

**East Ayrshire Leisure Trust**  
**A Scottish Charitable Incorporated Organisation**

Annual Report and Accounts  
For the year ended 31<sup>st</sup> March 2023

Charity Number SC043987

## East Ayrshire Leisure Trust Contents

---

	<b>Page</b>
Message from the Chair	1
Message from the Chief Officer	3
Trustees' Report	5
Independent Auditor's Report	22
Statement of Financial Activities	26
Balance Sheet	27
Statement of Cash Flows	28
Notes to the Accounts	29

## East Ayrshire Leisure Trust

### Message from the Chair

---

I am delighted to introduce our Annual Report and Accounts for East Ayrshire Leisure Trust, covering the financial year 2022-23.

As Chair of the Trust, it has given me enormous pleasure watching our services and programmes coming back to life following the pandemic. As an organisation, we adapted wonderfully to the challenges that Covid presented, but it is great to get back to doing what we do best – delivering exceptional leisure services directly to our communities and visitors. Our venues have been packed, programmes, events and activities have been booming and, as ever, it's extremely difficult to summarise the vast array of everything we offer. However, a few of my personal highlights are listed below.

This year we've seen a huge increase in face to face creative learning, engagement and educational activities in our cultural venues with our focus being on widening access, supporting learning and increasing participation as well as to create welcoming and inclusive places for everyone to experience culture.

We celebrated renowned illustrator Quentin Blake's 90th birthday this year with a double-venue exhibition programme at both the Dick Institute ('Illustrating Verse') and the Baird Institute in Cumnock ('Book Covers') alongside an extensive primary school creative learning programme of visits and illustration workshops.

'Memories of Drawings' was a Hayward Gallery Touring exhibition and presented a remarkable collection of work from the pioneering American artist Georgia O'Keeffe at the Dick Institute. This stunning exhibition showcased photogravures of drawings produced by the artist between 1915-1963, reflecting the period in which O'Keeffe established herself as a major figure in American Modernism.

We were also delighted to host an exhibition of work by French painter, sculptor and designer, Henri Matisse at the Baird Institute in Cumnock. *Matisse: Drawing with Scissors*, a Hayward Gallery Touring exhibition, was a major attraction, drawing visitors from far and wide.

Our book lovers were welcomed back in person too, with the return of IMPRINT. With a programme full of award-winning authors featuring songs, poetry, mindfulness, graphic novels, an entire education programme and a panel discussion about Scottish witch trials, the festival was a huge success. Graeme Macrae Burnet kicked off events in an interview session with our IMPRINT patron Dr Zoe Strachan; it was great to welcome two highly successful Kilmarnock-born authors who both have a great love of the Dick Institute to share their passion for reading and writing.

Sport and fitness enthusiasts were treated to a whole host of events this year....William McIlvanney Leisure Centre hosted round 3 of the Scotia Women's Road Race Series incorporating the Scottish National Veteran Women's Road Race Championship. The event was a great day for cycling and was enjoyed by competitors and spectators alike.

Ayrshire Athletics Arena was home to the first full-programmed athletics competition in Scotland for senior men, women and para athletes. Despite the typical Scottish weather there was a real sense of excitement and togetherness from all the athletes, officials, volunteers and staff who made the event possible. We also opened a new public gym at AAA offering with a full range of fitness classes, including spin, circuits and membership access to the running track.

Doon Valley Leisure Centre was a hive of excitement in February supporting the Hillbilly 10k cross country race at Craigengillan Estate, Dalmellington. Over 300 competitors took part, raising money for Cancer Research UK. The leisure centre also hosted a Swimming Gala for the children who currently attend group lessons, with over 100 kids showing off their swimming skills to their parents and carers.

Whilst Dean Castle remained closed to the public for major restoration and redevelopment work, our Spirit of Christmas event allowed us to showcase the stunning renovation of the castle exterior. Lighting up the Castle throughout December with a bespoke high quality festive projection and soundtrack, this free event was a massive

**East Ayrshire Leisure Trust**  
**Message from the Chair**

---

success. The Castle courtyard was also transformed to include a fairy light wall, a Santa's Letter Writing Station and a festive food and drink area, ensuring all visitors were well and truly in the festive spirit.

I'm sure 2023-24 will bring us even more exciting opportunities, projects and events and I look forward to welcoming them all throughout the coming year.

Councillor Clare Maitland  
**Chair, East Ayrshire Leisure Trust**

## East Ayrshire Leisure Trust

### Message from the Chief Officer

---

I am delighted to present East Ayrshire Leisure Trust's Annual Report and Accounts for 2022-23; the Trust's 10<sup>th</sup> year of operation and my 4<sup>th</sup> year as Chief Officer.

Towards the end of 2021/22, our Board of Trustees approved the most significant review that the Trust has ever undergone; a review that would see our structures, corporate delivery plan and priorities wholly aligned to our 10 year strategic vision. The majority of this review was delivered throughout 2022/23 and required meticulous planning, co-ordination and cross-service working, which involved redesign of job outlines and specifications, the development of key tasks associated with each role and a virtual rebuild of our established structures and systems.

The organisational review has resulted in more permanent contracts and greater stability and focus within the staff teams, as well as allowing for an enormous recruitment drive. We look forward to embedding the new structure and the new opportunities it brings throughout the year.

We recognise that having an engaged, valued, enthusiastic, passionate, and professional workforce is key to our success and we have continued to invest in all of our staff teams. Our training and development programme has been a critical element of the organisational review and to our aspirations for growth and development. We offer tailored training programmes, opportunities for personal and team development, mentoring and job coaching.

The development of the 'Staff Exchange' programme remains of paramount importance and has continued to grow throughout the past year. Staff Exchange not only provides a platform for staff to gain up to date information about policies, processes and protocols, but also to engage in the development of our business and we look forward to more developments within the coming year.

In 2022, we introduced 'Organisational Learning' into our quarterly reporting to the Board of Trustees and also to our regular schedule of team meetings. Our 'Organisational Learning' process allows us to analyse complaints, comments and feedback from a range of sources including customer feedback, SHE incident reporting, unannounced visits, accreditation visits, workplace inspections and many other forms of review. Anything deemed relevant for the whole organisation is captured through an Organisational Learning Action Plan, which is discussed with the Strategic Leadership team and disseminated to staff, enabling us to celebrate good practice as well as acknowledge and action, areas for improvement and opportunities for learning.

'Investing in our People and Embracing our Values' is not just about supporting our paid members of staff. We rely on the benefit that volunteers bring and we aim to provide support to local people through volunteering opportunities, apprenticeships and placements. In 2022/23, we developed a Volunteer Handbook, along with a suite of volunteer roles including Event Volunteers, Cairn Table Hill Race and River Ayr Way Challenge Volunteers, Customer Experience Volunteers, Outdoor Conservation Group (Friends of the Dean), Kitchen Garden Volunteers and Castle Visitor Experience Volunteers. We are also extremely lucky to have the Textile Team, which was established in 2005 to work on the intricate collections of the Dean Castle. The team has grown and now provides support to a wide range of community projects across Ayrshire and has received national recognition for several initiatives.

Our dedicated staff and volunteers make an outstanding contribution to leisure services in the area and I want to take this opportunity to thank them all for everything they do in the delivery of their duties.

**East Ayrshire Leisure Trust**  
**Message from the Chief Officer**

---

I would also like to thank all of our Ambassador Trustees for the support that they give to me and the invaluable contribution they make. I am also grateful to all of our funders, sponsors, volunteers, partners and supporters, in particular East Ayrshire Council, without whom, none of this would be possible.

Anneke Freel  
**Chief Officer**

**East Ayrshire Leisure Trust**  
**Trustees Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

The Trustees are pleased to present their Annual Report and Accounts for the year ended 31<sup>st</sup> March 2023. 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 1<sup>st</sup> July 2013.

**Governing Document**

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

Our Strategic Vision document covers a ten year period from 2020-2030, outlining our Key Themes and Objectives for the organisation with the accompanying 2 year Delivery Plan detailing what actions will be taken to achieve the required outputs.

**Our Vision**

“Always with a focus on continuous improvement, we will deliver inclusive, sustainable and accessible services to enable our communities and visitors to live their best life.”

**Our Mission**

In order to engage our people, partners and communities we will ensure:

- the creation of real and sustainable partnerships
- that we deliver services which meet the needs of our communities
- that we invest in, and empower our people

**Our Values**

Being honest and demonstrating integrity at all times

Engaging and inclusive with our people, partners and communities

Striving for continuous improvement by being ambitious and aspirational in all that we do

Taking responsibility and being accountable for our organisation and our service delivery

**EAST AYRSHIRE LEISURE TRUST SERVICES**

East Ayrshire Leisure Trust is responsible for managing a range of facilities and services across a broad cultural, countryside, outdoor activities, sport, fitness and community remit.

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

## **CORPORATE SERVICES**

### Business Support

The Business Support team provides a range of functions to the operational teams and our employees. The human resources department provides recruitment, payroll, absence management, leave monitoring and recording services. IT support is crucial to the operation of the wider organisation, ensuring effective means of communication and accessibility, security and the integrity of the data we hold. The team are also responsible for the co-ordination and management of the box office and booking system, providing an effective and efficient customer buying experience. Our finance team demonstrates best practice for income control, credit control, accounts payable, accounts receivable and procurement to ensure compliance with statutory and audit requirements.

### Finance & Business Development

The Accountancy Team provide the full financial services for East Ayrshire Leisure Trust including all statutory financial requirements, whilst also looking at improved commercialisation and new income streams. They challenge existing ways of working and identify approaches that are more efficient. They also support the development of business cases providing assistance and challenge prior to approval.

### Hospitality Development

The Hospitality Officer, in conjunction with the operational teams, looks to enhance our programming and venue offer by exploring business opportunities that supports income generation providing bars, cafes, retail, vending solutions and catering options across all East Ayrshire Leisure Trust facilities.

### Marketing & Development

Working closely with the Relationship & Business Development and the Operational Teams to identify key priorities, the Marketing & Development team focus on customer-centric marketing and promotional campaigns to increase visitor figures and participation from local, national and international audiences. The team are responsible for all promotional activity including press, PR, social media, website, intranet, branding and visual communications.

### Relationship & Business Development

The Relationship & Business Development team maximise and develop systems and processes to improve internal and external communication to staff and customers and are also responsible for the development and implementation of the engagement strategy. They support benchmarking, performance monitoring and reporting, business planning across the Trust, and overall organisational development, whilst challenging the status quo.

## **OPERATIONAL SERVICES**

### Community & Performing Arts Development

The Community and Performing Arts Development team are responsible for Cumnock Town Hall, the Palace Theatre & Grand Hall and Community Venues across East Ayrshire. Working with a range of local, regional, national providers and commercial companies they deliver high profile events and opportunities through our full range of venues.

They ensure that our venues are at the heart of every community, supporting community development and introducing programming within every community venue. They deliver innovative and inspirational programmes across drama, music, and dance.



**East Ayrshire Leisure Trust**  
**Trustees Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

Cultural Development

The team, encompassing Collection Care Development, Library Development (Operations), Library Development (Engagement), Museum Development and Visual Arts Development are responsible for the operation of museums, the conservation and care of 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 work closely with local, regional, national and international agencies/providers, East Ayrshire Creative Minds Team and local community groups to support the promotion of East Ayrshire's Cultural Heritage, whilst developing challenging, innovative, and inspiring programmes and contemporary exhibitions that attract visitors to the area.

Leisure Development

The Leisure Development team comprises Countryside, Green Infrastructure and Volunteer Development and focuses on recreation and outdoor pursuits that introduce people to physical activity, encouraging people to enjoy the outdoors and are responsible for biodiversity, outdoor learning, open space development, outdoor events and supporting community greenspace projects. This team delivers on the strategic functions and duties within the Land Reform Scotland Act, Countryside Scotland Act and the Wildlife and Natural Environment Act on behalf of East Ayrshire Council. They are also responsible for the development and management of the strategic route network, including the River Ayr Way. They also work with all operational teams and the Relationship and Business Development team in identifying, creating, supporting and managing a range of volunteering opportunities, placements and work experiences.

Property & Estates Development

Working closely with East Ayrshire Council, the team co-ordinate the management and development of our facilities, advising on premise management and health and safety. They develop facility management plans that outline routine maintenance, identify future investment needs that can be considered as part of East Ayrshire Council's capital programme, and explore opportunities for external funding. This team includes facility and estate management and sustainable development and lead on our environmental responsibilities through the submission of our annual Climate Change Declaration.

Sports Development

The team has key service areas including: Sport Operations, Community Sport Development, Fitness Development and Activity and Coaching Development. They are responsible for programming activities within our community leisure centres, the promotion of priority sports including gymnastics and swimming, as well as working with key local partners. The team manage our gyms and our fitness programme and work with EAC Vibrant Communities in encouraging physical activity through GP referral and school sport.

The team manage and develop Community Sports Hubs throughout East Ayrshire and support effective sporting pathways between schools, education and club sport and are also responsible for outdoor sports and activities including athletics, golf and the coaching programme; developing pathways from our coaching programmes to local clubs.

**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 Provision of Services 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 Agreement covers the ownership of assets required to support the delivery of services which are the responsibility of East Ayrshire Leisure.

**East Ayrshire Leisure Trust**  
**Trustees Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

**Key venues and visitor attractions**

We manage a wide range of facilities covering the full leisure remit and operate throughout all of East Ayrshire. Our key venues and tourist 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 \(4 star Leisure Facility\)](#)

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 \(4 star Visitor Attraction\)](#)

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 and Library \(4 star Visitor Attraction\)](#)

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 21<sup>st</sup> 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 \(4 star Visitor Attraction\)](#)

The 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. The Castle was closed until April 2023 for major renovation work

- [Dick Institute \(4 star Visitor Attraction\)](#)

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.

**East Ayrshire Leisure Trust**  
**Trustees Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

- Leisure Centres: Auchinleck, Doon Valley, Grange, Loudoun, Stewarton and 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 \*I 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 (4 star Arts Venue)

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 up to 13 Trustees is responsible for providing strategic direction for the organisation. The 13 Trustees comprise:

- 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.

<b>Trustees</b>	<b>Appointment date / resignation date</b>
<b>Partner Trustees</b>	
Clare Maitland (Chair from 24 June 2021)	18 <sup>th</sup> May 2017
Iain Linton	25 <sup>th</sup> June 2015 (resigned 18 <sup>th</sup> May 2017) and reappointed 2 <sup>nd</sup> November 2017
Joe McLachlan (ex officio)	27 <sup>th</sup> August 2015
Blair Millar (ex officio)	1 <sup>st</sup> April 2022
John McGhee	24 <sup>th</sup> June 2021 resigned 5 <sup>th</sup> May 2022
Jim Roberts	24 <sup>th</sup> June 2021 resigned 5 <sup>th</sup> May 2022
Tom Cook	25 <sup>th</sup> February 2022 resigned 5 <sup>th</sup> May 2022

**East Ayrshire Leisure Trust**  
**Trustees Report**  
**For the year ended 31<sup>st</sup> March 2023**

James Adams	20 <sup>th</sup> July 2021 (resigned as Independent Trustee and reappointed as Partner Trustee 19 <sup>th</sup> May 2022)
Linda Holland	19 <sup>th</sup> May 2022
Graham Boyd	19 <sup>th</sup> May 2022
<b>Independent Trustees</b>	
Robin Hume	13 <sup>th</sup> June 2013 (Reappointed 27 <sup>th</sup> August 2015, 17 <sup>th</sup> September 2019, 6 <sup>th</sup> October 2020 and 4 <sup>th</sup> October 2022)
Jackie Livingston	1 <sup>st</sup> July 2015 (Reappointed 6 <sup>th</sup> October 2020 and 4 <sup>th</sup> October 2022)
Robbie Mann	8 <sup>th</sup> September 2016 (reappointed 17 <sup>th</sup> September 2019) resigned 4 <sup>th</sup> October 2022
David Ross	20 <sup>th</sup> July 2021
Andy Wilson	14 <sup>th</sup> September 2021
Melanie Swan	4 <sup>th</sup> October 2022

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. Trustees are recruited following East Ayrshire Leisure's HR recruitment policies and procedures. When a vacancy arises, adverts are circulated amongst appropriate platforms, outlining the key skills, experience and knowledge required for the particular Trustee Ambassador, and candidates are assessed against the Essential Criteria outlined for each role. On appointment, Trustees will undergo induction and training sessions required for the overall role of Trustee and also any specific training required within their portfolio remit.

**Management Arrangements**

The Chief Officer and Senior Management Team are responsible for the day to day management of East Ayrshire Leisure Trust'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.

**East Ayrshire Leisure Trust**  
**Trustees Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

**EXECUTIVE MANAGEMENT TEAM**

Anneke Freel	Chief Officer
Jackie Biggart	Executive Lead: People, Policy & Performance
Paul Mathieson	Executive Lead: Places, Programmes & Projects (appointed 15 <sup>th</sup> August 2022)

**SENIOR MANAGEMENT TEAM**

Louise Murphy	Development Manager, Leisure (resigned 11 <sup>th</sup> July 2022)
Janice Gilmour	Development Manager, Community & Performing Arts (resigned 17 <sup>th</sup> March 2023)
Michael Chadwick	Strategic Lead: Living Your Best Life (appointed 3 <sup>rd</sup> July 2023)
Christine Keenan	Strategic Lead: Protecting Our Environment
Isabel Pick	Strategic Lead: Investing in Our People and Embracing Our Values
Dianne Reid	Strategic Lead: Sharing Our Vision
Greig Russell	Strategic Lead: Leisure at the Heart of Every Community
Lorraine Russell	Strategic Lead: Creating A Solid Foundation for Growth

**ADMINISTRATIVE INFORMATION**

**Registered Office**

Dick Institute  
14 Elmbank Avenue  
Kilmarnock KA1  
3BU  
[www.eastayrshireleisure.com](http://www.eastayrshireleisure.com)  
01563 554710

**Auditor**

Azets Audit Services  
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

**East Ayrshire Leisure Trust**  
**Trustees Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

## **FINANCIAL REVIEW**

The period to 31<sup>st</sup> March 2023 was the Trust's tenth year of activity. In the period, East Ayrshire Leisure Trust reported an unrestricted deficit of £742,312 (2022: £635,994).

Two restricted funds (Fruit and Nut Tree Woodland and Morton Hall and Library) were in deficit at the year end by £16,172 and £18,719 respectively. Funding has been awarded for these, however it can only be drawn down in retrospect from East Ayrshire Council when the project has been completed. Three other funds (Dean Castle Event, Woodland Future Museum and cost of Living Crisis) were also in deficit at the year end by £41,980, £2,509 and £8,278 respectively. Again funding has been awarded for these and funding will be received next year once the milestones have been met.

At 31<sup>st</sup> March 2023, the actuarial valuation of the pension scheme resulted in a net pension asset of £8,932,000, however under FRS102 the asset that can be recognised in the Balance Sheet is capped at £136,000. The valuation has resulted in an actuarial gain of £1,050,000 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 February 2020. The policy was amended from a range of 3-5% of incoming resources (approx. £210k - £350k) to a minimum of 2% (approx. £140k) as the target for unrestricted funds not committed. This target has been achieved and the appropriate level of reserves is now in place.

## **FINANCIAL PROFILE**

East Ayrshire Leisure Trust 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. East Ayrshire Council have confirmed a savings requirement of £198,000 to be achieved by the Trust in 2023/24. 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."

East Ayrshire Leisure Trust 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.

The agreed baseline budget for 2023/24 is set out below:

	<b>2023/24</b>
	<b>£</b>
Baseline Budget (excl Savings)	5,210,550
Savings Target	(198,000)
<b>Baseline Budget (after Savings)</b>	<b>5,012,550</b>

## **RISK MANAGEMENT**

East Ayrshire Leisure Trust 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.

**East Ayrshire Leisure Trust**  
**Trustees Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

Key risks in 2022-23 included: significant reduction in funding received from East Ayrshire Council, partners and external stakeholders not seeing East Ayrshire Leisure Trust 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. A new Risk Register was devised late March 2020 to address risks associated with the impact of the COVID-19 pandemic. This was reviewed in 2022-23 and it was determined that a separate register was no longer required.

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 Trust 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 consistently under review and we work closely with East Ayrshire Council and other organisations to explore all partnerships that will improve the leisure opportunities for communities in East Ayrshire.

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 Trust in due course.

## **EQUIPMENT**

East Ayrshire Leisure Trust 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 Trust belong to East Ayrshire Leisure Trust, 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 Trust has been granted licence to use these assets through the Collections Agreement and will maintain and preserve them on behalf of the Council.

## **ACHIEVEMENT & PERFORMANCE**

The Strategic Vision document covering the period of financial years 2020-2030 highlights our priorities, with the accompanying Delivery Plan outlining our two-year Action Plan. Progress towards the targets set in the Delivery Plan is reviewed on a quarterly basis by the Board and fully reported annually.

The Strategic Vision outlines 6 Key Themes with specific objectives to address them. Details of how we have achieved our objectives to date, or initiatives we are currently developing, are outlined below:

- I. SHARING OUR VISION: East Ayrshire Leisure Trust will be widely recognised and acclaimed as a leisure provider that is firmly committed to listening to our customers, local residents, visitors and partners and developing facilities and services that meet their needs. In order to achieve this theme, we have established the following Strategic Objectives:**

**East Ayrshire Leisure Trust**  
**Trustees Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

- To create a programme of community engagement activities which includes consultation with our customers and potential customers about existing and future facilities and services and to adopt a positive approach to feedback.
- To ensure our use of creative marketing led activities effectively promote our high quality services, maximise customer engagement and make a real difference to how people view East Ayrshire Leisure Trust.
- To work collaboratively with key partners and stakeholders in the development of programmes and activities whilst exploring innovative delivery models which ensure best value for our customers.
- To introduce customer service related performance targets

**KEY POINTS & ACHIEVEMENTS:**

- Our 'Customer Exchange' programme continues to grow with various events taking place, including tours of the redeveloped Dean Castle prior to re-opening and consultations taking place around opening hours, programming and joint/partnership working with community groups.
- Our 'Staff Exchange' programme has been further developed to include expansion of the Intranet, growth of staff newsletters, 'Coffee chats' programme and the development of the 'Working for Us' section on the intranet, providing key information about service areas, structures, job outlines and key activities.
- 'Organisational Learning', our comprehensive learning framework was devised and introduced across the organisation to further embed our ethos of continuous improvement.
- 'You Said, We Did...' sections created within Working For Us; showcasing our commitment to empowering staff and involving them within our business development.
- The development of social media use and production of video content for promotion and recruitment drives has been critical throughout this year and continues to grow steadily, attracting large engagement and positive results within sales, attendances and recruitment. Social media and web stats are detailed later within the report.
- We have also made use of Google Adwords based on our charitable status, allowing us to extend our reach even further and provided an equivalent value of almost £35,000 in adverts. All venues now have a Google My Business listing, which helps with searches and rankings.
- We have continued to expand our Training & Development programme including further roll-out of organisation-specific Leadership and Management programme, the production of role-specific training matrices and bespoke courses.

**2. LEISURE AT THE HEART OF EVERY COMMUNITY: East Ayrshire Leisure will continue to provide high quality leisure facilities that are relevant and modern and will support other leisure providers in ensuring that leisure is truly at the heart of every community regardless of who the provider is. In order to achieve this theme, we have established the following Strategic Objectives:**

**Strategic Objectives:**

- To work with community, local authority and private providers to develop a Leisure Facility Plan that identifies all leisure provision throughout East Ayrshire and maximises the opportunities for our communities to participate in leisure activity



**East Ayrshire Leisure Trust**  
**Trustees Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

- To work with partners to explore funding opportunities for refurbishment and development of leisure facilities
- To work with East Ayrshire Council in reviewing and refining repair and maintenance plans and schedules for all facilities within our remit which include an annual programme of planned maintenance and decoration

**KEY POINTS & ACHIEVEMENTS:**

- Morton Hall reopened following refurbishment to the external stonework, roof and stain glassed windows. As Newmilns Library was moved into the lesser hall, providing a venue for all community and cultural activities. Since opening in autumn of 2022, the library has seen an increase of 67% from the previous year.
- Grange Leisure Centre hosted The Scottish Secondary Schools Badminton Championships in March, the first time the event has been held outwith Edinburgh or Perth.
- All venues are showing strong signs of recovery with an average increase of attendance at our Leisure facilities of 29% compared to 2021/22; Barony Sports Village increased by 99%, Rose Reilly Sports Centre by 49% and Doon Valley Leisure Centre by 75% .
- Our e-book borrowing figure for 2022/23 was over 16,000 books - showing an increase of 71% on the previous year and 193% on pre-covid baseline figures.
- We supported East Ayrshire Council's cost of living campaign by providing 12 warm, welcome spaces as part of the overall network of 60 spaces across East Ayrshire. The focus was to give anyone living in the local area access to a welcoming venue to get a heat, enjoy some refreshments, participate in social activities, access the internet and have connections to other supports including the food larders, money and energy advice and wellbeing support.
- Doon Valley Leisure Centre ran a Swimming Gala for the children who currently attend group lessons. Over 100 children attended the sessions showing off their amazing swimming to their parents.
- We secured funding from Scottish Libraries Information Council to continue to operate and grow the Digital Bus service and have hosted a livestreamed tour of the bus to let online viewers see what an amazing resource it is.
- We relaunched our Imprint Schools programme, to accompany the main festival, with fantastic sessions from award-winning authors taking place across the authority.
- In February the Hillbilly 10k cross country race was held on Craigengillan Estate in Dalmellington to raise money for Cancer Research UK, with over 320 attending.
- Doon Valley Leisure centre was a hive of excitement and nerves on the build up to the event and afterwards a crowd of hungry runners and families returned for their famous buffet featuring award winning banana loaf!
- Our Sharing Stories project continues to grow with two regular ESOL groups visiting the Dick Institute on a weekly basis, and we have also been outreaching to local care homes in partnership with the NHS and Care Scotland to support residents to use the library service.
- We have extended our Partnership working with EAC Active Communities team to focus on and create a pathway from Active Communities GP referral scheme to East Ayrshire Leisure Trust services and venues.

**3. LIVING YOUR BEST LIFE: East Ayrshire Leisure Trust will contribute to improving the enjoyment, quality of life, health and wellbeing of communities and visitors to East Ayrshire through an innovative, welcoming and ambitious programme of cultural, sport and outdoor activities. In order to achieve this theme, we have established the following Strategic Objectives:**

- To support the development of sustainable pathways that encourage lifelong participation in leisure activities

**East Ayrshire Leisure Trust**  
**Trustees Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

- To contribute to a programme of high profile regional and national events, exhibitions, programmes and projects, that are ambitious and outward facing, whilst maximising the impact on our customers and visitors
- To develop activities and services that contribute to the Scottish Government's aspirations for 'A Healthy and Active Nation' and 'A Creative, Open and Connected Nation' and that ensure that East Ayrshire Leisure is at the heart of future trends and initiatives

**KEY POINTS & ACHIEVEMENTS:**

- In August 2022, Dean Castle was handed back into our care and contractors left the site after 4 years. The team concentrated on the task of moving and installing the substantial collection including musical instruments, textiles and arms and armour. We also installed new interpretation to bring the Castle story to life for our visitors, and created a gift shop to add to the visitor experience, all in preparation for the Castle reopening in Spring 2023.
- Confirmation of £20 million funding from the UK Government's Levelling Up Fund was announced in February 2023 for the development of Cultural Kilmarnock, which will see the refurbishment and modernisation of the Palace Theatre and Grand Hall.
- We supported the development of a mural for the brand new St Marnock's Square in Kilmarnock, commissioned through our Artists Work in Public Places framework team. The mural, by artist Tom Lightbody, depicts the story of Lady Ann Livingston Boyd, the Countess of Kilmarnock and the widow of the Earl of Kilmarnock and has received significant praise.
- We worked with nearly 4,000 young people, through our exhibition programmes including, 'Great and Small, Crafted Creatures' from the Crafts Council Collection; 'Quentin Blake, Illustrating Verse' a selection of Blake's illustrations for poetry from comic nonsense to poignant ballads; and 'Georgia O'Keeffe, Memories of Drawings'. At the Baird institute we had 'Ploughing Up our Past' in partnership with Cumnock History Group; 'Quentin Blake: Book Covers' a touring exhibition from the House of Illustration; and 'Billy Enigma' a National Gallery of Scotland outreach exhibition.
- Ayrshire Athletics Arena attracted nearly 102,000 people to participate in track and field events. This is an increase of 130% from last year and has now reached pre-covid figures, predominantly due to the expansion of our Run, Jump & Throw programme, school and regional competitions. New events included under 12s SUPERTeams national finals with athletics teams from all over Scotland competing in Ayrshire for the first time in 5 years.
- We were also hosted the Commonwealth Archery Championships of Europe, allowing us to foster a relationship with Scottish Archery for future programming and collaboration.

4. **INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES: East Ayrshire Leisure Trust will be an employer that encourages all employees and volunteers to be fully engaged in the operation and development of our business and where opportunities are provided for them to realise their potential. In order to achieve this theme, we have established the following Strategic Objectives:**

- To develop and embed our People Strategy so that employees at all levels are engaged and can contribute to the business
- To offer work placements, volunteering and apprenticeships

**East Ayrshire Leisure Trust**  
**Trustees Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

- To integrate our values into all aspects of our business including Review and Development programme, recruitment, training and meetings. To focus on skills, knowledge and experience in the development of our business and to ensure we invest in industry specialist training which is tailored to meet the needs of our programmes
- To ensure that our board of Trustees reflects the community we serve and the need to be both a charitable and commercial organisation

**KEY POINTS & ACHIEVEMENTS**

- Our IT, HR and Bookings teams ensured that all process and procedures were in place to fully support the Organisational Review, making this as smooth a transition as possible and to allow the organisation to continue to operate with little or no impact to customers.
- A thorough analysis of the current booking system was carried out and a commodity strategy prepared to allow us to develop new systems that will support our growth aspirations and make our customer journey more seamless.
- The development of our Volunteering programme has gone from strength to strength. New processes and recruitment was piloted at our Spirit of Christmas event. Following a successful programme of volunteer engagement sessions leading up the event, we appointed 20 Event Support volunteers. This format for volunteer recruitment was also used for the appointment of 9 Customer Experience volunteers and 2 Kitchen Garden volunteers for Dean Castle.
- The talented volunteers who form the Textile Team created and presented Kilmarnock Football Club with a handcrafted flag to commemorate the club's 150<sup>th</sup> anniversary. The bespoke flag was developed in partnership between the club and Provost Todd of East Ayrshire, who met with the team to work collaboratively on a concept which brings together all of the club's crests in one piece and showcases the club's illustrious history, and it now takes pride of place in the new Killie Museum.

**5. CREATING A SOLID FOUNDATION FOR GROWTH: East Ayrshire Leisure Trust will achieve continuous improvement in the operation of the Trust and will focus on developing and challenging existing and new business opportunities in order to fulfil our strategic and charitable objectives. In order to achieve this theme, we have established the following Strategic Objectives:**

- To review and continually improve and enhance our systems and processes to ensure that they are effective and appropriate in the transformation of our business
- To develop a collaborative approach with relevant partners to explore wider opportunities that fit within the Trust's vision and values and to explore opportunities to share resources across all of our services internally and with key stakeholders
- To maximise the return from commercial opportunities, especially around retail, hospitality and membership packages, so that we are in a position to fulfil our charitable obligations and become a sustainable organisation
- To develop an effective performance management framework

**KEY POINTS AND ACHIEVEMENTS:**

- For the 8th year running, East Ayrshire Leisure Trust commissioned an independent external audit of its account for the period 2021/22. Once again, we received an unqualified, "clean" audit.

- Our first 'Equipment Renewal Programme' identifying priority for investment in equipment was developed. £200,000 of investment was identified and included renewal of gym equipment, new grounds maintenance machines, IT software and furniture for the Grand Hall.
- We implementing the 'One Device Strategy' with a 3 year programme of replacement of all staff and public IT equipment.
- In early 2023, the Board of Trustees approved our first Hospitality Plan. As well as operating bars, our hospitality service is also responsible for the cafes at the Treehouse Centre and the Dick Institute. 2022/23 was a successful year for our cafes with an increase of income of 54% and 58% respectively.
- After 9 years of operation, a new Strategic Vision and a whole organisation review, it was agreed that it would be an appropriate time to carry out a review of our constitution and our Service Level Agreement. This was done in 2022 to reflect our new priorities and structures and was approved by both the Board of Trustees and East Ayrshire Council.

**6. PROTECTING OUR ENVIRONMENT: East Ayrshire Leisure Trust will be committed to environmental best practice and will use resources as efficiently and effectively as possible in the operation of our business. We will also explore new opportunities to promote sustainability and biodiversity. In order to achieve this theme, we have established the following Strategic Objectives:**

- To prepare and adopt a Climate Change Declaration on an annual basis which audits our carbon footprint and outlines priorities for carbon reduction
- To adopt the principles of Visit Scotland's Green Tourism Business Scheme to reduce the environmental impact of our business
- To implement a Sustainable Transport Strategy which encourages active travel in all of our operations and with our staff and customers

**KEY POINTS & ACHIEVEMENTS**

- The team have overseen the implementation of the Irvine Valley Trails Project and the Lugar Water Trail, both of which received funding through the Low Carbon Traffic and Transport Fund. Several sections of the River Ayr Way have also been upgraded to ensure that it remains open and safe for the thousands of visitors it attracts each year.
- We developed key partnerships with colleagues in East Ayrshire Council's Education Service and the East Ayrshire Health and Social Care Partnership to host the first residential visit to our Treehouse Centre. East Ayrshire Young Carers spent a week together in the residential centre, building relationships and growing in confidence. Subsequently, the team have been successful in attracting £36,000 which will allow 5 weeklong stays for young people from the Additional Support Needs network, their families and carers.
- Nearly 2,000 young people took part in our countryside education programme, including supporting all of Dunlop Primary School's primary 1 to 3 classes in their 'learning about birds' project; weekly visits from Willowbank Primary School and regular visits from Grange Academy.
- As part of the Scottish Government's Naturalisation Funding, East Ayrshire Council allocated £25,000 for the Trust to work with East Ayrshire Woodlands on a 'Fruit and Nut' project which will transform an area of unimproved grassland to a community woodland which focuses on the principles of 'food for free'. Tree selection was based on trees that provide either a fruit or a nut which can be harvested, providing a basis for a longer term community croft initiative when the woodland has established. The trees were planted in single species copse with grass paths maintained throughout, providing enhanced public access. The

**East Ayrshire Leisure Trust**  
**Trustees Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

woodland was planted by East Ayrshire Woodland's trainees and as part of a programme of community events. The project also includes the establishment of a native hedgerow along the boundary of the site.

- We hosted Operation: Broken Feather at Dean Castle Country Park's Rural Life Centre. This interactive exhibition was a partnership with RSPB in conjunction with St Joseph's Academy (along with other secondary schools) who helped create the exhibition. We received lots of positive feedback with some of the older generations reminiscing about corncrakes being heard in farmland around Kilmarnock.

## **ONLINE VISITORS**

### Eastayrshireleisure.com

Our new site was launched in August 2019 and we continue to monitor performance and develop the website regularly, adapting to digital trends and business needs as appropriate. We had just over 590,000 sessions on the site throughout 2022-23.

### Social Media

Social media is clearly one of our fastest and most responsive forms of communication. In 2022/23 we achieved nearly 9 million impressions across all of our platforms and the team continue to monitor clicks, audience reach, comments and engagement.

Our East Ayrshire Leisure and additional facility Facebook pages have continued to attract significant increases, as has our Twitter and Instagram accounts. Engagement levels across all platforms was extremely high during this financial year and we plan to capitalise on this growth with future developments and plans are underway to expand across additional platforms.

Facebook reach – over 550,000, an increase of 54%

Instagram reach – over 181,000, an increase of 37%

Paid reach – 340,000, an increase of 35%

Our top 5 achieving posts were:

- Georgia O'Keefe exhibition post on Instagram reached 8257, particularly notable as we are relatively new to Instagram and still developing our account
- Arrival of new spin bikes at Stewarton facebook post reached 99,583
- Our Jubilee Afternoon Tea celebrations post reached 98,513
- Great & Small exhibition posts reached 49,055
- Orienteering at Dean Castle Country Park post reached 39,495

Posts with the highest level of interactions were:

- Spirit of Christmas post which reached 64,395 and had 983 reactions, comments and shares. A 2<sup>nd</sup> post achieved 33,079 reach with a further 775 reactions, comments and shares
- In anticipation of the Dean Castle re-opening: reaching 25,891 with 495 reactions, 113 comments on the DCCP page and achieved a further reach of 16,924 and 281 reactions, comments and shares

## **FUTURE DEVELOPMENTS**

Our Strategic Vision document and accompanying Action Plan provides a 10 year vision for East Ayrshire Leisure that provides strong and ambitious objectives, outlines clear timescales for delivery and sets a strategic direction that will develop the Trust into a more independent, resilient, innovative and inclusive organisation. Within the 2020-30 period, East Ayrshire Leisure Trust will continue to grow as a leisure provider, facilitator and partner that is recognised on both a local and national stage.

To be successful in our ambitions collectively we plan:

- To work more closely with local communities and our customers to deliver services that are valued and embedded in local life;
- To engage with local and national partners to develop collaborative approaches to service design that enhance the opportunities for leisure across East Ayrshire;
- To develop facilities that are of a high quality and to support partners across the third, public and private sector in doing the same;
- To contribute to local and national agendas through the provision of an innovative programme that encourages East Ayrshire to flourish;
- To value our people, recognise their skills and talents and empower them to be solution focused;
- To integrate commercialisation and sustainability into our business model in its widest sense to explore more efficient working practices, governance and leadership arrangements and to look to the market place for inspiration;
- To be a responsible member of the community that supports a sense of place and adopts environmental best practice.

Key developments for 2023-24 include:

- The reopening of Dean Castle, after 4 years of closure for significant renovation and restoration, will be a key priority for 2023-24. Programming, tourism growth and attracting major events will all feature highly
- 10<sup>th</sup> anniversary programme of events, initiatives and projects
- Development of the Cultural Kilmarnock project and major Palace Theatre & Grand Hall refurbishment
- Transformation of Annanhill Golf Course through the Going Green, Par for the Course' project
- Implementation of our Leisure Facility Strategy
- Development of our Hospitality and Retail plans and online offer
- Expansion of our Staff and Customer Exchange programmes
- Implementation of new box office ticketing and leisure management systems
- Development of the Kilmarnock Green Infinity Loop which will provide a 26 mile active travel route around Kilmarnock
- Creation of a Youth Board to complement our Board of Trustees
- Embed our new reporting structure, Customer Standards and performance monitoring framework

## **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 2019 (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

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 charity 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:

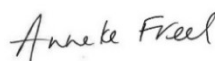
- So far as the Trustee is aware, there is no relevant audit information of which the charity's auditor is unaware; and
- He/she has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information, and to establish that the charity's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

### **Trustees' Report**

Approved by the Board on 28 September 2023 and signed on its behalf by:



Clare Maitland (Chair)  
**Trustee**



Anneke Freel  
**Chief Officer**

## **Independent Auditor's Report to the Trustees of East Ayrshire Leisure Trust**

### **Opinion**

We have audited the financial statements of East Ayrshire Leisure Trust (the 'charity') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the notes to the financial statements, including a 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 2023 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 UK, including the Financial Reporting Council's (FRC'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 opinion.

### **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

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

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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 trustees' report is inconsistent in any material respect with the financial statements; 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 21, the trustees are responsible for the preparation of the financial statements and for being satisfied that they 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 is available on the FRC's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Auditor's Report.

### ***The extent to which the audit was considered capable of detecting irregularities including fraud***

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the FRC's website, to detect material misstatements in respect of irregularities, including fraud.

**East Ayrshire Leisure Trust**  
**Independent Auditor's Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

We obtain and update our understanding of the charity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the charity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the charity that were contrary to applicable laws and regulations, including fraud.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the charity through discussions with trustees and other management, and from our knowledge and experience of the charity sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the charity, including the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and taxation, data protection, anti-bribery, environmental, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing any correspondence with HMRC, relevant regulators and the charity's legal advisors.

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management and trustees as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify and unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

**East Ayrshire Leisure Trust**  
**Independent Auditor's Report**  
**For the year ended 31<sup>st</sup> March 2023**

---

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

**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.

*Azets Audit Services*

Azets Audit Services  
Statutory Auditor  
Chartered Accountants  
Exchange Place 3  
Semple Street  
Edinburgh  
EH3 8BL

Date:... 18 October 2023....

Azets Audit Services is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

**East Ayrshire Leisure Trust**  
**Statement of Financial Activities**  
**For the year ended 31<sup>st</sup> March 2023**

	Notes	Unrestricted Fund 2023	Restricted Funds 2023	2023	2022
		£	£	£	£
<b>Income from:</b>					
Charitable activities	3	7,885,792	1,044,235	8,930,027	7,446,537
Investments	3	6,324	-	6,324	160
<b>Total income</b>		<b>7,892,116</b>	<b>1,044,235</b>	<b>8,936,351</b>	<b>7,446,697</b>
<b>Expenditure on:</b>					
Charitable activities	4	8,623,428	1,022,848	9,646,276	7,814,370
Other (net interest defined benefit pension scheme)	8	11,000	-	11,000	75,000
<b>Total expenditure</b>		<b>8,634,428</b>	<b>1,022,848</b>	<b>9,657,276</b>	<b>7,889,370</b>
<b>Net (expenditure)/income</b>		<b>(742,312)</b>	<b>21,387</b>	<b>(720,925)</b>	<b>(442,673)</b>
<b>Transfer between funds</b>		-	-	-	-
<b>Other recognised gains/(losses):</b>					
Actuarial gains on defined benefit pension schemes	8	1,050,000	-	1,050,000	4,384,000
<b>Net movement in funds</b>		<b>307,688</b>	<b>21,387</b>	<b>329,075</b>	<b>3,941,327</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		1,189,486	321,158	1,510,644	(2,430,683)
<b>Total funds carried forward</b>	16	<b>1,497,174</b>	<b>342,545</b>	<b>1,839,719</b>	<b>1,510,644</b>

The Statement of Financial Activities includes all gains and losses recognised in the year. None of the charity's activities were acquired or discontinued during the above period.

The notes on pages 29 to 48 form part of these financial statements.

**East Ayrshire Leisure Trust**  
**Balance Sheet**  
**As at 31<sup>st</sup> March 2023**

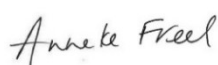
	Notes	2023 £	2022 £
<b>Fixed assets</b>			
Tangible assets	9	111,898	31,617
Heritage assets	10	34,920	34,920
		<u>146,818</u>	<u>66,537</u>
<b>Current assets</b>			
Stocks and work in progress	11	45,680	24,192
Debtors	12	1,057,847	781,517
Cash at bank and in hand	17	1,515,618	1,320,798
		<u>2,619,145</u>	<u>2,126,507</u>
<b>Liabilities</b>			
Creditors: Amounts falling due within one year	13	(1,062,244)	(728,400)
<b>Net current assets</b>		<u>1,556,901</u>	<u>1,398,107</u>
<b>Net assets excluding pension scheme asset/(liability)</b>		<u>1,703,719</u>	<u>1,464,644</u>
<b>Defined benefit pension scheme asset/(liability)</b>	8	136,000	46,000
<b>Total net assets/( liabilities)</b>		<u>1,839,719</u>	<u>1,510,644</u>
<b>The funds of the charity:</b>			
Restricted income funds	16	342,545	321,158
Unrestricted funds	16	1,361,174	1,143,486
Unrestricted Fund - Pension reserve	16	136,000	46,000
<b>Funds</b>		<u>1,839,719</u>	<u>1,510,644</u>

The financial statements were approved and authorised for issue by the Board on 28 September 2023

**Signed on behalf of the board of trustees**



Clare Maitland (Chair)  
**Trustee**



Anneke Freel  
**Chief Officer**

The notes on pages 29 to 48 form part of these financial statements

**East Ayrshire Leisure Trust**  
**Statement of Cash Flows for the year ended 31<sup>st</sup> March 2023**

	<b>Notes</b>	<b>2023</b> £	<b>2022</b> £
<b>Cash flows from operating activities:</b>			
<b>Net cash provided by (used in) operating activities</b>	<b>17</b>	<b>299,307</b>	<b>21,366</b>
<b>Cash flows from investing activities:</b>			
Investment income		6,324	160
Purchase of property, plant and equipment		(110,811)	(32,560)
<b>Net cash provided by/(used in) investing activities</b>		<b>(104,487)</b>	<b>(32,400)</b>
<b>Change in cash and cash equivalents in the reporting period</b>		<b>194,820</b>	<b>(11,034)</b>
<b>Cash at the beginning of the reporting period</b>		<b>1,320,798</b>	<b>1,331,832</b>
<b>Cash at the end of the reporting period</b>		<b>1,515,618</b>	<b>1,320,798</b>

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

---

East Ayrshire Leisure Trust is a Scottish Charitable Incorporated Organisation, recognised as a charity for tax purposes by HMRC and registered with the Office of the Scottish Charity Regulator (OSCR) under charity number SC043987. Details of the principal address can be found on page 9 of these financial statements.

These financial statements are presented in pounds sterling (GBP) as that is the currency in which the charity's transactions are denominated.

**Basis of accounting**

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, 'The Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland' ("FRS 102") (United Kingdom Generally Accepted Accounting Practice), the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)', the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended).

East Ayrshire Leisure Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost unless otherwise stated in the relevant accounting policy.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires trustees to exercise their judgement in the process of applying the accounting policies. Use of available information and application of judgement are inherent in the formation of estimates. Actual outcomes in the future could differ from such estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 2.

The principal accounting policies applied in the preparation of these financial statements are noted below. These policies have been applied consistently to all the years presented in dealing with items which are considered material in relation to the charity's financial statements unless otherwise stated.

**I. Accounting Policies**

**Incoming resources**

Income from leisure, cultural and related activity is recognised in the period when the charity has entitlement to the funds, any performance conditions attached to the items of income has been met, it is probable that the income will be received and the amount can be measured reliably.

Revenue grants, including those from government, are recognised in the Statement of Financial Activities (SoFA) in the period in which the charity is entitled to receipt, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Management fees and other incoming resources are recognised in the period to which they relate.

Investment income is recognised in the period in which it is receivable.

**Expenditure recognition and allocation of expenditure**

Expenditure is recognised when a liability is incurred.

Where possible, expenditure has been charged direct to charitable expenditure or governance cost. Where this is not possible the expenditure is allocated on the basis of time spent by staff on each activity.

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

---

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees.

**Allocation of support costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs are provided by East Ayrshire Council and include HR, legal, finance.

**Tangible Fixed Assets and Depreciation**

It is the policy of the charity to capitalise expenditure of a capital nature in excess of £5,000.

Assets donated to the charity are included in the Balance Sheet and Statement of Financial Activities at cost.

Depreciation is charged to write off the cost less the estimated residual value of fixed assets by equal instalments over their estimated useful lives as follows:

Furniture and equipment: 5 years

**Heritage Assets**

Heritage Assets includes tangible fixed assets which are of historic, artistic or scientific importance that are held to advance preservation and conservation objectives of the charity. Heritage Assets are presented separately in the Balance Sheet from other Tangible Fixed Assets. Heritage Assets are reported at cost. Depreciation has not been provided on heritage assets due to these assets having indefinite long useful lives.

**Lease commitments**

Rentals paid under operating leases are charged to the Statement of Financial Activities as incurred.

**Stock**

Stocks are valued at the lower of cost and net realisable value in the ordinary course of activities.

Net realisable value is based on estimated selling price less further costs to completion and disposal.

**Debtors**

Trade debtors are amounts due from customers for services performed. Trade debtors are recognised at the undiscounted amount of cash receivable, which is normally invoice price, less any allowances for doubtful debts.

**Creditors**

Trade creditors are obligations to pay for goods or services that have been acquired. They are recognised at the undiscounted amount owed to the supplier, which is normally the invoice price.

**Cash and cash equivalents**

Cash and cash equivalents consist of cash on hand and balances with banks and are measured at fair value.



### **Financial assets and financial liabilities**

Financial instruments are recognised in the Statement of Financial Activities when the charity becomes a party to the contractual provisions of the instrument. Financial instruments are initially measured at transaction price unless the arrangement constitutes a financing transaction which includes transaction costs for financial instruments not subsequently measured at fair value. Subsequent to initial recognition, they are accounted for as set out below. A financing transaction is measured at the present value of the future payments discounted at the market rate of interest for similar debt instrument.

Financial instruments are classified as either 'basic' or 'other' in accordance with Chapter 11 of FRS102. At the end of each reporting period, basic financial instruments are measured at amortised cost using the effective rate method. All financial instruments not classified as basic are measured at fair value at the end of the reporting period with the resulting changes recognised in income or expenditure. Where the fair value cannot be reliably measured, they are recognised at cost less impairment.

Financial assets are derecognised when the contractual rights to the cash flows from asset to expire, or when the charitable company has transferred substantially all the risks and rewards of ownership. Financial liabilities are derecognised only once the liability has been extinguished through discharge, cancellation or expiry.

### **Pensions**

East Ayrshire Leisure Trust operates a defined benefit scheme in respect of its employees. The assets of the scheme are held in external funds managed by professional investment managers.

The cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at each reporting date. Actuarial gains and losses arising from experience adjustments and changes in assumptions are recognised immediately in the Statement of Financial Activities. All costs related to the defined benefit scheme are recognised in the Statement of Financial Activities.

The retirement benefit obligation recognised in the balance sheet represents the present value of the defined benefit obligation as reduced by the fair value of plan assets. Any asset resulting from the calculation is limited to the present value of available refunds and reductions in future contributions to the plan.

### **Termination benefits**

Termination benefits are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. Termination benefits are recognised in the statement of financial activities when it is demonstrably committed to either (i) terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal, or (ii) providing termination benefits as a result of an offer made to encourage voluntary redundancy.

### **VAT**

The charity is partially exempt from VAT. Irrecoverable VAT is charged to the Statement of Financial Activities as an expense.

### **Unrestricted funds**

Surplus revenue funds held within unrestricted funds are carried forward to meet the cost of future activities mainly of a revenue nature.

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

---

Commitments for specific activities and needs in the future are dealt with by making allocations to designated funds.

**Restricted funds**

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the appropriate fund, together with a fair allocation of management support costs where this is considered appropriate.

**Taxation**

The charity has charitable status and is therefore exempt from taxation under Sections 466 to 493 Corporation Tax Act 2010 (CTA 2010).

**Going concern**

The financial statements have been prepared on the basis of accounting policies that are consistent with the treatment of the charity as a going concern. The current funding agreement with East Ayrshire Council covers up to the 31<sup>st</sup> March 2023. In the Trustee's opinion, the charity will be able to continue for the foreseeable future. East Ayrshire Leisure participates in a defined benefit retirement scheme, excluding this scheme, the charity reported unrestricted funds of £1,361,174.

This assessment of going concern includes the expected ongoing impact of COVID-19 to the entity in the 12 months following the signing of these financial statements.

**2. Critical judgements and estimates**

In preparing the financial statements trustees make estimates and assumptions which affect reported results, financial position and disclosure of contingencies. Use of available information and application of judgement are inherent in the formation of the estimates, together with past experience and expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates.

The estimates and assumptions with a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are:

**Defined benefit pension and other post-employment benefits**

The present value of the defined benefit pension and other post-employment benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost (income) for pension and other post-employment benefits include the discount rate. Any changes in these assumptions will have an effect on the carrying amount of pension and other post-employment benefits.

After taking appropriate professional advice, management determines the appropriate discount rate at the end of each reporting period. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligations. In determining the appropriate discount rate, consideration is given to the interest rates of high-quality corporate bonds that are denominated in the currency which the benefits are to be paid and that have terms to maturity approximating the terms of the related pension liability.

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

**3. Income**

**Investment income**

Investment income comprises bank interest. In 2023 bank interest of £6,324 (2022: £160) was received.

**Income from charitable activities is as follows:**

	<b>2023</b>	<b>2023</b>	<b>2023</b>	<b>31<sup>st</sup> March</b>
	<b>Operating</b>	<b>Restricted</b>	<b>Total</b>	<b>2022</b>
	<b>Fund</b>	<b>Fund</b>		<b>2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Executive Management	5,989,737	-	5,989,737	5,471,641
Cultural Development	101,893	-	101,893	73,395
Community & Performing Arts Development	707,397	-	707,397	353,088
Leisure Development	30,748	-	30,748	20,496
Sports Development	1,056,017	-	1,056,017	875,446
Projects (Restricted income)	-	1,044,235	1,044,235	652,471
<b>Total income from provision of facilities and services</b>	<b>7,885,792</b>	<b>1,044,235</b>	<b>8,930,027</b>	<b>7,446,537</b>

A management service fee of £5,531,855 was received from East Ayrshire Council for the year (2022: £4,966,113). During 2022/2023, the Trust claimed £nil under the Job Retention Scheme (2022: £74,613).

Income on charitable activities was £8,694,916 (2022: £7,446,537) of which £7,290,681 was unrestricted (2022: £6,794,066) and £1,044,235 (2022: £652,471) was restricted. All other income was unrestricted.

**4. Charitable expenditure**

**2023**

	<b>Executive</b>	<b>Cultural</b>	<b>Community &amp; Performing Arts</b>	<b>Leisure</b>	<b>Sports</b>	<b>Property &amp; Estates</b>	<b>Projects</b>	<b>Total</b>	<b>2022</b>
	<b>Management</b>	<b>Development</b>	<b>Development</b>	<b>Development</b>	<b>Development</b>	<b>Development</b>	<b>Development</b>	<b>Development</b>	<b>Development</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Employee costs	2,220,666	1,100,950	617,843	481,464	1,647,707	180,510	260,293	6,509,434	5,795,860
Property costs	15,468	197,037	345,210	86,121	200,049	2,995	53,487	900,366	567,817
Supplies and Services	392,602	234,157	363,175	47,644	196,632	5,995	645,878	1,886,083	1,199,409
Transport Costs	220	23,084	-	29,554	13,214	1,411	60,152	127,635	40,360
Support Services	187,400	-	-	-	-	-	-	187,400	187,400
Governance	32,320	-	-	-	-	-	3,038	35,358	23,524
<b>Total</b>	<b>2,848,676</b>	<b>1,555,227</b>	<b>1,326,228</b>	<b>644,783</b>	<b>2,057,602</b>	<b>190,911</b>	<b>1,022,848</b>	<b>9,646,276</b>	<b>7,814,370</b>

Expenditure on charitable activities was £9,707,161 (2022: £7,814,370) of which £8,684,313 was unrestricted (2022: £7,355,220) and £1,022,848 (2022: £459,150) was restricted.

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

**2022**

	Executive Management	Cultural Development	Community & Performing Arts Development	Leisure Development	Sports Development	Property & Estates Development	Projects	Total	2021
	£	£	£	£	£	£	£	£	£
Employee costs	2,089,148	1,156,810	424,329	474,874	1,437,221	167,107	46,371	5,795,860	5,309,038
Property costs	5,545	142,900	204,333	53,918	137,217	2,997	20,907	567,817	494,849
Supplies and Services	236,302	217,294	203,269	38,619	108,442	7,067	388,416	1,199,409	925,084
Transport Costs	-	12,059	-	17,220	10,291	748	42	40,360	39,013
Support Services	187,400	-	-	-	-	-	-	187,400	187,400
Governance	20,110	-	-	-	-	-	3,414	23,524	30,099
<b>Total</b>	<b>2,538,505</b>	<b>1,529,063</b>	<b>831,931</b>	<b>584,631</b>	<b>1,693,171</b>	<b>177,919</b>	<b>459,150</b>	<b>7,814,370</b>	<b>6,985,483</b>

**5. Analysis of governance and support costs**

	General Support	Governance	2023 £	2022 £
<b>Support services from East Ayrshire Council</b>				
Health and Safety	4,400	-	4,400	4,400
Internal Audit	-	4,000	4,000	4,000
Human Resources	65,000	-	65,000	65,000
Corporate Infrastructure	40,000	-	40,000	40,000
Finance	29,000	-	29,000	29,000
Legal and Procurement Services	10,000	35,000	45,000	45,000
<b>Sub total – support services from East Ayrshire Council</b>	<b>148,400</b>	<b>39,000</b>	<b>187,400</b>	<b>187,400</b>
<b>Other</b>				
Audit fees	-	20,850	20,850	13,100
Accountancy fees	11,470	-	11,470	7,010
Legal Fees	-	3,038	3,038	3,414
<b>Sub total - other</b>	<b>11,470</b>	<b>23,888</b>	<b>35,358</b>	<b>23,524</b>
<b>Total governance and support costs</b>	<b>159,870</b>	<b>62,888</b>	<b>222,758</b>	<b>210,924</b>

General support costs in 2023 were £159,870 (2022: £155,410) and governance costs £62,888 (2022: £55,514).

East Ayrshire Leisure receives support services from East Ayrshire Council. The total cost of support services provided by the Council in 2023 was £187,400 (2022 £187,400). The governance element of the support costs provided by the Council are calculated based on time spent throughout the year on governance activities.

The costs associated with trustee indemnity insurance are met by East Ayrshire Council.

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

**6. Staff Costs and Numbers**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	4,253,490	3,712,171
Social security costs	353,831	286,650
Other pension costs	1,676,841	1,670,085
Other staff costs	225,272	126,954
	<u><b>6,509,434</b></u>	<u><b>5,795,860</b></u>

1 member of staff was made redundant during the year at a cost of £6,532 (2022: 1; £1,427).

Following UK and Scottish Government Guidance, all East Ayrshire Leisure venues closed to the public on the 18th March 2020. From this point, an agreement was reached with the joint trade unions where 72% of contracted and 100% of casual employees were put on furlough leave. To the end of March 2022, the Trust had claimed £1,198,213 under the Job Retention Scheme, there were no claims in the year to 31 March 2023.

Employees receiving salaries, including benefits in kind, of more than £60,000 were as follows:

	<b>2023</b>	<b>2022</b>
£90,000 - £99,999	1	-
£80,000 - £89,999	-	1
£60,000 - £69,999	1	-

The executive management team comprises 2 staff members (2022: 2 staff members). The total employee benefits (including employers contributions) of the executive management team were £208,139 (2022: £196,062).

**The average number of employees during the period was made up as follows:**

	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
East Ayrshire Leisure Trust		
Full-time (permanent)	83	95
Part-time (permanent)	111	91
	<u><b>194</b></u>	<u><b>186</b></u>

During the year trustees received no remuneration (2022: nil). Trustee expenses totalled £nil (2022: £nil). No trustees received payment for professional or other services supplied to the charity (2022: nil).

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

**7. Operating Surplus**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
<b>The operating surplus is stated after charging/(crediting)</b>		
Auditors' remuneration (including expenses) for audit	20,850	13,100
for other services	11,470	7,010
Operating lease rentals	16,128	20,196

**8. Pension Costs**

East Ayrshire Leisure Trust is an admitted body of the Strathclyde Pension Fund. The Superannuation Fund is a defined benefit scheme into which employees' and employer's contributions, and interest and dividends from investments are paid and from which pensions, lump sums and superannuation benefits are paid out. Employees' contributions are tiered and employer's basic contributions are assessed every three years by an actuary and are fixed to ensure the fund remains solvent and in a position to meet its future liabilities. The actuarial method used is known as Projected Unit Credit Method. The last actuarial valuation was at 31<sup>st</sup> March 2020 and following this valuation employer's contributions have been set at 19.3% for the years ended 31<sup>st</sup> March 2023 and 2024.

As sponsoring authority, East Ayrshire Council has guaranteed to accept liability for any unfunded costs which may arise with regard to the Trust relating to their membership in the Strathclyde Pension Fund, should they cease to exist.

**The movement in the defined benefit obligation over the year is as follows:**

	<b>31<sup>st</sup> March 2023</b>	<b>31<sup>st</sup> March 2022</b>
	<b>£'000</b>	<b>£'000</b>
Opening defined benefit obligation	31,589	32,137
Current service cost	1,670	1,674
Past service cost/(gain) (including curtailments)	-	-
Interest cost on defined benefit obligation	872	657
Contributions by members	216	193
Actuarial losses/(gains)	(13,403)	(2,710)
Benefits paid	(380)	(357)
Unfunded benefits paid	(6)	(5)
	<u>20,558</u>	<u>31,589</u>

**The movement in the fair value of plan assets in the year is as follows:**

	<b>31<sup>st</sup> March 2023</b>	<b>31<sup>st</sup> March 2022</b>
	<b>£'000</b>	<b>£'000</b>
Opening fair value of plan assets	31,635	28,908
Interest income on plan assets	861	582
Contributions by members	216	193
Contributions by the employer	715	635
Contributions in respect of unfunded benefits	6	5
Actuarial gain/(loss)	(1,586)	1,674
Benefits paid	(380)	(357)
Unfunded benefits paid	(6)	(5)
Unrecognised surplus	(10,767)	-
	<u>20,694</u>	<u>31,635</u>

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

**Amounts recognised in net income/expenditure (per SOFA):**

	<b>31<sup>st</sup> March 2023</b>	<b>31<sup>st</sup> March 2022</b>
	<b>£'000</b>	<b>£'000</b>
Current service cost	(1,670)	(1,674)
Past service cost/(gain) (including curtailments)	-	-
<b>Total service cost</b>	<b>(1,670)</b>	<b>(1,674)</b>
<b>Net interest</b>		
Interest income on plan assets	861	582
Interest cost on defined benefit obligation	(872)	(657)
<b>Total net interest</b>	<b>(11)</b>	<b>(75)</b>
<b>Total defined benefit cost recognised in net income/expenditure per the SOFA</b>	<b>(1,681)</b>	<b>(1,749)</b>

The major categories of plan assets as a % of the total plan assets are as follows:

	<b>31<sup>st</sup> March 2023</b>	<b>31<sup>st</sup> March 2022</b>
	<b>%</b>	<b>%</b>
Equities	60	64
Bonds	28	24
Property	10	10
Cash	2	2

The estimated employer contributions for the year to 31 March 2023 are £714,000.

The principal actuarial assumptions used in the calculations are:

	<b>31<sup>st</sup> March 2023</b>	<b>31<sup>st</sup> March 2022</b>
	<b>% per annum</b>	<b>% per annum</b>
Pension Increase Rate	2.95	3.20
Salary Increase Rate	3.65	3.90
Discount Rate	4.75	2.70

**Mortality**

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2021 model, with a 10% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a for both males and females. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	<b>Males</b>	<b>Females</b>
Current Pensioners	19.3 years	22.2 years
Future Pensioners	20.5 years	24.2 years

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

**9. Fixed Assets**

	<b>Furniture &amp; Equipment</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
<b>Cost</b>		
As at 1 <sup>st</sup> April 2022	199,414	199,414
Additions	110,811	110,811
	<u>310,225</u>	<u>310,225</u>
As at 31 <sup>st</sup> March 2023	<u>310,225</u>	<u>310,225</u>
<b>Depreciation</b>		
As at 1 <sup>st</sup> April 2022	167,797	167,797
Charge	30,530	30,530
	<u>198,327</u>	<u>198,327</u>
As at 31 <sup>st</sup> March 2023	<u>198,327</u>	<u>198,327</u>
<b>Net book value</b>		
As at 31 <sup>st</sup> March 2022	31,617	31,617
As at 31 <sup>st</sup> March 2023	<u>111,898</u>	<u>111,898</u>

**10. Heritage Assets**

In 2014/15, the Trust procured a silver gilt sculpture of Lord Eglinton. This asset was fully funded by external providers.

	<b>Heritage Assets</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
<b>Cost</b>		
As at 1 <sup>st</sup> April 2022	34,920	34,920
	<u>34,920</u>	<u>34,920</u>
As at 31 <sup>st</sup> March 2023	<u>34,920</u>	<u>34,920</u>
<b>Net book value</b>		
As at 31 <sup>st</sup> March 2022	34,920	34,920
As at 31 <sup>st</sup> March 2023	<u>34,920</u>	<u>34,920</u>

**11. Stock**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Goods for re-sale	45,680	24,192
	<u>45,680</u>	<u>24,192</u>



**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

**12. Debtors**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Amounts due from East Ayrshire Council	659,156	381,876
Trade debtors	147,301	108,890
Other debtors and prepayments	251,390	290,751
	<u>1,057,847</u>	<u>781,517</u>

**13. Creditors: Amounts falling due within one year**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Amounts owed to East Ayrshire Council	42,656	33,184
Trade creditors	113,556	17,780
Accruals and deferred income	610,915	454,807
Taxation and social security	295,117	222,629
	<u>1,062,244</u>	<u>728,400</u>

**14. Deferred income**

Deferred income comprises advanced ticket sales.

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Balance as at 1 <sup>st</sup> April 2022	161,782	139,500
Amounts released to income during 2022/22	(161,782)	(139,500)
Amounts deferred in year	222,650	161,782
	<u>222,650</u>	<u>161,782</u>
Balance as at 31 <sup>st</sup> March 2023	<u>222,650</u>	<u>161,782</u>

**15. Financial assets and liabilities**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Financial assets at amortised cost	2,565,129	2,038,340
Financial liabilities at amortised cost	(544,478)	(343,989)
	<u>2,020,651</u>	<u>1,694,351</u>

Financial assets comprise amounts due from East Ayrshire Council, trade debtors, other debtors and cash and bank balances. Financial liabilities comprise amounts owed to East Ayrshire Council, trade creditors and accruals.

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

**16. Reserves**

<b>Funds 2023</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2023 Total</b>	<b>2022 Total</b>
	£	£	£	£
Balance at 31 <sup>st</sup> March 2023				
Represented by:				
Fixed assets	146,818	-	146,818	66,537
Net current assets	1,214,356	342,545	1,556,901	1,398,107
Retirement benefit scheme asset/(liability)	136,000	-	136,000	46,000
	<u>1,497,174</u>	<u>342,545</u>	<u>1,839,719</u>	<u>1,510,644</u>

<b>Funds 2022</b>	<b>Unrestricted Funds</b>	<b>Restricted Funds</b>	<b>2022 Total</b>	<b>2021 Total</b>
	£	£	£	£
Balance at 31 <sup>st</sup> March 2022				
Represented by:				
Fixed assets	66,537	-	66,537	42,337
Net current assets	1,076,949	321,158	1,398,107	755,980
Retirement benefit scheme asset/(liability)	46,000	-	46,000	(3,229,000)
	<u>1,189,486</u>	<u>321,158</u>	<u>1,510,644</u>	<u>(2,430,683)</u>

<b>Unrestricted Fund 2023</b>	<b>Opening Balance at 1<sup>st</sup> April 2022</b>	<b>Incoming</b>	<b>Outgoing</b>	<b>Transfers</b>	<b>Actuarial Gain/(Loss)</b>	<b>Closing Balance at 31<sup>st</sup> March 2023</b>
	£	£	£	£	£	£
Unrestricted fund	1,100,191	7,498,336	(7,560,708)	-	-	1,037,819
Designated funds	43,295	393,780	(113,720)	-	-	323,355
Pension reserve	46,000	-	(960,000)	-	1,050,000	136,000
	<u>1,189,486</u>	<u>7,892,116</u>	<u>(8,634,428)</u>	<u>-</u>	<u>1,050,000</u>	<u>1,497,174</u>

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

<b>Unrestricted Fund 2022</b>	<b>Opening Balance at 1<sup>st</sup> April 2020</b>	<b>Incoming</b>	<b>Outgoing</b>	<b>Transfers</b>	<b>Actuarial Gain/(Loss)</b>	<b>Closing Balance at 31<sup>st</sup> March 2022</b>
	£	£	£	£	£	£
Unrestricted fund	629,336	6,773,386	(6,298,755)	(3,776)	-	1,100,191
Designated funds	44,920	20,840	(22,465)	-	-	43,295
Pension reserve	(3,229,000)	-	(1,109,000)	-	4,384,000	46,000
	<u>(2,554,744)</u>	<u>6,794,226</u>	<u>(7,430,220)</u>	<u>(3,776)</u>	<u>4,384,000</u>	<u>1,189,486</u>

<b>Designated Funds 2023:</b>	<b>2022</b>	<b>Incoming</b>	<b>Outgoing</b>	<b>Transfer</b>	<b>2023</b>
	£	£	£	£	£
Fixed assets	34,920	-	-	-	34,920
IT equipment – corporate services, P&E	2,800	2,200	-	-	5,000
Libraries – Lorensbergs Netloan Upgrade	1,600	-	(1,600)	-	-
Box Office / Booking System	3,975	9,800	-	-	13,775
Sport Equipment & Repairs	-	4,335	(4,335)	-	-
Secure Portal Upgrade	-	4,880	-	-	4,880
DCCP Canopy	-	14,500	(13,560)	-	940
People Counters	-	3,000	-	-	3,000
Venue Equipment	-	3,000	-	-	3,000
Valuations	-	4,000	-	-	4,000
Equipment replacement programme	-	154,200	(6,460)	-	147,740
Wellbeing Initiatives – EA Gift Cards to Staff	-	45,000	(28,200)	-	16,800
Event Management	-	43,500	(11,700)	-	31,800
Facility Management Support	-	27,500	-	-	27,500
10 <sup>th</sup> Anniversary Events and Initiatives	-	30,000	-	-	30,000
Spin Bikes - RRSC	-	34,635	(34,635)	-	-
RAW Signage	-	8,730	(8,730)	-	-
Ebooks	-	4,500	(4,500)	-	-
<b>Total designated funds</b>	<b>43,295</b>	<b>393,780</b>	<b>(113,720)</b>	<b>-</b>	<b>323,355</b>

<b>Designated Funds 2022:</b>	<b>2021</b>	<b>Incoming</b>	<b>Outgoing</b>	<b>Transfer</b>	<b>2022</b>
	£	£	£	£	£
Fixed assets	34,920	-	-	-	34,920
Dover House upgrades	10,000	-	(10,000)	-	-
IT equipment – corporate services, P&E	-	6,000	(3,200)	-	2,800
Cultural – Additional Totem Signage at DI	-	3,765	(3,765)	-	-
P&E – RAW equipment	-	4,000	(4,000)	-	-
Libraries – Lorensbergs Netloan Upgrade	-	1,600	-	-	1,600
Box Office / Booking System	-	5,475	(1,500)	-	3,975
<b>Total designated funds</b>	<b>44,920</b>	<b>20,840</b>	<b>(22,465)</b>	<b>-</b>	<b>43,295</b>

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

**Restricted funds**

	2022	2022	2022	2022		2023	2023	2023	2023
Opening	Incoming	Resources	Transfers	Closing		Opening	Incoming	Resources	Closing
Balance	Resources	Expended		Balance		Balance	Resources	Expended	Balance
£	£	£	£	£		£	£	£	£
-	212,000	(12,971)	-	199,029	Annick Valley Leisure Facilities	199,029	-	-	199,029
-	5,000	-	-	5,000	Dean Castle Event	5,000	98,522	(145,502)	(41,980)
-	-	(13,114)	-	(13,114)	Fruit and Nut Tree	(13,114)	-	(3,056)	(16,172)
-	15,750	-	-	15,750	Woodland Future Museum.co.uk Redevelopment	15,750	-	(18,259)	(2,509)
-	47,499	(47,499)	-	-	Leisure at the Heart of All Communities	-	655,268	(620,922)	34,346
-	-	(2,968)	2,968	-	October -Activity Programme	-	-	-	-
-	810	-	-	810	Patna Leisure Facilities	810	-	-	810
-	21,265	(17,691)	-	3,574	Seedscaapes: Future Proofing	3,574	493	(4,067)	-
-	10,500	(1,535)	-	8,965	Nature Sharing Stories	8,965	4,614	(13,579)	-
-	42,789	(32,789)	(10,000)	-	Summer -Activity Programme	-	-	-	-
-	5,000	(9,600)	7,032	2,432	Youth Memberships	2,432	(270)	-	2,162
4,015	-	(106)	-	3,909	Ayrshire Libraries forum	3,909	-	(90)	3,819
861	-	-	-	861	Burns Birthday in Mauchline	861	-	-	861
4,592	2,830	(1,850)	-	5,572	Cumnock Town Hall Community Cinema	5,572	-	-	5,572
15,500	93,887	(94,574)	-	14,813	DCCP Parks for People	14,813	-	(6,773)	8,040
2,416	-	(44)	-	2,372	Digital Storyteller in Residence	2,372	-	-	2,372
4,000	-	-	-	4,000	Foster Carer Service - Memberships	4,000	-	-	4,000
22,005	1,198	(16,517)	-	6,686	Grayson Perry	6,686	-	(6,686)	-

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

	2022					2023				
Opening Balance	Incoming Resources	Resources Expended	Transfers	Closing Balance	Opening Balance	Incoming Resources	Resources Expended	Transfers	Closing Balance	
£	£	£	£	£	£	£	£	£	£	
24,258	181,793	(185,207)	-	20,844	20,844	-	(3,038)	-	17,806	
14,955	-	-	-	14,955	14,955	-	-	-	14,955	
7,356	-	(7,356)	-	-	-	-	-	-	-	
(898)	12,150	(15,028)	3,776	-	-	-	-	-	-	
5,000	-	-	-	5,000	5,000	(1,316)	-	-	3,684	
20,000	-	(300)	-	19,700	19,700	-	-	-	19,700	
-	-	-	-	-	-	149,566	(60,449)	-	89,117	
-	-	-	-	-	-	66,133	(74,411)	-	(8,278)	
-	-	-	-	-	-	26,600	(9,472)	-	17,128	
-	-	-	-	-	-	24,500	(24,500)	-	-	
-	-	-	-	-	-	13,325	(13,325)	-	-	
-	-	-	-	-	-	6,800	-	-	6,800	
-	-	-	-	-	-	-	(18,719)	-	(18,719)	
<b>124,061</b>	<b>652,471</b>	<b>(459,150)</b>	<b>3,776</b>	<b>321,158</b>	<b>321,158</b>	<b>1,044,235</b>	<b>(1,022,848)</b>	<b>-</b>	<b>342,545</b>	

**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.

**Dean Castle Restoration and Event** - An HLF funded project led by EAC. Some expenditure is processed through East Ayrshire Leisure and subsequently recharged to EAC.

2 funding bids will be submitted for this event – the outcome for the first submission was approved June 2022 and we were awarded £47,500 and the second bid has still to be done. £5k has been identified as match funding. The event as a focal point for the reopening of the Castle will provide a celebratory, collaborative and high profile occasion through our confirmed partnerships with key Scottish cultural heavyweights including The Cumnock Tryst headed up by one of the world’s most important composers, Sir James MacMillan, Professor Alistair McDonald - Composer and Sound Artist (Royal Conservatoire of Scotland), Professor Kirsteen McCue - historian and musician (Glasgow University, Burns Scotland), and Colin Currie – world renowned percussionist. The project will take a wholly accessible, collaborative and engaging approach, working with local pupils to develop a newly commissioned work which will feature at the centre of the event, and welcoming on the spot participation for visitors through a unique

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

---

series of percussion sculptures, an entirely new collection of musical instruments created by a local artist blacksmith for this event.

**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.

**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.

**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 2023.

**October Activity Programme** – funding received towards an activity programme to be run in the October week for young people aged 18 years and under.

**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.

**Seedscape: 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.

**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.

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

---

**Summer Activity Programme** – funding received for a summer programme of activities targeting children and young people who fall into one of ten targeted groups.

**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.

**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 it is hoped the event should be going ahead in the future.

**Cumnock Town Hall Community Cinema** – All cinema equipment is installed but project start date has been postponed due to Covid-19.

**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 2022. Given current restrictions HLF recognise a further extension may be necessary and have extended this to July 2022.

**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.

**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.

**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.

**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.

**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

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

---

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.

**Logan Centre (Ringfenced)** – Funding allocated to EA Leisure for the sustainable development of the Logan Centre to benefit the entire community.

**Museums Database** - East Ayrshire Leisure cares for approximately 250,000 objects within the museums it manages on behalf of East Ayrshire Council. Currently these collections are documented on a mixture of ageing and basic database systems. As we progress through the actions outlined within our Accreditation plan, including a full, basic inventory of all collections, plus our work with our Recognised collections, it is clear that we require a modern, future-proof database for use across the museum service, with opportunities for working with external partners in a more co-ordinated and efficient way. Museums Galleries Scotland has awarded 75% of project costs. Progress with the project was interrupted due to Covid 19, however MGS granted an extension to 31 July 2022 to complete the project.

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

**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 Wi-Fi across all East Ayrshire Leisure standalone venues.

**On the Road to Digital Success** – Funding of £38,000 was awarded towards this project which aims to reach communities and individuals across East Ayrshire with digital access and support. Due to the unique fabric of East Ayrshire’s urban rural landscape we recognise that access to our facilities can be difficult for some residents who live in more remote parts of the authority. A mobile service reduces the inequalities experienced by residents who don’t live near a static venue, or who do not have access to transport to travel to a facility. Covid-19 accelerated the necessity to be digitally enabled, but there are still members of the community for whom digital access is a luxury and not within reach. The project aims to bridge the digital divide and provide a safe place to work and study; or to relax and have fun in a space to unwind and take time-out from the pressures of daily life. One of the benefits to having a mobile service is that we can take our entire library offer into communities and to specific groups to enable us to deliver our services to people who are “hard to reach”. This type of service helps us to break down barriers as we are quite literally taking the service to them. Staff who will deliver this project will be equipped to support learning on the bus as well as provide a friendly and approachable service. We have existing connections with partners across East Ayrshire; this project would give us scope to build on these and create new connections opening up our library service to a new audience.

**East Ayrshire Cycling Tour** – £8k was awarded to towards this project aimed at promoting cycling to everyone from all ages across East Ayrshire. The funding was secured from a larger fund which coincides with the UCI World Championships which are being held in Glasgow and is the first multi-disciplinary cycling championships to take place in the world. The funding is being used to have a roadshow of cycling activities at venues across East Ayrshire in July 2023. The activities at the event will include Dr Bike, E-bike trials, cycling competitions for children, a pump track to try, guest speakers, all ability bikes, balance bikes, guided cycles and other fun activities which families can participate in to allow all ages to engage with cycling based activities. The facilities which will be used to host these events are Barony Sports Village, Dean Castle Country Park and Doon Valley Sports Centre.



**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

**17. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Net income/(expenditure) for the reporting period (as per the SOFA)	(720,925)	(442,673)
<b>Adjustments for:</b>		
Interest received	(6,324)	(160)
Depreciation	30,530	8,360
Net cost in respect of pensions	960,000	1,109,000
(Increase)/decrease in stock	(21,488)	(5,272)
(Increase)/decrease in debtors	(276,330)	(427,151)
Increase/(decrease) in creditors	333,844	(220,738)
<b>Net cash provided by (used in) operating activities</b>	<b>299,307</b>	<b>21,366</b>

**Analysis of cash and cash equivalents**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Cash in hand	1,515,618	1,320,798
Notice deposits (less than 3 months)	-	-
Overdraft facility repayable on demand	-	-
<b>Total cash and cash equivalents</b>	<b>1,515,618</b>	<b>1,320,798</b>

**18. Operating lease commitments**

At 31<sup>st</sup> March 2023, the Trust had future minimum lease payments under non-cancellable operating leases as follows:

	<b>2023</b>		<b>2022</b>	
	<b>Land and buildings</b>	<b>Other</b>	<b>Land and buildings</b>	<b>Other</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Within one year	-	13,222	-	16,128
Within two to five years	-	-	-	13,222
	-	13,222	-	29,350

**East Ayrshire Leisure Trust**  
**Notes to the Accounts**  
**For the year ended 31<sup>st</sup> March 2023**

---

**19. Related parties**

East Ayrshire Council (EAC) made a contribution in line with the Services Agreement of £5,531,855 (2022: £4,966,113). Facilities were leased to East Ayrshire Leisure for a peppercorn rent. East Ayrshire Council also provided various support functions including Legal, Finance and IT for which the charity was charged £187,400 (2022: £187,400).

The relevant transactions and balances with East Ayrshire Council were:

2022/23				2021/22			
Income from EAC	Payments to EAC	Due from	Due to	Income from EAC	Payments to EAC	Due from	Due to
£	£	£	£	£	£	£	£
5,653,011	1,100,562	659,156	42,656	5,422,586	733,948	381,876	33,184
<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

**20. Contingent Liabilities**

There is one public liability claim, and one employer liability claim ongoing. (2022: three public liability claims, and no employer liability claim ongoing).

Employer and public liability cases are handled via East Ayrshire Council's insurer (Zurich). If it is determined that the Trust is liable, it will need to pay the first £500 and the remainder will be covered by the insurer. Until the Assessor has completed its work, the Trust accepts no liability for these claims.

**21. Non-Audit Services**

In common with many other charities of a similar size, the charity's auditor assists with the preparation of the financial statements.