

PERFORMANCE & AUDIT SUB COMMITTEE



Date: 19 August 2019

Location: St Joseph's Leisure Centre

Start time: 6pm

| AGENDA | | | |
|--|-------------------|-----------------------|-------------------------------|
| AGENDA ITEM | FOR NOTING | FOR DISCUSSION | FOR APPROVAL/ DECISION |
| 1. Apologies for Absence | ✓ | | |
| 2. Declarations of Interest | ✓ | | |
| 3. Notes of Previous Meeting – 28 May 2019 | ✓ | | |
| 4. Performance Report April – June 2019 | | | ✓ |
| 5. Annual Report and Accounts 2018/19 | | | ✓ |
| 6. Staff Recognition Award This is a restricted document and not for onward circulation | | | ✓ |
| 7. AOCB | | | |
| 8. Dates of Next Meetings: Trust AGM/Board: 17 September 2019 Performance & Audit Sub-Committee: 12 November 2019 | | | |

For further information please contact: Anneke Freel, Interim Senior Officer
Email: Anneke.Freel@eastayrshireleisure.com Tel: 01563 554710

PERFORMANCE & AUDIT SUB-COMMITTEE



PERFORMANCE REPORT APRIL TO JUNE 2019

Date: 19 August 2019

Agenda Item: 4

Report by: Anneke Freel, Interim Senior Officer

Summary

This report provides details of the Trust's performance for the period April to June 2019, the first quarter of the 2019/20 financial year. The report projects a breakeven financial position and a favourable position in attendances for Q1.

1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide Trustees with a detailed analysis of Trust performance across a range of headings previously agreed by the Board.

2 BACKGROUND

- 2.1 The Trust's performance reporting procedures are now well established and are regularly reviewed and updated. The Performance Scorecard has been updated and included in this report. The Risk Register is also included with no updates proposed at this time.

3 RESULTS

3.1 BUSINESS PLAN

The report highlights significant progress towards achieving the goals and targets of the 2018/19 Business Plan which has been extended to cover the period 2019/20. This extension was agreed to allow a review of facilities and the management structure to inform the new business plan which will be implemented from April 2020. A wide range of programming and marketing activities have been implemented during the quarter with the aim of generating income and/or attendances.

3.2 FINANCE

A breakeven position is projected in the report and the full details for each service area are included in the report.

Recommendation/s:

It is recommended that Trustees:

- i. Consider and approve the Performance Report for April to June 2019;
- ii. Otherwise note the content of this report.

A handwritten signature in cursive script that reads 'Anneke Freel'.

Signature:

Designation: Interim Senior Officer

Date: 1 August 2019

East Ayrshire Leisure Performs

April – June 2019



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| ▪ Income & Expenditure - by Service | |
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| Risk Register..... | Page 70 |



PROGRESS AGAINST 2016-19 ACTION PLAN

Key: RED (REQUIRES INTERVENTION) AMBER (WITHIN TOLERANCE) GREEN (POSITIVE PERFORMANCE)

STRATEGIC OBJECTIVE ONE – TO BE RECOGNISED AS A PROVIDER OF HIGH QUALITY SERVICES AND FACILITIES THAT ARE WELL USED

| ACTION NO | ACTION | TARGET | PROGRESS (green/amber/red) | ACTION PLAN |
|-----------|--|---|--|---|
| EAL 1.1 | Increase Customer Satisfaction levels | <ul style="list-style-type: none"> Show annual customer satisfaction improvements each year of Business Plan | | |
| EAL 1.2 | Increase attendance levels/ticket sales through programme development both in person and online. | <ul style="list-style-type: none"> Increase levels of attendance/ticket sales by 5% over the term of the business plan. Continue to invest in programme development. Increase online visitor usage by 2% each year of Business Plan | <p><u>Culture and Community Services</u></p> <ul style="list-style-type: none"> Attendance and ticket sales have increased by 10% (104,892 actual – 95,330 target). This is due to the innovative programming and events that have taken place, some of which are detailed in the highlights section. Future Museum unique visits have shown a 3% reduction on target (48,349 actual – 50,000 target). <p><u>Sport and Fitness</u></p> <ul style="list-style-type: none"> Sport & Fitness Q1 attendance projection achieved. (Target =157,930 Actual = 159781) 191 members signed up to Sport and Fitness Direct Debit Memberships- April - June. <p><u>Countryside and Outdoor Activities</u></p> <ul style="list-style-type: none"> Overall attendance and ticket sales have increased by 4.5% against 19/20 target (449,219 = actual; 429,651 = target) | <ul style="list-style-type: none"> Continue to invest in programme and marketing of events that capture both visitors and residents' imagination. Prepare Museum Galleries Scotland funding bid with futuremuseum.co.uk partners for October. Ongoing development and implementation of Sport and Fitness core activities and programmes for Badminton, Fitness, Football and Swimming for children, young people and adults delivered across facility remit. Several new events where introduced including Labyrinth and K24. These will be evaluated using the programming protocol to determine their inclusion in the 2020/21 programme |

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| | | | <u>Overall Attendance Target</u> <ul style="list-style-type: none"> Q1 saw an overall increase in projected targets of 4.5% (projected = 682,911; actual = 713,892) | |
| | | | <u>Corporate Services</u> <ul style="list-style-type: none"> Eastayrshireleisure.com figs have exceeded the targets by almost 2% (76,971 actual – 75,651 target) | |
| EAL 1.3 | Achieve new quality standards and/or maintain current Accreditation standards | Visit Scotland: <ul style="list-style-type: none"> 4 star: Doon Valley Museum 4 star: Dick Institute 4 star: Baird Institute 4/5 star: Dean Castle and Country Park 4 star: Burns House Museum | <ul style="list-style-type: none"> No Change | <ul style="list-style-type: none"> Assessments scheduled for 2019/20 |
| | | Arts Council England Museum Accreditation: <ul style="list-style-type: none"> Dean Castle/Baird/Doon Valley/Burns House/Dick Institute maintained. | <ul style="list-style-type: none"> No Change | |
| | | Collection Significance: <ul style="list-style-type: none"> Musical Instrument/Burns Collections maintained. | <ul style="list-style-type: none"> No Change | |
| | | How Good Is Our Public Library Service: <ul style="list-style-type: none"> 2016/17 – 1 indicator tested 2017/18 – further 2 indicators tested 2018/19 – further 2 indicators tested. | <ul style="list-style-type: none"> No Change | |
| | | British Computer Society Accreditation: <ul style="list-style-type: none"> Maintain annual accreditation | <ul style="list-style-type: none"> No Change | |

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|---------|--|---|---|--|
| | | UKA: <ul style="list-style-type: none"> Maintain Certification at Ayrshire Athletics Arena | <ul style="list-style-type: none"> No Change | |
| | | FIFA: <ul style="list-style-type: none"> Certification of all Synthetic Grass Pitches | <ul style="list-style-type: none"> No Change | |
| | | RLSS: <ul style="list-style-type: none"> Maintain Approved Training Centre status | <ul style="list-style-type: none"> No Change | <ul style="list-style-type: none"> East Ayrshire Leisure are a recognised as RLSS Approved Training Centre. |
| | | Green Flag: <ul style="list-style-type: none"> Gain award for Dean Castle Country Park Gain award for Annanhill Golf Course | <ul style="list-style-type: none"> No Change | <ul style="list-style-type: none"> Assessments scheduled for 2019/20 |
| EAL 1.4 | Maintain and sustain high level partnerships that support service delivery and improvement. | <ul style="list-style-type: none"> Maintain current partnership network. | <ul style="list-style-type: none"> On target with quarter highlights detailed below | <ul style="list-style-type: none"> Develop formal partnership with Kilmarnock Harriers and Kilmarnock Football Club |
| EAL 1.5 | Introduce a system to audit, monitor and improve environmental efficiency across our core facilities | <ul style="list-style-type: none"> Create annual improvement plan and work with East Ayrshire Council to ensure our venues/facilities meet our environmental objectives. | <ul style="list-style-type: none"> On target and monitored through the Climate Change Report | <ul style="list-style-type: none"> Ensure environmental efficiency is incorporated into the facility review |

STRATEGIC OBJECTIVE TWO – TO ENHANCE PEOPLE'S HEALTH AND WELLBEING THROUGH PARTICIPATION

| ACTION NO | ACTION | TARGET | PROGRESS | ACTION PLAN |
|-----------|--|---|--|---|
| EAL 2.1 | Increase general participation /attendance levels across service areas | <ul style="list-style-type: none"> Increase participation/ attendance levels by 5% over the term of the Business Plan. | <ul style="list-style-type: none"> As outlined in 1.2 above | <ul style="list-style-type: none"> Continue to invest in programme and marketing of events that capture both visitors and residents imagination. |
| EAL 2.2 | Increase opportunities for/numbers of young | <ul style="list-style-type: none"> Increase by 1% each year number of young people using our service areas. | <ul style="list-style-type: none"> On target with quarter highlights detailed below | |

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|---------|--|---|--|---|
| | people (12-25) using our services. | <ul style="list-style-type: none"> ▪ Raise £50K external funding during life of Business Plan to support programmes aimed at young people. ▪ Maintain and develop 2 partnerships/initiatives each year to support young people centred programmes e.g. EASC Affiliated Sports Clubs, Youth Arts Network, Vibrant Communities. ▪ Offer reduced cost/free access to facility/project use for targeted groups of young people. ▪ Carry out project surveys to measure behavioural change impact in 2016/17/18/19 | | |
| EAL 2.3 | Maximise access to our facilities and programmes for people with physical, sensory or learning disabilities. | <ul style="list-style-type: none"> ▪ Apply audit findings where appropriate, in 2017/18/19 ▪ Support people using our facilities/ programmes with mixed ability needs. | <ul style="list-style-type: none"> ▪ On target with quarter highlights detailed below | |
| EAL 2.4 | Increase opportunities for/numbers of older people (60+) using our services. | <ul style="list-style-type: none"> ▪ Increase attendance by older people by 1% each year. ▪ Ensure we have programmes that are attractive to older users. ▪ Carry out sample surveys to measure behavioural change impact in 2016/17/18/19 ▪ Develop and maintain partnerships each year to support older people centred programmes e.g. NHS Ayrshire & Arran, Vibrant Communities. | <ul style="list-style-type: none"> ▪ On target with quarter highlights detailed below | <ul style="list-style-type: none"> ▪ Developing programmes with Vibrant Communities team around aspects of library delivery and the Dean Castle project. |

| STRATEGIC OBJECTIVE THREE – TO ENHANCE EAST AYRSHIRE'S TOURISM OFFER | | | | |
|--|--|---|---|---|
| ACTION NO | ACTION | TARGET | PROGRESS | ACTION PLAN |
| EAL 3.1 | Increase visitor attendance at our key tourist attractions: Dick Institute, Dean Castle & Country Park, Baird Institute, | <ul style="list-style-type: none"> ▪ Increase levels of visitor attendance in line with targets set in local Tourism Strategies. ▪ Develop cultural/countryside and sport tourism packages with Visit Scotland/EAC to promote our venues/events. ▪ Submit external funding bids to support tourism development across our facilities/venues. | <u>Cultural and Community Services</u> <ul style="list-style-type: none"> ▪ Quarter 1 – attendance to tourism venues has increased by 12% (76,552 actual – 64,725 target). This is due to the innovative programming and events that have taken place, | <ul style="list-style-type: none"> ▪ Continue to invest in programmes and marketing around key venues. |

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| | Doon Valley Museum, Burns House Museum & Library, River Ayr Way, Palace & Grand Hall Complex and Cumnock Town Hall | <ul style="list-style-type: none"> Maintain and develop partnership working with Visit Scotland/ EventsScotland to support our programmes. | <p>some of which are detailed in the highlight section.</p> <p><u>Countryside and Outdoor Activities</u></p> <ul style="list-style-type: none"> Quarter 1 – attendance to tourism venues, has increased by 0.6% against Q1 targets (target = 392,425; actual = 394,619) DCCP Visitor Services hosted Coig Driving Route Workshop and contributed info for new app. As part of the new tourism product being developed for Ayrshire | <ul style="list-style-type: none"> River Ayr Way figures have seen a decrease in Q1 of 9% against the target. Work will be carried out with Scottish Natural Heritage to rebrand the route as part of Scotland's Great Trails |
| EAL 3.2 | Work with local groups to add value to the tourism offer. | <ul style="list-style-type: none"> Work with 4 groups each year to support community development and to harness local knowledge. | <ul style="list-style-type: none"> On target with highlights detailed in table below | |

| STRATEGIC OBJECTIVE FOUR – TO BE RECOGNISED AS AN EMPLOYER OF CHOICE | | | | |
|--|--|--|---|-------------|
| ACTION NO | ACTION | TARGET | PROGRESS | ACTION PLAN |
| EAL 4.1 | Increase levels of staff satisfaction from 2016/17 baseline. | <ul style="list-style-type: none"> Respond to survey findings. Maintain constructive relationship with Trade Union – 6 meetings annually. Maintain absence to below acceptable level of 2 days per quarter Continue to achieve low levels of formal Grievances | <p><u>Corporate Services</u></p> <ul style="list-style-type: none"> Staff have been asked to put forward their ideas/suggestions on how we can make further improvements. The feedback will be incorporated into an action plan. | |

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| | | | <ul style="list-style-type: none"> East Ayrshire Leisure has built an effective working relationship with Trade Union, meetings will now take place quarterly with the option to hold a Special Meeting if required. Absence level recorded for the period 1 April to 23 June was 0.95 days. No grievances were undertaken during this period. | |
| EAL 4.2 | Increase the number of volunteering, placement and apprenticeship opportunities. | <ul style="list-style-type: none"> 6 Modern Apprenticeships during life of Business Plan subject to funding. 10 work placements during life of Business Plan 3 interns during life of Business Plan. Volunteers increase by 2% each year. | <ul style="list-style-type: none"> On target with quarter highlights detailed below | <ul style="list-style-type: none"> Monitor the apprenticeships with CBC during the life of the project. Manage interns during life of the project. Work with East Ayrshire Council to support the modern apprentices appointed to maintain the strategic path network |
| EAL 4.3 | Advance staff through training and development | <ul style="list-style-type: none"> Increase the use of EAGER working towards 95% coverage for permanent staff. Develop training matrix for all service areas Develop bespoke e-learning modules and training courses Adopt volunteering policy allowing employees the opportunity to volunteer with external organisations | <ul style="list-style-type: none"> On target with quarter highlights detailed below | |

QUARTER 1 HIGHLIGHTS

Culture and Community services

Arts/Libraries/Museum Development

- Worked with Scottish Book Trust, Kilmarnock Station Railway Heritage Trust and EAC Vibrant Communities to deliver the Digital Storytelling project (funding value of £36,000). 54 people participated in the digital storytelling project and developed their own personal film stories including individuals who have physical, sensory and learning disabilities as well as older individuals who are isolated and lack digital skills to stay connected online. Their films were premiered at the Dick Institute as part of the celebratory events.
- The Gaelic Visual Art project came to a close with an accomplished exhibition of work by primary and secondary pupils from Sgoil na Goille Nuaidh. The year-long project offered the opportunity for 29 young people to develop written and spoken Gaelic language skills within the framework of the gallery setting and embedded in creative workshops. One student internship was also undertaken throughout the duration of the project.
- The Arts Libraries and Museums Development team support iDANCE, the mixed ability dance group by giving strategic support to the project and associated development of the group. The dancers premiered their film which celebrates 15 years of iDANCE at Learning Disability Awareness Week in Cumnock and Stewarton.
- The Cultural team supported 'Things Tae Dae' who performed their drama piece in collaboration with Police Scotland and I AM ME which focused on hate crime.
- Exhibitions across our venues have included the popular and very well received Karl Blossfeldt exhibition; one of the earliest collections of 40 photogravures from 1932, the exhibition of botanical specimens formed an integral part of our visual art engagement content. 'The Potter's Craft – An Ayrshire Story' was exhibited in the Baird Institute and profiled a number of EAC ceramic collections. Free Family Days took place in both venues and were well attended.
- Across our libraries we have made strategic changes to Bookbug delivery. This free parent/toddler weekly activity is now available in every library in East Ayrshire. National Reading Groups Day was also celebrated with Mary Paulson-Ellis who is the author of Waterstones Scottish Book of the Year for The Other Mrs Walker book.
- The Travelling Gallery toured EAL venues for a week in June. Visiting community venues in Cumnock, Auchinleck, Stewarton and Kilmarnock, the art bus exhibited works relating to global migration and the refugee crisis. The exhibition was well attended with 65 secondary pupils making the journey from school to visit the show.
- The Young People's Gallery hosted an exhibition by Nathan McNaughton entitled 'Visions of Nepal'. Nathan is a young photographer from New Farm Loch who travelled to Tikabhairav in Nepal as part of a volunteering programme. The exhibition included beautifully documented portraiture of those Nathan met on his journey. This is Nathan's first exhibition within an accredited gallery space providing him with exceptional professional development experience and a more fully developed CV.
- Dean Castle event programme has hosted three talks/events including the sold out 'Davide Sciacca – Guitar at the Opera' event. The monthly tour of castle works has also been fully booked on each occasion.

Performing Arts

- Performing Arts have hosted Eddie Reader, EAYT Electricity and Little Top at Cumnock Town Hall during April. In May we staged the world premier of 'The Red Lion' to rave reviews and also hosted the 'Benny Lynch' story. In June we hosted the 'Greatest Showman' sing alongs and 12 dance schools featuring the end of term showcases. The Cumnock Town Hall also staged 'Things Ta Dae' and 'CASS' and Disability Showcase shows to sell out audiences.
- Worked with Creative Scotland (funding value of £36,000) Ayrshire Young Carers and Vibrant Communities in the ongoing delivery of the MAKE SOME NOISE music project.

Libraries

- Two people have been volunteering in Cumnock library.
- Libraries supported the Opportunities In Retirement book group.

Collection Care

- 84 students from Onthank Primary, 41 from Hillhead and 57 from Whatriggs schools took part in the 'Castle Construction' workshops during the period.
- 14 people continue to actively volunteer through our highly successful Textile Team temporarily based at the old Kirkstyle Primary School building.
- Four people have also been volunteering on Dean Castle collection movement project.
- 4 full term apprenticeships appointed to young people from Kilmarnock with CBC as part of works programme at Dean Castle and 2 internships have been advertised as part of the programme
- 4 volunteers used by Collection care

Countryside and Outdoor Activities

Outdoor Activity Development

- “10 weeks to 10K” in partnership with the Kilmarnock Harriers (in the lead up to Roon the Toon) had 17 participants
- Block booking sport coaching programme has attracted 133 children aged from 3 – 10 weekly, for Mini Movers and Run, Jump & Throw sessions at the Ayrshire Athletics Arena
- Spring Camps at the Ayrshire Athletics Arena were well attended with 35 children attending each week.
- 8 athletics events held at the AAA in Q1
- West District Championships held at the Ayrshire Athletics Arena with athletes participating over 2 days of competition
- Annanhill Golf Course attendance levels increased to 3812 in Q1 in comparison with 2133 in 2018 (78% increase)
- 275 individuals attended All Ability Sports Highland Games held at the AAA held in partnership with Vibrant Communities
- 175 attendances in All Ability Bike Sessions at the AAA which take place twice weekly
- Roon the Toon 2019 was sold out; 1500 competitors took part. Ayrshire Athletics Arena support the organisation of the event in conjunction with EAC and Kilmarnock Harriers
- Scottish Athletics partnership for coach education continued

Countryside Development

- 2019 Danger Detectives –delivered in partnership with Police Scotland , Scottish Fire & Rescue, Trading Standards, Stagecoach and Ayrshire Roads Alliance. Attended by all primary 7 pupils in East Ayrshire
- Supported annual Fibromyalgia Awareness day accommodating the event at the DCCP
- Countryside Ranger Programme held at the DCCP during the School Spring holiday, offering families the opportunity to explore the environment and learn about nature, the park’s ecosystems and take part in rural skills.
- Natural Leaders programme at Auchinleck Academy, Doon Academy and Kilmarnock Academy commenced in May, involving the young people in creating/developing a nature reserve within their local community.
- Supported 4 secondary school career fairs promoting the Trust, Outdoor Learning and the Ranger Service as a career option.
- 3064 East Ayrshire primary school pupils and 2078 pupils from schools outwith EA visited the DCCP for their end of year school trip. The majority of the schools took part in Ranger-led activities, such as pond dipping and orienteering.
- A group of pupils from Sorn Primary stayed within the Treehouse Residential Centre participating in an outdoor learning programme delivered by our Countryside Rangers.

Visitor Development

- Monthly “Live at the Dean” sessions held within the Courtyard at the DCCP, for new artists to perform in welcoming environment.
- Working in partnership with Vibrant Communities and Dementia Scotland to launch the summer walking programme with a group walk within the DCCP and picnic in the Visitor Centre Courtyard.
- Hosted 2 workshop sessions for the COIG and new pan Ayrshire Tourism product.

Green Infrastructure Development

- Programme of community consultation sessions where held in Kilmarnock to speak with communities about active travel and the new infinity loop.
- 2 modern apprentices have been appointed to support the maintenance of the strategic path network

Estates Development

- Jim Williamson was appointed as Estates Development Officer to co-ordinate the development of the outdoor facilities within EAL remit. Jim will working on developing management plans for Dean Castle Country Park, Annanhill Golf Course and Ayrshire Athletics Arena with a view to achieving Greenflag status.

Sport & Fitness

Fitness Memberships

- Concessionary discount on our gym and fitness memberships for adults over 60 years old being promoted, allowing access to our gyms, swimming pools and fitness classes. 13 memberships sold in Q1.
- Concessionary discount on our gym and fitness memberships for adults with a disability allowing access to our gyms, swimming pools and fitness classes. 4 memberships under this category sold in Q1.
- 77 Gold Sport and Fitness Memberships sold Q1
- 10 Junior Membership (8-11 years) sold in Q1
- 59 youth memberships (12-17yrs) were sold in Q1

Fitness Programming

- “Body Blitz” our 8 week Summer Programme was completed by 9 participants. Across the 8 weeks the participants have seen significant health benefits, found a passion again for exercise and are feeling motivated to continue on their fitness journey.

Coaching Programme

- 9045 children aged between 2-14 years attended the Sports Coaching programmes for Athletics, Badminton, Football, Gymnastics and Activity Clubs.

Venue Development and Partnerships

- Partnership with EAC Vibrant Communities CHIP continues to develop. CHIP Activity classes will be returning to S&F venues during 2019/2020 with S&F working on plans to implement a GP Referral Programme for physical activity across key venues commencing October 2019.
- Sport and Fitness continue to develop relationship within Scottish Leisure Networking Group with representation at the annual conference. Greig Russell has been voted in as Vice Chairman for the Scottish Leisure Networking Group
- The team have been working closely with East Ayrshire Council for venue refurbishment plans for swimming pools and sports centres and have been engaging with customers and clubs where there has been an impact in service delivery due to closures.
- The pool closures at Doon Valley Leisure Centre and Loudoun Leisure Centre have allowed us to enter a partnership with Scottish Swimming to implement the new national swimming pathway. Extensive training to support staff with the transition to the new qualification has been coordinated with 24 staff identified to attend.
- Following the completion of the Synthetic Grass Pitches at William McIlvanney and handover of the facilities to EAC for East Ayrshire Leisure to manage and operate, S&F are exploring various options to support community access without impacting on current SGP usage and income levels across venue remit. Details will be finalised for pitch registration week commencing 12th August 2019.

Corporate Services

Exchange sessions 2019

To assist with setting the direction of the new Business Plan and shaping the future of East Ayrshire Leisure, Exchange sessions took place in Cumnock Town Hall and Grand Hall, Kilmarnock. Facilitated staff sessions focussed on 3 key areas, which are summarised below:

- How do we reduce costs and increase income within our venues?
- How can we better serve the leisure offering within communities?
- Which 5 words best describe the Values of East Ayrshire Leisure?

The sessions were well attended, with staff from all service areas and levels represented, and feedback was very positive. Actions Plans are being devised, taking account of any emerging themes and will be fed back to all staff.

We will also be asking community groups and customers to get involved by providing the opportunity to feedback on points 1 and 2 via an online survey which will be promoted on our website and via our social media channels.

The Trust's values will become embedded in the organisation and will feature heavily in promotional materials. It is also intended that the values will influence how we recruit, train and develop staff.

Website engagement

We are currently developing our new website with a scheduled go live date of August 19. Taking account of customer and staff feedback combined with Google Analytics and web developer's analysis, the new site will be easy to navigate, customer-focused (whether local, national or international) and fully mobile responsive. When the site goes live there will be a focus on 'Calls to Action', venue information and the 'What's On' section. Further developments and growth of the site will continue following the go-live date. To ensure staff are familiar with the new site and are able to direct customer enquiries appropriately, we held staff familiarisation sessions. Feedback was extremely positive from all service areas. A new protocol has also been developed which outlines staff responsibilities regarding keeping information up to date and relevant, and outlines the procedure for notifying of any changes or required updates.

Training and Development

All EAGER Personal Development Plan's completed during 2018/19 have been utilised to design a Training Delivery Plan that meets the needs of the organisation. A training matrix has been established for all services areas.

The Leadership & Management Programme continues with sessions specifically designed around policies, protocols and practices within East Ayrshire Leisure.

FORTHCOMING PROGRAMME OF EVENTS & ACTIVITIES

| | May - Aug | Sept - Dec |
|------------------|--|--|
| Palace | Funbox Local Dance School Shows Pre-Edinburgh Comedy Weekend | LMS Show – Footloose Lloyd Cole Singing I'm no a Billy he's a Tim Martin Daniels Whitney – Queen of the Night Imprint Shows Clybourne park – palace EAYT –The Addams family Duke Of Edinburgh Awards Panto - Cinderella |
| Grand Hall | Sneaky Peek Comedy – Palace EAYT Summer School @ Palace | Rule the Work Take That Tribute Nov - Wet Wet Wet Neil Oliver - GH |
| Cumnock TH | CASS Show EAYT Summer School | Cumnock Tryst Show CASS Show Camps Panto Only Fols & Boycie – John Challis The Big Snowy Show |
| Community Venues | Tbc - Mining Themed Play At Auchinleck Boswell Centre - Ayr Gaiety Theatre Rural Touring Network 20/06/19 Tbc - Events Linked To Library Summer Reading Challenge Theme Of 'Space' At Auchinleck Boswell Centre, Darvel Town Hall And Stewarton Area Centre | Tbc - Hosting Of Authors/Talks As Part Of Library Imprint 2019 The Big Snowy Show |
| DCCP | Outdoor Cinema K24 / K12 Ultra Marathon School Holiday Programme Gin Fest Live At The Dean Pop Up Restaurants Nature Therapy Weekends Community Clean Ups Pet Show Growing Memories Tea Dance | Have A Go Outdoor Festival Illuminight Winter Fest Pop Up Restaurants School Holiday Programme |
| Golf | School Holiday Programme | School Holiday Programme |

| | | |
|----------------|--|--|
| AAA | 10 Weeks To 10k Roon The Toon School Holiday Programme | East Ayrshire School Sportshall Athletics Championships East Ayrshire Schools Cross Country Ayrshire Schools Cross Country School Holiday Programme |
| Countryside | Irvine Valley Walking Festival Camp Outs Cairn Table Race The Labyrinth Play Day Run the Blades Whitelee Nae Fireworks weekend Whitelee Halloween Festival | Doon Valley Outdoor Festival Annick Valley Outdoor Festival River Ayr Way Challenge |
| Libraries | Bookbug Week Summer Reading Challenge / Space Exploration Chiefly In The Scottish Dialect Event / Scots Writers' Day | Imprint Book Festival Libraries Week Book Week Scotland Killie Comic Con |
| Dick Institute | Ayrshire College Graduate Exhibition Dean Castle Collections At The Dick Institute The Printed Line from the V&A Digital Storyteller in Residence Celebratory Event | DC Comics Exhibition Romans Schools Week WWII Schools Week Dean Castle Collections At The Dick Institute |
| Baird | The Potter's craft – An Ayrshire Story | The Potter's craft – An Ayrshire Story |
| BMC | Ongoing access | Ongoing access |
| Burns House | Ongoing access | Ongoing Access |
| Castle | Keep, Palace And Courtyard Closed For Refurbishment | Keep, Palace And Courtyard Closed For Refurbishment |
| Sport | Sport and Fitness Class Offering across 6 sites Summer Programme Learn to Swim Programme including Pre-school, Child and Adult. | Sport and Fitness Class Offering across 6 sites Learn to Swim Programme including Pre-school, Child and Adult. Rookie Lifeguard Programme New Les Mill Quarter Launch Event |

| | | |
|-----------------------|--|---|
| | <p>Rookie Lifeguard Programme</p> <p>New Les Mill Quarter Launch Event</p> <p>New Sports Coaching Programme in place across 7 sites.</p> <p>Kid's Activity Sessions in place across 6 sites.</p> | <p>New Sports Coaching Programme in place across 7 sites.</p> <p>Kid's Activity Sessions in place across 6 sites.</p> |
| Auchinleck LC | | Swimming Teacher Course |
| Doon Valley LC | Expansion of fitness programmes | |
| Grange LC | Provisional Dance events and Gymnastics Competition | Provisional Dance Events |
| Hunter FS | Tot's activity sessions running throughout each week. | Tot's activity sessions running throughout each week. |
| Loudoun LC | Dance Programme | Dance Programme |
| St Josephs LC | Cars on the Campus | |
| Stewarton SC | Expansion of fitness programmes | Cycle Race |
| William McIlvanney LC | Expansion of fitness programmes | Opening of Synthetic Grass Pitch |



FINANCIAL PERFORMANCE
TO 30.06.19

Performance & Audit Sub Committee
2019/20 EAST AYRSHIRE LEISURE BUDGET
AS AT 30th June 2019 – QUARTER 1 - PERIOD 3
SIGNIFICANT VARIANCES – ANALYSIS & COMMENTARY

The projected outturn for East Ayrshire Leisure at 30th June 2019 is a breakeven position. However a few concerns are being monitored and will be quantified and reported at Quarter 2 if required.

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

There are further variances within Income and Expenditure, these are closely monitored and managed within the Service - 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 2019/20 savings approved at 4 June 2019 Board.

| Service Division | Annual Budget 2019/20 | Annual Budget 2019/20 Qtr 1 | Annual Budget 2019/20 Qtr 2 | Annual Budget 2019/20 Qtr 3 | Annual Budget 2019/20 Qtr 4 | Comments |
|---|--------------------------|--------------------------------------|--------------------------------------|--------------------------------------|--------------------------------------|----------|
| CORPORATE SERVICES | 1,488,860 | 1,175,630 | | | | |
| CULTURAL | 1,972,130 | 2,008,660 | | | | |
| COUNTRYSIDE & OUTDOOR ACTIVITIES | 831,920 | 884,430 | | | | |
| SPORT & FITNESS | 439,830 | 519,860 | | | | |
| TOTAL | 4,732,740 | 4,588,580 | | | | |
| Management Fee | (4,732,740) | (4,556,230) | | | | |
| Reserves | | (32,350) | | | | |
| TOTAL | 0 | 0 | | | | |

Venues Allocated to Sport Areas:-

Area 1 St Josephs Leisure Centre, Stewarton Sports Centre, William McIlvanney Campus

Area 2 Grange Leisure Centre, Hunter Fitness Suite, Mauchline Games Hall

Area 3 Auchinleck Leisure Centre, Doon Valley Leisure Centre, Loudoun Leisure Centre

TABLE A – OVERALL NET POSITION

| Revised Actual Exp. To 30/06/18 | Actual Out-turn to 31/03/19 | Service Division | Annual Estimate 2019/20 | Revised Actual Exp. To 30/6/19 | Revised Budget To 30/6/19 | Actual Exp as % of Annual Estimate | Projected Out-turn to 31/03/20 | Variance (Favourable) / Adverse |
|---------------------------------|-----------------------------|--|-------------------------|--------------------------------|---------------------------|------------------------------------|--------------------------------|---------------------------------|
| 229,850 | 1,293,036 | CORPORATE SERVICES | 1,175,630 | 234,854 | 243,104 | 0 | 1,131,130 | (44,500) |
| 37,000 | 165,741 | Chief Executive & Board | 135,470 | 23,829 | 24,897 | 18% | 121,770 | (13,700) |
| 130,834 | 811,307 | People & Finance | 749,160 | 153,503 | 158,261 | 20% | 722,160 | (27,000) |
| 62,016 | 315,989 | Marketing & Development | 291,000 | 57,521 | 59,946 | 20% | 287,200 | (3,800) |
| 394,707 | 2,224,246 | CULTURAL | 2,008,660 | 427,757 | 374,104 | 21% | 2,053,160 | 44,500 |
| 13,606 | 74,222 | Cultural Management | 75,640 | 14,347 | 14,321 | 19% | 75,640 | 0 |
| 30,198 | 145,710 | Collection Care | 152,150 | 33,369 | 31,616 | 22% | 153,830 | 1,680 |
| 91,086 | 476,884 | Arts/Libraries/Museum Development | 475,120 | 99,456 | 95,812 | 21% | 478,440 | 3,320 |
| (8,431) | (4,259) | Youth Theatre | (5,290) | (2,656) | (7,813) | 50% | (5,290) | 0 |
| 193,991 | 979,416 | Libraries | 957,200 | 201,174 | 189,401 | 21% | 935,700 | (21,500) |
| (8,459) | (25,485) | Hospitality | (35,020) | (7,235) | (11,048) | 21% | (35,020) | 0 |
| 95,849 | 409,399 | Performing Arts Venues | 340,060 | 74,708 | 77,802 | 22% | 346,060 | 6,000 |
| 34,836 | 259,891 | Community Venues | 214,960 | 40,460 | 26,055 | 19% | 209,960 | (5,000) |
| (47,969) | (91,532) | Community Lettings & Co-Managed Centres - Lets | (166,160) | (25,865) | (42,042) | 16% | (106,160) | 60,000 |
| 84,189 | 914,504 | COUNTRYSIDE & OUTDOOR ACTIVITIES | 884,430 | 115,633 | 74,924 | 13% | 884,430 | 0 |
| 62,854 | 248,459 | Countryside & Outdoor Activities Management | 372,920 | 53,684 | 69,681 | 14% | 335,920 | (37,000) |
| 64,974 | 466,977 | Countryside Development | 431,330 | 80,312 | 75,252 | 19% | 439,110 | 7,780 |
| (43,639) | 188,148 | Outdoor Activities | 111,750 | (15,671) | (49,615) | -14% | 131,970 | 20,220 |
| 0 | 10,919 | Countryside Hospitality | (31,570) | (2,693) | (20,394) | 9% | (22,570) | 9,000 |
| 79,719 | 695,641 | SPORT & FITNESS | 519,860 | 99,056 | 70,184 | 19% | 519,860 | 0 |
| 81,787 | 314,723 | Sport & Fitness Management | 352,980 | 57,787 | 68,216 | 16% | 313,730 | (39,250) |
| (23,610) | 54,178 | Area 1 | (49,020) | (111) | (27,404) | 0% | (27,050) | 21,970 |
| (10,596) | 78,995 | Area 2 | (6,540) | 4,941 | (1,320) | -76% | (5,750) | 790 |
| 32,138 | 231,729 | Area 3 | 221,440 | 35,441 | 29,692 | 16% | 237,930 | 16,490 |
| 0 | 16,017 | Temporary Facilities | 1,000 | 998 | 1,000 | 0% | 1,000 | 0 |
| 788,465 | 5,127,428 | TOTAL | 4,588,580 | 877,300 | 762,316 | 19% | 4,588,580 | 0 |
| (1,124,316) | (4,829,955) | Management Fee | (4,556,230) | (1,144,228) | (1,148,133) | 25% | (4,556,230) | 0 |
| (335,851) | 297,473 | TOTAL | 32,350 | (266,928) | (385,817) | | 32,350 | 0 |
| 0 | 0 | Savings Yet to be Identified | 0 | 0 | 0 | | 0 | 0 |
| 0 | (190,830) | Trs From Reserves | (32,350) | (32,350) | (32,350) | | (32,350) | 0 |
| 0 | 0 | Designated Funds | 0 | 0 | 0 | | 0 | 0 |
| 0 | 0 | Trs To Reserves | 0 | 0 | 0 | | 0 | 0 |
| (335,851) | 106,643 | TOTAL (after transfer to reserves) | 0 | (299,278) | (418,167) | | 0 | 0 |

TABLE B – OVERALL NET POSITION

| Revised Actual Exp. To 30/06/18 | Actual Out-turn to 31/03/19 | Service Division | Annual Estimate 2019/20 | Revised Actual Exp. To 30/6/19 | Revised Budget To 30/6/19 | Actual Exp as % of Annual Estimate | Projected Out-turn to 31/03/20 | Variance (Favourable) / Adverse |
|---------------------------------|-----------------------------|---|-------------------------|--------------------------------|---------------------------|------------------------------------|--------------------------------|---------------------------------|
| (548,270) | (2,090,693) | Income From Charitable Activities | (2,485,750) | (475,131) | (650,882) | 19% | (2,429,980) | 55,770 |
| (1,124,316) | (4,829,955) | Management Fee | (4,556,230) | (1,144,228) | (1,148,133) | 25% | (4,556,230) | 0 |
| (1,672,586) | (6,920,648) | TOTAL INCOME | (7,041,980) | (1,619,359) | (1,799,015) | 23% | (6,986,210) | 55,770 |
| | | | | | | | | |
| 975,544 | 5,151,221 | Employee Costs | 5,282,590 | 982,370 | 996,551 | 19% | 5,178,740 | (103,850) |
| 6,772 | 38,257 | Transport Costs | 34,700 | 5,258 | 8,691 | 15% | 33,020 | (1,680) |
| 110,227 | 649,869 | Premises Costs | 556,520 | 66,201 | 90,689 | 12% | 570,330 | 13,810 |
| 219,292 | 1,032,941 | Supplies & Services | 1,068,880 | 279,184 | 290,268 | 26% | 1,104,830 | 35,950 |
| 0 | 31,510 | Financing Costs | 8,090 | 0 | 0 | 0% | 8,090 | 0 |
| 0 | 187,400 | Support Costs | 0 | 0 | 0 | 0% | 0 | 0 |
| 24,900 | 126,923 | Governance Costs | 123,550 | 19,417 | 26,999 | 16% | 123,550 | 0 |
| 1,336,735 | 7,218,121 | TOTAL RESOURCES EXPENDED | 7,074,330 | 1,352,431 | 1,413,198 | 19% | 7,018,560 | (55,770) |
| | | | | | | | | |
| (335,851) | 297,473 | NET POSITION | 32,350 | (266,928) | (385,817) | | 32,350 | 0 |
| 0 | 0 | Savings Yet to be Identified | 0 | 0 | 0 | | 0 | 0 |
| 0 | (190,830) | Trs From Reserves | (32,350) | (32,350) | (32,350) | | (32,350) | 0 |
| 0 | 0 | Designated Funds | 0 | 0 | 0 | | 0 | 0 |
| 0 | 0 | Trs To Reserves | 0 | 0 | 0 | | 0 | 0 |
| (335,851) | 106,643 | TOTAL (after transfer to reserves) | 0 | (299,278) | (418,167) | | 0 | 0 |

TABLE C – INCOME POSITION

| Revised Actual Income To 30/06/18 | Actual Out-turn to 31/03/19 | Service Division | Annual Estimate 2019/20 | Revised Actual Income To 30/6/19 | Revised Budget Income To 30/6/19 | Actual Income as % of Annual Estimate | Projected Out-turn to 31/03/20 | Variance (Favourable) / Adverse |
|-----------------------------------|-----------------------------|--|-------------------------|----------------------------------|----------------------------------|---------------------------------------|--------------------------------|---------------------------------|
| (501) | (8,650) | CORPORATE SERVICES | (2,000) | (1,444) | (501) | 72% | (3,500) | (1,500) |
| 0 | 0 | Chief Executive & Board | 0 | 0 | 0 | | 0 | 0 |
| (501) | (7,238) | People & Finance | (2,000) | (813) | (501) | 41% | (2,000) | 0 |
| 0 | (1,412) | Marketing & Development | 0 | (631) | 0 | | (1,500) | (1,500) |
| (194,492) | (1,022,609) | CULTURAL | (1,047,950) | (168,290) | (249,832) | 16% | (1,037,220) | 10,730 |
| 0 | 0 | Cultural Management | 0 | 0 | 0 | 0% | 0 | 0 |
| 0 | (16,721) | Collection Care | (2,610) | (5,406) | (1,965) | 207% | (7,880) | (5,270) |
| (2,729) | (43,020) | Arts/Libraries/Museum Development | (29,080) | (2,177) | (3,696) | 7% | (43,220) | (14,140) |
| (17,740) | (51,396) | Youth Theatre | (49,650) | (18,060) | (20,570) | 36% | (49,650) | 0 |
| (14,969) | (67,733) | Libraries | (67,510) | (11,524) | (17,544) | 17% | (71,400) | (3,890) |
| (40,528) | (147,822) | Hospitality | (173,040) | (29,291) | (46,285) | 17% | (173,040) | 0 |
| (44,192) | (487,682) | Performing Arts Venues | (454,560) | (52,423) | (85,531) | 12% | (481,560) | (27,000) |
| (22,784) | (83,552) | Community Venues | (90,900) | (21,140) | (29,082) | 23% | (89,870) | 1,030 |
| (51,550) | (124,683) | Community Lettings & Co-Managed Centres - Lets | (180,600) | (28,270) | (45,159) | 16% | (120,600) | 60,000 |
| (137,861) | (318,803) | COUNTRYSIDE & OUTDOOR ACTIVITIES | (446,830) | (131,921) | (178,900) | 30% | (451,320) | (4,490) |
| 0 | 0 | Countryside & Outdoor Activities Management | 0 | 0 | 0 | | 0 | 0 |
| (27,422) | (71,266) | Countryside Development | (51,100) | (9,313) | (18,125) | 18% | (45,410) | 5,690 |
| (110,439) | (225,820) | Outdoor Activities | (239,730) | (90,985) | (112,775) | 38% | (258,910) | (19,180) |
| 0 | (21,717) | Countryside Hospitality | (156,000) | (31,623) | (48,000) | 20% | (147,000) | 9,000 |
| (215,416) | (740,631) | SPORT & FITNESS | (988,970) | (173,476) | (221,649) | 18% | (937,940) | 51,030 |
| 0 | (379) | Sport & Fitness Management | 0 | (608) | 0 | | (610) | (610) |
| (94,509) | (274,103) | Area 1 | (433,870) | (65,510) | (97,535) | 15% | (404,520) | 29,350 |
| (51,479) | (194,104) | Area 2 | (237,680) | (45,586) | (53,515) | 19% | (231,740) | 5,940 |
| (69,428) | (272,045) | Area 3 | (317,420) | (61,771) | (70,599) | 19% | (301,070) | 16,350 |
| 0 | 0 | Temporary Facilities | 0 | 0 | 0 | | 0 | 0 |
| (548,270) | (2,090,693) | TOTAL | (2,485,750) | (475,131) | (650,882) | 19% | (2,429,980) | 55,770 |
| (1,124,316) | (4,829,955) | Management Fee | (4,556,230) | (1,144,228) | (1,148,133) | 25% | (4,556,230) | 0 |
| (1,672,586) | (6,920,648) | TOTAL | (7,041,980) | (1,619,359) | (1,799,015) | 23% | (6,986,210) | 55,770 |

TABLE D – EXPENDITURE POSITION

| Revised Actual Exp. To 30/06/18 | Actual Out-turn to 31/03/19 | Service Division | Annual Estimate 2019/20 | Revised Actual Exp. To 30/6/19 | Revised Budget To 30/6/19 | Actual Exp as % of Annual Estimate | Projected Out-turn to 31/03/20 | Variance (Favourable) / Adverse |
|---------------------------------|-----------------------------|--|-------------------------|--------------------------------|---------------------------|------------------------------------|--------------------------------|---------------------------------|
| 230,351 | 1,301,686 | CORPORATE SERVICES | 1,177,630 | 236,298 | 243,605 | 20% | 1,134,630 | (43,000) |
| 37,000 | 165,740 | Chief Executive & Board | 135,470 | 23,829 | 24,897 | 18% | 121,770 | (13,700) |
| 131,335 | 818,545 | People & Finance | 751,160 | 154,317 | 158,762 | 21% | 724,160 | (27,000) |
| 62,016 | 317,401 | Marketing & Development | 291,000 | 58,152 | 59,946 | 20% | 288,700 | (2,300) |
| 589,199 | 3,246,856 | CULTURAL | 3,056,610 | 596,048 | 623,936 | 20% | 3,090,380 | 33,770 |
| 13,606 | 74,222 | Cultural Management | 75,640 | 14,347 | 14,321 | 19% | 75,640 | 0 |
| 30,198 | 162,431 | Collection Care | 154,760 | 38,775 | 33,581 | 25% | 161,710 | 6,950 |
| 93,815 | 519,904 | Arts/Libraries/Museum Development | 504,200 | 101,633 | 99,508 | 20% | 521,660 | 17,460 |
| 9,309 | 47,137 | Youth Theatre | 44,360 | 15,403 | 12,757 | 35% | 44,360 | 0 |
| 208,960 | 1,047,149 | Libraries | 1,024,710 | 212,698 | 206,945 | 21% | 1,007,100 | (17,610) |
| 32,069 | 122,337 | Hospitality | 138,020 | 22,057 | 35,237 | 16% | 138,020 | 0 |
| 140,041 | 897,081 | Performing Arts Venues | 794,620 | 127,130 | 163,333 | 16% | 827,620 | 33,000 |
| 57,620 | 343,443 | Community Venues | 305,860 | 61,600 | 55,137 | 20% | 299,830 | (6,030) |
| 3,581 | 33,151 | Community Lettings & Co-Managed Centres - Lets | 14,440 | 2,405 | 3,117 | 17% | 14,440 | 0 |
| 222,050 | 1,233,306 | COUNTRYSIDE & OUTDOOR ACTIVITIES | 1,331,260 | 247,553 | 253,824 | 19% | 1,335,750 | 4,490 |
| 62,854 | 248,459 | Countryside & Outdoor Activities Management | 372,920 | 53,684 | 69,681 | 14% | 335,920 | (37,000) |
| 92,396 | 538,243 | Countryside Development | 482,430 | 89,626 | 93,377 | 19% | 484,520 | 2,090 |
| 66,800 | 413,968 | Outdoor Activities | 351,480 | 75,313 | 63,160 | 21% | 390,880 | 39,400 |
| 0 | 32,636 | Countryside Hospitality | 124,430 | 28,930 | 27,606 | 23% | 124,430 | 0 |
| 295,135 | 1,436,272 | SPORT & FITNESS | 1,508,830 | 272,532 | 291,833 | 18% | 1,457,800 | (51,030) |
| 81,787 | 315,102 | Sport & Fitness Management | 352,980 | 58,395 | 68,216 | 17% | 314,340 | (38,640) |
| 70,899 | 328,281 | Area 1 | 384,850 | 65,400 | 70,131 | 17% | 377,470 | (7,380) |
| 40,883 | 273,099 | Area 2 | 231,140 | 50,527 | 52,195 | 22% | 225,990 | (5,150) |
| 101,566 | 503,773 | Area 3 | 538,860 | 97,212 | 100,291 | 18% | 539,000 | 140 |
| 0 | 16,017 | Temporary Facilities | 1,000 | 998 | 1,000 | 100% | 1,000 | 0 |
| 1,336,735 | 7,218,121 | TOTAL | 7,074,330 | 1,352,431 | 1,413,198 | 19% | 7,018,560 | (55,770) |
| | | Management Fee | | | | | | 0 |
| 1,336,735 | 7,218,121 | TOTAL | 7,074,330 | 1,352,431 | 1,413,198 | 19% | 7,018,560 | (55,770) |

CORPORATE SERVICES ANALYSIS

| Revised Actual Exp. To 30/06/18 | Actual Out-turn to 31/03/19 | CORPORATE SERVICES | Annual Estimate 2019/20 | Revised Actual Exp. To 30/6/19 | Revised Budget To 30/6/19 | Actual Exp as % of Annual Estimate | Projected Out-turn to 31/03/20 | Variance (Favourable) / Adverse | Comment |
|---------------------------------|-----------------------------|---|-------------------------|--------------------------------|---------------------------|------------------------------------|--------------------------------|---------------------------------|--|
| (501) | (8,650) | Income From Charitable Activities | (2,000) | (1,444) | (501) | 72% | (3,500) | (1,500) | Projected additional income from Marketing activities |
| (1,124,316) | (4,829,955) | Management Fee | (4,556,230) | (1,144,228) | (1,148,133) | 25% | (4,556,230) | 0 | |
| (1,124,817) | (4,838,605) | TOTAL INCOME | (4,558,230) | (1,145,672) | (1,148,634) | 25% | (4,559,730) | (1,500) | |
| | | | | | | | | | |
| 187,596 | 915,052 | Employee Costs | 939,480 | 156,972 | 179,382 | 17% | 894,980 | (44,500) | Projected saving due to temporary arrangements following retiral of Chief Executive and further vacancies which are not being filled at this time. |
| 690 | 1,815 | Transport Costs | 2,750 | 213 | 690 | 8% | 2,750 | 0 | |
| 12,886 | 8,295 | Premises Costs | 16,510 | 13,050 | 1,128 | 79% | 16,510 | 0 | |
| 24,893 | 157,984 | Supplies & Services | 187,380 | 57,701 | 58,419 | 31% | 188,880 | 1,500 | Additional spend through Marketing offset by additional income. |
| 0 | 0 | Financing Costs | 0 | 0 | 0 | | 0 | 0 | |
| 0 | 187,400 | Support Costs | 0 | 0 | 0 | | 0 | 0 | |
| 4,286 | 31,140 | Governance Costs | 31,510 | 8,362 | 3,986 | 27% | 31,510 | 0 | |
| 230,351 | 1,301,686 | TOTAL RESOURCES EXPENDED | 1,177,630 | 236,298 | 243,605 | 20% | 1,134,630 | (43,000) | |
| | | | | | | | | | |
| (894,466) | (3,536,919) | NET POSITION | (3,380,600) | (909,374) | (905,029) | 27% | (3,425,100) | (44,500) | |
| | | Savings Yet to be Identified | | | | | | 0 | |
| | (65,250) | Trs From Reserves | (28,350) | (28,350) | (28,350) | | (28,350) | 0 | |
| | | Designated Funds | | | | | | 0 | |
| | | Trs To Reserves | | | | | | 0 | |
| (894,466) | (3,602,169) | TOTAL (after transfer to reserves) | (3,408,950) | (937,724) | (933,379) | 28% | (3,453,450) | (44,500) | |

CULTURAL SERVICE ANALYSIS

| Revised Actual Exp. To 30/06/18 | Actual Out-turn to 31/03/19 | CULTURAL | Annual Estimate 2019/20 | Revised Actual Exp. To 30/6/19 | Revised Budget To 30/6/19 | Actual Exp as % of Annual Estimate | Projected Out-turn to 31/03/20 | Variance (Favourable) / Adverse | Comment |
|---------------------------------|-----------------------------|---|-------------------------|--------------------------------|---------------------------|------------------------------------|--------------------------------|---------------------------------|--|
| (194,492) | (1,022,609) | Income From Charitable Activities | (1,047,950) | (168,290) | (249,832) | 16% | (1,037,220) | 10,730 | |
| | | Management Fee | | | | | | 0 | |
| (194,492) | (1,022,609) | TOTAL INCOME | (1,047,950) | (168,290) | (249,832) | 16% | (1,037,220) | 10,730 | Community Lettings and Co-managed venues has carried a historic financial impact to the Trust. Anticipated shortfall this year is £60K. This will require a joint approach from EAC and EAL to agree a final solution. Overall the income position remains positive excluding the above issue. |
| | | | | | | | | | |
| 367,390 | 2,098,054 | Employee Costs | 1,998,310 | 398,060 | 372,787 | 20% | 2,005,920 | 7,610 | Increased bank costs linked to increased income. |
| 3,594 | 13,482 | Transport Costs | 13,540 | 1,617 | 3,397 | 12% | 11,860 | (1,680) | |
| 65,916 | 373,801 | Premises Costs | 338,990 | 42,435 | 60,292 | 13% | 353,910 | 14,920 | Increased costs due to flooring replacement commitment at Palace foyer £10K |
| 143,798 | 687,955 | Supplies & Services | 638,260 | 148,795 | 171,581 | 23% | 651,180 | 12,920 | Increased costs due to museum refurbishment commitment at Dick Institute £10K |
| 0 | 7,440 | Financing Costs | 4,000 | 0 | 0 | 0% | 4,000 | 0 | |
| 0 | 0 | Support Costs | 0 | 0 | 0 | | 0 | 0 | |
| 8,501 | 66,123 | Governance Costs | 63,510 | 5,140 | 15,879 | 8% | 63,510 | 0 | |
| 589,199 | 3,246,856 | TOTAL RESOURCES EXPENDED | 3,056,610 | 596,048 | 623,936 | 20% | 3,090,380 | 33,770 | |
| | | | | | | | | | |
| 394,707 | 2,224,246 | NET POSITION | 2,008,660 | 427,757 | 374,104 | 21% | 2,053,160 | 44,500 | |
| | (86,590) | Trs From Reserves | (4,000) | (4,000) | (4,000) | | (4,000) | 0 | |
| | | Designated Funds | | | | | 0 | 0 | |
| | | Trs To Reserves | | | | | | 0 | |
| 394,707 | 2,137,656 | TOTAL (after transfer to reserves) | 2,004,660 | 423,757 | 370,104 | 21% | 2,049,160 | 44,500 | |

COUNTRYSIDE & OUTDOOR ACTIVITIES SERVICE ANALYSIS

| Revised Actual Exp. To 30/06/18 | Actual Out-turn to 31/03/19 | COUNTRYSIDE & OUTDOOR ACTIVITIES | Annual Estimate 2019/20 | Revised Actual Exp. To 30/6/19 | Revised Budget To 30/6/19 | Actual Exp as % of Annual Estimate | Projected Out-turn to 31/03/20 | Variance (Favourable) / Adverse | Comment |
|---------------------------------|-----------------------------|---|-------------------------|--------------------------------|---------------------------|------------------------------------|--------------------------------|---------------------------------|--|
| (137,861) | (318,803) | Income From Charitable Activities | (446,830) | (131,921) | (178,900) | 30% | (451,320) | (4,490) | Overall favourable variance relates to income secured from the use of Scott Ellis and Annanhill Golf Course for advertising offset by income shortfalls across golf, the residential centre and DCCP café. |
| | | Management Fee | | | | | | 0 | |
| (137,861) | (318,803) | TOTAL INCOME | (446,830) | (131,921) | (178,900) | 30% | (451,320) | (4,490) | |
| | | | | | | | | | |
| 167,306 | 882,524 | Employee Costs | 996,850 | 179,834 | 188,573 | 18% | 959,850 | (37,000) | Favourable variance relates to staff vacancies. A £10k hospitality staffing budget saving is projected for the DCCP café but offset by agency costs of £10k through Supplies and Services. |
| 2,488 | 22,890 | Transport Costs | 18,410 | 3,428 | 4,604 | 19% | 18,410 | 0 | |
| 25,236 | 189,319 | Premises Costs | 154,090 | 3,673 | 22,337 | 2% | 154,350 | 260 | |
| 22,345 | 96,936 | Supplies & Services | 140,920 | 57,351 | 34,084 | 41% | 182,150 | 41,230 | Adverse variance relates to additional spend through including a £10k projection for agency staff at the DCCP café. |
| 0 | 24,070 | Financing Costs | 4,090 | 0 | 0 | 0% | 4,090 | 0 | |
| 0 | 0 | Support Costs | 0 | 0 | 0 | | 0 | 0 | |
| 4,675 | 17,568 | Governance Costs | 16,900 | 3,267 | 4,226 | 19% | 16,900 | 0 | |
| 222,050 | 1,233,306 | TOTAL RESOURCES EXPENDED | 1,331,260 | 247,553 | 253,824 | 19% | 1,335,750 | 4,490 | |
| | | | | | | | | | |
| 84,189 | 914,504 | NET POSITION | 884,430 | 115,633 | 74,924 | 13% | 884,430 | 0 | |
| | (22,310) | Trs From Reserves | 0 | 0 | 0 | | 0 | 0 | |
| | | Designated Funds | | | | | 0 | 0 | |
| | | Trs To Reserves | | | | | | 0 | |
| 84,189 | 892,194 | TOTAL (after transfer to reserves) | 884,430 | 115,633 | 74,924 | 13% | 884,430 | 0 | |

SPORT & FITNESS SERVICE ANALYSIS

| Revised Actual Exp. To 30/06/18 | Actual Out-turn to 31/03/19 | SPORT & FITNESS | Annual Estimate 2019/20 | Revised Actual Exp. To 30/6/19 | Revised Budget To 30/6/19 | Actual Exp as % of Annual Estimate | Projected Out-turn to 31/03/20 | Variance (Favourable) / Adverse | Comment |
|---------------------------------|-----------------------------|---|-------------------------|--------------------------------|---------------------------|------------------------------------|--------------------------------|---------------------------------|---|
| (215,416) | (740,631) | Income From Charitable Activities | (988,970) | (173,476) | (221,649) | 18% | (937,940) | 51,030 | Adverse variance relates to shortfalls across indoor hall hire, swimming lessons, supervised children's activities and membership income, partially offset by securing new income from Kilmarnock Football Club for William McIlvanney synthetic grass pitch. |
| | | Management Fee | | | | | | 0 | |
| (215,416) | (740,631) | TOTAL INCOME | (988,970) | (173,476) | (221,649) | 18% | (937,940) | 51,030 | |
| | | | | | | | | | |
| 253,252 | 1,255,591 | Employee Costs | 1,347,950 | 247,504 | 255,809 | 18% | 1,317,990 | (29,960) | Favourable variance relates to management action in regard to bank staff budgets to partially offset the projected income shortfall position. |
| 0 | 70 | Transport Costs | 0 | 0 | 0 | | 0 | 0 | |
| 6,189 | 78,454 | Premises Costs | 46,930 | 7,043 | 6,932 | 15% | 45,560 | (1,370) | |
| 28,256 | 90,066 | Supplies & Services | 102,320 | 15,336 | 26,184 | 15% | 82,620 | (19,700) | Favourable variance relates to management action in regard to general expenditure budgets to partially offset the projected income shortfall position. |
| 0 | 0 | Financing Costs | 0 | 0 | 0 | | 0 | 0 | |
| 0 | 0 | Support Costs | 0 | 0 | 0 | | 0 | 0 | |
| 7,438 | 12,091 | Governance Costs | 11,630 | 2,648 | 2,908 | 23% | 11,630 | 0 | |
| 295,135 | 1,436,272 | TOTAL RESOURCES EXPENDED | 1,508,830 | 272,532 | 291,833 | 18% | 1,457,800 | (51,030) | |
| | | | | | | | | | |
| 79,719 | 695,641 | NET POSITION | 519,860 | 99,056 | 70,184 | 19% | 519,860 | 0 | |
| | (16,680) | Trs From Reserves | 0 | 0 | 0 | | 0 | 0 | |
| | | Designated Funds | | | | | 0 | 0 | |
| | | Trs To Reserves | | | | | | 0 | |
| 79,719 | 678,961 | TOTAL (after transfer to reserves) | 519,860 | 99,056 | 70,184 | 19% | 519,860 | 0 | |

RESERVES AS AT 30 June 2019

TABLE A – Summary

TABLE B – Unusable Reserves

TABLE C – Allocated Reserves Analysis

TABLE A – Summary

| UNRESTRICTED RESERVES | 2018/19 b/f | 2018/19 DEFICIT | BALANCE 31 March 2019 | 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 | 210,000 | | 210,000 | | 210,000 | | | | | | 210,000 | |
| UNUSABLE RESERVES (DEPRECIATION RESERVES) | 28,380 | | 28,380 | | 28,380 | | 0 | 0 | 0 | 0 | 28,380 | see Table B |
| ALLOCATED RESERVES | 18,000 | 36,350 | 54,350 | 8,170 | 62,520 | | 32,350 | 0 | 0 | 0 | 30,170 | see Table C |
| UNALLOCATED RESERVES REIMBURSEMENT FROM CULTURAL SERVICES (Redundancy costs temporarily funded from Reserves 18/19) | 162,984 | -142,993 | 19,991 | -8,170 | 11,821 13,380 | | | | | | 11,821 13,380 | |
| HOLIDAY PAY PROVISION | (92,180) | | (92,180) | | -92,180 | | | | | | (92,180) | |
| TOTAL UNRESTRICTED RESERVES | 362,104 | -106,643 | 255,461 | 0 | 268,841 | 0 | 32,350 | 0 | 0 | 0 | 236,491 | |
| RESTRICTED RESERVES | | | 100,494 | | | | -375 | | | | 100,869 | |
| PENSION RESERVE | | | (3,607,000) | | | | | | | | (3,607,000) | |
| TOTAL RESERVES | | | (3,251,045) | | | | | | | | (3,269,640) | |

TABLE B – Unusable Reserves

| UNUSABLE RESERVES | 2018/19 b/f | 2018/19 DEFICIT | BALANCE 31 March 2019 | Reallocation to Unallocated - Board 27/11/18 | REVISED BALANCE | PROPOSED DRAWDOWN | Q1 | Q2 | Q3 | Q4 | BALANCE | APPROVAL | STATUS | NOTES |
|--|----------------|--------------------|-----------------------------|--|--------------------|----------------------|----------|----------|----------|----------|---------------|---|---------|--|
| Libraries Fit Out - Mauchline | 2,440 | | 2,440 | | 2,440 | | | | | | 2,440 | 14 July 2015 Board | Ongoing | Works complete - amount to be drawn down at year end for depreciation. 5 years from 2015/16 |
| Annanhill Golf Course - Staff Welfare Facilities | 14,650 | | 14,650 | | 14,650 | | | | | | 14,650 | 19 August 2014 Board | Ongoing | Installation now complete. Depreciation 5 years from 2016/17 |
| Annanhill Golf Course - Maintenance Equipment | 7,840 | | 7,840 | | 7,840 | | | | | | 7,840 | 14 July 2015 Board, updated 13 Oct 2015 | Ongoing | Fairways machine now in use. Will be drawn down at year end to cover depreciation. 5 years from 2015/16. |
| Homeworlds Van | 3,450 | | 3,450 | | 3,450 | | | | | | 3,450 | 7 June 2016 Board | Ongoing | Homeworlds Van delivered - amount to be drawn down at year end for depreciation. Depreciation 5 years from 2016/17 |
| TOTAL UNUSABLE RESERVES | 28,380 | 0 | 28,380 | | 28,380 | | 0 | 0 | 0 | 0 | 28,380 | | | |

TABLE C – Allocated Reserves Analysis

| ALLOCATED RESERVES | 2018/19 b/f | 2018/19 DEFICIT | BALANCE 31 March 2019 | APPROVED ALLOCATIONS | REVISED BALANCE | Q1 | Q2 | Q3 | Q4 | BALANCE | APPROVAL | STATUS | NOTES |
|-----------------------------------|---------------|-----------------|-----------------------|----------------------|-----------------|---------------|----------|----------|----------|---------------|--------------------|----------|--|
| Website Development | 15,470 | | 15,470 | | 15,470 | 6,000 | | | | 9,470 | 19 Sept 2017 Board | Ongoing | Redesignate £25k from Marketing Co-ordinator (Sport) to Website Development. Due to go live Aug 2019. |
| Libraries Fit Out | 1,550 | | 1,550 | | 1,550 | | | | | 1,550 | 14 July 2015 Board | Ongoing | Dick Institute initially £40k + further £40k, Newmilns £10k, Dick Institute due to commence 2018. £10k allocated to Newmilns reallocated to Unallocated Board 27 Nov 18. DI Project almost complete - additional £3k reallocated to Unallocated Board 26 Feb 19. |
| CS Miscellaneous Expenditure | 980 | | 980 | | 980 | | | | | 980 | 5 June 2018 Board | Ongoing | Should be complete by the end of the year |
| Dower House Upgrades | | 10,000 | 10,000 | | 10,000 | | | | | 10,000 | 4 June 2019 Board | Ongoing | |
| Nouveau (Postcode & Bank checker) | | 4,000 | 4,000 | | 4,000 | 4,000 | | | | 0 | 4 June 2019 Board | Complete | |
| IT Upgrade costs | | 22,350 | 22,350 | | 22,350 | 22,350 | | | | 0 | 4 June 2019 Board | Complete | |
| Redundancy Costs | | | 0 | 8,170 | 8,170 | | | | | 8,170 | 4 June 2019 Board | Ongoing | |
| TOTAL ALLOCATED RESERVES | 18,000 | 36,350 | 54,350 | 8,170 | 62,520 | 32,350 | 0 | 0 | 0 | 30,170 | | | |

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 01.04.19 | Balance at 30.06.19 | Expected Completion Date |
|-----------------------------------|---|----------------------------|---------------------------|--------------------------------|
| Ayrshire Libraries Forum | North Ayrshire Council/South Ayrshire Council/East Ayrshire Council | (£4,234) | (£4,222) | Ongoing |
| Make Some Noise | Creative Scotland | (£10,550) | (£10,310) | Jun 2019 |
| DCCP Development Project | East Ayrshire Council | £0 | £0 | Jun 2021 |
| Kilmarnock Green Infrastructure | Transport Scotland / Scottish Natural Heritage | (£15,000) | (£14,955) | Ongoing |
| River Ayr Way | Awards For All | (£1,549) | (£1,549) | Ongoing |
| Museums Database | Museum Gallery Scotland | (£8,480) | (£9,450) | Dec 2019 |
| Gaelic Visual Arts | Bord Na Gaidhlig | (£4,982) | (£2,861) | Sep 2019 |
| Digital Storyteller in Residence | Scottish Book Trust | (£6,552) | (£4,875) | Sep 2019 |
| Nature Therapy Breaks | Shared Care Scotland | (£5,432) | (£5,432) | Sep 2019 |
| Natural Leaders | Scottish National Heritage | £0 | (£3,500) | Sep 2020 |
| Irvine Valley Trails 2019 onwards | LCTT, Transport Scotland, EAC Renewable Energy Fund | (£43,715) | (£43,715) | Jun 2020 |

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.

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.

Kilmarnock Green Infrastructure - The design and feasibility work has been completed for the Kilmarnock Green Infrastructure Project. The stage 2 submission of £320k has been made to 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. The task to procure, install and begin to populate the new database will be complete by the project end-date of 31 Dec 2019.

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 McIlvanney Campus. The project also supports one apprentice placement from the McIlvanney Campus. Funded by Bord Na Gaidhlig and Creative Scotland.

Digital Storyteller in Residence – East Ayrshire is one of only five funded Storyteller residencies across Scotland. The project seeks to work 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 project funds a full time storyteller in residence based at the Dick Institute but working across the region. The Arts, Libraries and Museums Development team are the lead applicant with partners in Kilmarnock Station Railway Heritage Trust and Vibrant Communities. The project is funded by the Scottish Book Trust and runs for nine months.

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.

The Natural Leaders project is well underway with work beginning on key openspaces 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.

All funding is in place for the Irvine Valley Trails Project and contractors have been appointed to begin work on the first phase.



OTHER RELEVANT UPDATES

Insurance Claims

Public Liability Claims: 1 claim remains ongoing.

Employers Liability Claim: 2 claims remain ongoing.

Gifts and Hospitality

There were 2 forms submitted for the period April to June 2019:

| Date Received | Name | From | Nature of Hospitality or Gift |
|----------------------|---|--------------------------------------|---|
| 15/05/19 | Performing Arts Venues Team Leader, Cultural and Community Services | The Scottish Hospitality Awards 2019 | Attendance and dinner as the Palace Theatre was shortlisted for Best Theatre Scottish Award |
| 05/06/19 | Operations and Programme Officer, Cultural and Community Services | Dance School | 2 bottles of wine and chocolates |

Customer Complaints

During the April - June period a total number of 459 comments were received and logged by the Marketing & Development Team. 4 of these were complaints, and were categorised as follows:

| Category | No. received |
|---|---------------------|
| Equipment/resources | 1 |
| Events/activities/classes/tours/exhibitions | 1 |
| Fines, fees, charges | 1 |
| Other | 1 |
| Total | 4 |

Internal Audit Plan 2018/19

Audit Assignment: Review of Charges - Advisory

Internal Audit has completed the above assignment and the following conclusion was developed:

It was concluded that overall there appears to be sound processes in place for reviewing charges both on an annual basis and throughout the year where required. It was stated that steps are taken to ensure consistency with charges throughout the Trust and benchmarking against other Trusts and similar organisations is carried out where information is available. Consultation takes place where appropriate. Individual community needs, improvement in levels of participation and the commercial environment are all considered when setting charges.

It was suggested that the reporting the impact of the Charging Policy could be improved within the annual Review of Charges reports to clearly highlight the relationship between key policy changes to charges applied to the use of facilities and income levels.



PERFORMANCE SCORECARD

EALT PI Report

Generated on: 31 July 2019 11:04

Cannot group these rows by Theme

| 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 | 0.95 | 2 | ↑ | ↑ | All employees are managed in accordance with East Ayrshire Leisure's Sickness Absence Management Policy. | <p>EALT1 Average Days Lost per Employee</p> <table><thead><tr><th>Quarter</th><th>Value</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>2.56</td></tr><tr><td>Q1 2017/18</td><td>2.22</td></tr><tr><td>Q2 2017/18</td><td>2.22</td></tr><tr><td>Q3 2017/18</td><td>1.84</td></tr><tr><td>Q4 2017/18</td><td>1.84</td></tr><tr><td>Q1 2018/19</td><td>0.85</td></tr><tr><td>Q2 2018/19</td><td>1.74</td></tr><tr><td>Q3 2018/19</td><td>2.06</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>0.95</td></tr></tbody></table> | Quarter | Value | Q1 2016/17 | 1.8 | Q2 2016/17 | 2.6 | Q3 2016/17 | 2.56 | Q4 2016/17 | 2.56 | Q1 2017/18 | 2.22 | Q2 2017/18 | 2.22 | Q3 2017/18 | 1.84 | Q4 2017/18 | 1.84 | Q1 2018/19 | 0.85 | Q2 2018/19 | 1.74 | Q3 2018/19 | 2.06 | Q4 2018/19 | 2.06 | Q1 2019/20 | 0.95 | Q2 2019/20 | 0.95 | ✓ |
| Quarter | Value | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2016/17 | 1.8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2016/17 | 2.6 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2016/17 | 2.56 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2016/17 | 2.56 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2017/18 | 2.22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2017/18 | 2.22 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2017/18 | 1.84 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2017/18 | 1.84 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2018/19 | 0.85 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 1.74 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2018/19 | 2.06 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 2.06 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 0.95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 0.95 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EALT4 Culture | 104,892 | 95,330 | ↑ | ↓ | Q1 has seen all aspects of Culture meeting or slightly exceeding its targets. | <p>EALT4 Culture</p> <table><thead><tr><th>Quarter</th><th>Value</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>103,950</td></tr><tr><td>Q1 2017/18</td><td>122,310</td></tr><tr><td>Q2 2017/18</td><td>103,081</td></tr><tr><td>Q3 2017/18</td><td>103,081</td></tr><tr><td>Q4 2017/18</td><td>101,541</td></tr><tr><td>Q1 2018/19</td><td>127,441</td></tr><tr><td>Q2 2018/19</td><td>83,510</td></tr><tr><td>Q3 2018/19</td><td>101,021</td></tr><tr><td>Q4 2018/19</td><td>101,021</td></tr><tr><td>Q1 2019/20</td><td>104,892</td></tr><tr><td>Q2 2019/20</td><td>104,892</td></tr></tbody></table> | Quarter | Value | Q1 2016/17 | 112,660 | Q2 2016/17 | 112,660 | Q3 2016/17 | 103,950 | Q4 2016/17 | 103,950 | Q1 2017/18 | 122,310 | Q2 2017/18 | 103,081 | Q3 2017/18 | 103,081 | Q4 2017/18 | 101,541 | Q1 2018/19 | 127,441 | Q2 2018/19 | 83,510 | Q3 2018/19 | 101,021 | Q4 2018/19 | 101,021 | Q1 2019/20 | 104,892 | Q2 2019/20 | 104,892 | ✓ |
| Quarter | Value | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2016/17 | 112,660 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2016/17 | 112,660 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2016/17 | 103,950 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2016/17 | 103,950 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2017/18 | 122,310 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2017/18 | 103,081 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2017/18 | 103,081 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2017/18 | 101,541 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2018/19 | 127,441 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 83,510 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2018/19 | 101,021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 101,021 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 104,892 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 104,892 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| 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 | 159,781 | 157,930 | Down Arrow | Down Arrow | | <p>EALT5 Sport and Community Venues</p> <table><thead><tr><th>Quarter</th><th>Attendance</th><th>Target</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>200,000</td><td>200,000</td></tr><tr><td>Q2 2016/17</td><td>177,375</td><td>177,375</td></tr><tr><td>Q3 2016/17</td><td>189,819</td><td>189,819</td></tr><tr><td>Q4 2016/17</td><td>189,550</td><td>189,550</td></tr><tr><td>Q1 2017/18</td><td>129,719</td><td>129,719</td></tr><tr><td>Q2 2017/18</td><td>167,781</td><td>167,781</td></tr><tr><td>Q3 2017/18</td><td>173,054</td><td>173,054</td></tr><tr><td>Q4 2017/18</td><td>156,101</td><td>156,101</td></tr><tr><td>Q1 2018/19</td><td>141,483</td><td>141,483</td></tr><tr><td>Q2 2018/19</td><td>176,158</td><td>176,158</td></tr><tr><td>Q3 2018/19</td><td>180,934</td><td>180,934</td></tr><tr><td>Q4 2018/19</td><td>159,781</td><td>159,781</td></tr><tr><td>Q1 2019/20</td><td>159,781</td><td>157,930</td></tr><tr><td>Q2 2019/20</td><td>159,781</td><td>157,930</td></tr></tbody></table> | Quarter | Attendance | Target | Q1 2016/17 | 200,000 | 200,000 | Q2 2016/17 | 177,375 | 177,375 | Q3 2016/17 | 189,819 | 189,819 | Q4 2016/17 | 189,550 | 189,550 | Q1 2017/18 | 129,719 | 129,719 | Q2 2017/18 | 167,781 | 167,781 | Q3 2017/18 | 173,054 | 173,054 | Q4 2017/18 | 156,101 | 156,101 | Q1 2018/19 | 141,483 | 141,483 | Q2 2018/19 | 176,158 | 176,158 | Q3 2018/19 | 180,934 | 180,934 | Q4 2018/19 | 159,781 | 159,781 | Q1 2019/20 | 159,781 | 157,930 | Q2 2019/20 | 159,781 | 157,930 | Green Checkmark |
| Quarter | Attendance | Target | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2016/17 | 200,000 | 200,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2016/17 | 177,375 | 177,375 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2016/17 | 189,819 | 189,819 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2016/17 | 189,550 | 189,550 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2017/18 | 129,719 | 129,719 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2017/18 | 167,781 | 167,781 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2017/18 | 173,054 | 173,054 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2017/18 | 156,101 | 156,101 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2018/19 | 141,483 | 141,483 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 176,158 | 176,158 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2018/19 | 180,934 | 180,934 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 159,781 | 159,781 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 159,781 | 157,930 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 159,781 | 157,930 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EALT6 Countryside | 449,213 | 429,651 | Up Arrow | Up Arrow | <p>Dean Castle Country Park saw an increase of 2% in Q1 with Annanhill Golf Course's attendance increasing by 9% against projections for the quarter. Ayrshire Athletics Arena had a very successful first quarter with an increase of 50% against the 2019/20 Q1 target. This is predominantly due to enhance programming of coaching activities, holiday programme and large scale events.</p> <p>The River Ayr Way saw a decline in Q1 of 9%. Work will be undertaken with Scottish Natural Heritage and other stakeholders to rebrand the route as part of Scotland's Great Trails.</p> | <p>EALT6 Countryside</p> <table><thead><tr><th>Quarter</th><th>Attendance</th><th>Target</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>477,689</td><td>477,689</td></tr><tr><td>Q2 2016/17</td><td>531,456</td><td>531,456</td></tr><tr><td>Q3 2016/17</td><td>35,614</td><td>35,614</td></tr><tr><td>Q4 2016/17</td><td>143,173</td><td>143,173</td></tr><tr><td>Q1 2017/18</td><td>54,996</td><td>54,996</td></tr><tr><td>Q2 2017/18</td><td>75,902</td><td>75,902</td></tr><tr><td>Q3 2017/18</td><td>88,913</td><td>88,913</td></tr><tr><td>Q4 2017/18</td><td>231,864</td><td>231,864</td></tr><tr><td>Q1 2018/19</td><td>434,235</td><td>434,235</td></tr><tr><td>Q2 2018/19</td><td>538,690</td><td>538,690</td></tr><tr><td>Q3 2018/19</td><td>372,797</td><td>372,797</td></tr><tr><td>Q4 2018/19</td><td>271,037</td><td>271,037</td></tr><tr><td>Q1 2019/20</td><td>449,213</td><td>449,213</td></tr><tr><td>Q2 2019/20</td><td>449,213</td><td>429,651</td></tr></tbody></table> | Quarter | Attendance | Target | Q1 2016/17 | 477,689 | 477,689 | Q2 2016/17 | 531,456 | 531,456 | Q3 2016/17 | 35,614 | 35,614 | Q4 2016/17 | 143,173 | 143,173 | Q1 2017/18 | 54,996 | 54,996 | Q2 2017/18 | 75,902 | 75,902 | Q3 2017/18 | 88,913 | 88,913 | Q4 2017/18 | 231,864 | 231,864 | Q1 2018/19 | 434,235 | 434,235 | Q2 2018/19 | 538,690 | 538,690 | Q3 2018/19 | 372,797 | 372,797 | Q4 2018/19 | 271,037 | 271,037 | Q1 2019/20 | 449,213 | 449,213 | Q2 2019/20 | 449,213 | 429,651 | Green Checkmark |
| Quarter | Attendance | Target | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2016/17 | 477,689 | 477,689 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2016/17 | 531,456 | 531,456 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2016/17 | 35,614 | 35,614 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2016/17 | 143,173 | 143,173 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2017/18 | 54,996 | 54,996 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2017/18 | 75,902 | 75,902 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2017/18 | 88,913 | 88,913 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2017/18 | 231,864 | 231,864 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2018/19 | 434,235 | 434,235 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 538,690 | 538,690 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2018/19 | 372,797 | 372,797 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 271,037 | 271,037 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 449,213 | 449,213 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 449,213 | 429,651 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Code & Short Name | Current Value | Current Target | Short Term Trend | Long Term Trend | Latest Note | Trend Chart | Traffic Light Icon | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|---------------|----------------|------------------|-----------------|---|---|--------------------|-------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|------------|--------|----|
| EALT7 Future Museum (Virtual Service) | 48,349 | 50,000 | ⬇️ | ⬇️ | Future Museum has shown a reduction in use. We are currently looking to redesign the site for 2019. This is a partnership based website. As part of the Dean Castle project we will also be employing interns to support digitisation of collections, which will add new content for 2019/20. | <p>EALT7 Future Museum (Virtual Service)</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>62,078</td></tr><tr><td>Q2 2016/17</td><td>76,948</td></tr><tr><td>Q3 2016/17</td><td>81,398</td></tr><tr><td>Q4 2016/17</td><td>60,829</td></tr><tr><td>Q1 2017/18</td><td>57,533</td></tr><tr><td>Q2 2017/18</td><td>60,323</td></tr><tr><td>Q3 2017/18</td><td>68,568</td></tr><tr><td>Q4 2017/18</td><td>69,591</td></tr><tr><td>Q1 2018/19</td><td>74,168</td></tr><tr><td>Q2 2018/19</td><td>77,949</td></tr><tr><td>Q3 2018/19</td><td>91,246</td></tr><tr><td>Q4 2018/19</td><td>76,495</td></tr><tr><td>Q1 2019/20</td><td>76,971</td></tr><tr><td>Q2 2019/20</td><td>48,349</td></tr></tbody></table> | Quarter | Value | Q1 2016/17 | 62,078 | Q2 2016/17 | 76,948 | Q3 2016/17 | 81,398 | Q4 2016/17 | 60,829 | Q1 2017/18 | 57,533 | Q2 2017/18 | 60,323 | Q3 2017/18 | 68,568 | Q4 2017/18 | 69,591 | Q1 2018/19 | 74,168 | Q2 2018/19 | 77,949 | Q3 2018/19 | 91,246 | Q4 2018/19 | 76,495 | Q1 2019/20 | 76,971 | Q2 2019/20 | 48,349 | ⚠️ |
| Quarter | Value | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2016/17 | 62,078 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2016/17 | 76,948 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2016/17 | 81,398 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2016/17 | 60,829 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2017/18 | 57,533 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2017/18 | 60,323 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2017/18 | 68,568 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2017/18 | 69,591 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2018/19 | 74,168 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2018/19 | 77,949 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2018/19 | 91,246 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2018/19 | 76,495 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2019/20 | 76,971 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2019/20 | 48,349 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| EALT8 Eastayshireleisure.com (Virtual Service) | 76,971 | 75,651 | ⬆️ | ⬆️ | | <p>EALT8 Eastayshireleisure.com (Virtual Service)</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2016/17</td><td>62,078</td></tr><tr><td>Q2 2016/17</td><td>76,948</td></tr><tr><td>Q3 2016/17</td><td>81,398</td></tr><tr><td>Q4 2016/17</td><td>60,829</td></tr><tr><td>Q1 2017/18</td><td>57,533</td></tr><tr><td>Q2 2017/18</td><td>60,323</td></tr><tr><td>Q3 2017/18</td><td>68,568</td></tr><tr><td>Q4 2017/18</td><td>69,591</td></tr><tr><td>Q1 2018/19</td><td>74,168</td></tr><tr><td>Q2 2018/19</td><td>77,949</td></tr><tr><td>Q3 2018/19</td><td>91,246</td></tr><tr><td>Q4 2018/19</td><td>76,495</td></tr><tr><td>Q1 2019/20</td><td>76,971</td></tr><tr><td>Q2 2019/20</td><td>76,971</td></tr></tbody></table> | Quarter | Value | Q1 2016/17 | 62,078 | Q2 2016/17 | 76,948 | Q3 2016/17 | 81,398 | Q4 2016/17 | 60,829 | Q1 2017/18 | 57,533 | Q2 2017/18 | 60,323 | Q3 2017/18 | 68,568 | Q4 2017/18 | 69,591 | Q1 2018/19 | 74,168 | Q2 2018/19 | 77,949 | Q3 2018/19 | 91,246 | Q4 2018/19 | 76,495 | Q1 2019/20 | 76,971 | Q2 2019/20 | 76,971 | ✅ |
| Quarter | Value | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2016/17 | 62,078 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2016/17 | 76,948 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2016/17 | 81,398 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2016/17 | 60,829 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2017/18 | 57,533 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q2 2017/18 | 60,323 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q3 2017/18 | 68,568 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q4 2017/18 | 69,591 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Q1 2018/19 | 74,168 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| Q2 2019/20 | 76,971 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| 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 | Strategic Objective | 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. | 1,2,3,4 | Chief Executive | 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. | 1,2,3,4 | All Senior Manager | 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 EAGER - 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 targets and the loss of external funding. | 1,2,3,4 | All Senior 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 | Strategic Objective | Lead Officer | Likelihood | Impact | Total Risk Score (L x I) | Risk Category | Controls |
|-----|--|---------------------|---------------------|------------|--------|---|---------------|--|
| 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. | 1,2,3,4 | All Senior 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 |
| 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 aligned with market demands. | 1,2,3,4 | All Senior Managers | 4 | 3 | 12 RISK APPETITE: OPEN (Financial) | MEDIUM | <ul style="list-style-type: none"> • Attendance at Events • Recruitment and Selection procedure • EAGER reviews • Training and development programme |

| No. | Risk | Strategic Objective | Lead Officer | Likelihood | Impact | Total Risk Score (L x I) | Risk Category | Controls |
|-----|--|---------------------|---------------------|------------|--------|---|---------------|--|
| 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. | 1,2,3,4 | All Senior 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 • Eager Reviews • 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. | | All Senior Managers | 2 | 4 | 8 RISK APPETITE: CAUTIOUS (Compliance) | MEDIUM | <ul style="list-style-type: none"> • Partnerships Working Groups • Service Level Agreement • Support from East Ayrshire Council |

Risk Register

Risk Area 1

This risk was viewed as a compliant risk as East Ayrshire Leisure has to operate within the financial parameters that on the whole are decided by the Council. It has been well documented that East Ayrshire Leisure will have a reduction in funding from East Ayrshire Council and this will have a significant impact on the current venues we currently manage.

Risk Area 2

This risk was viewed as an operational risk a reduction in available finance's and continued savings may impact on the quality of services the Trust provides.

Risk Area 3

This risk was viewed as reputational; however the likelihood of it having a severe impact on the relationship we have with our partners is considered low as we have strong links with them and are able to adapt and negotiate change.

Risk Area 4

This area is viewed as operational risk as an inability to maintain buildings can have a significant effect on the provision of service. This has occurred in a few cases for example, St Josephs SGP and the problem with loose tiles in our swimming pools.

Risk Area 5

This area was viewed as a financial risk, but the Trust will take opportunities to increase income as opportunities arise.

Risk Area 6

This area is viewed as an operational risk and the impact of this is low as the Trust has systems in place to ensure the ongoing demands of employees can be met.

Risk Area 7

This was viewed as a compliance risk as the Trust must adhere to statutory requirements. The Trust has many controls in place and the likelihood of a failure is low, however, the repercussions could have a significant impact.

2018/19 ANNUAL REPORT AND ACCOUNTS

Date: 19 August 2019

Agenda Item: 5

Report By: Anneke Freel, Interim Senior Officer

Summary

This report presents the 2018/19 Report and Accounts for approval.

The report shows that the Trust established sound procedures for financial management and our external auditors, Scott-Moncrieff, 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 2018/19 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). Scott-Moncrieff 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 2018/19 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 Scott Moncrieff's Audit Management Report for 2018/19 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, included on page 18.

3 IMPLICATIONS

- 3.1 The approval and publication of the 2018/19 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 2018/19 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: *Anneke Freel*

Designation: Interim Senior Officer

Date: 1 August 2019

East Ayrshire Leisure Trust
A Scottish Charitable Incorporated Organisation

Annual Report and Accounts
For the year ended 31st March 2019

Charity Number SC043987

East Ayrshire Leisure Trust

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East Ayrshire Leisure Trust

Message from the Chair

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

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

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

East Ayrshire Youth Theatre (EAYT) never fail to impress, and their in-the-round production of Wizard of Oz in the Grand Hall was no exception, providing audiences with a unique and spectacular theatre experience.

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

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

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

Kilmarlock streets once again became the destination for the annual 10k road race Roon The Toon. Organised by Kilmarlock Harriers and supported by East Ayrshire Leisure and East Ayrshire Council, this event attracts runners from across the country to the Ayrshire Athletics Arena and Kilmarlock in general. We also introduced a programme of running events and activities this year to help encourage more people to take up running, from our ‘Couch to 5k’ and our ‘Roon the Park’ 5k, Junior 5k and family fun run. Our Run Jump Throw sessions, Athletics Camps and Sports Coaching programmes continue to thrive, encouraging our younger customers to excel and progress in their chosen sport.

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

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

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

Councillor Elena Whitham

Chair, East Ayrshire Leisure Trust

East Ayrshire Leisure Trust

Message from the Chief Executive

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

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

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

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

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

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



John Griffiths
Chief Executive



Anneke Freel
Interim Senior Officer

East Ayrshire Leisure Trust
Trustees Report
For the year ended 31st March 2019

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

East Ayrshire Leisure Trust – The Organisation

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

Governing Document

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

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

Our Purpose

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

Our Vision

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

Our Mission

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

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Trustees Report
For the year ended 31st March 2019

Our Values

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

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

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

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

EAST AYRSHIRE LEISURE SERVICES

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

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

Brief Service Descriptions

- Cultural Services

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

- Countryside & Outdoor Activities Services

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

- Sport & Fitness

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

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- Marketing & Development

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

- People & Finance

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

Agreements with East Ayrshire Council

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

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

Key venues and visitor attractions

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

Annanhill Golf Course

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

Ayrshire Athletics Arena (4 star Leisure Facility)

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

Baird Institute (4 star visitor attraction)

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

Burns House Museum and Library (4 star visitor attraction)

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

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

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.

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 and one is currently vacant
- 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) | 18 th May 2017 | |
| Neil McGhee | 13 th March 2013 (reappointed 18 th May 2017) | |
| Iain Linton | 25 th June 2015 (resigned 18 th May 2017) and reappointed 2 nd November 2017 | |
| Ian Grant | 18 th May 2017 | |
| Clare Maitland | 18 th May 2017 | |
| Chris McAleavey (ex officio) | 27 th August 2015 | Resigned 17 th May 2018 |
| Joe McLachlan (ex officio) | 27 th August 2015 | |
| Robert McCulloch (ex officio) | 17 th May 2018 | |
| Independent Trustees | | |
| Robin Hume | 13 th June 2013 (Re-appointed 27 th August 2015) | |
| Jean Brown | 13 th June 2013 | |
| June Minnery | 13 th June 2013 (Re-appointed 27 th August 2015) | |
| Jackie Livingston | 1 st July 2015 | |
| Robbie Mann | 8 th September 2016 | |

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

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

East Ayrshire Leisure Trust
Trustees Report
For the year ended 31st March 2019

Management Arrangements

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

SENIOR MANAGEMENT TEAM

| | |
|--|------------------------------------|
| John Griffiths (Chief Executive) | Retired 19 th May 2019 |
| Anneke Freel (Interim Senior Officer) | Appointed 7 th May 2019 |
| Anneke Freel (Countryside & Outdoor Activity Services Manager) | until 7 th May 2019 |
| Jackie Biggart (Head of Corporate Services) | |
| Adam Geary (Cultural Services Manager) | |
| Chris Murphy (Sport & Fitness Manager) | |

ADMINISTRATIVE INFORMATION

Registered Office

Dick Institute
14 Elmbank Avenue
Kilmarnock KA1 3BU
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

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FINANCIAL REVIEW

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

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

RESERVES POLICY

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

FINANCIAL PROFILE

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

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

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

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

RISK MANAGEMENT

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

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

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

PROPERTIES

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

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

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

EQUIPMENT

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

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

MUSEUM COLLECTIONS

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

ACHIEVEMENT & PERFORMANCE

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

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

I. TO BE RECOGNISED AS A PROVIDER OF HIGH QUALITY SERVICES AND FACILITIES THAT ARE WELL USED.

Actions to achieve this:

- I.1 Increase customer satisfaction
- I.2 Increase attendance levels/ticket sale through programme development both in person and online
- I.3 Achieve new quality standards and/or maintain current accreditation standards
- I.4 Maintain and sustain high level partnerships that support service delivery and improvements
- I.5 Introduce a system to audit, monitor and improve environmental efficiency across our core facilities

East Ayrshire Leisure Trust
Trustees Report
For the year ended 31st March 2019

KEY POINTS:

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

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

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

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

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

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

2. TO ENHANCE PEOPLE'S HEALTH & WELLBEING THROUGH PARTICIPATION.

Actions to achieve this:

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

KEY POINTS:

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

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

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

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

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

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

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

3. TO ENHANCE THE EAST AYRSHIRE TOURISM OFFER

The refurbishment at the Dick Institute and inclusion of a new café has greatly enhanced the tourism offer of this significant and historic attraction. Likewise, Dean Castle Country Park has had a very successful first year back in business following the extensive development project and visitor figures continuing to rise. The £5M Dean Castle restoration project is now underway (due to be completed in 2021)

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

4. TO BE RECOGNISED AS AN EMPLOYER OF CHOICE

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

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

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

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

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

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

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

ONLINE VISITORS

Eastayrshireleisure.com

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

- **Social Media**

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

- **Partnerships**

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

- EventScotland, Mauchline Burns Club and Mauchline Primary School in the development and delivery of Burns's Birthday
- Museum Galleries Scotland, HLF and Historic Environment Scotland on the Dean Castle project
- Scottish Book Trust, Kilmarnock Station Railway Heritage Trust and EAC Vibrant Communities to deliver the Digital Storytelling project
- Bord Na Gaidhlig, Creative Scotland and Sgoil na Coille Nuaidh to deliver the year- long Gaelic Visual Arts project
- Tesco Bags of Help, Loanhead Primary School, community individuals and poet Jackie Kay in the development of the Holehouse Commemorative Gardens redevelopment
- Scottish Libraries and Information Council - Digital Champions Network in the development of our new digital programme
- Creative Scotland, Ayrshire Young Carers and Vibrant Communities in the ongoing delivery of the MAKE SOME NOISE music project
- Xchange Scotland partnership has resulted in East Ayrshire Leisure taking the lead on the European Volunteering Programme
- Worked in partnership with Ayrshire Roads Alliance and Sustrans Scotland to develop the Kilmarnock Infinity Loop
- Partnership developed with Xchange Scotland resulting in East Ayrshire Leisure taking the lead on European Volunteering Programme
- Liaising with Kilmarnock Harriers and Scottish Athletics to re-establish the Ayrshire Athletics Partnership
- Developing partnership with Ayrshire College to establish "Leisure Ambassador" programme; work place experiences for students with personal development and training opportunities

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- Continuing to develop relationship with Scottish Leisure Networking Group
- Partnership with Stewarton Academy, Ayrshire College and Scottish Rural College to develop new SVQ level 4 qualification in Rural Skills

FUTURE DEVELOPMENTS

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

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

TRUSTEES RESPONSIBILITIES STATEMENT

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

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

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

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions for the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Disclosure of Information to Auditors

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

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

Trustees' Report

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

.....

Trustee

.....

Anneke Freel

Interim Senior Officer

Opinion

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

In our opinion, the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

Other information

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

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

misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of the trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

Use of our report

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

East Ayrshire Leisure Trust
Independent Auditor's Report
For the year ended 31st March 2019

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

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

Date:.....

East Ayrshire Leisure Trust
Statement of Financial Activities
For the year ended 31st March 2019

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

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 22 to 41 form part of these financial statements.

East Ayrshire Leisure Trust
Balance Sheet
As at 31st March 2019

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

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

.....

Trustee

Interim Senior Officer

The notes on pages 22 to 41 form part of these financial statements

East Ayrshire Leisure Trust
Statement of Cash Flows for the year ended 31st March 2019

| | Notes | 2019 £ | 2018 £ |
|--|--------------|-------------------|-------------------|
| Cash flows from operating activities: | | | |
| Net cash provided by (used in) operating activities | 17 | (658,226) | 489,480 |
| Cash flows from investing activities: | | | |
| Investment income | | 1,181 | 521 |
| Purchase of property, plant and equipment | | - | - |
| Net cash provided by/(used in) investing activities | | 1,181 | 521 |
| Change in cash and cash equivalents in the reporting period | | (657,045) | 490,001 |
| Cash at the beginning of the reporting period | | 1,342,070 | 852,069 |
| Cash at the end of the reporting period | | 685,025 | 1,342,070 |

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2019

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 10 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 2019

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. The bases on which support costs have been allocated are set out in note 5.

Tangible Fixed Assets and Depreciation

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

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

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

Furniture and equipment: 5 years

Heritage Assets

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

Lease commitments

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

Stock

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

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

Debtors

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

Creditors

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

Cash and cash equivalents

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

Financial assets and financial liabilities

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

Financial instruments are classified as either 'basic' or 'other' in accordance with Chapter 11 of FRS102.

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

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

Pensions

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

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

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

Termination benefits

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

VAT

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

Unrestricted funds

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

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2019

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 2020. 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 £255,472.

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.

3. Income

Investment income

Investment income comprises bank interest. In 2019 bank interest received £1,181 (2018: £521).

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2019

Income from charitable activities is as follows:

| | 2019 Operating Fund £ | 2019 Restricted Fund £ | 2019 Total £ | 31st March 2018 £ |
|---|--|---|-----------------------------|---|
| Chief Executive & People & Finance | 4,836,012 | - | 4,836,012 | 5,114,797 |
| Marketing & Development | 1,412 | - | 1,412 | 617 |
| Cultural | 1,022,609 | - | 1,022,609 | 535,886 |
| Countryside services | 318,803 | - | 318,803 | 118,589 |
| Sport & Community Venues | 740,631 | - | 740,631 | 1,070,011 |
| Projects (Restricted income) | - | 108,879 | 108,879 | 612,960 |
| Total income from provision of facilities and services | 6,919,467 | 108,879 | 7,028,346 | 7,452,860 |

A management service fee of £4,829,955 was received from East Ayrshire Council for the year (2018: £5,111,940).

Income on charitable activities was £7,028,346 (2018: £7,452,860) of which £6,919,467 was unrestricted (2018: £6,839,900) and £108,879 (2018: £612,960) was restricted. All other income was unrestricted.

4. Charitable expenditure

2019

| | Chief Executive & People & Finance £ | Marketing & Development £ | Cultural £ | Countryside Services £ | Sport & Community Venues £ | Projects £ | Total £ | 2018 £ |
|--------------------------|---|--|-----------------------|---------------------------------------|---|-----------------------|--------------------|-------------------|
| Employee costs | 1,722,063 | 209,693 | 2,098,054 | 882,523 | 1,255,591 | 40,957 | 6,208,881 | 5,527,228 |
| Property costs | 8,295 | - | 373,801 | 189,319 | 78,454 | - | 649,869 | 748,694 |
| Supplies and Services | 62,527 | 107,708 | 761,519 | 138,574 | 102,157 | 111,014 | 1,283,499 | 1,432,548 |
| Transport Costs | 1,815 | - | 13,482 | 22,890 | 70 | 75 | 38,332 | 38,018 |
| Support Services | 187,400 | - | - | - | - | - | 187,400 | 212,400 |
| Governance | 18,890 | - | - | - | - | - | 18,890 | 17,825 |
| Total | 2,000,990 | 317,401 | 3,246,856 | 1,233,306 | 1,436,272 | 152,046 | 8,386,871 | 7,976,713 |

Expenditure on charitable activities was £8,386,871 (2018: £7,976,713) of which £8,234,825 was unrestricted (2018: £7,353,581) and £152,046 (2018: £623,132) was restricted.

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2019

2018

| | Chief Executive & People & Finance | Marketing & Development | Cultural | Countryside Services | Sport & Community Venues | Projects | Total | 2017 |
|-----------------------|---|------------------------------------|------------------|-----------------------------|-------------------------------------|-----------------|------------------|------------------|
| | £ | £ | £ | | £ | £ | £ | £ |
| Employee costs | 1,202,484 | 232,125 | 1,799,357 | 624,871 | 1,621,820 | 46,570 | 5,527,228 | 5,617,579 |
| Property costs | 17,273 | - | 255,464 | 141,957 | 326,941 | 7,060 | 748,694 | 717,022 |
| Supplies and Services | 65,029 | 64,193 | 490,867 | 116,525 | 126,432 | 569,502 | 1,432,548 | 1,237,922 |
| Transport Costs | 1,834 | - | 10,340 | 25,421 | 424 | - | 38,018 | 45,801 |
| Support Services | 212,400 | - | - | - | - | - | 212,400 | 212,400 |
| Governance | 17,825 | - | - | - | - | - | 17,825 | 13,578 |
| Total | 1,516,844 | 296,318 | 2,556,028 | 908,774 | 2,075,617 | 623,132 | 7,976,713 | 7,844,302 |

Expenditure on charitable activities was £7,976,713 (2017: £7,844,302) of which £7,353,581 was unrestricted (2017: £7,582,823) and £623,132 (2017: £261,479) was restricted.

5. Analysis of governance and support costs

| | General Support | Governance | 2019 | 2018 |
|--------------------------------|------------------------|-------------------|----------------|----------------|
| | | | £ | £ |
| 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 | 54,000 |
| Legal and Procurement Services | 10,000 | 35,000 | 45,000 | 45,000 |
| Audit fees | - | 11,000 | 11,000 | 11,000 |
| Consultants fees | - | - | - | - |
| Accountancy fees | 7,890 | - | 7,890 | 6,825 |
| | 156,290 | 50,000 | 206,290 | 230,225 |

General support costs in 2018 were £180,225 and governance costs £50,000.

East Ayrshire Leisure receives support services from East Ayrshire Council. The total cost of support services provided by the Council in 2019 was £187,400 (2018 £212,400). 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 2019

6. Staff Costs and Numbers

| | 2019 | 2018 |
|-----------------------|------------------|------------------|
| | £ | £ |
| Wages and salaries | 3,950,636 | 3,853,846 |
| Social security costs | 310,505 | 298,504 |
| Other pension costs | 1,721,251 | 1,130,293 |
| Other staff costs | 226,489 | 244,585 |
| | 6,208,881 | 5,527,228 |

2 members of staff were made redundant during the year (2018: 14).

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

| | 2019 | 2018 |
|-------------------|-------------|-------------|
| £70,000 - £79,999 | - | - |
| £80,000 - £89,999 | 1 | 1 |

The senior management team comprises six staff members (2018: 6 staff members). The total employee benefits (including employers contributions) of the senior management team were £424,295 (2018: £411,490).

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

| | 2019 Number | 2018 Number |
|-----------------------------|------------------------|------------------------|
| East Ayrshire Leisure Trust | | |
| Full-time (permanent) | 105 | 106 |
| Part-time (permanent) | 89 | 86 |
| | 194 | 192 |

During the year trustees received no remuneration (2018: nil). Trustee expenses totalled £110 (2018: £81). No trustees received payment for professional or other services supplied to the charity (2018: nil).

7. Operating Surplus

| | 2019 £ | 2018 £ |
|---|-------------------|-------------------|
| The operating surplus is stated after charging/(crediting) | | |
| Auditors' remuneration (including expenses) for audit | 11,000 | 11,000 |
| for other services | 7,890 | 6,825 |
| Operating lease rentals | 10,402 | 11,496 |

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 employee' 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 2017 and following this valuation employer's contributions have been set at 19.3% for the years ended 31st March 2019, 2020 and 2021.

The pension results for 2018/19 have taken into account the financial effects of the McCloud judgement and General Minimum Pension (GMP) equalisation.

When the LGPS Scotland benefit structure was reformed in 2015, transitional protections were applied to certain older members close to normal retirement age. The benefits accrued from 1 April 2015 by these members are subject to an 'underpin' which means that they cannot be lower than what they would have received under the previous benefit structure. The underpin ensures that these members do not lose out from the introduction of the new scheme. In December 2018 the Court of Appeal upheld a ruling ("McCloud/Sargeant") that similar transitional protections in the Judges' and Firefighters' Pension Schemes were unlawful on the grounds of age discrimination. The implications of the ruling are expected to apply to the LGPS (and other public service schemes) as well.

Guaranteed minimum pension (GMP) was accrued by members of the Local Government Pension Scheme (LGPS) between 6 April 1978 and 5 April 1997. The value of GMP is inherently unequal between males and females for a number of reasons, including a higher retirement age for men and GMP accruing at a faster rate for women. However overall equality of benefits was achieved for public service schemes through the interaction between scheme pensions and the Second State Pension. The introduction of the new Single State Pension in April 2016 disrupted this arrangement and brought uncertainty over the ongoing indexation of GMPs, which could lead to inequalities between men's and women's benefits. As an interim solution to avoid this problem, GMP rules were changed so that the responsibility for ensuring GMPs kept pace with inflation passed in full to pension schemes themselves for members reaching state pension age between 6 April 2016 and 5 April 2021. This new responsibility leads to increased costs for schemes (including the LGPS) and hence scheme employers. The financial effects of this in the 2018/19 accounts is an increase in past service costs of £47,000.

The financial effect of these pension issues has resulted in an increase in the net pension liability of £437,000.

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.

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2019

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

| | 31st March 2019 | 31st March 2018 |
|---|-----------------------------------|-----------------------------------|
| | £'000 | £'000 |
| Opening defined benefit obligation | 21,701 | 23,242 |
| Current service cost | 1,272 | 1,178 |
| Past service cost (including curtailments) | 433 | 34 |
| Interest cost on defined benefit obligation | 607 | 642 |
| Contributions by members | 198 | 196 |
| Actuarial losses/(gains) | 1,754 | (3,270) |
| Benefits paid | (268) | (320) |
| Unfunded benefits paid | (1) | (1) |
| | <hr/> | <hr/> |
| Closing defined benefit obligation | 25,696 | 21,701 |
| | <hr/> | <hr/> |

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

| | 31st March 2019 | 31st March 2018 |
|---|-----------------------------------|-----------------------------------|
| | £'000 | £'000 |
| Opening fair value of plan assets | 22,151 | 19,635 |
| Interest income on plan assets | 606 | 538 |
| Contributions by members | 198 | 196 |
| Contributions by the employer | 656 | 713 |
| Contributions in respect of unfunded benefits | 1 | 1 |
| Actuarial (loss)/gain | 728 | 1,389 |
| Benefits paid | (268) | (320) |
| Unfunded benefits paid | (1) | (1) |
| | <hr/> | <hr/> |
| Closing fair value of plan assets | 24,071 | 22,151 |
| | <hr/> | <hr/> |

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

| | 31st March 2019 | 31st March 2018 |
|---|-----------------------------------|-----------------------------------|
| | £'000 | £'000 |
| Current service cost | (1,272) | (1,178) |
| Past service cost (including curtailments) | (433) | (34) |
| | <hr/> | <hr/> |
| Total service cost | (1,705) | (1,212) |
| Net interest | | |
| Interest income on plan assets | 606 | 538 |
| Interest cost on defined benefit obligation | (607) | (642) |
| | <hr/> | <hr/> |
| Total net interest | (1) | (104) |
| Total defined benefit cost recognised in net income/expenditure per the SOFA | (1,706) | (1,316) |
| | <hr/> | <hr/> |

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2019

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

| | 31st March 2019 | 31st March 2018 |
|----------|-----------------------------------|-----------------------------------|
| | % | % |
| Equities | 64 | 62 |
| Bonds | 24 | 23 |
| Property | 10 | 11 |
| Cash | 2 | 4 |

The estimated employer contributions for the year to 31 March 2020 are £656,000.

The principal actuarial assumptions used in the calculations are:

| | 31st March 2019 | 31st March 2018 |
|-----------------------|-----------------------------------|-----------------------------------|
| | % per annum | % per annum |
| Pension Increase Rate | 2.4 | 2.3 |
| Salary Increase Rate | 3.6 | 3.5 |
| Discount Rate | 2.5 | 2.7 |

Mortality

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2016 model with an allowance for smoothing of recent mortality experience and long term rates of 1.5% p.a for males and 1.25% p.a. for females. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

| | Males | Females |
|--------------------|--------------|----------------|
| Current Pensioners | 21.4 years | 23.7 years |
| Future Pensioners | 23.4 years | 25.8 years |

9. Fixed Assets

| | Furniture & Equipment | Total |
|-----------------------------------|----------------------------------|--------------|
| | £ | £ |
| Cost | | |
| As at 1 st April 2018 | 157,582 | 157,582 |
| As at 31 st March 2019 | 157,582 | 157,582 |
| Depreciation | | |
| As at 1 st April 2018 | 86,010 | 86,010 |
| Charge | 31,510 | 31,510 |
| As at 31 st March 2019 | 117,520 | 86,010 |
| Net book value | | |
| As at 31 st March 2018 | 71,572 | 71,572 |
| As at 31 st March 2019 | 40,062 | 71,572 |

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2019

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 2018 | 34,920 | 34,920 |
| As at 31 st March 2019 | 34,920 | 34,920 |
| Net book value | | |
| As at 31 st March 2018 | 34,920 | 34,920 |
| As at 31 st March 2019 | 34,920 | 34,920 |

11. Stock

| | 2019 | 2018 |
|-------------------|-------------|-------------|
| | £ | £ |
| Goods for re-sale | 21,026 | 17,592 |

12. Debtors

| | 2019 | 2018 |
|--|-------------|-------------|
| | £ | £ |
| Amounts due from East Ayrshire Council | 528,253 | 714,089 |
| Trade debtors | 88,898 | 61,233 |
| Other debtors and prepayments | 54,491 | 104,404 |
| | 671,642 | 879,726 |

13. Creditors: Amounts falling due within one year

| | 2019 | 2018 |
|---------------------------------------|-------------|-------------|
| | £ | £ |
| Amounts owed to East Ayrshire Council | 31,941 | 697,183 |
| Trade creditors | 34,194 | 71,998 |
| Accruals and deferred income | 651,913 | 610,640 |
| Taxation and social security | 347,366 | 269,454 |
| | 1,065,414 | 1,649,275 |

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2019

14. Deferred income

Deferred income comprises advanced ticket sales.

| | 2018 | 2018 |
|---|----------------|----------------|
| | £ | £ |
| Balance as at 1 st April 2018 | 145,671 | 91,460 |
| Amounts released to income during 2018/19 | (145,671) | (91,460) |
| Amounts deferred in year | 143,246 | 145,671 |
| | <u>143,246</u> | <u>145,671</u> |
| Balance as at 31 st March 2019 | <u>143,246</u> | <u>145,671</u> |

15. Financial assets and liabilities

| | 2018 | 2018 |
|---|----------------|----------------|
| | £ | £ |
| Financial assets at amortised cost | 1,327,893 | 2,137,777 |
| Financial liabilities at amortised cost | (574,802) | (1,234,150) |
| | <u>753,091</u> | <u>903,627</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.

16. Reserves

| | Unrestricted Funds | Restricted Funds | 2019 Total | 2018 Total |
|---|---------------------------|-------------------------|--------------------|--------------------|
| | £ | £ | £ | £ |
| Funds 2019 | | | | |
| Balance at 31 st March 2019 | | | | |
| Represented by: | | | | |
| Fixed assets | 74,982 | - | 74,982 | 106,492 |
| Net current assets | 211,786 | 100,493 | 312,279 | 590,113 |
| Retirement benefit scheme asset/(liability) | (1,625,000) | - | (1,625,000) | 450,000 |
| | <u>(1,338,232)</u> | <u>100,493</u> | <u>(1,237,739)</u> | <u>1,146,605</u> |
| Funds 2018 | | | | |
| | £ | £ | 2018 Total | 2017 Total |
| | | | £ | £ |
| Balance at 31 st March 2018 | | | | |
| Represented by: | | | | |
| Fixed assets | 106,492 | - | 106,492 | 138,002 |
| Net current assets | 446,453 | 143,660 | 590,113 | 583,935 |
| Retirement benefit scheme asset/(liability) | 450,000 | - | 450,000 | (3,607,000) |
| | <u>1,002,945</u> | <u>143,660</u> | <u>1,146,605</u> | <u>(2,885,063)</u> |

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2019

**Unrestricted
Fund 2019**

| | Opening Balance at 1 st April 2018 £ | Incoming £ | Outgoing £ | Transfers £ | Actuarial Gain/(Loss) £ | Closing Balance at 31 st March 2019 £ |
|-------------------|--|------------------|--------------------|----------------|-------------------------------|--|
| Unrestricted fund | 336,235 | 6,894,648 | (7,039,195) | 8,170 | - | 199,858 |
| Designated funds | 216,710 | 26,000 | (147,630) | (8,170) | - | 86,910 |
| Pension reserve | 450,000 | - | (1,049,000) | - | (1,026,000) | (1,625,000) |
| | <u>1,002,945</u> | <u>6,920,648</u> | <u>(8,235,825)</u> | <u>-</u> | <u>(1,026,000)</u> | <u>(1,338,232)</u> |

**Unrestricted
Fund 2018**

| | Opening Balance at 1 st April 2017 £ | Incoming £ | Outgoing £ | Transfers £ | Actuarial Gain/(Loss) £ | Closing Balance at 31 st March 2018 £ |
|-------------------|--|------------------|--------------------|----------------|-------------------------------|--|
| Unrestricted fund | 282,525 | 6,840,421 | (6,741,711) | (45,000) | - | 336,235 |
| Designated funds | 285,580 | - | (113,870) | 45,000 | - | 216,710 |
| Pension reserve | (3,607,000) | - | (602,000) | - | 4,659,000 | 450,000 |
| | <u>(3,038,895)</u> | <u>6,840,421</u> | <u>(7,457,581)</u> | <u>-</u> | <u>4,659,000</u> | <u>1,002,945</u> |

Designated Funds 2019:

| | 2018 £ | Incoming £ | Outgoing £ | Transfer £ | 2019 £ |
|---|----------------|---------------|------------------|---------------|---------------|
| Depreciation (to fund depreciation on fixed assets) | 47,620 | - | (19,240) | - | 28,380 |
| Fixed assets | 43,640 | - | (8,720) | - | 34,920 |
| Libraries Fit Out | 80,500 | - | (78,950) | - | 1,550 |
| Website Development | 23,900 | - | (8,430) | - | 15,470 |
| Promotion of New Mobile Libraries | 2,500 | - | (2,500) | - | - |
| Keep Scotland Beautiful | 1,250 | - | (1,250) | - | - |
| DCCP Play Area | 6,350 | - | (6,350) | - | - |
| Youth Theatre | 2,520 | - | (2,520) | - | - |
| Training & Development | 8,430 | - | (6,640) | - | 1,790 |
| Redundancy Costs | - | 16,830 | (13,380) | - | 3,450 |
| PFS Miscellaneous Expenditure | - | 8,000 | (7,020) | - | 980 |
| Marketing Activity | - | 18,000 | (17,630) | - | 370 |
| Total designated funds | <u>216,710</u> | <u>42,830</u> | <u>(172,630)</u> | <u>-</u> | <u>86,910</u> |

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2019

| Designated Funds 2018 | 2017 £ | Incoming £ | Outgoing £ | Transfer £ | 2018 £ |
|---|-------------------|-----------------------|-----------------------|-----------------------|-------------------|
| Depreciation (to fund depreciation on fixed assets) | 74,580 | - | (19,600) | (7,360) | 47,620 |
| Fixed assets | 43,640 | - | - | - | 43,640 |
| People & Finance Administration Resources | 730 | - | (730) | - | - |
| Marketing & Development Staff | 42,630 | - | (17,630) | (25,000) | - |
| Libraries Fit Out | 90,000 | - | (9,500) | - | 80,500 |
| Homewards Van Balance | 2,500 | - | - | (2,500) | - |
| Annanhill Golf Course | 20,000 | - | (8,650) | (11,350) | - |
| Sport and CV Staffing | 11,500 | 10,000 | (21,500) | - | - |
| Sport & CV Staffing - temporary facilities | - | - | (7,360) | 7,360 | - |
| Website Development | - | - | (1,100) | 25,000 | 23,900 |
| Promotion of New Mobile Libraries | - | - | - | 2,500 | 2,500 |
| Keep Scotland Beautiful | - | - | (3,750) | 5,000 | 1,250 |
| DCCP Play Area | - | - | - | 6,350 | 6,350 |
| PFS Equipment | - | 10,000 | (10,000) | - | - |
| Youth Theatre | - | 15,000 | (12,480) | - | 2,520 |
| Training & Development | - | 10,000 | (1,570) | - | 8,430 |
| Total designated funds | 285,580 | 45,000 | (113,870) | - | 216,710 |

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2019

Restricted funds

| | 2018: | 2018: | 2018: | | | 2019: | 2019: | 2019: |
|---------|-----------|-----------|---------|-----------------|---------|-----------|-----------|---------|
| Opening | Incoming | Resources | Closing | | Opening | Incoming | Resources | Closing |
| Balance | Resources | Expended | Balance | | Balance | Resources | Expended | Balance |
| £ | £ | £ | £ | | £ | £ | £ | £ |
| | | | | Magic at the | | | | |
| | | | | Museum | - | 1,865 | (1,865) | - |
| | | | | Digital | | | | |
| | | | | Storyteller in | - | 6,900 | (348) | 6,552 |
| | | | | Residence | | | | |
| | | | | Nature | | | | |
| | | | | Therapy Breaks | - | 5,432 | - | 5,432 |
| | | | | Irvine Valley | | | | |
| | | | | Trails 2019 | | | | |
| | | | | onwards | - | 43,715 | - | 43,715 |
| 4,426 | - | (90) | 4,336 | Ayrshire | | | | |
| | | | | Libraries forum | 4,336 | - | (102) | 4,234 |
| 17,529 | - | (4,350) | 13,179 | Make Some | | | | |
| | | | | Noise | 13,179 | - | (2,630) | 10,549 |
| | | | | Museums | | | | |
| - | 6,480 | - | 6,480 | Database | 6,480 | 2,000 | - | 8,480 |
| | | | | Gaelic Visual | | | | |
| - | 5,400 | - | 5,400 | Arts | 5,400 | 1,500 | (1,918) | 4,982 |
| | | | | Kilmarnock | | | | |
| | | | | Green | | | | |
| 15,000 | - | - | 15,000 | Infrastructure | 15,000 | - | - | 15,000 |
| 1,549 | - | - | 1,549 | River Ayr Way | 1,549 | - | - | 1,549 |
| 771 | - | (132) | 639 | Textile team | 639 | 226 | (865) | - |
| | | | | The McKie | | | | |
| 2,847 | 14,878 | (20,214) | (2,489) | Collection | (2,489) | 10,577 | (8,088) | - |
| | | | | Irvine Valley | | | | |
| 59,614 | 41,527 | (23,930) | 77,211 | Trails | 77,211 | - | (77,211) | - |
| | | | | Year of Young | | | | |
| - | 9,370 | (60) | 9,310 | People | 9,310 | 4,087 | (13,397) | - |
| - | 2,000 | (1,309) | 691 | Bat Bothy | 691 | 22 | (713) | - |
| | | | | Traditional | | | | |
| - | 10,000 | (7,918) | 2,082 | Rural Skills | 2,082 | - | (2,082) | - |
| | | | | Growing | | | | |
| - | 9,903 | (1,631) | 8,272 | Memories | 8,272 | - | (8,272) | - |
| | | | | WWI | | | | |
| | | | | Memorial | | | | |
| - | 2,000 | - | 2,000 | Artwork | 2,000 | - | (2,000) | - |
| | | | | Burns Birthday | | | | |
| - | 8,000 | (8,000) | - | in Mauchline | - | 6,500 | (6,500) | - |

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2019

| | 2018 | 2018 | 2018 | | | 2019 | 2019 | 2019 |
|-----------------|--------------------|--------------------|-----------------|--|-----------------|--------------------|--------------------|-----------------|
| Opening Balance | Incoming Resources | Resources Expended | Closing Balance | | Opening Balance | Incoming Resources | Resources Expended | Closing Balance |
| £ | £ | £ | £ | | £ | £ | £ | £ |
| - | 400,000 | (400,000) | - | Dean Castle Countryside Park (DCCP)– Development Project | - | 26,055 | (26,055) | - |
| - | 81,232 | (81,232) | - | DCCP Opening Events | - | - | - | - |
| 24,571 | 15,000 | (39,571) | - | - Creative place | - | - | - | - |
| 11,500 | - | (11,500) | - | - Wifi | - | - | - | - |
| 2,998 | 700 | (3,698) | - | - GLAIF | - | - | - | - |
| 11,027 | 2,168 | (13,195) | - | - I AM HERE | - | - | - | - |
| 2,000 | (10) | (1,990) | - | Wild About the Farm | - | - | - | - |
| - | 1,257 | (1,257) | - | - Youthlink | - | - | - | - |
| - | 3,055 | (3,055) | - | Woodland Management | - | - | - | - |
| 153,832 | 612,960 | (623,132) | 143,660 | Totals | 143,660 | 108,879 | (152,046) | 100,493 |

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.

DIGITAL STORYTELLER IN RESIDENCE – East Ayrshire is one of only five funded Storyteller residencies across Scotland. The project seeks to work 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 project funds a full time storyteller in residence based at the Dick Institute but working across the region. The Arts, Libraries and Museums Development team are the lead applicant with partners in Kilmarnock Station Railway Heritage Trust and Vibrant Communities. The project is funded by the Scottish Book Trust and runs for nine months until June 2019.

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.

Received funding of £162,000 from the Renewable Energy Fund to appoint a project officer to implement the Irvine Valley Trails Project over a 3 year period. 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 will start in 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.

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.

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. The task to procure, install and begin to populate the new database will be complete by the project end-date of 31 Dec 2019.

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 McIlvanney Campus. The project also supports one apprentice placement from the McIlvanney Campus. Funded by Bord Na Gaidhlig and Creative Scotland.

The design and feasibility work has been completed for the Kilmarnock Green Infrastructure Project. A further award of £85k has been made by Sustrans to prepare RIBA stage 7 designs and a landscape masterplan for the project. This will inform the capital bid to Sustrans Scotland and a further bid to the Green Infrastructure Fund administered through the Scottish Natural Heritage. 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.

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.

Textile team is a team of volunteers that were originally funded by HLF to carry out restoration and repair of textiles. The remaining funding supports the group to continue with its work.

The McKie Collection funded by Museum Galleries Scotland is to support the digitisation of the McKie collection. A new post will be appointed for 18 months to deliver the project.

Funding was received from the Renewable Energy Fund to appoint a project officer to implement the Irvine Valley Trails Project over a 3 year period.

GENERATION Z - A co-designed programme of events throughout 2018. The launch event features Tom Foster of Judge Dredd fame, fully immersive Virtual Reality experiences, an interactive gaming tournament and a host of other

drop in activities, GENERATION Z is a FREE festival for fans of all ages. GENERATION Z is funded by EVENTSCOTLAND.

The Bat Bothy Project has secured £2000 through the Tesco Bags of Help scheme. Working with Xchange Scotland, this unique facility to encourage roosting and hibernating bats with the Country Park will be built by volunteers from across Europe.

As part of the Year of History, heritage and Archaeology, a grant of £10,000 was secured from the Heritage Lottery Fund. This grant will be used to create 2 volunteer apprenticeships, provide a range of rural skills training for volunteers and to purchase tools and equipment to enable traditional rural skills to be carried out at the Country Park.

£9,903 has been awarded to East Ayrshire Leisure to develop a remote volunteering project in partnership with Alzheimer's Scotland. This project will provide all the equipment necessary for people suffering from dementia to grow wildflowers within their own homes. These will then be used to create a wildflower meadow at the Country Park. A celebration day will be organised in Summer 2018 where all volunteers and their families will be invited to a tea party at the Country Park.

£2,000 has been awarded to support the purchase and planting of trees and shrubbery associated with the WWI memorial artwork, which has been developed by Pidgin Perfect in collaboration with Scottish makar Jackie Kay, Loanhead Primary School and adults who took part in a poetry workshop.

The Burns Birthday in Mauchline was funded by Eventscotland to provide a celebration of Burns in our Burns House Museum and Library in Mauchline. The event enabled us to present workshops, events and educational activities for schools.

DCCP Development Project received funding from the Renewable Energy Fund. This will be drawn down annually for 3 years. This funding is specifically targeted at the biodiversity, paths, volunteering and activities aspects of the project.

Between October and December 2017, a series of events was organised to celebrate the major redevelopment project at Dean Castle Country Park. This included the very popular Illuminight Fire and Light Show which attracted 38,000 people, the Harvest and Real Ale Festival and a programme of free events for families. A grant of £30,000 was received from the Renewable Energy Fund for these events, with the remainder coming from the Heritage Lottery Fund Parks for People Project.

Creative Place is funded from Creative Scotland to bring high quality events and exhibitions to Kilmarnock, supporting regeneration and tourism.

The WiFi project is funded by the Scottish Library and Information Council. Additional funding was awarded in the year to complete the library Wifi rollout across our part-time libraries not covered by Phase I of the project, including Newmilns, Bellfield and Drongan.

Gaidhlig Gailearaidhean at the Dick Institute is a new set of visual art workshops led in Gaelic, and funded by Bòrd Na Gaidhlig

I AM HERE is a major retrospective exhibition of European studio jewellery from the Crafts Council in London. The Dick Institute is the only Scottish venue to host the exhibition, and it is funded by Creative Scotland. The significant engagement programme with 600 Primary 7 pupils, is developed and delivered in partnership with the National Museum of Scotland.

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As part of a public vote, Wild About the Farm has received £2,000 from the Tesco Bags of Help. This grant will be used to introduce hedges, lades and reed beds into the Urban Farm at Dean Castle Country Park. This work will be carried out with volunteers and students from Ayrshire College.

A grant was approved from Forestry Commission Scotland to prepare a Woodland Management plan for Dean castle Country Park, Kilmarnock and Woodroad Park, Cumnock. The Central Scotland Green Network carried out this work. A further application now needs to be made for implementation of the actions within the management plans.

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

| | 2019 | 2018 |
|---|------------------|------------------|
| | £ | £ |
| Net income/(expenditure) for the reporting period (as per the SOFA) | (1,358,344) | (627,332) |
| Adjustments for: | | |
| Interest received | (1,181) | (521) |
| Depreciation | 31,510 | 31,510 |
| Net cost in respect of pensions | 1,049,000 | 602,000 |
| (Increase)/decrease in stock | (3,434) | (5,431) |
| (Increase)/decrease in debtors | 208,084 | (28,448) |
| Increase/(decrease) in creditors | (583,861) | 517,702 |
| Net cash provided by (used in) operating activities | (658,226) | 489,480 |
| Analysis of cash and cash equivalents | | |
| | 2019 | 2018 |
| | £ | £ |
| Cash in hand | 685,025 | 1,342,070 |
| Notice deposits (less than 3 months) | - | - |
| Overdraft facility repayable on demand | - | - |
| Total cash and cash equivalents | 685,025 | 1,342,070 |

18. Operating lease commitments

At 31st March 2019, the Trust had future minimum lease payments under non-cancellable operating leases as follows:

| | 2019 | | 2018 |
|--------------------------|------------------|--------------|------------------|
| | Land and | Other | Land and |
| | buildings | | buildings |
| | £ | £ | £ |
| | | | Other |
| | | | £ |
| Within one year | - | 24,440 | 1,000 |
| Within two to five years | - | 97,423 | - |
| | - | 121,863 | 1,000 |
| | - | 4,137 | |

East Ayrshire Leisure Trust
Notes to the Accounts
For the year ended 31st March 2019

19. Related parties

East Ayrshire Council (EAC) made a contribution in line with the Services Agreement of £4,829,955 (2018: £5,111,940). 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 (2018: £212,400).

The relevant transactions and balances with East Ayrshire Council were:

| 2018/19 | | | | 2017/18 | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Income from EAC | Payments to EAC | Due from | Due to | Income from EAC | Payments to EAC | Due from | Due to |
| £ | £ | £ | £ | £ | £ | £ | £ |
| 6,270,412 | 473,348 | 528,253 | 31,941 | 6,016,027 | 989,962 | 714,089 | 697,183 |
| <u> </u> | <u> </u> | <u> </u> | <u> </u> | <u> </u> | <u> </u> | <u> </u> | <u> </u> |

20. Contingent Liabilities

There is one public liability claim, and two employer's liability claims ongoing. (2018: four employer liability case and one public liability case).

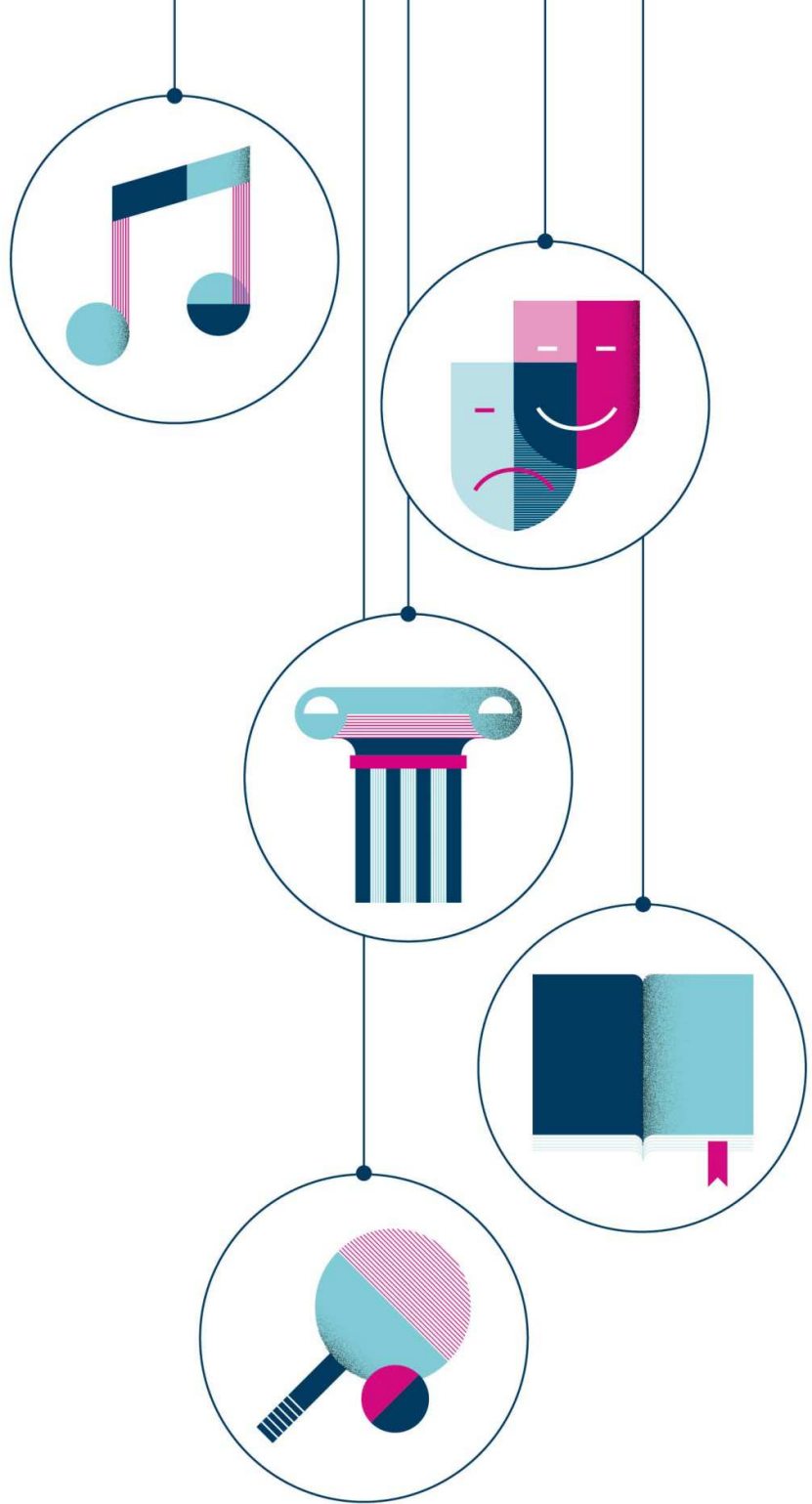
Employer and public liability cases are handled via East Ayrshire Council's insurer (Zurich). If it is determined that the Trust is liable, it will need to pay the first £500 and the remainder will be covered by the insurer. Until the Assessor has completed its work, the Trust accepts no liability for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

21. Post Balance Sheet Event

None

22. 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 management report for the
year ended 31 March 2019

August 2019



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1. Introduction



Introduction

1. Recognising the importance of effective two-way communication in an audit of financial statements, we have prepared this report to provide you with constructive observations arising from the audit process.
2. International Standards on Auditing (UK) 260, “Communication with those charged with governance” and 265 “Communicating deficiencies in internal control to those charged with governance” require Scott-Moncrieff to report to those charged with governance the significant findings from our audit.
3. This report aims to provide trustees with constructive observations arising from the audit process. We set out in this report details of:
 - any expected modifications to our audit reports;
 - any unadjusted items in the financial statements (except any unadjusted items which are clearly trivial) including the effect of unadjusted items related to prior periods on the current period;
 - any material weaknesses in systems we have identified during the course of our audit work and our views about the quality of accounting practices and financial reporting procedures; and
 - any other relevant matters.
4. Our procedures are carried out solely for the purpose of our audit so that we can form and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK). Our audit does not necessarily disclose every weakness and for this reason the matters referred to may not be the only shortcomings which exist. Communication in this report of matters arising from the audit of the financial statements or of risks or weaknesses does not absolve management from its responsibility to address the issues raised and to maintain an adequate system of control.
5. We take this opportunity to remind you that:
 - This report has been prepared for the sole use of the Board of East Ayrshire Leisure (the Trust);
 - It must not be disclosed to any third party without our written consent; and
 - No responsibility is assumed by us to any other person who may choose to rely on it for his or her own purposes.
6. The report has been discussed and agreed with Jackie Biggart (Head of Corporate Services) and Lorraine Russell (Senior Accountant).
7. We would like to thank management and staff for their kind co-operation and assistance during our audit.



2. Financial statements



Financial statements

Audit conclusion

8. In our opinion the financial statements give a true and fair view and comply with the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charities and Trustee Investment (Scotland) Act 2005 and all relevant accounting standards.
9. We are pleased to report we intend to provide an unqualified audit opinion. In our opinion, from information provided to us during the audit, no events or conditions appear to exist which cast doubt on the Trust's ability to continue as a going concern. We are therefore satisfied with the disclosure in the financial statements.
10. Our intended audit opinion is based on your approval of the financial statements and signing of the letter of representation. Within the letter, you

will confirm that there are no subsequent events that require amendment to the financial statements.

Our assessment of risks of material misstatement

11. The assessed risks of material misstatement described below are those that had the greatest effect on our audit strategy, the allocation of resources in the audit and directing the efforts of the audit team. Our audit procedures relating to these matters were designed in the context of our audit of the financial statements as a whole, and not to express an opinion on individual accounts or disclosures. Our opinion on the financial statements is not modified with respect to any of the risks described in Exhibit 1 below:

Exhibit 1 – Our assessed risks of material misstatement and how the scope of our audit responded to those risks

1. Management override

In any organisation, there exists a risk that management has the ability to process transactions or make adjustments to the financial records outside the normal financial control processes. Such issues could lead to a material misstatement in the financial statements. This is treated as a presumed risk area in accordance with ISA (UK) 240 - *The auditor's responsibilities relating to fraud in an audit of financial statements*.

Excerpt from the 2018/19 External Audit Plan

12. We have not identified any indications of management override in the year. We have reviewed the Trust's accounting records and obtained evidence to ensure that transactions outside the normal course of business were valid and accounted for correctly. We have also reviewed management estimates and the journal entries processed in the period and around the year end. We did not identify any areas of bias in key judgements made by management and judgements were consistent with prior years.



2. Revenue recognition

Under ISA (UK) 240- *The auditor's responsibilities relating to fraud in an audit of financial statements* there is a presumed risk of fraud in relation to revenue recognition. The presumption is that the organisation could adopt accounting policies or recognise revenue transactions in such a way as to lead to a material misstatement in the reported financial position.

Excerpt from the 2018/19 External Audit Plan

13. While we did not suspect incidences of material fraud and error we evaluated each type of income transaction and documented our conclusions. 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. To inform our conclusion we carried out testing to confirm that the Trust's policy for income recognition is appropriate and has been applied consistently throughout the year.

3. Pension assumptions

An actuarial estimate of the pension fund assets and liabilities 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 data 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.

Due to the timing of the publication of local government unaudited accounts, the annual valuation is typically performed in advance of actual investment returns being available. This results in the valuation also including an assumption regarding the investment returns of assets held by the fund for the final quarter of the financial year. Financial markets have experienced significant volatility and this trend has continued into 2019 which may result in challenges in estimating expected return on assets..

Excerpt from the 2018/19 External Audit Plan

14. We have considered the competence, capability and objectivity of the actuary in line with the requirements of the International Standards on Auditing. From this review we did not identify any items which gave us cause for concern over the work of the actuary..
15. 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.
16. The net pension liability within the audited accounts has been revised to take account of the financial effects of the 'McCloud Judgement' and the General Minimum Pension (GMP) equalisation:
- **McCloud Judgement:** This case related to an employment tribunal ruling that transitional provisions impacting on a public sector final salary scheme were unlawfully age discriminatory. This was upheld in the Courts in December 2018 although the Government at that stage sought leave to appeal this judgement. The ruling has implications for all public service schemes including the LGPS funds. In June 2019, the Supreme Court has rejected the Government's request for a further appeal.
 - **Guaranteed minimum pension (GMP)** was accrued by members of the Local Government Pension Scheme (LGPS) between 6 April 1978 and 5 April 1997. The value of GMP is inherently unequal between males and females for a number of reasons, including a higher retirement age for men and GMP accruing at a faster rate for women. However overall equality of benefits was achieved for public service



schemes through the interaction between scheme pensions and the Second State Pension. The introduction of the new Single State Pension in April 2016 disrupted this arrangement and brought uncertainty over the ongoing indexation of GMPs, which could lead to inequalities between men's and women's benefits. As an interim solution to avoid this problem, GMP rules were changed so that the responsibility for ensuring GMPs kept pace with inflation passed in full to pension schemes themselves for members reaching state pension age between 6 April 2016 and 5 April 2021. This new responsibility leads to increased costs for schemes (including the LGPS) and hence scheme employers.

17. Management requested a revised actuarial report from its Actuaries. The financial effect of these pension issues has resulted in an increase in the net pension liability of £437,000.
18. As at 31st March 2019, the Trust reported a net pension liability of £1.625million, compared to a net pension asset of £450,000 as at 31st March 2018. In addition to the increase in the deficit due to the circumstances noted above, the in-year movement has arisen primarily due to changes in financial assumptions made by the actuary.

Our application of materiality

19. The assessment of what is material is a matter of professional judgement and involves considering both the amount and the nature of the misstatement. This means that different materiality levels will be applied to different elements of the annual accounts.
20. Our initial assessment of materiality for the financial statements was £143,000. On receipt of the 2018/19 draft financial results, we reassessed materiality and updated the threshold to £140,000. Our assessment of materiality is set with reference to incoming resources. We consider this to be the principal consideration for the users of the accounts when assessing financial performance of the Trust. We consider that our updated assessment has remained appropriate throughout the audit.
21. Performance materiality is the amount set by the auditor at less than overall materiality for the financial statements as a whole to reduce to an appropriately low level the probability that the aggregate of the uncorrected and undetected misstatements exceed materiality for the financial statements as a whole.
22. We set a performance (testing) materiality for each area of work which was based on a risk assessment for the area. We perform audit procedures on all transactions and balances that exceed our performance materiality. This means that we are performing a greater level of testing on the areas deemed to be of significant risk of material misstatement. Performance testing thresholds used are set out in the following table:

| | Area risk assessment | | |
|-------------------------|----------------------|--------|---------|
| | High | Medium | Low |
| Performance materiality | 70,00 | 84,000 | 105,000 |

23. We agreed to report on all material misstatements and uncorrected misstatements with a value in excess of 5% of the overall materiality figure, as well as other misstatements below that threshold that, in our view, warranted reporting on qualitative grounds.

Audit differences

24. We identified two audit adjustments, the details of which are disclosed in appendix 2.
25. We did not identify any unadjusted items.

An overview of the scope of our audit

26. The scope of our audit was detailed in our External Audit Plan which was presented to the Performance and Audit Sub Committee. The plan explained that we follow a risk-based approach to audit planning that reflects our overall assessment of the relevant risks that apply to the Trust. This ensures that our audit focuses on the areas of highest risk. Planning is a continuous process and our audit plan is subject to review during the course of the audit to take account of developments that arise.
27. At the planning stage we identified the significant risks that had the greatest effect on our audit. Audit procedures were then designed to mitigate these risks.



28. Our standard audit approach is based on performing a review of the key financial systems in place, substantive tests and detailed analytical procedures. Tailored audit procedures, including those designed to address significant risks, were completed by the audit fieldwork team and the results were reviewed by the audit manager and audit partner. In performing our work we have applied the concept of materiality, which is explained earlier in this report.

Accounting systems and internal controls

29. During the course of our audit of the financial statements, we examined the principal internal controls which the trustees have established to enable them to ensure, as far as possible, the accuracy and reliability of the Trust's accounting records and to safeguard its assets.
30. It should be noted that our audit was planned and performed in order to allow us to provide an opinion on the financial statements and it should not be relied upon to reveal all errors and weaknesses that may exist.
31. We are pleased to report that our work did not identify any system weaknesses.

Fraud and irregularity

32. Responsibility for preventing and detecting fraud and other irregularities lies with the trustees. We are not required to search specifically for such matters and our audit should not be relied upon to disclose them. However, we planned and conducted our audit so as to give a reasonable expectation of detecting any material misstatements in the financial statements resulting from improprieties or breach of regulations.
33. We are pleased to report that we did not identify any issues of concern in relation to fraud and irregularity.

Legality

34. We planned and performed our audit recognising that non-compliance with statute or regulations may materially affect the financial statements.
35. We are pleased to report that we did not identify any instances of concern with regard to the legality of transactions or events.
36. Under Section 46 of the Charities and Trustee Investment (Scotland) Act 2005, auditors have a responsibility to report items of material significance to the Office of the Scottish Charity Regulator (OSCR).

37. We did not identify any areas of material significance during our audit that required reporting to OSCR.

Going concern and subsequent events

38. We are required under International Standard on Auditing (UK) 570, "Going Concern" to consider the appropriateness of the trustees' use of the going concern assumption in the preparation of the financial statements, and to consider whether there are material uncertainties about the Trust's ability to continue as a going concern which needs to be disclosed in the financial statements.
39. The term "subsequent events" is used to refer to events occurring between the year-end date of the financial statements and the date of the auditor's report. International Standard on Auditing (UK) 560, "Subsequent events" requires us to assess all such matters before signing our audit report.
40. In order to gain assurance on these matters our work has included (where applicable):
- reviewing bank facilities;
 - 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
 - performing sample testing of post balance sheet transactions.
41. 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 2020. In the Board's opinion, the Trust will be able to continue for the foreseeable future.
42. No subsequent events were identified requiring amendment to or disclosure in the financial statements. We will update this review at the date of signing the financial statements.

Other matters identified during our audit

43. We have no other matters to report.

Qualitative aspects of accounting practices and financial reporting

44. During the course of our audit, we consider the qualitative aspects of the financial reporting



process, including items that have a significant impact on the relevance, reliability, comparability, understandability and materiality of the information

provided by the financial statements. The following observations have been made:

| Qualitative aspect considered | Audit conclusion |
|---|---|
| The appropriateness of the accounting policies used. | We have reviewed the significant accounting policies, which are disclosed in the financial statements, and consider these to be appropriate to the Trust. |
| The timing of the transactions and the period in which they are recorded. | We did not identify any concerns over the timing of transactions or the period in which they were recognised. |
| The appropriateness of the accounting estimates and judgements used. | We are satisfied with the appropriateness of accounting estimates and judgements used in the preparation of the financial statements. The principal area of accounting estimate and judgement is the valuation of pension assets/liabilities. The valuation of the defined benefit pension liability is provided by the Trust's actuary, Hymans Robertson. We evaluated the competence, objectivity and capability of management experts in line with the requirements of ISA (UK) 500 and concluded that use of the expert is appropriate. |
| The appropriateness of the going concern assumption | We have reviewed the financial forecasts for 2019/20. Our understanding of the legislative framework and activities undertaken provides us with sufficient assurance that the Trust will continue to operate for at least 12 months from the signing date. |
| The potential effect on the annual accounts of any uncertainties, including significant risks and related disclosures that are required. | We have not identified any uncertainties, including any significant risk or required disclosures, which should be included in the annual accounts. |
| The extent to which the annual accounts have been affected by unusual transactions during the period and the extent that these transactions are separately disclosed. | From the testing performed, we have not identified any significant unusual transactions in 2018/19. |
| Apparent misstatements in the annual report or material inconsistencies with the financial statements. | Our review of the Annual Report did not identify any material misstatements or inconsistencies with the financial statements. |
| Any significant annual accounts disclosures to bring to your attention. | There are no significant annual accounts disclosures that we consider should be brought to your attention. |
| Disagreement over any accounting treatment or annual accounts disclosure. | There was no material disagreement during the course of the audit over any accounting treatment or disclosure. |
| Difficulties encountered in the audit. | There were no significant difficulties encountered during the audit. |



3. Appendices



Appendix 1: Respective responsibilities of the Board and the auditor

Responsibilities of the Trustees

Under legislation relating to charities in Scotland, the trustees are required to prepare financial statements for each financial year which give a true and fair view of the state of the charity's affairs and of its incoming resources and application of resources, including its surplus or deficit for that year, and which have been properly prepared from and are in agreement with the accounting records of the Trust and comply with relevant disclosure requirements.

In preparing those financial statements, the trustees are required to:

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the Trust's financial position and enable them to ensure that the financial statements comply with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended). The trustees also have general responsibility for taking such steps as are reasonably open to them to safeguard the Trust's assets and to prevent and detect fraud and other irregularities.

Responsibilities of the auditor

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK). Those standards require us to comply with the Financial Reporting Council's Revised Ethical Standard 2016.

The audit includes the consideration of internal controls relevant to the preparation of the financial statements but we do not express an opinion on the effectiveness of internal control. The matters being reported are limited to those deficiencies in control that we have identified during the audit and that we have concluded are of sufficient importance to merit being reported to those charged with governance.

Confirmation of independence

International Standard on Auditing (UK) 260, "Communication with those charged with governance" requires us to communicate on a timely basis all facts and matters that may have a bearing on our independence.

In addition to the audit of the financial statements, Scott-Moncrieff provides accounts preparation services to the charity (previously commissioned by East Ayrshire Council). Preparation of the financial statements is not considered to impact on the Firm's independence due to the presence of informed management. We prepare the financial statements from the final trial balance provided by East Ayrshire Leisure. No significant disclosures, adjustments or estimates are decided by Scott-Moncrieff.

Scott-Moncrieff also provides tax and VAT services to the charity. All tax services are provided by independent partners and staff who have no involvement in the audit of the financial statements.

We can confirm that we have complied with the FRC's Revised Ethical Standard 2016. In our professional judgement the audit process is independent and our objectivity is not compromised. In particular there are and have been no relationships between Scott-Moncrieff and the Board and senior management that may reasonably be thought to bear on our objectivity and independence.

In our professional judgement the audit process has been independent and our objectivity has not been compromised.



Appendix 2: Audit differences

Adjusted differences

We identified the following adjustments during the audit. We have discussed these with management and have agreed that they should be incorporated into the financial statements:

| Adjusted differences | SOFA | | Balance sheet | | Recognised gains and losses per SOFA | |
|--|-----------|---------|---------------|-----------|--------------------------------------|---------|
| | DR £ | CR £ | DR £ | CR £ | DR £ | CR £ |
| Charitable expenditure | 1,048,000 | | | | | |
| Other (net interest on defined benefit pension scheme) | 1,000 | | | | | |
| Actuarial gains/losses | | | | | 1,026,000 | |
| Pension liability | | | | 2,075,000 | | |

Being incorporation of actuarial information into the financial statements (including adjustments following receipt of revised Actuarial Report).

| | | | | | | |
|-----------|--|--------|--|--------|--|--|
| Creditors | | | | 43,167 | | |
| Income | | 43,167 | | | | |

Being net adjustment to remove deferred income in 2018/19 and adjust for 2017/18 deferred income

| | | | | | | |
|-------------|--|--------|--------|--|--|--|
| Creditors | | | 31,296 | | | |
| Expenditure | | 31,296 | | | | |

Being reduction in holiday pay accrual in year

Net impact on income/expenditure (£1,060,871)

Net expenditure per the Trust's management accounts (£297,473)

Revised net (expenditure) per audited financial statements (£1,358,344)



Appendix 3: Review of financial performance

The table below summarises the financial performance of the Trust for the year ended 31 March 2019:

| | 2019 £ | 2018 £ | Commentary | | | | | | | | | | | | |
|--------------------------------------|--------------------|------------------|--|--|-----------|-----------|----------------|---------|---------|--------------------------------------|-----------|---------|----------------------|------------------|------------------|
| Total income | 7,029,527 | 7,453,381 | The management fee received from the Council in 2018/2019 was lower than the prior year (£4,829,955 in 2017/18 in comparison to £5,111,940 in 2017/18). In addition restricted fund income has declined in the current year. In the prior year, restricted fund income (£400,000) was received in respect of the Dean Castle Countryside Park Development Project. This reduction in income has been offset by an increase in income generated by Cultural and Countryside Services. | | | | | | | | | | | | |
| Total expenditure | 8,387,871 | 8,080,713 | Overall expenditure has increased in comparison with the previous year. The impact from the incorporation of the actuarial pension liability has increased total expenditure. In 2018/19 £1,049,000 costs were incorporated into the financial statements in comparison to £602,000 in 2017/18 of which the following impacted on staff costs: | | | | | | | | | | | | |
| | | | <table><tr><td></td><td>2019 £</td><td>2018 £</td></tr><tr><td>Superannuation</td><td>673,251</td><td>632,293</td></tr><tr><td>Adjustment for actuarial information</td><td>1,048,000</td><td>498,000</td></tr><tr><td>Pension costs</td><td>1,721,251</td><td>1,130,293</td></tr></table> | | 2019 £ | 2018 £ | Superannuation | 673,251 | 632,293 | Adjustment for actuarial information | 1,048,000 | 498,000 | Pension costs | 1,721,251 | 1,130,293 |
| | 2019 £ | 2018 £ | | | | | | | | | | | | | |
| Superannuation | 673,251 | 632,293 | | | | | | | | | | | | | |
| Adjustment for actuarial information | 1,048,000 | 498,000 | | | | | | | | | | | | | |
| Pension costs | 1,721,251 | 1,130,293 | | | | | | | | | | | | | |
| | | | This increase in staff costs however has been offset by a reduction across the other main categories of expenditure. In addition restricted fund expenditure has declined in the current year due to the reasons noted above for restricted fund income (funding and the associated spend in respect of the Dean Castle Countryside Park Development Project). | | | | | | | | | | | | |
| Net income/ (expenditure) | (1,358,344) | (627,332) | | | | | | | | | | | | | |
| Funds: | | | | | | | | | | | | | | | |
| Unrestricted | 199,858 | 336,235 | The Board has approved an unrestricted reserve of between 3-5% of incoming resources to be set aside to provide some protection and mitigate against future economic conditions. The outturn position as at 31 March 2019 fell below the target level of reserves. We understand however that the target level has been restored during Q1 of 2019/20. | | | | | | | | | | | | |
| Designated | 86,910 | 216,710 | | | | | | | | | | | | | |



| | 2019 £ | 2018 £ | Commentary |
|--------------------|--------------------|------------------|---|
| Pension reserve | (1,625,000) | 450,000 | <p>At 31 March 2018, East Ayrshire Leisure showed a net pension asset of £450,000. By 31 March 2019 this had decreased to a net pension liability of £1,625,000. While the fair value of employer assets has improved and the present value of the scheme liabilities has also increased. The discount rate applied decreased to 2.7% from 2.5% in the previous year. This has a negative effect on the scheme liabilities – resulting in an increase in the liabilities. The net pension liability also includes the impact of the McCloud judgement and GMP as explained at paragraph 16.</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 funds | 100,493 | 143,660 | |
| Total funds | (1,237,739) | 1,146,605 | |



Appendix 4: Draft Letter of representation: East Ayrshire Leisure

DRAFT LETTER OF REPRESENTATION: EAST AYRSHIRE LEISURE

This representation letter is provided in connection with your audit of the financial statements of East Ayrshire Leisure for the year ended 31 March 2019 for the purpose of expressing an opinion as to whether the financial statements give a true and fair view in accordance with UK Generally Accepted Accounting Practice.

By a resolution of the board, passed today, I am directed to confirm to you, in respect of the financial statements of the charity for the year ended 31 March 2019, the following:-

Financial statements and accounting records

1. We have fulfilled our responsibilities under the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 for preparing financial statements which give a true and fair view in accordance with UK Generally Accepted Accounting Practice including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and for making accurate representations to you.
2. We have provided you with:
 - access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
 - additional information that you have requested from us for the purpose of the audit; and
 - unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
3. All transactions have been recorded in the accounting records and are reflected in the financial statements.
4. Except as disclosed in the financial statements, the results for the year were not materially affected by:
 - any change in accounting policies;
 - transactions of a type not usually undertaken by the Trust;
 - circumstances of an exceptional or non-recurrent nature; or
 - charges or credits relating to prior periods.
5. All grants, donations and other incoming resources, the receipt of which is subject to specific terms and conditions, have been notified to you. There have been no breaches of terms or conditions in the application of such incoming resources.
6. All income has been recorded, all restricted funds have been properly applied and all constructive obligations have been recognised.
7. We confirm that there were no restrictions over the donations received and applied to the purchase of the Eglinton Statue.
8. We have reviewed going concern considerations and are satisfied that it is appropriate for the financial statements to have been drawn up on the going concern basis. In reaching this opinion we have taken into account all relevant matters of which we are aware and have considered a future period of at least one year from the date on which the financial statements are to be approved.
9. We have also considered the adequacy of the disclosures in the financial statements relating to going concern and are satisfied that sufficient disclosure has been made in the financial statements in order to give a true and fair view.
10. We confirm the financial statements are free of material misstatements, including omissions.



Fraud

11. We acknowledge as trustees our responsibilities for the design and implementation of internal control in order to prevent and detect fraud and to prevent and detect error.
12. In our opinion, the risks that the financial statements may be materially misstated as a result of fraud are low for the following reasons:
 - Measures have been put in place by management to reduce the risk of fraud and the improper use, or misappropriation of assets.
 - The board undertakes a formal risk review at least once a year, covering a wide range of risks associated with governance, operations, finance and compliance. The risk of fraud and misuse of assets is specifically included in that review.
13. We have disclosed to you all information in relation to fraud or suspected fraud of which we are aware and that affects the entity and involves:
 - management
 - employees who have significant roles in internal control
 - others where the fraud could have a material effect on the financial statements.
14. We are not aware of any allegations of fraud or suspected fraud with a potential effect on the financial statements which have been communicated to us by employees, former employees, regulators or other third parties.

Compliance with laws and regulation, and contractual agreements

15. We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing the financial statements.
16. The Trust has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance.

Accounting estimates

17. In our opinion the significant assumptions used by us in making accounting estimates are reasonable.

Related parties

18. We have disclosed to you the identity of the charity's related parties and all related party relationships and transactions of which we are aware.
19. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of UK Generally Accepted Accounting Practice.
20. In particular, no trustee, shadow trustee, their connected persons or other officers had any indebtedness, agreement concerning indebtedness or disclosable interest in a transaction with the Trust at any time during the year.

Assets and liabilities

21. The following have been properly recorded and, when appropriate, adequately disclosed in the financial statements:
 - losses arising from sale and purchase commitments;
 - agreements and options to buy back assets previously sold;
 - assets pledged as collateral.



22. We have disclosed to you all known actual or possible litigation or claims whose effects should be considered when preparing the financial statements and that they have been accounted for and disclosed in accordance with UK Generally Accepted Accounting Practice.
23. We have no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the financial statements.
24. We have no plans to abandon activities or other plans or intentions that will result in any excess or obsolete stocks, and no stock is stated at an amount in excess of net realisable value.
25. The Trust has satisfactory title to all assets and there are no liens or encumbrances on the charity's assets, other than as disclosed in the financial statements.
26. We have recorded or disclosed, as appropriate, all liabilities, both actual and contingent, and all guarantees that we have given to third parties.

Subsequent events

27. All events subsequent to the date of the financial statements and for which UK Generally Accepted Accounting Practice require adjustment or disclosure have been adjusted or disclosed. Should any material events occur which may necessitate revision of the figures included in the financial statements or inclusion in the notes thereto, we will advise you accordingly.

We confirm that the above representations are made on the basis of enquiries of management and staff with relevant knowledge and experience (and, where appropriate, of inspection of supporting documentation) sufficient to satisfy ourselves that we can properly make each of the above representations to you.

Yours faithfully

.....
Signed on behalf of the board

On..... (date)

The above trustee is signing this letter on behalf of all trustees confirming that:

- so far as each trustee is aware, there is no relevant audit information of which the Trust is unaware; and
- each trustee has taken all the steps that ought to have been taken as a trustee, including making appropriate enquiries of fellow trustee and of the Trust for that purpose, in order to be aware of any information needed by the Trust's auditor in connection with preparing their report and to establish that the Trust's auditor is aware of that information.

