

PERFORMANCE & AUDIT SUB COMMITTEE

Date: 8 February 2022

Location: Reception Room, Grand Hall, Kilmarnock

Start time: 4pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence	✓		
2. Declarations of Interest	✓		
3. Notes of Previous Meeting – 9 November 2021			✓
4. Performance Report Oct – Dec 2021			✓
5. Trust Budget 2022-23			✓
6. Financial Strategy This is a restricted document and not for onward circulation			✓
7. Staff Recognition Award This is a restricted document and not for onward circulation			✓
8. AOCB			
9. Dates of Next Meetings: Trust Board: 22 February 2022 Performance & Audit Sub-Committee: 17 May 2022			

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PERFORMANCE AND AUDIT SUB-COMMITTEE

PERFORMANCE REPORT OCTOBER – DECEMBER 2021

Date: 8 February 2022

Agenda Item: 4

Report by: Anneke Freel, Chief Officer

I PURPOSE OF REPORT

- 1.1 This report provides details of the Trust's performance for the period October - December 2021, the third 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 continued and enhanced restrictions brought about by the Omicron variant of the Covid 19 pandemic. As we work towards increasing confidence in our customers, facilities and services have not fully returned to pre-covid levels. This is not unexpected and is reflected in the quarter 3 performance and 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 Q3 report provides detail of the Trust's financial performance for the period October - December 2021. The lockdown restrictions and the subsequent reduction of capacity within venues has resulted in limited generation of income during this period. Income for the quarter was further affected by additional restrictions, which led to a reduced pantomime run, which was forced to close a week ahead of schedule. This closure resulted in a further loss of panto income of approximately £32,000.
- 2.2 The projected outturn for East Ayrshire Leisure Trust at 31st December 2021 is an adverse position of £104,750. This is a significant improvement since the Q2 position of £198,220.
- 2.3 Whilst, the management team will continue to explore opportunities that will lead to a breakeven position by the end of the financial year, the current adverse variance that is being projected at Q3 can be funded from unallocated reserves.

3 PERFORMANCE STATISTICS

- 3.1 The performance figures across our cultural venues are beginning to show strong recovery and have returned to 70% of pre-covid figures. This is predominantly due to popular programming at the Palace Complex and Cumnock Town Hall. This recovery is particularly promising as our library, museum and arts engagement programme has not been fully reintroduced due to the continued restrictions and limitations.
- 3.2 Online reader engagement has seen an increase of 70% in Q3 compared to the same period in 2019/20 prior to Covid restrictions.

4 QUARTER HIGHLIGHTS

- 4.1 The Trust were able to provide support to CAMPS and we were delighted to host their annual pantomime at Cumnock Town Hall. The Palace Technical Team provided sound and lighting equipment training the CAMPS technical team to allow them be autonomous during their show week.
- 4.2 East Ayrshire Leisure Trust is thrilled to have secured the prestigious title of *Recognition* for another five years through Museums Galleries Scotland's Recognition Scheme. Scotland's Recognition Scheme celebrates, promotes and invests in Nationally Significant Collections beyond those held in our national museums and galleries. The outstanding Historic Musical Instrument Collection, which is normally housed at Dean Castle, features lutes, guitars, harpsichords, recorders, pianos and harps, and boasts one of the earliest violins in existence - an English Renaissance violin made by the Bassano family, which dates from between 1550 and 1580. The significance and quality of some of the musical instruments has been compared to those found in the Metropolitan Museum of Art in New York and the Smithsonian Institution in Washington D.C.
- 4.3 Our Learn to Swim membership by the end of Quarter 3 is reporting an 80% recovery on pre-covid levels. Our Run, Jump and Throw programme at the Ayrshire Athletics Arena has fully recovered with plans to expand the programme in 2022. We are experiencing significant challenges with the retention and recruitment of qualified coaches across our programmes but are working closely with local partners and national governing bodies to rectify this.

We have started work on our sports development strategy for 2022-2024 which will include an action plan for the developing of our four priority sports (Swimming, Golf, Athletics and Gymnastics), and how they will provide pathways to the local sports clubs within our community sports hubs. There has been some really positive engagement with Scottish Gymnastics who have selected East Ayrshire Leisure, along with only four other leisure trusts in Scotland to be included within the initial launch of their new RISE gymnastics programme in 2022.

- 4.4 Building on the success of our last winter trail, an Aladdin Trail was set up around Dean Castle Country Park, including a special Aladdin's Cave constructed with support from pupils at Kilmarnock Academy. The trail offered an opportunity for families to enjoy the outdoor setting of the country park linking to the fun of the panto and our show at the Palace Theatre. By working with the group to produce a back drop and features for our Aladdin's Cave, we were able to support youngsters from Kilmarnock Academy, identified with behavioral issues, to achieve a John Muir Award.
- 4.5 The café continues to be a valued addition for users and visitors of the country park. Therefore, it was important to obtain customer feedback relating to the service provided within the Treehouse Café. To enable continued improvement, a customer survey was carried out during November 2021. The survey generated 499 responses and feedback was categorised into the following key themes;
- Opening Times – 379 comments were received
 - Menu – 123 comments were received
 - Dogs – 79 comments were received
 - Other – 90 comments were received

Based on the comments, the Hospitality Development Officer has developed an action plan for implementation from February onwards.

- 4.6 Property & Estates have held our first Quarterly meeting with Greener Communities to formalise an annual programme for the servicing of our equipment and machinery commencing with the winter servicing in the Spring. We have also had a site meeting at Kennedy Drive area of the Dean Castle Country Park with QTS and Environmental Health Officers from East Ayrshire Council and are working in partnership to clear historic flytipping and litter from sections of the embankments.

5 ORGANISATIONAL REVIEW UPDATE

- 5.1 At the special board meeting on the 2nd November 2021, it was agreed that the management team would review the proposals to delete the post of Duty Supervisor and replace it with a new dual role of Community Lifestyle Assistant/Community Lifestyle Co-ordinator. An option appraisal has been carried out and it has been decided to implement the original proposal to create a dual post within our wetside sports facilities.

6 RISK REGISTER

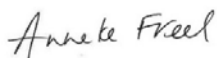
- 6.1 No changes have been made to the Risk Register as part of the quarterly reporting and monitoring.

Recommendation/s:

It is recommended that Trustees:

- i. Consider and approve the East Ayrshire Leisure Performs Report for the period October - December 2021; and
- ii. Otherwise note the content of this report.

Signature:



Designation: Chief Officer

Date: 22 January 2021



EAST AYRSHIRE LEISURE PERFORMS

QUARTER

OCTOBER - DECEMBER

2021/22



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PROGRESS AGAINST CORPORATE DELIVERY PLAN 2020-22








 - No Progress
  - Some Progress
  - Complete

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				
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		<u>Carried forward to 2022-24</u>
Action: We will be represented on appropriate community forums including community sports hubs, community councils and community action plan steering groups				
Actions Complete				
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		<u>Carried forward to 2022-24</u>
5	Campaigns for each project will be created, implemented and monitored	R&BDM		This Output now links to the Digital transformation Action Plan and will remain until that is complete.
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		<u>Carried forward to 2022-24</u> Under Communications Strategy
8	Design, develop and deliver detailed evaluation strategy for all areas of Trust	R&BDM		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				
Actions Complete				












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		<u>Carried forward to 2022-24</u>
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		<u>Carried forward to 2022-24</u>
12	Maintain and develop futuremuseum.co.uk partnership increasing visits to site of 2% every 2 years	CDM		<u>Carried forward to 2022-24</u> MGS bid SUCCESSFUL - £47,000.00 Project now underway.
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		Axiell funded project COMPLETE (MGS); Seedscales bid SUCCESSFUL; Recognition Status Secured for a further five years.
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		<u>Not achievable in 2020-22</u> Kilmarnock Leisure Centre Trust and East Ayrshire Leisure Trust are focusing on recovery from covid19 pandemic. Collaboration and partnership working will be considered when both organisations have fully reactivated. This output will not be delivered as part of the 2020-22 Delivery Plan
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		<u>Carried forward to 2022-24</u>
16	Establish focus groups of customer and key partners in order to identify 3 key customer performance targets	HCS		<u>Carried forward to 2022-24</u>

 - No Progress
  - Some Progress
  - Complete






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				
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		Whilst we are awaiting confirmation from VisitScotland on when visits will be rescheduled following the lifting of Covid restrictions, an action plan has been developed for Dean Castle Country Park and will be developed for each of the other venues. Costs are aligned to the Leisure Facility Strategy.
Action: We will work with local partners to develop an options appraisal for the future of Auchinleck Leisure Centre				
Actions Complete				
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				
Actions Complete				
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				
Actions Complete				
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		<u>Partially complete, carried forward to 2022-24</u> The new fitness suite has opened within the facility. It has not been possible to take forward feasibility works around the additional spectator facilities but will be included with the Corporate Delivery Plan 2022-2024.







34	Submit funding applications	SDM		<u>Carried forward to 2022-24</u>
35	Develop a sponsorship package	SDM		<u>Carried forward to 2022-24</u>
36	Increase spectator seating capacity by 50%	SDM		<u>Carried forward to 2022-24</u>
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		<u>Carried forward to 2022-24</u>
Action: We will continue to implement the East Ayrshire Strategic Route Network				
38	Implement a 40km paths network in the Irvine Valley	LDM		Two sections of the Darvel –Loudoun Hill route now completed, including path upgrades, drainage works and fencing. Finalising Path Agreements to allow further works on Darvel- Loudoun Hill route to commence in November.
40	Secure funding for stage 3 (technical design) of the Kilmarnock Green Infrastructure Project by December 2020	LDM		100% funding of approximately £1.7m has been secured for RIBA stage 3 and 4 design of Kilmarnock Infinity Loop phase 1 and 2.
42	Oversee implementation of the Doon Valley Way and the Lugar Water Trail as part of the Coalfield Communities Landscape Partnership	LDM		Proposal regarding change of scope has been presented to CLLP, to incorporate the Doon Valley route within the Doon Valley Masterplan. This would look to establish a multi-use route connecting the network in South Ayrshire along the tourism route and into the Galloway Forest Park at Dalmellington, which then links it into the D&G network. It would also pick up the National Byway in Dalrymple and head through Alloway to the NCN. Bill of Quantities completed for Lugar Trails and issued to procurement to be added to a tender document.







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		<u>Carried forward to 2022-24</u> RIBA stage 2 designs have been produced. Awaiting further guidance from UK Government regarding round 2 of the Levelling Up Fund.
44	Submit external funding bids	CO		<u>Carried forward to 2022-24</u>
45	Develop community engagement and activity plan	CO		<u>Carried forward to 2022-24</u>
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		
50	Adoption of a 5 year management plan for the integrated site which includes parkland and golf course	P&EDM		<u>Carried forward to 2022-24</u>
51	Submit Greenflag Award application	P&EDM		
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		
56	Greenflag Award achieved	LDM		
Action: We will develop a maintenance and development plan for the River Ayr Way				
57	Development of a community engagement/consultation plan	LDM		
58	Development of a maintenance and repair programme	P&EDM		Emergency Repair programme agreed.
60	Adoption of a 5 year maintenance and development plan for the River Ayr Way	P&EDM		<u>Carried forward to 2022-24</u>



 - No Progress
  - Some Progress
  - Complete








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		Dean Castle Reopening Event: Funding bid submitted to REF. <u>Carried forward to 2022-24</u>
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		The Cultural Development team have been working on an engagement strategy in parallel with the Digital Transformation Strategy. <u>Carried forward to 2022-24</u>
63	Include the Education Attainment Challenge Framework and other school facing activities and monitor related active involvement	CDM		The EACF and CfE are embedded within the research being undertaken as part of line 62 above. <u>Carried forward to 2022-24</u>
64	Align the above to a shared set of objectives, performance indicators and monitoring systems in relation to all cultural engagement activities	CDM		The development of the monitoring and evaluation strategy will follow on from the research and development of lines 62 and 63 above. <u>Carried forward to 2022-24</u>
Action: We will continue to programme high quality outward facing cultural programmes that profile East Ayrshire as a must visit destination.				
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		Ayrshire Hospice event took place on Thursday 17 th June and the Forget-Me-Not Meadow display continued for a fortnight with very positive feedback. Cultural Development supporting Celebrate Kilmarnock in the development of commissioning public art for St Marnock Square.












				<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 worked 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>Cumnock Tryst workshop and concert event being hosted 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		Current policy to be reviewed in January 2022
69	Support community partners in the delivery of their performing arts workshops and programmes	C&PDM		CAMPS supported in their annual Panto production at Cumnock Town Hall; LMS supported with their Nov show in Grand Hall
71	Present 2 EAYT productions each year.	C&PDM		EAYT November show in the Palace Theatre went ahead and was very well received
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		<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</p>








				<p>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> <p><u>Carried forward to 2022-24</u></p>
73	Carry out detailed evaluation plan linked to the funded programme.	CDM		
74	Relaunch Dean Castle in 2021	CDM		<p>Relaunch Event – funding bid submitted.</p> <p><u>Carried forward to 2022-24</u></p>
75	Maintain current standard of collection care and meet our Accreditation/Recognition commitments.	CDM		<p>Axiell collections inventory content management system – PROJECT COMPLETE.</p> <p>Recognition Status secured November 2021;</p>
Action: We will prepare an East Ayrshire Aquatics Strategy				
76	Establish a Swimming Development working group with all key stakeholders represented	SDM		<p><u>Carried forward to 2022-24</u></p> <p>Providers main focus has been on reactivation of services throughout the pandemic. This will be something that is developed further within the new delivery plan</p>
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		<u>Carried forward to 2022-24</u> , however it will initially focus on East Ayrshire Leisure.
78	Increase 'Learn to Swim' membership by 10%	SDM		<u>Carried forward to 2022-24</u>






				<p>Learn to Swim membership has increased at Loudoun LC, however Parent & Toddler lessons have been unable to return due to instructor challenges.</p> <p>Due to a lack of instructors we have been unable to reactivate all our previous LTS memberships at Auchinleck and Doon Valley Leisure Centre.</p> <p>Revised KPI's will be included with the Sports Development Strategy, which is part of the 2022-204 Delivery Plan.</p>
80	Provide internal and external opportunities for training and recruitment of Scottish Swimming Tutors	SDM		<p><u>Started but carried forward to 2022-24</u></p> <p>Training and Recruitment will feature within the Sports Development Strategy.</p>
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		<p><u>Started but carried forward to 2022-24</u></p> <p>This will form part of the Sports Development Strategy.</p>
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		<p><u>Carried forward to 2022-24</u></p> <p>The ActiveEA group will become the platform for this to be established through a sub-group.</p>
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		<p><u>Started but carried forward to 2022-24</u></p> <p>The Trust's key sports will be Swimming, Gymnastics, Golf, Athletics, Multi Sports and Mini-Movers.</p>
86	Develop a subsidised coach education programme with integrated volunteer hours	SDM		<p><u>Carried forward to 2022-24</u></p>
87	Introduce a coaching programme with 3 annual blocks for each priority sport	SDM		<p><u>Partially completed, carried forward to 2022-24</u></p>

88	Develop a partnership with each club associated with priority sport	SDM		<u>Partially completed, carried forward to 2022-24</u>
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		<p>Continuation of our Nature Clubs, including Ranger led walk from Craufurdland Castle to DCCP, constructing bird feeders and also 'poo investigations'. The winter programme finished with a nature Christmas party with outdoor cooking and camp teepee.</p> <p>The second cohort of the Natural Health Project, working in collaboration with the CAHMS has incorporated another 3 families.</p> <p>Building on the success of the Natural Health Project with Alzheimer's Scotland the programme was extended, with sessions moving to the Dementia Resource Centre for the winter months.</p> <p>Rangers service have supported environmental education and nurture projects at Lainshaw PS, Onthank PS, James Hamilton AC and Park school.</p> <p>Working with Impact Arts, the Rangers helped deliver weekly outdoor learning sessions, working with a small group of young people aged between 16 and 24, as part of a Creative Pathways COP26 funded project.</p> <p>Rangers assisted in the delivery of John Muir Award at Kilmarnock Academy, working with a group of S1 pupils with behavioural issues. This group of youngsters helped create the DCCP Aladdin's Cave at the end of the winter trail.</p> <p>Supporting Ayrshire College lecturers who are providing weekly training sessions for a Forest Kindergarten module.</p>

				Rangers continue to support the ESOL group (English Language Learners Group) with follow-on interactive learning sessions.
91	Participate annually in Playday	LDM		Event did not take place due to Covid-19 restrictions
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		
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		<p>New Recreation Plan with individual core path maps now available on eastayrshireleisure.com</p> <p>Successful campaign, in line with COP26 delivered to promote the new document, celebrating East Ayrshire's outdoors, opportunities to stay active outdoors and environmental education. Events incorporated included the Seedscapes Project, a Community Clear Up event at the DCCP and the Kennedy Drive Hedge Project.</p>
Action: We will continue to attract local and national sporting events to our community sporting events				
Actions Complete				
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		Jazz musician Curtis Stigers confirmed for 17 March 2022
98	Represent East Ayrshire Leisure at relevant trade fairs and conferences	C&PDM		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		Contract in place for 2021 but 2022 still be be addressed
100	Present an annual pantomime performance including: 2020: Aladdin, 2021: Snow White, 2022: Peter Pan (tbc)	C&PDM		Aladdin 2021 went ahead but run had to be shorten by 2 weeks at the beginning due to non attendance of







				schools and for 1 week post Xmas due to change of Covid regulations make this unviable
101	Increase income by 3% and reduce subsidy by 3% by the end of the plan period using 2019 as a baseline	C&PDM		Increased income will not be achievable due to Covid-19
102	Organise annual pantomime educational workshop	C&PDM		No Pantomime workshops due to Covid-19
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		
104	Increase in profit by 3% with 2019 as baseline	LDM		
105	3 sponsors engaged in event	LDM		
106	£10k external funds to enhance creative	LDM		
107	10 student placements	LDM		
108	10 volunteers	LDM		
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				
110	Deliver a 'Couch to 5k' and '10 weeks to 10k' progressive running programme	LDM		Alternative Park Run Programme held at Dean Castle Country Park, attracting an average of 100 runners and 20 volunteers per week.
113	Support community groups in the development of annual community running events	LDM		Support provided to Kilmarnock Harrier ACC for the delivery of the 2021 Roon the Toon Event.
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		<u>Not achievable in 2020-22</u> Due to COVID restrictions these have been unable to be organised, once restrictions ease further we will look to organise. This output will not be delivered as part of the 2020-22 Delivery Plan






119	Increase participation in fitness classes by 10% by 2022	SDM		Due to various lockdown periods this was determined by a comparison of the same period 2019 & 2021 July-December.
120	Develop a partnership with Kilmarnock Leisure Centre Trust to jointly promote and develop fitness activities	SDM		<u>Not achievable in 2020-22</u> Kilmarnock Leisure Centre Trust and East Ayrshire Leisure Trust are focusing on recovery from covid19 pandemic. Collaboration and partnership working will be considered when both organisations have fully reactivated. This output will not be delivered as part of the 2020-22 Delivery Plan
121	Develop a GP Referral Fitness Pathway to support customer progression	SDM		
122	Introduce Personal Training sessions to 5 community sports venues	SDM		<u>Carried forward to 2022-24</u>
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		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		
126	Treehouse: Organise 5 week long residential, experiential programmes each year	LDM		

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		Partially Complete and Included within the Corporate Delivery Plan 2022-24
128	Implementation of an Organisational Development Framework	HCS		<p>A protocol is being developed to confirm the process of monitoring and reporting on the 2022-24 Delivery Plan.</p> <p>Consideration is being given to the development of establishing Trustee and Staff nominated charities; a report will be presented to Trustees in February 2022.</p> <p>A protocol is being developed to confirm the process regarding requests to light up our buildings for charitable purposes.</p> <p>Partially Complete and Included within the Corporate Delivery Plan 2022-24</p>
Action: We will embed and develop our 'Exchange' programme in all forums and structures for communication				
Actions Complete				
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				
139	Develop a Community Path Warden Scheme and recruit 3 volunteer path wardens each year	LDM		Proposal for the scheme presented to Kilmaronock and District Ramblers association, presenting opportunity to commence programme on the new Darvel to Loudoun Hill route.
140	Develop and deliver a programme of mentoring and training	LDM		EAL staff training session scheduled for early in New Year.
143	Develop a Volunteer Strategy which identifies opportunities for: Regular volunteer placements, Community volunteer events, School work experience, Modern apprenticeships, Employee volunteering days	LDM		New corporate partnership formed with Teleperformance Call Centre based at Rowallan Business Park for Corporate Volunteering.

				<p>Volunteering on Kennedy Drive Hedgerow Project undertaken by Teleperformance, Ayrshire College Uniform and Emergency Services Access course, Friends of the Dean and young people being looked after by EAC. Orchard Project to follow in New Year, with engagement from new groups.</p> <p>Opportunities for young people to build their skills in theatre, theatre tech, theatre programming identified for young people on EA Youth Theatre. This role is in the process of development.</p>
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.				
Actions Complete				
Action: We will designate Trustees as ambassadors for key areas of the business				
Actions Complete				

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				
156	Develop stock and ordering system to streamline processes	HCS		Discussions are underway with EAC to enable commitment reporting to be incorporated within Civica.
Action: We will review, develop and maintain robust financial processes to ensure financial sustainability of our organisation				
157	Design Financial Strategy	HCS		Work is underway developing a Strategy which will be presented to P&ASC on 8 February 2022, in conjunction with the 4 year saving plan.
162	Review of accountancy bulletins and protocols	HCS		A schedule has been 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				
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		Revised service level agreement will be in draft form by December 2021 and presented to Board in February 2022.
Action: We will develop partnerships and collaborative working arrangements with partners and key stakeholders				
Actions Complete				
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		Included within the Corporate Delivery Plan 2022-24 – linked to Output 17
170	Staff satisfaction surveys carried out every two years	R&BDM		Included within the Corporate Delivery Plan 2022-24

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		Included within the Corporate Delivery Plan 2022-24
174	Development of a range of membership packages	HCS		Partially complete, included within the Corporate Delivery Plan 2022-24
175	Development of a Hospitality Plan which identifies opportunities for bars, cafes, vending and event catering	HCS		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. Partially complete, included within the Corporate Delivery Plan 2022-24
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				
182	Design and implement key quality indicators in order to measure the quality of our performance	HCS		Advisory work is underway with EAC Internal Audit as per the 2021-22 Audit Plan approved at P&ASC. Partially complete, included within the Corporate Delivery Plan 2022-24
183	Review, measure, monitor and report upon key performance indicators	HCS		Advisory work is underway with EAC Internal Audit as per the 2021-22 Audit Plan approved at P&ASC Partially complete, included within the Corporate Delivery Plan 2022-24

- No Progress

- Some Progress

- Complete

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		
187	Develop an annual action plan to identify measures to reduce carbon use and improve environmental efficiency.	P&EDM		<u>Carried forward to 2022-24</u>
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		
189	Develop an action plan to adopt the principles of the Green Business Scheme	P&EDM		<u>Carried forward to 2022-24</u>
190	Apply for accreditation within the scheme	P&EDM		
191	Apply for Green Business Accreditation	P&EDM		
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		
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		<u>Carried forward to 2022-24</u>
194	Carry out a programme of staff awareness sessions	P&EDM		<u>Carried forward to 2022-24</u>
195	Reduce staff mileage by 5%	P&EDM		

KEY UPDATES

Insurance Claims

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

Public Liability	3 claims ongoing 2 claims closed
Employers' Liability	1 claim ongoing
Motor Claim	n/a

Gifts & Hospitality

No gifts or hospitality were received during this period.

Customer Complaints

During the October - December 2021 period 209 comments were received and logged by the Marketing & Development Team; 9 of these were complaints, and were categorised as follows:

Category	No Received	Stage 1 / 2	Status
Equipment/Resources	1	1	Response provided
Events/Activities/Classes	2	1	Responses provided
Online payments/bookings/box office	2	1	Responses provided
Other: <ul style="list-style-type: none">• Dean Castle Cafe• McIlvanney Campus• Rose Reilly Sports Centre	1 1 2	1 1 1	Response provided Response provided Responses provided

Positive Comments

We received 24 positive comments during the period, some examples are shown below:

- I attend xxxx Monday LBT class at Hunter Centre. She has also occasionally covered classes in Stewarton. Her professional and technical standards are exceptionally high. She motivates and encourages me to achieve more than I think I'm capable of. She is excellent.
- I would just like to thank xxxx and the team who were on shift yesterday for being so friendly and accommodating. The pool and facility are perfect for our training needs and the pool is very clean!
- I had the pleasure of calling your booking line today to order 84 tickets for all the carers and children of our fostering agency. Can I just say that the two people I spoke to were lovely and so helpful. They were an absolute pleasure to deal with.
- Our P1-3 pupils were excited to receive their Bookbug bags and Read Write Count bags. They can't wait to share them with their families.
- The boys are missing their favourite librarian already. The boys will visit the mobile library on Wednesday. Thank you for providing this service.
- I am not long home from a fitness class at Doon. My sides are sore with laughing and my jaws as well. What a fantastic atmosphere. After a very challenging day at work the class was just what I needed to forget about all the stress. Christmas music, exercise and great company. Special thanks to the instructor, she really does give 110%.
- Great wee museum on our doorstep. Lots of mini exhibitions worth going to see. Also a very nice lending library and café to enjoy. Very friendly staff during our visit on 25 November.
- Tipi Project(Natural Health) 2021. We have been meeting on a weekly basis with the Park Rangers since June. The project is easily one of the most enjoyable, spirit-lifting, educational and relaxing groups we have ever been involved in. It has been without doubt the highlight of the week for both people living with dementia/carers and staff.



FINANCIAL PERFORMANCE TO 31.12.21

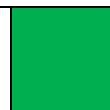


FINANCIAL PERFORMANCE KEY:

ADVERSE:



FAVOURABLE:





Notes:

All financial figures are cumulative to the current quarter and project to the end of the financial year, i.e Qtr 3 shows the actual amounts for Qtr 1 - 3, combined with projections up to the end of March 2022.

The 1st paragraph is a brief statement which summarises the current financial position.

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



PERFORMANCE & AUDIT SUB COMMITTEE

2021/22 East Ayrshire Leisure budget

As at 31st December 2021 – Quarter 3 – Period 9

The projected outturn for East Ayrshire Leisure at 31st December 2021 is an adverse position of £244,362.54, reduced by CJRS external funding of £74,612.54 and £65,000 (awarded from Creative Scotland for Cultural Venues Recovery Fund Round 2) resulting in a potential adverse position of £104,750. 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 is provided below.

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	1,274,150	1,269,180	1,185,790		
CULTURAL DEVELOPMENT	1,451,970	1,445,990	1,449,920	1,490,660		
COMMUNITY & PERFORMING ARTS DEVELOPMENT	418,150	402,820	407,180	425,390		
LEISURE DEVELOPMENT	652,640	610,950	610,950	633,350		
SPORTS DEVELOPMENT	630,770	594,520	611,270	671,690		
PROPERTY & ESTATES DEVELOPMENT	193,800	195,370	195,370	199,430		
SAVINGS TO BE ALLOCATED	(2,880)					
TOTAL	4,631,860	4,523,800	4,543,870	4,606,310	0	
Management Fee	(4,631,860)	(4,523,800)	(4,530,190)	(4,583,930)		
Reserves	0	0	(13,680)	(22,380)		
TOTAL	0	0	0	0	0	

Venues Allocated to Sport Areas:-

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



Notes:

Tables A and B present financial information in different formats:

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

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

For all tables

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

Column 3 refers to the Service Areas

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

Column 5 provides the Actuals to date (including commitments)

Column 6 provides Actual Expenditure as a % of Annual Budget

Column 7 provides anticipated projected position for end of financial year

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

Final column provides quick review of favourable/adverse position

TABLE A – OVERALL NET POSITION

Revised Actual Exp. to 31/12/20	Actual Out-turn to 31/03/21	Service Division	Annual Estimate 2021/22	Revised Actual Exp. to 31/12/21	Revised Budget to 31/12/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse	
1,024,453	1,535,894	EXECUTIVE MANAGEMENT	1,185,790	701,324	818,517	59%	1,156,040	(29,750)	
735,495	1,141,275	Corporate Services	833,420	461,076	577,541	55%	750,120	(83,300)	
236,768	326,915	Relationship & Business Development	399,210	233,016	292,225	58%	375,060	(24,150)	
52,189	67,704	Hospitality Development	(46,840)	7,232	(51,249)	-15%	30,860	77,700	
931,542	1,341,352	CULTURAL DEVELOPMENT	1,490,660	1,037,536	1,076,675	70%	1,482,220	(8,440)	
170,183	267,477	Cultural Development	283,050	204,482	204,685	72%	287,270	4,220	
77,120	99,890	Collection Care	106,090	78,174	77,286	74%	120,650	14,560	
19,717	27,424	Visual Arts Development	37,460	21,931	26,977	59%	33,360	(4,100)	
70,735	108,332	Museums Development	122,170	79,946	82,683	65%	122,670	500	
593,786	838,229	Libraries	941,890	653,004	685,044	69%	918,270	(23,620)	
442,346	616,339	COMMUNITY & PERFORMING ARTS DEVELOPMENT	425,390	227,105	225,264	53%	527,230	101,840	
239,036	295,326	Performing Arts Development	231,860	57,854	108,591	25%	278,330	46,470	
195,423	303,399	Community Development	218,660	163,954	131,994	75%	244,640	25,980	
7,887	17,614	Community Lettings & Co-Managed Centres - Lets	(25,130)	5,298	(15,321)	-21%	4,260	29,390	
459,958	645,901	LEISURE DEVELOPMENT	633,350	406,702	447,249	64%	576,160	(57,190)	
118,436	155,475	Leisure Development	159,490	92,605	114,482	58%	131,100	(28,390)	
313,052	455,335	Countryside & Visitors Development	427,930	283,955	298,244	66%	399,080	(28,850)	
26,002	35,369	Green Infrastructure Development	45,930	29,973	34,523	65%	45,810	(120)	
2,469	(278)	Volunteer Development	0	170	0		170	170	
947,303	1,339,265	SPORTS DEVELOPMENT	671,690	580,996	456,324	86%	930,640	258,950	
152,929	237,819	Sports Development Team	264,590	130,036	189,918	49%	206,800	(57,790)	
317,875	440,555	Community Sports Area 1	48,500	158,051	35,108	326%	271,700	223,200	
471,669	642,071	Community Sports Area 2	329,520	278,095	213,036	84%	421,240	91,720	
4,844	8,416	Temporary Facilities	5,500	5,499	5,500	100%	5,500	0	
(14)	10,404	Football Venues	23,580	9,315	12,762	40%	25,400	1,820	
116,888	174,754	PROPERTY & ESTATES DEVELOPMENT	199,430	116,734	136,925	59%	178,370	(21,060)	
3,922,490	5,653,506	TOTAL	4,606,310	3,070,398	3,160,954	67%	4,850,660	244,350	
(3,546,988)	(4,857,569)	Management Fee	(4,583,930)	(3,792,164)	(3,444,158)	83%	(4,583,930)	0	
375,502	795,937	TOTAL	22,380	(721,766)	(283,204)		266,730	244,350	
(470)	(9,510)	Trs From Reserves	(22,380)	(22,375)	(22,380)	100%	(22,380)	0	
375,032	786,427	TOTAL (after transfer from reserves)	0	(744,141)	(305,584)		244,350	244,350	
(915,536)	(1,296,866)	External Funding	0	(139,613)	0		(139,600)	(139,600)	
(540,503)	(510,439)	TOTAL (after external funding)	0	(883,754)	(305,584)	0	104,750	104,750	

TABLE B – OVERALL NET POSITION

Revised Actual Exp. to 31/12/20	Actual Out-turn to 31/03/21	Service Division	Annual Estimate 2021/22	Revised Actual Exp. to 31/12/21	Revised Budget to 31/12/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse	
(286,962)	(506,021)	Income From Charitable Activities	(2,254,040)	(1,151,192)	(1,732,901)	51%	(1,381,430)	872,610	
(3,546,988)	(4,857,569)	Management Fee	(4,583,930)	(3,792,164)	(3,444,158)	83%	(4,583,930)	0	
(915,536)	(1,296,866)	External Funding	0	(139,613)	0		(139,600)	(139,600)	
(4,749,485)	(6,660,456)	TOTAL INCOME	(6,837,970)	(5,082,969)	(5,177,059)	74%	(6,104,960)	733,010	
3,381,854	4,535,999	Employee Costs	5,176,750	3,314,317	3,715,655	64%	4,738,420	(438,330)	
23,711	39,012	Transport Costs	38,540	26,529	28,639	69%	39,840	1,300	
261,408	483,462	Premises Costs	502,750	287,042	307,616	57%	494,600	(8,150)	
529,785	844,823	Supplies & Services	1,014,690	562,162	755,223	55%	843,340	(171,350)	
0	12,880	Financing Costs	0	0	0		0	0	
0	187,400	Support Costs	0	0	0		0	0	
12,693	55,950	Governance Costs	127,620	31,540	86,722	25%	115,890	(11,730)	
4,209,452	6,159,527	TOTAL RESOURCES EXPENDED	6,860,350	4,221,590	4,893,855	62%	6,232,090	(628,260)	
(540,033)	(500,929)	NET POSITION	22,380	(861,379)	(283,204)		127,130	104,750	
(470)	(9,510)	Trs From Reserves	(22,380)	(22,375)	(22,380)	100%	(22,380)	0	
(540,503)	(510,439)	TOTAL (after transfer from reserves)	0	(883,754)	(305,584)		104,750	104,750	



Notes

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

EXECUTIVE MANAGEMENT

Revised Actual Exp. to 31/12/20	Actual Out- turn to 31/03/21	EXECUTIVE MANAGEMENT	Annual Estimate 2021/22	Revised Actual Exp. to 31/12/21	Revised Budget to 31/12/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
735,495	1,141,275	Corporate Services	833,420	461,076	577,541	55%	750,120	(83,300)
236,768	326,915	Relationship & Business Development	399,210	233,016	292,225	58%	375,060	(24,150)
52,189	67,704	Hospitality Development	(46,840)	7,232	(51,249)	-15%	30,860	77,700
(915,536)	(1,296,866)	External Funding	0	(139,613)	0		(139,600)	(139,600)
(3,546,988)	(4,857,569)	Management Fee	(4,583,930)	(3,792,164)	(3,444,158)	83%	(4,583,930)	0
(470)	(470)	Trs From Reserves	(4,220)	(4,220)	(4,220)		(4,220)	0
(3,438,541)	(4,619,011)	TOTAL OBJECTIVE ANALYSIS	(3,402,360)	(3,234,672)	(2,629,861)	95%	(3,571,710)	(169,350)
(49,041)	(186,154)	Income From Charitable Activities	(360,040)	(163,822)	(287,525)	46%	(203,430)	156,610
(3,546,988)	(4,857,569)	Management Fee	(4,583,930)	(3,792,164)	(3,444,158)	83%	(4,583,930)	0
(915,536)	(1,296,866)	External funding	0	(139,613)	0		(139,600)	(139,600)
(4,511,565)	(6,340,589)	TOTAL INCOME	(4,943,970)	(4,095,598)	(3,731,683)	83%	(4,926,960)	17,010
738,727	1,030,393	Employee Costs	1,169,460	748,996	840,469	64%	1,073,310	(96,150)
0	0	Transport Costs	0	0	0		0	0
2,984	3,095	Premises Costs	2,680	(37,632)	2,012	-1404%	9,430	6,750
322,563	478,805	Supplies & Services	337,590	144,871	245,482	43%	243,850	(93,740)
0	0	Financing Costs	0	0	0		0	0
0	187,400	Support Costs	0	0	0		0	0
9,221	22,355	Governance Costs	36,100	8,912	18,079	25%	32,880	(3,220)
1,073,494	1,722,048	TOTAL RESOURCES EXPENDED	1,545,830	865,146	1,106,042	56%	1,359,470	(186,360)
(3,438,071)	(4,618,541)	NET POSITION	(3,398,140)	(3,230,452)	(2,625,641)	95%	(3,567,490)	(169,350)
(470)	(470)	Trs From Reserves	(4,220)	(4,220)	(4,220)		(4,220)	0
(3,438,541)	(4,619,011)	TOTAL (after transfer from reserves)	(3,402,360)	(3,234,672)	(2,629,861)	95%	(3,571,710)	(169,350)

Comments
<p>Executive Management encompasses Trust Board, Chief Officer and Corporate Services. Corporate Services has responsibility for the following areas: Relationship & Business Development, Finance & Business Development, Business Support and Hospitality. The Hospitality Service operates across all operational services.</p> <p><u>Corporate Services</u> Favourable variance relates mainly to vacancies which will not be filled in the current financial year.</p> <p><u>Relationship & Business Development</u> Savings from reduced service provision during this period.</p> <p><u>Hospitality</u> Reduction in Hospitality Income due to closure of venues and postponement of events offset by savings from reduced hospitality provision during facilities closures.</p>

CULTURAL DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/12/20	Actual Out-turn to 31/03/21	CULTURAL DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 31/12/21	Revised Budget to 31/12/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
170,183	267,477	Cultural Development	283,050	204,482	204,685	72%	287,270	4,220
77,120	99,890	Collection Care	106,090	78,174	77,286	74%	120,650	14,560
19,717	27,424	Visual Arts Development	37,460	21,931	26,977	59%	33,360	(4,100)
70,735	108,332	Museums Development	122,170	79,946	82,683	65%	122,670	500
593,786	838,229	Libraries	941,890	653,004	685,044	69%	918,270	(23,620)
0	(1,720)	Trs From Reserves	(3,770)	(3,765)	(3,770)	100%	(3,770)	0
931,542	1,339,632	TOTAL OBJECTIVE ANALYSIS	1,486,890	1,033,771	1,072,905	70%	1,478,450	(8,440)
(24,907)	(61,548)	Income From Charitable Activities	(90,500)	(35,204)	(68,323)	39%	(68,480)	22,020
(24,907)	(61,548)	TOTAL INCOME	(90,500)	(35,204)	(68,323)	39%	(68,480)	22,020
789,757	1,069,957	Employee Costs	1,178,430	804,111	844,978	68%	1,159,490	(18,940)
4,987	7,744	Transport Costs	11,980	7,652	8,798	64%	11,180	(800)
76,296	134,804	Premises Costs	135,230	94,037	86,265	70%	135,740	510
85,033	181,742	Supplies & Services	239,030	165,179	192,589	69%	227,800	(11,230)
0	5,560	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
377	3,093	Governance Costs	16,490	1,761	12,368	11%	16,490	0
956,449	1,402,900	TOTAL RESOURCES EXPENDED	1,581,160	1,072,740	1,144,998	68%	1,550,700	(30,460)
931,542	1,341,352	NET POSITION	1,490,660	1,037,536	1,076,675	70%	1,482,220	(8,440)
0	(1,720)	Trs From Reserves	(3,770)	(3,765)	(3,770)	100%	(3,770)	0
931,542	1,339,632	TOTAL (after transfer from reserves)	1,486,890	1,033,771	1,072,905	70%	1,478,450	(8,440)

Comments
<p>Cultural Development has responsibility for the operation of museums, EAC collections, statutory library provision and the creative programming across all venues with a particular focus on museums, libraries, visual arts and exhibitions. The team is made up of key service areas: Collection Care Development, Visual Arts Development, Museums Development, Libraries Operations and Libraries Programmes.</p> <p><u>Cultural Development - Overall</u></p> <p>£22k income shortfall due to the uncertainty in respect of future library events and cultural exhibitions and introduction of cashless processes across venues. £30.5k has been projected in anticipated savings predominantly from vacancies not being filled to offset the income shortfall.</p>

COMMUNITY & PERFORMING ARTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/12/20	Actual Out-turn to 31/03/21	COMMUNITY & PERFORMING ARTS DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 31/12/21	Revised Budget to 31/12/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
239,036	295,326	Performing Arts Development	231,860	57,854	108,591	25%	278,330	46,470
195,423	303,399	Community Development	218,660	163,954	131,994	75%	244,640	25,980
7,887	17,614	Community Lettings & Co-Managed Centres - Lets	(25,130)	5,298	(15,321)	-21%	4,260	29,390
0	0	Trs From Reserves	0	0	0		0	0
442,346	616,339	TOTAL OBJECTIVE ANALYSIS	425,390	227,105	225,264	53%	527,230	101,840
(24,797)	(26,452)	Income From Charitable Activities	(628,340)	(307,133)	(510,134)	49%	(335,980)	292,360
(24,797)	(26,452)	TOTAL INCOME	(628,340)	(307,133)	(510,134)	49%	(335,980)	292,360
360,264	436,390	Employee Costs	524,030	267,504	373,515	51%	430,120	(93,910)
0	0	Transport Costs	0	0	0		0	0
89,495	176,694	Premises Costs	209,280	122,255	125,091	58%	192,400	(16,880)
16,844	26,624	Supplies & Services	273,920	129,702	201,916	47%	202,700	(71,220)
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
539	3,083	Governance Costs	46,500	14,777	34,876	32%	37,990	(8,510)
467,143	642,791	TOTAL RESOURCES EXPENDED	1,053,730	534,238	735,398	51%	863,210	(190,520)
442,346	616,339	NET POSITION	425,390	227,105	225,264	53%	527,230	101,840
0	0	Trs From Reserves	0	0	0		0	0
442,346	616,339	TOTAL (after transfer from reserves)	425,390	227,105	225,264	53%	527,230	101,840

Comments
<p>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.</p> <p><u>Community & Performing Arts Development - Overall</u></p> <p>£292.4k has been projected as an income shortfall due to closure of venues and Grand Hall being used by NHS until August. These shortfalls have been partially offset by £96.6k in anticipated savings predominantly from vacancies not being filled and bank staffing budgets not being required due to restrictions in addition to £94k projected in savings across the rest of expenditure.</p>

LEISURE DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/12/20	Actual Out- turn to 31/03/21	LEISURE DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 31/12/21	Revised Budget to 31/12/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
118,436	155,475	Leisure Development	159,490	92,605	114,482	58%	131,100	(28,390)
313,052	455,335	Countryside & Visitors Development	427,930	283,955	298,244	66%	399,080	(28,850)
26,002	35,369	Green Infrastructure Development	45,930	29,973	34,523	65%	45,810	(120)
2,469	(278)	Volunteer Development	0	170	0		170	170
0	0	Trs From Reserves	(4,000)	(4,000)	(4,000)		(4,000)	0
459,958	645,901	TOTAL OBJECTIVE ANALYSIS	629,350	402,702	443,249	64%	572,160	(57,190)
(17,482)	(16,450)	Income From Charitable Activities	(56,340)	(19,193)	(42,255)	34%	(20,780)	35,560
(17,482)	(16,450)	TOTAL INCOME	(56,340)	(19,193)	(42,255)	34%	(20,780)	35,560
385,735	516,341	Employee Costs	581,380	361,130	417,681	62%	491,680	(89,700)
9,674	17,267	Transport Costs	19,930	11,788	14,951	59%	19,010	(920)
24,442	55,410	Premises Costs	37,280	27,973	22,048	75%	38,760	1,480
57,036	69,752	Supplies & Services	34,200	22,367	22,148	65%	30,590	(3,610)
0	0	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
553	3,582	Governance Costs	16,900	2,638	12,676	16%	16,900	0
477,440	662,351	TOTAL RESOURCES EXPENDED	689,690	425,895	489,504	62%	596,940	(92,750)
459,958	645,901	NET POSITION	633,350	406,702	447,249	64%	576,160	(57,190)
0	0	Trs From Reserves	(4,000)	(4,000)	(4,000)		(4,000)	0
459,958	645,901	TOTAL (after transfer from reserves)	629,350	402,702	443,249	64%	572,160	(57,190)

Comments
<p>Leisure Development has responsibility over more passive recreation and outdoor pursuits that introduce people to physical activity. The team includes the following services: Countryside & Visitor Development, Green Infrastructure and Volunteer Development.</p> <p><u>Leisure Development - Overall</u></p> <p>£35.5k 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 £92.7k in anticipated expenditure savings relating predominantly to vacancies not being filled.</p>

SPORTS DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/12/20	Actual Out- turn to 31/03/21	SPORTS DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 31/12/21	Revised Budget to 31/12/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
152,929	237,819	Sports Development Team	264,590	130,036	189,918	49%	206,800	(57,790)
317,875	440,555	Community Sports Area 1	48,500	158,051	35,108	326%	271,700	223,200
471,669	642,071	Community Sports Area 2	329,520	278,095	213,036	84%	421,240	91,720
4,844	8,416	Temporary Facilities	5,500	5,499	5,500	100%	5,500	0
(14)	10,404	Football Venues	23,580	9,315	12,762	40%	25,400	1,820
0	(7,320)	Trs From Reserves	(10,390)	(10,390)	(10,390)		(10,390)	0
947,303	1,331,945	TOTAL OBJECTIVE ANALYSIS	661,300	570,606	445,934	86%	920,250	258,950
(170,734)	(215,417)	Income From Charitable Activities	(1,118,820)	(625,841)	(824,664)	56%	(752,760)	366,060
(170,734)	(215,417)	TOTAL INCOME	(1,118,820)	(625,841)	(824,664)	56%	(752,760)	366,060
996,054	1,323,160	Employee Costs	1,540,910	1,016,783	1,108,033	66%	1,418,000	(122,910)
8,634	12,675	Transport Costs	3,880	6,400	2,911	165%	8,310	4,430
68,191	110,465	Premises Costs	115,280	80,409	69,950	70%	116,270	990
43,154	77,225	Supplies & Services	118,810	99,792	91,371	84%	129,190	10,380
0	7,320	Financing Costs	0	0	0		0	0
0	0	Support Costs	0	0	0		0	0
2,004	23,838	Governance Costs	11,630	3,453	8,723	30%	11,630	0
1,118,037	1,554,682	TOTAL RESOURCES EXPENDED	1,790,510	1,206,837	1,280,988	67%	1,683,400	(107,110)
947,303	1,339,265	NET POSITION	671,690	580,996	456,324	86%	930,640	258,950
0	(7,320)	Trs From Reserves	(10,390)	(10,390)	(10,390)		(10,390)	0
947,303	1,331,945	TOTAL (after transfer from reserves)	661,300	570,606	445,934	86%	920,250	258,950

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

£366k 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 a lack of qualified staff.
- Parties have restarted but limited to 1 per day.
- 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 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 September inclusive.

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

PROPERTY & ESTATES DEVELOPMENT SERVICE ANALYSIS

Revised Actual Exp. to 31/12/20	Actual Out-turn to 31/03/21	PROPERTY & ESTATES DEVELOPMENT	Annual Estimate 2021/22	Revised Actual Exp. to 31/12/21	Revised Budget to 31/12/21	Actual Exp as % of Annual Estimate	Projected Out-turn to 31/03/22	Variance (Favourable) / Adverse
116,888	174,754	Property & Estates Development	199,430	116,734	136,925	59%	178,370	(21,060)
0	0	Trs From Reserves	0	0	0		0	0
116,888	174,754	TOTAL OBJECTIVE ANALYSIS	199,430	116,734	136,925	59%	178,370	(21,060)
0	0	Income From Charitable Activities	0	0	0		0	0
0	0	TOTAL INCOME	0	0	0		0	0
111,316	159,758	Employee Costs	182,540	115,794	130,979	63%	165,820	(16,720)
416	1,327	Transport Costs	2,750	689	1,979	25%	1,340	(1,410)
0	2,995	Premises Costs	3,000	0	2,250	0%	2,000	(1,000)
5,155	10,674	Supplies & Services	11,140	251	1,717	2%	9,210	(1,930)
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
116,888	174,754	TOTAL RESOURCES EXPENDED	199,430	116,734	136,925	59%	178,370	(21,060)
116,888	174,754	NET POSITION	199,430	116,734	136,925	59%	178,370	(21,060)
0	0	Trs From Reserves	0	0	0		0	0
116,888	174,754	TOTAL (after transfer from reserves)	199,430	116,734	136,925	59%	178,370	(21,060)

Comments
<p>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.</p> <p><u>Expenditure</u> £16.7k employee cost savings due to a vacancy within the Service which has now been filled.</p>



Notes

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

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

Line 1 Retained Reserves refers to our Reserves Policy – currently set to “minimum 2% of Turnover”. In June 2021, The Board allocated a further £110k to Retained Reserves to bring Reserves up to £250k, which equates to approx a payroll.

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

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

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

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

RESERVES AS AT 31 DECEMBER 2021

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
RETAINED RESERVES	140,000		140,000	110,000	250,000						250,000	
UNALLOCATED RESERVES		510,439	510,439	-130,750	379,689						379,689	
ALLOCATED RESERVES	10,000		10,000	20,750	30,750		3,765	9,910	8,700	0	8,375	see Allocated Table
MGTR FUNDS	39,670		39,670		39,670		(28,033)				67,703	
FIXED ASSET RESERVE	34,920		34,920		34,920						34,920	
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)	9,910	8,700	0	679,813	

Allocated Reserves Analysis

ALLOCATED RESERVES	2020/21 b/f	2020/21 SURPLUS	BALANCE 31 March 2021	APPROVED ALLOCATION S	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			3,200		2,800	1 June 2021 Board	Ongoing	
Sport - AAA - Pole Vault Cage			0	9,910	9,910		9,910			0	1 June 2021 Board	Complete	
Cultural - Additional Totem Signage at DI			0	3,765	3,765	3,765				0	1 June 2021 Board	Complete	
P&E - RAW Equipment			0	4,000	4,000			4,000		0	1 June 2021 Board	Complete	
Libraries - Lorensbergs Netloan Upgrade			0	1,600	1,600					1,600	1 June 2021 Board	Ongoing	
Box Office/Booking System			0	5,475	5,475			1,500		3,975	1 June 2021 Board	Ongoing	
TOTAL ALLOCATED RESERVES	10,000	0	10,000	20,750	30,750	3,765	9,910	8,700	0	8,375			



Notes:

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

The table gives an overview of the projects and the Additional Information gives a brief description of each of the projects.

GENERAL PROJECTS

Project	Partners	Balance b/f 01.04.21	Balance at 31.12.21	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	£3,776	July 2021
Digital Storyteller in Residence	Scottish Book Trust	(£2,416)	(£2,372)	Ongoing
Irvine Valley Trails 2019 onwards	LCTT, Transport Scotland, EAC Renewable Energy Fund	(£24,258)	(£20,844)	Ongoing
Cumnock Town Hall Community Cinema	Creative Scotland	(£4,592)	(£7,422)	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)	(£19,700)	Ongoing
DCCP Parks for People (Jul 20-Mar 21)	HLF/EAC	(£15,500)	(£7,773)	Jul 2021
Grayson Perry	EALT	(£22,005)	(£21,005)	May 2022
Foster Carer Service - Memberships	EAC	(£4,000)	(£4,000)	Ongoing
Youth Memberships	EAC	£0	(£5,000)	Ongoing
October Activity Programme	EAC	£0	(£8,322)	Oct 2021
Annick Valley Leisure Facilities	EAC	£0	(£199,029)	Ongoing
Patna Leisure Facilities	EAC	£0	(£810)	Ongoing
Going Green (Par for the Course)	REF	£0	£0	Mar 2023
FutureMuseum.co.uk Redevelopment	Museum Gallery Scotland	£0	(£15,750)	Aug 2023
Seedscares: Future Proofing Nature	Creative Scotland	£0	(£6,789)	Feb 2022
Climate and the Landscape	Museum Gallery Scotland	£0	£0	Mar 2022
Leisure at the Heart of All Communities	UK Government	£0	£0	Jun 2022
Fruit and Nut Tree Woodland	EAC	£0	£1,815	Mar 2022
Sharing Stories	SLIC via Scottish Government	£0	(£10,500)	Dec 2022

Additional Information

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

Burns Birthday in Mauchline – The project normally takes place on the last Saturday in January at Burns House Museum, Mauchline Parish Church Halls and Mauchline Kirkyard. The family event which is funded by EventScotland is free and includes lots of Burns related activity including visual art, puppet making, Kirkyard tours with our partners Mauchline Burns Club, curator talks and a very special performance by pupils of Mauchline Primary School. The event did not take place in 2021 due to EventScotland funding being withdrawn due to Covid 19 but 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 133,000 objects within the museums it manages on behalf of East Ayrshire Council. Currently these collections are documented on a mixture of ageing and basic database systems. As we progress through the actions outlined within our Accreditation plan, including a full, basic inventory of all collections, plus our work with our Recognised collections, it is clear that we require a modern, future-proof database for use across the museum service, with opportunities for working with external partners in a more co-ordinated and efficient way. The total project cost is £21,600, of which Museums Galleries Scotland has awarded 75% of project costs. The project has been completed, the final project report and financial claim have been submitted to Museums Galleries Scotland.

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.

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

October Activity Programme – £10,000 from the funding that was not utilised within the summer will be available to offer free activities for children and young people during the October School holiday week.

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.

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

Seedscares: Future Proofing Nature - A successful bid for £13,524 was secured to make a body of new contemporary visual art work through an artist-led participatory programme with young people exploring art, activism and climate change in response to COP26 and to the SEEDSCAPES exhibition in the Dick Institute Main Gallery. In a mutual exchange of perspectives the work will reflect a unique moment in time considering nature, biodiversity and the environment. The work will be presented through photography, exhibition and installation and will explore the vital interconnection between seeds, plants and human survival at this critical juncture in a world facing climate crisis and shaped by Covid.

Climate and the Landscape – £4,500 funding was secured from Museums Galleries Scotland in response to COP26 and to support the ongoing work of the Coalfield Community Landscape Partnership project. The Baird Institute (East Ayrshire Leisure) will work with The Cumnock Tryst to deliver an exciting and ground-breaking musical project which explores how the former open cast coal mines across the area can be repurposed, through art, landscaping and community engagement. The project will be led by Sir James MacMillan, alongside young Ayr composer Electra Perivolaris who will work with two classes of primary school children at Lochnorris Primary School, Cumnock over a two month period to support the children in the composing of two new works they will perform themselves. The performance will be filmed and uploaded to The Cumnock Tryst website with a narrative about the creative process and the project's themes.

Leisure at the Heart of All Communities – We have received funding through the UK Government's Community Renewal Fund for the Leisure at the Heart of All Communities project, which aims to bring physical activity, cultural, heritage and greenspace activities right to every community in East Ayrshire. The project will refurbish 4 buses to deliver programmes throughout East Ayrshire from March to August 2022.

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

Sharing Stories – This Project is supported by the Scottish Government Public Library COVID Recovery Fund and Scottish Library & Information Council. The primary aim of this project is to engage, build relationships with, and provide support for the many different groups within our communities who may have been adversely affected by the Covid-19 pandemic. Also to help rebuild our library service post-pandemic by enabling us to provide more and varied activities and purchase additional related resources, which will hopefully encourage people back through our doors and generate an upturn in usage and footfall – both of which have seen a steep decline as a direct result of Covid-19. We will be focusing on supporting children with learning disabilities, dementia sufferers, adults with low literacy levels and ESOL.



Notes:

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

EXTERNAL FUNDING - APPROVED APPLICATIONS

Section	Name of Funding Provider and Project	Value of Funding/Support	Received in 2021/22
Cultural Development	SLIC via Scottish Government - Sharing Stories	£15,000	
EALT	UK Government - Leisure at the Heart of All Communities	£668,422	
Leisure Development	EAC - Fruit and Nut Tree Woodland	£25,000	£10,500
TOTAL		£708,422	£10,500

*denotes funding not available to East Ayrshire Council

Note 1

East Ayrshire Leisure registered for Coronavirus Job Retention Scheme (CJRS) and in 2021/22 has currently received grant of £73,827.98 (£1,123,600.82 was received 2020/21). The scheme continued until September 2021. Grants received were dependant on the number of staff on furlough which reduced as our services were reactivated.



PERFORMANCE SCORECARD



EALT PI Report

Generated on: 27 January 2022 14:20

Cannot group these rows by Theme

Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																														
EALT1 Average Days Lost per Employee	2.73	2	↓	↓	Employees are managed in accordance with East Ayrshire Leisure's Supporting Attendance at Work Policy. Absence during this period is predominately due to long term sickness	<p>EALT1 Average Days Lost per Employee</p> <table><caption>EALT1 Average Days Lost per Employee Data</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>3.37</td></tr><tr><td>Q1 2017/18</td><td>2.98</td></tr><tr><td>Q2 2017/18</td><td>2.22</td></tr><tr><td>Q3 2017/18</td><td>3.5</td></tr><tr><td>Q4 2017/18</td><td>1.84</td></tr><tr><td>Q1 2018/19</td><td>0.85</td></tr><tr><td>Q2 2018/19</td><td>1.74</td></tr><tr><td>Q3 2018/19</td><td>2.06</td></tr><tr><td>Q4 2018/19</td><td>1.47</td></tr><tr><td>Q1 2019/20</td><td>0.95</td></tr><tr><td>Q2 2019/20</td><td>2.24</td></tr><tr><td>Q3 2019/20</td><td>1.97</td></tr><tr><td>Q4 2019/20</td><td>0.68</td></tr><tr><td>Q1 2020/21</td><td>0.36</td></tr><tr><td>Q2 2020/21</td><td>2.01</td></tr><tr><td>Q3 2020/21</td><td>1.21</td></tr><tr><td>Q4 2020/21</td><td>1.78</td></tr><tr><td>Q1 2021/22</td><td>1.92</td></tr><tr><td>Q2 2021/22</td><td>2.73</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	1.8	Q2 2016/17	2.6	Q3 2016/17	2.56	Q4 2016/17	3.37	Q1 2017/18	2.98	Q2 2017/18	2.22	Q3 2017/18	3.5	Q4 2017/18	1.84	Q1 2018/19	0.85	Q2 2018/19	1.74	Q3 2018/19	2.06	Q4 2018/19	1.47	Q1 2019/20	0.95	Q2 2019/20	2.24	Q3 2019/20	1.97	Q4 2019/20	0.68	Q1 2020/21	0.36	Q2 2020/21	2.01	Q3 2020/21	1.21	Q4 2020/21	1.78	Q1 2021/22	1.92	Q2 2021/22	2.73	🔴
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EALT4 Culture	92,029	102,283	↑	↑	Cultural Venues are now beginning to show a strong recovery, particularly within the Palace and Grand Hall. E-books saw a significant increase of 70% this quarter	<p>EALT4 Culture</p> <table><caption>EALT4 Culture Data</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>103,950</td></tr><tr><td>Q3 2016/17</td><td>122,310</td></tr><tr><td>Q4 2016/17</td><td>103,081</td></tr><tr><td>Q1 2017/18</td><td>101,541</td></tr><tr><td>Q2 2017/18</td><td>147,441</td></tr><tr><td>Q3 2017/18</td><td>83,510</td></tr><tr><td>Q4 2017/18</td><td>102,892</td></tr><tr><td>Q1 2018/19</td><td>104,892</td></tr><tr><td>Q2 2018/19</td><td>93,838</td></tr><tr><td>Q3 2018/19</td><td>85,593</td></tr><tr><td>Q4 2018/19</td><td>0</td></tr><tr><td>Q1 2019/20</td><td>19,636</td></tr><tr><td>Q2 2019/20</td><td>22,121</td></tr><tr><td>Q3 2019/20</td><td>3,876</td></tr><tr><td>Q4 2019/20</td><td>39,836</td></tr><tr><td>Q1 2020/21</td><td>44,606</td></tr><tr><td>Q2 2020/21</td><td>92,029</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	112,660	Q2 2016/17	103,950	Q3 2016/17	122,310	Q4 2016/17	103,081	Q1 2017/18	101,541	Q2 2017/18	147,441	Q3 2017/18	83,510	Q4 2017/18	102,892	Q1 2018/19	104,892	Q2 2018/19	93,838	Q3 2018/19	85,593	Q4 2018/19	0	Q1 2019/20	19,636	Q2 2019/20	22,121	Q3 2019/20	3,876	Q4 2019/20	39,836	Q1 2020/21	44,606	Q2 2020/21	92,029	🔴								
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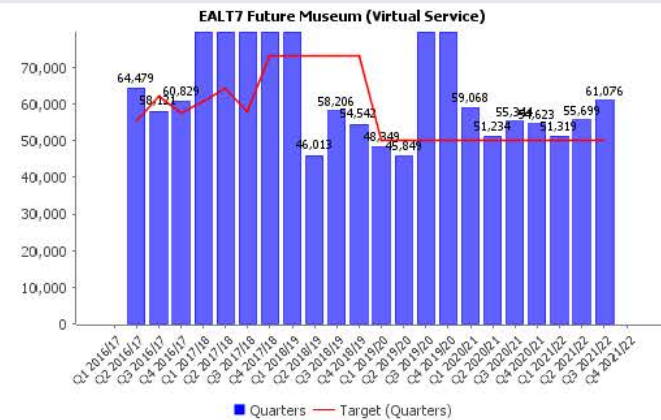
Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																																		
EALT5 Sport and Community Venues	155,048	179,362	▲	▲	Fitness memberships, swimming lessons, outdoor sports and golf are performing well with group fitness and swimming generally fully booked.	<p>EALT5 Sport and Community Venues</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>177,375</td></tr><tr><td>Q2 2016/17</td><td>189,819</td></tr><tr><td>Q3 2016/17</td><td>216,025</td></tr><tr><td>Q4 2016/17</td><td>187,550</td></tr><tr><td>Q1 2017/18</td><td>129,719</td></tr><tr><td>Q2 2017/18</td><td>167,781</td></tr><tr><td>Q3 2017/18</td><td>153,054</td></tr><tr><td>Q4 2017/18</td><td>151,101</td></tr><tr><td>Q1 2018/19</td><td>141,463</td></tr><tr><td>Q2 2018/19</td><td>176,159</td></tr><tr><td>Q3 2018/19</td><td>180,934</td></tr><tr><td>Q4 2018/19</td><td>159,781</td></tr><tr><td>Q1 2019/20</td><td>142,706</td></tr><tr><td>Q2 2019/20</td><td>175,657</td></tr><tr><td>Q3 2019/20</td><td>165,675</td></tr><tr><td>Q4 2019/20</td><td>0</td></tr><tr><td>Q1 2020/21</td><td>30,300</td></tr><tr><td>Q2 2020/21</td><td>73,535</td></tr><tr><td>Q3 2020/21</td><td>0</td></tr><tr><td>Q4 2020/21</td><td>10,852</td></tr><tr><td>Q1 2021/22</td><td>87,547</td></tr><tr><td>Q2 2021/22</td><td>130,586</td></tr><tr><td>Q3 2021/22</td><td>155,048</td></tr><tr><td>Q4 2021/22</td><td>155,048</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	177,375	Q2 2016/17	189,819	Q3 2016/17	216,025	Q4 2016/17	187,550	Q1 2017/18	129,719	Q2 2017/18	167,781	Q3 2017/18	153,054	Q4 2017/18	151,101	Q1 2018/19	141,463	Q2 2018/19	176,159	Q3 2018/19	180,934	Q4 2018/19	159,781	Q1 2019/20	142,706	Q2 2019/20	175,657	Q3 2019/20	165,675	Q4 2019/20	0	Q1 2020/21	30,300	Q2 2020/21	73,535	Q3 2020/21	0	Q4 2020/21	10,852	Q1 2021/22	87,547	Q2 2021/22	130,586	Q3 2021/22	155,048	Q4 2021/22	155,048	🔴
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EALT6 Countryside	49,938	203,611	▼	▼	Ongoing issues with people counters are showing a figure that is likely to be significantly below the actual. A new system is being piloted to give more qualitative data	<p>EALT6 Countryside</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>250,000</td></tr><tr><td>Q2 2016/17</td><td>250,000</td></tr><tr><td>Q3 2016/17</td><td>35,344</td></tr><tr><td>Q4 2016/17</td><td>32,173</td></tr><tr><td>Q1 2017/18</td><td>54,996</td></tr><tr><td>Q2 2017/18</td><td>75,902</td></tr><tr><td>Q3 2017/18</td><td>88,913</td></tr><tr><td>Q4 2017/18</td><td>231,884</td></tr><tr><td>Q1 2018/19</td><td>250,000</td></tr><tr><td>Q2 2018/19</td><td>250,000</td></tr><tr><td>Q3 2018/19</td><td>250,000</td></tr><tr><td>Q4 2018/19</td><td>250,000</td></tr><tr><td>Q1 2019/20</td><td>250,000</td></tr><tr><td>Q2 2019/20</td><td>250,000</td></tr><tr><td>Q3 2019/20</td><td>250,000</td></tr><tr><td>Q4 2019/20</td><td>250,000</td></tr><tr><td>Q1 2020/21</td><td>121,117</td></tr><tr><td>Q2 2020/21</td><td>0</td></tr><tr><td>Q3 2020/21</td><td>72,453</td></tr><tr><td>Q4 2020/21</td><td>40,137</td></tr><tr><td>Q1 2021/22</td><td>0</td></tr><tr><td>Q2 2021/22</td><td>41,593</td></tr><tr><td>Q3 2021/22</td><td>77,930</td></tr><tr><td>Q4 2021/22</td><td>49,938</td></tr></tbody></table>	Quarter	Value	Q1 2016/17	250,000	Q2 2016/17	250,000	Q3 2016/17	35,344	Q4 2016/17	32,173	Q1 2017/18	54,996	Q2 2017/18	75,902	Q3 2017/18	88,913	Q4 2017/18	231,884	Q1 2018/19	250,000	Q2 2018/19	250,000	Q3 2018/19	250,000	Q4 2018/19	250,000	Q1 2019/20	250,000	Q2 2019/20	250,000	Q3 2019/20	250,000	Q4 2019/20	250,000	Q1 2020/21	121,117	Q2 2020/21	0	Q3 2020/21	72,453	Q4 2020/21	40,137	Q1 2021/22	0	Q2 2021/22	41,593	Q3 2021/22	77,930	Q4 2021/22	49,938	🔴
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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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EALT7 Future Museum (Virtual Service)

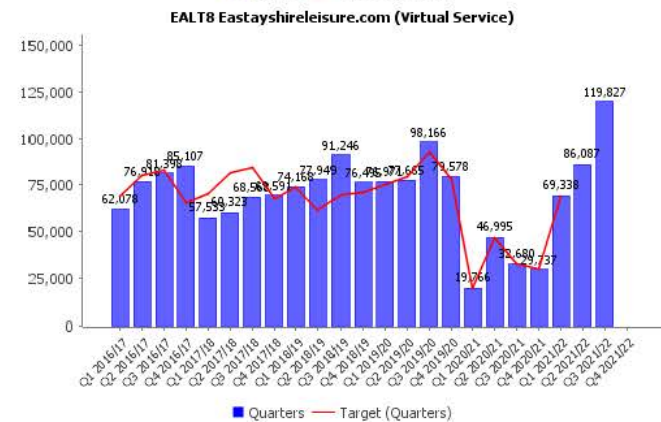
61,076

50,000



EALT8 Eastayshireleisure.com (Virtual Service)

119,827



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, OSCR, 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

PERFORMANCE & AUDIT SUB COMMITTEE

TRUST BUDGET 2022/23

Date: 8 February 2022

Agenda Item: 5

Report By: Anneke Freel, Chief Officer

Summary

This report confirms the Trust's budget position for 2022/23 and shows how the savings target of £162,000 will be achieved.

I BACKGROUND

- 1.1 East Ayrshire Council have confirmed a savings requirement of £162,000 to be achieved by the Trust in 2022/23. The Financial Strategy proposes "From 2023-26, annual savings targets will be reviewed and agreed with East Ayrshire Council, in conjunction with our annual profiling; and we envisage this will be approximately 3% of our Management Fee."
- 1.2 On the 2nd November 2021, the Trust Board approved the Organisational Review Report with changes being implemented in stages between 2021 and 2025. Changes scheduled for 2021-22 and 2022-23 generated the savings target for 2022/23 as detailed below.

2 SAVINGS IN 2022/23

- 2.1 A summary of savings is shown below:

Previous Reports	Savings 2022-23
Organisational Review (Nov 2021)	162,000
TOTAL	162,000

PERFORMANCE & AUDIT SUB COMMITTEE

3 Draft Annual Budget for 2022/23

3.1 The table below outlines the draft Trust budget for 2022/23 and includes the savings outlined above.

Service Division	Annual Budget 2021/22 as at Qtr 3	Reserves Adjustments	Base Annual Budget 2022/23	2022/23 Adjustments	2022/23 Savings	Draft Annual Budget 2022/23
EXECUTIVE MANAGEMENT	1,185,790	(4,220)	1,181,570	139,520	(75,410)	1,245,680
CULTURAL DEVELOPMENT	1,490,660	(3,770)	1,486,890		(20,000)	1,466,890
COMMUNITY & PERFORMING ARTS DEVELOPMENT	425,390		425,390			425,390
LEISURE DEVELOPMENT	633,350	(4,000)	629,350		(13,580)	615,770
SPORTS DEVELOPMENT	671,690	(10,390)	661,300	(10,600)	(41,010)	609,690
PROPERTY & ESTATES DEVELOPMENT	199,430		199,430		(12,000)	187,430
SAVINGS TO BE ALLOCATED	0		0			0
TOTAL	4,606,310	(22,380)	4,583,930	128,920	(162,000)	4,550,850
Management Fee	(4,583,930)		(4,583,930)	(128,920)	162,000	(4,550,850)
Reserves	(22,380)	22,380	0			0
TOTAL	0	0	0	0	0	0

Recommendation/s:

It is recommended that Trustees:

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

Signature:

Anneke Freal

Designation: Chief Officer

Date: 26 January 2022