

# PERFORMANCE & AUDIT SUB COMMITTEE



Date: Thursday 14 May 2026

Location: Ayrshire360 Unit, Moorfield Industrial Estate

Start time: 4pm

<b>AGENDA</b>			
<b>AGENDA ITEM</b>	<b>FOR NOTING</b>	<b>FOR DISCUSSION</b>	<b>FOR APPROVAL/ DECISION</b>
<b>1. Apologies for Absence</b>	✓		
<b>2. Declarations of Interest</b>	✓		
<b>3. Notes of Previous Meeting – 4 February 2026</b>			✓
<b>4. Performance Report January - March 2026 / Annual Performance Highlights</b>			✓
<b>5. Trust Budget 2026/27</b>			✓
<b>6. 5 Year Budget Plan</b>	✓		
<b>7. External Audit Plan 2025/26</b>	✓		
<b>8. Internal Audit Plan 2026/27</b>			✓
<b>9. Critical Updates – Transfer of Additional Services</b>	✓		
<b>10. AOCB</b>			
<b>11. Dates of Next Meetings:</b> <b>Trust Board:</b> 26 May 2026 <b>Performance &amp; Audit Sub-Committee:</b> 18 August 2026 <b>Trading Subsidiary:</b> 18 August 2026			

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# PERFORMANCE AND AUDIT SUB-COMMITTEE

## PERFORMANCE REPORT JANUARY TO MARCH 2026

Date: 14 April 2026

Agenda Item: 4

Report by: Anneke Freel, Chief Officer

### 1 INTRODUCTION

- 1.1 This report provides details of the Trust’s performance for the fourth quarter of 2025/26.
- 1.2 Given the transfer of additional services and the extensive remodelling exercise, the Board of Trustees have approved a revised reporting framework for the remainder of 2025/26. This framework will include:
- A quarterly performance update from the Chief Officer at Board
  - An Executive Management Priority Action Plan update at P&ASC and Board
  - A Financial Report at P&ASC and Board

As part of the remodelling exercise, further recommendations will be made for reporting from 2026 onwards to ensure proper scrutiny at Performance and Audit Sub-Committee and that the Board of Trustees receive the most relevant information in a succinct and engaging way.

### 2 EAST AYRSHIRE LEISURE PERFORMS

- 2.1 The overall attendance at our venues for the period January to March 2026 was 572,663 which is an increase of 7.54% compared to the same period in 2024/25, giving an overall annual increase of 4.53%.
- 2.2 We continue to monitor the performance aspirations set out in our Strategic Vision with many projections already being exceeded as outlined in the table below. It should be noted that the variances are based on how close we are to achieving the 2030 target. In some cases, these are being exceeded. Intervention areas that we will focus on are Children engaged in educational activities and opportunities for volunteers. Given the transfer of additional services from the Council to the Trust, quarter 4 of 26/27 will be the last time that we will report on these indicators and in this way. A new performance measurement system will be presented at Board on 26 May 26.

Measurement	Progs. for 12-25yrs	Progs. For 65+	Events and Exhibitions	Children engaged in education	Opportunities for volunteers	Community Initiatives	Partnership Projects
2018 Baseline	20	7	28	12000	17	17	25
2025/6	97	86	334	12456	87	57	117
2030 Target	30	15	40	20000	50	54	106
Variance against baseline	385%	1129%	1093%	4%	412%	182%	312%
Variance against target	223%	473%	735%	-38%	74%	90%	193%

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2.3 The risk register remains unchanged for this period. However, due to the significant change of scope and the new operating model, the management team have identified it as a priority for 26/27 and will be organising a risk workshop with Trustee to update the risk register to reflect the changing direction of the Trust.

2.4 The following table outlines progress on the priority actions that had been identified for the Executive Management team for 2025/26.

2025/26 Executive Management Team Priority Action Plan						
No	Action	Status	Start	Finish	Lead	Progress
1	Regional Sports Park Masterplan	Complete	02/04/25	30/11/25	S Clark	Masterplan has been completed from FMG Consulting and presentation to National Governing Bodies and Board members. Working group has been established to take forward next steps and develop funding package. <u>This has been identified as an item for the 26/27 priority action plan</u>
2	Cultural Kilmarnock	Started	02/04/25	02/04/28	A Freel	McLaughlin & Harvey contractors are on site. The Council and Trust are working with the contractor's PR team to develop a communication plan. <u>This action will continue into 26/27.</u>
3	Doon Valley Leisure Centre	Started	02/04/25	31/03/27	P Mathieson	Works are now postponed to summer 27. An assessment on the impact on income and customers is currently being carried out and scoping of Dalmellington Library. <u>This has been identified for inclusion in the 26/27 priority action plan</u>
4	Galston Town Hall	Complete	02/04/25	31/10/25	P Mathieson	Complete
5	Review of Programming Strategy	Started	01/08/25	31/01/25	P Mathieson	Programming has now been separated into 2 strands: Community and Strategic. The community programming group is well established to ensure collaborative programming across the Trust. This is being led by S Clark. The Strategic Programming Group will be started in May 2026 and will be led by A Freel until the Director of Creative Activities is in post. <u>This action will be included within the 26/27 priority action plan</u>
6	Refurbishment of Burns House Museum	Started	01/08/25	31/01/26	P Mathieson	Additional works have started. Asbestos being removed from outdoor store. Due to be completed June 26. <u>This action will be included within the 26/27 priority action plan</u>
7	Review 2020-2030 Strategic Vision	Complete	10/10/25	11/11/25	A Freel	Draft Strategic Framework is being presented to Board in May for approval
8	Development of Measurement Framework	Complete	10/10/25	11/11/25	A Freel	All measurements have been submitted and will form part of the new Framework to be presented to Board in May
9	Development of Service Remodelling Plans	Complete	01/08/25	08/10/25	A Freel	Operational Model was approved by Board on the 11th November
10	Consolidation of Organisational Remodelling	Complete	09/10/25	11/11/25	A Freel	As above

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11	Preparation of Remodelling Consultation Plan	Complete	09/10/25	11/11/25	J Biggart	A remodelling consultation plan has been developed. This will ensure staff engagement is undertaken in a phased approach will ensuring business continuity.
12	Implementation of Remodelling Consultation Plan	Complete	12/11/25	31/01/26	J Biggart	Phase 1 of the consultation plan is complete, phase 2 will commence on the 5th January 26 and will <u>form part of the priority action plan for 2026/27</u>
13	Development and implementation of Ayrshire 360 Campaign	Complete	12/11/25	31/03/26	J Biggart	A campaign has been developed which includes brand awareness and engagement with internal and external partners.
14	Development of Organisational Training Plan	Complete	12/11/25	31/03/26	J Biggart	An Organisation Training Plan has been developed for the period Jan - Mar. This will primarily focus on the support required for managers and staff during the employee consultation period. Consideration has also been given to our growth plan requirements.
15	Transfer of Galleon to Learn to Swim	Started	12/11/25	31/03/26	P Mathieson	Aiming to Launch summer 2026 and <u>included in the priority action plan for 26/27</u>
16	Transfer of Galleon from Gladstone to Legend	Complete	12/11/25	31/03/26	J Biggart	Following initial meetings on the 31st October tasks associated with system configuration and member migration is now completion. Plans are underway to ensure all current members continue to gain turn style access at the Galleon with existing membership cards. System went live on 1st April 2026.
17	Development and Introduction of new membership package	Started	02/04/25	11/11/25	P Mathieson	Phase one completed with Gladstone to Legend transfer on 1st April. Phase 2 and 3 will be complete by December 26 and is <u>included in the priority action plan for 26/27</u>
18	Review of Fees and Charges	Complete	12/11/25	31/01/25	J Biggart	Fees & Charges for 2026/27 have been reviewed by P&ASC and approved by the Board of Trustees.
19	Development of 26/27 Programme	Complete	12/11/25	31/01/26	S Clark	Programme launched in March for Spring/Summer and will launch in August for Autumn/Winter via 'The Guide' and online.
20	Development and implementation of transfer of additional services	Complete	12/11/25	31/03/26	A Freel	Proposals approved. EAC and A360 will work towards a transition action plan
21	Register Trading Company	Complete	01/08/25	31/10/25	A Freel	C.I.C is now registered
22	Recruit to Chair and Vacant Trustee positions	Started	12/11/25	31/03/26	A Freel	18 people have expressed an interest in becoming a Trustee. They have been invited to submit a personal profile form by the 15th April
23	Publish 2025/26 Annual Report	Complete	23/09/25	11/11/25	J Biggart	2025/26 Annual Report is available online and in paper format
24	Present Annual Report to EAC	Complete	11/12/25	11/12/25	A Freel	Report was presented to EAC on 11th December 2025 and was well received.
25	Review organisational meeting schedule	Complete	01/08/25	31/10/25	J Biggart	An organisational meeting schedule is complete and will be implement in Jan 2026
26	Review of EALT representation on external groups	Complete	01/08/25	31/10/25	S Clark	Template has been populated with allocation to new Strategic Leads, Development Managers etc. as part of

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						remodelling has been completed. Executive Management Team finalising handover dates.
27	Development of a management appraisal programme	Complete	01/10/25	31/12/25	A Freel	Draft appraisal programme has been developed for discussion with Trade Unions. Will be piloted with the Executive Management team in 2026.

2.7 The following table outlines the Priorities for 2026/27 that have been identified by the Executive Management Team.

2026/27 Executive Management Team Priority Action Plan						
No	Action	Status	Start	Finish	Lead	Progress
1	Regional Sports Park Masterplan		02/04/26	31/03/27	S Clark	
2	Cultural Kilmarnock		02/04/25	02/04/28	A Freel	
3	Doon Valley Leisure Centre		02/04/26	31/03/27	P Mathieson	
4	Review of Programming Strategy		01/08/26	31/01/27	A Freel	
5	Refurbishment of Burns House Museum		02/04/26	31/08/26	P Mathieson	
6	Transfer of Galleon to Learn to Swim		12/11/25	31/08/26	P Mathieson	
7	Development and Introduction of new membership package		02/04/25	11/11/26	P Mathieson/ S Clark	
8	Recruit to Chair and Vacant Trustee positions	Started	01/04/26	31/08/26	A Freel	
9	Revise Facility Strategy & Action plan		01/04/26	31/03/27	P Mathieson	
10	Revise Risk Register		01/04/26	31/12/27	J Biggart	
11	Review of Service Level Agreement		01/04/26	31/10/26	A Freel	
12	Review Office Accommodation		01/04/26	31/05/26	P Mathieson	
13	Develop Capital/Commercial Opportunities		01/04/26	14/05/26	P Mathieson	
14	Developing Exchange Programme		01/04/26	30/06/26	J Biggart	
15	Financial Remodelling		01/04/26	31/12/26	A Freel	
16	Explore moving to Agency Governance Model		01/05/26	31/03/27	A Freel	

### 3. FINANCIAL PERFORMANCE

3.1 The financial performance quarter 4 report provides detail of the Trust's financial performance for the period January to March 2026. The outturn for East Ayrshire Leisure on 31<sup>st</sup> March 2026 is a favourable position £281,558. However, as outlined in the report, we would like to designate £251,580 for service improvements, leaving a final position of £29,978 to be added to reserves. 25/26 has been a challenging year with the continued closure of the Palace Theatre and Grand Hall and the integration of additional services, but this financial position demonstrates the ongoing strong financial processes and commitment from the management team to best value.

**Recommendation/s:**

It is recommended that Trustees:

- i. Approve the East Ayrshire Leisure Performs Report for the period January to March 2026
- ii. Note the 2026/27 Priority Action Plan and recommend to Board for approval; and
- iii. Otherwise note the content of the report

Signature: *Annete Freeel*

Designation: Chief Officer

Date: 21 April 2026



**FINANCIAL PERFORMANCE**  
**QUARTER 4**  
**JANUARY - MARCH**  
**2025/26**



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**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 2026.

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 actual outturn for East Ayrshire Leisure at 31<sup>st</sup> March 2026 is a favourable variance of £281,558. This is following a drawdown from reserves relating to the £150k balance of savings.

This position has been achieved due to vacancies, income performance being better than anticipated particularly, management actions to minimise expenditure and maximising opportunities for external funding throughout the year.

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

The following items require funding designated for the future financial year to support service improvement and development. This will leave a final position balance of £29,978 which will be allocated to uncommitted reserves.

<b>Items for Designation 2025/26</b>	
Boditrax (machine measures body fat, muscle mass etc.) - Deferred Income	53,018
Kawasaki (Gator at DCCP) - Deferred Income	5,200
Community Health Activity Team (CHAT) - Funding	3,789
English for Speakers of Other Languages (ESOL)	23,332
Community Councils	10,637
Provision related to organisational remodelling	49,915
Provision related to ongoing insurance claim	80,000
Ayrshire360 Remodelling (balance of £50k)	20,190
Laptops	5,500
<b>TOTAL</b>	<b>£251,580</b>

There are further variances within Income and Expenditure, these are closely monitored and managed within the Service during the year where possible - Detailed explanation of variances can be found within individual Service Analysis.

**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 approved at 27<sup>th</sup> May 2025 Board meeting.

<b>Service Division</b>	<b>Annual Budget 2025/26</b>	<b>Annual Budget 2025/26 Qtr 1</b>	<b>Annual Budget 2025/26 Qtr 2</b>	<b>Annual Budget 2025/26 Qtr 3</b>	<b>Annual Budget 2025/26 Qtr 4</b>	<b>Comments</b>
<b>EXECUTIVE MANAGEMENT</b>		445,750	460,790	460,800	460,770	
<b>SHARING OUR VISION</b>		1,085,560	980,170	955,360	1,174,750	
<b>INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES</b>		648,950	683,180	701,760	946,000	
<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>		171,860	176,600	176,580	176,560	
<b>LEISURE AT THE HEART OF EVERY COMMUNITY</b>		3,287,770	3,542,600	3,544,630	3,603,190	
<b>LIVING YOUR BEST LIFE</b>		1,573,000	1,441,430	1,472,640	1,409,460	
<b>PROTECTING ENVIRONMENT</b>		1,148,280	1,190,110	1,193,640	1,225,010	
<b>TRADING</b>		199,680	246,390	250,650	600,020	
<b>EXISTING TRUST</b>	6,208,050					
<b>GALLEON</b>	139,790					
<b>VIBRANT COMMUNITIES</b>	2,752,840					
<b>SAVINGS</b>	(120,000)					
<b>TOTAL</b>	<b>8,980,680</b>	<b>8,560,850</b>	<b>8,721,270</b>	<b>8,756,060</b>	<b>9,595,760</b>	
<b>Management Fee</b>	<b>(8,980,680)</b>	<b>(8,545,880)</b>	<b>(8,650,190)</b>	<b>(8,650,190)</b>	<b>(9,265,530)</b>	
<b>Reserves</b>	<b>0</b>	<b>(14,970)</b>	<b>(71,080)</b>	<b>(105,870)</b>	<b>(330,230)</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**

Column 1 refers to information for prior year; column provides final position for full prior year

Column 2 refers to the Service Areas

Column 3 provides the Annual Budget – this reconciles to the Annual Budget table above

Column 4 provides the Actuals to date (including commitments)

Column 5 provides Actual Expenditure as a % of Annual Budget

Column 6 provides anticipated projected position for end of financial year

Column 7 provides anticipated projected variance for current financial year – (Favourable)/Adverse)

Final column provides quick review of favourable/adverse position

**TABLE A – OVERALL NET POSITION**

Actual Out-turn to 31/03/25	Service Division	Annual Estimate 2025/26	Revised Actual Exp. to 31/03/26	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/26	Variance (Favourable) / Adverse	
857,243	<b>EXECUTIVE MANAGEMENT</b>	1,174,750	1,118,294	95%	1,118,294	(56,456)	
399,932	<b>SHARING OUR VISION</b>	460,770	482,710	105%	482,710	21,940	
58,117	Vision Management Team	60,040	90,139	150%	90,139	30,099	
41,958	Visual Communications	44,650	45,203	101%	45,203	553	
195,280	Marketing & Tourism	216,370	222,403	103%	222,403	6,033	
34,166	Organisational Administration	63,590	54,123	85%	54,123	(9,467)	
70,412	Training & Engagement	76,120	70,841	93%	70,841	(5,279)	
821,616	<b>INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES</b>	946,000	1,071,260	113%	1,071,260	125,260	
62,956	People Management Team	99,270	95,157	96%	95,157	(4,113)	
42,254	Volunteer & Placement	67,090	71,385	106%	71,385	4,295	
176,922	Systems & Data	214,500	209,138	98%	209,138	(5,362)	
555,825	Corporate	583,740	720,678	123%	720,678	136,938	
(16,341)	Active Community Hubs	(18,600)	(25,098)	135%	(25,098)	(6,498)	
181,071	<b>CREATING A SOLID FOUNDATION FOR GROWTH</b>	176,560	175,687	100%	175,687	(873)	
56,088	Growth Management Team	59,040	62,405	106%	62,405	3,365	
43,926	Finance	117,520	113,282	96%	113,282	(4,238)	
15,278	Commercial (Business)	0	0	0%	0	0	
2,140,189	<b>LEISURE AT THE HEART OF EVERY COMMUNITY</b>	3,603,190	3,135,938	87%	3,135,938	(467,252)	
70,824	Community Management Team	120,720	105,156	87%	105,156	(15,564)	
368,606	Cultural Hubs	297,810	312,901	105%	312,901	15,091	
486,783	Lifestyle Hubs	403,050	295,098	73%	295,098	(107,952)	

911,558	Library Hubs	971,060	937,886	97%	937,886	(33,174)	
178,923	Sport Hubs	209,980	64,794	31%	64,794	(145,186)	
18,096	Sport Football	14,870	15,040	101%	15,040	170	
105,399	Management Arrangements	92,960	95,070	102%	95,070	2,110	
0	Community Health & Activity	415,410	361,766	87%	361,766	(53,644)	
0	Older People's Wellbeing	88,360	75,106	85%	75,106	(13,254)	
0	Lifeskills & Inclusion	306,510	271,485	89%	271,485	(35,025)	
0	Communities	682,460	601,636	88%	601,636	(80,824)	
<b>1,041,555</b>	<b>LIVING YOUR BEST LIFE</b>	<b>1,409,460</b>	<b>1,331,486</b>	<b>94%</b>	<b>1,331,486</b>	<b>(77,974)</b>	
29,983	Best Life Management Team	9,600	13,291	0%	13,291	3,691	
173,691	Sports	130,340	146,686	113%	146,686	16,346	
535,641	Museums	552,840	582,180	105%	582,180	29,340	
157,240	Performing Arts	99,730	70,822	71%	70,822	(28,908)	
144,999	Visual Arts	162,650	157,076	97%	157,076	(5,574)	
0	Galleon	(83,010)	(5,886)	7%	(5,886)	77,124	
0	Young People, Sport & Diversion	537,310	367,317	68%	367,317	(169,993)	
<b>1,016,663</b>	<b>PROTECTING OUR ENVIRONMENT</b>	<b>1,225,010</b>	<b>1,226,717</b>	<b>100%</b>	<b>1,226,717</b>	<b>1,707</b>	
63,828	Environment Management Team	108,760	106,954	98%	106,954	(1,806)	
529,007	Sustainability	555,130	542,912	98%	542,912	(12,218)	
81,909	Estates	108,440	90,236	83%	90,236	(18,204)	
341,919	Countryside	296,060	325,197	110%	325,197	29,137	
0	Play & Early Intervention	156,620	161,418	103%	161,418	4,798	
<b>0</b>	<b>TRADING</b>	<b>600,020</b>	<b>772,110</b>	<b>129%</b>	<b>772,110</b>	<b>172,090</b>	
0	Event Management	74,340	93,608	126%	93,608	19,268	
0	Corporate Catering	198,040	289,415	0%	289,415	91,375	
0	Community Catering	60,450	(10,917)	0%	(10,917)	(71,367)	
0	Galleon Hospitality	57,940	65,398	0%	65,398	7,458	

65,779	Commercial (Hospitality & Retail)	(15,910)	92,023	-578%	92,023	107,933	
0	Hospitality Management Team	225,160	242,584	108%	242,584	17,424	
<b>6,458,270</b>	<b>TOTAL</b>	<b>9,595,760</b>	<b>9,314,201</b>	<b>97%</b>	<b>9,314,201</b>	<b>(281,559)</b>	
<b>(5,921,648)</b>	<b>Management Fee</b>	<b>(9,265,530)</b>	<b>(9,265,529)</b>	<b>100%</b>	<b>(9,265,529)</b>	<b>1</b>	
<b>536,622</b>	<b>TOTAL</b>	<b>330,230</b>	<b>48,672</b>		<b>48,672</b>	<b>(281,558)</b>	
<b>(506,690)</b>	<b>Trs From Reserves</b>	<b>(330,230)</b>	<b>(330,230)</b>		<b>(330,230)</b>	<b>0</b>	
<b>0</b>	<b>Trs To Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>	
<b>29,932</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>(281,558)</b>		<b>(281,558)</b>	<b>(281,558)</b>	
	<b>External Funding</b>						
<b>29,932</b>	<b>TOTAL (after external funding)</b>	<b>0</b>	<b>(281,558)</b>	<b>0</b>	<b>(281,558)</b>	<b>(281,558)</b>	

**TABLE B – OVERALL NET POSITION**

Actual Out-turn to 31/03/25	Service Division	Annual Estimate 2025/26	Revised Actual Exp. to 31/03/26	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/26	Variance (Favourable) / Adverse	
(2,582,086)	Income From Charitable Activities	(5,678,070)	(7,263,397)	128%	(7,263,397)	(1,585,327)	
(5,921,648)	Management Fee	(9,265,530)	(9,265,529)	100%	(9,265,529)	1	
	External Funding						
<b>(8,503,734)</b>	<b>TOTAL INCOME</b>	<b>(14,943,600)</b>	<b>(16,528,926)</b>	<b>111%</b>	<b>(16,528,926)</b>	<b>(1,585,326)</b>	
5,517,493	Employee Costs	11,081,290	11,525,023	104%	11,525,023	443,733	
78,398	Transport Costs	77,520	125,898	162%	125,898	48,378	
1,022,516	Premises Costs	1,206,160	1,372,274	114%	1,372,274	166,114	
2,011,661	Supplies & Services	2,469,420	3,013,575	122%	3,013,575	544,155	
56,930	Financing Costs	56,570	71,130	126%	71,130	14,560	
187,400	Support Costs	187,400	187,400		187,400	0	
165,958	Governance Costs	195,470	282,298	144%	282,298	86,828	
<b>9,040,355</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>15,273,830</b>	<b>16,577,598</b>	<b>109%</b>	<b>16,577,598</b>	<b>1,303,768</b>	
<b>536,622</b>	<b>NET POSITION</b>	<b>330,230</b>	<b>48,672</b>		<b>48,672</b>	<b>(281,558)</b>	
<b>(506,690)</b>	<b>Trs From Reserves</b>	<b>(330,230)</b>	<b>(330,230)</b>		<b>(330,230)</b>	<b>0</b>	
<b>29,932</b>	<b>TOTAL (after transfer from reserves)</b>	<b>0</b>	<b>(281,558)</b>		<b>(281,558)</b>	<b>(281,558)</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

Actual Out-turn to 31/03/25	EXECUTIVE MANAGEMENT	Annual Estimate 2025/26	Revised Actual Exp. to 31/03/26	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/26	Variance (Favourable) / Adverse
(5,064,405)	Executive Management	(8,090,780)	(8,147,235)	101%	(8,147,235)	(56,455)
<b>(193,910)</b>	<b>Trs From Reserves</b>	<b>(150,000)</b>	<b>(150,000)</b>		<b>(150,000)</b>	<b>0</b>
<b>(5,258,315)</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>(8,240,780)</b>	<b>(8,297,235)</b>	<b>101%</b>	<b>(8,297,235)</b>	<b>(56,455)</b>
(97,831)	Income From Charitable Activities	0	(74,800)		(74,800)	(74,800)
(5,921,648)	Management Fee	(9,265,530)	(9,265,529)	100%	(9,265,529)	1
0	External funding	0	0		0	0
<b>(6,019,479)</b>	<b>TOTAL INCOME</b>	<b>(9,265,530)</b>	<b>(9,340,329)</b>	<b>101%</b>	<b>(9,340,329)</b>	<b>(74,799)</b>
295,880	Employee Costs	495,650	391,104	79%	391,104	(104,546)
0	Transport Costs	600	1,580		1,580	980
56,712	Premises Costs	(49,920)	7,081		7,081	57,001
558,700	Supplies & Services	708,640	709,292	100%	709,292	652
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
43,782	Governance Costs	19,780	84,037	425%	84,037	64,257
<b>955,074</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,174,750</b>	<b>1,193,094</b>	<b>102%</b>	<b>1,193,094</b>	<b>18,344</b>
<b>(5,064,405)</b>	<b>NET POSITION</b>	<b>(8,090,780)</b>	<b>(8,147,235)</b>	<b>101%</b>	<b>(8,147,235)</b>	<b>(56,455)</b>
<b>(193,910)</b>	<b>Trs From Reserves</b>	<b>(150,000)</b>	<b>(150,000)</b>		<b>(150,000)</b>	<b>0</b>
<b>(5,258,315)</b>	<b>TOTAL (after transfer from reserves)</b>	<b>(8,240,780)</b>	<b>(8,297,235)</b>	<b>101%</b>	<b>(8,297,235)</b>	<b>(56,455)</b>

## Comments

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

Adverse variance relates to spend in relation to remodelling.

The following items for designation have been identified totalling £150,105 which would result in a revised adverse position of £93,650 for the service:

- Provision related to organisational remodelling £49,915
- Provision related to ongoing insurance claim £80,000
- Ayrshire360 Remodelling (balance of £50k) £20,190

## SHARING OUR VISION ANALYSIS

Actual Out-turn to 31/03/25	SHARING OUR VISION	Annual Estimate 2025/26	Revised Actual Exp. to 31/03/26	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/26	Variance (Favourable) / Adverse
58,117	Vision Management Team	60,040	90,139	150%	90,139	30,099
41,958	Visual Communications	44,650	45,203	101%	45,203	553
195,280	Marketing & Tourism	216,370	222,403	103%	222,403	6,033
34,166	Organisational Administration	63,590	54,123	85%	54,123	(9,467)
70,412	Training & Engagement	76,120	70,841	93%	70,841	(5,279)
0	Trs From Reserves	0	0		0	0
<b>399,932</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>460,770</b>	<b>482,710</b>	<b>105%</b>	<b>482,710</b>	<b>21,940</b>
(5,100)	Income From Charitable Activities	(1,500)	(6,767)	451%	(6,767)	(5,267)
<b>(5,100)</b>	<b>TOTAL INCOME</b>	<b>(1,500)</b>	<b>(6,767)</b>	<b>451%</b>	<b>(6,767)</b>	<b>(5,267)</b>
313,947	Employee Costs	382,520	366,849	96%	366,849	(15,671)
255	Transport Costs	0	0		0	0
0	Premises Costs	0	0		0	0
87,861	Supplies & Services	78,750	119,845	152%	119,845	41,095
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
2,969	Governance Costs	1,000	2,782	278%	2,782	1,782
<b>405,032</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>462,270</b>	<b>489,476</b>	<b>106%</b>	<b>489,476</b>	<b>27,206</b>
<b>399,932</b>	<b>NET POSITION</b>	<b>460,770</b>	<b>482,710</b>	<b>105%</b>	<b>482,710</b>	<b>21,940</b>
0	Trs From Reserves	0	0		0	0
<b>399,932</b>	<b>TOTAL (after transfer from reserves)</b>	<b>460,770</b>	<b>482,710</b>	<b>105%</b>	<b>482,710</b>	<b>21,940</b>

**Comments**

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

Adverse variance relates predominantly to a long term absence and the subsequent cover by agency provision.

## INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES ANALYSIS

Actual Out-turn to 31/03/25	INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES	Annual Estimate 2025/26	Revised Actual Exp. to 31/03/26	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/26	Variance (Favourable) / Adverse
62,956	People Management Team	99,270	95,157	96%	95,157	(4,113)
42,254	Volunteer & Placement	67,090	71,385	106%	71,385	4,295
176,922	Systems & Data	214,500	209,138	98%	209,138	(5,362)
555,825	Corporate	583,740	720,678	123%	720,678	136,938
(16,341)	Active Community Hubs	(18,600)	(25,098)	135%	(25,098)	(6,498)
<b>(46,140)</b>	<b>Trs From Reserves</b>	<b>(3,330)</b>	<b>(3,330)</b>		<b>(3,330)</b>	<b>0</b>
<b>775,476</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>942,670</b>	<b>1,067,930</b>	<b>113%</b>	<b>1,067,930</b>	<b>125,260</b>
(28,267)	Income From Charitable Activities	(107,430)	(119,314)	111%	(119,314)	(11,884)
<b>(28,267)</b>	<b>TOTAL INCOME</b>	<b>(107,430)</b>	<b>(119,314)</b>	<b>111%</b>	<b>(119,314)</b>	<b>(11,884)</b>
493,278	Employee Costs	675,210	755,178	112%	755,178	79,968
423	Transport Costs	0	60		60	60
11,304	Premises Costs	12,270	10,997	90%	10,997	(1,273)
112,818	Supplies & Services	132,530	197,216	149%	197,216	64,686
0	Financing Costs	0	0		0	0
187,400	Support Costs	187,400	187,400		187,400	0
44,660	Governance Costs	46,020	39,722	86%	39,722	(6,298)
<b>849,883</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,053,430</b>	<b>1,190,574</b>	<b>113%</b>	<b>1,190,574</b>	<b>137,144</b>
<b>821,616</b>	<b>NET POSITION</b>	<b>946,000</b>	<b>1,071,260</b>	<b>113%</b>	<b>1,071,260</b>	<b>125,260</b>
<b>(46,140)</b>	<b>Trs From Reserves</b>	<b>(3,330)</b>	<b>(3,330)</b>		<b>(3,330)</b>	<b>0</b>
<b>775,476</b>	<b>TOTAL (after transfer from reserves)</b>	<b>942,670</b>	<b>1,067,930</b>	<b>113%</b>	<b>1,067,930</b>	<b>125,260</b>

### Comments

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

Adverse position is primarily due to additional costs relating to Disclosure requirements and Apprenticeship Levy. These additional costs are directly related to the service transfers that took place in April 2025 and the subsequent increase in staff numbers. Management are considering funding options for future years. One off costs for IT Refresh relating to service transfers and remodelling have also resulted in this position.

The following item for designation has been identified which would result in a revised adverse position of £130,760 for the service:

- Laptops £5,500

## CREATING A SOLID FOUNDATION FOR GROWTH ANALYSIS

Actual Out-turn to 31/03/25	CREATING A SOLID FOUNDATION FOR GROWTH	Annual Estimate 2025/26	Revised Actual Exp. to 31/03/26	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/26	Variance (Favourable) / Adverse
56,088	Growth Management Team	59,040	62,405	106%	62,405	3,365
43,926	Finance	117,520	113,282	96%	113,282	(4,238)
15,278	Commercial (Business)	0	0		0	0
<b>0</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>115,292</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>176,560</b>	<b>175,687</b>	<b>100%</b>	<b>175,687</b>	<b>(873)</b>
(432,595)	Income From Charitable Activities	0	(12,598)		(12,598)	(12,598)
<b>(432,595)</b>	<b>TOTAL INCOME</b>	<b>0</b>	<b>(12,598)</b>		<b>(12,598)</b>	<b>(12,598)</b>
324,503	Employee Costs	153,810	154,468	100%	154,468	658
0	Transport Costs	0	0		0	0
151	Premises Costs	0	0		0	0
271,957	Supplies & Services	0	33		33	33
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
17,056	Governance Costs	22,750	33,785	149%	33,785	11,035
<b>613,666</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>176,560</b>	<b>188,285</b>	<b>107%</b>	<b>188,285</b>	<b>11,725</b>
<b>181,071</b>	<b>NET POSITION</b>	<b>176,560</b>	<b>175,687</b>	<b>100%</b>	<b>175,687</b>	<b>(873)</b>
<b>0</b>	<b>Trs From Reserves</b>	<b>0</b>	<b>0</b>		<b>0</b>	<b>0</b>
<b>181,071</b>	<b>TOTAL (after transfer from reserves)</b>	<b>176,560</b>	<b>175,687</b>	<b>100%</b>	<b>175,687</b>	<b>(873)</b>

Comments
<p><b>Creating A Solid Foundation For Growth</b> is responsible for Financial Reporting &amp; Commercial (Business).</p> <p>Small variance on employee costs is due to reduced hours for an employee offset by additional staff costs relating to the integration of services and the setting up of the trading subsidiary.</p>

## LEISURE AT THE HEART OF EVERY COMMUNITY ANALYSIS

Actual Out-turn to 31/03/25	LEISURE AT THE HEART OF EVERY COMMUNITY	Annual Estimate 2025/26	Revised Actual Exp. to 31/03/26	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/26	Variance (Favourable) / Adverse
70,824	Community Management Team	120,720	105,156	87%	105,156	(15,564)
368,606	Cultural Hubs	297,810	312,901	105%	312,901	15,091
486,783	Lifestyle Hubs	403,050	295,098	73%	295,098	(107,952)
911,558	Library Hubs	971,060	937,886	97%	937,886	(33,174)
178,923	Sport Hubs	209,980	64,794	31%	64,794	(145,186)
18,096	Sport Football	14,870	15,040	101%	15,040	170
105,399	Management Arrangements	92,960	95,070	102%	95,070	2,110
0	Community Health & Activity	415,410	361,766	87%	361,766	(53,644)
0	Older People's Wellbeing	88,360	75,106	85%	75,106	(13,254)
0	Lifeskills & Inclusion	306,510	271,485	89%	271,485	(35,025)
0	Communities	682,460	601,636	88%	601,636	(80,824)
<b>(112,180)</b>	<b>Trs From Reserves</b>	<b>(27,910)</b>	<b>(27,910)</b>		<b>(27,910)</b>	<b>0</b>
<b>2,028,009</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>3,575,280</b>	<b>3,108,028</b>	<b>87%</b>	<b>3,108,028</b>	<b>(467,252)</b>
(1,038,890)	Income From Charitable Activities	(1,310,170)	(2,345,555)	179%	(2,345,555)	(1,035,385)
<b>(1,038,890)</b>	<b>TOTAL INCOME</b>	<b>(1,310,170)</b>	<b>(2,345,555)</b>	<b>179%</b>	<b>(2,345,555)</b>	<b>(1,035,385)</b>
2,239,084	Employee Costs	4,050,820	4,555,678	112%	4,555,678	504,858
23,181	Transport Costs	16,810	43,911	261%	43,911	27,101
538,247	Premises Costs	489,560	508,370	104%	508,370	18,810
320,158	Supplies & Services	317,450	313,527	99%	313,527	(3,923)
29,780	Financing Costs	27,910	41,170		41,170	13,260
0	Support Costs	0	0		0	0
28,630	Governance Costs	10,810	18,837	174%	18,837	8,027
<b>3,179,079</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>4,913,360</b>	<b>5,481,493</b>	<b>112%</b>	<b>5,481,493</b>	<b>568,133</b>
<b>2,140,189</b>	<b>NET POSITION</b>	<b>3,603,190</b>	<b>3,135,938</b>	<b>87%</b>	<b>3,135,938</b>	<b>(467,252)</b>
<b>(112,180)</b>	<b>Trs From Reserves</b>	<b>(27,910)</b>	<b>(27,910)</b>		<b>(27,910)</b>	<b>0</b>
<b>2,028,009</b>	<b>TOTAL (after transfer from reserves)</b>	<b>3,575,280</b>	<b>3,108,028</b>	<b>87%</b>	<b>3,108,028</b>	<b>(467,252)</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.

As part of organisational growth from 2025/26 Community Health & Activity, Older People's Wellbeing, Lifeskills & Inclusion and Communities transferred to the trust and have been allocated to the Leisure at the Heart of the Community theme.

This service has managed to achieve a favourable position as overall income performance was better than anticipated and some vacancies were not filled 2025/26.

The following items for designation have been identified totalling £95,975 which would result in a revised favourable position of £371,277 for the service:

- Boditrax - Deferred Income £53,018
- Kawasaki - Deferred Income £5,200
- CHAT (Community Health Activity Team) - Funding £3,789
- ESOL (English for Speakers of Other Languages) £23,332
- Community Councils £10,637

## LIVING YOUR BEST LIFE ANALYSIS

Actual Out-turn to 31/03/25	LIVING YOUR BEST LIFE	Annual Estimate 2025/26	Revised Actual Exp. to 31/03/26	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/26	Variance (Favourable) / Adverse
29,983	Best Life Management Team	9,600	13,291		13,291	3,691
173,691	Sports	130,340	146,686	113%	146,686	16,346
535,641	Museums	552,840	582,180	105%	582,180	29,340
157,240	Performing Arts	99,730	70,822	71%	70,822	(28,908)
144,999	Visual Arts	162,650	157,076	97%	157,076	(5,574)
0	Galleon	(83,010)	(5,886)	7%	(5,886)	77,124
0	Young People, Sport & Diversion	537,310	367,317	68%	367,317	(169,993)
<b>(95,190)</b>	<b>Trs From Reserves</b>	<b>(107,570)</b>	<b>(107,570)</b>		<b>(107,570)</b>	<b>0</b>
<b>946,365</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>1,301,890</b>	<b>1,223,916</b>	<b>94%</b>	<b>1,223,916</b>	<b>(77,974)</b>
(812,199)	Income From Charitable Activities	(3,418,840)	(3,539,091)	104%	(3,539,091)	(120,251)
<b>(812,199)</b>	<b>TOTAL INCOME</b>	<b>(3,418,840)</b>	<b>(3,539,091)</b>	<b>104%</b>	<b>(3,539,091)</b>	<b>(120,251)</b>
999,724	Employee Costs	3,387,240	3,300,253	97%	3,300,253	(86,987)
23,894	Transport Costs	16,980	18,076	106%	18,076	1,096
309,645	Premises Costs	604,530	673,039	111%	673,039	68,509
487,682	Supplies & Services	722,350	764,646	106%	764,646	42,296
17,480	Financing Costs	18,990	18,990		18,990	0
0	Support Costs	0	0		0	0
15,329	Governance Costs	78,210	95,574	122%	95,574	17,364
<b>1,853,754</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>4,828,300</b>	<b>4,870,577</b>	<b>101%</b>	<b>4,870,577</b>	<b>42,277</b>
<b>1,041,555</b>	<b>NET POSITION</b>	<b>1,409,460</b>	<b>1,331,486</b>	<b>94%</b>	<b>1,331,486</b>	<b>(77,974)</b>
<b>(95,190)</b>	<b>Trs From Reserves</b>	<b>(107,570)</b>	<b>(107,570)</b>		<b>(107,570)</b>	<b>0</b>
<b>946,365</b>	<b>TOTAL (after transfer from reserves)</b>	<b>1,301,890</b>	<b>1,223,916</b>	<b>94%</b>	<b>1,223,916</b>	<b>(77,974)</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. As part of organisational growth from 2025/26 Galleon and Young People, Sport & Division transferred to the trust and have been allocated to the Living Your Best Life team.

Favourable position has been achieved due to management action taken to control expenditure budgets and savings made in year with posts not being filled 2025/26.

**This position includes an allocation of £150k from 25/26 pension savings regarding loss of income relating to Palace and Grand Hall closures.**

## PROTECTING OUR ENVIRONMENT ANALYSIS

Actual Out-turn to 31/03/25	PROTECTING OUR ENVIRONMENT	Annual Estimate 2025/26	Revised Actual Exp. to 31/03/26	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/26	Variance (Favourable) / Adverse
63,828	Environment Management Team	108,760	106,954	98%	106,954	(1,806)
529,007	Sustainability	555,130	542,912	98%	542,912	(12,218)
81,909	Estates	108,440	90,236	83%	90,236	(18,204)
341,919	Countryside	296,060	325,197	110%	325,197	29,137
0	Play & Early Intervention	156,620	161,418	103%	161,418	4,798
<b>(59,270)</b>	<b>Trs From Reserves</b>	<b>(11,420)</b>	<b>(11,420)</b>		<b>(11,420)</b>	<b>0</b>
<b>957,393</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>1,213,590</b>	<b>1,215,297</b>	<b>100%</b>	<b>1,215,297</b>	<b>1,707</b>
(167,204)	Income From Charitable Activities	(92,590)	(185,224)	200%	(185,224)	(92,634)
<b>(167,204)</b>	<b>TOTAL INCOME</b>	<b>(92,590)</b>	<b>(185,224)</b>	<b>200%</b>	<b>(185,224)</b>	<b>(92,634)</b>
851,077	Employee Costs	1,122,250	1,157,697	103%	1,157,697	35,447
30,645	Transport Costs	28,130	41,620	148%	41,620	13,490
106,458	Premises Costs	78,830	83,314	106%	83,314	4,484
172,486	Supplies & Services	61,820	114,813	186%	114,813	52,993
9,670	Financing Costs	9,670	10,970		10,970	1,300
0	Support Costs	0	0		0	0
13,532	Governance Costs	16,900	3,527	21%	3,527	(13,373)
<b>1,183,868</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,317,600</b>	<b>1,411,940</b>	<b>107%</b>	<b>1,411,940</b>	<b>94,340</b>
<b>1,016,663</b>	<b>NET POSITION</b>	<b>1,225,010</b>	<b>1,226,717</b>	<b>100%</b>	<b>1,226,717</b>	<b>1,707</b>
<b>(59,270)</b>	<b>Trs From Reserves</b>	<b>(11,420)</b>	<b>(11,420)</b>		<b>(11,420)</b>	<b>0</b>
	<b>Designated Funds</b>					<b>0</b>
	<b>Trs To Reserves</b>					<b>0</b>
<b>957,393</b>	<b>TOTAL (after transfer from reserves)</b>	<b>1,213,590</b>	<b>1,215,297</b>	<b>100%</b>	<b>1,215,297</b>	<b>1,707</b>

**Comments**

**Protecting Our Environment** is responsible for Sustainability; Estates and Countryside. As part of organisational growth from 2025/26 Play and Early Intervention transferred to the trust and have been allocated to the Protecting Our Environment team.

Small adverse variance relates predominantly to new employee for the Roundhouse offset against extra income from the Treehouse Residential Centre and professional services provided during the year for bat surveys.

## TRADING ANALYSIS

Actual Out-turn to 31/03/25	TRADING	Annual Estimate 2025/26	Revised Actual Exp. to 31/03/26	Actual Exp as % of Annual Estimate	Actual Out-turn to 31/03/26	Variance (Favourable) / Adverse
0	Event Management	74,340	93,608	126%	93,608	19,268
0	Galleon Hospitality	57,940	65,398	113%	65,398	7,458
65,779	Commercial (Hospitality & Retail)	(15,910)	92,023	-578%	92,023	107,933
0	Hospitality Management Team	225,160	242,584	108%	242,584	17,424
<b>0</b>	<b>Trs From Reserves</b>	<b>(30,000)</b>	<b>(30,000)</b>		<b>(30,000)</b>	<b>0</b>
<b>65,779</b>	<b>TOTAL OBJECTIVE ANALYSIS</b>	<b>570,020</b>	<b>742,110</b>	<b>130%</b>	<b>742,110</b>	<b>172,090</b>
0	Income From Charitable Activities	(747,540)	(980,049)	131%	(980,049)	(232,509)
<b>0</b>	<b>TOTAL INCOME</b>	<b>(747,540)</b>	<b>(980,049)</b>	<b>131%</b>	<b>(980,049)</b>	<b>(232,509)</b>
0	Employee Costs	813,790	843,797	104%	843,797	30,007
0	Transport Costs	15,000	20,652		20,652	5,652
0	Premises Costs	70,890	89,473	126%	89,473	18,583
0	Supplies & Services	447,880	794,204	177%	794,204	346,324
0	Financing Costs	0	0		0	0
0	Support Costs	0	0		0	0
0	Governance Costs	0	4,033		4,033	4,033
<b>0</b>	<b>TOTAL RESOURCES EXPENDED</b>	<b>1,347,560</b>	<b>1,752,159</b>	<b>130%</b>	<b>1,752,159</b>	<b>404,599</b>
<b>0</b>	<b>NET POSITION</b>	<b>600,020</b>	<b>772,110</b>	<b>129%</b>	<b>772,110</b>	<b>172,090</b>
<b>0</b>	<b>Trs From Reserves</b>	<b>(30,000)</b>	<b>(30,000)</b>		<b>(30,000)</b>	<b>0</b>
	<b>Designated Funds</b>					<b>0</b>
	<b>Trs To Reserves</b>					<b>0</b>
<b>0</b>	<b>TOTAL (after transfer from reserves)</b>	<b>570,020</b>	<b>742,110</b>	<b>130%</b>	<b>742,110</b>	<b>172,090</b>

### Comments

**Trading** is responsible for Event Management, Galleon Hospitality, Commercial (Hospitality & Retail).

Adverse position relates to the appointment of the Strategic Lead for Hospitality & Retail and the transfer of additional catering services in year - a full review of the service is currently ongoing and shortfall has been covered via existing trust resources.

Both Corporate and Community Catering share resources to deliver each service so the favourable position for Community Catering and adverse position for Corporate is not a true reflection of each service. Commercial Hospitality has required investment in training, recruitment and equipment / maintenance to ensure our venues are safe, clean and fit for purpose,

## **RESERVES AS AT 31<sup>st</sup> MARCH 2026**

### **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>	2024/25 b/f	2024/25 DEFICIT	BALANCE 31 March 2025	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN/RECEIPTS	Q1	Q2	Q3	Q4	BALANCE	NOTES
RETAINED RESERVES	270,000		270,000		270,000						270,000	
UNUSEABLE RESERVES	154,162	0	154,162	0	154,162					55,070	99,092	
UNALLOCATED RESERVES	319,902	(29,921)	289,981	-171,000	118,981						118,981	
ALLOCATED RESERVES	53,015	0	53,015	171,000	224,015		0	23,325	19,000	153,300	28,390	see Allocated Table
MGTR FUNDS	80,533		80,533		80,533	-37,903	14,970	32,780	15,790	15,990	38,906	25-26 Allocations:- £62,890 - Malky McCormick Collection (Qtr 1 £14,970 + Qtr 2 £16,400 + Qtr 3 £15,970) £6k - support Malky McCormick project £8k - support exhibition at Baird (Qtr 2 £6,380) £10k - support Boswell Book Festival (Qtr 2)
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>851,658</b>	<b>(29,921)</b>	<b>821,738</b>	<b>0</b>	<b>821,737</b>	<b>-37,903</b>	<b>14,970</b>	<b>56,105</b>	<b>34,790</b>	<b>224,360</b>	<b>529,415</b>	

## Allocated Reserves Analysis

<b>ALLOCATED RESERVES</b>	2024/25 b/f	2024/25 DEFICIT	BALANCE 31 March 2025	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN/RECEIPTS	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Box Office/Booking System	3,325		3,325		3,325			3,325			0	1 June 2021 Board, 28 June 2022 Board	Complete	
Climate Strategy	9,640		9,640		9,640						9,640	28 Nov 2023 Board	Ongoing	
Urban Farm - Feasibility Study	6,750		6,750		6,750						6,750	28 Nov 2023 Board	Ongoing	
IT Equipment linked to new Systems	1,550		1,550		1,550					1,550	0	20 June 2024 Board	Complete	
Potential NDR Liability	1,750		1,750		1,750					1,750	0	20 June 2024 Board	Complete	
Regional Sports Park	30,000		30,000		30,000						11,000	20 June 2024 Board	Ongoing	
Roundhouse Improvements	0		0	20,000	20,000			20,000			0		Complete	
25-26 Savings Balance	0		0	151,000	151,000					150,000	1,000		Complete- release balance as uncommitted	
	0		0		0						0			
<b>TOTAL ALLOCATED RESERVES</b>	<b>53,015</b>	<b>0</b>	<b>53,015</b>	<b>171,000</b>	<b>224,015</b>		<b>0</b>	<b>0</b>	<b>23,325</b>	<b>19,000</b>	<b>153,300</b>	<b>28,390</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

<b>Project</b>	<b>Partners</b>	<b>Balance b/f 01.04.25</b>	<b>Balance at 31.03.26</b>	<b>Expected Completion Date</b>
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£3,593)	(£3,479)	Ongoing
VACMA	Creative Scotland / Other Ayrshire Authorities	(£4,664)	(£2,782)	Dec 2026
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Mar 2027
Digital Storyteller in Residence	Scottish Book Trust	(£2,372)	(£2,372)	Mar 2026
SHOUT	EAC	(£3,474)	(£3,474)	Ongoing
Foster Carer Service - Memberships	EAC	(£4,000)	(£2,550)	Ongoing
Youth Memberships	EAC	(£7,562)	(£7,562)	Ongoing
Annick Valley Leisure Facilities	EAC	(£40,493)	(£39,648)	Ongoing
Stewarton Dev Cont	EAC	(£32,048)	(£56,060)	Ongoing
Jumpstart	EAC	£0	(£222)	Ongoing
Celebration Wood	n/a	(£2,100)	(£671)	Ongoing

Parental Employability - Work Experience	EAC	(£1,133)	(£1,121)	Ongoing
Bikeability	Scottish Cycling/ARA	£0	(£27,151)	Jun 2026
Parkinson's UK Physical Activity Grants 2025	Parkinsons UK	£0	(£2,530)	Dec 2026
Ice Hockey Spectator Charge	Ice Hockey Club	£0	(£8,186)	Ongoing
Commercial Opportunities	EAC	£0	(£116,000)	Ongoing
Barony Goals	EAC	£0	(£42,000)	Ongoing
Sports Council	EAC/Sport Council	£0	(£4,259)	Ongoing
Talented Athlete Support Programme	EAC/Sports Council	£0	(£10,910)	Ongoing
Youth Work Network	EAC	£0	(£14,677)	Ongoing
Bowling League	Galleon Bowling	£0	(£624)	Ongoing
Galleon Bowling Club	Galleon Bowling	£0	(£91)	Ongoing
Meals & More	EAC	£0	(£3,480)	Ongoing

Community Benefits	EAC	£0	(£4,144)	Ongoing
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### Additional Information

**Ayrshire Libraries Forum** – This 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.

**VACMA – Visual Arts and Craft Makers Awards** – East Ayrshire Leisure Trust is taking lead from 2024/25. Creative Scotland contribute £6k funding along with £1k from each of the 3 Ayrshire authorities.

**Burns Birthday in Mauchline** – The project which was funded by Event Scotland has now come to an end. There is a surplus balance which Event Scotland have said we can use towards future support of cultural programme for Scotland’s Winter Festival planning. The team are drafting a proposal to utilise the balance and it is anticipated funds will be utilised by end of 2024-25.

**Digital Storyteller in Residence** - The project which was funded by the Scottish Book Trust has now come to an end. There is a surplus balance which Scottish Book Trust have said we can use towards further Digital Storytelling activities. The team are drafting a proposal which will support the digital infrastructure in conjunction with Library Mobile Services. Funds will be used to purchase additional digital tablets - these are currently being sourced to ensure that what we purchase meets all requirements.

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

**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.

**Stewarton Dev Contr** – With reference to the cabinet report of 31st May 2023, £49,464 has been allocated from developer contribution funds towards leisure projects in Stewarton.

**Jumpstart** – £265 Balance from galleon for Jumpstart programme

**Celebration Wood** - Sponsorship Income to be gathered here until a sufficient fund is achieved to progress purchase of trees and planting

**Parental Employability – Work Experience** – Funding was secured from EAC to deliver a work experience project with Parental Employability. The scheme is aiming to give parents who are interested in working in the outdoors some practical experience and training.

**Bikeability** – The bikeability programme is developed to provide young people with the introduction to cycling and providing the skills and confidence on a bike. Targeting approximately 20 schools to undertake the programme in 2026.

**Parkinson's UK Physical Activity Grants 2025** – Funding to deliver 3 x 12 week programmes specifically targeting those with Parkinson's to become, and stay, active. Each programme will include assessments, physically activity participation and an education component encouraging positive health behaviour change.

**Ice Hockey Spectator Charge** – Funds relating to ice hockey spectator charge at Galleon Leisure Centre allocated here initially and to be reimbursed to Ice Hockey Club. The Ice Hockey Club have been asked to submit an invoice to allow funds to be paid over.

**Commercial Opportunities** – Plans are in place to commission an architect and other professional services from the framework to do some work on some of our properties.

**Barony Goals** – Goals have been delivered and built and the old goals are awaiting to be collected.

**Sports Council** – The Sports Council is hosted within East Ayrshire Leisure/Council and administration support from the Club Development Manager within Community Pathways, however is a constituted organisation that is the locally elected committee who play a role in promoting and developing sports throughout East Ayrshire. The annual accounts has income from affiliation fees and coach education costs and previously there was an EAC Contribution of £10,700 per year, however clarification on whether this will continue will be required. Income and expenditure fluctuates each year based on number of affiliated members, funding awards granted and coach education fees. We have since approved the 2025/26 finances following the transfer of balances from EAC.

**Talented Athlete Support Programme** – This is a rolling budget that continues from year to year and is used to support athletes with a financial package and free leisure/gym membership on a yearly basis. Traditionally this is a depleting budget line however we have previously received sponsorship to maintain this and will continue to seek this moving forward. We have since approved the 2025/26 finances following the transfer of balances from EAC.

**Youth Work Network** - Similar to Sports Council, however this network does not have a yearly affiliation fee that is applied to members and this is used to encourage more youth work organisations to affiliate and receive the benefits and support that members can access. Expenditure in the YWN fluctuates based on funding awards to affiliated members as well as training course fees. We have since approved the 2025/26 finances following the transfer of balances from EAC.

**Bowling League** – Funds relating to Bowling League at Galleon Leisure Centre.

**Galleon Bowling Club** – Funds will be utilised for future tournaments prizes.

**Meals & More** – These funds have transferred from EAC and it is anticipated that this will be used towards lunches for kids during the summer holidays.

**Community Benefits** - These funds have transferred from EAC and plans are yet to be finalised about how this funding will be spent to provide hospitality benefit to the community.

## **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)

## EXTERNAL FUNDING APPROVED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2025/26
Living Your Best Life	Brownings Bakers - Malky McCormick: A Life in Colour	£1,134	£1,134
Protecting Your Environment	Better Breaks - Treehouse	£33,242	£0
Leisure at the Heart of Every Community	Public Health Scotland, managed by Alliance Scotland - Gambling Harms Initiative	£10,000	£0
<b>TOTAL</b>		<b>£44,376</b>	<b>£1,134</b>

## EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Protecting Your Environment	SPT Community Path Fund - River Ayr Way Upgrade	£7,500	The fund was very oversubscribed. The applications that were approved were projects funder felt could best deliver within the short delivery time frame of this funding year and were most in line with the focus of assisting communities to be able to walk and wheel for more everyday functional journeys. In the case of the upgrades to RAW, it was just the case that the location of other projects/paths as being within communities better enabled people in the community to walk and wheel as part of their everyday lives such as to work or to school or to the shops.
Living Your Best Life	MGS - Conserving the Tapestries	£60,000	Proposed engagement programme did not include the budget. However, the proposed engagement programme was going to be paid from EALT budgets and not grant funding, which was to pay for the conservation, remounting and redisplay of the tapestries.
Protecting Your Environment	SOAC - Horse access gates	£2,400	Falls out with the criteria for this round of funding
<b>TOTAL</b>		<b>£69,900</b>	

## TRUST BUDGET 2026/27

Date: 14 May 2026

Agenda Item: 5

Report By: Anneke Freel, Chief Officer

### 1 PURPOSE OF REPORT

- 1.1 This report confirms the Trust's budget position for 2026/27 and shows how the savings target of £200,000 will be achieved.

### 2 BACKGROUND

- 2.1 East Ayrshire Council have confirmed a savings requirement of £200,000 to be achieved by the Trust in 2026/27.
- 2.2 On the 13 May 2025, the Trust Board approved the Trust Budget for 2025/26 with the remaining savings requirement of £151,000 being temporarily funded from Reserves.
- 2.3 Further to East Ayrshire Council's Leisure Review East Ayrshire Woodlands transferred to Ayrshire360 on 1 April 2026 with further services scheduled to transfer on the 18 August 2026, the services include Property Services along with Instrumental Music and Creative Minds.

### 3 SAVINGS IN 2026/27

- 3.1 It is proposed that the savings of £350,000 are met through efficiencies from revenue budgets in 2026/27. Executive Management are committed to identifying a permanent allocation of these savings and will identify opportunities during the current financial year.

### 4 DRAFT ANNUAL BUDGET FOR 2026/27

- 4.1 The table below outlines the draft Trust budget for 2026/27 and includes the savings outlined above.
- 4.2 Note that these figures only relate to previous Trust services and services which transferred on 1 April 2026.
- 4.3 Figures relating to services scheduled to transfer on the 18<sup>th</sup> August 2026 are currently subject to discussion with the Council and a pro-rata value will be awarded for 2026/27 with full annual value for 2027/28.

# PERFORMANCE & AUDIT SUB COMMITTEE



TRUST	Annual Budget 2025/26 as at Qtr 4	Reserves Adjustments	Base Annual Budget 2025/26	2026/27 Adjustments	2026/26 Savings	Draft Annual Budget 2026/27
EXECUTIVE MANAGEMENT	460,770	(150,000)	310,770	543,660	(200,000)	654,430
SHARING OUR VISION	1,253,640		1,253,640			1,253,640
INVESTING IN OUR PEOPLE AND EMBRACING OUR VALUES	946,000	(3,330)	942,670			942,670
CREATING A SOLID FOUNDATION FOR GROWTH	176,560		176,560	(39,600)		136,960
LEISURE AT THE HEART OF EVERY COMMUNITY	3,603,190	(27,910)	3,575,280			3,575,280
LIVING YOUR BEST LIFE	1,409,460	(107,570)	1,301,890			1,301,890
PROTECTING ENVIRONMENT	1,225,010	(11,420)	1,213,590			1,213,590
TRADING	600,020	(30,000)	570,020	168,750		738,770
TOTAL	9,674,650	(330,230)	9,344,420	672,810	(200,000)	9,817,230
Management Fee	(9,344,420)		(9,344,420)	(672,810)	200,000	(9,817,230)
Reserves	(330,230)	330,230	0			0
TOTAL	0	0	0	0	0	0

## Recommendation/s:

It is recommended that Trustees:

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

Signature:

*Anneke Freck*

Designation: Chief Officer

Date: 29 April 2026

# PERFORMANCE AND AUDIT SUB-COMMITTEE

## 5 YEAR BUDGET PLAN

Date: 14 April 2026

Agenda Item: 6

Report by: Anneke Freel, Chief Officer

### 1 INTRODUCTION

1.1 This five-year financial budget plan, covering the period from 2026 to 2031, outlines a strategic framework designed to ensure the long-term sustainability and growth of Ayrshire360. As we navigate an evolving economic landscape, this proposal prioritises disciplined fiscal management alongside targeted investment in our facilities, staff and programmes. By aligning our financial resources with our core mission, this plan provides the Trustees with a clear roadmap to maintain high-quality service delivery, enhance operational efficiency, and secure the Trust's resilience over the coming five years.

### 2 5 YEAR BUDGET PLANNING

2.1 Financial planning over a five-year horizon is particularly valuable for a social enterprise model like Ayrshire360 which is a registered SCIO with a wholly owned Community Interest Company. It shifts the focus from "keeping the lights on" to proactive growth.

2.2 The primary benefits of this approach are:

- **Improved Decision-Making:** It allows Trustees to move away from reactive, year-to-year choices. Instead, we can evaluate how a decision today will yield savings and benefits three or four years down the line.
- **Alignment with Strategic Goals:** Since the new Strategic Framework spans to 2036, a five-year budget ensures that our money is following our mission. It bridges the gap between high-level aspirations and the practical reality of funding them.
- **Fiscal Stability and Confidence:** Long-term forecasting identifies potential funding gaps well in advance. This gives the Trust time to adjust its commercial strategy or seek external grants before a shortfall becomes a crisis, providing "peace of mind" to the Board of Trustees, East Ayrshire Council and other stakeholders.
- **Resource Optimisation:** It allows for better management of capital assets. We can plan for the lifecycle of equipment or building maintenance, preventing the "budget shock" of unexpected large-scale repairs.
- **Enhanced Borrowing and Grant Potential:** Funding bodies like SportScotland or the National Lottery Heritage Fund are more likely to support organisations that can demonstrate a stable, long-term financial roadmap. It proves that their investment will be managed responsibly over time.
- **Workforce Planning:** It provides the clarity needed to invest in our people. Knowing the financial outlook allows the Trust to plan for long-term staffing structures, apprenticeships, and skills development rather than relying on short-term fixes.

## PERFORMANCE AND AUDIT SUB-COMMITTEE

2.3 To ensure this five-year plan remains a living document, a robust performance monitoring framework is essential. This allows the Trustees to verify that the budget is achieving its intended outcomes and to pivot if economic conditions change. To track progress effectively, the Trust will employ a "Balanced Scorecard" approach, monitoring success across five key areas:

- **Financial Health Indicators:**
  - **Budget Variance Analysis:** Monthly and quarterly reviews of actual spend versus projected budget to identify and address overspends or savings early.
  - **Income Diversification Ratio:** Tracking the percentage of total income generated through commercial activities versus the core management fee to measure increasing independence.
- **Operational Efficiency:**
  - **Utility & Carbon Benchmarking:** Monitoring energy consumption across all venues to track the return of investment on "Net Zero" investments and ensure utility costs are trending downwards.
  - **Facility Subsidy per Visit:** Calculating the cost-effectiveness of each venue by measuring total expenditure against footfall and participation rates.
- **Stakeholder & Community Impact:**
  - **Participation Demographics:** Using digital booking data to ensure services are reaching target groups (e.g., youth, elderly, and low-income households) in line with the "Living Your Best Life" pathways.
  - **Customer Satisfaction Scores:** Regular surveying at key sites (like the Palace Theatre or Country Parks) to ensure quality is maintained despite efficiency drives.
- **Strategic Milestone Tracking:**
  - **Capital Project Timeline:** A traffic-light system (Red/Amber/Green) to monitor the progress of major facility upgrades and ensure they are delivered on time and within the allocated capital budget.
- **Business Unit Budgeting**
  - **Integrating business planning** for programmes and services is vital to ensure that the Trust's activities remain relevant, impactful, and financially viable over the five-year term. This is a different approach to the venue specific budgeting that has been undertaken previously.

2.4 Performance will be reported to the Board of Trustees on a quarterly basis, with a comprehensive Annual Financial Review presented each year. This cycle ensures that the five-year plan is transparent, accountable, and adaptable.

## 3 CONTINGENCY PLANNING

3.1 A five-year plan requires built-in flexibility to manage external economic shifts without compromising core services. This section outlines our strategy for maintaining stability in the face of unforeseen challenges

## PERFORMANCE AND AUDIT SUB-COMMITTEE

- **Risk-Based Reserves Policy:** The Trust will maintain a designated reserve fund, tiered to cover three to six months of essential operating costs. This acts as a primary buffer against sudden revenue shortfalls or emergency repairs.
- **Scenario-Based Budgeting:** We will develop "Best," "Expected," and "Prudential" financial models. If key income targets (such as commercial revenue from major venues) fall short by more than 10%, the Prudential Model is triggered, which prioritises statutory and high-impact community services while deferring non-essential projects.
- **Inflation & Energy Hedging:** To mitigate the volatility of utility and supply chain costs, the Trust will work closely with East Ayrshire Council's procurement teams to lock in long-term contracts and diverse supplier agreements, reducing exposure to market spikes.
- **Agile Service Scaling:** Our programmes and services are designed to be "scalable." This means that in a period of financial constraint, we can shift from high-cost physical delivery to lower-cost digital or community-led models without a total withdrawal of the service.
- **Grant Diversification:** To reduce dependency on any single funding stream, the Trust will actively maintain a "pipeline" of shelf-ready projects. This allows us to quickly pivot and apply for emergency or tactical funding from bodies like the Scottish Government or National Lottery if core funding is impacted.
- **Annual "Stress Tests":** As part of the annual budget review, the executive team will conduct a financial stress test to assess the impact of potential 5% or 10% reductions in income, ensuring the Trust has a pre-approved action plan for such a scenario.

### 4 THE 5 YEAR MODEL

4.1 The table below outlines the proposed 5-year budget and identifies the saving target agreed with East Ayrshire Council over the period. It also identifies the transfer of Greener Communities in April 2027. Figures noted are in £millions

Item		2026/27	2027/28	2028/29	2029/30	2030/31
<b>Expenditure</b>						
Employee Costs		15.56	22.07	23.24	23.27	23.27
Transport Costs		00.07	00.43	00.44	00.46	00.47
Premises Costs		01.41	01.59	01.64	01.69	01.74
Supplies and Services		01.48	02.17	02.24	02.30	02.37
Debt charges		00.00	00.26	00.27	00.28	00.29
Financing Costs		00.25	00.26	00.27	00.28	00.28
EAC Support Costs		00.25	00.25	00.25	00.25	00.25
Governance Costs		00.42	00.43	00.44	00.46	00.47
<b>Total Expenditure</b>		<b>19.84</b>	<b>27.47</b>	<b>28.79</b>	<b>28.99</b>	<b>29.15</b>
<b>Income</b>						
EAC Management Fee		10.60	12.35	12.35	12.35	12.35
Reduction in Mgt. Fee		-00.20	-00.73	-00.80	-01.25	-01.50
Existing Income		05.81	11.61	11.88	12.14	12.41
Additional Income		02.15	03.22	04.70	05.88	06.90
External Funding		01.20	01.18	00.60	00.20	00.10
<b>Total Income</b>		<b>19.57</b>	<b>27.63</b>	<b>28.79</b>	<b>29.32</b>	<b>30.27</b>
Consequence of Capital		-00.60	-00.70			
<b>Net Position</b>		<b>00.33</b>	<b>00.86</b>	<b>0</b>	<b>00.34</b>	<b>01.12</b>

## PERFORMANCE AND AUDIT SUB-COMMITTEE

4.2 The following points should be noted as part of this 5-year budget model:

- The proposals to transfer aspects of facility and property management have not yet been included in these projections. The Chief Officer and EAC's Head of Facility and Property Management have been tasked with developing this proposal further. Once agreed, the budget projections will be updated to reflect this additional service.
- Existing income from year 2 includes projections for works associated with Greener Communities. Contracts need to be developed to reflect the work that Ayrshire360 will undertake on behalf of various departments in the Council. This will be separate from the Service Level Agreement. The budget projections will be updated once the contracts have been agreed.
- The Palace Theatre and Grand Hall expenditure costs will kick in in 2028, and time has been allowed to build the business before allocating the full income projections
- Ayrshire360 is currently developing several commercial activities that may provide additional income over the 5-year budget period.

## 5 CONCLUSION

- 5.1 This five-year financial budget plan for 2026–2031 represents more than just a fiscal forecast; it is a strategic roadmap designed to secure the future of Ayrshire360 as a cornerstone of our region.
- 5.2 By integrating disciplined financial management with dynamic business planning for our programmes and services, we are moving beyond simple service maintenance toward a model of growth, resilience, and high impact. This plan ensures that every investment, whether in our workforce, our digital infrastructure, or our physical venues, is directly linked to the Strategic Framework 2036.
- 5.3 The model will provide the Trust with the stability needed to navigate the challenges of the next five years while seizing the opportunities to innovate and inspire. Together, we will ensure that East Ayrshire remains a vibrant, healthy, and culturally rich place for all.

### **Recommendation/s:**

It is recommended that Trustees:

- i. Note the work undertaken to date to develop a 5-year financial plan aligned to our Growth Plan
- ii. Recommend that the proposals are submitted to the Board of Trustees for consideration and approval; and
- iii. Otherwise note the content of the report

## PERFORMANCE AND AUDIT SUB-COMMITTEE



Signature: *Annete Freeel*

Designation: Chief Officer

Date: 21 April 2026

# PERFORMANCE & AUDIT SUB COMMITTEE

## EXTERNAL AUDIT PLAN 2025/26

Date: 14 May 2026

Agenda Item: 7

Report by: Lorraine Russell, Strategic Lead: Financial Management

### 1 PURPOSE OF REPORT

1.1 The purpose of this report is to present the External Audit Plan for 2025/26 for noting by the Sub-Committee.

### 2 BACKGROUND/CONSIDERATIONS

2.1 Azets Audit Services (previously Scott Moncrieff) were reappointed as East Ayrshire Leisure Trust's External Auditors in 2022. The contract is for 3 years with 3 1-year extensions.

2.2 The External Audit Plan is attached as Appendix 1 to this report. The document details the work plan which will underpin the 2025/26 External Audit and sets out how both the Board and Azets will meet their respective responsibilities under charities legislation and International Standards of Auditing.

2.3 The projected timescales for the audit allows for completion in July 2026, and this will allow the audited accounts to be presented to the AGM and then to the Council as part of the 2025/26 performance report.

#### Recommendation/s:

It is recommended that the Performance and Audit Sub-Committee:

- i. Consider and note the External Audit Plan for 2025/26; and
- ii. Otherwise note the content of this report.

Signature: Lorraine Russell

Designation: Strategic Lead: Financial Management

Date: 29 April 2026



# Audit Plan

East Ayrshire Leisure Trust

Year ended 31 March 2026



**Strictly Private & Confidential**

The Board of Trustees  
East Ayrshire Leisure Trust  
Dick Institute  
14 Elmbank Street  
Kilmarnock  
KA1 3BU

Our ref: SACH/SALO/EASTAL01  
2 April 2026

Dear Sirs

**East Ayrshire Leisure  
Audit plan for the year ended 31 March 2026**

We are writing to confirm the audit arrangements in respect East Ayrshire Leisure Trust ('the Trust') for the year ended 31 March 2026.

As auditor we are responsible for performing the audit, in accordance with International Standards on Auditing (UK) (ISAs UK), which is directed towards forming and expressing an opinion on the financial statements. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities, including those in respect of the preparation of financial statements.

There is more detail in respect of the responsibilities of the auditor and those charged with governance within our engagement letter. Our standard terms and conditions can be found at <https://www.azets.co.uk/about-us/policies-legal/terms-of-business/>.

This audit plan highlights the key elements of our proposed audit strategy for the benefit of those charged with governance, as required by ISA (UK) 260 'Communication with those charged with governance'. On completion of our audit work, an audit findings letter will be issued prior to the approval of the financial statements and will detail our significant findings and other matters arising from the audit.

If, during the course of the audit, we identify any significant adverse or unexpected findings that we conclude should be communicated, we will do so on a timely basis, either informally or in writing.

Yours faithfully



Sally Cheeney  
Senior Statutory Auditor  
Azets Audit Services

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VAT Registration No. 219 0608 22. Registered office: 2nd Floor, Regis House, 45 King William St, London EC4R 9AN. Registered to carry on audit work in the UK under Firm Number C004632199 and regulated for a range of investment business activities by the Institute of Chartered Accountants in England & Wales. The term 'Board Director' is used to refer to a statutory director and principal of the company as registered at Companies House. Any other designations that include the term 'Partner' or 'Director' are not registered statutory directors or principals of the registered company.

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# 1. Audit scope and general approach

## Audit Scope

This section of our letter sets out the scope and nature of our audit and should be considered in conjunction with our letter of engagement dated 2 April 2026.

## General approach

Our objective when performing an audit is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement and to issue an auditor's report that includes our auditor's opinion.

As part of our general approach, we will:

- perform risk assessment procedures including updating our understanding of the entity and its environment, the financial reporting framework and system of internal control;
- review the design and implementation of key internal controls;
- identify and assess the risks of material misstatement, whether due to fraud or error, at the financial statement level and the assertion level for classes of transaction, account balances or disclosures;
- design and perform audit procedures responsive to those risks, to obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion; and
- exercise professional judgment and maintain professional scepticism throughout the audit recognising that circumstances may exist that cause the financial statements to be materially misstated.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. We include an explanation in the auditor's report of the extent to which the audit was capable of detecting irregularities, including fraud and respective responsibilities for prevention and detection of fraud.

## Materiality

We apply the concept of materiality both in planning and performing the audit, and in evaluating the effect of identified misstatements on the audit and of uncorrected misstatements. In general, misstatements, including omissions, are considered to be material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

Judgments about materiality are made in the light of surrounding circumstances and are affected by our perception of the financial information needs of users of the financial statements, and by the size or nature of a misstatement, or a combination of both.

As per Materiality Appendix, any identified errors greater than £9,410 (based on prior year figures) will be recorded and discussed with you and, if not adjusted, confirmed as immaterial as part of your letter of representation to us. This will be updated once 2026 figures are available.

The basis for our assessment of materiality for year is set out in an appendix to this letter.

## Accounting systems and internal controls

The purpose of an audit is to express an opinion on the financial statements. As part of our work, we consider certain internal controls relevant to the preparation of the financial statements such that we are able to design appropriate audit procedures. However, this work is not for the purpose of expressing an opinion on the effectiveness of internal controls.

We will report to you in writing, significant deficiencies in internal controls that we identify during the audit. These matters will be limited to those which we conclude are of sufficient importance to merit being reported to you. The scope of our work is not designed to be an extensive review of all internal controls.

## Going concern

Under the going concern principle it is assumed that an entity will continue in operation and there is neither the intention nor the need to liquidate it or cease to operate.

### **Management responsibility**

Management is required to make and document a rigorous assessment of whether the entity is a going concern when preparing the financial statements. The process should be proportionate in nature and depth depending upon the size and level of financial risk and the complexity of the entity and its operations. The review period should cover at least 12 months from the date of approval of the financial statements. Trustees are also required to make balanced, proportionate and clear disclosures about going concern within the financial statements where material uncertainties exist in order to give a true and fair view.

### **Auditor responsibility**

Under ISA (UK) 570, we are required to consider the appropriateness of management's use of the going concern assumption in the preparation of the financial statements and consider whether there are material uncertainties about the entity's ability to continue as a going concern that need to be disclosed in the financial statements.

Further detail in respect of the responsibilities of the auditor and management can be found within our engagement letter.

## Related party transactions

ISA 550 *Related Parties* requires that the audit process starts with the client providing a list of related parties to the auditor, including any companies under common control, shareholders and Trustees.

Previously you have informed us of the individuals and entities that you consider to be related parties. Please advise us of any changes for the period under audit.

## 2. Significant and other risks of material misstatement

Significant risks are risks that require special audit consideration and include identified risks of material misstatement that:

- our risk assessment procedures have identified as being close to the upper range of the spectrum of inherent risk due to their nature and a combination of the likelihood and potential magnitude of misstatement; or
- are required to be treated as significant risks due to requirements of ISAs (UK), for example in relation to management override of internal controls.

### Significant risks at the financial statement level

The below table summarises significant risks of material misstatement identified at the financial statement level. These risks are considered to have a pervasive impact on the financial statements as a whole and potentially affect many assertions for classes of transaction, account balances and disclosures.

Identified risk of material misstatement	Audit approach
<p><b>Management override of controls</b> Management is in a unique position to perpetrate fraud because of management's ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.</p> <p>Although the level of risk of management override of controls will vary from entity to entity, the risk is nevertheless present in all entities. Due to the unpredictable way in which such override could occur, it is a risk of material misstatement due to fraud and thus a significant risk</p> <p><b>Risk of material misstatement: Very High</b></p>	<p>Whilst we do not suspect any incidences of management override, we will review the accounting records for significant transactions that are outside the normal course of business and obtain evidence to ensure that these are valid and accounted for correctly.</p> <p>Procedures performed to mitigate risks of material misstatement in this area will include:</p> <ul style="list-style-type: none"> <li>• Review of accounting estimates, judgements and decisions made by management;</li> <li>• Testing of journal entries; and</li> <li>• Review of any unusual significant transactions.</li> </ul>
<p><b>Going concern</b> The directors must undertake a formal assessment of the Company's ability to continue as a going concern for at least the 12 months following the signing of the financial statements at both the planning stage of the audit and at the date the financial statements are signed.</p> <p><b>Risk of material misstatement: Low</b></p>	<p>In respect of going concern, we will review:</p> <ul style="list-style-type: none"> <li>• your assessment of going concern at planning and at the date of signing the financial statements;</li> <li>• budgets covering the 12-month period from the date of signing the financial statements;</li> <li>• post year end management accounts; and</li> <li>• the cash position at sign off.</li> </ul>

We will also hold detailed discussions with the finance team in respect of going concern.

Finally, we will ask the Board, via the letter of representation, to confirm that the Board have concluded that the Company is a going concern.

## Significant risks at the assertion level for classes of transaction, account balances and disclosures

The below table summarises significant risks of material misstatement assertion level for classes of transaction, account balances and disclosures.

Identified risk of material misstatement	Audit approach
<p><b>Fraud in revenue recognition</b> Material misstatement due to fraudulent financial reporting relating to revenue recognition is a presumed risk in ISA 240 (The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements).</p> <p><b>Inherent risk of material misstatement:</b></p> <ul style="list-style-type: none"> <li>Revenue (Occurrence, Cut off): <b>Very High</b></li> </ul>	<p>Whilst we do not suspect any incidences of fraud or error, we will evaluate each type of income transaction and document our conclusions.</p> <p>Procedures performed to mitigate risks of material misstatement in this area will include:</p> <ul style="list-style-type: none"> <li>Review and testing of revenue recognition policies;</li> <li>Detailed substantive testing on material revenue streams; and</li> <li>Substantive analytical procedures.</li> </ul>
<p><b>Grants and contract income</b></p> <p>Given that the trust can receive restricted revenue, aligned with performance obligations, the accounting can be complex and subject to client judgement. It is important that all income is recorded as performance obligations are satisfied.</p> <p><b>Inherent risk of material misstatement:</b></p> <ul style="list-style-type: none"> <li>Revenue – grants and donations (Completeness): <b>Medium</b></li> </ul>	<p>We will perform sufficient substantive testing to gain assurance that grant and contract income has been received and recognised in accordance with SORP requirements.</p>
<p><b>Fund accounting</b></p> <p>There is a risk that income and expenditure could be incorrectly accounted for between unrestricted and restricted funds.</p> <p><b>Inherent risk of material misstatement:</b></p> <ul style="list-style-type: none"> <li>Funds, income and expenditure (Presentation &amp; Classification): <b>Medium</b></li> </ul>	<p>We will perform sufficient sample testing to gain assurance that income which includes restrictions are accounted for within the appropriate restricted fund and that only expenditure relating to restricted income is recognised within the same restricted fund.</p>

We are an accounting, tax, audit, advisory and business services group that delivers a personal experience both digitally and at your door.

**Pension Assumptions**

An actuarial estimate of the pension fund asset/liability is calculated on an annual basis under FRS 102 and on a triennial funding basis by an independent firm of actuaries with specialist knowledge and experience. The estimates are based on the most up to date membership data held by the pension fund and have regard to local factors such as mortality rates and expected pay rises with other assumptions around inflation when calculating the liabilities. There is a risk that the assumptions used are not appropriate.

We will review the controls in place to ensure that the data provided from the pension fund to the actuary is complete and accurate. We will review the reasonableness of the assumptions used in the calculation against other local government pension fund actuaries and other observable data. We will agree the disclosures in the financial statements to information provided by the actuary.

**Inherent risk of material misstatement:**

- Pensions (Accuracy, valuation & allocation): **Medium**

## 3. Audit team and timetable

### Audit team

Our audit team will be as follows:

Role	Name	Email
Senior Statutory Auditor	Sally Cheeney	Sally.Cheeney@azets.co.uk
Manager	Sarah Lowe	Sarah.Lowe@azets.co.uk
Senior	Fergus Harvey	Fergus.Harvey@azets.co.uk
Associate	Mathew MacDonald	Mathew.MacDonald@azets.co.uk
Associate	Louise Kelly	Louise.Kelly@azets.co.uk
Associate	Mathew Wright	Mathew.Wright@azets.co.uk

### Timetable

Please find below confirmation of our proposed timetable for the audit as previously discussed with you:

Event	Date
Audit planning meeting	4 December 2025
Accounts information to be provided to Azets	30 April 2026
Performance & Audit Sub Committee at which the external audit plan will be considered	12 May 2026
Final audit	26 May 2026
Audit Committee meeting	18 August 2026
Board meeting and target date of approval of accounts	8 September 2026
Statutory filing deadline	31 December 2026

The audit process is underpinned by effective project management to ensure that we coordinate and apply our resources efficiently to meet your deadlines. It is therefore essential that we work closely with your team to achieve this timetable.

## 4. Fees

Our audit fee proposal (excluding VAT and disbursements) is as follows:

	Agreed fee £
Audit of Financial Statements	28,870

Our fee proposal is on the basis that:

- Supporting schedules and information are supplied by the agreed dates / on a timely and accurate basis and in accordance with the audit deliverables list provided;
- The financial statements will be prepared by us; and
- Your staff will be available to our team and will provide all reasonable assistance.

It is our policy to bill for overruns or scope extensions e.g., where we have incurred delays, deliverables have been late or of poor quality, where key personnel have not been available, or we have been asked to do extra work.

Our policy is to raise fees to account at appropriate stages of the audit such as on completion of the audit planning, completion of the interim visit, completion of the final audit work and after the financial statements have been signed.

## 5. Audit independence and objectivity

We confirm that we comply with the Financial Reporting Council's (FRC) Ethical Standard and are able to issue an objective opinion on the financial statements. We have considered our integrity, independence and objectivity in respect of audit services provided and we have identified potential threats for which we have applied appropriate safeguards as follows:

### Non-audit services

We have detailed in the table below the non- audit services provided, the threats to our independence these present and the safeguards we have put in place to mitigate these threats:

Non-audit service	Fees 2026	Fees 2025	Type of threat	Safeguard
Preparation of statutory accounts	£7,650	£7,150	Self-review	Trustees to sign and approve all adjustments made to the financial statements.  Preparation of statutory financials statements performed and reviewed by a separate team / Whilst the preparation of the statutory financial statements is carried out by members of the audit team, it is reviewed by a reviewer separate from the audit team.
CTax compliance	TBC	£2,930	Self Review	Work is performed by a separate team who are not involved in the delivery of audit services.
Adhoc Tax and VAT services (Tax report on c tax and VAT implications of new subsidiary)	-	£10,000		The report provided options only and it was informed management's responsibility to take the final decision.

## 6. Use of this letter

This planning letter has been prepared for the sole use of those charged with governance and, where applicable, and should not be relied upon by third parties. No responsibility is assumed by Azets Audits Services to third parties.

## 7. Confirmation of arrangements

Please confirm in writing your agreement to these assignment terms by signing and returning a copy of this letter. If there are any elements of this audit plan to which you do not agree or would like to discuss, please let us know as soon as possible.

Yours sincerely / faithfully

A handwritten signature in cursive script that reads 'Sally Cheeney'.

Sally Cheeney  
Senior Statutory Auditor  
Azets Audit Services Limited

I confirm the arrangements set out above:

.....

Name:

Position:

Date:

For and on behalf of East Ayrshire Leisure Trust

## Appendix: Materiality

Whilst our audit procedures are designed to identify misstatements which are material to our audit opinion, we also report to those charged with governance and management any uncorrected misstatements of lower value errors to the extent that our audit identifies these.

Under ISA (UK) 260 'Communication with those charged with governance', we are obliged to report uncorrected omissions or misstatements other than those which are 'clearly trivial' to those charged with governance. ISA (UK) 260 defines 'clearly trivial' as matters that are clearly inconsequential, whether taken individually or in aggregate and whether judged by any quantitative or qualitative criteria.

An omission or misstatement is regarded as material if it would reasonably influence the users of the financial statements. The assessment of what is material is a matter of professional judgement and is affected by our assessment of the risk profile of the business and the needs of the users.

When planning, we make judgements about the size of misstatements which we consider to be material, and which provide a basis for determining the nature and extent of our audit procedures. Materiality is revised as our audit progresses, should we become aware of any information that would have caused us to determine a different amount had we known about it during our planning.

Our assessment of materiality for this year ended 31 March 2026 was calculated as follows.

	Value (£)	Basis( £)	Explanation
<b>Overall materiality for the financial statements</b>	188,000	2% of prior year income	Accounts materially misstated where total errors exceed this value.
<b>Performance materiality</b>	160,000	85% of overall materiality	Work performed to capture individual errors at this level.
<b>Trivial threshold</b>	9,410	5% of overall materiality	All errors greater than this are reported.

We will reassess our materiality once the current year-end figures have been prepared.

# PERFORMANCE & AUDIT SUB COMMITTEE

## INTERNAL AUDIT PLAN

Date: 14 April 2026

Agenda Item: 8

Report by: Jackie Biggart, Director: Corporate Activities

### 1 PURPOSE OF REPORT

1.1 This report provides Trustees with an update on prior audit assignments and outlines the 2026/27 Internal Audit Plan for review and approval.

### 2 BACKGROUND

2.1 Ayrshire360 continue to work alongside East Ayrshire Council’s Internal Audit team to strengthen its internal control processes. Administered by a Service Level Agreement, this engagement provides the Board with independent assurance that our risk management and governance protocols are robust and fit for purpose.

2.2 The Trust gains additional assurance through Internal Audit’s ongoing review of shared systems, specifically payroll and accounts payable. As these systems are operated jointly with the Council, these audits provide an essential oversight of the Trust’s financial transactions and internal control environment.

2.3 The following audit assignments were completed as part of a previous audit plan:

Assignment Title	Activity Type	Scope & Objective	Status / Progress Update
<b>Protection of People &amp; Property</b>	Follow-up	Assessment of recommendation implementation from the initial audit.	<b>Complete</b>
<b>Stock &amp; Inventory Controls</b>	Follow-up	Assessment of recommendation implementation from the initial audit.	<b>Complete</b>
<b>Library Stock: Equalities &amp; Human Rights</b>	Follow-up	Assessment of recommendation implementation from the initial audit.	<b>Complete</b>
<b>Corporate Delivery Plan</b>	Follow-up	An assessment of the implementations recommended from the initial audit.	<b>Deferred to 2026/27</b> to allow for the full completion of recommendations, currently scheduled for May 2026.

## PERFORMANCE & AUDIT SUB COMMITTEE

<b>Mystery Shopping</b>	Advisory	Evaluation of internal and external alternatives to the previous VisitScotland model.	<b>Reschedule to 2026/27</b> due to completing priorities.
<b>Cash Handling: Lunch Clubs</b>	Follow-up	An assessment of the implementations recommended from initial East Ayrshire Council audit.	<b>Reschedule to 2026/27</b> to enable East Ayrshire Council involvement. Internal service review being undertaken by the Trust.
<b>Cash Handling: Supported Accommodation</b>	Regularity	Review of cash handling for trips and events to ensure compliance with Trust policy.	<b>On hold</b> pending internal service review. To be considered in future years.

### 3 PROPOSED AUDIT PLAN 2026/27

- 3.1 The Executive Management Team in conjunction with Internal Audit have given the 2026/27 Internal Audit Plan consideration and the following programme is now submitted for consideration and approval:-

<b>Assignment Title</b>	<b>Activity Type</b>	<b>Scope &amp; Objective</b>
<b>Review of Protocols</b>	Advisory	Comprehensive review of cash handling protocol and procedures.
<b>Organisational Remodelling</b>	Advisory	Independent review of the Organisational Remodelling Communication and Consultation Plan.
<b>Operational Standards – Estates Management</b>	Advisory	Independent review of the development of Operational Standards.
<b>Contingency / Small Advisory</b>	Advisory	Provision for ad-hoc support, including guidance on the updated Service Level Agreement (SLA).

### 4. CONCLUSION

- 4.1 The 2026/27 Audit Plan is designed to be flexible: should a requirement for unplanned or ad-hoc work arise, the plan will be reviewed alongside Internal Audit, with Trustees kept fully informed of any adjustments.

**Recommendation/s:**

It is recommended that the Performance and Audit Sub-Committee:

- i. Consider and approve the Internal Audit Plan 2026/27 as proposed in this report; and
- ii. Otherwise, note the content of this report.

Signature: Jackie Biggart

Designation: Director: Corporate Activities

Date: 19 April 2026

# PERFORMANCE AND AUDIT SUB-COMMITTEE

## CRITICAL UPDATE - TRANSFER OF ADDITIONAL SERVICES

Date: 14 April 2026

Agenda Item: 9

Report by: Anneke Freel, Chief Officer

### 1 INTRODUCTION

- 1.1 The purpose of this report is to provide Trustees with critical updates throughout the transition period of additional services that were approved to transfer to the Trust from East Ayrshire Council. East Ayrshire Council approved the proposals on 29 January 2026 and the Trust agreed, in principle, to proceed with the transfer and the recommendations, subject to the satisfactory completion of all due-diligence processes. The Board further resolved that, should any material risks, barriers, or other substantive 'show-stoppers' be identified prior to the final transfer date, the Board reserves the right to review and, if necessary, reverse or amend this decision.
- 1.2 It was further agreed that the Chief Officer would present a critical update paper at each meeting prior to final transfer of services.
- 1.3 For ease of reference, the additional services and proposed timescales are noted in the table below:

Service	Transfer Timescale
East Ayrshire Woodlands	1 April 2026
Community Safety and Engagement	1 April 2026
Instrumental Music	18 August 2026
Creative Minds	18 August 2026
Facility Management	1 October 2026
Greener Communities	1 April 2027

### 2 CRITICAL UPDATES

- 2.1 The following table provides critical updates on each of the service areas proposed for transfer between April 2026 and March 2027.

Service	Update
East Ayrshire Woodlands	<p>Three employees and six Modern Apprentices transferred successfully to Ayrshire360 on the 1<sup>st</sup> April 26. All staff undertook an organisation induction and will be managed through the Community Greenspace Service until the Greener Communities transfer is complete at which point they will be integrated into the new Estate Management Service.</p> <p>One of the existing modern apprentices has secured full time, permanent employment as an Estate Assistant at Annanhill Golf Course.</p>

	Confirmation has been received that funding is in place for a new cohort of apprentices to start in August 26.
Community Safety and Engagement	No employees were TUPE transferred as part of this service area. Funding was provided to create 13 new FTE posts. The interviews for the Development Officer to lead this team will be undertaken on the 14 <sup>th</sup> May 2026, with the rest of the teams to follow shortly. All posts have now been through job evaluation.
Instrumental Music	<p>Instrumental Music is scheduled to transfer as planned in August 2026. A secondment agreement has been drafted, and the consultation exercise has taken place with the relevant employee for the management post that is transferring. This post is not scheduled for a straight transfer as the existing employee is on SNCT (teachers') terms and conditions. The Trust cannot facilitate teachers' pensions. Therefore, it has been agreed that this employee will be seconded in the first instance to determine whether a full transfer is appropriate.</p> <p>All other employees are members of Strathclyde Pension Scheme. Therefore, there is no issue with their transfer.</p> <p>A separate Service Level Agreement is being developed for IMS.</p>
Creative Minds	As above
Facility Management	<p>A transfer action plan has been agreed between the Chief Officer and EAC's Head of Facility Management.</p> <p>A delivery protocol has been developed and agreed in principle to inform the new way of working and the revised Service Level Agreement (SLA).</p> <p>Prior to progressing any further, Azets have been commissioned to carry out due diligence on the impact of a full repair and maintenance lease of the properties on our VAT, Non-Domestic rates and other tax liabilities. This is scheduled for completion by the 31<sup>st</sup> May to enable the delivery model to be finalised and incorporated into the revised SLA.</p>
Greener Communities	<p>A transfer action plan has been agreed between the Chief Officer and EAC's Head of Housing and Communities.</p> <p>A Health and Safety Audit has been carried out within the workshop operated by Greener Communities. this was a priority action due to concerns regarding service records.</p> <p>Regular meetings have been scheduled from 24<sup>th</sup> April 26 to review existing contract arrangements with third party contractors.</p> <p>An initial meeting with colleagues in EAC's HR Business Support team to agree the employee consultation programme has been agreed for early May.</p> <p>The Strategic Lead: Estate Management post is scheduled for advert in early June 26. This post is critical for the successful transfer of the service.</p> <p>Other critical actions within the transfer action plan include:</p> <ul style="list-style-type: none"> <li>• Review of SLA</li> <li>• Review of expenditure and income to determine full operating costs</li> <li>• Update insurance</li> </ul>

## PERFORMANCE AND AUDIT SUB-COMMITTEE

	<ul style="list-style-type: none"> <li>• Review list of suppliers to determine which contracts should be novated to the Trust</li> <li>• Review current inventory to determine final list of transferring equipment and vehicles</li> <li>• Carry out audit of vehicles and equipment to determine condition to all the development of an equipment renewal programme and appropriate investment</li> <li>• Review all statutory and non- statutory checks and training records including COSHH, HAVS, risk assessment etc</li> <li>• Review existing processes and protocols</li> <li>• Develop a standards framework and work programme for management of all openspaces</li> <li>• Develop an on-line portal for Trustees and elected members to report issues and areas of concern.</li> </ul>
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### Recommendation/s:

It is recommended that Trustees:

- i. Note the work undertaken to date and the priorities for transfer of additional services; and
- ii. Otherwise note the content of the report

Signature:

*Anneke Freeel*

Designation: Chief Officer

Date: 21 April 2026