

# EAST AYRSHIRE LEISURE ANNUAL REPORT 2021/22





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# MESSAGE FROM THE CHAIR

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I am delighted to introduce East Ayrshire Leisure Trust's Annual Report and Accounts, covering the financial year 2021-22.

During this time we saw an element of recovery from the global pandemic, however, COVID-19 continued to have an impact on us all as we were faced with constant uncertainty around restrictions, new variants and further lockdowns. Every time we thought we were heading for some kind of 'normality', we encountered new limitations that affected our facilities, services and our financial position. However, our commitment to providing the best leisure services possible never faltered.

Despite having to operate under very difficult circumstances, the Trust continued to show a strong performance, incredible adaptability and versatility throughout the year, also achieving an unqualified audit from our External Auditors.

Our usual extensive programme was compromised with reduced capacities in our venues, but we continued to provide cultural, sporting and leisure activities and experiences, ensuring that Leisure remained at the Heart of Our Communities.

A few of my personal highlights from the year are detailed below.

Golf continued to grow throughout 2021/22 and has now exceeded pre-pandemic figures – in fact we are now seeing more golfers playing at Annanhill Golf Course than we have done in the last 5 years! With more people enjoying the outdoors, the pandemic introduced golf to a whole new audience; we have more season ticket holders than ever before, including a significant number of youth, concession and corporate members. We have been receiving excellent

feedback, with one of our visitors commenting "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!"

We received a grant of £43,000 from the Scottish Government to deliver a summer programme of activities to help improve the wellbeing of children and young people across East Ayrshire. This provided us with a great opportunity to work with local and national partners to coordinate and deliver holiday activities and outdoor experiences at the Dean Castle Country Park, sports facilities and Community Centres. We were able to integrate food provision and wider family support where needed, and target low income families, children and young people particularly affected by the impacts of the pandemic.

The Barony Sports Village in Cumnock was opened in June 2021 providing state of the art sport and community facilities, and excellent opportunities for partnership working. A month after opening, the Village hosted the first Eric Bennett Memorial organised by Cumnock Juniors Community Enterprise. The festival, having being postponed twice, took place over 3 days and welcomed over 1200 young people



SUMMER READING CHALLENGE



ANNANHILL GOLF COURSE



SUMMER ACTIVITIES AT AYRSHIRE ATHLETICS ARENA



RAINBOW RAMBLE



from all over Scotland. The event was so well received; “Grassroots football is a huge part of my life and I have struggled as I watched our beautiful game suffer over the last 16 months.....our young people needed something to look forward to”

In 2020, we also had to postpone a number of high profile and innovative exhibitions so we were delighted that we were able to reschedule them for 2021/22. Two exhibitions of particular note were Grayson Perry’s the “Vanity of Small Differences” at the Dick Institute, Kilmarnock and Matisse “Drawing with Scissors” at the Baird Institute in Cumnock. Both exhibitions took place in the early part of 2022 and were well received by locals and visitors to East Ayrshire.

As we continue on our journey of recovery, we look forward to bringing new and exciting projects, activities and events to all of our communities and visitors to the area.



Councillor Clare Maitland  
Chair, East Ayrshire Leisure Trust



MATISSE - DRAWING WITH SCISSORS



# MESSAGE FROM THE CHIEF OFFICER

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I am delighted to present our Annual Report and Accounts for 2021-22; the Trust's 9th year of operation and my 3rd year as Chief Officer.

Whilst we entered this year looking forward to recovery and renewal, I was also conscious that 2021-22 could actually be more difficult than the previous year. We had a duty of care to make sure our staff teams felt safe and supported as we reactivated services and that our communities were reassured we were taking all appropriate measures to keep them feeling comfortable when in our venues. We also had the challenges of reduced capacities within facilities and pressures of reduced income to deal with.

Since taking up this post in May 2019, I have been determined to lead the Trust in a new strategic direction. The pandemic and subsequent lockdowns, restrictions and a significant percentage of the team on furlough leave has not helped in this endeavour! However, despite all of this, we came out of 2020 with a new vision, mission, a set of values and 6 strategic themes to guide all our work. If we could do all of that during a global pandemic and still offer valuable services to our communities, I knew there was no holding us back in 2021/22.

One of the first major pieces of work that we undertook was the development of our first ever Leisure Facility Strategy. This is a 10 year plan, which clearly states our vision and priorities for each and every one of our venues. It has been very clear through engagement with customers and staff that we have to continue to provide high quality facilities that will support our innovative programming. The Strategy has been well received by customers, stakeholders and potential funders and I'm delighted that we have already achieved a

number of the actions after a very short period of time. To continue to grow and work towards achieving our ambition to be a sustainable and resilient organisation, there are a number of other pieces of work that we identified as a priority to support our recovery and renewal agenda.

We now have a 5 year Financial Strategy and a 3 year Digital Transformation Action Plan. These are critical documents that will underpin and complement our Corporate and Service

Delivery Plans. I also had the great privilege of working alongside our Collections and Museums teams this year as we produced our first Collection Development Strategy. In East Ayrshire we have the most outstanding museum collections and as well as ensuring they are properly looked after, we outline how we will expand and complement our existing collections. If you haven't visited our museums in a while, I urge you to do so - there is always something there that you haven't seen before!

As we have spent this year focusing on recovery and renewal, whilst always exploring new ways of delivering the highest quality services and programmes for our communities, we have made great strides in "Creating a Solid Foundation for Growth" looking to future developments and expansion.

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

*Anneke Freel*



Anneke Freel  
Chief Officer



# TRUSTEES' REPORT

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The Trustees are pleased to present their Annual Report and Accounts for the year ended 31st March 2022. 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.



STAFF VISIT TO VIEW DEAN CASTLE WORKS



# OUR VISION, MISSION AND VALUES

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## 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

**B**eing **honest** and demonstrating **integrity** at all times

**E**ngaging and **inclusive** with our people, partners and communities

**S**triving for continuous improvement by being **ambitious** and **aspirational** in all that we do

**T**aking **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

### 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.

### 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.

### 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.

### 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.



SUMMER READING CHALLENGE



# EAST AYRSHIRE LEISURE SERVICES

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## 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

### 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.

### CULTURAL DEVELOPMENT

The team, encompassing Collection Care Development, Library Development (Operations), Library Development (Engagement), Museum Development and Visual Arts Development are responsible for the operation of museums, the conservation and care of EAC collections, statutory library provision, and the creative programming across all venues with a particular focus on museums, libraries, visual arts and exhibitions. The team work closely with local, regional, national and international agencies/providers, East Ayrshire Creative Minds Team and local community groups to support the promotion of East Ayrshire's Cultural Heritage, whilst developing challenging, innovative, and inspiring programmes and contemporary exhibitions that attract visitors to the area.

### 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 & 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.

## 1. 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.

## 2. AYRSHIRE ATHLETICS ARENA

Designed and built to the highest standard, this premier athletics and sports training facility boasts a UK Athletics Class A outdoor athletics facility with Mondo surface and 6 lane 63m indoor training area and a gym. 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.



## 3. BAIRD INSTITUTE

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



## 4. BURNS HOUSE MUSEUM & LIBRARY

The Burns House Museum & 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.



## 5. 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.





## 6. DEAN CASTLE COUNTRY PARK

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.



## 7. DICK INSTITUTE

The Dick Institute is one of the most important cultural venues in the south-west of Scotland, featuring the largest museum, gallery spaces 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.



## 8. LEISURE CENTRES: AUCHINLECK, DOON VALLEY, GRANGE, LOUDOUN, MCILVANNEY, ST JOSEPH'S & ROSE REILLY

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.

## 9. PALACE THEATRE & GRAND HALL COMPLEX

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



## 10. 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** Partner Trustees, nominated by East Ayrshire Council.

**2** Council Officer Trustees nominated by East Ayrshire Council to act as Trustees, but without voting rights.

| TRUSTEES                                 | APPOINTMENT DATE  | RESIGNATION DATE |
|--|---|------------------|
| <b>PARTNER TRUSTEES</b>                  |   |                  |
| Elena Whitman (Chair until 24 June 2021) | 18th May 2017 (Reappointed 17th September 2019)                                       | 24 June 2021     |
| Neil McGhee                              | 13th March 2013 (Reappointed 18th May 2017, 17th September 2019 and 6th October 2020) | 24 June 2021     |
| Ian Grant                                | 18th May 2017   | 22 February 2022 |
| Clare Maitland (Chair from 24 June 2021) | 18th May 2017   |                  |
| Iain Linton                              | 25th June 2015 (Reappointed 2nd November 2017)  | 18th May 2017    |
| John McGhee                              | 24 June 2021  | 5th May 2022     |
| Jim Roberts                              | 24 June 2021  | 5th May 2022     |
| James Adams                              | 28th June 2022  |                  |
| Linda Holland                            | 28th June 2022  |                  |
| Graham Boyd                              | 28th June 2022  |                  |
| Joe McLachlan (ex officio)               | 27th August 2015  |                  |
| Robert McCulloch (ex officio)            | 17th May 2018   | 22 February 2022 |
| Blair Miller (ex officio)                | 22 February 2022  |                  |

|                             |   |                     |
|-----------------------------|---|---------------------|
| <b>INDEPENDENT TRUSTEES</b> |   |                     |
| Robin Hume                  | 13th June 2013 (Reappointed 27th August 2015, 17th September 2019 and 6th October 2020) |                     |
| Jean Brown                  | 13th June 2013 (Reappointed 17th September 2019 and 6th October 2020)                   | 1st July 2021       |
| June Minnery                | 13th June 2013 (Reappointed 27th August 2015, 17th September 2019 and 6th October 2020) | 14th September 2021 |
| Andy Wilson                 |   |                     |
| Jackie Livingston           | 1st July 2015 (Reappointed 6th October 2020)  |                     |
| Robbie Mann                 | 8th September 2016 (Reappointed 17th September 2019)                                    |                     |
| James Adams                 | 20th July 2021  | 28th June 2022      |
| David Ross                  | 20th 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.

#### MANAGEMENT ARRANGEMENTS

The Chief Officer and Executive 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                                   |
| Paul Mathieson | Head of Operational Services<br>(appointed 15th August 2022) |

#### SENIOR MANAGEMENT TEAM

|                   |  |
|-------------------|--|
| Janice Gilmour    | Development Manager,<br>Community & Performing Arts        |
| Christine Keenan  | Development Manager,<br>Property & Estates                 |
| Phillipa MacInnes | Development Manager, Culture<br>(resigned 30th March 2022) |
| Louise Murphy     | Development Manager, Leisure<br>(resigned 11th July 2022)  |
| Greig Russell     | Development Manager, Sports                                |
| Dianne Reid       | Development Manager,<br>Relationship & Business            |
| Lorraine Russell  | Development Manager,<br>Finance & Business                 |

#### ADMINISTRATIVE INFORMATION

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

01563 554710

#### AUDITOR

Scott-Moncrieff  
Exchange Place 3  
Semple Street  
Edinburgh  
EH3 8BL

#### SOLICITORS

East Ayrshire Council  
London Road Headquarters  
Kilmarnock  
KA3 7BU

#### BANKERS

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

CHARITY NUMBER SC043987







# FINANCIAL REVIEW

The period to 31st March 2022 was the Trust's ninth year of activity. In the period, East Ayrshire Leisure Trust reported an unrestricted surplus of £455,644 which will be reduced to £132,014 following designation of items that were included in the 2021/22 projections but were not completed or delivered by 31st March 2022.

At 31st March 2022, the actuarial valuation of the pension scheme resulted in a net pension asset of £46,000 this being recognised in the Balance Sheet. The valuation has resulted in an actuarial gain of £4,384,000 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

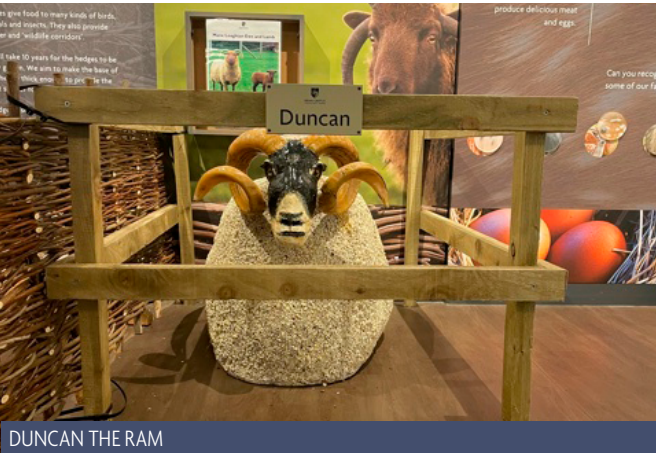
East Ayrshire Leisure Trust receives funding from East Ayrshire Council to support the delivery of an agreed range of services. Significant savings have been generated since the inception of the Trust and a Best Value Review has confirmed savings required for the period 2019-22.

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 2022/23 is set out below:

2022/23

|  |           |
|--|-----------|
| Baseline Budget (excl savings)               | 4,712,850 |
| Savings Target (following Best Value Review) | (162,000) |
| Baseline Budget (after savings)              | 4,550,850 |



## 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 prioritise areas of concern. The Risk Register is reviewed regularly as part of the Trustees consideration of the quarterly performance report.

Key risks in 2021-22 included: reduction in funding received from East Ayrshire Council, partners and external stakeholders not seeing East Ayrshire Leisure Trust as a partner of choice, failure to deliver Business Plan targets and the loss of external funding, a lack of capital investment or maintenance, reduction in facilities and loss of income. A new Risk Register was devised late March 2020 to address risks associated with the impact of the COVID-19 pandemic. This was under constant review throughout 2021-22 and risks associated with COVID-19 which are still deemed relevant have been integrated into the core risk register.

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 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.

East Ayrshire Leisure has signed up to East Ayrshire Council's Property Pledge to ensure a partnership approach to maintaining high quality facilities.

## 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 next:



WINTER FESTIVAL PROJECTION - DOWER HOUSE, DEAN CASTLE COUNTRY PARK



# ACHIEVEMENT & PERFORMANCE



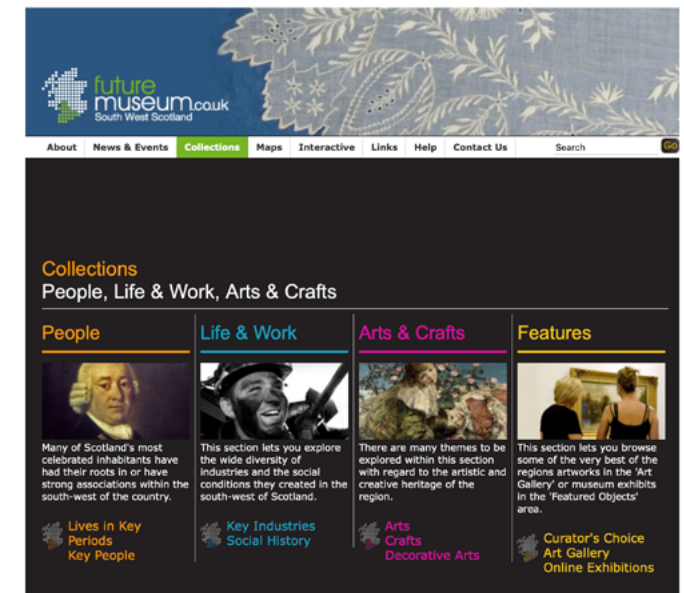
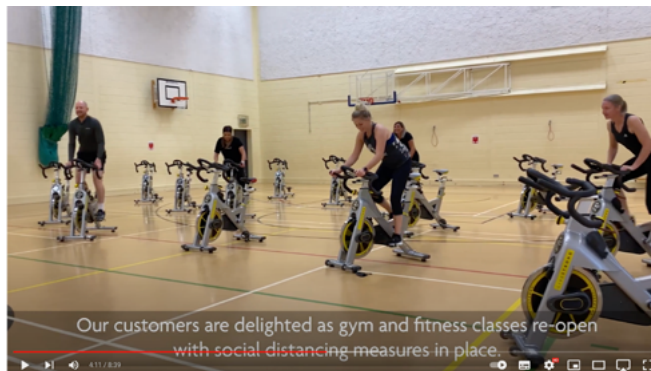
## Sharing Our Vision

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:

- A digital gap analysis was carried out, which led to the production of a 3 year Digital Transformation Action Plan that identifies key areas of priority for modernisation of our services.
- A successful bid was made to Creative Scotland for £47k to carry out a full revamp of futuremuseum.com. The website brings together museum collections from across South West Scotland and this development project, which is scheduled for completion in 2023, will allow the site to be more accessible and interactive, opening up the collections to a much wider audience.
- We achieved 'Recognition' status for our music instruments from Museum Galleries Scotland.
- As a celebration of all of the activities that we were able to provide during the pandemic, a 'Year in Lockdown' video was produced and circulated to all staff and customers.



# ACHIEVEMENT & PERFORMANCE



## 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:

- We produced our first ever Leisure Facility Strategy which provides a vision and key priorities for each of our venues.
- Drongan and Rose Reilly synthetic grass pitches were replaced as part of the sports pitch renewal programme.
- The first section of Darvel to Loudoun Hill path network was completed and opened to the public.
- Stage 2 of the Kilmarnock Green Infinity Loop (the figure of 8 cycle path network) was finalised and funding secured for stages 3 and 4.
- We appointed a design team to work on the multi-million pound Cultural Kilmarnock project which will see the development of a Cultural Park in Kilmarnock, alongside the refurbishment and modernisation of the Palace Theatre and Grand Hall.
- A new gym was opened at Ayrshire Athletics Arena.
- The Barony Sports Village was opened in June 2021.



infinity loop  
KILMARNOCK



CULTURAL KILMARNOCK PROJECT



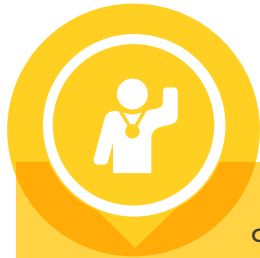
GYM @ AYRSHIRE ATHLETICS ARENA



PITCHES @ BARONY SPORTS VILLAGE



# ACHIEVEMENT & PERFORMANCE



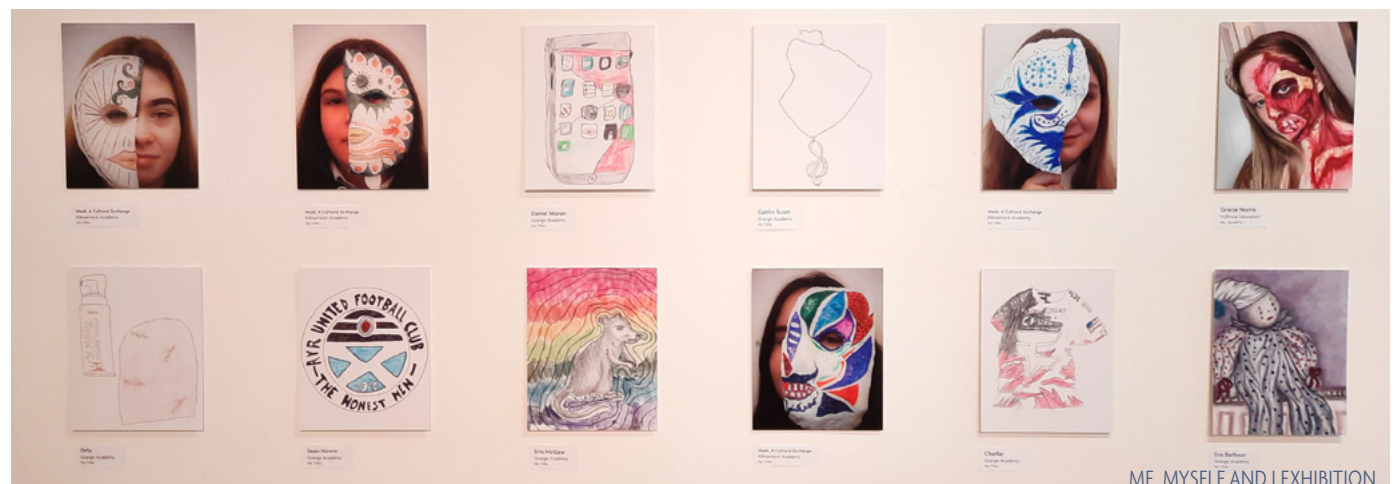
## Living Your Best Life

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:

- The results of our photography competition 'Me, Myself and I' were on display in the Young People's Gallery at the Dick Institute, showcasing the talents of our local youngsters.
- East Ayrshire Youth Theatre hosted their first showcase event after the COVID 19 lockdowns.
- We purchased a new Collection Management System, Axiell, which allowed for the completion of the 'Rapid Inventory', ensuring all collection items were entered and catalogued.
- The natural health project grew from strength to strength and was able to support 6 young people being referred through Children and Adolescent Mental Health Services (CAMHS). The project also supported Alzheimers Scotland and provided activities for people suffering from dementia.
- Our fitness programmes proved more popular than ever,





# ACHIEVEMENT & PERFORMANCE



## Investing In Our People and 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 created our online Training & Development Plan, allowing greater opportunities and access to learning for everyone within the organisation.
- 5 apprentices worked alongside the Estates team
- We introduced a Volunteer Impact Assessment to ensure that we capture the impact that volunteering activities have on the individual, the community and the organisation
- We introduced our Trustee Ambassador Scheme, aligning our Board of Trustees with our Strategic Themes, and providing a focussed portfolio for each of them.

- An evaluation of the annual employee review programme was carried out with the introduction of a tailored Review of BEST practice programme to support staff continuous improvement.

Are you interested in becoming East Ayrshire Leisure's **TRUSTEE AMBASSADOR** for **INVESTING IN PEOPLE AND EMBRACING OUR VALUES**?

If you would like to be involved in advancing the development of our **HUMAN RESOURCES, TRADE UNIONS AND VOLUNTEERING** within East Ayrshire, then we want to hear from you.



APPRENTICES WITH THE ESTATES TEAM

# ACHIEVEMENT & PERFORMANCE



## 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 & ACHIEVEMENTS:

- Online bookings were introduced for our Fitness programme, alongside direct debit payments for swimming and coaching programmes, allowing much easier access for our customers.
- We developed a 5 year Financial Strategy to set out our priorities for sound financial management and opportunities for growth.
- We introduced an Organisational Learning Framework which analyses feedback from events and activities, staff and customer comments and complaints, venue visits and audits and external accreditation schemes. This new way of working ensures we continually learn from, and improve, our services whilst also celebrating good practice.



## 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 was recruited to work with staff teams on the development and delivery of this key Theme.



# ACHIEVEMENT & PERFORMANCE

## ONLINE VISITORS

[eastayrshireleisure.com](http://eastayrshireleisure.com)

We continue to monitor performance and develop our website regularly, adapting to digital trends and business needs as appropriate.

We had 413,995 sessions on our site, which is an increase of 220% from 129,000 the previous year. However, it is recognised that 20/21 was an unprecedented year due to the Covid-19 pandemic. Therefore, 19/20 has been used as the baseline for comparison. There has been an increase of 27% on the 2019/20 figures.

## SOCIAL MEDIA

Our East Ayrshire Leisure Trust and additional facility Facebook pages have continued to attract significant increases, as have our Twitter accounts. Engagement levels continue to grow with our Facebook accounts having 44,403 followers in total. Twitter followers have increased to 6,679.

We have started to capitalise on this growth with future developments and plans are underway to expand across additional platforms including TikTok, Instagram and Spotify. Instagram engagement has increased with this platform now having 1283 followers.



WEBSITE  
SESSIONS  
413,995



FACEBOOK  
FOLLOWERS  
44,403



TWITTER  
FOLLOWERS  
6,679



INSTAGRAM  
FOLLOWERS  
1283







# FUTURE DEVELOPMENTS

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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.







DEAN CASTLE RESTORATION & REPAIRS WORKS





Whilst the COVID-19 pandemic has meant we've had to devise new ways of working, 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 will implement our organisational review and embed our 6 strategic themes across all our structures and processes
- 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 a review of our security arrangements, and will continue to monitor the management of our collections.

- 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 Leisure Facility Strategy.







POND DIPPING



CUMNOCK HISTORY GROUP- PLOUGHING UP OUR PAST



PETER HOWSON EXHIBITION

# 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 4 October 2022 and signed on its behalf by:



Clare Maitland (Chair)  
Trustee



Anneke Freel  
Chief Officer





# STATEMENT OF FINANCIAL ACTIVITIES

|   | Notes     | Unrestricted<br>Fund<br>2022 | Restricted<br>Funds<br>2022 | 2022             | 2021               |
|---|-----------|------------------------------|-----------------------------|------------------|--------------------|
|   |           | £                            | £                           | £                | £                  |
| <b>Income from:</b>   |           |                              |                             |                  |                    |
| Charitable activities                                       | 3         | 6,794,066                    | 652,471                     | 7,446,537        | 6,776,616          |
| Investments   | 3         | 160                          | -                           | 160              | 334                |
| <b>Total income</b>   |           | <b>6,794,226</b>             | <b>652,471</b>              | <b>7,446,697</b> | <b>6,776,950</b>   |
| <b>Expenditure on:</b>                                      |           |                              |                             |                  |                    |
| Charitable activities                                       | 4         | 7,355,220                    | 459,150                     | 7,814,370        | 6,985,483          |
| Other (net interest defined benefit pension scheme)         | 8         | 75,000                       | -                           | 75,000           | 8,000              |
| <b>Total expenditure</b>                                    |           | <b>7,430,220</b>             | <b>459,150</b>              | <b>7,889,370</b> | <b>6,993,483</b>   |
| <b>Net (expenditure)/income</b>                             |           | <b>(635,994)</b>             | <b>193,321</b>              | <b>(442,673)</b> | <b>(216,533)</b>   |
| <b>Transfer between funds</b>                               |           | <b>(3,776)</b>               | <b>3,776</b>                | <b>-</b>         | <b>-</b>           |
| <b>Other recognised gains/(losses):</b>                     |           |                              |                             |                  |                    |
| Actuarial gains/(losses) on defined benefit pension schemes | 8         | 4,384,000                    | -                           | 4,384,000        | (2,472,000)        |
| <b>Net movement in funds</b>                                |           | <b>3,744,230</b>             | <b>197,097</b>              | <b>3,941,327</b> | <b>(2,688,533)</b> |
| <b>Reconciliation of funds:</b>                             |           |                              |                             |                  |                    |
| Total funds brought forward                                 |           | (2,554,744)                  | 124,061                     | (2,430,683)      | 257,850            |
| <b>Total funds carried forward</b>                          | <b>16</b> | <b>1,189,486</b>             | <b>321,158</b>              | <b>1,510,644</b> | <b>(2,430,683)</b> |

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







# BALANCE SHEET

|  | Notes | 2022<br>£               | 2021<br>£                 |
|--|-------|-------------------------|---------------------------|
| <b>Fixed assets</b>  |       |                         |                           |
| Tangible assets  | 9     | 31,617                  | 7,417                     |
| Heritage assets  | 10    | 34,920                  | 34,920                    |
|  |       | <u>66,537</u>           | <u>42,337</u>             |
| <b>Current assets</b>  |       |                         |                           |
| Stocks and work in progress                                  | 11    | 24,192                  | 18,920                    |
| Debtors  | 12    | 781,517                 | 354,366                   |
| Cash at bank and in hand                                     | 17    | 1,320,798               | 1,331,832                 |
|  |       | <u>2,126,507</u>        | <u>1,705,118</u>          |
| <b>Liabilities</b>   |       |                         |                           |
| Creditors: Amounts falling due within one year               | 13    | (728,400)               | (949,138)                 |
| <b>Net current assets</b>                                    |       | <u>1,398,107</u>        | <u>755,980</u>            |
| <b>Net assets excluding pension scheme asset/(liability)</b> |       | <u>1,464,644</u>        | <u>798,317</u>            |
| <b>Defined benefit pension scheme asset/(liability)</b>      | 8     | 46,000                  | (3,229,000)               |
| <b>Total net assets/( liabilities)</b>                       |       | <u><u>1,510,644</u></u> | <u><u>(2,430,683)</u></u> |
| <b>The funds of the charity:</b>                             |       |                         |                           |
| Restricted income funds                                      | 16    | 321,158                 | 124,061                   |
| Unrestricted funds   | 16    | 1,143,486               | 674,256                   |
| Unrestricted Fund - Pension reserve                          | 16    | 46,000                  | (3,229,000)               |
| <b>Funds</b>   |       | <u><u>1,510,644</u></u> | <u><u>(2,430,683)</u></u> |



