

Date: 14 September 2021

Location: Reception Room, Grand Hall

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

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Appointment of Office Bearers and Trustees (page 1-3)			✓
2. Apologies for Absence / Introductions	✓		
3. Declarations of Interest	✓		
4. Minutes of previous meetings 4.1 Board Meeting: 1 June 2021 (page 4-6) 4.2 P&ASC Meeting: 17 August 2021 (page 7-9)	✓		✓
5. Performance Report April - June 2021 (page 10-78)			✓
6. Leisure Trust Venue Maintenance (page 79-80)	✓		
7. Leisure Facility Strategy (page 81-128) This is a restricted document and not for onward circulation			✓
8. Voluntary Retirement (page 129-131) This is a restricted document and not for onward circulation			✓
9. AOCB			
10. Dates of Next Meetings: Performance & Audit Sub-Committee: 9 November 2021 Trust Board: 23 November 2021			

For further information please contact: Anneke Freel, Chief Officer
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APPOINTMENT OF OFFICE BEARERS AND TRUSTEES

Date: 14 September 2021

Agenda Item: 1

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

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

2. APPOINTMENT OF TRUSTEES TO BOARD

- 2.1 According to clause 30 within the constitution of East Ayrshire Leisure Trust, 3 out of 6 Charity trustees appointed under paragraph 18.3 of the constitution (independent Charity Trustees) shall retire, but subject to clauses 32 and 33 may be re-appointed (subject to clause 24) unless:-

- he/she/it advises the Board prior to the conclusion of the AGM that he/she/it does not wish to be re-appointed as a Charity Trustee; or
- an election process was held at the AGM and he/she/it was not among those elected/re-elected through that process; or
- a resolution under clauses 38.6 or 38.7 was put to the AGM and carried.

This clause affects 4 independent Trustees; R Hume, J Livingston, R Mann and J Brown. Due to length of time as a Trustee, a resolution under clause 33 is required for re-appointment of R Hume and J Livingston to the Board of Trustees.

It is recommended that R Mann be re-appointed to the Board subject to clause 30 of the constitution.

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

This applies to R Hume and J Livingston

Due to the uncertainties of Covid-19, it is deemed that exceptional considerations are appropriate and that Trustees should be re-appointed to provide stability and consistency during this period.

It is recommended that a resolution is passed to re-appoint relevant Trustees for a further period of one year.

- 2.3 J Brown gave notice that, after 8 years on the Board of East Ayrshire Leisure Trust, she no longer wanted to be considered for the role. This resulted in 2 independent Trustee vacancies. A recruitment exercise was undertaken and J Adams and David Ross have been appointed to the Board.

- 2.4 Councillor E Whitham and Councillor N McGhee have also given notice that they will no longer be on the Board of Trustees. Councillor J Roberts and Councillor J McGhee have been nominated to replace them.
- 2.5 J Minnery, the Trade Union representative on the board has also retired and will be replaced by A Wilson.
- 2.6 It is further recommended to appoint Councillor C Maitland to the Chair of the Board and R Hume to the Vice Chair Position.
- 2.7 The East Ayrshire Leisure Board of Trustees from 2021 will be:
- Councillor Clare Maitland (Chair)
 - R Hume, Independent Trustee (Vice Chair)
 - Councillor J Roberts
 - Councillor J McGhee
 - Councillor I Grant
 - Councillor I Linton
 - J Livingston, Independent Trustee
 - R Mann, Independent Trustee
 - J Adams, Independent Trustee
 - D Ross, Independent Trustee
 - A Wilson, Trade Union Representative Trustee
-
- Robert McCulloch, East Ayrshire Council, Ex Officio Trustee
 - Joseph McLachlan, East Ayrshire Council, Ex Officio Trustee

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

- 3.1 Changes in the membership of the Board of Trustees has also resulted in changes to the Performance and Audit Sub-Committee. Councillor C Maitland as Chair of the Board will no longer be a member of the Performance and Audit Sub-Committee and will be replaced by Councillor J Roberts. Councillor N McGhee will be replaced by Councillor J McGhee. J Minnery will be replaced with A Wilson as the trade union representative on P&ASC. The P&ASC will be made up of:
- R Hume, Independent Trustee (Chair)
 - Councillor J Roberts
 - Councillor J McGhee
 - J Livingston, Independent Trustee
 - A Wilson, Trade Union Representative Trustee

4. CONCLUSION

- 4.1 A special thanks should be noted to all retiring trustees who have supported the development of East Ayrshire Leisure Trust since 2013 with a particular appreciation for all Trustees who have guided the management team throughout the unprecedented 2020/21 year. A warm welcome is also extended to all new Trustees.

Recommendation/s:

It is recommended that the Board of Trustees:

- i. Approve the re-appointment of R Mann to the Board of Trustees;
- ii. Pass a resolution to re-appoint R Hume and J Livingston;
- iii. Elect Councillor Maitland and re-appoint R Hume to chair and Vice Chair of East Ayrshire Leisure respectively;
- iv. Confirm the appointment of Councillor J Roberts, Councillor J McGhee, J Adams, D Ross and A Wilson to the Board of Trustees and relevant sub-committees; and
- v. Otherwise note the content of the paper

Signature: *Anneke Freel*

Designation: Chief Officer

Date: 2 September 2021

PERFORMANCE REPORT APRIL - JUNE 2021

Date: 14 September 2021

Agenda Item: 5

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

- 1.1 This report provides details of the Trust's performance for the period April – June 2021, the first quarter of the 2021/22 financial year.
- 1.2 Whilst the report provides Trustees with a detailed analysis of Trust performance in the period, it is set within a context of an unprecedented situation brought about by lockdown restrictions associated with Covid 19. Whilst there was an ease in lockdown and most East Ayrshire Leisure Trust venues are now open and operational, there has continued to have a reduction in capacity which has affected the quarter 1 performance and is projected to affect the 2021/22 yearend position. The management team continue to introduce new ways of working and mitigation measures to minimise the impact on performance.

2 FINANCIAL PERFORMANCE

- 2.1 The East Ayrshire Leisure Performs Q1 report provides detail of the Trust's financial performance for the period April to June 2021. The lockdown restrictions and the subsequent reduction of capacity within venues has resulted in limited generation of income during this period.
- 2.2 The projected outturn for East Ayrshire Leisure at 30th June 2021 is adverse position of £377,150 reduced by CJRS external funding received of £63,150.45 and potential further funding of approximately £17k resulting in a potential adverse position of £297,150.
- 2.3 The adverse variance that is being projected at Q1 can be funded from unallocated reserves at this time. However, Management will continue to monitor and implement action to minimise this adverse position.

3 PERFORMANCE STATISTICS

- 3.1 Due to the closure of venues in 2020/21, we will continue to use 2019/20 as our baseline figure for monitoring performance statistics.
- 3.2 As could be expected there has been an overall decrease of 59% in attendances for quarter 1 compared to quarter 1 2019/20. Whilst, as previously reported, there have been some numbers that we have not been able to record effectively that would potentially impact on the overall figure, this is a relatively strong position to be in given the restrictions that have been in place throughout Q1 and the high levels of positive cases and confidence levels within communities.
- 3.2 Some areas of the business have seen a significant rise during the period. Annanhill Golf Course continues to perform well with an increase of 139% on Q1 of 2019/20. During the same period in 2019/20, there were 3812 rounds of golf played in comparison to 9146 rounds between April and June 2021. William McIlvanney Leisure Centre is also showing signs of a strong recovery with an increase of nearly 28% for the same period in 2019/20. Whilst the numbers are not as high at other venues,

the feedback has been excellent demonstrating that our customers feel safe within our venues and comfortable with the measures that we have put in place.

4 QUARTER HIGHLIGHTS

- 4.1 It really is exciting times at Annanhill Golf Course. Annanhill is now sitting with 580 season ticket holders, which includes 39 youth (u18) and 191 concessions and 30 Corporate (EALT and EAC). This demonstrates our support within the local golfing community for the promotion of physical activity amongst the young, our aging population and individuals who may not have engaged had it not been for our affordable fees and charges. This is further supported by the feedback we have been receiving with positive comments such as “I have played golf all over the world and the fairways are the best I’ve ever played on and the price of the season ticket is unbelievable!”

As well as a great start to the season, we have also managed to secure just over £200k to improve the path networks on and around the golf course. This will allow us to better manage public access to the golf course. The grant will also allow us to invest in signage and interpretation.

- 4.2 In May, Ayrshire Athletics Arena hosted the first full, post lockdown programme athletics competition in Scotland for Senior Men, Woman and Para athletes. Our ability to provide support to Scottish Athletics as part of their Recovery Plan has led to us hosting events that we wouldn’t normally have in Ayrshire.
- 4.3 East Ayrshire Leisure Trust has been asked to work with East Ayrshire Council and community partners in developing a submission to the UK Levelling Up Fund. The submission will focus on the restoration and development of the Palace and Grand Hall. However, it will also include a series of ‘Cultural Spaces’ which link the Dick Institute, The Centrestage Arts Academy, the Palace and Grand Hall and the Cross ensuring that these important heritage and arts venues are linked together with high quality landscape and openspaces and with the town centre. A multi-disciplinary team will be engaged by early August with a £20M bid expect to be submitted in November 2021.
- 4.4 As part of East Ayrshire Council’s submission to the UK Government Community Renewal Fund, East Ayrshire Leisure Trust has developed a ‘Leisure at the Heart of the Community’ project. This £750k project aims to create mobile units which will take all of our services to remote communities where leisure facilities are limited. A decision on this application is expected in early August.
- 4.5 Stage 2 of the Kilmarnock Green Infinity Loop project is now complete with 2014 local people contributing to the community engagement exercise. The £25M will now be presented to a panel made up of Sustrans Scotland and Transport Scotland in September to determine whether or not the project will receive funding to move to the next stage of development and implementation.
- 4.6 The Irvine Valley Trails project has now started with the first section of the network being implemented from Loudoun Hill to Darvel. Works will be ongoing throughout 2021.
- 4.7 In partnership with Ayrshire Hospice and East Ayrshire Council, we were delighted to be part of a project which included a commission with a local artist to create a unique Forget Me Not Meadow installation within the Dick Institute gardens. Each individual forget me not was used to generate donations for the Ayrshire Hospice.
- 4.8 Barony Sports Village was officially opened to the public in June 2021. The site is already performing well with regular football and rugby bookings. Our coaching development officer is working with other community partners to introduce other sports coaching opportunities including athletics and gymnastic into the village.

4.9 We were also please in Q1 to showcase at the Dick Institute a new display of objects on loan and in partnership with, the Johnnie Walker Archive as part of the Story of Ayrshire Exhibition. Highlights from the new display include:

- Price list, early 1900s: This inventory is the earliest document from the shop and records that John was selling at that time. As well as selling Scotch whisky he sold Irish whiskey, brandy, gin, rum, port, sherry, wines, liqueurs, champagnes and cordials. John Walker & Sons also sold exotic products such as tea from China and pepper from Jamaica.
- Sir Alexander Walker's blending notebook, 1913-1918: The notes contained in this repurposed address book record Alexander Walker's ideas and thoughts on how the Johnnie Walker blends should be made.
- Around the World book, c.1920s: By 1920 Walker's whiskies had travelled from Scotland to over 120 markets around the world. To mark this achievement, the company produced this book, an early travelogue that celebrated and thanked all the agents throughout the world.

4.10 In April we celebrated World Book Night 2021 with a special event organised in partnership with the University of Glasgow and Creative Conversations. The event featured a chat between Zoe Strachan and award winning crime writer, Denise Mina, about her latest novel The Less Dead. The evening took place on zoom and was very well attended.

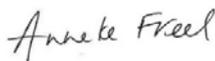
5 RISK REGISTER

5.1 At the start of 2021/22, the management team took the opportunity to carry out a full review of the Risk Register to ensure that the risk scoring and control measures were reflective of the current situation. The review resulted in 3 risk categories, 7, 15 and 16 being categorised as low risk rather than medium risk.

Recommendation/s:

It is recommended that the Board:

- Consider and approve the East Ayrshire Leisure Performs Report for the period April to June 2021; and
- Otherwise note the content of this report.



Signature:

Designation: Chief Officer

Date: 29 July 2021



EAST AYRSHIRE LEISURE PERFORMS

QUARTER I

APRIL - JUNE

2021/22



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PROGRESS AGAINST CORPORATE DELIVERY PLAN 2020-22

N	NO PROGRESS	S	SOME PROGRESS	C	COMPLETE
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KEY

Chief Officer	CO	Finance & Business Development Manager	F&BDM	Leisure Development Manager	LDM
Head of Corporate Services	HCS	Cultural Development Manager	CDM	Property & Estates Development Manager	P&EDM
Relationship & Business Development Manager	R&BDM	Community & Performing Arts Development Manager	C&PDM	Sports Development Manager	SDM



SHARING OUR VISION

SHARING OUR VISION

Delivery Plan Output		Lead	Progress	Comments
Action: We will introduce Customer Exchange evenings at key venues to ensure that customers have the opportunity to discuss the priorities for facilities and services				
1	Organise 2 customer Exchange evenings each year at key venues	HCS	S	
Action: We will be represented on appropriate community forums including community sports hubs, community councils and community action plan steering groups				
2	Attend meetings of appropriate community groups or where relevant topics are on the agenda	HCS	C	Community Engagement Process in place. Protocol and corresponding documents available on the Intranet.
Action: We will develop a Plan which complements our Strategic Objectives, utilising the full marketing mix and ensuring tailored campaigns are created.				
3	Design a Communications Strategy	R&BDM	N	
4	Priorities for each area of our organisation will be identified and timetabled biannually	R&BDM	C	Marketing-led meetings have been re-instated in conjunction with Marketing Officer's attendance at service area meetings where appropriate.
5	Campaigns for each project will be created, implemented and monitored	R&BDM	S	Campaign process fully operational again with staff having returned off of furlough. This Output now links to the Digital transformation Action Plan and will remain until that is complete.
6	A digital marketing strategy will be developed to ensure maximum reach and continuous digital development	R&BDM	S	Digital gap analysis has been completed and Digital Transformation Action Plan is now in operation .
7	A press and PR strategy will be developed to maximise coverage locally, nationally and through specialist press to drive visitor/audience growth	R&BDM	N	
8	Design, develop and deliver detailed evaluation strategy for all areas of Trust	R&BDM	S	As part of the proposed 2021/22 Internal Audit Plan EAC will undertake advisory work relating to evaluation methods that we currently employ and provide guidance on the best methods of evaluating our business and making recommendations for

				improvements; scheduled to take place in Quarter 3. This will inform the evaluation strategy for the Trust.
Action: We will develop a collaborative working arrangement with East Ayrshire Vibrant Communities to explore potential shared services, partnership working and innovation in delivery				
9	Establish a working group with key colleagues that meets quarterly to ensure collaboration in programming.	SDM	C	Working Group established. The 2 nd meeting will be rescheduled for Aug/Sept due to the Summer of Activities working group taking priority.
Action: We will work with key partners to develop a Cultural Strategy for East Ayrshire				
10	Establish a working group with all key stakeholders represented	CDM	S	
11	Develop a region wide document that sets a shared set of objectives, performance indicators and monitoring systems and outlines an agreed direction of the sector.	CDM	N	
12	Maintain and develop futuremuseum.co.uk partnership increasing visits to site of 2% every 2 years	CDM	S	MGS bid submitted by EALT on behalf of partners on Thursday 1 July to redevelop the site, maximise functionality and access. Outcome known Wednesday 11 August. £44,000.00
13	Work with Creative Scotland/Museum Galleries Scotland/Heritage Fund/Scottish Libraries Information Council/Arts Council England to support our programmes, generating funding for service development and maintaining accreditation status	CDM	S	Axiell funded project ongoing (MGS); VACMA funded project ongoing (Creative Scotland) Seedscares bid submitted 15.05.2021 (Creative Scotland); Recognition submission due 28.20.2021 (MGS) Live Literature bid due for submission (PLIF) A number of Library initiatives are being delivered by EALT Library service.
Action: We will develop a formal collaborative arrangement with the Kilmarnock Leisure Centre Trust				
14	Reviewed existing services to reduce duplication and identify areas of best practice	CO	N	

Action: We will review our customer service standards and charter and customer feedback forms introducing key customer performance targets which we will measure monitor and report on annually				
15	Benchmark customer service performance targets, identifying a range of relevant targets	HCS	N	
16	Establish focus groups of customer and key partners in order to identify 3 key customer performance targets	HCS	N	

LEISURE AT THE HEART OF EVERY COMMUNITY

Delivery Plan Output		Lead	Progress	Comments
Action: We will use the information from the Facility Audit 2019/20 to develop a Facility and Investment Strategy				
20	Use community feedback to develop an action plan for leisure facilities in East Ayrshire	CO	C	
21	Agree a Facility and Investment Strategy for all leisure facilities	CO	S	A draft Leisure Facility Strategy has been prepared and will be presented to Board of Trustees in September. The Strategy will be included on the agenda for the monthly Leisure Programme Board meetings with East Ayrshire Council.
22	Develop and agree a maintenance programme for each venue/facility	CO	S	
Action: We will continue to invest in our significant cultural built environment assets (Dick Institute, Dean Castle, Baird Institute, Burns House Museum, Palace Theatre) to ensure all venues maintain at least four star Visit Scotland status				
23	Identify full venue costs associated with maintaining VisitScotland status	CO	N	Awaiting confirmation from VisitScotland following the lifting of Covid restrictions.
24	Identify capital costs required to develop the cultural built environment assets to ensure they are maintained at the level required.	CO	S	Newmilns Library is being moved into Morton Hall as part of the regeneration and improvement works for Morton Hall. Work is scheduled for completion later on in 2021 and accompanying promotional campaign/video will follow. Planning is underway to move Galston Library to the Town Hall once restoration and refurbishment in

				complete. Work is underway with Wylie Shanks in the planning of the building.
Action: We will work with local partners to develop an options appraisal for the future of Auchinleck Leisure Centre				
25	Identify full venue costs associated with the development of Auchinleck Leisure Centre as a standalone venue including staffing, services etc.	CO	S	
26	Identify capital costs required to develop Auchinleck Leisure Centre as a standalone venue including separation of boiler and pool plant, floodlit car parking etc	CO	S	
27	Develop an options appraisal that identifies various options for the future of the Leisure Centre	CO	S	
Action: We will work with East Ayrshire Council on the development of Doon Leisure Centre as part of the new school development at Doon Academy				
28	Develop an options appraisal that identifies opportunities for leisure provision within the proposed Doon Academy Learning Campus	SDM	C	An aspirations document has been issued to the project board.
29	Attend project board meetings to ensure that community leisure requirements are represented	SDM	C	Project Board Meetings have now started, with EALT taking a lead role in the Leisure focus group meetings. So far there have been two meetings.
Action: We will work with East Ayrshire Council to carry out a review of all synthetic and grass and pitches and pavilions as well as a floodlight replacement programme				
30	Establish a working group to review existing facilities and user information	P&EDM	S	A review of all pitches in East Ayrshire has taken place which has included condition and user levels. This will inform the working group objectives.
31	Develop an action plan that identifies development and investment opportunities for sports pitches over a 10 year period	P&EDM	S	Drongan Primary Synthetic Grass pitch has been replaced & Rose Reilly Sports Centre Synthetic Grass pitch currently being replaced.
32	Develop opportunities for alternative and innovative use of pitches and pavilions where appropriate	P&EDM	S	Work has started to identify operational pavilions and pavilions that are subject of CAT applications to finalise portfolio of sports pitches
Action: We will develop an Improvement Plan for Ayrshire Athletics Arena that includes an extension to the outdoor spectator area at Ayrshire Athletics Arena to enhance the facility and attract National Athletics Events				
33	Liaise with key partners to develop a costed specification for spectator and other facilities at Ayrshire Athletics Arena	SDM	S	
34	Submit funding applications	SDM	N	

35	Develop a sponsorship package	SDM	N	
36	Increase spectator seating capacity by 50%	SDM	N	
37	Work with Scottish Athletics and Kilmarnock Harriers to attract 2 national events to complement the local and regional programme of athletics events at the AAA	SDM	N	
Action: We will continue to implement the East Ayrshire Strategic Route Network				
38	Implement a 40km paths network in the Irvine Valley	LDM	S	McGowan Environmental Engineering Ltd commence work on the Darvel - Loudoun Hill route, working on upgrading paths around the hill. Tender for works associated with Work Package 2, including bill of quantities, specification, scope and evaluation process was devised and invites issued.
39	Develop and implement phase 2 (detailed design) of the Kilmarnock Green Infrastructure Project by July 2020	LDM	S	Phase 2 is now complete, producing a concept Route Design for shared pedestrian / cycle network encompassing the town of Kilmarnock; a concept stage Landscape Route Proposals; concept Signage; Interpretation and Artworks Strategy; and concept design report for car parking at three greenspace locations – Scott Ellis Playing Fields, Annanhill Park and Dean Castle Country Park.
40	Secure funding for phase 3 (capital implementation) of the Kilmarnock Green Infrastructure Project by December 2020	LDM	N	
41	Deliver programmed actions supporting development of the 22km Kilmarnock Green Infrastructure Project by March 2022	LDM	N	
42	Oversee implementation of the Doon Valley Way and the Lugar Water Trail as part of the Coalfield Communities Landscape Partnership	LDM	S	
Action: To develop a masterplan for the development of the Palace Theatre and Grand Hall Complex and submit funding bids to implement the masterplan				
43	Develop a masterplan for the Palace Theatre and Grand Hall Complex	CO	S	A tender has been issued to appoint a multi-disciplinary design team to develop concept design proposals for various cultural spaces in Kilmarnock. The Palace and Grand Hall will be the main focus of

				this work with RIBA stage 2 designs ready by the end of October.
44	Submit external funding bids	CO	S	Expression of Interest to Heritage Lottery Fund was unsuccessful. It is anticipated that an application will be made to the UK Government Levelling Up Fund.
45	Develop community engagement and activity plan	CO	S	Community engagement project started with Creative Scotland specialist consultation.
46	Commission a consultant for detailed design	CO	S	
Action: We will develop a management plan for Annanhill Golf Course that maximises customer experience whilst protecting and enhancing nature conservation				
47	Development of a community engagement/consultation plan	P&EDM	N	
48	Development of a maintenance and repair programme	P&EDM	S	Essential Drainage works are complete on the 2nd, 3 rd & 18 th holes.
49	Production of a costed programme of improvements	P&EDM	S	
50	Adoption of a 5 year management plan for the integrated site which includes parkland and golf course	P&EDM	N	
51	Submit Greenflag Award application	P&EDM	N	
Action: We will review the Dean Castle Country Park management plan to ensure a that visitors continue to enjoy the country park whilst protecting and enhancing nature conservation				
52	Development of a community engagement/consultation plan	LDM	N	
53	Development of a maintenance and repair programme	P&EDM	S	
54	Production of a costed programme of improvements	P&EDM	S	
56	Greenflag Award achieved	LDM	S	
Action: We will develop a maintenance and development plan for the River Ayr Way				
57	Development of a community engagement/consultation plan	LDM	N	
58	Development of a maintenance and repair programme	P&EDM	S	Emergency Repair programme agreed.

59	Production of a costed programme of improvements	P&EDM	N	
60	Adoption of a 5 year maintenance and development plan for the River Ayr Way	P&EDM	N	

LIVING YOUR BEST LIFE

Delivery Plan Output		Lead	Progress	Comments
Action: We will develop an EAL specific cultural engagement strategy to outline our commitment to lifelong participation in visual and performing arts, libraries, museums and performing arts				
61	Establish a number of cultural engagement working groups to work on each area of engagement	CDM	S	Dean Castle Reopening Event: First meeting of working group took place, and first partnership meeting with The Cumnock Tryst also achieved.
62	Develop an engagement strategy which outlines sustained engagement programmes such as Bookbug, E-books, reader development strategies; digital initiatives and participatory arts activities	CDM	S	The Cultural Development team have been working on an engagement strategy in parallel with a digital gap analysis to identify a long term strategy for blended engagement.
63	Include the Education Attainment Challenge Framework and other school facing activities and monitor related active involvement	CDM	S	The EACF and CfE are embedded within the research being undertaken as part of line 62 above.
64	Align the above to a shared set of objectives, performance indicators and monitoring systems in relation to all cultural engagement activities	CDM	S	The development of the monitoring and evaluation strategy will follow on from the research and development of lines 62 and 63 above.
Action: We will continue to programme high quality outward facing cultural programmes that profile East Ayrshire as a must visit destination.				
65	Establish a number of programming working groups to weave together the diverse cultural threads that form the fabric of East Ayrshire's cultural programme	CDM	C	Exhibitions programming working group established.
66	Deliver a rolling two year visual art exhibition and event plan which delivers high impact/profile programmes that capture the imagination and helps to grow visitor/audience numbers by 1% over 2 years.	CDM	C	Visual Art – Young People's engagement programme entitled 'Me, Myself and I. Photography project based around themes in the Claude Cahun exhibition. Work made will be shown in the Young People's Gallery.

				<p>Communication with external partners ongoing in securing 2021/2022 programme onwards. Programme includes:</p> <p>Sept – Dec: Seedscapes (Impressions Gallery) Sept – Dec: Peter Howson (Flowers + Cumnock Tryst) Jan – May: Grayson Perry (Arts Council England) Jan – May: Matisse (Southbank Centre) May – Aug: Great and Small (Crafts Council England) Aug – Dec: Quentin Blake (House of Illustration) Jan – April: Georgia O’Keefe (Arts Council England)</p> <p>Full programme for Young People’s Gallery and associated engagement also in place for 2021 – 2022.</p>
67	Support community partners in the delivery of their cultural events including work with event organisers such as the Boswell Book Festival and the Cumnock Tryst.	CDM	S	<p>Ayrshire Hospice event took place on Thursday 17th June and the Forget-Me-Not Meadow display continued for a fortnight with very positive feedback.</p> <p>Cultural Development supporting Celebrate Kilmarnock in the development of commissioning public art for St Marnock Square.</p> <p>Strategic assistance given and Cultural Services supporting Green Action Trust and Cumnock Action Plan in the development of an AWiPP for Dementia sufferers. Artwork in manufacture.</p> <p>East Ayrshire Libraries supported the Boswell Book Festival in addressing the digital divide in relation to access to the festival.</p> <p>Visual Arts working in partnership to deliver the Peter Howson exhibition and a programme of curators talks at the Baird throughout the duration of the Cumnock Tryst Festival.</p> <p>C&PAV in discussions re Cumnock Tryst concert event at Cumnock Town Hall</p>

Action: We will continue to offer a varied programme of events and activities across our performing arts venues and extend the programme to community venues				
68	Deliver a programming policy which supports an innovative programme of dance, music and drama across all community and performing arts venues	C&PDM	N	
69	Support community partners in the delivery of their performing arts workshops and programmes	C&PDM	N	
70	Provide youth theatre opportunities for young people from 5 – 18 years	C&PDM	S	EAYT returned to live sessions in February 2021 ensuring all Covid restrictions adhered to.
71	Present 2 EAYT productions each year.	C&PDM	S	End of terms Showcase events were held at the Palace on 16 June providing a great platform for the youth people to share their talents. Event was run socially distanced with all Covid restrictions adhered to.
Action: We will complete the refurbishment and restoration of Dean Castle and establish the importance of the re-opening of the newly refurbished venue				
72	Deliver the five year plan which forms part of the funded programme commitment.	CDM	S	<p>Building Works – ongoing and scope of work under review. Work to Chapel, Gatehouse, Laundry buildings being reviewed.</p> <p>Interpretation – Text and image review of panels 80% achieved. Review of animation, sound interactives and props yet to begin. Musical Instrument catalogue being developed.</p> <p>Conservation – Working with EAC procurement around the development of a new conservation framework which will support the conservation of approx. 1,000 objects for redisplay. First specialists conservators have visited to review the collections and quote for conservation.</p> <p>Activity and Engagement – plans being redeveloped to include blended digital school engagement and online audience events. Contact with schools made for Autumn term workshops.</p>
73	Carry out detailed evaluation plan linked to the funded programme.	CDM	N	
74	Relaunch Dean Castle in 2021	CDM	S	Relaunch Event – Proposed partnership with The Cumnock Tryst. First meetings have taken place.

75	Maintain current standard of collection care and meet our Accreditation/Recognition commitments.	CDM	S	Axiell collections inventory content management system ready for test migration due to take place w/c 19.07.2021. Four days of staff training have been undertaken. Recognition Report for EAC's 'Significance Status' Historic Musical Instrument Collection submitted to MGS for review. Application to MIMO successful! Connection made with RCS Archivist; Good progress on areas identified for development;
Action: We will prepare an East Ayrshire Aquatics Strategy				
76	Establish a Swimming Development working group with all key stakeholders represented	SDM	N	
77	Develop an district wide aquatics strategy which sets a shared set of objectives, performance indicators and monitoring systems in relation to all aquatics sports and activities	SDM	N	
78	Increase 'Learn to Swim' membership by 10%	SDM	S	Due to Lockdown and the number of cancellations received the main objective is to try and return to our membership figures of March 2020. Not all levels have been able to return due to restrictions.
79	Introduce our Rookie Lifeguard programme into 2 schools each year	SDM	N	
80	Provide internal and external opportunities for training and recruitment of Scottish Swimming Tutors	SDM	N	
Action: We will develop a Community Golf Development Plan to encourage participation school, community and club golf				
82	Develop a Golf Development Plan which sets a shared set of objectives, performance indicators and monitoring systems in relation to school, community and club golf	SDM	S	We have received funding for 50 youth season tickets. The aim of this is to increase the potential of starting a JNR section within Annanhill golf club.
83	Increase golf membership by 2% each year using 2019 as a baseline	SDM	C	
Action: We will develop a Sports Coaching Strategy that will identify the progression from grassroots activity to club participation for priority sports and will introduce foundation skills for priority sports, coach education and employment				
84	Establish a Coaching Development working group with all key stakeholders represented	SDM	N	

85	Develop a district wide sports coaching strategy which sets a shared set of objectives, performance indicators and monitoring systems in relation to all sports and activities	SDM	N	
86	Develop a subsidised coach education programme with integrated volunteer hours	SDM	N	
87	Introduce a coaching programme with 3 annual blocks for each priority sport	SDM	S	We have introduced limited sports coaching within venues, due to available space. Work continues on this as restrcitions ease.
88	Develop a partnership with each club associated with priority sport	SDM	S	Initial work has began to establish relationships with gymnastic clubs to help support our plans for our gymnastics coaching programme.
Action: We will develop a plan for Outdoor Learning that introduces young people to outdoor, experiential learning				
89	Increase participation in outdoor learning activities by 5% based on 2019 figures as a baseline	LDM	S	<p>The Natural Health Project has been running since May at the Dean Castle Country Park. The programme has been designed to help support children, adults and families who are impacted by a range of mental health problems. Using the 'green environment' including woodlands at the Country Park, participants have taken part in a range of outdoor activities that have a focus on:</p> <ul style="list-style-type: none"> • Improving mental health and overall wellbeing • Reducing anxiety and stress levels • Increasing social interactions and improving self-confidence • Improving physical health and mobility • Providing opportunities to learn new skills such as foraging, woodland recipes, wildlife id and bush craft <p>Development of new orienteering circuit within the Dean Castle Country Park is underway to support and promote outdoor learning and health and wellbeing.</p>

				Junior Ranger and Squirrel Club reunion session held to bring existing participants together and promote future programme set for August - March.
90	Organise an annual outdoor learning school holiday programme	LDM	N	Plans confirmed for Dean Castle Country Park Summer Programme, focusing on Activity, Biodiversity and Wellbeing . The Programme will be part of the Get into Summer national campaign, to support children and young people's impacted by Covid.
91	Participate annually in Playday	LDM	N	
92	Support 3 schools each year in the development of outdoor learning initiatives	LDM	S	Physical support to school was stopped due to further Covid restrictions but online advice and support was available to support teaching staff with outdoor learning.
Action: We will develop a Recreation Plan for East Ayrshire which will promote walking, cycling and other outdoor pursuits throughout East Ayrshire				
94	Implementation of a community engagement/consultation plan	LDM	N	
95	Development of an East Ayrshire Recreation Plan for the period 2020 – 2025 which details Core Paths, Local Path Networks, Hill Paths, Water Access Routes and key Recreation Sites	LDM	S	New Recreation Plan to be finalised following the public consultation, including public feedback, individual maps and tourism information for each route. This will be launched in the lead up to COP21 as part of a larger campaign to celebrate the 'great outdoors'.
Action: We will continue to attract local and national sporting events to our community sporting events				
96	Attract 4 new events to our community sports venues each year	SDM	C	Due to other Athletic venues across Scotland not fully reopened yet, the AAA has hosted the Invitational Hammer Competition and the first interclub Senior Invitational completion post COVID (May 2021).

Action: We will continue to work on an innovative programme to raise the profile of the Grand Hall as a regional and national venue for large scale music events and programmes				
97	Organise at least 2 large scale events annually	C&PDM	N	Jazz musician Curtis Stigers confirmed for 17 March 2022
98	Represent East Ayrshire Leisure at relevant trade fairs and conferences	C&PDM	N	DM continues to represent EAL at online forums
Action: We will continue work with Imagine Theatre on a collaborative approach to Pantomime production				
99	Formalise a co-production plan with Imagine Theatre for 2020-22	C&PDM	N	
100	Present an annual pantomime performance including: 2020: Aladdin, 2021: Snow White, 2022: Peter Pan (tbc)	C&PDM	N	Aladdin postponed to 2021 due to Covid-19 Currently assessing options for Panto 2021 in light of possible Covid restrictions.
101	Increase income by 3% and reduce subsidy by 3% by the end of the plan period using 2019 as a baseline	C&PDM	N	
102	Organise annual pantomime educational workshop	C&PDM	N	
Action: To host Illuminight with Lidl at Dean Castle Country Park for the 4th year				
103	Increase in attendances by 10% with 2019 as baseline	LDM	N	
104	Increase in profit by 3% with 2019 as baseline	LDM	N	
105	3 sponsors engaged in event	LDM	N	
106	£10k external funds to enhance creative	LDM	N	
107	10 student placements	LDM	N	
108	10 volunteers	LDM	N	
Action: We will enhance and develop our annual running programme that introduces people to running, provides a progressive pathway and attracts national competitors to East Ayrshire				
109	Increase participation in Cairn Table Race, K12/24 and River Ayr Way Challenge by 5% based on 2019 figures as a baseline	LDM	N	Preparation for the 2021 Cairn Table Hill Race, which is set for 14 July. This race is for runners who are confident hill runners and over rough and unmarked terrain. The event this year will be operating at

				reduced capacity and follow a time trial format, to stagger runners to prevent people gathering.
110	Deliver a 'Couch to 5k' and '10 weeks to 10k' progressive running programme	LDM	N	
111	Support Kilmarnock Harriers in the development of the annual 'Roon the Toon' 10k event	LDM	N	
112	Support Dean Castle Country Park Run Group in the delivery of the weekly parkrun programme	LDM	N	
113	Support community groups in the development of annual community running events	LDM	N	
Action: We will encourage community participation in fitness through the introduction of a GP Referral Scheme and a programme of fitness classes and activities				
118	Organise 4 'come and try' fitness open days at each community sports facility each year	SDM	N	Due to COVID restrictions these have been unable to be organised, once restrictions ease further we will look to organise.
119	Increase participation in fitness classes by 10% by 2022	SDM	S	Fitness Class programme was launched at Hunter Fitness Suite in May and we will be launching two new Fitness Class programmes at the Ayrshire Athletics Arena & Barony Sports Village from September. Class participation levels are heavily restricted due to maximum capacity for classes being reduced due to social distancing restrictions currently in place.
120	Develop a partnership with Kilmarnock Leisure Centre Trust to jointly promote and develop fitness activities	SDM	N	
121	Develop a GP Referral Fitness Pathway to support customer progression	SDM	S	The Lifestyle Development team have been out onsite and assessed some of our lower impact classes across our venues. These were approved and will be included as part of the referral process for suitable clients.
122	Introduce Personal Training sessions to 5 community sports venues	SDM	N	
123	Provide opportunities for employees to progress to level 3 personal training/fitness	SDM	S	

Action: We will provide experiential learning opportunities for young people through our Treehouse Residential Centre				
124	Treehouse: Promote the services offered through the residential centre to East Ayrshire Headteachers	LDM	N	Treehouse Residential Centre is closed until the new 2021/22 academic year.
125	Treehouse: Work with community groups to raise the profile of the residential centre	LDM	N	
126	Treehouse: Organise 5 week long residential, experiential programmes each year	LDM	N	

INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES				
Delivery Plan Output		Lead	Progress	Comments
Action: We will design and implement a People Strategy that will support and facilitate the delivery of operational objectives				
127	Development of an Equality and Diversity Statement	HCS	S	Some benchmarking work has been undertaken in relation to the development of a statement.
128	Implementation of an Organisational Development Framework	HCS	S	<p>Work is underway with the Extended Management Team to agree the Corporate Delivery Plan priorities for 2022-24.</p> <p>Digital Transformation Action Plan has been developed following a digital gap exercise.</p> <p>A Community Consultation Protocol has been developed to ensure that we maximise our community engagement opportunities, manage expectations and share good practice.</p>
130	Design a training and development programme which is tailored to meet the needs of the organisation.	HCS	S	A Training Matrix is being developed in conjunction with the DM's to support the introduction of the Flexible Roles; Customer Experience Assistant and Corporate Services Assistant. Work is ongoing to ensure that for current roles the training matrix is still relevant.

Action: We will embed and develop our 'Exchange' programme in all forums and structures for communication				
133	Organise an annual staff event	HCS	S	The staff annual event will consist of film footage highlighting the support provided by East Ayrshire Leisure during the pandemic and celebrating how we adapted our services to meet the needs of our communities during 'A Year in Lockdown'
Action: We will develop a Volunteer Strategy We will develop a Volunteer Strategy that will allow employees and the community to engage in volunteering opportunities				
138	Recruit 2 modern apprentices each year of the plan and support apprentices to achieve SVQ qualifications	LDM	S	Initial conversations have taken place to support Project SEARCH , an international transition to work programme committed to transforming the lives of young people with learning disabilities and autism, with work placements in the Facilities Team in winter 2021.
139	Develop a Community Path Warden Scheme and recruit 3 volunteer path wardens each year	LDM	S	A business case has been developed for a Community Path Warden Scheme which will be piloted in the Irvine Valley in 2021
140	Develop and deliver a programme of mentoring and training	LDM	N	
141	Organise 4 volunteering events each year	LDM	S	<p>Dean Castle Country Park Friends group restarted on 27 April. 4 sessions have taken place working on conservation tasks in the Country Park. 3 more sessions have specifically concentrated on the Boardwalk Project.</p> <p>The Boardwalk Project is to improve the boardwalk walkways in the Dean Castle Country Park. Friends of the Dean have contributed 53 volunteer hours to this project, and 52.5 hours to other projects in the Country Park.</p> <p>The Community Payback Squads have contributed 203 hours to the Boardwalk project over 4 sessions.</p> <p>Recruitment of Golf Marshals took place in June, with 4 going through the induction process. The marshals will work with Annanhill Golf Club and East Ayrshire</p>

				<p>Leisure to help monitor the course and manage golfers using the facility.</p> <p>Survey Volunteers recruited in June to start 6 week biodiversity surveying programme in July.</p> <p>Volunteers Week Scotland online campaign reached 31,461 on Facebook and 9319 on Twitter.</p>
142	Continue to support Dean Castle Textile Team	LDM	N	Crosshouse Campus set up as COVID safe work room. Team relaunched on 30 th June.
143	Develop a Volunteer Strategy which identifies opportunities for: Regular volunteer placements, Community volunteer events, School work experience, Modern apprenticeships, Employee volunteering days	LDM	S	Volunteer protocol, supporting documents information on opportunities available on website.
Action: We will review our annual employee review process and develop a Review and Development Programme that ensures BEST practice across all of our service areas.				
146	Implement a training programme for all employees to ensure engagement in review and development	HCS	S	Currently being progressed and is scheduled to be delivered during April – June 21.
Action: We will designate Trustees as ambassadors for key areas of the business				
148	Implement a training programme for Trustees and agree an annual programme of engagement	CO	C	An Induction Programme and Training Plan has been introduced to develop the Trustee Ambassador role. A programme of engagement sessions has been scheduled to allow Trustees the opportunity to meet Managers and staff onsite.

CREATING A SOLID FOUNDATION FOR GROWTH

Delivery Plan Output		Lead	Progress	Comments
Action: We will develop and maintain robust health and safety and risk management processes to ensure that our people and customers are in a safe environment				
Action: To review and continually improve and enhance our information technology infrastructure and operations and to embrace digital technology				
153	Review wifi across all our venues	HCS	S	<p>Audit of existing provision is complete. Estimated quotes have been received for some buildings. Await quotes following an onsite survey at Rose Reilly Sports Centre and Hunter Fitness Suite. Order placed to obtain onsite survey costs for Barony Sports Village.</p> <p>This Output now links to the Digital Transformation Action Plan</p>
154	Review and develop our box office and booking system and operations to enhance the customer journey	HCS	S	<p>Box office and booking system has been developed to accept promo codes inhouse and online.</p> <p>Preparation is underway for the online summer programme.</p> <p>Nouveau has developed the online system to link accounts between family members.</p> <p>This Output now links to the Digital Transformation Action Plan.</p>
155	Review and development of website	HCS	S	<p>Work is ongoing with Factory 73 on our priorities within the Digital Transformation Action Plan.</p>
156	Develop stock and ordering system to streamline processes	HCS	S	<p>Discussions are underway with EAC to enable commitment reporting to be incorporated within Civica. (It is anticipated that a solution will be implemented by April 2022.)</p>

Action: We will review, develop and maintain robust financial processes to ensure financial sustainability of our organisation				
157	Design Financial Strategy	HCS	S	Work is underway developing a Strategy which will be presented to P&ASC on 9 Nov 2021, in conjunction with the 4 year saving plan and 2022-24 Delivery Plan.
159	Implement annual internal audit plan and identify improvements	HCS	C	Internal Audit plan for 2021-22 was approved at P&ASC on 18 May 2021. Further updates will be provided as plan is progressed.
162	Review of accountancy bulletins and protocols	HCS	S	A schedule is currently being developed to ensure EAC Accountancy bulletins reflect East Ayrshire Leisure as an organisation and are accessible to staff.
Action: We will carry out a review of income and expenditure across all cost centre and expenditure codes to streamline financial monitoring and reporting				
164	Streamlined Coding Structure with a 15% reduction in financial coding	HCS	S	A process has been developed and work is underway with the Development Managers to reduce unnecessary coding where possible.
Action: We will review the existing Service Level Agreement with East Ayrshire Council to ensure high quality service delivery				
165	Revised Service Level Agreement for the period 2020 – 2025	CO	N	
Action: We will develop partnerships and collaborative working arrangements with partners and key stakeholders				
166	Identify and explore all opportunities to promote full East Ayrshire Leisure offering	CO	N	
167	Establish a liaison group at shared sites to ensure cross service promotion and integrated working arrangements	CO	N	
Action: We will create a programme of internal and external review, analysing both customer and staff satisfaction levels, highlighting areas of success and identifying areas for development				
169	Mystery shopping carried out annually	R&BDM	N	Awaiting confirmation from VisitScotland following the lifting of Covid restrictions.
170	Staff satisfaction surveys carried out every two years	R&BDM	N	Carry out during 2021/22.
171	Development Plans produced from each review undertaken	R&BDM	C	Organisational Learning process now in place; Action Plan taken to DMT quarterly.

Action: We will identify areas for growth across all areas of the Trust with a focus on retail, hospitality, membership and other key business areas.				
173	Development of a Retail Strategy to identify opportunities across venues and organisational areas	HCS	N	
174	Development of a range of membership packages	HCS	S	
175	Development of a Hospitality Plan which identifies opportunities for bars, cafes, vending and event catering	HCS	S	Continue to develop the hospitality offer in conjunction with our programme. Reactivation of Hospitality Services as restrictions allow. Work is underway developing a revised offer for reactivation of bars and improved vending offer.
Action: We will create a robust performance framework and systems which will support all staff to successfully implement delivery planning priorities and improve workplace performance				
181	Set and meet challenging financial targets and build sufficient reserves.	F&BDM	C	2021-22 financial budgets were submitted and approved by P&ASC on the 9 th February. Further work is underway to determine future targets in conjunction with Delivery Plan.
182	Design and implement key quality indicators in order to measure the quality of our performance	HCS	S	Advisory work is underway with EAC Internal Audit as per the 2021-22 Audit Plan approved at P&ASC.
183	Review, measure, monitor and report upon key performance indicators	HCS	S	Advisory work is underway with EAC Internal Audit as per the 2021-22 Audit Plan approved at P&ASC.

PROTECTING OUR ENVIRONMENT

Delivery Plan Output	Lead	Progress	Comments
Action: We will publish an annual Climate Change Declaration that outlines our carbon footprint and our priorities for carbon reduction			
186	Report on annual carbon use by April of each year	P&EDM	N
187	Develop an annual action plan to identify measures to reduce carbon use and improve environmental efficiency.	P&EDM	N
Action: We will participate in the VisitScotland Green Business Scheme to reduce the impact our organisation has on the environment			
188	Organise a liaison meeting with VisitScotland to identify key actions for inclusion within the Green Business Scheme	P&EDM	N
189	Develop an action plan to adopt the principles of the Green Business Scheme	P&EDM	N
190	Apply for accreditation within the scheme	P&EDM	N
191	Apply for Green Business Accreditation	P&EDM	N
Action: We will develop an organisational wide Sustainable Transport Strategy and embed the principles of Active and Sustainable Travel throughout our organisation, projects and programmes			
192	Establish a working group and agree a set of objectives and actions for the development of the strategy	P&EDM	N
193	Develop a Sustainable Transport Strategy which includes priorities for active travel including travel to work and travel for work, as well as opportunities for customers to access our facilities using sustainable transport choices	P&EDM	N
194	Carry out a programme of staff awareness sessions	P&EDM	N
195	Reduce staff mileage by 5%	P&EDM	N

KEY UPDATES

Insurance Claims

The following information provides an update on the number of live claims in progress during the period April - June 2021:-

Public Liability	2 remain ongoing 1 re-opened
Employers' Liability	2 remain ongoing
Motor Claim	n/a

Claims submitted by East Ayrshire Leisure

Business Interruption Claim	1 x closed
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Gifts & Hospitality

No gifts or hospitality were received during this period.

Customer Complaints

During the April – June 2021 period 188 comments were received and logged by the Marketing & Development Team; 16 of these were complaints, and were categorised as follows:

Category	No Received	Stage 1 / 2	Status
Building Maintenance	2	1	Response provided
Countryside Maintenance	2	1	Response provided
Events/Activities/Classes	2	1	Response provided
Memberships	3	1	Response provided
Opening Hours	1	1	Response provided
Staff	1	1	Response provided

Other:			
• Annanhill Golf Course	2		Responses provided
• Dick Institute Library	1		
• General Countryside	2		

Positive Comments

We received 7 positive comments during the period:

- “I would like to highly praise xxx who is so pleasant and helpful when dealing with both Annanhill Golf Club members and the public.”
- “Just to say a big thanks for the latest improvement to the Country Park, a small but significant to some the lowering of notices and boards. This makes an enormous difference to wheelchair and mobility scooter users and displays the thoughtfulness Park officials are using to make the park and its facilities available to all users.”
- “On Saturday morning I spoke to xxx and xxx in the park regarding a problem with the tree I have in the Boyd Wood. A few hours later xxx called me to advise that they had been to the tree and replaced the wooden stake. I just want to convey a massive thanks to both of them for the speedy resolution as the tree means a lot to my American daughter in law.”
- “I just wanted to message and compliment the lady that works at Stewarton Library. Not only was it great to pop into the Library today, it was made extra special by such a warm welcome and the fact she remembered what author I liked to read and showed me the new books in. Amazing service and such an asset to the community. Thank you”
- “A great facility had within Stewarton Library with a good selection of books, a community centre point and great staff.”
- “Just a small note about tonight’s fitness swim at doon valley leisure centre. I have been attending this class since it restarted a few weeks ago just to build up my confidence in the water. Tonight’s class has been the best swim in the block so far and I can’t thank xxx enough for pushing me and what a difference it made.”
- “Just a quick email to say what an amazing job xxx, xxx - all the cleaners and the Mitie janitors have been doing at St Joseph’s. The school is spotless and they have really made us feel safe and secure. High touch points are always being cleaned and doors held open so that no one is having to touch anything. I really feel that xxx and xxx have done a tremendous job in keeping my dance school safe during this very worrying time - the cleaners are always on the go and so friendly and there is never anything too much for the janitors if there is a problem. Once again a big thank you to xxx and xxx for outstanding work.”



FINANCIAL PERFORMANCE

TO 30.06.21



Performance & Audit Sub Committee

2021/22 EAST AYRSHIRE LEISURE BUDGET

AS AT 30th JUNE 2021 – QUARTER 1 - PERIOD 3

The projected outturn for East Ayrshire Leisure at 30th June 2021 is adverse position of £377,150 reduced by CJRS external funding received of £63,150.45 and potential further funding of approximately £17k resulting in a potential adverse position of £297,150. This adverse position can be funded from unallocated reserves. Management will continue to monitor and implement action to minimise this adverse position.

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

There are further variances within Income and Expenditure, these have been closely monitored and managed within the Service during the year where possible - detailed analysis provided below.

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

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

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

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

ANNUAL BUDGET – Table below provides detail of Annual Budget showing the impact of 2021/22 savings approved at 23rd February 2021 Board.

Service Division	Annual Budget 2021/22	Annual Budget 2021/22 Qtr 1	Annual Budget 2021/22 Qtr 2	Annual Budget 2021/22 Qtr 3	Annual Budget 2021/22 Qtr 4	Comments
EXECUTIVE MANAGEMENT	1,287,410	(3,249,650)				
CULTURAL DEVELOPMENT	1,451,970	1,445,990				
COMMUNITY & PERFORMING ARTS DEVELOPMENT	418,150	402,820				
LEISURE DEVELOPMENT	652,640	610,950				
SPORTS DEVELOPMENT	630,770	594,520				
PROPERTY & ESTATES DEVELOPMENT	193,800	195,370				
SAVINGS TO BE ALLOCATED	(2,880)					
TOTAL	4,631,860	0	0	0	0	
Management Fee	(4,631,860)	(4,523,800)				
Reserves	0	0				
TOTAL	0	(4,523,800)	0	0	0	

Venues Allocated to Sport Areas:-

Community Sports Area 1	Grange Leisure Centre, St Josephs Leisure Centre, William McIlvanney Campus, Stewarton Sports Centre, Ayrshire Athletics Arena, Scott Ellis Pavillion
Community Sports Area 2	Auchinleck Leisure Centre, Doon Valley Leisure Centre, Loudoun Leisure Centre, Hunter Fitness Suite, Barony Campus, Annanhill Golf Course
Sports Temporary Facilities	Venues temporarily held by EALT, operating under management arrangements with community groups, funded by EAC

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TABLE A – OVERALL NET POSITION

Revised Actual Exp. to 30/6/20	Actual Out-turn to 31/03/21	Service Division	Annual Estimate 2021/22	Revised Actual Exp. to 30/6/21	Revised Budget to 30/6/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
447,994	1,535,894	EXECUTIVE MANAGEMENT	1,274,150	282,387	304,192	22%	1,274,290	140
352,109	1,141,275	Corporate Services	930,750	194,431	230,693	21%	893,960	(36,790)
80,047	326,915	Relationship & Business Development	393,690	85,211	100,560	22%	378,190	(15,500)
15,839	67,704	Hospitality Development	(50,290)	2,745	(27,061)	-5%	2,140	52,430
404,030	1,341,352	CULTURAL DEVELOPMENT	1,449,760	385,882	394,485	27%	1,442,170	(7,590)
97,745	267,477	Cultural Development	272,500	65,836	69,775	24%	277,430	4,930
45,741	99,890	Collection Care	103,790	28,306	28,613	27%	105,520	1,730
6,672	27,424	Visual Arts Development	37,460	7,472	9,442	20%	33,330	(4,130)
21,606	108,332	Museums Development	118,120	26,864	27,375	23%	118,890	770
232,267	838,229	Libraries	917,890	257,405	259,280	28%	907,000	(10,890)
117,427	616,339	COMMUNITY & PERFORMING ARTS DEVELOPMENT	402,820	107,541	139,353	27%	432,590	29,770
50,282	193,126	Performing Arts Development	193,930	30,209	100,419	16%	173,030	(20,900)
66,156	405,599	Community Development	243,890	74,816	45,184	31%	271,010	27,120
989	17,614	Community Lettings & Co-Managed Centres - Lets	(35,000)	2,517	(6,250)	-7%	(11,450)	23,550
131,219	645,901	LEISURE DEVELOPMENT	610,950	131,178	152,389	21%	568,300	(42,650)
42,780	155,475	Leisure Development	155,630	33,532	40,075	22%	137,460	(18,170)
80,073	455,335	Countryside & Visitors Development	414,480	84,580	101,889	20%	390,020	(24,460)
8,367	35,369	Green Infrastructure Development	40,840	12,931	10,425	32%	40,690	(150)
0	(278)	Volunteer Development	0	135	0		130	130
290,744	1,339,265	SPORTS DEVELOPMENT	594,520	171,009	113,820	29%	1,005,720	411,200
69,406	237,819	Sports Development Team	260,090	39,902	65,975	15%	253,210	(6,880)
104,184	440,555	Community Sports Area 1	17,490	71,734	16,422	410%	230,370	212,880
115,859	642,071	Community Sports Area 2	292,400	56,411	27,527	19%	494,040	201,640
925	8,416	Temporary Facilities	1,510	1,542	1,510	102%	1,510	0
369	10,404	Football Venues	23,030	1,422	2,386	6%	26,590	3,560
34,968	174,754	PROPERTY & ESTATES DEVELOPMENT	195,370	36,796	47,785	19%	179,020	(16,350)
1,426,382	5,653,506	TOTAL	4,527,570	1,114,795	1,152,024	25%	4,902,090	374,520
(1,162,892)	(4,857,569)	Management Fee	(4,523,800)	(1,136,928)	(1,135,161)	25%	(4,523,800)	0
263,490	795,937	TOTAL	3,770	(22,133)	16,863		378,290	374,520
0	(9,510)	Trs From Reserves	(3,770)	(3,770)	0	100%	(3,770)	0
263,490	786,427	TOTAL (after transfer from reserves)	0	(25,903)	16,863		374,520	374,520
(449,337)	(1,296,866)	External Funding	0	(63,150)	0		(80,000)	(80,000)
(185,846)	(510,439)	TOTAL (after external funding)	0	(89,053)	16,863	0	294,520	294,520

TABLE B – OVERALL NET POSITION

Revised Actual Exp. to 30/6/20	Actual Out-turn to 31/03/21	Service Division	Annual Estimate 2021/22	Revised Actual Exp. to 30/6/21	Revised Budget to 30/6/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
(73,794)	(506,021)	Income From Charitable Activities	(2,253,740)	(290,036)	(549,893)	13%	(1,520,960)	732,780
(1,162,892)	(4,857,569)	Management Fee	(4,523,800)	(1,136,928)	(1,135,161)	25%	(4,523,800)	0
(449,337)	(1,296,866)	External Funding	0	(63,150)	0		(80,000)	(80,000)
(1,686,023)	(6,660,456)	TOTAL INCOME	(6,777,540)	(1,490,114)	(1,685,054)	22%	(6,124,760)	652,780
1,343,737	4,535,999	Employee Costs	5,132,680	1,081,566	1,307,362	21%	4,840,180	(292,500)
4,621	39,012	Transport Costs	38,540	6,954	9,609	18%	38,550	10
39,398	483,462	Premises Costs	487,450	85,228	83,968	17%	474,830	(12,620)
106,581	844,823	Supplies & Services	991,020	216,806	272,066	22%	944,500	(46,520)
0	12,880	Financing Costs	4,000	0	0	0%	0	(4,000)
0	187,400	Support Costs	0	0	0		0	0
5,839	55,950	Governance Costs	127,620	14,277	28,912	11%	127,620	0
1,500,176	6,159,527	TOTAL RESOURCES EXPENDED	6,781,310	1,404,831	1,701,917	21%	6,425,680	(355,630)
(185,846)	(500,929)	NET POSITION	3,770	(85,283)	16,863		300,920	297,150
0	(9,510)	Trs From Reserves	(3,770)	(3,770)	0	100%	(3,770)	0
(185,846)	(510,439)	TOTAL (after transfer from reserves)	0	(89,053)	16,863		297,150	297,150

TABLE C – INCOME POSITION

Revised Actual Income to 30/6/20	Actual Out-turn to 31/03/21	Service Division	Annual Estimate 2021/22	Revised Actual Income to 30/6/21	Revised Budget Income to 30/6/21	Actual Income as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
(535)	(362,930)	EXECUTIVE MANAGEMENT	(360,040)	(46,119)	(99,537)	13%	(275,300)	84,740
(43)	(21,890)	Corporate Services	(19,000)	(19,037)	(4,752)	100%	(37,670)	(18,670)
0	(1,500)	Relationship & Business Development	(1,500)	0	(375)	0%	(1,500)	0
(491)	(339,540)	Hospitality Development	(339,540)	(27,082)	(94,410)	8%	(236,130)	103,410
(9,361)	(100,050)	CULTURAL DEVELOPMENT	(89,660)	(1,982)	(26,335)	2%	(68,270)	21,390
44	(17,800)	Cultural Development	(5,750)	0	(4,451)	0%	(2,250)	3,500
(1,575)	(2,610)	Collection Care	(2,610)	(1,075)	(1,965)	41%	(2,910)	(300)
0	0	Visual Arts Development	0	0	0		0	0
0	(4,980)	Museums Development	(4,980)	(390)	(1,245)	8%	(180)	4,800
(7,830)	(74,660)	Libraries	(76,320)	(517)	(18,674)	1%	(62,930)	13,390
(4,286)	(628,240)	COMMUNITY & PERFORMING ARTS DEVELOPMENT	(628,340)	(19,900)	(100,418)	3%	(460,240)	168,100
(250)	(309,820)	Performing Arts Development	(309,820)	(5,308)	(25,596)	2%	(269,120)	40,700
(4,016)	(279,290)	Community Development	(279,290)	(14,227)	(65,635)	5%	(176,510)	102,780
(20)	(39,130)	Community Lettings & Co-Managed Centres - Lets	(39,230)	(365)	(9,187)	1%	(14,610)	24,620
(6,175)	(56,340)	LEISURE DEVELOPMENT	(56,340)	(10,767)	(14,085)	19%	(24,230)	32,110
0	(15,740)	Leisure Development	(15,740)	(229)	(3,935)	1%	(4,580)	11,160
(6,175)	(40,600)	Countryside & Visitors Development	(40,600)	(10,538)	(10,150)	26%	(19,650)	20,950
0	0	Green Infrastructure Development	0	0	0		0	0
0	0	Volunteer Development	0	0	0		0	0
(53,437)	(1,143,010)	SPORTS DEVELOPMENT	(1,119,360)	(211,346)	(309,518)	19%	(692,920)	426,440
0	0	Sports Development Team	0	(14,588)	0		(150)	(150)
(1,430)	(608,050)	Community Sports Area 1	(608,050)	(59,248)	(134,380)	10%	(374,280)	233,770
(52,008)	(529,970)	Community Sports Area 2	(507,070)	(137,021)	(173,866)	27%	(317,810)	189,260
0	(750)	Temporary Facilities	0	0	0		0	0
0	(4,240)	Football Venues	(4,240)	(489)	(1,272)	12%	(680)	3,560
0	0	PROPERTY & ESTATES DEVELOPMENT	0	0	0		0	0
(73,794)	(2,290,570)	TOTAL	(2,253,740)	(290,115)	(549,893)	13%	(1,520,960)	732,780
(1,162,892)	(4,857,580)	Management Fee	(4,523,800)	(1,136,928)	(1,135,161)	25%	(4,523,800)	0
(449,337)	0	External Funding	0	(63,150)	0		(80,000)	(80,000)
(1,686,023)	(7,148,150)	TOTAL	(6,777,540)	(1,490,193)	(1,685,054)	22%	(6,124,760)	652,780

TABLE D – EXPENDITURE POSITION

Revised Actual Exp. to 30/6/20	Actual Out-turn to 31/03/21	Service Division	Annual Estimate 2021/22	Revised Actual Exp. to 30/6/21	Revised Budget to 30/6/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
448,529	1,929,730	EXECUTIVE MANAGEMENT	1,634,190	328,507	403,729	20%	1,549,590	(84,600)
352,152	1,248,750	Corporate Services	949,750	213,469	235,445	22%	931,630	(18,120)
80,047	391,730	Relationship & Business Development	395,190	85,211	100,935	22%	379,690	(15,500)
16,330	289,250	Hospitality Development	289,250	29,827	67,349	10%	238,270	(50,980)
413,391	1,547,290	CULTURAL DEVELOPMENT	1,539,420	387,864	420,820	25%	1,513,070	(26,350)
97,701	290,300	Cultural Development	278,250	65,836	74,226	24%	279,680	1,430
47,316	106,400	Collection Care	106,400	29,381	30,578	28%	108,430	2,030
6,672	37,460	Visual Arts Development	37,460	7,472	9,442	20%	35,960	(1,500)
21,606	123,100	Museums Development	123,100	27,254	28,620	22%	119,070	(4,030)
240,097	990,030	Libraries	994,210	257,921	277,954	26%	969,930	(24,280)
121,713	1,046,670	COMMUNITY & PERFORMING ARTS DEVELOPMENT	1,031,160	127,442	239,771	12%	892,830	(138,330)
50,532	503,750	Performing Arts Development	503,750	35,517	126,015	7%	442,150	(61,600)
70,172	524,380	Community Development	523,180	89,043	110,819	17%	447,520	(75,660)
1,008	18,540	Community Lettings & Co-Managed Centres - Lets	4,230	2,882	2,937	68%	3,160	(1,070)
137,394	664,290	LEISURE DEVELOPMENT	667,290	141,945	166,474	21%	592,530	(74,760)
42,780	171,370	Leisure Development	171,370	33,761	44,010	20%	142,040	(29,330)
86,248	452,080	Countryside & Visitors Development	455,080	95,118	112,039	21%	409,670	(45,410)
8,367	40,840	Green Infrastructure Development	40,840	12,931	10,425	32%	40,690	(150)
0	0	Volunteer Development	0	135	0		130	130
344,181	1,775,880	SPORTS DEVELOPMENT	1,713,880	382,355	423,338	22%	1,698,640	(15,240)
69,406	260,090	Sports Development Team	260,090	54,490	65,975	21%	253,360	(6,730)
105,614	625,540	Community Sports Area 1	625,540	130,981	150,802	21%	604,650	(20,890)
167,867	851,800	Community Sports Area 2	799,470	193,432	201,393	24%	811,850	12,380
925	9,170	Temporary Facilities	1,510	1,542	1,510	102%	1,510	0
369	29,280	Football Venues	27,270	1,911	3,658	7%	27,270	0
34,968	193,800	PROPERTY & ESTATES DEVELOPMENT	195,370	36,796	47,785	19%	179,020	(16,350)
1,500,176	7,157,660	TOTAL	6,781,310	1,404,910	1,701,917	21%	6,425,680	(355,630)

EXECUTIVE MANAGEMENT

Revised Actual Exp. to 30/6/20	Actual Out-turn to 31/03/21	EXECUTIVE MANAGEMENT	Annual Estimate 2021/22	Revised Actual Exp. to 30/6/21	Revised Budget to 30/6/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
352,109	1,141,275	Corporate Services	930,750	194,431	230,693	21%	893,960	(36,790)
80,047	326,915	Relationship & Business Development	393,690	85,211	100,560	22%	378,190	(15,500)
15,839	67,704	Hospitality Development	(50,290)	2,745	(27,061)	-5%	2,140	52,430
(449,337)	(1,296,866)	External Funding	0	(63,150)	0		(80,000)	(80,000)
(1,162,892)	(4,857,569)	Management Fee	(4,523,800)	(1,136,928)	(1,135,161)	25%	(4,523,800)	0
0	(470)	Trs From Reserves	0	0	0		0	0
(1,164,234)	(4,619,011)	TOTAL OBJECTIVE ANALYSIS	(3,249,650)	(917,691)	(830,969)	28%	(3,329,510)	(79,860)
(535)	(186,154)	Income From Charitable Activities	(360,040)	(46,119)	(99,537)	13%	(275,300)	84,740
(1,162,892)	(4,857,569)	Management Fee	(4,523,800)	(1,136,928)	(1,135,161)	25%	(4,523,800)	0
(449,337)	(1,296,866)	External funding	0	(63,150)	0		(80,000)	(80,000)
(1,612,763)	(6,340,589)	TOTAL INCOME	(4,883,840)	(1,246,198)	(1,234,698)	26%	(4,879,100)	4,740
408,034	1,030,393	Employee Costs	1,262,040	253,984	323,393	20%	1,221,710	(40,330)
0	0	Transport Costs	0	0	0		0	0
0	3,095	Premises Costs	2,680	150	671	6%	2,680	0
34,656	478,805	Supplies & Services	333,370	60,096	73,636	18%	289,100	(44,270)
0	0	Financing Costs	0	0	0		0	0
0	187,400	Support Costs	0	0	0		0	0
5,839	22,355	Governance Costs	36,100	14,277	6,029	40%	36,100	0
448,529	1,722,048	TOTAL RESOURCES EXPENDED	1,634,190	328,507	403,729	20%	1,549,590	(84,600)
(1,164,234)	(4,618,541)	NET POSITION	(3,249,650)	(917,691)	(830,969)	28%	(3,329,510)	(79,860)
0	(470)	Trs From Reserves	0	0	0		0	0
(1,164,234)	(4,619,011)	TOTAL (after transfer from reserves)	(3,249,650)	(917,691)	(830,969)	28%	(3,329,510)	(79,860)

Comments

Executive Management encompasses Trust Board, Chief Officer and Corporate Services. Corporate Services has responsibility for the following areas: Relationship and Business Development, Finance and Business Development, Business Support and Hospitality. The Hospitality Service operates across all operational services.

Corporate Services

Favourable variance relates mainly to a vacancy which will not be filled in the current financial year.

Relationship & Business Development

Savings from reduced service provision during this period.

Hospitality

Reduction in Hospitality Income due to closure of venues and postponement of events offset by savings from reduced hospitality provision during facilities closures.

CULTURAL DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/6/20	Actual Out-turn to 31/03/21	CULTURAL DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 30/6/21	Revised Budget to 30/6/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
97,745	267,477	Cultural Development	272,500	65,836	69,775	24%	277,430	4,930
45,741	99,890	Collection Care	103,790	28,306	28,613	27%	105,520	1,730
6,672	27,424	Visual Arts Development	37,460	7,472	9,442	20%	35,960	(1,500)
21,606	108,332	Museums Development	118,120	26,864	27,375	23%	118,890	770
232,267	838,229	Libraries	917,890	257,405	259,280	28%	907,000	(10,890)
0	(1,720)	Trs From Reserves	(3,770)	(3,770)	0	100%	(3,770)	0
404,030	1,339,632	TOTAL OBJECTIVE ANALYSIS	1,445,990	382,112	394,485	26%	1,441,030	(4,960)
(9,361)	(61,548)	Income From Charitable Activities	(89,660)	(1,982)	(26,335)	2%	(68,270)	21,390
(9,361)	(61,548)	TOTAL INCOME	(89,660)	(1,982)	(26,335)	2%	(68,270)	21,390
343,569	1,069,957	Employee Costs	1,137,630	268,947	290,099	24%	1,113,820	(23,810)
676	7,744	Transport Costs	11,980	2,015	2,943	17%	11,910	(70)
16,043	134,804	Premises Costs	134,290	28,225	25,077	21%	134,770	480
53,104	181,742	Supplies & Services	235,030	88,677	98,578	38%	236,080	1,050
0	5,560	Financing Costs	4,000	0	0	0%	0	(4,000)
0	0	Support Costs	0	0	0		0	0
0	3,093	Governance Costs	16,490	0	4,123	0%	16,490	0
413,391	1,402,900	TOTAL RESOURCES EXPENDED	1,539,420	387,864	420,820	25%	1,513,070	(26,350)
404,030	1,341,352	NET POSITION	1,449,760	385,882	394,485	27%	1,444,800	(4,960)
0	(1,720)	Trs From Reserves	(3,770)	(3,770)	0	100%	(3,770)	0
404,030	1,339,632	TOTAL (after transfer from reserves)	1,445,990	382,112	394,485	26%	1,441,030	(4,960)

Comments

Cultural Development has responsibility for the operation of museums, EAC collections, statutory library provision and the creative programming across all venues with a particular focus on museums, libraries, visual arts and exhibitions. The team is made up of key service areas: Collection Care Development, Visual Arts Development, Museums Development, Libraries Operations and Libraries Programmes.

Cultural Development - Overall

£21.4k income shortfall due to the uncertainty in respect of future library events and cultural exhibitions and introduction of cashless processes across venues. £26.3k has been projected in anticipated savings predominantly from vacancies not being filled to offset the income shortfall.

COMMUNITY & PERFORMING ARTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/6/20	Actual Out-turn to 31/03/21	COMMUNITY & PERFORMING ARTS DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 30/6/21	Revised Budget to 30/6/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
50,282	193,126	Performing Arts Development	193,930	30,209	100,419	16%	173,030	(20,900)
66,156	405,599	Community Development	243,890	74,816	45,184	31%	271,010	27,120
989	17,614	Community Lettings & Co-Managed Centres - Lets	(35,000)	2,517	(6,250)	-7%	(11,450)	23,550
0	0	Trs From Reserves	0	0	0		0	0
117,427	616,339	TOTAL OBJECTIVE ANALYSIS	402,820	107,541	139,353	27%	432,590	29,770
(4,286)	(26,452)	Income From Charitable Activities	(628,340)	(19,900)	(100,418)	3%	(460,240)	168,100
(4,286)	(26,452)	TOTAL INCOME	(628,340)	(19,900)	(100,418)	3%	(460,240)	168,100
103,937	436,390	Employee Costs	511,330	73,189	128,290	14%	408,950	(102,380)
0	0	Transport Costs	0	0	0		0	0
12,890	176,694	Premises Costs	199,530	31,993	33,407	16%	184,320	(15,210)
4,886	26,624	Supplies & Services	273,800	22,259	66,448	8%	253,060	(20,740)
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
0	3,083	Governance Costs	46,500	0	11,626	0%	46,500	0
121,713	642,791	TOTAL RESOURCES EXPENDED	1,031,160	127,442	239,771	12%	892,830	(138,330)
117,427	616,339	NET POSITION	402,820	107,541	139,353	27%	432,590	29,770
0	0	Trs From Reserves	0	0	0		0	0
117,427	616,339	TOTAL (after transfer from reserves)	402,820	107,541	139,353	27%	432,590	29,770

Comments

Community & Performing Arts Development has responsibility for Cumnock Town Hall, the Palace Theatre and Grand Hall and Community Venues across East Ayrshire and works with a range of local, regional, national providers and commercial companies to deliver high profile events and opportunities through our full range of venues with both a local and regional focus. The team is made up of 2 key service areas: Performing Arts Development and Community Development.

Community & Performing Arts Development - Overall

£168.1k has been projected as an income shortfall due to closure of venues and Grand Hall being used for NHS. These shortfalls have been partially offset by £102.4k in anticipated savings predominantly from vacancies not being filled and bank staffing budgets not being required due to restrictions in addition to £36k projected in savings across the rest of expenditure.

LEISURE DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/6/20	Actual Out-turn to 31/03/21	LEISURE DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 30/6/21	Revised Budget to 30/6/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
42,780	155,475	Leisure Development	155,630	33,532	40,075	22%	137,460	(18,170)
80,073	455,335	Countryside & Visitors Development	414,480	84,580	101,889	20%	390,020	(24,460)
8,367	35,369	Green Infrastructure Development	40,840	12,931	10,425	32%	40,690	(150)
0	(278)	Volunteer Development	0	135	0		130	130
0	0	Trs From Reserves	0	0	0		0	0
131,219	645,901	TOTAL OBJECTIVE ANALYSIS	610,950	131,178	152,389	21%	568,300	(42,650)
(6,175)	(16,450)	Income From Charitable Activities	(56,340)	(10,767)	(14,085)	19%	(24,230)	32,110
(6,175)	(16,450)	TOTAL INCOME	(56,340)	(10,767)	(14,085)	19%	(24,230)	32,110
129,487	516,341	Employee Costs	562,980	121,943	144,659	22%	490,380	(72,600)
3,211	17,267	Transport Costs	19,930	3,340	4,986	17%	19,010	(920)
665	55,410	Premises Costs	37,280	6,640	6,624	18%	40,390	3,110
4,031	69,752	Supplies & Services	30,200	10,022	5,979	33%	25,850	(4,350)
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
0	3,582	Governance Costs	16,900	0	4,226	0%	16,900	0
137,394	662,351	TOTAL RESOURCES EXPENDED	667,290	141,945	166,474	21%	592,530	(74,760)
131,219	645,901	NET POSITION	610,950	131,178	152,389	21%	568,300	(42,650)
0	0	Trs From Reserves						0
131,219	645,901	TOTAL (after transfer from reserves)	610,950	131,178	152,389	21%	568,300	(42,650)

Comments

Leisure Development has responsibility over more passive recreation and outdoor pursuits that introduce people to physical activity. The team includes the following services: Countryside & Visitor Development, Green Infrastructure and Volunteer Development.

Leisure Development - Overall

£32.1k income shortfall due to events being scaled back or postponement due to Covid restrictions - we will progress in line with government guidance. Furthermore, minimal income is expected in the current financial year from the residential centre, however we are optimistic that bookings for next financial year will materialise. A marketing campaign is being developed to raise the profile of the Residential Centre with schools and uniform groups with a soft relaunch once restrictions allow. This income shortfall has been offset by £74.8k in anticipated expenditure savings relating predominantly to vacancies not being filled.

SPORTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/6/20	Actual Out-turn to 31/03/21	SPORTS DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 30/6/21	Revised Budget to 30/6/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
69,406	237,819	Sports Development Team	260,090	39,902	65,975	15%	253,210	(6,880)
104,184	440,555	Community Sports Area 1	17,490	71,734	16,422	410%	230,370	212,880
115,859	642,071	Community Sports Area 2	292,400	56,411	27,527	19%	494,040	201,640
925	8,416	Temporary Facilities	1,510	1,542	1,510	102%	1,510	0
369	10,404	Football Venues	23,030	1,422	2,386	6%	26,590	3,560
0	(7,320)	Trs From Reserves	0	0	0		0	0
290,744	1,331,945	TOTAL OBJECTIVE ANALYSIS	594,520	171,009	113,820	29%	1,005,720	411,200
(53,437)	(215,417)	Income From Charitable Activities	(1,119,360)	(211,346)	(309,518)	19%	(692,920)	426,440
(53,437)	(215,417)	TOTAL INCOME	(1,119,360)	(211,346)	(309,518)	19%	(692,920)	426,440
323,743	1,323,160	Employee Costs	1,480,220	326,706	374,996	22%	1,442,190	(38,030)
734	12,675	Transport Costs	3,880	1,599	971	41%	4,880	1,000
9,800	110,465	Premises Costs	110,670	18,220	17,437	16%	110,670	0
9,904	77,225	Supplies & Services	107,480	35,831	27,026	33%	129,270	21,790
0	7,320	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
0	23,838	Governance Costs	11,630	0	2,908	0%	11,630	0
344,181	1,554,682	TOTAL RESOURCES EXPENDED	1,713,880	382,355	423,338	22%	1,698,640	(15,240)
290,744	1,339,265	NET POSITION	594,520	171,009	113,820	29%	1,005,720	411,200
0	(7,320)	Trs From Reserves	0	0	0		0	0
290,744	1,331,945	TOTAL (after transfer from reserves)	594,520	171,009	113,820	29%	1,005,720	411,200

Comments

Sports Development has responsibility for programming activities within our community leisure centres and promotion of sports including badminton, football, gymnastics and swimming, as well as working with key local partners. The team manages our gyms and fitness programme and will work with EA Vibrant Communities in encouraging physical activity. The team has key service areas: Sport Operations, Community Sport Development, Fitness Development and Activity and Coaching Development.

Income

£426.4k income shortfall due predominantly to the reasons noted below.

- Community spaces and indoor sports hall hire not being fully utilised due to restrictions, limited return of local clubs and community organisations.
- High level of membership cancellations during lockdown - Fitness Membership structure has been reviewed resulting in the categories being stream lined and pricing reduced to support communities back into physical activity.
- Limited sports coaching due to the restrictions has made it difficult to fully develop a sustainable sports coaching programme at present. Kids activities sessions have recently resumed.
- Restrictions impacting on our capacity and ability to take the same level of SGP bookings.
- Learn to swim programme has resumed but we are still unable to welcome back all levels of ability due to capacity restrictions and cleaning requirements.
- Parties have not been yet been reactivated due to restrictions.
- Limited capacity within the gym and classes due to the current restrictions combined with a reduced membership rate has had a detrimental impact on our PAYG offer and users.
- Restrictions on sports equipment hire has affected the income target attached to the hire of the golf boards.
- Limited return of aquatic clubs has also adversely affected public swim sessions and pool hire bookings.

Expenditure

Following additional spend is currently projected:

- £10.3k Hammer Cage purchase at AAA - EAC have committed to support this expenditure with funding of £10.3k.
- £11k overspend at Annanhill Golf Course to fund the course maintenance recommendation materials and course improvements planned for the year ahead.
- Costs for Auchinleck have been included till August inclusive and confirmation regarding this facility and future funding is yet to be determined - next report due to go to EAC Cabinet in Autumn 2021.

This has been offset against savings from staffing where currently possible.

PROPERTY & ESTATES DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 30/6/20	Actual Out-turn to 31/03/21	PROPERTY & ESTATES DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 30/6/21	Revised Budget to 30/6/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
34,968	174,754	Property & Estates Development	195,370	36,796	47,785	19%	179,020	(16,350)
0	0	Trs From Reserves	0	0	0		0	0
34,968	174,754	TOTAL OBJECTIVE ANALYSIS	195,370	36,796	47,785	19%	179,020	(16,350)
0	0	Income From Charitable Activities	0	0	0		0	0
0	0	TOTAL INCOME	0	0	0		0	0
34,968	159,758	Employee Costs	178,480	36,796	45,925	21%	163,130	(15,350)
0	1,327	Transport Costs	2,750	0	709	0%	2,750	0
0	2,995	Premises Costs	3,000	0	752	0%	2,000	(1,000)
0	10,674	Supplies & Services	11,140	0	399	0%	11,140	0
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
0	0	Governance Costs	0	0	0		0	0
34,968	174,754	TOTAL RESOURCES EXPENDED	195,370	36,796	47,785	19%	179,020	(16,350)
34,968	174,754	NET POSITION	195,370	36,796	47,785	19%	179,020	(16,350)
0	0	Trs From Reserves	0	0	0		0	0
34,968	174,754	TOTAL (after transfer from reserves)	195,370	36,796	47,785	19%	179,020	(16,350)

Comments

Property & Estates Development was a new service area created 2020/21 as part of the management review and has responsibility for co-ordinating the management, maintenance, health and safety and development of the facilities within East Ayrshire Leisure's remit. Maintaining and developing high quality facilities is paramount for the growth of our business. The team includes facility and estate management and sustainable development and will lead on our environmental responsibilities through the implementation of our annual Climate Change Declaration. The creation of this dedicated team has released managers from various premise management responsibilities to allow them to focus on the development of the programmes and services to our customers.

Expenditure

£15.3k employee cost savings due to a vacancy within the Service which will be filled in year.

RESERVES AS AT 30 JUNE 2021

TABLE A – Summary

TABLE B – Unusable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – Summary

UNRESTRICTED RESERVES	2020/21 b/f	2020/21 SURPLUS	BALANCE 31 March 2021	APPROVED ALLOCATIONS	REVISED BALANCE	PROPOSED DRAWDOWN	Q1	Q2	Q3	Q4	BALANCE	NOTES
FIXED ASSET RESERVE	34,920		34,920		34,920						34,920	
RETAINED RESERVES	140,000		140,000	110,000	250,000						250,000	
UNUSABLE RESERVES (DEPRECIATION RESERVES)	0		0		0		0	0	0	0	0	see Table B
MGTR FUNDS	39,670		39,670		39,670		(28,033)				67,703	
ALLOCATED RESERVES	10,000		10,000	20,750	30,750		3,765	0	0	0	26,985	see Table C
UNALLOCATED RESERVES		510,439	510,439	(130,750)	379,689						379,689	
HOLIDAY PAY PROVISION	(60,874)		(60,874)		(60,874)						(60,874)	
TOTAL UNRESTRICTED RESERVES	163,716	510,439	674,156	0	674,155	0	(24,268)	0	0	0	698,423	
RESTRICTED RESERVES			124,061				24,249				99,812	
CJRS												
PENSION RESERVE			(3,229,000)								(3,229,000)	
TOTAL RESERVES			(2,430,783)								(2,430,783)	

TABLE C – Allocated Reserves Analysis

ALLOCATED RESERVES	2020/21 b/f	2020/21 SURPLUS	BALANCE 31 March 2021	APPROVED ALLOCATIONS	REVISED BALANCE	Q1	Q2	Q3	Q4	BALANCE	APPROVAL	STATUS	NOTES
Dower House Upgrades	10,000		10,000	-10,000	0					0	4 June 2019 Board, 1 June 2021	Complete	Redesignate as Unallocated Reserves
IT Equipment - Corporate Services, P&E			0	6,000	6,000					6,000	1 June 2021 Board		
Sport - AAA - Pole Vault Cage			0	9,910	9,910					9,910	1 June 2021 Board		
Cultural - Additional Totem Signage at DI			0	3,765	3,765	3,765				0	1 June 2021 Board		
P&E - RAW Equipment			0	4,000	4,000					4,000	1 June 2021 Board		
Libraries - Lorensbergs Netloan Upgrade			0	1,600	1,600					1,600	1 June 2021 Board		
Box Office/Booking System			0	5,475	5,475					5,475	1 June 2021 Board		
TOTAL ALLOCATED RESERVES	10,000	0	10,000	20,750	30,750	3,765	0	0	0	26,985			

GENERAL PROJECTS

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

Project	Partners	Balance b/f 01.04.21	Balance at 30.06.21	Expected Completion Date
Ayrshire Libraries Forum	North Ayrshire Council/South Ayrshire Council/East Ayrshire Council	(£4,015)	(£4,015)	Ongoing
Burns Birthday in Mauchline	Event Scotland	(£861)	(£861)	Mar 2022
Kilmarnock Green Infrastructure	Sustrans	(£14,955)	(£14,955)	Ongoing
Museums Database	Museum Gallery Scotland	£898	£916	July 2021
Digital Storyteller in Residence	Scottish Book Trust	(£2,416)	(£2,416)	Ongoing
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	(£24,258)	(£24,258)	Ongoing
Cumnock Town Hall Community Cinema	Creative Scotland	(£4,592)	(£4,592)	Dec 2021
Logan Centre (Ringfenced)	Three Village Centre (Limited Company & Charity)	(£7,356)	(£7,356)	Ongoing
SHOUT	EAC	(£5,000)	(£5,000)	Ongoing
Dean Castle Restoration Project	HLF/EAC	£0	£0	Oct 2022
Wifi Project	EAC	(£20,000)	(£20,000)	Mar 2022
DCCP Parks for People (Jul 20-Mar 21)	HLF/EAC	(£15,500)	£8,730	Jul 2021
Grayson Perry	EALT	(£22,005)	(£22,005)	May 2022
Foster Carer Service - Memberships	EAC	(£4,000)	(£4,000)	Ongoing
Summer Activity Programme	EAC via Scottish Government	£0	£0	Ongoing
Annick Valley Leisure Facilities	EAC	£0	£0	Ongoing
Patna Leisure Facilities	EAC	£0	£0	Ongoing
Going Green (Par for the Course)	REF	£0	£0	Mar 2023

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

Burns Birthday in Mauchline – The project normally takes place on the last Saturday in January at Burns House Museum, Mauchline Parish Church Halls and Mauchline Kirkyard. The family event which is funded by EventScotland is free and includes lots of Burns related activity including visual art, puppet making, Kirkyard tours with our partners Mauchline Burns Club, curator talks and a very special performance by pupils of Mauchline Primary School. The event did not take place in 2021 due to EventScotland funding being withdrawn due to Covid 19 but the 2022 event should be going ahead.

Kilmarnock Green Infrastructure - The design and feasibility work has been completed for the Kilmarnock Green Infrastructure Project. £300k has been secured from Sustrans for further design work for a multi-million pound application later in the year. A Project Board, chaired by East Ayrshire Leisure, has been established to oversee the development and implementation of this 18 mile cycle route project for Kilmarnock made up of officers from East Ayrshire Leisure, East Ayrshire Council and Ayrshire Roads Alliance.

Museums Database - East Ayrshire Leisure cares for approximately 250,000 objects within the museums it manages on behalf of East Ayrshire Council. Currently these collections are documented on a mixture of ageing and basic database systems. As we progress through the actions outlined within our Accreditation plan, including a full, basic inventory of all collections, plus our work with our Recognised collections, it is clear that we require a modern, future-proof database for use across the museum service, with opportunities for working with external partners in a more co-ordinated and efficient way. The total project cost is £21,600, of which Museums Galleries Scotland has awarded 75% of project costs. Progress with the project was interrupted due to Covid 19, however MGS have granted an extension to 31 July 2021 to complete the project.

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

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

Cumnock Town Hall Community Cinema – All cinema equipment is installed but project start date was postponed for 1 year during 2020/21 due to Covid-19.

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

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

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

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

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

Grayson Perry – Our planned high profile exhibition for 2020/21 period 'GRAYSON PERRY – The Vanity of Small Differences' had to be postponed due to lockdown and travel restrictions. We are in communication with the lender to reorganise the exhibition for later in the year.

Foster Carer Service - Memberships – £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.

Summer Activity Programme - £51,100 funding from East Ayrshire Council has been offered to fund a summer programme of activities targeting children and young people who fall into one of the following ten targeted groups: children from low income households; children from those priority family groups identified in the Tackling Child Poverty Delivery Plan: larger families; families with a disabled child or adult; young mothers; families with children under one; and minority ethnic families; children from families who have been shielding during the pandemic and whose ability to engage in activities and socialise will have been very limited; children with a disability or additional support need; care experienced children and young people; young carers; children in need of protection; children supported by a child's plan; children who have undergone significant transitions during lockdown or will experience them this year, including starting in ELC, starting primary school, moving to secondary school and leaving school; and children living in remote/rural areas.

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

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

Going Green (Par for the Course) - The main focus of this project will be on the implementation of a path network to improve access to the golf course for non-golfers in a safe way. This project aims to provide opportunities for all through the creation of a 3420m path network which will be suitable for all ages and abilities. It will be designed to Cycling Scotland standards to ensure that it is multi-functional. 50% of the path will be constructed from non-recyclable plastic that are destined for landfill or incineration and will potentially save 1,688,503 plastic bags going to landfill and could offset 22,280kg of CO2. The total project cost is £208,550 of which REF has awarded 95% of the project costs and the 5% match funding will come from a green infrastructure developer contribution fund managed in partnership with East Ayrshire Council.



EXTERNAL FUNDING (APRIL – JUNE 2021)



EXTERNAL FUNDING APPROVED APPLICATIONS

(*denotes funding not available to East Ayrshire Council)

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2021/22
Property & Estates Development	Renewable Energy Fund - Going Green (Par for the Course)	£198,123	£0
Cultural Development	Scottish Book Trust - Bookbug Week	£175	£175
Leisure Development	NHS Ayrshire & Arran Health Board - Natural Health Project	£4,230	£4,230
Sports Development	EAC via Scottish Government - Summer Activity Programme	£51,100	£0
TOTAL		£253,628	£4,405

Note 1

East Ayrshire Leisure registered for Coronavirus Job Retention Scheme (CJRS) and in 2021/22 has currently received grant of £63,150.45 (£1,123,600.82 was received 2020/21). The scheme is currently scheduled to continue until September 2021. Grant received is dependant on the number of staff on furlough which has been reducing as our services are reactivated.

EXTERNAL FUNDING DECLINED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Comments
Leisure Development	BBC Children in Need - Residential or Overnight stays	£21,960	Primarily unsuccessful as East Ayrshire Leisure manages and operates the Treehouse Residential Centre and funder would not be willing to fund notional costs associated with the hire of our own venue.
Property & Estates Development	NatureScot - Annanhill Biodiversity Project	£149,742	Highly competitive. Funder wanted to see greater links to other greenspaces in the area.
Community & Performing Arts Development	HLF - Palace Redevelopment	£4,600,000	Advised too high an application & more heritage focus required. Can reapply in 3 months from May. Now incorporated into Cultural Kilmarnock Project.
Cultural Development	Scottish Book Trust - Live Literature	£3,500	High demand and more detail required. Can reapply for next round of funding.
TOTAL		£4,775,202	



PERFORMANCE SCORECARD



EALT PI Report

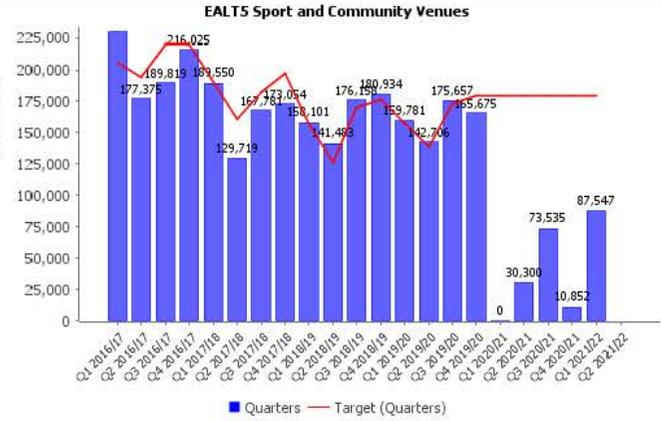
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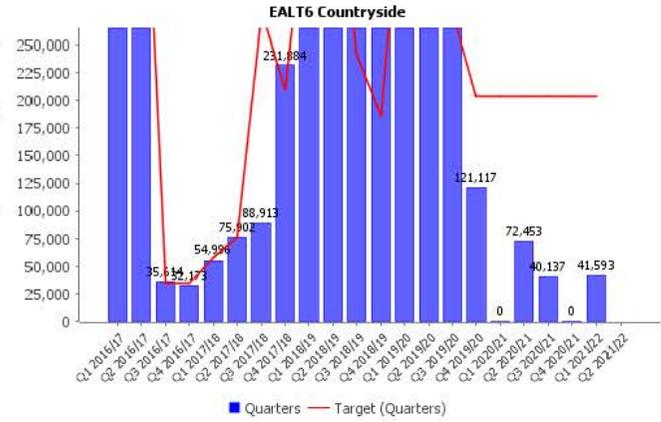
Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																												
EALT1 Average Days Lost per Employee	1.78	2	↓	↓	Absence is managed in accordance with East Ayrshire Leisure Trust's Supporting Attendance at Work Policy. Absence during this period is predominantly due to long term absence.	<table border="1"> <caption>EALT1 Average Days Lost per Employee</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>1.8</td></tr> <tr><td>Q2 2016/17</td><td>2.6</td></tr> <tr><td>Q3 2016/17</td><td>2.56</td></tr> <tr><td>Q4 2016/17</td><td>2.6</td></tr> <tr><td>Q1 2017/18</td><td>2.6</td></tr> <tr><td>Q2 2017/18</td><td>2.22</td></tr> <tr><td>Q3 2017/18</td><td>2.6</td></tr> <tr><td>Q4 2017/18</td><td>2.22</td></tr> <tr><td>Q1 2018/19</td><td>1.84</td></tr> <tr><td>Q2 2018/19</td><td>0.85</td></tr> <tr><td>Q3 2018/19</td><td>1.74</td></tr> <tr><td>Q4 2018/19</td><td>2.06</td></tr> <tr><td>Q1 2019/20</td><td>0.95</td></tr> <tr><td>Q2 2019/20</td><td>1.47</td></tr> <tr><td>Q3 2019/20</td><td>2.24</td></tr> <tr><td>Q4 2019/20</td><td>1.97</td></tr> <tr><td>Q1 2020/21</td><td>0.68</td></tr> <tr><td>Q2 2020/21</td><td>0.36</td></tr> <tr><td>Q3 2020/21</td><td>2.01</td></tr> <tr><td>Q4 2020/21</td><td>1.21</td></tr> <tr><td>Q1 2021/22</td><td>1.78</td></tr> </tbody> </table>	Quarter	Value	Q1 2016/17	1.8	Q2 2016/17	2.6	Q3 2016/17	2.56	Q4 2016/17	2.6	Q1 2017/18	2.6	Q2 2017/18	2.22	Q3 2017/18	2.6	Q4 2017/18	2.22	Q1 2018/19	1.84	Q2 2018/19	0.85	Q3 2018/19	1.74	Q4 2018/19	2.06	Q1 2019/20	0.95	Q2 2019/20	1.47	Q3 2019/20	2.24	Q4 2019/20	1.97	Q1 2020/21	0.68	Q2 2020/21	0.36	Q3 2020/21	2.01	Q4 2020/21	1.21	Q1 2021/22	1.78	🟢
Quarter	Value																																																		
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EALT4 Culture	39,836	102,283	↑	↓	Whilst the cultural venues have reopened, restrictions are still in place with reduced capacity. E-books and digital engagement continues to perform well	<table border="1"> <caption>EALT4 Culture</caption> <thead> <tr> <th>Quarter</th> <th>Value</th> </tr> </thead> <tbody> <tr><td>Q1 2016/17</td><td>112,660</td></tr> <tr><td>Q2 2016/17</td><td>112,660</td></tr> <tr><td>Q3 2016/17</td><td>103,950</td></tr> <tr><td>Q4 2016/17</td><td>122,310</td></tr> <tr><td>Q1 2017/18</td><td>103,081</td></tr> <tr><td>Q2 2017/18</td><td>101,541</td></tr> <tr><td>Q3 2017/18</td><td>122,310</td></tr> <tr><td>Q4 2017/18</td><td>122,310</td></tr> <tr><td>Q1 2018/19</td><td>83,510</td></tr> <tr><td>Q2 2018/19</td><td>122,310</td></tr> <tr><td>Q3 2018/19</td><td>103,081</td></tr> <tr><td>Q4 2018/19</td><td>104,892</td></tr> <tr><td>Q1 2019/20</td><td>93,836</td></tr> <tr><td>Q2 2019/20</td><td>93,836</td></tr> <tr><td>Q3 2019/20</td><td>85,593</td></tr> <tr><td>Q4 2019/20</td><td>85,593</td></tr> <tr><td>Q1 2020/21</td><td>0</td></tr> <tr><td>Q2 2020/21</td><td>19,636</td></tr> <tr><td>Q3 2020/21</td><td>32,121</td></tr> <tr><td>Q4 2020/21</td><td>8,876</td></tr> <tr><td>Q1 2021/22</td><td>39,836</td></tr> </tbody> </table>	Quarter	Value	Q1 2016/17	112,660	Q2 2016/17	112,660	Q3 2016/17	103,950	Q4 2016/17	122,310	Q1 2017/18	103,081	Q2 2017/18	101,541	Q3 2017/18	122,310	Q4 2017/18	122,310	Q1 2018/19	83,510	Q2 2018/19	122,310	Q3 2018/19	103,081	Q4 2018/19	104,892	Q1 2019/20	93,836	Q2 2019/20	93,836	Q3 2019/20	85,593	Q4 2019/20	85,593	Q1 2020/21	0	Q2 2020/21	19,636	Q3 2020/21	32,121	Q4 2020/21	8,876	Q1 2021/22	39,836	🔴
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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon
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EALT5 Sport and Community Venues	87,547	179,362	↑	↓	There is an indication of a strong recovery within our fitness venues with William McIlvanney and Loudoun Leisure Centres particularly performing well. Indoor sports halls will not open properly until August 2021 which predominantly accounts for the figure not meeting target
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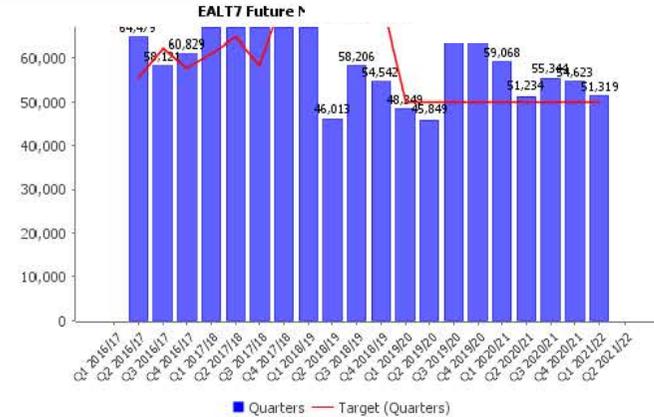


EALT6 Countryside	41,593	203,611	↑	↓	Outdoor venues are performing exceptionally well. However, the people counters are not fully operational and restrictions are still in place at the Country Park visitor centre. New counters are being installed at Dean Castle Country Park in August 2021 and a new scheme being developed for the River Ayr Way
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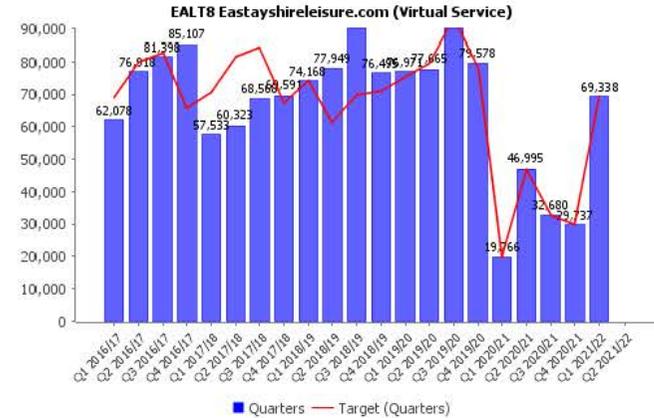


Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart
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EALT7 Future Museum (Virtual Service)	51,319	50,000	↓	↓		
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EALT8 Eastayshireleisure.com (Virtual Service)	69,338	69,338	↑	↑		
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PI Status	
	Alert
	Warning
	OK
	Unknown
	Data Only

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse



RISK REGISTER



Risk Register

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

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

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

Risk Register - COVID 19

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
8	There is a threat to the viability of current Business Operations arising from Business closure resulting in reduction in service provision and the inability to fully deliver Strategic Delivery Plan.	Executive Management and Development Managers	5	3	15 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> Consider and review the implications of COVID-19 including social distancing measures Review actions within the Strategic Delivery Plan Continue to deliver and develop alternative services Social media and website presence Customer e-newsletters Working from home policy
9	There is a risk to the organisation's management due to the high dependency on the 2 members of Executive Management Team and Development Management team.	Chief Officer	3	3	9 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> Business Continuity Plan Monthly DMT Business Meetings Stress Management training Monitoring workloads through 1-1 meetings
10	There is a threat to the financial stability of the organisation resulting from loss of income. Ongoing closure could have an impact on the management fee received from East Ayrshire Council.	Executive Management and Development Managers	5	4	20 RISK APPETITE: OPEN (Financial)	HIGH	<ul style="list-style-type: none"> Continued dialogue with East Ayrshire Council in relation to the management fee Consider financial support available to the organisation as a result of the coronavirus Claim employees wages through Job Retention Schedule Monitor cashflow and reduce expenditure where possible Continued support & guidance given by Community Leisure UK Online services including sales Maximise additional income streams

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
11	Reduction in workforce from COVID 19 resulting in loss of key staff and skills. Potential reduction in availability of all staff to resume roles resulting in inability to deliver all services with potential loss of income.	Executive Management and Development Managers	4	3	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> Alternative service provision – transformation Training & Development Programme Recruitment & Selection procedure Working from home policy
12	There is a risk to our reputation if we do not adhere to government guidance in an appropriate timely manner to ensure both staff and customers are in safe and controlled environment.	Executive Management and Development Managers	2	4	8 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> Follow and monitor Local, Scottish and National Government guidance Consider and review the implications of COVID-19 on the operation of our business Support from East Ayrshire Council Effective communication with staff and customers
13	There is a risk that East Ayrshire Leisure staff morale could be at an all time low due to the impact of COVID 19. (financial, bereavement, domestic circumstances, furlough etc)	Executive Management and Development Managers	3	4	12 RISK APPETITE: OPEN (Operation)	MEDIUM	<ul style="list-style-type: none"> Regular communication with staff Access to support services eg counselling services Staff trained in mental health practices Staff engagement programme Access to Support & Wellbeing Programme Staff Recognition Scheme
14	There is a risk that East Ayrshire Leisure will not be in a position to attract existing customers back to our facilities	Executive Management and	3	4	12	MEDIUM	<ul style="list-style-type: none"> Review of service provision – transformation Customer engagement programme Customer e-newsletters

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	due to financial constraints, alternative opportunities being available and loss of confidence.	Development Managers			RISK APPETITE: OPEN (Financial)		
15	There is a risk that East Ayrshire Leisure's business continuity will be affected if key decisions cannot be made due to the inability to hold Trustee board and performance and audit meetings.	Chief Officer	1	5	5 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> Regular liaison with Chair and Vice Chair Regular Trustee updates Review of agenda items Establishment of video conferencing
16	There is a risk that building and/or equipment maintenance and repairs cannot be carried out either due to lack of staff or companies no longer operating, resulting in non-service provision or loss/damage to our facilities.	Executive Management and Development Managers	2	4	8 RISK APPETITE: OPEN (Reputation)	LOW	<ul style="list-style-type: none"> Regular communication with EAC Business Continuity Plan Alternative service delivery Maintenance Liaison Group
17	There is a risk that capital projects cannot proceed which will impact on planned and unplanned opportunity to upgrade existing facilities.	Executive Management and Development Managers	2	3	6 RISK APPETITE: OPEN (Operation)	LOW	<ul style="list-style-type: none"> Regular communication with EAC and other partners Work in partnership to resolve issues and minimise impact Effective communication with staff and customers
18	There is a risk that external funding may be withdrawn or	Executive Management	2	3	6	LOW	<ul style="list-style-type: none"> Regular communication with funders and partners

No.	Risk	Lead Officer	Likelihood	Impact	Total Risk Score (L x I)	Risk Category	Controls
	have to be repaid due to projects no longer being viable or East Ayrshire Leisure being unable to fulfil requirements to meet funding obligations.	and Development Managers			RISK APPETITE: OPEN (Operation)		<ul style="list-style-type: none"> • Work in partnership to resolve issues and minimise impact eg extend funding, consider alternative delivery option • Effective communication with customers

LEISURE TRUST VENUE MAINTENANCE

Date: 14 September 2021

Agenda Item: 6

Report by: Christine Keenan, Property & Estates Development Manager

1. PURPOSE OF REPORT

- 1.1 This purpose of this report is to provide an update to Trustees on the work being done with East Ayrshire Council in relation to maintenance of the facilities and estates being operated by East Ayrshire Leisure Trust.

2 MAINTENANCE LIAISON WORKING GROUP

- 2.1 In 2020, East Ayrshire Leisure Trust established a working group with East Ayrshire Council to consider maintenance on a proactive basis rather than reactive to improve facilities, reduce costs, reduce the likelihood of facility damage and periods of closure.
- 2.2 The working group consists of the Property & Estates Development Manager and Sustainable Development Officer from East Ayrshire Leisure Trust along with the Asset Performance Manager and Response Maintenance Manager from East Ayrshire Council. Meetings are held monthly and review:
- Emergency and Outstanding Repairs
 - Maintenance Programme
 - Maintenance Proposals
 - Synthetic Grass Pitch Replacement Programme

3 EMERGENCY AND OUTSTANDING REPAIRS

- 3.1 This is for items which have been reported through the normal repair process and are needing additional attention or are ongoing with no resolution identified. Examples of this would be the recent netting replacement at Annanhill Golf Course or recurring drainage issues where a specialist has been contacted rather than repairs being continually submitted.

4 MAINTENANCE PROGRAMME

- 4.1 We identify items which would benefit from a regular cycle of works to prevent damage. This is beneficial to all venues but, will have a significant impact particularly in relation to our heritage assets. An example of this would be the recent improvements to the entrance of the Walled Garden at the Dean Castle Country Park where we now intend to schedule works each year to fully repair and restore the stonework around the perimeter.

5 MAINTENANCE PROPOSALS

- 5.1 We discuss additional improvements or changes to venues which have been identified which we would like to introduce within our venues. Depending on the level of investment required these may require submission of a business case. These are not guaranteed projects and are depending on the budget available.

6. SYNTHETIC GRASS PITCH REPLACEMENT PROGRAMME

- 6.1 A timetable for replacement of the Synthetic grass pitches is reviewed and dates agreed for completion. Rose Reilly Sports Centre (rescheduled from 2020) and Drongan Primary have both been completed during Summer 2021.

7. CONCLUSION

- 7.1 There has been significant investment in East Ayrshire Leisure Trust venues over the last 18 months since the introduction of the Maintenance Liaison meetings and we are looking to progress this even further by working with East Ayrshire Council on their new Property Pledge.

Recommendation:

It is recommended that the Board:

- i. Note the content of this report.

Signature:



Designation: Property & Estates Development Manager

Date: 22 July 2021