

**EAST AYRSHIRE COUNCIL****CABINET MEETING – 11 MARCH 2020****Report by Depute Chief Executive, Safer Communities**

---

**SUBJECT: SCHOOL LET ARRANGEMENTS**

---

**PURPOSE OF REPORT**

1. The purpose of this report is to present to Cabinet an update on the Best Value Service Review of Leisure, Sport and Culture 2017 as it relates to the use of schools out with core school hours and to seek approval for the implementation of a new school letting proposal and re-profile income targets between East Ayrshire Leisure and East Ayrshire Council.

**RECOMMENDATIONS**

2. **It is recommended that Cabinet:-**
  - (i) **Approve the school letting proposals as outlined in the report and the re-allocation of budgets between East Ayrshire Council and East Ayrshire Leisure, reducing the administrative arrangements / invoicing between the Council and the Trust.**
  - (ii) **Agree to support the development of Active Community Hubs with joint working between the leisure trust and vibrant communities to support and engage with each community to develop management arrangements and usage in these communities.**
  - (iii) **Note the proposed arrangements for the standalone schools and agree to limit community usage in these facilities to support the alternative community facilities established through the community run model.**
  - (iv) **Ask the Depute Chief Executive Safer Communities to monitor and review the location usage, considering the evolving position with facilities usage across our communities, future capital investment and any future outcome of the Leisure Trust Facilities Review.**
  - (v) **Otherwise note the contents of the report.**

**BACKGROUND**

3. East Ayrshire Leisure currently manages all of the administration of school and community bookings and East Ayrshire Council Facilities and Property Management provides staffing to enable the use of the school estate out with core school hours.

4. School bookings have an income target of £0.180m. School lets are not subject to East Ayrshire Leisure's charging policy and continue to be charged using historic rates and with a reduction in usage, has resulted in an annual shortfall in income. Many of the remaining lets are for school activities including parents' evenings, fundraising events and school concerts as well as active schools and childcare provision. As a result of East Ayrshire Leisure's involvement, the school and other groups are invoiced for these lets adding significantly to the administration costs of both the Council and the Trust.
5. At its meeting on the 23 March 2017, East Ayrshire Council approved a report entitled 'Best Value Service Review of Leisure, Sport and Culture'. This report outlined a number of recommendations (11- 14 within the 2017 report), detailed below, that relate to the use of schools.

Recommendation 11

That grant assistance and charging for the let of schools for registered nursery and out of hours school care providers operating from East Ayrshire Schools should be discontinued and that responsibility should transfer to the Council's Education Service (Early Learning and Child Care) to manage the funding envelope available to support these organisations through individual Service Level Agreements.

Recommendation 12

That responsibility for the use of schools out with the school day should transfer to the Head of Facilities and Property Management and that resources should be transferred from EALT back to the Council.

Recommendation 13

That, subject to agreement of responsibility for school lets being returned to the Head of Facilities and Property Management, a review of the community use of schools based on current demand and janitorial resource, should be undertaken by the Council to bring forward proposals for rationalising the future use of schools and that a revised charging policy, which better reflects the actual cost of individual lets should be introduced.

Recommendation 14

That internal Council budgets and the Council's subsidy to EALT should be re-profiled to reflect the recommendations around simplification of school lets.

6. In addition to the above recommendations it is recognised the Council's Transformation Strategy and budget savings over recent years have resulted in a number of workstreams being progressed around property and assets; with a range of organisations and services reviewing their use of school buildings for lets; significant investment and changes with recent capital projects providing alternative offers within communities; and a significant number of community asset transfers with community organisations now owning, leasing or managing council facilities to further support and develop community use.
7. The above developments made the initial proposition in relation to school lets a more complex issue and required a range of issues to be considered, resulting

in the initial scope of the proposal being developed recognising recent reviews and to ensure the approach aligns with the Council and Leisure Trust Estates Plans and the wider Asset Management Framework.

### CURRENT SCHOOL LETTING ACTIVITY

8. As noted in the above there has been a reduction in the level of letting activity within school over the past 3 years and subsequently the income.

<b>Let Type</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>
School / Parent Councils	£ 39,269	£ 35,394	£ 31,479
External / Community	£ 30,199	£ 24,518	£ 18,803
Active Community Schools	£ 12,078	£ 15,804	£ 21,738
East Ayrshire Council	£ 14,689	£ 11,992	£ 11,939
Councillors	£ 2,108	£ 2,198	£ 1,815
Out of School / Early Years	£ 41,185	£ 22,885	£ 21,532
One off	£ 4,836	£ 5,939	£1,951
<b>Total Income</b>	<b>£ 144,368</b>	<b>£ 118,692</b>	<b>£109,259</b>
Total Lets	7527	7288	7195

9. As noted above there has been a reduction in the level of letting in schools with an overall reduction from 7527 to 7195 lets over the past three years, this trend has also continued into 2019/20, however this is in the context of wider community use of other facilities and changing activities in line with Transformation.
10. An analysis of the income to the leisure trust for using schools shows it comes from a number of sources and has shown wide variation and a general downturn since the Leisure Trust was established. The above figures provide an indication of that reduction over the past three years,
11. The principle of the Best Value proposal was to reduce cross charging between Council departments and the Leisure Trust, however the analysis of the income demonstrates a significant level of third party income.
12. The use by schools and parent councils has reduced from £39,269 to £31,479, this is also consistent with the other areas of the council's activity however the funding for the majority of this activity comes from the schools own funds or parent council fund raising as well as schools delegated budgets.
13. Income to the Leisure Trust charged to the Council accounts for mainly Vibrant Communities, Education and Health and Social Care activities, Councillors and Community Council use. This is Council business engaging with the community. This accounts for £13,754 in 2018/19 a reduction of almost 20% since 2016/17.
14. The level of external community lets has reduced, however the usage in locations identified for active community schools has increased, this reflects the changing accommodation available with the recent capital investment in schools with integrated community facilities. Overall the community income

between both categories has remained fairly steady going from £42,278 to £40,541, although a number of locations have changed.

15. The out of school and early years activity over the past few years has been consolidated into a smaller number of locations. The expansion of the Council's early years has also changed the pattern of use. There have also been specific location changes such as Kirkstyle, Bellfield and Crosshouse. At present PEACE and RASCALS are the main users in this category.
16. The school letting activity noted in the report is only one aspect of the overall community use of facilities with the information above not including the main leisure trust letting activity in the Sports Hubs as part of the Leisure Trust letting plan; usage of facilities that have transferred to the community or internal council booking arrangements where there is no Trust invoice.

### **PROPOSED SCHOOL LETTING PLAN**

17. East Ayrshire Leisure and East Ayrshire Council's Facility and Property Management, Vibrant Communities and Education Services have carried out a review of school lets and have developed a school letting plan that reflects the diverse nature of school use.
18. The proposals set out below are designed to address the budget gap of the Leisure Trust for school lets as well as establish a clearer arrangement for using, promoting and encouraging community use within individual localities; while ensuring the overall school estate is utilised efficiently.
19. The school letting proposals split the school estate into 3 categories as outlined below. Appendix 1 identifies which category each school falls into.

#### Category 1: Integrated Sports Hub (10 schools on 6 Campuses)

20. This includes schools where out of hours activity is directly managed by East Ayrshire Leisure as part of their venue remit. This is predominantly secondary schools with an integrated leisure centre.
21. East Ayrshire Leisure will continue to manage all bookings for these venues and retain operational responsibility and promote activity out with hours.
22. Where schools require to utilise these facilities out with core school times a term by term agreement will be made in line with current practice between the Leisure Trust and the schools to accommodate school events. There will be no charge to the school for normal out with hours activity, within reason, and this will be negotiated as part of a term by term agreement.
23. Facilities and Property Management service will continue to provide staffing, security and property management support where appropriate for outwith hours activity within these locations through direct staffing or as part of the PPP contract.

Category 2: Active Community Hubs (11 schools on 10 sites)

24. The Council has invested significantly in new integrated facilities across East Ayrshire that establish the school buildings as the heart of community life. Where a community school model has been developed or where there is no alternative community venue or no nearby venue with suitable facilities, the school will continue to be promoted for community lets out with the school day.
25. In line with the successful Community Asset Transfer Model the aim will be to further enhance the community management around these facilities engaging with the local communities to develop the successful model already adopted in locations such as Muirkirk and Shortlees.
26. Where a community school does not have an established community run approach East Ayrshire Leisure will continue to manage the lets and will work with Vibrant Communities to develop an Active Community Hub Model to allow community groups to manage the bookings directly.
27. The current model of an Organising Community Group (e.g. CAT Group or Community Association) retaining a proportion of income to invest in the local community will be the basis of the approach while recognising the running costs for the council and the management resource of the local group and/or the leisure Trust should be recognised on income sharing basis.
28. Management arrangements will be agreed for each establishment at a local level with bookings within this category being subject to East Ayrshire Leisure's revised charging policy until an Active Community Hub Model is adopted. Revised Leisure charging policy will reflect the needs of individual communities to support community activity. School activity and Council events will be provided at no charge in these facilities, and to maximise commercial income will be agreed on a term by term basis similar to category 1 facilities.
29. The Facilities and Property Management service will continue to operate these facilities staffed between 8am and 10pm, Monday to Friday to facilitate activities out with core school times as required. Additional cost recovery will be required for weekend opening.

Category 3: Standalone School Facilities (28 schools)

30. This category includes schools that have low or no community activity and are predominantly used for infrequent school activities and where there is alternative community venues nearby.
31. These facilities will only be used for the individual school's needs, and will be allocated on an agreed number of available evenings per year for each establishment to cover parents nights, school shows and events, again agreed on a term by term basis. Where other council services including active schools, require access within core hours there will be no additional charge.

32. The Education Service will manage this activity internally and will liaise with Facility and Property Management to provide janitorial support. An allocation of out of hours evenings will be given to each school and if they require additional time they will cover any additional FM cost. East Ayrshire Leisure will not be involved in managing the bookings for these sites.
33. There are a small number of external community groups with lets in these locations, East Ayrshire Leisure will work with East Ayrshire Vibrant Communities to relocate any community group currently using these schools to an alternative community venue. Where there is a clear link to the school, such as out of school care these will be retained and operated under a separate agreement.

### **EMPOWERED COMMUNITIES**

34. The proposal recognises that individual communities have varying needs and capacities to develop the Active Community Hub model. As noted the approach aims to recognise that where we are investing in new and enhanced Education facilities, they should not sit empty and collectively the Council, the Community and the Leisure Trust can work together to provide access to the most appropriate facilities with each community.
35. The aim is to align the school estate the wider strategic position of the Leisure Trust and the further development of Community Asset Transfer and Community run facilities and not create unnecessary competition. This will be further considered following the current Leisure Trust Facilities Review.
36. It also recognises there is a cost to running all our facilities and developing an efficient approach and ensuring a focus on well used core facilities within each community is the aim.
37. Maximising and utilising any income to offset running costs, ensure effective management as well as reinvest the local community priorities in line with a fairer kinder and connected approach to developing the Community Hub Model.
38. The Leisure Trust and Vibrant Communities will engage with local community groups to support this approach.

### **SIMPLIFIED ADMINISTRATION**

39. The key driver of developing the above proposals is to simplify the letting arrangement for schools and simplifying administration processes. The above proposals will remove any invoicing between the Leisure Trust and the Council for the use of schools within category 3 and significantly reduce charges to the council for category 1 and 2. There will not be an alternative internal charging process for normal school activity, minimising this to additional adhoc events only.

40. As noted the Facilities and Property Management service will continue to provide appropriate staffing, security and property management support for out with hours activity in schools. FM staff operate with an extended core hours to include out with school hours activity. F&PM have also established an online timesheet and overtime process for Janitorial staff and this can be utilised to manage the availability and 'booking' of school facilities, reducing the administrative arrangements in relation to booking and invoicing through the Leisure Trust.
41. Where there are additional costs associated with Large Community Events out with core activity the booking/letting will continue to be managed through the Leisure Trust to ensure the co-ordinated planning of events. Any external charging will be in line with the Leisure trust charging policy and the council will recharge the Trust to recovery any one off facilities and property management costs.
42. The above proposals will cover all school and as well as community activity. There remains a small number of after school/child care groups as noted in recommendation 11 within schools and appropriate service charges will be agreed and charged through a fixed annual lease agreement based on the Service Level Agreement instead of an ad-hoc letting charge via the Trust.
43. The internal approach established for Education and other Council service will be agreed on a school by school basis with current usage being the baseline. All services involved in utilising facilities out with core school hours will continue to work together to investigate and explore greater opportunity to reduce costs, utilise our facilities in the most efficient way and to maximise income generation potential.

## **FINANCIAL IMPLICATIONS**

44. The budget proposals set out below will realign existing budgets and income targets to facilitate the above proposals. Within schools this will be aligned with the development of the Devolved Management of Resources (DMR) system.
45. The current Leisure Trust income target for school bookings is £0.180m with actual income as noted £0.110m. It is proposed to re-profile the budget between the council and the Leisure trust to address the current budget gap and implement the new letting proposals.

Budget transfer from Central Education budget	£0.050m
Budget transfer from Housing and Communities	£0.015m
Budget transfer from Democratic Services	£0.002m
Administration staff costs savings from the Leisure Trust	£0.020m
Facilities Management overtime savings	£0.020m
Retention of income target for community use (Leisure Trust)	£0.052m
Retention of income target from out of school care (EAC)	£0.021m
<b>Total</b>	<b>£0.180m</b>

### **LEGAL/RISK IMPLICATIONS**

46. None arising directly from this report

### **POLICY/HR/EQUALITY**

47. None arising directly from this report

### **COMMUNITY PLANNING/TRANSFORMATION IMPLICATIONS**

48. The approach outlined in this paper aligns with a number of Transformation Strategy themes through improving community activity and utilising our built assets more efficiently. It also simplifies administrative and back office functions.
49. The revised school letting proposals will provide a simplified booking process for schools. It will support community use of schools where it is appropriate and where alternative community facilities are not available. It will also provide a clearer understanding of the booking process and create opportunities for enhanced customer service and joint working.

### **CONCLUSIONS**

50. The proposed budget adjustments (recommendation 14) will address the current budget gap, promote a simplified arrangement for schools as well as continue to generate a level of community based income to support; the running costs of facilities; let management and promotion of our best facilities, and support community activity and investment locally.
51. The proposed categorisation of the schools into Integrated Sports Hubs, Active Community Hubs and standalone schools will provide the rationalisation of usage (Recommendation 13) with each Active Community Hub being developed in conjunction with the Community, Leisure Trust and Vibrant Communities to reflect individual community's needs.
52. The proposals set out a clearer link between operational costs and income, while encouraging greater integration and joint working to support the Community. In addition it provides the clearer link between school use and Facilities and Property Management costs (recommendation 12), while recognising the complex range of community use facilities within our communities.
53. As noted the out of school providers and registered child care providers (recommendation 11) will contribute appropriate costs for the use of facilities based on a simplified lease arrangements with the Council to replace existing letting.
54. The proposal in addressing the previous recommendations is also aimed at establishing an overarching approach that will provide flexibility, efficiency and

continue to support communities to engage and utilise the best facilities available across East Ayrshire. It is however recognised that each communities' needs and opportunities will evolve and it is anticipated that as new facilities open for example through capital investment; communities develop their own facilities or as needs change the arrangements will be reviewed.

55. Budget changes would be proposed to be realigned for financial year 2020/21 with the operational arrangements being introduced for the new term in August 2020.

Katie Kelly  
Depute Chief Executive  
February 2020

### **Appendix 1: Out of Hours School Categories**

Person to Contact: Andrew Kennedy  
Head of Facility and Property Management  
Tel: 01563 556089  
[Andrew.kennedy@east-ayrshire.gov.uk](mailto:Andrew.kennedy@east-ayrshire.gov.uk)

Anneke Freel,  
Chief Officer, East Ayrshire Leisure  
Tel: 01563 554720  
Email: [anneke.freel@eastayrshireleisure.com](mailto:anneke.freel@eastayrshireleisure.com)

**IMPLEMENTATION OFFICER: ANDREW KENNEDY, HEAD OF FACILITY AND PROPERTY MANAGEMENT**

**Appendix 1: Out of Hours School Categories****INTEGRATED SPORTS HUBS**

<b>school</b>	<b>facility type</b>	<b>Campus note</b>
Doon Academy	Integrated Sports Hub	
Dalmellington PS	Integrated Sports Hub	Part of Doon Campus
Grange Academy	Integrated Sports Hub	
Annanhill PS	Integrated Sports Hub	Part of Grange Campus
Kilmarnock Academy	Integrated Sports Hub	Part of William McIlvanney Campus
James Hamilton PS	Integrated Sports Hub	Part of William McIlvanney Campus
St Joseph's Academy	Integrated Sports Hub	
St Andrew's PS	Integrated Sports Hub	Part of St Joseph's Campus
Loudoun Academy	Integrated Sports Hub	
Auchinleck Academy	Integrated Sports Hub	Part of Barony Campus - new in 2020

**ACTIVE COMMUNITY HUBS**

<b>school</b>	<b>facility type</b>	<b>Campus note</b>
Cumnock Academy	Active Community Hub	Part of Barony Campus - new in 2020
Stewarton Academy	Active Community Hub	
Bellsbank PS	Active Community Hub	new facility opened in 2020
Dalrymple PS	Active Community Hub	
Drongan PS	Active Community Hub	
Mauchline PS	Active Community Hub	PPP Facility
Muirkirk PS	Active Community Hub	
Patna PS	Active Community Hub	
St Xavier's PS	Active Community Hub	part of Patna campus
Shortlees PS	Active Community Hub	PPP Facility
Whattriggs PS	Active Community Hub	

## STAND ALONE SCHOOLS

<b>School</b>	<b>Facility type</b>	<b>Nearby Community Facilities</b>
Auchinleck PS	Standalone School	Auchinleck Boswell Centre
Catrine PS	Standalone School	Catrine Community Centre (CAT) Catrine Sports Centre (CAT) AM Brown Institute (Community Management)
Crosshouse PS	Standalone School	Crosshouse Parish Church Crosshouse Library
Barshare PS	Standalone School	Part of Barony Campus - new in 2020
Darvel PS	Standalone School	Gavin Hamilton Sports Centre (CAT) Darvel Town Hall
Dunlop PS	Standalone School	Dunlop Village Hall (CAT)
Fenwick PS	Standalone School	John Fulton Hall (CAT)
Galston PS	Standalone School	Galston Community Centre Loudoun Sports Hub
Gargieston PS	Standalone School	Grange Sports Hub
Greenmill PS	Standalone School	Part of Barony Campus - new in 2020 CAMPS Barrhill Centre - (CAT) YIP World (CAT)
Hillhead PS	Standalone School	North West Area Centre Bonnyton Community Centre (CAT)
Hurlford PS	Standalone School	Hurlford Community Centre (CAT) Crookedholm Community Centre (CAT)
Kilmaurs PS	Standalone School	Kilmaurs Community Centre (CAT)
Lainshaw PS	Standalone School	Rose Reilly Sports Centre The Centre (CAT) Stewarton Area Centre
Littlemill PS	Standalone School	Rankinston Community Centre (CAT)
Loanhead PS (new in 2020)	Standalone School	Centrestage (CAT) The Grand Hall The Dick Institute
Logan PS	Standalone School	Logan Centre
Mount Carmel PS	Standalone School	NWKLEUS (CAT) North West Area Centre
Nether Robertland PS	Standalone School	Rose Reilly Sports Centre The Centre (CAT) Stewarton Area Centre Stewarton Academy

Netherthird PS (new in 2021)	Standalone School	Netherthird Community Centre (CAT)
New Cumnock PS	Standalone School	New Cumnock Town Hall
Newmilns PS	Standalone School	Morton Hall Jamieson Park Pavilion Chat Hub – Newmilns Regeneration Association
Ochiltree PS	Standalone School	Ochiltree Community Hub (CAT)
Onthank PS	Standalone School	NWKLEUS (CAT) North West Area Centre
Sorn PS	Standalone School	Sorn Village Hall
St Patrick's PS	Standalone School	Auchinleck Boswell Centre
St Sophia's PS	Standalone School	Galston Community Centre Loudoun Sports Hub
Willowbank School	Standalone School	St Joseph's Sports Hub William McIlvanney Sports Hub Take a Bow (CAT) Grand Hall Dick Institute Centrestage