts, sports, museums, libraries, countryside and is still reflected in everything we do.

### 3 CURRENT POSITION

- 3.1 Ten years on, the organisation has significantly transformed and consideration has to be given to our corporate branding; is it still fit for purpose, does the messaging reflect and define who we now are and our aspirations for the future?

### 4 FUTURE POSITIONING AND LONG-TERM STRATEGY

- 4.1 East Ayrshire Leisure Trust needs to evolve further, driving growth, both in terms of financial sustainability and to reposition ourselves within the market place, broadening our appeal and opening up the organisation to wider audiences.
- 4.2 As East Ayrshire Leisure is a Scottish Charitable Incorporated Organisation (Charity No: SCO43987) and meets the requirements of the Office of the Scottish Charity Regulator (OSCR) consideration must be given to how we could remain registered as such whilst introducing a new trading name.
- 4.3 We seek approval to remit the Sharing Our Vision Team to investigate the rebranding process. The team will work closely with their Trustee Ambassador to reinvent the former brand into a fresh new identity as part of our long-term strategy for transformation in our service provision.

#### Recommendation/s:

It is recommended that Trustees:

- i. Remit the Strategic Lead: Sharing Our Vision to investigate rebranding options for East Ayrshire Leisure; and
- ii. Otherwise note the content of this report.

# REPORT TO BOARD OF TRUSTEES



Signature: *Anneke Freed*

Designation: Chief Officer

Date: 14 September 23