

# EAST AYRSHIRE LEISURE ANNUAL REPORT 2018/2019







# Contents



# Message from the Chair



**I am delighted to introduce the sixth Annual Report and Accounts for East Ayrshire Leisure Trust, covering the financial year 2018-19. The Trust has continued to show a strong performance both financially and in service delivery. We have also received another excellent report from our External Auditors, with no issues reported.**

As ever, we have had a packed programme of events, activities and exhibitions, and some of my personal highlights are outlined below.

Our events calendar kicked off in April with the Spring Festival in our newly redeveloped Dean Castle Country Park where we celebrated the arrival of spring and local rural skills in our brand new Rural Life Centre, in the heart of the park. Later in the year visitors also got to try out some food tasting, craft workshops, explore our brand new trails and meet rare British farm breeds at the Harvest Festival.

East Ayrshire Youth Theatre (EAYT) never fail to impress, and their in-the-round production of Wizard of Oz in the Grand Hall was no exception,

providing audiences with a unique and spectacular theatre experience.

“Pennylands Camp 22 – hidden histories of Ayrshire” exhibition opened at the Baird Institute in Cumnock. This fascinating exhibition told the story of a former WW2 camp situated in Auchinleck, displaying objects from archaeological digs of the site and extracts from oral history interviews which captured recollections of members of the local community.

Our visual arts programme continued to excel in May with “Generation Z”; a programme of events co-curated by a group of young people which featured Tom Foster of Judge Dredd fame, fully immersive virtual reality and a gaming tournament. In June the Dick Institute welcomed “Bricktropolis”, a spectacular, interactive Lego brick show which was brought to us by Bright Bricks, the only accredited Lego brick builder in the UK. Visitors experienced 20 stunning models of world-famous buildings ranging from Stonehenge to the glittering skyscrapers of Dubai, before the exhibition left Kilmarnock for its global tour.

“Michael Morpurgo, A Lifetime in Stories”, highlighted the work of one of Britain’s best loved story-makers and gave us an insight into the author responsible for some of the most loved children’s books. This unique exhibition showcased the notebooks and manuscripts that went on to become classics including War Horse and Private Peaceful.

Kilmarnock streets once again became the destination for the annual 10k road race Roon The Toon. Organised by Kilmarnock Harriers and supported by East Ayrshire Leisure and East Ayrshire Council, this event attracts runners from across the country to the Ayrshire Athletics Arena and Kilmarnock in general. We also introduced a programme of running events and activities this year to help encourage more people to take up running, from our ‘Couch to 5k’ and our ‘Roon the Park’ 5k, Junior 5k and family fun run. Our





Run Jump Throw sessions, Athletics Camps and Sports Coaching programmes continue to thrive, encouraging our younger customers to excel and progress in their chosen sport.

Due to the extensive refurbishment works at the Dean Castle, the significant museum collections of early musical instruments, arms and armour and tapestries were moved to the Dick Institute where a rolling programme of displays means visitors can continue to enjoy them.

After the huge success of our inaugural Illuminight, the specular light and sound installation experience returned to Dean Castle Country Park at the end of 2018 for an even bigger and better event. With new sights, routes, dazzling effects and more hands-on activities the park was transformed into a truly enchanting and magical place.

We can't wait to see what next year brings and look forward to welcoming you all throughout 2019-20!



The Wizard of Oz



Councillor Elena Whitham  
Chair, East Ayrshire  
Leisure Trust



Spring Festival

“ Our Run Jump Throw sessions, Athletics Camps and Sports Coaching programmes continue to thrive, encouraging our younger customers to excel and progress in their chosen sport. ”



Illuminight



Roon The Toon



Michael Morpurgo



Stewarton Sports Centre

# Message from the Chief Executive

**W**elcome to East Ayrshire Leisure's Annual Report and Accounts for 2018/19. This report summarises our performance during the Trust's sixth year of operation.

2018/19 was the third year of our 2016-19 Business Plan and we have continued to deliver outstanding services which not only meet the targets set out in the plan but also met the agreed savings targets set out with East Ayrshire Council.

We have continued to promote and develop wide ranging programmes across our broad leisure remit and our attendance figures and customer feedback indicate high levels of satisfaction with all the services we provide. In 2018/19 our income levels from public activities fell short of our targets thanks to difficult trading conditions and the impact of austerity measures on many of our customers. The Trust always seeks to provide an appropriate balance between the level of charges for activities and the requirement to ensure that facilities and activities are accessible and affordable.

Throughout the year staff and Trustees have worked to ensure that high quality services and activities were available across East Ayrshire and I would like to thank them for the commitment and flexibility shown whilst we have re-organised services and delivered efficiency savings. I would also like to thank East Ayrshire Council, our main partner and funder, for its ongoing support and commitment to Leisure Services.

I will retire from the role of Chief Executive in May 2019 bringing to an end 22 years of service to Leisure provision in East Ayrshire and a career spanning over 38 years. It has been a privilege to serve the people of East Ayrshire as both Head of Leisure Services and then as Chief Executive of East Ayrshire Leisure.

Our staff work tirelessly across all service areas, whether front-facing or behind the scenes, and I have always been impressed by the commitment, dedication and innovative approach that they give to their work. I would like to thank all staff, past and present, for the contribution to services which I believe are a credit to the area and are well supported and appreciated by residents and visitors alike.



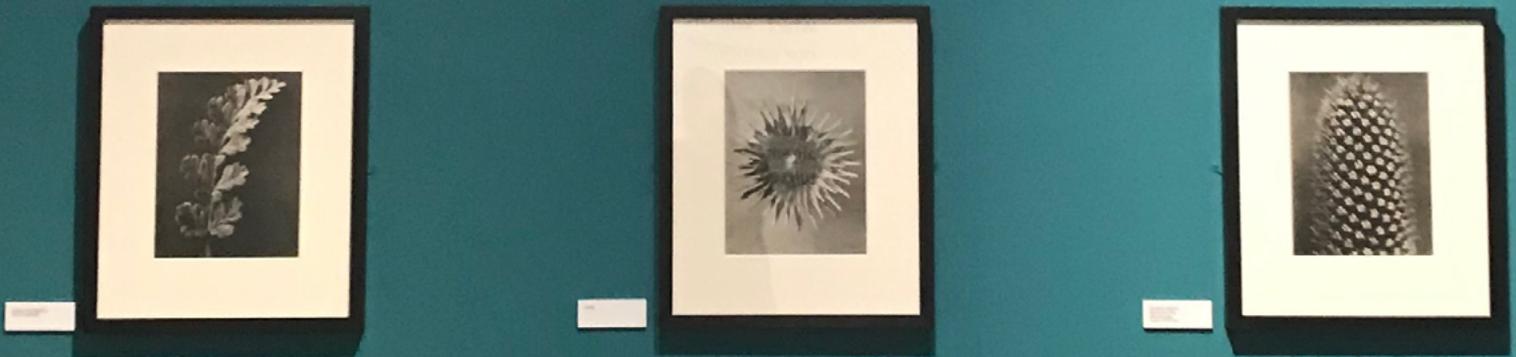
John Griffiths  
**Chief Executive**



Anneke Freel  
**Interim Senior Officer**



The Trustees are pleased to present their Annual Report and Accounts for the year ended 31st March 2019. The financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).



## East Ayrshire Leisure Trust – The Organisation

East Ayrshire Leisure Trust is a Scottish Charitable Incorporated Organisation recognised by the Office of the Scottish Charity Regulator (OSCR), registration number SC043987. The organisation took responsibility for a wide range of cultural, countryside, sports and community facilities and services across East Ayrshire on 1st July 2013.

## Governing Document

The East Ayrshire Leisure Trust Constitution was approved by the Board of Trustees on 13th March 2013.

East Ayrshire Leisure's initial Business Plan covered the period 2013-16, and during this period the Trust became established as an independent organisation. Our current Business Plan covers the period 2016-19 and will be subject to regular monitoring and review including the submission of an Annual Performance Report to East Ayrshire Council.

# Our Purpose

- To advance the arts, heritage, culture and science;
- To advance public participation in sport;
- To provide recreational facilities and organise recreational activities with such facilities/activities being made available to the whole community with the aim of improving the aim of improving quality of life;
- To advance education;
- To advance health;
- To advance citizenship and/ or community development (which may include the promotion of civic responsibility, volunteering, the voluntary sector and/ or and the efficiency and effectiveness of charities);
- To relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage;
- To promote, establish, operate and/or support other similar schemes and projects which further charitable purposes;

# Our Vision



East Ayrshire Leisure’s vision reflects the vision of the Community Planning Partnership i.e. to help East Ayrshire become: “An area full of life, with a strong cultural, sporting and natural identity which reflects the unique character of the place and its people; an area where cultural, sporting and countryside activities play a central role in social, economic and urban/rural development; an area where new and creative initiatives across the cultural, sporting and countryside fields flourish, for the benefit of both residents and visitors.”

# Our Mission

“To provide and support high quality, innovative, cultural, sports, countryside and community services for the benefits of East Ayrshire residents and visitors to the area, which meet the Council’s social, cultural, environmental and economic objectives.”



# Our Values

East Ayrshire Leisure's core values are based on being:

- Collaborative and Creative
- Innovative and Inspirational
- Proactive and Professional
- Open and Honest
- Passionate and Proud

The principles by which we operate and carry out our business are driven by a desire to do what is best for the community and in so doing:

- We will be driven by a commitment to deliver high quality services for the people of East Ayrshire
- Creativity and innovation will be at the heart of our thinking
- We will build partnerships and thrive on collaboration
- We will invest in the formation of highly motivated, customer-focussed and skilled work force
- We will promote equality, access and diversity across our programmes
- We will deliver safe services and manage finances efficiently and effectively

# East Ayrshire Leisure Services



East Ayrshire Leisure is responsible for managing a range of facilities and services across a broad Culture, Countryside, Sport and Community Venues remit.

The range of facilities managed by East Ayrshire Leisure has been subject to change since July 2013 as the Council has undertaken a programme of Community Asset Transfer and Asset Rationalisation.

## BRIEF SERVICE DESCRIPTIONS

### CULTURAL SERVICES

This service manages Libraries and Community Venues, Museums and Heritage, Galleries, the Palace Theatre/Grand Hall Complex and Cumnock Town Hall. The service is responsible for museum collection management, arts and cultural development including visual and performing arts, reader development including Imprint Book Festival and local and family history services.



### COUNTRYSIDE SERVICES

This service manages Dean Castle Country Park, the River Ayr Way, Ayrshire Athletics Arena, Annanhill Golf Course and footpath networks across East Ayrshire. The service is responsible for walking, cycling and access to the countryside, outdoor events, programme development at outdoor venues, outdoor learning and outdoor activities.



### SPORT & COMMUNITY VENUES

This service manages Sports and Leisure Centres, Games Hall and Sports Pitches. The service is responsible for programme development, community sports hubs, sports development and events encompassing swimming and fitness.





## MARKETING & DEVELOPMENT

This service manages all publicity and promotional activity, communications, public relations, branding, corporate identity, web development and digital communication and strategy, market research, customer feedback and complaints handling.

## PEOPLE & FINANCE

This service is responsible for administration, OSCR compliance, financial management/budget monitoring, Human Relations, Information Management, Health and Safety, Freedom of information, credit control, cash receipting and staff training and development.



## AGREEMENTS WITH EAST AYRSHIRE COUNCIL

A series of agreements underpin East Ayrshire Leisure's relationship with the Council. Services Agreements are in place to cover support services that the Council provides for East Ayrshire Leisure i.e. Health and Safety, Internal Audit, Payroll etc. A Services and Finance Agreement is in place to cover the services which the Council expects us to deliver, including the facilities for which East Ayrshire Leisure is responsible.

In addition, a Collections Agreement covers how the Council's museum collections will be managed by East Ayrshire Leisure and an Asset Transfer Agreement covers the ownership of assets required to support the delivery of services which are the responsibility of East Ayrshire Leisure.



**East Ayrshire Council**  
Comhairle Siorrachd Àir an Ear

# Key Venues and Visitor Attractions

We manage a wide range of facilities across East Ayrshire; our key venues and visitor attractions are highlighted below:

## ANNANHILL GOLF COURSE

Situated on the outskirts of Kilmarnock in scenic surroundings, this parkland course, with tree lined fairways has a par of 71 measuring 5954 yards.



## AYRSHIRE ATHLETICS ARENA

Designed and built to the highest standard, this premier athletics and sports training facility boasts a UK Athletics Class A outdoor athletics facility with Mondo surface and 6 lane 63m indoor training area with strength and conditioning area. It has been designed to meet the highest of training and competition requirements for a wide range of athletes, sports clubs, schools and community groups and our athletics event calendar has grown year on year.



## BAIRD INSTITUTE

First opened in 1891, the Baird Institute has world class collections of Mauchline Ware, Cumnock Pottery, artefacts of local and social history and contemporary exhibitions. The Keir Hardie Room presents the life and career of the founder of the Labour Party with an interactive audio-visual screen, a large collection of his personal belongings and souvenirs of his travels



## BURNS HOUSE MUSEUM & LIBRARY

The Burns House Museum and Library is in the centre of historic Mauchline, where stories of Robert Burns and his friends and family can be found in every nook and cranny. The Burns House Museum offers the chance to visit the room where Burns and his wife Jean Armour lived, see original Burns manuscripts and objects that tell the story of his life and work.



## CUMNOCK TOWN HALL

Designed by Robert Ingram and built in 1883/4, Cumnock Town Hall has undergone extensive restoration, designed to restore it to its former glory using traditional materials and to update facilities to cater for the needs of its 21st century users. The newly refurbished facility hosts a variety of shows as well as being available to hire for meetings, shows, weddings and parties.



## DEAN CASTLE & COUNTRY PARK

The newly redeveloped Dean Castle Country Park is East Ayrshire's only Country Park and provides a great day out all year round with woodland walks, an urban farm, adventure playground, visitor centre with shop and tearoom and a fantastic 14th century castle housing world class collections. The Country Park also hosts a number of large scale events every year as well as a programme of outdoor learning activities. The Country Park received HLF funding with major redevelopment taking place to turn it into a 5 star visitor attraction.





# Key Venues and Visitor Attractions

## DICK INSTITUTE



The Dick Institute is one of the most important cultural venues in the south-west of Scotland, featuring the largest museum, galleries and Library in Ayrshire with a range of arts and literary events throughout the year. With a programme of nationally important exhibitions, events and innovative works by leading and contemporary artists, filmmakers and young people as well as permanent displays of the museum's diverse collections including natural sciences, archaeology and local and social history.



## LEISURE CENTRES: AUCHINLECK, DOON VALLEY, GRANGE, LOUDOUN, STEWARTON & ST JOSEPH'S

Our Leisure Centres offer a wide range of activities and facilities for all the family including fitness suites with a wide range of equipment, FIFA \*1 synthetic grass pitches, swimming pools and a range of fitness classes and activities. Many of our venues also house a variety of versatile halls suitable for staging competitions and larger events as well as badminton, football, netball as well as seated events such as shows, presentations, conferences and events.



## PALACE THEATRE & GRAND HALL COMPLEX



Ayrshire's premier entertainment venue offers a wonderfully varied programme throughout the year including comedy, music, drama, dance, variety and much more.



## RIVER AYR WAY

The River Ayr Way is designated as one of Scotland's Great Trails and is included in the family of long to medium distance routes in Scotland. It is 44 miles from the source of the River Ayr in Glenbuck to the sea at Ayr. 22 miles of the route is managed by East Ayrshire Leisure, with the rest being managed by South Ayrshire Council.



# East Ayrshire Leisure's Structure



## The Board of Trustees

A Board of 13 Trustees is responsible for providing strategic direction for the organisation.

The 13 Trustees comprise of:

- **6 INDEPENDENT TRUSTEES** - one of whom is a Trade Union nominee
- **5 COUNCILLOR TRUSTEES** - nominated by East Ayrshire Council
- **2 COUNCIL OFFICER TRUSTEES** - nominated by East Ayrshire Council to act as Trustees, but without voting rights

TRUSTEES	APPOINTMENT DATE	RESIGNATION DATE
<b>Partner Trustees</b>		
Elena Whitman (Chair)	18th May 2017	
Neil McGhee	13th March 2013 (reappointed 18th May 2017)	
Iain Linton	25th June 2015 (resigned 18th May 2017) and reappointed 2nd November 2017	
Ian Grant	18th May 2017	
Clare Maitland	18th May 2017	
Chris McAlevey (ex officio)	27th August 2015	Resigned 17th May 2018
Joe McLachlan (ex officio)	27th August 2015	
Robert McCulloch (ex officio)	17th May 2018	

INDEPENDENT TRUSTEES		
Robin Hume	13th June 2013 (Re-appointed 27th August 2015)	
Jean Brown	13th June 2013	
June Minnery	13th June 2013 (Re-appointed 27th August 2015)	
Jackie Livingston	1st July 2015	
Robbie Mann	8th September 2016	

The Board meets regularly throughout the year and is supported by a Performance and Audit Sub-Committee made up of 5 Trustees. In addition, development sessions are also held to support Trustee training and to allow discussion to focus on key issues i.e. Business Planning and specific service areas.

Trustee training is available on an as required basis in addition to induction training for new Trustees. Development sessions to enhance Trustees knowledge of service areas are organised throughout the year.

## Management Arrangements

The Chief Executive and Senior Management Team are responsible for the day to day management of East Ayrshire Leisure's operations. A Scheme of Delegation is in place to allow responsibilities for key tasks to be allocated to appropriate staff. Staff salaries and terms of conditions of employment follow those of East Ayrshire Council and this is expected to continue.

### SENIOR MANAGEMENT TEAM

**John Griffiths** (Chief Executive)

**Anneke Freel** (Countryside & Outdoor Activity Services Manager)

**Jackie Biggart** (Head of Corporate Services)

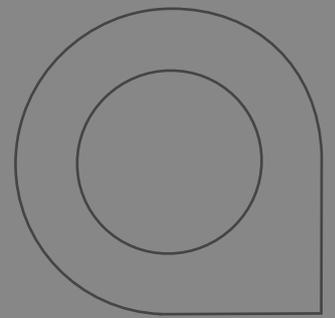
**Adam Geary** (Cultural Services Manager)

**Chris Murphy** (Sport & Fitness Manager)

**Dianne Reid** (Marketing & Development Manager)



# Administrative Information



**Registered Office** Dick Institute  
14 Elmbank Avenue  
Kilmarnock  
KA1 3BU  
www.eastayrshireleisure.com  
01563 554300

**Auditor** Scott Moncrieff  
Exchange Place 3  
Semple Street  
Edinburgh  
EH3 8BL

**Solicitors** East Ayrshire Council  
London Road Headquarters  
Kilmarnock  
KA3 7BU

**Bankers** Royal Bank of Scotland  
8 John Finnie Street  
Kilmarnock  
KA1 1DD

**Charity Number SC043987**



## FINANCIAL REVIEW

The period to 31st March 2019 was the Trust's sixth year of activity. In the period, East Ayrshire Leisure reported an unrestricted deficit of £1,315,177.

At 31st March 2019, the actuarial valuation of the pension scheme resulted in a net pension liability of £1,625,000 this being recognised in the Balance Sheet. The valuation has resulted in an actuarial loss of £1,026,000 being recognised in the Statement of Financial Activities in the period. The balance on the pension fund will change annually according to economic conditions and the trustees will keep the position under review.

## RESERVES POLICY

The Board approved a revised Financial Reserves Policy in 2016. The policy was amended from 5% of incoming resources (approx. £400k) to a range of 3-5% (approx. £210k – 350k) as the target for unrestricted funds not committed. Unrestricted funds not committed at the end of the financial year were slightly below target but have returned within range by end of Quarter 1 of 2019/20 financial year.

## FINANCIAL PROFILE

East Ayrshire Leisure receives funding from East Ayrshire Council to support the delivery of an agreed range of services. Significant savings have been generated since the inception of the Trust and a Best Value Review has confirmed savings required during the term of our new Business Plan for 2019-22.

East Ayrshire Leisure also generates income from charges for services and has the ability to submit bids for funding from a wide range of external bodies. Trust staff will bid for funds to support and develop service quality and delivery wherever appropriate opportunities and resources are available.

# Assets and Resources



The agreed baseline budget for 2019/20 is set out below:

	2019/20 £
Baseline Budget (excl Savings)	4,923,490
Savings Target (following Best Value Review)	(190,750)
Baseline Budget (after Savings)	4,732,740

## RISK MANAGEMENT

East Ayrshire Leisure has well-established Risk Management procedures which allow the Board to manage risk in a pro-active manner and priorities areas of concern. The Risk Register is reviewed regularly as part of the Trustees consideration of the quarterly performance report.

Key risks in 2018/19 included: significant reduction in funding received from East Ayrshire Council, partners and external stakeholders not seeing East Ayrshire Leisure as a partner of choice, failure to deliver Business Plan targets and the loss of external funding, a lack of capital investment or maintenance, reduction in facilities and loss of income.

Managing our risk effectively is essential in achieving our strategic outcomes and targets, creating confidence among service users and the public, and ensuring effective governance. Effective Risk Management will also enable us to deliver service improvements taking account of prevailing circumstances.

## PROPERTIES

East Ayrshire Leisure has 25 year leases in place for each of its properties. These properties continue to be in the ownership of East Ayrshire Council and the Council remain responsible for repair and maintenance.

The stock of properties is currently under review and the Council's Asset Rationalisation and Community Asset Transfer programmes, alongside East Ayrshire Leisure's own service review and redesign proposals has reduced the number of properties managed by East Ayrshire Leisure.

The Council has a major capital investment programme and there are projects being developed, particularly new school campuses that may see new community facilities built that will become the responsibility of East Ayrshire Leisure in due course.

## EQUIPMENT

East Ayrshire Leisure has access to a wide range of specialist equipment and vehicles that support service delivery, including mobile libraries, grounds maintenance equipment, computers and sports equipment.

Ownership of equipment did not transfer in July 2013 and rests with East Ayrshire Council. Inventories that clearly show ownership of equipment are now being kept, as items purchased by East Ayrshire Leisure belong to East Ayrshire Leisure, not the Council.

## MUSEUM COLLECTIONS

East Ayrshire Council owns significant museum collection assets which are held within its museums, libraries and archives and is responsible for the management and maintenance of any assets given on loan. East Ayrshire Leisure has been granted licence to use these assets through the Collections Agreement and will maintain and preserve them on behalf of the Council.

“

*The Palace Theatre was nominated for 2 awards in the Great British Pantomime Awards; Best Dame and Best Musical Arrangement and our hospitality service was the Silver Bar None award winner.*

”



Sleeping Beauty, Palace Theatre

# Achievement and Performance

Our current Business Plan covers the period of financial years 2016-2019 and the Board's priorities are highlighted in the Action Plan. Progress towards the targets set in the Action Plan is reviewed on a quarterly basis and fully reported annually.

Our Business Plan for 2016-19 outlines 4 key strategic objectives with specific actions to address them. Details of how we have achieved our objectives to date, or initiatives we are currently developing, are outlined below:

## 1. To Be Recognised As A Provider of High Quality Services And Facilities That Are Well Used

**Actions to achieve this:**

- 1.1 Increase customer satisfaction
- 1.2 Increase attendance levels/ticket sale through programme development both in person and online
- 1.3 Achieve new quality standards and/or maintain current accreditation standards
- 1.4 Maintain and sustain high level partnerships that support service delivery and improvements
- 1.5 Introduce a system to audit, monitor and improve environmental efficiency across our core facilities

### **KEY POINTS:**

East Ayrshire Leisure's overall attendance / participation figure is 17.2 % up on the 2018/19 target with attendance figures across service areas being mixed:

Attendance figures within our Cultural Services have fallen by 3.5%, which can be attributed to a variety of reasons; Dean Castle was closed due to the refurbishment programme, however the collections were moved to the Dick Institute and launched with a new exhibition. The Dick Institute's library was closed for 16 weeks and fully closed for 6 days during this year, which naturally caused a fall in visitors to the venue. The refurbished building was accompanied by an extensive marketing campaign which was a huge success and the new café quickly became a popular part of the visitor experience.

Attendance within Sport and Fitness is up by 4% for 2018/19. Programme improvements and introduction of new activities through our fitness membership and sports offering has supported increase in attendances.

Countryside and Outdoor Activity attendances has increased in 2018/19 by over 28%, predominantly due to the successful reopening of Dean Castle Country Park. However, Ayrshire Athletics Arena also saw an increase of nearly 20% throughout the year.

Accreditation levels have been maintained for all our venues. The Palace Theatre was nominated for 2 awards in the Great British Pantomime Awards; Best Dame and Best Musical Arrangement and our hospitality service was the Silver Bar None award winner.

We have continued to work with a large and varied group of partners to help deliver a range of projects on all scales, including Ayrshire Roads Alliance with Sustrans Scotland, Museums Galleries Scotland, HLF with Historic Scotland, Scottish Books Trust, Event Scotland, Bord Na Gaidhlig as well as all local Councils within Ayrshire and our colleagues within East Ayrshire Council.

## 2. To Enhance People's Health and Wellbeing Through Participation

Actions to achieve this:

- 2.1 Increase general participation /attendance levels across service areas
- 2.2 Increase opportunities for/numbers of young people (12-25) using our services.
- 2.3 Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities.
- 2.4 Increase opportunities for/numbers of older people (60+) using our services.

### KEY POINTS:

Our Year of Young People event 'Generation Z' involved a core group of young people in devising and delivering the events and involved over 80 young people. East Ayrshire Youth Theatre continues to go from strength to strength with their performance of Hairspray selling out.

Our school workshops including Egyptians, Burns and Romans remain ever popular and our Curriculum for Excellence based programme continues to receive outstanding feedback from participating schools.

The Athletics Coaching Programme continues to be fully booked and work is ongoing with Kilmarnock Harriers to ensure that this programme forms a pathway to club membership and athletics development.



Our Digital Storytelling project funded by the Scottish Book Trust is enabling us to reach those most isolated through working in communities with partners in Kilmarnock Station Railway Heritage Trust and Vibrant Communities.

Funding was secured from the Scottish Natural Heritage to develop a Natural Leaders Project aimed at S4 and S5 pupils in Auchinleck, Cumnock, Doon and Kilmarnock Academies. This project involves young people identifying local greenspaces of note, developing management plans and achieving Local Nature Reserve status for these sites.

Action on Hearing Loss sessions took place across our libraries and we also supported the MacMillan Cancer Awareness 'Move More' project through our library network. Homewords, our mobile library service continues to provide a vital service and visited 1,500 people during the year.

The Growing Memories project worked with over 200 participants. The growing memories wildlife garden has been established at the Country Park using wildflowers that have been grown in care environments across East Ayrshire. Work is now ongoing with Alzheimer Scotland and Dementia Scotland.

### 3. To Enhance The East Ayrshire Tourism Offer

The refurbishment at the Dick Institute and inclusion of a new café has greatly enhanced the tourism offer of this significant and historic attraction. Likewise, Dean Castle Country Park has had a very successful first year back in business following the extensive development project and visitor figures continuing to rise.

The £5M Dean Castle restoration project is now underway (due to be completed in 2021)

We continue to build on and develop the work we do with local groups to add value to our tourism offer. Examples include working with Cumnock History group to develop exhibitions at the Baird Institute, working with Kilmarnock Station Railway heritage group to support the Digital Storytelling project and Countryside and Outdoor Services continued to support local community groups in the organisation of walking festivals, with particular success in the Irvine Valley where the event shows growth every year.



## 4. To Be Recognised As An Employer Of Choice

### 4.1 Increase levels of staff satisfaction from 2016/17 baseline.

### 4.2 Increase the number of volunteering, placement and apprenticeship opportunities.

We carried out our first Staff Satisfaction survey in 2017 and an action plan was produced to address any areas of concern. Progress has been made against the key areas which were identified, mainly addressing issues with communication, staff morale and staff feeling valued at work, with each of these areas showing percentage increases in satisfaction. Our EAGER (employment review process) has been completed by 90% of staff and training delivery has focussed on Competency Based Interviews, Preparation for Interview, Leadership and Management Programme, developing a bespoke training package for Information Governance, developing bespoke training for Job Evaluation and Customer Services.

Development Sessions have been delivered in Information Governance, Managing Attendance, Managing Performance, Drugs and Alcohol Policy and our Homeworking Policy.

Our staff newsletter is issued quarterly and highlights success stories, staff recognition and addresses any issues, which need to be prioritised by staff.

We continue to work with a large number of volunteers across all service areas, take part in National Volunteer Week and school placements are supported on an ongoing basis throughout the school year. The Dean Castle Country Park 'Friends of Dean' Group continues to meet every 2 weeks with a core group of 15 volunteers taking part in a range of activities including maintenance, conservation tasks and event management.

We also continue to expand on our range of apprenticeships, interns and volunteering opportunities across the Trust.



# Online visitors

Our website was launched early 2014 and has continued to attract a significant number of visitors throughout the life of our Business Plan. We recognise however that the site requires to be updated to stay abreast of changing technology and enhance our online offer and visitor experience. The new site will be launched in 2019. When developing the brief for the new site, Google analytics, analysis from web developers and comments from both customers and staff were all considered. The new site will be easy to navigate and fully mobile responsive, with ctas, venue information and what's on information all having prominence.

## Social Media

Our East Ayrshire Leisure and additional facility Facebook pages have continued to attract significant increases, as has our Twitter account. Engagement levels across all platforms is extremely high and plans are underway to expand across additional platforms.



Twitter Followers

**+ 13%**



Facebook Likes

**+ 43%**



# Partnerships

We continue to work with a huge number of partners, all of whom help contribute to the wonderful programmes and projects we deliver. A selection of partners we have worked with throughout 2018-19 are highlighted below:

- EventScotland, Mauchline Burns Club and Mauchline Primary School in the development and delivery of Burns's Birthday
- Museum Galleries Scotland, HLF and Historic Environment Scotland on the Dean Castle project
- Scottish Book Trust, Kilmarnock Station Railway Heritage Trust and EAC Vibrant Communities to deliver the Digital Storytelling project
- Bord Na Gaidhlig, Creative Scotland and Sgoil na Coille Nuaidh to deliver the year- long Gaelic Visual Arts project
- Tesco Bags of Help, Loanhead Primary School, community individuals and poet Jackie Kay in the development of the Holehouse Commemorative Gardens redevelopment
- Scottish Libraries and Information Council - Digital Champions Network in the development of our new digital programme



**Holehouse Commemorative Gardens**

- Creative Scotland, Ayrshire Young Carers and Vibrant Communities in the ongoing delivery of the MAKE SOME NOISE music project
- Xchange Scotland partnership has resulted in East Ayrshire Leisure taking the lead on the European Volunteering Programme
- Worked in partnership with Ayrshire Roads Alliance and Sustrans Scotland to develop the Kilmarnock Infinity Loop
- Partnership developed with Xchange Scotland resulting in East Ayrshire Leisure taking the lead on European Volunteering Programme
- Liaising with Kilmarnock Harriers and Scottish Athletics to re-establish the Ayrshire Athletics Partnership
- Developing partnership with Ayrshire College to establish "Leisure Ambassador" programme; work place experiences for students with personal development and training opportunities
- Continuing to develop relationship with Scottish Leisure Networking Group
- Partnership with Stewarton Academy, Ayrshire College and Scottish Rural College to develop new SVQ level 4 qualification in Rural Skills
- GMB Union, who contribute to the prizes for our staff recognition award



**Burns's Birthday**

# Future Developments

The current Business Plan covered the period 2016-19, however, East Ayrshire Council agreed to extend the Plan for a further year to allow operational continuity during the period following the Chief Executive's retirement and subsequent organisational change and development. Key priorities for this interim arrangement are:

- Facility Review which includes a review of all leisure facilities and services within each community across East Ayrshire; a Sports Facility Review, with a particular focus on facilities in Kilmarnock and facilities within the school estate; and a review of Cultural facilities, particularly those within the proposed Cultural Quarter of Kilmarnock
- Organisational redesign to include employee and customer engagement to encourage community groups, staff, individuals, Trustees and local councillors to contribute to and agree a vision for East Ayrshire Leisure
- Business Plan development - When developing the new business plan, both staff and customer consultation exercises will take place. This will allow us to define the trust's objectives, mission and vision whilst shaping an organisation which meets local and national demand, satisfies the needs of each and develops an engaged and empowered workforce.



# Some of our partners



# Trustees’ Responsibilities Statement

The Trustees are responsible for preparing the Trustees’ annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in Scotland requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.



The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions for the charity’s constitution.

They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charity’s website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

## Disclosure of Information to Auditors

To the knowledge and belief of each of the persons who are Trustees at the time the report is approved:

- So far as the Trustee is aware, there is no relevant information of which the charity’s auditor is unaware; and
- He/she has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information, and to establish that the charity’s auditor is aware of the information.

## Trustees’ Report

Approved by the Board on 17 September 2019 and signed on its behalf by:

**Anneke Freel**  
**Interim Senior Officer**

# Independent Auditor's Report



We have audited the financial statements of East Ayrshire Leisure Trust (the 'charity') for the year ended 31 March 2019 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2019 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we

have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Conclusions relating to going concern

We have nothing to report in respect of the following matters in which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Matters on which we are required to report by exception.**

We have nothing to report in respect of the following matters in relation to which the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the Trustees' Report; or
- proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

## **Responsibilities of the trustees**

As explained more fully in the trustees' responsibilities statement set out on page 15, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

## **Auditor's responsibilities for the audit of the financial statements**

We have been appointed as auditor under section 44(1) (c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report

that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's Report.

## **Use of our report**

This report is made solely to the charity's trustees, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Our audit work has been undertaken so that we might state to the charity's trustees, as a body, those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees, as a body, for our audit work, for this report, or for the opinions we have formed.



Nick Bennett  
Senior Statutory Auditor  
For and on behalf of Scott-Moncrieff, Statutory Auditor  
Chartered Accountants  
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006  
Exchange Place 3  
Semple Street  
Edinburgh  
EH3 8BL

# Statement of Financial Activities

	Notes	Unrestricted Fund 2019	Restricted Funds 2019	2019	2018
		£	£	£	
<b>Income from:</b>					
Charitable activities	3	6,919,467	108,879	7,028,346	7,452,860
Investments	3	1,181	-	1,181	521
<b>Total income</b>		<b>6,920,648</b>	<b>108,879</b>	<b>7,029,527</b>	<b>7,453,381</b>
<b>Expenditure on:</b>					
Charitable activities	4	8,234,825	152,046	8,386,871	7,976,713
Other (net interest defined benefit pension scheme)	8	1,000	-	1,000	104,000
<b>Total expenditure</b>		<b>8,235,825</b>	<b>152,046</b>	<b>8,387,871</b>	<b>8,080,713</b>
<b>Net income/(expenditure)</b>		<b>(1,315,177)</b>	<b>(43,167)</b>	<b>(1,358,344)</b>	<b>(627,332)</b>
<b>Other recognised gains/(losses):</b>					
Actuarial gains/(losses) on defined benefit pension schemes	8	(1,026,000)	-	(1,026,000)	4,659,000
<b>Net movement in funds</b>		<b>(2,341,177)</b>	<b>(43,167)</b>	<b>(2,384,344)</b>	<b>4,031,668</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		1,002,945	143,660	1,146,605	(2,885,063)
<b>Total funds carried forward</b>	<b>16</b>	<b>(1,338,232)</b>	<b>100,493</b>	<b>(1,237,739)</b>	<b>1,146,605</b>

# Balance Sheet

	Notes	2019 £	2018 £
<b>Fixed assets</b>			
Tangible assets	9	40,062	71,572
Heritage assets	10	34,920	34,920
		<b>74,982</b>	<b>106,492</b>
<b>Current assets</b>			
Stocks and work in progress	11	21,026	17,592
Debtors	12	671,642	879,726
Cash at bank and in hand		685,025	1,342,070
		<b>1,377,693</b>	<b>2,239,388</b>
<b>Liabilities</b>			
Creditors: Amounts falling due within one year	13	(1,065,414)	(1,649,275)
<b>Net current assets</b>		<b>312,279</b>	<b>590,113</b>
<b>Net assets excluding pension scheme asset/(liability)</b>		<b>387,261</b>	<b>696,605</b>
<b>Defined benefit pension scheme asset/(liability)</b>	8	(1,625,000)	450,000
<b>Total net assets/( liabilities)</b>		<b>(1,237,739)</b>	<b>1,146,605</b>
<b>The funds of the charity:</b>			
Restricted income funds	16	100,493	143,660
Unrestricted funds	16	286,768	552,945
Pension reserve	16	(1,625,000)	450,000
<b>Funds</b>		<b>(1,237,739)</b>	<b>1,146,605</b>

