

PERFORMANCE & AUDIT SUB COMMITTEE

Date: 17 August 2021

Location: St Joseph's Leisure Centre

Start time: 4pm

AGENDA			
AGENDA ITEM	FOR NOTING	FOR DISCUSSION	FOR APPROVAL/ DECISION
1. Apologies for Absence	✓		
2. Declarations of Interest	✓		
3. Notes of Previous Meeting – 18 May 2021	✓		
4. Performance Report April - June 2021			✓
5. Annual Report and Accounts 2020/21			✓
6. Staff Recognition Award This is a restricted document and not for onward circulation			✓
7. AOCB			
8 Dates of Next Meetings: AGM/Trust Board: 14 September 2021 Performance & Audit Sub-Committee: 9 November 2021			

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PERFORMANCE REPORT APRIL - JUNE 2021

Date: 17 August 2021

Agenda Item: 4

Report by: Anneke Freel, Chief Officer

1. PURPOSE OF REPORT

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

2 FINANCIAL PERFORMANCE

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

3 PERFORMANCE STATISTICS

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

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

4 QUARTER HIGHLIGHTS

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

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

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

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

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

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

5 RISK REGISTER

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

Recommendation/s:

It is recommended that the Sub-Committee:

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

Signature: 

Designation: Chief Officer

Date: 29 July 2021



EAST AYRSHIRE LEISURE PERFORMS

QUARTER I

APRIL - JUNE

2021/22



CONTENTS

Progress Against Corporate Delivery Plan	Page 3
Key Updates	Page 25
Financial Performance	Page 27
Income & Expenditure - by Service	
Performance Scorecard	Page 55
Risk Register	Page 59

PROGRESS AGAINST CORPORATE DELIVERY PLAN 2020-22

N	NO PROGRESS	S	SOME PROGRESS	C	COMPLETE
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KEY

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



SHARING OUR VISION

SHARING OUR VISION

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

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

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

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

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

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

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

60	Adoption of a 5 year maintenance and development plan for the River Ayr Way	P&EDM	N	
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LIVING YOUR BEST LIFE				
Delivery Plan Output		Lead	Progress	Comments
Action: We will develop an EAL specific cultural engagement strategy to outline our commitment to lifelong participation in visual and performing arts, libraries, museums and performing arts				
61	Establish a number of cultural engagement working groups to work on each area of engagement	CDM	S	Dean Castle Reopening Event: First meeting of working group took place, and first partnership meeting with The Cumnock Tryst also achieved.
62	Develop an engagement strategy which outlines sustained engagement programmes such as Bookbug, E-books, reader development strategies; digital initiatives and participatory arts activities	CDM	S	The Cultural Development team have been working on an engagement strategy in parallel with a digital gap analysis to identify a long term strategy for blended engagement.
63	Include the Education Attainment Challenge Framework and other school facing activities and monitor related active involvement	CDM	S	The EACF and CfE are embedded within the research being undertaken as part of line 62 above.
64	Align the above to a shared set of objectives, performance indicators and monitoring systems in relation to all cultural engagement activities	CDM	S	The development of the monitoring and evaluation strategy will follow on from the research and development of lines 62 and 63 above.
Action: We will continue to programme high quality outward facing cultural programmes that profile East Ayrshire as a must visit destination.				
65	Establish a number of programming working groups to weave together the diverse cultural threads that form the fabric of East Ayrshire's cultural programme	CDM	C	Exhibitions programming working group established.
66	Deliver a rolling two year visual art exhibition and event plan which delivers high impact/profile programmes that capture the imagination and helps to grow visitor/audience numbers by 1% over 2 years.	CDM	C	Visual Art – Young People's engagement programme entitled 'Me, Myself and I. Photography project based around themes in the Claude Cahun exhibition. Work made will be shown in the Young People's Gallery.

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

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

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

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

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

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

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

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

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

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

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

CREATING A SOLID FOUNDATION FOR GROWTH

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

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

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

PROTECTING OUR ENVIRONMENT

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

KEY UPDATES

Insurance Claims

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

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

Claims submitted by East Ayrshire Leisure

Business Interruption Claim	1 x closed
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Gifts & Hospitality

No gifts or hospitality were received during this period.

Customer Complaints

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

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

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

Positive Comments

We received 7 postive comment during the period:

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



FINANCIAL PERFORMANCE

TO 30.06.21



Performance & Audit Sub Committee

2021/22 EAST AYRSHIRE LEISURE BUDGET

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

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

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

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

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

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

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

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

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

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

Venues Allocated to Sport Areas:-

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

TABLE A – OVERALL NET POSITION

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

TABLE B – OVERALL NET POSITION

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

TABLE C – INCOME POSITION

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

TABLE D – EXPENDITURE POSITION

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

EXECUTIVE MANAGEMENT

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

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

CULTURAL DEVELOPMENT SERVICE ANALYSIS

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

Comments
<p>Cultural Development has responsibility for the operation of museums, EAC collections, statutory library provision and the creative programming across all venues with a particular focus on museums, libraries, visual arts and exhibitions. The team is made up of key service areas: Collection Care Development, Visual Arts Development, Museums Development, Libraries Operations and Libraries Programmes.</p> <p><u>Cultural Development - Overall</u></p> <p>£21.4k income shortfall due to the uncertainty in respect of future library events and cultural exhibitions and introduction of cashless processes across venues. £26.3k has been projected in anticipated savings predominantly from vacancies not being filled to offset the income shortfall.</p>

COMMUNITY & PERFORMING ARTS DEVELOPMENT SERVICE ANALYSIS

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

Comments
<p>Community & Performing Arts Development has responsibility for Cumnock Town Hall, the Palace Theatre and Grand Hall and Community Venues across East Ayrshire and works with a range of local, regional, national providers and commercial companies to deliver high profile events and opportunities through our full range of venues with both a local and regional focus. The team is made up of 2 key service areas: Performing Arts Development and Community Development.</p> <p><u>Community & Performing Arts Development - Overall</u></p> <p>£168.1k has been projected as an income shortfall due to closure of venues and Grand Hall being used for NHS. These shortfalls have been partially offset by £102.4k in anticipated savings predominantly from vacancies not being filled and bank staffing budgets not being required due to restrictions in addition to £36k projected in savings across the rest of expenditure.</p>

LEISURE DEVELOPMENT SERVICE ANALYSIS

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

Comments
<p>Leisure Development has responsibility over more passive recreation and outdoor pursuits that introduce people to physical activity. The team includes the following services: Countryside & Visitor Development, Green Infrastructure and Volunteer Development.</p> <p><u>Leisure Development - Overall</u></p> <p>£32.1k income shortfall due to events being scaled back or postponement due to Covid restrictions - we will progress in line with government guidance. Furthermore, minimal income is expected in the current financial year from the residential centre, however we are optimistic that bookings for next financial year will materialise. A marketing campaign is being developed to raise the profile of the Residential Centre with schools and uniform groups with a soft relaunch once restrictions allow. This income shortfall has been offset by £74.8k in anticipated expenditure savings relating predominantly to vacancies not being filled.</p>

SPORTS DEVELOPMENT SERVICE ANALYSIS

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

Comments

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

Income

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

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

Expenditure

Following additional spend is currently projected:

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

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

PROPERTY & ESTATES DEVELOPMENT SERVICE ANALYSIS

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

Comments
<p>Property & Estates Development was a new service area created 2020/21 as part of the management review and has responsibility for co-ordinating the management, maintenance, health and safety and development of the facilities within East Ayrshire Leisure's remit. Maintaining and developing high quality facilities is paramount for the growth of our business. The team includes facility and estate management and sustainable development and will lead on our environmental responsibilities through the implementation of our annual Climate Change Declaration. The creation of this dedicated team has released managers from various premise management responsibilities to allow them to focus on the development of the programmes and services to our customers.</p> <p><u>Expenditure</u> £15.3k employee cost savings due to a vacancy within the Service which will be filled in year.</p>

RESERVES AS AT 30 JUNE 2021

TABLE A – Summary

TABLE B – Unusable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – Summary

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

TABLE B – Unusable Reserves

[illegible]

TABLE C – Allocated Reserves Analysis

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

GENERAL PROJECTS

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Foster Carer Service - Memberships – £4,000 funding from East Ayrshire Council has been issued to support foster carers in accessing sport and physical activity services for the children they are caring for.

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

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

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

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



EXTERNAL FUNDING (APRIL – JUNE 2021)



EXTERNAL FUNDING APPROVED APPLICATIONS

(*denotes funding not available to East Ayrshire Council)

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

Note 1

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

EXTERNAL FUNDING DECLINED APPLICATIONS

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



PERFORMANCE SCORECARD



EALT PI Report

Generated on: 29 July 2021 13:40

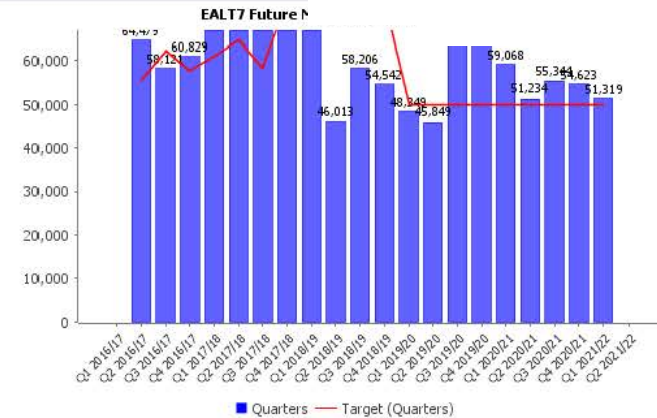
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Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																														
EALT1 Average Days Lost per Employee	1.78	2	↓	↓	Absence is managed in accordance with East Ayrshire Leisure Trust's Supporting Attendance at Work Policy. Absence during this period is predominantly due to long term absence.	<p>EALT1 Average Days Lost per Employee</p> <table><thead><tr><th>Quarter</th><th>Average Days Lost</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>1.8</td></tr><tr><td>Q2 2016/17</td><td>2.6</td></tr><tr><td>Q3 2016/17</td><td>2.56</td></tr><tr><td>Q4 2016/17</td><td>2.6</td></tr><tr><td>Q1 2017/18</td><td>2.6</td></tr><tr><td>Q2 2017/18</td><td>2.22</td></tr><tr><td>Q3 2017/18</td><td>2.22</td></tr><tr><td>Q4 2017/18</td><td>2.22</td></tr><tr><td>Q1 2018/19</td><td>1.84</td></tr><tr><td>Q2 2018/19</td><td>0.85</td></tr><tr><td>Q3 2018/19</td><td>1.74</td></tr><tr><td>Q4 2018/19</td><td>2.06</td></tr><tr><td>Q1 2019/20</td><td>0.95</td></tr><tr><td>Q2 2019/20</td><td>1.47</td></tr><tr><td>Q3 2019/20</td><td>2.24</td></tr><tr><td>Q4 2019/20</td><td>1.97</td></tr><tr><td>Q1 2020/21</td><td>0.68</td></tr><tr><td>Q2 2020/21</td><td>0.36</td></tr><tr><td>Q3 2020/21</td><td>2.01</td></tr><tr><td>Q4 2020/21</td><td>1.21</td></tr><tr><td>Q1 2021/22</td><td>1.78</td></tr></tbody></table>	Quarter	Average Days Lost	Q1 2016/17	1.8	Q2 2016/17	2.6	Q3 2016/17	2.56	Q4 2016/17	2.6	Q1 2017/18	2.6	Q2 2017/18	2.22	Q3 2017/18	2.22	Q4 2017/18	2.22	Q1 2018/19	1.84	Q2 2018/19	0.85	Q3 2018/19	1.74	Q4 2018/19	2.06	Q1 2019/20	0.95	Q2 2019/20	1.47	Q3 2019/20	2.24	Q4 2019/20	1.97	Q1 2020/21	0.68	Q2 2020/21	0.36	Q3 2020/21	2.01	Q4 2020/21	1.21	Q1 2021/22	1.78	🟢		
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EALT4 Culture	39,836	102,283	↑	↓	Whilst the cultural venues have reopened, restrictions are still in place with reduced capacity. E-books and digital engagement continues to perform well	<p>EALT4 Culture</p> <table><thead><tr><th>Quarter</th><th>Culture Engagement</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>112,660</td></tr><tr><td>Q2 2016/17</td><td>112,660</td></tr><tr><td>Q3 2016/17</td><td>103,950</td></tr><tr><td>Q4 2016/17</td><td>122,310</td></tr><tr><td>Q1 2017/18</td><td>103,081</td></tr><tr><td>Q2 2017/18</td><td>103,081</td></tr><tr><td>Q3 2017/18</td><td>101,541</td></tr><tr><td>Q4 2017/18</td><td>122,310</td></tr><tr><td>Q1 2018/19</td><td>83,510</td></tr><tr><td>Q2 2018/19</td><td>103,081</td></tr><tr><td>Q3 2018/19</td><td>103,081</td></tr><tr><td>Q4 2018/19</td><td>103,081</td></tr><tr><td>Q1 2019/20</td><td>83,510</td></tr><tr><td>Q2 2019/20</td><td>83,510</td></tr><tr><td>Q3 2019/20</td><td>83,510</td></tr><tr><td>Q4 2019/20</td><td>83,510</td></tr><tr><td>Q1 2020/21</td><td>83,510</td></tr><tr><td>Q2 2020/21</td><td>83,510</td></tr><tr><td>Q3 2020/21</td><td>83,510</td></tr><tr><td>Q4 2020/21</td><td>83,510</td></tr><tr><td>Q1 2021/22</td><td>19,638</td></tr><tr><td>Q2 2021/22</td><td>39,836</td></tr></tbody></table>	Quarter	Culture Engagement	Q1 2016/17	112,660	Q2 2016/17	112,660	Q3 2016/17	103,950	Q4 2016/17	122,310	Q1 2017/18	103,081	Q2 2017/18	103,081	Q3 2017/18	101,541	Q4 2017/18	122,310	Q1 2018/19	83,510	Q2 2018/19	103,081	Q3 2018/19	103,081	Q4 2018/19	103,081	Q1 2019/20	83,510	Q2 2019/20	83,510	Q3 2019/20	83,510	Q4 2019/20	83,510	Q1 2020/21	83,510	Q2 2020/21	83,510	Q3 2020/21	83,510	Q4 2020/21	83,510	Q1 2021/22	19,638	Q2 2021/22	39,836	🔴
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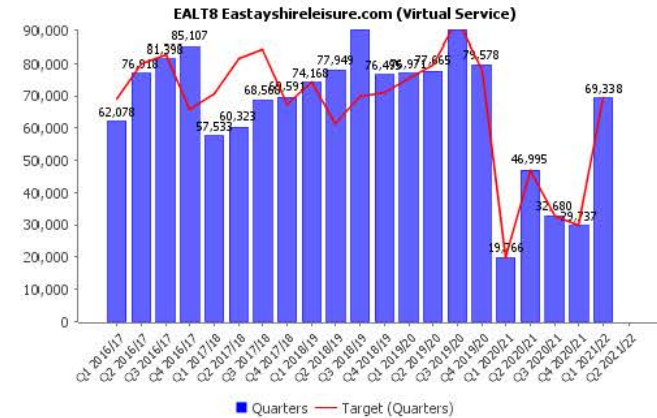
Code & Short Name	Current Value	Current Target	Short Term Trend	Long Term Trend	Latest Note	Trend Chart	Traffic Light Icon																																												
EALT5 Sport and Community Venues	87,547	179,362	▲	▼	There is an indication of a strong recovery within our fitness venues with William McIlvanney and Loudoun Leisure Centres particularly performing well. Indoor sports halls will not open properly until August 2021 which predominantly accounts for the figure not meeting target	<p>EALT5 Sport and Community Venues</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>225,000</td></tr><tr><td>Q2 2016/17</td><td>177,375</td></tr><tr><td>Q3 2016/17</td><td>189,819</td></tr><tr><td>Q4 2016/17</td><td>216,025</td></tr><tr><td>Q1 2017/18</td><td>189,550</td></tr><tr><td>Q2 2017/18</td><td>129,719</td></tr><tr><td>Q3 2017/18</td><td>167,761</td></tr><tr><td>Q4 2017/18</td><td>173,054</td></tr><tr><td>Q1 2018/19</td><td>150,101</td></tr><tr><td>Q2 2018/19</td><td>141,483</td></tr><tr><td>Q3 2018/19</td><td>176,180</td></tr><tr><td>Q4 2018/19</td><td>180,934</td></tr><tr><td>Q1 2019/20</td><td>159,781</td></tr><tr><td>Q2 2019/20</td><td>142,706</td></tr><tr><td>Q3 2019/20</td><td>175,657</td></tr><tr><td>Q4 2019/20</td><td>165,675</td></tr><tr><td>Q1 2020/21</td><td>0</td></tr><tr><td>Q2 2020/21</td><td>30,300</td></tr><tr><td>Q3 2020/21</td><td>73,535</td></tr><tr><td>Q4 2020/21</td><td>10,852</td></tr><tr><td>Q1 2021/22</td><td>87,547</td></tr></tbody></table> <p>■ Quarters — Target (Quarters)</p>	Quarter	Value	Q1 2016/17	225,000	Q2 2016/17	177,375	Q3 2016/17	189,819	Q4 2016/17	216,025	Q1 2017/18	189,550	Q2 2017/18	129,719	Q3 2017/18	167,761	Q4 2017/18	173,054	Q1 2018/19	150,101	Q2 2018/19	141,483	Q3 2018/19	176,180	Q4 2018/19	180,934	Q1 2019/20	159,781	Q2 2019/20	142,706	Q3 2019/20	175,657	Q4 2019/20	165,675	Q1 2020/21	0	Q2 2020/21	30,300	Q3 2020/21	73,535	Q4 2020/21	10,852	Q1 2021/22	87,547	🔴
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EALT6 Countryside	41,593	203,611	▲	▼	Outdoor venues are performing exceptionally well. However, the people counters are not fully operational and restrictions are still in place at the Country Park visitor centre. New counters are being installed at Dean Castle Country Park in August 2021 and a new scheme being developed for the River Ayr Way	<p>EALT6 Countryside</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>250,000</td></tr><tr><td>Q2 2016/17</td><td>250,000</td></tr><tr><td>Q3 2016/17</td><td>250,000</td></tr><tr><td>Q4 2016/17</td><td>35,614</td></tr><tr><td>Q1 2017/18</td><td>32,173</td></tr><tr><td>Q2 2017/18</td><td>54,996</td></tr><tr><td>Q3 2017/18</td><td>75,902</td></tr><tr><td>Q4 2017/18</td><td>88,913</td></tr><tr><td>Q1 2018/19</td><td>231,884</td></tr><tr><td>Q2 2018/19</td><td>250,000</td></tr><tr><td>Q3 2018/19</td><td>250,000</td></tr><tr><td>Q4 2018/19</td><td>250,000</td></tr><tr><td>Q1 2019/20</td><td>250,000</td></tr><tr><td>Q2 2019/20</td><td>250,000</td></tr><tr><td>Q3 2019/20</td><td>250,000</td></tr><tr><td>Q4 2019/20</td><td>250,000</td></tr><tr><td>Q1 2020/21</td><td>0</td></tr><tr><td>Q2 2020/21</td><td>121,117</td></tr><tr><td>Q3 2020/21</td><td>72,453</td></tr><tr><td>Q4 2020/21</td><td>40,137</td></tr><tr><td>Q1 2021/22</td><td>41,593</td></tr></tbody></table> <p>■ Quarters — Target (Quarters)</p>	Quarter	Value	Q1 2016/17	250,000	Q2 2016/17	250,000	Q3 2016/17	250,000	Q4 2016/17	35,614	Q1 2017/18	32,173	Q2 2017/18	54,996	Q3 2017/18	75,902	Q4 2017/18	88,913	Q1 2018/19	231,884	Q2 2018/19	250,000	Q3 2018/19	250,000	Q4 2018/19	250,000	Q1 2019/20	250,000	Q2 2019/20	250,000	Q3 2019/20	250,000	Q4 2019/20	250,000	Q1 2020/21	0	Q2 2020/21	121,117	Q3 2020/21	72,453	Q4 2020/21	40,137	Q1 2021/22	41,593	🔴
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Q1 2018/19	231,884																																																		
Q2 2018/19	250,000																																																		
Q3 2018/19	250,000																																																		
Q4 2018/19	250,000																																																		
Q1 2019/20	250,000																																																		
Q2 2019/20	250,000																																																		
Q3 2019/20	250,000																																																		
Q4 2019/20	250,000																																																		
Q1 2020/21	0																																																		
Q2 2020/21	121,117																																																		
Q3 2020/21	72,453																																																		
Q4 2020/21	40,137																																																		
Q1 2021/22	41,593																																																		

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

Long Term Trends	
	Improving
	No Change
	Getting Worse

Short Term Trends	
	Improving
	No Change
	Getting Worse



RISK REGISTER



Risk Register

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

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

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

Risk Register - COVID 19

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

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

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

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

PERFORMANCE & AUDIT SUB-COMMITTEE

2020/21 ANNUAL REPORT AND ACCOUNTS

Date: 17 August 2021

Agenda Item: 5

Report By: Anneke Freel, Chief Officer

Summary

This report presents the 2020/21 Report and Accounts for approval.

The report shows that the Trust established sound procedures for financial management and our external auditors, Azets Audit Services, are satisfied with accuracy of our accounts and the procedures that are in place to manage our finances.

1 BACKGROUND

- 1.1 The purpose of this report is to present the 2020/21 Report and Accounts for approval.

2 CONSIDERATIONS

- 2.1 East Ayrshire Leisure is required to submit its audited annual accounts to the Office of the Scottish Charity Regulator (OSCR). Azets Audit Services are our External Auditors and their audit has been produced following an intensive audit programme which required support and input from both Trust and East Ayrshire Council staff.
- 2.2 The 2020/21 Report and Accounts is attached as Appendix 1. The format of the Report and Accounts meets the requirements of the Charities Financial Reporting Standard (FRS) 102 Statement of Recommended Practice (SORP). The Annual Accounts will be submitted to OSCR once approved by the Trust Board. The report will also be published via the East Ayrshire Leisure website.
- 2.3 Azets Audit Services Audit Management Report for 2020/21 is attached as Appendix 2 with the Management Representation Letter, which will be signed by the Chair if the Report and Accounts are agreed by the Board.

3 IMPLICATIONS

- 3.1 The approval and publication of the 2020/21 Report and Accounts will satisfy the ongoing requirements of OSCR and the Charities FRS 102 SORP.

Recommendation/s:

It is recommended that the Board:

- i. Approve the 2020/21 Report and Accounts;
- ii. Approve the Letter of Representation to accompany the accounts; and
- iii. Otherwise note the content of this report.

PERFORMANCE & AUDIT SUB-COMMITTEE



Signature: *Anne te Freel*

Designation: Chief Officer

Date: 29 July 2021

East Ayrshire Leisure Trust
A Scottish Charitable Incorporated Organisation

Annual Report and Accounts
For the year ended 31st March 2021

Charity Number SC043987

East Ayrshire Leisure Trust

Contents

	Page
Message from the Chair	I
Message from the Chief Officer	2
Trustees' Report	3
Independent Auditor's Report	19
Statement of Financial Activities	23
Balance Sheet	24
Statement of Cash Flows	25
Notes to the Accounts	26

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 2020-21.

When news of the COVID-19 pandemic hit the headlines early in 2020, none of us could have predicted just how vast the impact was going to be, or indeed the extent and length of restrictions and lockdowns which were about to be enforced. Throughout the country, and indeed, the world, no-one has been unaffected by the pandemic and as a Charitable Trust we knew we had a duty of care to continue to provide Leisure Services, in whatever way possible, for our customers and communities.

Despite the pandemic causing major disruption to our service delivery and financial situation, the Trust has continued to show a strong performance and incredible adaptability and versatility throughout the year, also achieving an unqualified audit from our External Auditors.

Whilst our usual extensive programme of events, activities and exhibitions was unable to take place in our venues, East Ayrshire Leisure Trust continued to provide cultural, sporting and outdoor activities and experiences, ensuring that Leisure remained at the Heart of Our Communities. A few of my personal highlights are detailed below.

As we were unable to host Grayson Perry's *The Vanity of Small Differences* exhibition at the Dick Institute in January 2021, our staff teams pulled out all the stops to ensure we could still deliver inspiring and creative workshops to our school pupils. Working with East Ayrshire secondary school art departments they created a unique blended learning and engagement project exploring the series of 6 large colourful tapestries by the Turner Prize-winning artist. Each art department received a colourful 'exhibition in a box', full of interactive digital and physical resources: exhibition photos, art activities, an education pack, online film, google exhibition links and podcast tour by Grayson Perry. Pupils were also invited to create their own works of art in response to Perry's work, and submit them for a series of digital exhibitions shown online.

Our Dean Castle Country Park has always been a favourite location to visit but never more so than during the past year, when getting outdoors and enjoying the local countryside became vital for both mental and physical wellbeing. Work in the country park never stands still and when our Friends of The Dean volunteering group were allowed to meet again, they embarked on some amazing transformation projects, including revitalising the sensory garden, planting fruit bushes, trees, herbs, vegetables, perennials and wildflowers as well as removing the damaged concrete-based pond and refilling it with compost and plants to provide habitats for wildlife – and they contributed nearly 100 hours of their time to do it!

Golfers flocked back to Annanhill Golf Course when it re-opened in June, with players commenting on the great condition of the course and membership numbers surging. While we were unable to open our gyms and fitness classes, we provided online alternatives to keep our customers fit and healthy, and when some restrictions were lifted we were able to run outdoor fitness classes which were so well received, despite the cold, rain and miserable weather! When Doon Valley Leisure Centre re-opened, one of our regular customers – a 91 year old, was first in line to get back to the swimming pool. He said he "smiled all day" knowing he could get back to his favourite activity after 7 long months of closure.

Despite not being able to welcome the Festive Season with our normal town centre light switch-on events and annual pantomime, we were able to bring cheer through our Light-Up East Ayrshire online competition, hosted by our Panto Dame, where we awarded prizes for the most creatively lit houses and schools. Some of our most iconic buildings were lit-up in spectacular style with festive animations, with the one at Kilmarnock Cross brightening up the town centre throughout the Christmas period.

Entering a new financial year and with COVID still remaining with us for the foreseeable future, we know many challenges still face us. But we must now focus on recovery and renewal of our services, whilst continuing to support our staff and wider communities and we look forward to welcoming you all back to our venues 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 2020-21; the Trust's 8th year of operation and my 2nd year as Chief Officer.

I entered into this year aware that many issues faced the organisation; not least the overall cultural and financial changes which I had outlined in my previous report and I had no doubt our staff and management teams could rise to the challenges that we faced. However, no-one could have predicted the situation we were about to find ourselves in.

When I took up the position of Chief Officer in May 2020, I was determined to build on the inspiring work already achieved in the Trust's initial years, whilst recognising that a new change in strategic direction was required to enable the organisation to develop and grow. With the arrival of the new year, we embarked on a programme of engagement with our staff, further developing the roll-out of our new Vision, Mission and Values with further Exchange sessions and public consultations scheduled. And then we went into our first Lockdown....

Following UK and Scottish Government Guidance, all East Ayrshire Leisure Trust 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. However, we did not stand still and a number of services continued throughout lockdown; remaining staff pulling together to create new ways of working, taking on new and essential tasks to assist our communities, helping in emergency care provision and ensuring East Ayrshire Leisure Trust continued to provide leisure services in new and exciting ways.

Some of our staff took on entirely different roles and worked with East Ayrshire Council to deliver essential services such as delivering school lunches to households across the authority as well as boxes of groceries to those in the community who were shielding. We also had staff working within the Child Care Hubs which were critical in providing essential workers and vulnerable children with the support they needed during a very difficult time. Working in partnership with the NHS, some of our venues became Covid Testing Centres and latterly Vaccination Centres to support the mass vaccination roll-out programme.

For many of our staff, these roles were very different from their normal day to day work, but everyone handled it with enthusiasm and professionalism to deliver a seamless service.

Whilst other staff were required to continue working within their designated field, Covid presented us with a variety of challenges as we had to continually adapt to the ever-changing environment and develop new ways of working. This affected everything from the delivery of HR, to payroll and the introduction of the Coronavirus Job Retention Scheme and all associated financial procedures and regulations. We adapted to online working and online service provision, increasing our communication with staff and customers and finding new and innovative ways to keep our customers and staff engaged, creative and active.

We also used closures as an opportunity to invest in our venues, with refurbishment and maintenance programmes taking place at Annanhill Golf Course, Ayrshire Athletics Arena, the Dick Institute, Hunter Fitness Suite, Loudoun Leisure Centre, Rose Reilly Sports Centre, Rural Farm and the Lodge at Dean Castle Country Park and the River Ayr Way.

We have learnt many lessons and grown enormously as a united team throughout this year. As we now focus on reactivation and recovery of services we will also use the opportunity to embrace new ways of working and delivery of our services.

I am immensely proud of all our staff and how they have coped with the unprecedented situation that we found ourselves in and I want to thank them all for their hard work, dedication and continued commitment. I have no doubt they will continue to shine as we move together into our new future in leisure provision.

I would also like to thank all of our Trustees for the invaluable contribution they make and 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 31st March 2021

The Trustees are pleased to present their Annual Report and Accounts for the year ended 31st March 2021. The financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

East Ayrshire Leisure Trust – The Organisation

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

Governing Document

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

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 SERVICES

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

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.

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

East Ayrshire Leisure Trust
Trustees Report
For the year ended 31st March 2021

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 Services and Finance Agreement is in place to cover the services which the Council expects us to deliver, including the facilities for which East Ayrshire Leisure is responsible.

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

Key venues and visitor attractions

We manage a wide range of facilities across East Ayrshire. Our key venues and tourist attractions are highlighted below, although the majority were closed, either fully or partially, during this financial year due to the Covid 19 pandemic.

- 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 21st century users. The newly refurbished facility hosts a variety of shows as well as being available to hire for meetings, shows, weddings and parties.

- Dean Castle & Country Park (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.

- 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.

- 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 *1 synthetic grass pitches, swimming pools and a range of fitness classes and activities. Many of our venues also house a variety of versatile halls suitable for staging competitions and larger events as well as badminton, football, netball as well as seated events such as shows, presentations, conferences and events.

- Palace Theatre & Grand Hall Complex (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.

East Ayrshire Leisure Trust
Trustees Report
For the year ended 31st March 2021

- 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.

Trustees

Appointment date / resignation date

Partner Trustees

Elena Whitman (Chair until 24 June 2021)	18 th May 2017 (reappointed 17 th September 2019) resigned 24 June 2021
Neil McGhee	13 th March 2013 (reappointed 18 th May 2017, 17 th September 2019 and 6 th October 2020) resigned 24 June 2021
Ian Grant	18 th May 2017
Clare Maitland (Chair from 24 June 2021)	18 th May 2017
Iain Linton	25 th June 2015 (resigned 18 th May 2017) and reappointed 2nd November 2017
Joe McLachlan (ex officio)	27 th August 2015
Robert McCulloch (ex officio)	17 th May 2018
John McGhee	24 June 2021
Jim Roberts	24 June 2021

East Ayrshire Leisure Trust
Trustees Report
For the year ended 31st March 2021

Independent Trustees

Robin Hume	13 th June 2013 (Reappointed 27 th August 2015, 17 th September 2019 and 6 th October 2020)
Jean Brown	13 th June 2013 (reappointed 17 th September 2019 and 6 th October 2020) resigned 1st July 2021
June Minnery	13 th June 2013 (Reappointed 27 th August 2015, 17 th September 2019 and 6 th October 2020)
Jackie Livingston	1 st July 2015 (Reappointed 6 th October 2020)
Robbie Mann	8 th September 2016 (reappointed 17 th September 2019)
James Adams	20 th July 2021
David Ross	20 th July 2021

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.

East Ayrshire Leisure Trust
Trustees Report
For the year ended 31st March 2021

Management Arrangements

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

EXECUTIVE MANAGEMENT TEAM

Anneke Freel	Chief Officer
Jackie Biggart	Head of Corporate Services

SENIOR MANAGEMENT TEAM

Janice Gilmour	Development Manager, Community & Performing Arts
Christine Keenan	Development Manager, Property & Estates
Phillipa MacInnes	Development Manager, Cultural
Louise Murphy	Development Manager, Leisure
Dianne Reid	Relationship & Business Development Manager
Greig Russell	Development Manager, Sports
Lorraine Russell	Finance & Business Development Manager

ADMINISTRATIVE INFORMATION

Registered Office

Dick Institute
14 Elmbank Avenue
Kilmarnock KA1
3BU
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 31st March 2021

FINANCIAL REVIEW

The period to 31st March 2021 was the Trust's eighth year of activity. In the period, East Ayrshire Leisure Trust reported an unrestricted deficit of £277,344.

At 31st March 2021, the actuarial valuation of the pension scheme resulted in a net pension liability of £3,229,000 this being recognised in the Balance Sheet. The valuation has resulted in an actuarial loss of £2,472,000 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 and a Best Value Review has confirmed savings required for the period 2019-22.

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 2021/22 is set out below:

	2021/22 £
Baseline Budget (excl Savings)	4,822,530
Savings Target (following Best Value Review)	(190,670)
Baseline Budget (after Savings)	4,631,860

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.

Key risks in 2020-21 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.

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 currently under review and the Council's Asset Rationalisation and Community Asset Transfer programmes, alongside East Ayrshire Leisure Trust's own service review and redesign proposals saw the number of properties managed by East Ayrshire Leisure Trust reduced through 2016-19.

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 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:**
 - 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:

- Community consultation on leisure provision across East Ayrshire took place via online survey
- Work began with Cumnock and District Leisure Group, Cumnock Juniors Enterprise Company and Vibrant Communities to develop a community leisure hub based around the new facilities at the Barony Campus in Cumnock
- Our marketing campaigns during this period were driven digitally through social media, YouTube, website and e-newsletters highlighting our online services and keeping customers and staff engaged and informed. Example include:
 - BorrowBox - eBooks and e-audiobooks for current library members and encouraging more library member sign ups
 - Online fitness workouts and Workout@Home programme
 - Raising awareness of works / closures at DCCP for visitors using the park for daily exercise
 - Online engagement with museum collections
- East Ayrshire's Draft Recreation Plan 2021-2024 was available online for consultation throughout Jan-March. A full engagement campaign was developed to promote and engage with local communities, landowners and stakeholders with responses from 65 local, regional and national stakeholders.
- A digital campaign to promote the spring activities at the Dean Castle Country Park, with the first social media post about the Easter Trail reaching almost 24,000
- Museum Interns were actively blogging and using social media platforms to drive visitors to futuremuseum.co.uk with very high levels of engagement
- A review of our Customer Service Standards and Customer Charter was completed and communicated to staff
- A report was presented to the Trust Board detailing a review of all performance indicators associated with the Trust, including Key Performance Indicators.

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:

- 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
- 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:

- Customer feedback has been analysed and a framework for the Leisure Facility Strategy has been produced. A draft strategy will form the basis of community engagement 2021
- Regular liaison is taking place with EAC to agree maintenance priorities and to develop a system for reporting and monitoring. This will inform a maintenance programme for each venue
- Newmilns Library is being moved into Morton Hall as part of regeneration and improvement work with completion scheduled for late 2021
- An option appraisal is being developed as part of an overall place-based approach to developing a Community Leisure Hub in the Cumnock and Auchinleck area
- Refurbishment works have been completed to create a indoor group fitness class and gym space at AAA.
- All funding has been secured for the access projects within the Coalfield Communities Landscape Partnership scheme
- A 5 year management plan has been prepared for Dean Castle Country Park.
- Development and implementation of phase 2 (detailed design) of the Kilmarnock Green Infrastructure Project

3. LIVING YOUR BEST LIFE: East Ayrshire Leisure 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
- 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:

- Schools' online/digital engagement programme entitled 'My Tribe' based around the Grayson Perry, Burns Night, Chinese New Year and LGBT+ History Month were marked by Collections Highlights, creative demos and workshops on our YouTube channel.
- East Ayrshire Youth Theatre returned in Aug 2020 and continued workshops online, also held online production for participants and their families
- A new Natural Health Project was initiated for Alzheimers Scotland and CAMHS to develop an outdoor programme of health promoting activities

- Completed the review of the Core Path Network which will inform the Recreation Plan
- As part of the *Bog and Burns Hill* Running Series a new virtual race for the Cairn Table was available, encouraging runners to participate on an individual basis

4. **INVESTING IN OUR PEOPLE & EMBRACING OUR VALUES: East Ayrshire Leisure 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
- 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

- We introduced Flexible Roles; Customer Experience Assistant and Corporate Services Assistant
- Our Staff Reward & Recognition Scheme has been updated to reflect our new B.E.S.T values
- A new staff Review and Development programme linked to strategic themes and organisational values has been developed.
- During these unprecedented times the frequency of the staff newsletter was increased to maintain communication with those members of staff on furlough leave and limit feelings of isolation
- Our new intranet was launched early December with development and enhancement ongoing
- 'Coffee Chats' have taken place regularly on various topics over the past year, allowing all staff access to the Chief Officer and key staff in an informal basis
- Working Groups have been established for areas of the organisation that require further scrutiny or where a Business Development idea has been approved for consideration
- 2 Modern Apprentices have been recruited to support the work of the outdoor access team, starting with maintenance of the River Ayr Way
- We introduced new Trustee Ambassador roles, with portfolios reflecting each of our Strategic Vision Themes

5. CREATING A SOLID FOUNDATION FOR GROWTH: East Ayrshire Leisure 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:

- Key employees with a clear focus on the safe management of buildings and implementation of policies and procedures have been identified to provide Development Manager's with advice and guidance on Health & Safety matters
- Funding of £20k received to contribute to the installation costs of wifi across all East Ayrshire Leisure Sport venues. Discussions are ongoing to identify appropriate venues and to quantify any additional funding requirement for all venues
- Online Bookings function is now live and is being rolled out across our services and activities, which adds to our existing online Box Office service
- In place of our Visitscotland Accreditation Scheme we completed the online COVID compliance assessment and their 'We're Good To Go' mark is on display in our venues
- A review of all feedback procedures incorporating comments, complaints, suggestions, outcomes from investigations and other key processes has taken place and a new Organisational Learning' process have been developed to ensure maximum benefit
- Development of our Hospitality function took place where possible – new services at the Dean Castle Country Park Treehouse Café and Kiosk were introduced
- We introduced our new Business Development *Big Ideas* process inviting employees to submit ideas which they believe will benefit and develop the organisation

6. PROTECTING OUR ENVIRONMENT: East Ayrshire Leisure 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

- A monitoring system to carry out regular monitoring of electricity, gas, water and other utility use is now in place
- Trustee Ambassador for Protecting Our Environment is being recruited to work with staff teams on the development and delivery of this key Theme

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 129,000 sessions on the site throughout 2020-21 and whilst this shows a slight drop in number of sessions from the previous year, our social media engagement soared, as the majority of customers took to our Facebook, Twitter and Youtube channels to engage with our services during lockdown.

Social Media

Our East Ayrshire Leisure Trust and additional facility Facebook pages have continued to attract significant increases, as has our Twitter account. 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 underway to expand across additional platforms.

Some of our highlights include:

- Our virtual Pet Show reached over 100,000
- Our initial Elf Trail at DCCP post reached over 16,000 and the overall reach was 41,000
- Annanhill Golf Course reopening announcement reached nearly 9,500
- The announcement of our first newborn goat at the DCCP had a reach of almost 9,000
- Announcement about Borrowbox and Apple reading functionality reached over 4000

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.

Whilst the COVID-19 pandemic has meant we've had to devise new ways of working and review our Action Plan, our guiding principles and core aims remain the same; collectively we will help enable the communities of East Ayrshire to 'Live Their Best Life.'

- As we move forward, we now have the opportunity to embrace new ways of working and look at more digital and online service delivery. We will produce a Digital Transformation Strategy, incorporating a gap analysis, to identify priorities and ensure we offer the most appropriate and innovative programmes and delivery
- We will continue to develop our Community Engagement programmes, working closely with a variety of partners to provide the most effective strategy for facility review and enhancement
- Our People Strategy will focus on further empowerment of our staff, providing more training, development and input into key documents, decision-making and project delivery
- Our Trustee Ambassador scheme will be fully embedded, providing support, guidance and recognition to all service areas and staff groups
- Working with EAC Internal Audit, a full review of our Key Performance Indicators will ensure we are collecting relevant and useful data which can inform our development and delivery. We will include analysis of our digital programmes and online presence within this, and identify new robust and consistent ways of measuring the impact our services have on our customers and within our communities
- We will continue to work with East Ayrshire Council and other national and local partners on major capital projects that support our programmes including the refurbishment of the Palace and Grand Hall Complex, the restoration of the Dean Castle and the implementation of the Kilmarnock Green Infinity Loop. We will

continue to maximise opportunities for facility enhancement to ensure that our venues and services meet the demands of local communities and supports the priorities within the East Ayrshire Community Plan.

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 14 September 2021 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 2021 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 2021 and of its incoming resources and application of resources, including 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.

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 Ethical Standard, and we have fulfilled our ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Conclusions relating to going concern

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, except to the extent otherwise explicitly stated in our report, 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 or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out on page 18, 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 regulations made under that Act.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

The extent to which the audit was considered capable of detecting irregularities 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 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;
- we assessed the extent of compliance with the laws and regulations through making enquiries of management and inspecting legal correspondence;
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.
- 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 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 any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in note 2 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

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 correspondence with HMRC, relevant regulators and the charity's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the board and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

East Ayrshire Leisure Trust
Independent Auditor's Report
For the year ended 31st March 2021

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

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

Date:.....

East Ayrshire Leisure Trust
Statement of Financial Activities
For the year ended 31st March 2021

	Notes	Unrestricted Fund 2021	Restricted Funds 2021	2021	2020
		£	£	£	£
Income from:					
Charitable activities	3	6,647,850	128,766	6,776,616	7,201,131
Investments	3	334	-	334	1,607
Total income		6,648,184	128,766	6,776,950	7,202,738
Expenditure on:					
Charitable activities	4	6,917,528	67,955	6,985,483	7,755,419
Other (net interest defined benefit pension scheme)	8	8,000	-	8,000	49,000
Total expenditure		6,925,528	67,955	6,993,483	7,804,149
Net (expenditure)/income		(277,344)	60,811	(216,533)	(601,411)
Other recognised gains/(losses):					
Actuarial (losses)/gains on defined benefit pension schemes	8	(2,472,000)	-	(2,472,000)	2,097,000
Net movement in funds		(2,749,344)	60,811	(2,688,533)	1,495,589
Reconciliation of funds:					
Total funds brought forward		194,600	63,250	257,850	(1,237,739)
Total funds carried forward	16	(2,554,744)	124,061	(2,430,683)	257,850

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 26 to 43 form part of these financial statements.

East Ayrshire Leisure Trust
Balance Sheet
As at 31st March 2021

	Notes	2021 £	2020 £
Fixed assets			
Tangible assets	9	7,417	12,875
Heritage assets	10	34,920	34,920
		42,337	47,795
Current assets			
Stocks and work in progress	11	18,920	22,996
Debtors	12	354,366	375,805
Cash at bank and in hand	17	1,331,832	761,564
		1,705,118	1,160,365
Liabilities			
Creditors: Amounts falling due within one year	13	(949,138)	(959,310)
Net current assets		755,980	201,055
Net assets excluding pension scheme (liability)/asset		798,317	248,850
Defined benefit pension scheme (liability)/asset	8	(3,229,000)	9,000
Total net assets/(liabilities)		(2,430,683)	257,850
The funds of the charity:			
Restricted income funds	16	124,061	63,250
Unrestricted funds	16	674,256	185,600
Unrestricted Fund - Pension reserve	16	(3,229,000)	9,000
Funds		(2,430,683)	257,850

The financial statements were approved and authorised for issue by the Board on 14th September 2021

Signed on behalf of the board of trustees

Anneke Freel

Clare Maitland (Chair)
Trustee

Anneke Freel
Chief Officer

The notes on pages 26 to 43 form part of these financial statements

East Ayrshire Leisure Trust
Statement of Cash Flows for the year ended 31st March 2021

	Notes	2021 £	2020 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activities	17	579,206	74,932
Cash flows from investing activities:			
Investment income		334	1,607
Purchase of property, plant and equipment		(9,272)	
Net cash provided by/(used in) investing activities		(8,938)	1,607
Change in cash and cash equivalents in the reporting period		570,268	76,539
Cash at the beginning of the reporting period		761,564	685,025
Cash at the end of the reporting period		1,331,832	761,564
Analysis of change in net debt	At 1st April 2020	Cash flows	At 31st March 2021
Cash in Hand	761,564	570,268	1,331,832

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2021

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 31st March 2021

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.

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 31st March 2022. 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 £674,256.

This assessment of going concern includes the expected 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 in 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 31st March 2021

3. Income

Investment income

Investment income comprises bank interest. In 2021 bank interest received £334 (2020: £1,607).

Income from charitable activities is as follows:

	2021 Operating Fund £	2021 Restricted Fund £	2021 Total £	Restated 31 st March 2020 £
Executive Management	6,327,983	-	6,327,983	5,274,470
Cultural Development	61,548	-	61,548	120,397
Community & Performing Arts Development	26,452	-	26,452	718,239
Leisure Development	16,450	-	16,450	98,230
Sports Development	215,417	-	215,417	959,835
Property & Estates Development	-	-	-	-
Projects (Restricted income)	-	128,766	128,766	29,960
Total income from provision of facilities and services	6,647,850	128,766	6,776,616	7,201,131

The Trust reviewed its management reporting structure during the year. The 2020 figures have been restated to reflect the new reporting structure.

A management service fee of £4,857,569 was received from East Ayrshire Council for the year (2020: £4,945,950). To the end of March 2021, the Trust had claimed £1,089,891 under the Job Retention Scheme (2020: £33,709).

Income on charitable activities was £6,776,616 (2020: £7,201,131) of which £6,647,850 was unrestricted (2020: £7,171,171) and £128,766 (2020: £29,960) was restricted. All other income was unrestricted.

4. Charitable expenditure 2021

	Executive Management £	Cultural Development £	Community & Performing Arts Development £	Leisure Development £	Sports Development £	Property & Estates Development £	Projects £	Total £	2020 £
Employee costs	1,788,393	1,069,957	436,390	516,341	1,323,160	159,758	15,039	5,309,038	5,576,886
Property costs	3,095	134,804	176,694	55,410	110,465	2,995	11,386	494,849	672,667
Supplies and Services	482,777	190,395	29,707	73,334	100,383	10,674	37,814	925,084	1,257,902
Transport Costs	-	7,744	-	17,267	12,675	1,327	-	39,013	39,759
Support Services	187,400	-	-	-	-	-	-	187,400	187,400
Governance	18,383	-	-	-	8,000	-	3,716	30,099	20,535
Total	2,480,048	1,402,900	642,791	662,352	1,554,683	174,754	67,955	6,985,483	7,755,149

Expenditure on charitable activities was £6,985,483 (2020: £7,755,149) of which £6,917,528 was unrestricted (2020: £7,687,946) and £67,955 (2020: £67,203) was restricted.

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2021

2020 - Restated

	Executive Management	Cultural Development	Community & Performing Arts Development	Leisure Development	Sports Development	Property & Estates Development	Projects	Total	2019
	£	£	£	£	£	£	£	£	£
Employee costs	1,408,466	1,312,710	626,672	661,381	1,550,215	-	17,442	5,576,886	6,208,881
Property costs	12,126	160,218	246,116	94,749	159,363	-	95	672,667	649,869
Supplies and Services	383,300	256,480	327,990	117,568	123,902	-	48,661	1,257,902	1,283,499
Transport Costs	2,513	12,170	-	19,078	4,992	-	1,005	39,759	38,332
Support Services	187,400	-	-	-	-	-	-	187,400	187,400
Governance	20,535	-	-	-	-	-	-	20,535	18,890
Total	2,014,340	1,741,578	1,200,778	892,776	1,838,472	-	67,203	7,755,149	8,386,871

The Trust reviewed its management reporting structure during the year. The 2020 figures have been restated to reflect the new reporting structure.

5. Analysis of governance and support costs

	General Support	Governance	2021 £	2020 £
Support services from East Ayrshire Council				
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
Sub total – support services from East Ayrshire Council	148,400	39,000	187,400	187,400
Other				
Audit fees	-	11,058	11,058	11,400
Accountancy fees	15,325	-	15,325	9,135
Legal Fees	-	3,716	3,716	-
Sub total - other	15,325	14,774	30,099	20,535
Total governance and support costs	163,725	53,774	217,499	207,935

General support costs in 2021 were £163,725 (2020: £157,535) and governance costs £53,774 (2020: £50,400).

East Ayrshire Leisure receives support services from East Ayrshire Council. The total cost of support services provided by the Council in 2021 was £187,400 (2020 £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 31st March 2021

6. Staff Costs and Numbers

	2021	2020
	£	£
Wages and salaries	3,560,707	3,940,026
Social security costs	266,620	305,658
Other pension costs	1,384,041	1,083,753
Other staff costs	97,670	247,449
	5,309,038	5,576,886

5 members of staff were made redundant during the year at a cost of £100,310 (2020: 9; £39,204).

Following UK and Scottish Government Guidance, all East Ayrshire Leisure venues closed to the public on the 18th March. 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 2021, the Trust had claimed £1,123,600 under the Job Retention Scheme.

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

	2021	2020
	 	
£80,000 - £89,999		

The senior management team comprises 2 staff members (2020: 6 staff members). The total employee benefits (including employers contributions) of the senior management team were £190,580 (2020: £366,035).

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

	2021 Number	2020 Number
East Ayrshire Leisure Trust		
Full-time (permanent)	96	101
Part-time (permanent)	77	84
	173	185

During the year trustees received no remuneration (2020: nil). Trustee expenses totalled £nil (2020: £124). No trustees received payment for professional or other services supplied to the charity (2020: nil).

7. Operating Surplus

	2021 £	2020 £
The operating surplus is stated after charging/(crediting)		
Auditors' remuneration (including expenses) for audit	11,059	11,400
for other services	15,325	9,135
Operating lease rentals	23,062	24,440

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2021

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 31st March 2020 and following this valuation employer's contributions have been set at 19.3% for the years ended 31st March 2022, 2023 and 2024.

The pension results for 2020/21 have taken into account the financial effects of the McCloud judgement and General Minimum Pension (GMP) equalisation.

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:

	31st March 2021	31st March 2020
	£'000	£'000
Opening defined benefit obligation	23,789	25,696
Current service cost	1,283	1,467
Past service cost/(gain) (including curtailments)	197	(207)
Interest cost on defined benefit obligation	560	660
Contributions by members	215	207
Actuarial losses/(gains)	6,606	(3,746)
Benefits paid	(511)	(286)
Unfunded benefits paid	(2)	(2)
	<hr/>	<hr/>
Closing defined benefit obligation	32,137	23,789
	<hr/>	<hr/>

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

	31st March 2021	31st March 2020
	£'000	£'000
Opening fair value of plan assets	23,798	24,071
Interest income on plan assets	552	611
Contributions by members	215	207
Contributions by the employer	720	844
Contributions in respect of unfunded benefits	2	2
Actuarial gain/(loss)	4,134	(1,649)
Benefits paid	(511)	(286)
Unfunded benefits paid	(2)	(2)
	<hr/>	<hr/>
Closing fair value of plan assets	28,908	23,798
	<hr/>	<hr/>

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2021

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

	31st March 2021	31st March 2020
	£'000	£'000
Current service cost	(1,283)	(1,467)
Past service cost/(gain) (including curtailments)	(197)	207
Total service cost	(1,480)	(1,260)
Net interest		
Interest income on plan assets	552	611
Interest cost on defined benefit obligation	(560)	(660)
Total net interest	(8)	(49)
Total defined benefit cost recognised in net income/expenditure per the SOFA	(1,488)	(1,309)

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

	31st March 2021	31st March 2020
	%	%
Equities	66	62
Bonds	23	25
Property	9	12
Cash	2	1

The estimated employer contributions for the year to 31 March 2022 are £720,000.

The principal actuarial assumptions used in the calculations are:

	31st March 2021	31st March 2020
	% per annum	% per annum
Pension Increase Rate	2.85	1.80
Salary Increase Rate	3.55	2.90
Discount Rate	2.00	2.30

Mortality

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% p.a. Based on these assumptions, the average future life expectancies at age 65 are summarised below::

	Males	Females
Current Pensioners	19.8 years	22.6 years
Future Pensioners	21.2 years	24.7 years

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2021

9. Fixed Assets

	Furniture & Equipment	Total
	£	£
Cost		
As at 1 st April 2020	157,582	157,582
Additions	9,272	9,272
	<hr/>	<hr/>
As at 31 st March 2021	166,854	166,854
	<hr/>	<hr/>
Depreciation		
As at 1 st April 2020	144,707	144,707
Charge	14,730	14,730
	<hr/>	<hr/>
As at 31 st March 2021	159,437	159,437
	<hr/>	<hr/>
Net book value		
As at 31 st March 2020	12,875	12,875
As at 31 st March 2021	7,417	7,417
	<hr/>	<hr/>

10. Heritage Assets

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

	Heritage Assets	Total
	£	£
Cost		
As at 1 st April 2020	34,920	34,920
	<hr/>	<hr/>
As at 31 st March 2021	34,920	34,920
	<hr/>	<hr/>
Net book value		
As at 31 st March 2020	34,920	34,920
As at 31 st March 2021	34,920	34,920
	<hr/>	<hr/>

11. Stock

	2021	2020
	£	£
Goods for re-sale	18,920	22,996
	<hr/>	<hr/>

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2021

12. Debtors

	2021	2020
	£	£
Amounts due from East Ayrshire Council	125,693	176,564
Trade debtors	42,957	90,680
Other debtors and prepayments	185,716	108,561
	<u>354,366</u>	<u>375,805</u>

13. Creditors: Amounts falling due within one year

	2021	2020
	£	£
Amounts owed to East Ayrshire Council	132,365	46,684
Trade creditors	12,658	87,128
Accruals and deferred income	532,302	564,446
Taxation and social security	271,813	261,052
	<u>949,138</u>	<u>959,310</u>

14. Deferred income

Deferred income comprises advanced ticket sales.

	2021	2020
	£	£
Balance as at 1 st April 2020	100,988	143,246
Amounts released to income during 2020/21	(100,988)	(143,246)
Amounts deferred in year	139,500	100,988
	<u>139,500</u>	<u>100,988</u>

15. Financial assets and liabilities

	2021	2020
	£	£
Financial assets at amortised cost	1,605,035	1,078,288
Financial liabilities at amortised cost	(537,825)	(597,270)
	<u>1,067,210</u>	<u>481,018</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 31st March 2021

16. Reserves

Funds 2021		Unrestricted Funds £	Restricted Funds £	2021 Total £	2020 Total £	
Balance at 31 st March 2021						
Represented by:						
Fixed assets		42,337	-	42,337	47,795	
Net current assets		631,919	124,061	755,980	201,055	
Retirement benefit scheme asset/(liability)		(3,229,000)	-	(3,229,000)	9,000	
		<u>(2,554,744)</u>	<u>124,061</u>	<u>(2,430,683)</u>	<u>257,850</u>	
Funds 2020		Unrestricted Funds £	Restricted Funds £	2020 Total £	2019 Total £	
Balance at 31 st March 2020						
Represented by:						
Fixed assets		47,795	-	47,795	74,982	
Net current assets		137,805	63,250	201,055	312,279	
Retirement benefit scheme asset/(liability)		9,000	-	9,000	(1,625,000)	
		<u>194,600</u>	<u>63,250</u>	<u>257,850</u>	<u>(1,237,739)</u>	
Unrestricted Fund 2021	Opening Balance at 1 st April 2020 £	Incoming £	Outgoing £	Transfers £	Actuarial Gain/(Loss) £	Closing Balance 31 st March 2020 £
Unrestricted fund	131,070	6,648,184	(6,149,918)	-	-	629,336
Designated funds	54,530	-	(9,610)	-	-	44,920
Pension reserve	9,000	-	(766,000)	-	(2,472,000)	(3,229,000)
	<u>194,600</u>	<u>6,648,184</u>	<u>(6,925,528)</u>	<u>-</u>	<u>(2,472,000)</u>	<u>(2,554,744)</u>

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2021

Unrestricted Fund 2020	Opening Balance at 1st April 2019 £	Incoming £	Outgoing £	Transfers £	Actuarial Gain/(Loss) £	Closing Balance at 31st March 2020 £
Unrestricted fund	199,858	7,136,428	(7,213,356)	8,140	-	131,070
Designated funds	86,910	36,350	(60,590)	(8,140)	-	54,530
Pension reserve	(1,625,000)	-	(463,000)	-	2,097,000	9,000
	<u>(1,338,232)</u>	<u>7,172,778</u>	<u>(7,736,946)</u>	<u>-</u>	<u>2,097,000</u>	<u>194,600</u>

Designated Funds 2021:	2020 £	Incoming £	Outgoing £	Transfer £	2021 £
Depreciation (to fund depreciation on fixed assets)	9,140	-	(9,140)	-	-
Fixed assets	34,920	-	-	-	34,920
Website Development	470	-	(470)	-	-
Dover House upgrades	10,000	-	-	-	10,000
Total designated funds	54,530	-	(9,610)	-	44,920

Designated Funds 2020:	2019 £	Incoming £	Outgoing £	Transfer £	2020 £
Depreciation (to fund depreciation on fixed assets)	28,380	-	(19,240)	-	9,140
Fixed assets	34,920	-	-	-	34,920
Libraries Fit Out	1,550	-	-	(1,550)	-
Website Development	15,470	-	(15,000)	-	470
Training & Development	1,790	-	-	(1,790)	-
Redundancy Costs	3,450	-	-	(3,450)	-
PFS Miscellaneous Expenditure	980	-	-	(980)	-
Marketing Activity	370	-	-	(370)	-
Dover House upgrades	-	10,000	-	-	10,000
Noveau	-	4,000	(4,000)	-	-
IT Upgrade costs	-	22,350	(22,350)	-	-
Total designated funds	86,910	36,350	(60,590)	(8,140)	54,530

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2021

Restricted funds

Opening Balance	2020 Incoming Resources	2020 Resources Expended	2020 Closing Balance		Opening Balance	2021 Incoming Resources	2021 Resources Expended	2021 Closing Balance
£	£	£	£		£	£	£	£
-	10,558	(3,383)	7,175	Natural Leaders Logan Centre	7,175	-	(7,175)	-
-	7,356	-	7,356	Ringfenced Rose Reilly	7,356	-	-	7,356
-	-	(15,588)	(15,588)	Renaming	(15,588)	16,788	(1,200)	-
-	5,000	-	5,000	Shout	5,000	-	-	5,000
-	-	(5,369)	(5,369)	Johnny Walker Display	(5,369)	5,577	(208)	-
6,552	-	(4,136)	2,416	Digital Storyteller in Residence	2,416	-	-	2,416
5,432	-	(543)	4,889	Nature Therapy Breaks	4,889	-	(4,889)	-
43,715	-	(15,742)	27,973	Irvine Valley Trails 2019 onwards	27,973	-	(3,715)	24,258
4,234	-	(102)	4,132	Ayrshire Libraries forum	4,132	-	(117)	4,015
8,480	970	-	9,450	Museums Database	9,450	-	(10,348)	(898)
15,000	-	(45)	14,955	Kilmarnock Green Infrastructure	14,955	-	-	14,955
-	6,076	(5,215)	861	Burns Birthday in Mauchline	861	-	-	861
10,549	-	(10,549)	-	Make Some Noise	-	-	-	-
4,982	-	(4,982)	-	Gaelic Visual Arts	-	-	-	-
1,549	-	(1,549)	-	Magic at the Museum River Ayr Way	-	-	-	-
-	-	-	-	Cumnock Town Hall Community Cinema	-	9,273	(4,681)	4,592
-	-	-	-	Dean Castle Restoration Project	-	2,099	(2,099)	-
-	-	-	-	Wifi Project	-	20,000	-	20,000
-	-	-	-	DCCP Parks for People	-	48,010	(32,510)	15,500
-	-	-	-	Grayson Perry Foster Carer Service -	-	23,020	(1,015)	22,005
-	-	-	-	Memberships	-	4,000	-	4,000
100,493	29,960	(67,203)	63,250	Totals	63,250	128,766	(67,955)	124,061

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2021

The Natural Leaders project is well underway with work beginning on key open spaces with Auchinleck, Doon and Kilmarnock Academy. This project aims to develop Local Nature Reserves which can be used by the community and as an outdoor learning resource.

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

Rose Reilly Renaming – This project was scheduled to be completed for Saturday 21st March with Rose Reilly attending an official launch, offering free sports activities for the local community. It has now been postponed however, the preparatory building work is well underway including the completion of the external building cleaning and signage. It is anticipated work on the internal signage and new external lighting will recommence once Covid-19 restrictions are lifted and an alternative launch date will be facilitated.

SHOUT - £5000 Funding from East Ayrshire Council has been issued to offer FREE swimming to SHOUT card holders during the school holiday periods throughout the year.

Johnnie Walker Display – East Ayrshire Council is in partnership with Diageo to run a year long programme of activity in 2020, celebrating 200 years of Johnnie Walker Whisky. The partnership is supported with an investment of £110,000 from Diageo, part of which is attributed to the Dick Institute Johnnie Walker display. To mark the beginning of the bicentenary celebrations, Diageo were keen to work with East Ayrshire Leisure to develop a new display of never before seen collection items. East Ayrshire Leisure led the display development in partnership with the Johnnie Walker Archive which required three new museum standard environmentally controlled cases, two flat screen televisions, display cradles and three new interpretation banners with bespoke hanging systems. East Ayrshire Leisure delivered the display by 19th February and the year of celebrations launched with an event which welcomed around 60 people.

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.

Nature Therapy Breaks - Funding has been secured from Shared Care Scotland to offer free residential respite experiences for young people who have care responsibilities for family members. 2 weekend sessions will be offered to 20 young people identified in partnership with East Ayrshire Carers.

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.

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.

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

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2021

co-ordinated and efficient way. The total project cost is £21,600, of which Museums Galleries Scotland has awarded 75% of project costs. Progress with the project was interrupted due to Covid 19, however MGS have granted an extension to 31 July 2021 to complete the project. Balance of grant funding (£12,000) to be claimed following completion of project.

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

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 will not be taking place in 2021 due to EventScotland funding being withdrawn due to Covid 19.

Make Some Noise is a music project funded by Creative Scotland and aimed at young people in a foster, looked-after, kinship or young caring environment and designed to help build self-esteem and provide a range of creative learning opportunities.

GAELIC VISUAL ARTS - The Dick Institute's Gaidhlig Gailearaidhean will see a second series of workshops facilitated in Gaelic in the galleries, aimed at promoting the use of Gaelic and the development of Gaelic language skills utilising visual arts and culture. Monthly workshops take place with Gaelic Artist Eoghann MacColl and young Gaelic speakers from the Mcllvannay Campus. The project also supports one apprentice placement from the Mcllvannay Campus. Funded by Bord Na Gaidhlig and Creative Scotland.

Magic at the Museum – TIME TRAVELLERS -Time travellers from all frontiers are invited to join us for an exciting multi-sensory arts experience on the theme of TIME TRAVEL! Travellers will arrive at the Dick Institute in the year 2018, to undertake an EPIC journey through storytelling, drama, puppet making and film. Meet award winning children's author Janis MacKay who will tell you all about 'The Reluctant Time Traveller'. Funded by Museums Galleries Scotland.

Following the completion of the Countryside Festival in 2015, there was an outstanding balance of £1,549 from the Awards for All grant. Awards for All have agreed that this money can be retained and used as part of the funding package for the upgraded River Ayr Way Signage and Interpretation project. Survey work has been completed for this project and work has begun with local communities to ensure that signage and interpretation is link to the towns and villages along the route. An expression of interest is being prepared for the VisitScotland Rural Paths Fund to rebrand and upgrade the signage and interpretation along the whole route. Expressions of Interest are due to be submitted by 31st October.

Cumnock Town Hall Community Cinema – All cinema equipment is installed but project start date has been postponed for 1 year due to Covid-19.

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

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

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2021

Grayson Perry – Our planned high profile exhibition for 2020 – 2021 period ‘GRAYSON PERRY – The Vanity of Small Differences’ had to be postponed due to lockdown and travel restrictions. We are in communication with the lender to reorganise the exhibition for later in the year.

Foster Carer Service - Memberships – This funding is to support foster carers to access sport and physical activity services for the children they are caring for. The funding has been issued by East Ayrshire Council.

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

	2021	2020
	£	£
Net income/(expenditure) for the reporting period (as per the SOFA)	(216,533)	(601,411)
Adjustments for:		
Interest received	(334)	(1,607)
Depreciation	14,730	27,187
Net cost in respect of pensions	766,000	463,000
Decrease/(increase) in stock	4,076	(1,970)
Decrease in debtors	21,439	295,837
Decrease in creditors	(10,172)	(106,104)
Net cash provided by (used in) operating activities	579,206	74,932
Analysis of cash and cash equivalents		
	2021	2020
	£	£
Cash in hand	1,331,832	761,564
Notice deposits (less than 3 months)	-	-
Overdraft facility repayable on demand	-	-
Total cash and cash equivalents	1,331,832	761,564

18. Operating lease commitments

At 31st March 2021, the Trust had future minimum lease payments under non-cancellable operating leases as follows:

	2021		2020
	Land and buildings	Other	Land and buildings
	£	£	£
			Other
			£
Within one year	-	20,196	-
Within two to five years	-	29,350	-
	-	49,546	-
	-	-	72,982

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2021

19. Related parties

East Ayrshire Council (EAC) made a contribution in line with the Services Agreement of £4,857,569 (2020: £4,945,950). 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 (2020: £187,400).

The relevant transactions and balances with East Ayrshire Council were:

2020/21				2019/20			
Income from EAC	Payments to EAC	Due from	Due to	Income from EAC	Payments to EAC	Due from	Due to
£	£	£	£	£	£	£	£
5,424,206	637,372	125,693	132,365	5,314,828	450,670	176,564	46,684
<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

20. Contingent Liabilities

There are two public liability claims, and two employer liability claims ongoing. (2020: three public liability claims, and one 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.



East Ayrshire Leisure

Audit findings report

Year ended 31 March 2021

The Board of Trustees
East Ayrshire Leisure
Dick Institute
14 Elmbank Avenue
Kilmarnock
KA1 3BU

14 September 2021

Dear Trustees

East Ayrshire Leisure

Audit findings for the year ended 31 March 2021

This Audit Findings Report highlights the significant findings arising from the audit for the benefit of those charged with governance. We appreciate that you may be aware of some of the matters contained in this report, however as required by International Standard on Auditing (UK) 260 we are communicating them to you formally.

As auditors we are responsible for performing the audit, in accordance with International Standards on Auditing (UK) (ISAs (UK)), which is directed towards forming and expressing an opinion on the financial statements that have been prepared on behalf of management with the oversight of those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities for the preparation of the financial statements. The contents of this report relate only to those matters which came to our attention during the conduct of our normal audit procedures which are designed primarily for the purpose of expressing our opinion on the financial statements. We do not accept any responsibility for any loss occasioned to any third party acting, or refraining from acting on the basis of the content of this report, as this report was not prepared for, nor intended for, any other purpose.

We would like to take this opportunity to record our appreciation for the kind assistance provided by your team during our audit. If we can be of any further assistance, please contact Nick Bennett.

Yours faithfully

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1. Executive summary

Audit overview

This table summarises the key findings from the statutory audit of East Ayrshire Leisure for the year ended 31 March 2021 for those charged with governance.

Audit opinion	<ul style="list-style-type: none">• We do not propose any modifications to our audit opinion which is unqualified• We have no matters to report regarding the adoption of the going concern basis
Key findings on audit risks and other matters	<ul style="list-style-type: none">• COVID-19 continues to present unprecedented challenges to the operation, financial management and governance of organisations, including East Ayrshire Leisure Trust. In response to the pandemic we identified potential areas of increased risk of material misstatement to the financial statements and/or our audit opinion. We are pleased to report those risks did not materialise.• The Trust reported a significant reduction in income from charitable activities primarily due to the pandemic which resulted in the closure of venues, postponement of events and a freeze on membership direct debits. This however has been offset by the receipt of external funding (c. £1.3million), of which £1,089,891 is receipt of Coronavirus Job Retention Scheme (CJRS) funding.• We are pleased to report that the audit progressed well from our perspective and in accordance with the agreed timetable.
Audit adjustments	<ul style="list-style-type: none">• Audit adjustments are set out in section 2 (Financial Performance) under 'Reconciliation to accounts'.• No unadjusted differences were identified.
Accounting systems and internal controls	<ul style="list-style-type: none">• We have applied our risk based methodology to the audit. This approach requires us to document, evaluate and assess the Trust's business processes and internal controls relating to the financial reporting process.• Our audit is not designed to test all internal controls or identify all areas of control weakness. No material weaknesses or significant deficiencies were noted.

2. Financial performance

This section of our report summarises the main features of the financial statements and key movements from the prior financial year.

Reconciliation to accounts

The reconciliation of the trial balance to the audited statutory financial statements is as follows:

	£
Net income per the Trust's management accounts	(500,929)
<i>Audit adjustments</i>	
Incorporation of actuarial information into the financial statements	766,000
Net adjustment to remove deferred income in 2020/21 and adjust for 2019/20 deferred income	(60,810)
Job Retention Scheme income as it relates to 2019/20	33,709
Museums and Galleries Tax Relief noted in funds for budgetary purposes	(21,437)
Net expenditure per the financial statements	216,533

Review of financial performance

1. Statement of Financial Activities (SOFA)

	2021	2020	Commentary
	£	£	
Total income	6,776,950	7,202,738	<p>The management fee received from the Council is comparable to the prior year (£4,857,569 in 2020/21 in comparison to £4,945,950).</p> <p>There has been a significant reduction in income from charitable activities (c. £1.6 million) due primarily to the pandemic which has resulted in the closure of venues, postponement of events and a freeze on membership direct debits. This has been offset by the receipt of external funding (c. £1.3million), of which £1,089,891 is receipt of Coronavirus Job Retention Scheme (CJRS) funding.</p>
Total expenditure	6,993,483	7,804,149	<p>Overall expenditure has decreased in comparison with the previous year. This is primarily due to the pandemic which has resulted in vacancies not being filled, savings from reduced service provision during facilities closures.</p> <p>The impact from the incorporation of the actuarial pension liability has increased total expenditure. In 2019/20 £463,000 pension related costs were incorporated into the financial statements in comparison to £766,000 in 2020/21.</p>
Total funds	(216,533)	(601,411)	

2. Financial performance

2. Funds

	2021	2020	Commentary
	£	£	
Unrestricted	629,336	131,070	<p>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.</p>
Designated	44,920	54,530	
Pension reserve	(3,229,000)	9,000	<p>At 31 March 2020, East Ayrshire Leisure showed a net pension asset of £9,000. By 31 March 2021 this had decreased to a net pension liability of £3.229million.</p> <p>Formal actuarial valuations are carried out every three years, where each employer's assets and liabilities (obligations) are calculated on a detailed basis, using individual member data, for cash contribution setting purposes. The 31 March 2020 formal valuations for Scottish LGPS Funds were concluded by 31 March 2021.</p> <p>The accounting balance sheet position as at 31 March 2021 is based on the roll forward from the 2020 formal valuation. This differs to the balance sheet position as at 31 March 2020 which was based on a roll forward from the 2017 formal valuation. This 'step change' can lead to sizeable asset and obligation 'remeasurement experience' items in the reconciliation of the balance sheet from 31 March 2020 to 31 March 2021. In addition increases in price/salary increase assumptions and reductions in the discount rate as a result of reducing corporate bond rates have increased the pension liability.</p> <p>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 local government pension scheme, should they cease to exist.</p>
Restricted	124,061	63,250	
Total funds	(2,430,683)	257,850	

3. Significant risk areas

Significant risks are defined by professional standards as risks that, in the judgement of the auditor, require special audit consideration. In identifying risks, we consider the nature of the risk, the potential magnitude of misstatement, and its likelihood. Significant risks are those risks that have a higher risk of material misstatement.

Key risk area	Audit Approach	Conclusions
Revenue recognition Under ISA (UK) 240 there is a presumed risk of fraud in relation to revenue recognition. The presumption is that the Trust could adopt accounting policies or recognise income in such a way as to lead to a material misstatement in the reported financial position. Risk assessment: High	<p>In respect of the management fee the Trust receive from East Ayrshire Council, we do not consider the revenue recognition risk to be significant due to a lack of incentive and opportunity to manipulate this revenue stream. We have therefore rebutted the revenue recognition risk in respect of this revenue stream.</p> <p>The risk of fraud in relation to revenue recognition, however, is present in all other revenue streams. We evaluated each material revenue stream, including the controls over revenue accounting. We conducted substantive testing on all material revenue streams to confirm revenue has been recognised appropriately and in line with accounting policies.</p>	<p>We have gained reasonable assurance on the completeness and occurrence of income and we are satisfied that income is fairly stated in the financial statements.</p>
Management override Under ISA (UK) 240 there is a presumed risk that management have the ability to process transactions or make adjustments to financial records outside of the normal financial control processes. Such transactions could lead to a material misstatement in the financial statements. Risk assessment: High	<p>In response to this risk we reviewed the Trust's accounting records and obtained evidence for any significant transactions outside the normal course of business to ensure these are valid and accounted for correctly. We reviewed the key accounting estimates, judgements and decisions made by management</p>	<p>We have not identified any indications of management override in the year.</p> <p>We did not identify any areas of bias in key judgements made by management and judgements were consistent with prior years.</p>
Key accounting estimate – pension assumptions An actuarial estimate of the pension fund asset/liability is calculated on an annual basis under FRS 102 and on a triennial funding basis by an independent firm of actuaries with specialist knowledge and experience. The estimates are based on the most up to date membership date held by the pension fund and have regard to local factors such as mortality rates and expected pay rises with other assumptions around inflation when calculating the liabilities. There is a risk that the assumptions used are not appropriate. Risk assessment: High	<p>We reviewed the controls in place to ensure that the data provided from the pension fund to the actuary is complete and accurate. We reviewed the reasonableness of the assumptions used in the calculation against other local government pension fund actuaries and other observable data. We agreed the disclosures in the financial statements to information provided by the actuary.</p>	<p>Refer to section 4 of this report. Overall no issues were identified over the pension assumptions applied.</p>

3. Significant risk areas (continued)

Significant risks are defined by professional standards as risks that, in the judgement of the auditor, require special audit consideration. In identifying risks, we consider the nature of the risk, the potential magnitude of misstatement, and its likelihood. Significant risks are those risks that have a higher risk of material misstatement.

Key risk area	Audit Approach	Conclusions
<p>Impact of COVID-19 on the Trust</p> <p>We continue to monitor the impact COVID-19 could have on the financial statements. COVID-19 continues to present unprecedented challenges to the operation, financial management and governance of organisations, including charities. It is uncertain how long these challenges will persist.</p> <p>Risks include access to additional funding during the pandemic and the associated accounting treatment, application of the Coronavirus Job Retention Scheme, business continuity risks, increased cyber security risks due to greater home working, supply chain resilience, key person dependency and inability to access business critical facilities.</p> <p>Risk assessment: High</p>	<p>We considered the ability of the Trust to operate over the period and the impact on financial statements in-year as well as the impact on future funding streams and financial sustainability. We carried out testing over the application of the Coronavirus Job Retention Scheme (CJRS).</p>	<p>We are pleased to report those risks we identified at the planning stages did not materialise.</p> <p>From the audit work carried out over the application of the CJRS we noted the following:</p> <ul style="list-style-type: none"> • The Trust applied to the Scheme following consultation with its legal advisors, East Ayrshire Council, and the wider sector • HMRC has inspected the Trust's claims made during 2020/21; their findings have yet to be reported • In December 2020, the Trust realised that claims for fixed contract staff had inadvertently included the pay award of 3% which had been awarded 1 April 2020. The Trust adjusted all prior claims for fixed contract staff by 3% and adjusted the December claim by the amount of £17,973.09. There was no adjustment required for variable contract employees as they had been paid the higher of average payments for 2019-20 or the equivalent period in prior year. • Our sample testing on CJRS claimed identified no issues.
<p>Going concern including the consideration of the impact of the Covid-19 pandemic</p> <p>The Trustees must undertake a formal assessment of the Trust's ability to continue as a going concern for at least the 12 months following the signing of the financial statements at both the planning stage of the audit and at the date the financial statements are signed.</p> <p>This assessment should fully consider the potential impact of the COVID-19 pandemic on the going concern status of the Trust as well as identify any post balance sheet events that may require adjustment to or disclosure in the financial statements.</p> <p>Risk assessment: Initial : Medium Reassessed: Low</p>	<p>Refer to section 5 of this report in respect of audit work performed on going concern.</p>	<p>Refer to section 5 of this report.</p> <p>We confirm that there are no issues affecting the Trust's ability to continue as a going concern. As highlighted in the financial statements, the current funding agreement with East Ayrshire Council covers up to 31 March 2022. In the Board's opinion, the Trust will be able to continue for the foreseeable future.</p> <p>The Trust received a letter of comfort from East Ayrshire Council confirming that the Council will cover the cash flow management of the charity over the 12 month period from the date of approval of the accounts</p> <p>We concur with management's assessment that it is appropriate to continue to adopt the going concern basis and there are no material uncertainties relating to going concern which should be disclosed in the financial statements.</p>

4. Estimates and judgements

During the audit planning process we identified the following area which requires significant estimation or judgement. Our audit work consisted of reviewing this key area for any indication of bias and assessing whether the judgements used by management are reasonable. We have summarised our assessment of this below, categorised between **Prudent**, **Balanced** and **Optimistic**.

Area	Assessment	Comment
Pension assumptions	Balanced	<p>An actuarial estimate of the pension fund asset/liability is calculated on an annual basis under FRS 102 and on a triennial funding basis by an independent firm of actuaries with specialist knowledge and experience.</p> <p>We have considered the competence, capability and objectivity of the actuary in line with the requirements of ISA (UK) 500 'Audit Evidence'. From this review we did not identify any items which gave us cause for concern over the suitability of the actuary.</p> <p>We reviewed the reasonableness of the assumptions used in the calculation against other local government pension fund actuaries and other observable data, with no issues identified. In addition we reviewed the information in the actuarial report for completeness and accuracy against the published pension fund data.</p>

5. Going Concern

As auditors, we are required to “obtain sufficient appropriate audit evidence about the appropriateness of management's use of the going concern assumption in the preparation and presentation of the financial statements and to conclude whether there is a material uncertainty about the entity's ability to continue as a going concern” (ISA (UK) 570).

Management's assessment of going concern

East Ayrshire Leisure Trust has prepared its financial statements on the going concern basis. Management believe that the financial statements should be prepared on the going concern basis due to the following:

- The current funding agreement with East Ayrshire Council covers up to 31 March 2022.
- Assurances have been provided by East Ayrshire Council to cover the cash flow management of the Trust over the 12 month period from the date of approval of the accounts.

Management's assessment covers a period of at least 12 months from expected date of approval of the accounts

Audit work performed

ISA 570 (revised) specifies mandatory procedures that we are required to carry out on going concern.

In order to gain assurance on these matters our work has included:

- a review of budgets covering a period of 12 months from the expected signing of the audit report, together with post year end management accounts;
- a review of minutes of post balance sheet Board meetings;
- enquiring of senior management concerning litigation, claims and assessments; and
- consideration of the impact COVID-19 has had on the organisation.

Other factors

In 2020/21, the Trust reported a significant reduction in income from charitable activities primarily due to the pandemic which resulted in the closure of venues, postponement of events and a freeze on membership direct debits. This however has been offset by the receipt of external funding (c. £1.3million), of which £1,089,891 is receipt of Coronavirus Job Retention Scheme (CJRS) funding. Management accounts for the year ended 31 March 2021 reported a net surplus position of £510,439.

A balanced budget has been set and approved for 2021/22. The Best Value review in 2017 established a savings requirement of £1.056million by 2021/22. The balance to be achieved in 2021/22 is £190,670 which has been incorporated into the balanced budget.

The Trust's reserves policy is to hold a minimum of 2% (approx. £140k) unrestricted funds not committed. As at 31 March 2021, unrestricted funds were £629,336..

Pension contributions: The last actuarial valuation was at 31st March 2020 and following this valuation employer's contributions have been set at 19.3% for the years ended 31st March 2022, 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.

Disclosures

We have reviewed the disclosures set out in the financial statements and concluded that they are sufficient and appropriate.

Conclusion

We concur with management's assessment that it is appropriate to continue to adopt the going concern basis and there are no material uncertainties relating to going concern which should be disclosed in the financial statements.

8. Audit communication

Materiality

Whilst our audit procedures are designed to identify misstatements which are material to our audit opinion, we also report to those charged with governance and management any uncorrected misstatements of lower value errors to the extent that our audit identifies these.

Under ISA (UK) 260 'Communication with those charged with governance', we are obliged to report uncorrected omissions or misstatements other than those which are 'clearly trivial' to those charged with governance. ISA (UK) 260 defines 'clearly trivial' as matters that are clearly inconsequential, whether taken individually or in aggregate and whether judged by any quantitative or qualitative criteria.

An omission or misstatement is regarded as material if it would reasonably influence the users of the financial statements. The assessment of what is material is a matter of professional judgement and is affected by our assessment of the risk profile of the business and the needs of the users.

Our assessment of materiality for this year is shown over.

Accounting policies

The accounting policies used in preparing the financial statements are unchanged from the prior year.

Presentation and disclosures

Our work included a review of the adequacy of disclosures in the financial statements and consideration of the appropriateness of the accounting policies and estimation techniques adopted by the entity.

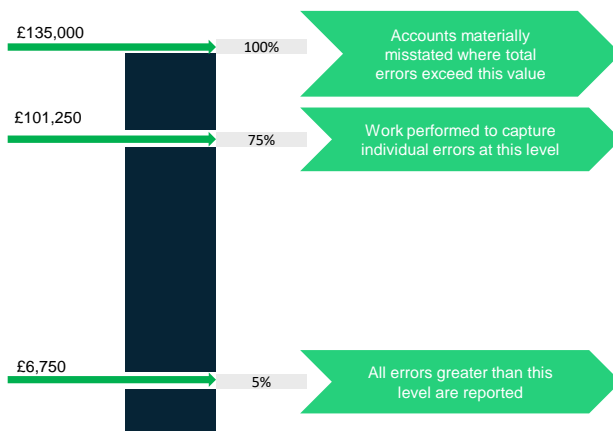
Overall we found the disclosed accounting policies, significant accounting estimates and the overall disclosures and presentation to be appropriate.

Fraud and suspected fraud

We have previously discussed the risk of fraud with management. We have not been made aware of any incidents in the period nor have any incidents come to our attention as a result of our audit testing.

Our work as auditor is not intended to identify any instances of fraud of a non-material nature and should not be relied upon for this purpose. In the event that the trustees wish to obtain enhanced assurance with regard to the effectiveness of internal control in preventing and detecting fraud we should be happy to provide additional services.

Materiality



Trivial misstatements

No trivial misstatements were identified.

Materiality

Our materiality was assessed based on approximately 2% of incoming resources. We consider incoming resources to be the principal consideration for the users of the financial statements when assessing the performance of the Trust.

Written representations

We will present the final letter of representation to the Board to sign at the same time as the financial statements are approved.

Related parties

We are not aware of any related party transactions which have not been disclosed.

Confirmations from third parties

We have received third party confirmations in respect of bank and legal confirmations.

9. Internal controls

Control environment

The purpose of an audit is to express an opinion on the financial statements. As part of our work we considered internal controls relevant to the preparation of the financial statements such that we were able to design appropriate audit procedures. Our audit is not designed to test all internal controls or identify all areas of control weakness. We are pleased to report that our work did not identify any system weaknesses.

Area	Assessment	Comment
Control and process environment	Satisfactory	We consider the control environment within the entity to be satisfactory.
Quality of supporting schedules	Satisfactory	The supporting schedules received during the course of the fieldwork were sufficient for our audit purposes.
Responses to audit queries	Satisfactory	Management's responses to our audit queries were appropriate and received on a timely basis.

10. Independence and ethics

Independence and Ethics

In accordance with our profession's ethical guidance and further to our audit planning letter issued confirming audit arrangements there are no further matters to bring to your attention in relation to our integrity, objectivity and independence.

We confirm that Azets Audit Services and the engagement team complied with the FRC's Ethical Standard. We confirm that all threats to our independence have been properly addressed through appropriate safeguards and that we are independent and able to express an objective opinion on the financial statements.

Audit and non-audit services

The following services were provided in the year to 31 March 2021 and to 31 March 2020.

Audit services	Fees 2020 £	Fees 2019 £
Audit of financial statements	12,000	11,000

Non audit service	Fees 2020 £	Fees 2019 £	Potential threats	Safeguards applied
Preparation of statutory accounts	2,750	2,500	Self review	Trustees sign and approve all adjustments made to the financial statements.
Tax and VAT services	2,125	2,060		Whilst the preparation of statutory financial statements is carried out by members of the audit team, these are subject to review by an individual separate from the audit team.
Due diligence	8,000	0		All other services are provided and reviewed by staff separate from the audit team.
Total non-audit services	£12,875	£4,560		

