



ANNUAL REPORT 2018





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FOREWORD

It is with great pleasure, as the Chairman of KA Leisure, that I provide this foreword to our 18th Annual Report.

During the financial year 2017/18 the Company has recorded an increase in customer visits of approximately 14%. This equates to 2.7 million visits across our facilities and venues compared to approximately 2.3 million in the previous year. Customer visits have increased predominantly due to growth within the fitness area of the Company particularly at our newest sites, the Portal and Garnock Community Campus both of which opened on the cusp of financial year 2017/18. Development of programmes within these newer sites has provided more opportunities for fitness participation and has been well received by our customers.

During 2017/18 the Company has maintained its financial integrity, generating an operational surplus of 0.74% of turnover (£58,898). Operational income has grown mainly due to increases within fitness participation. The Company is a not for profit organisation and all surpluses generated are re-invested into maintaining leisure provision.

There have been many highlights during 2017/18. This includes the DrEAM week that took place in September 2017 and which showcased the social benefits and improvements to quality of life that can be gained by making small healthy and active lifestyle changes via a campaign utilising people across our communities. This event was inspiring, supportive and motivational, it was also fun.

I would also like to highlight our Mind and Be Active community project. This project, launched in 2015, was designed to improve the mental health and wellbeing of participants through supported physical activity opportunities. I am delighted to say that this project has gone from strength to strength and in a recent evaluation of the project it was determined that the project manages approximately 285 referrals on an annual basis and of which 85% of participants reported improvements to their quality of life.

Active engagement with our employees, customers and external partners is essential to ensure service delivery meets needs and expectations, and that we strive to achieve. Consultation is vital to delivering focused programmes and initiatives that promote inclusiveness and positivity encouraging the adoption of a physically active lifestyle, and particularly targeting hard to reach groups. We continue to actively engage with numerous groups, forums and associations both externally and internally to reach across the North Ayrshire localities in order to provide opportunities for everyone to engage in a healthy active lifestyle. I am pleased that as a Company we continue to be represented within the Community Planning Partnership thus enabling collaborative working with other agencies.

Finally I would like to thank our employees, Board of Directors, North Ayrshire Council and strategic partners for their commitment, dedication and hard work during the last financial year. I would also like to thank our customers for their continued support and loyalty.

Gary Higgon, Board Chairman

REFERENCE AND ADMINISTRATION DETAILS

Company registration number SC202978

Charity registration number SC029780

Registered office Montgomerie House,
Byrehill Drive, West Byrehill Industrial Estate,
Kilwinning KA13 6HN

Company trading name KA Leisure

Trustees G Higgon (Chairman)
A Pringle (Vice Chairman)
T Billings (Appointed 29 June 2017)
J Brahim (Appointed 29 June 2017)
M Burns (Resigned 4 May 2017)
H Campbell
I Clarkson (Resigned 4 May 2017)
T Marshall (Resigned 4 May 2017)
R Martin
S Macaulay (Appointed 16 August 2017)
J Montgomery (Resigned 31 August 2017)
A Munro (Resigned 4 May 2017)
J Sweeney (Appointed 29 June 2017)

Chief executive officer E Cairns

Senior management team E Cairns
C Glencorse
L Barrie
L Campbell

Solicitor Shepherd and Wedderburn
191 West George Street
Glasgow G2 2LB

Auditors Campbell Dallas Audit Services Limited
Registered Auditors
5 Whitefriars Crescent
Perth
PH2 0PA

Bankers Clydesdale Bank
151 High Street
Irvine
KA12 8AD

DIRECTORS' REPORT

(Incorporating Strategic Report)
Structure, Governance and Management

Company Structure

North Ayrshire Leisure Limited is a Company limited by guarantee and has charitable status. The Company's trading name is KA Leisure. The Company is governed by its Articles of Association. The Company is a not for profit organisation, any surpluses generated are reinvested in improving facilities and services.

The Company is responsible for the management and operation of the following facilities in North Ayrshire;

- **Auchenharvie Leisure Centre, Stevenston**
- **Garnock Community Campus, Glengarnock**
- **Portal, Irvine**
- **Vikingar!, Largs**
- **KA Campuses**
 - Dalry Primary School
 - Kilwinning Academy
 - Greenwood Academy
 - St Matthew's Academy
 - Arran High School
 - Stanley Primary School
(Company acts as booking agent only)
 - West Kilbride (in partnership with West Kilbride Community Association)
- **Golf Courses**
 - Ravenspark, Irvine
 - Auchenharvie, Stevenston
 - Routenburn, Largs
- **Outdoor Sports Facilities**
- **North Ayrshire Leisure Trading Services Limited (dormant)**

Facilities are owned by North Ayrshire Council but are leased to the Company. Specific contractual agreements are in existence to enable sport, leisure and recreational community use within school facilities.

Directors

The trustees, as detailed on page 5, are also Directors of the Company and both references will be used in the Annual Report. As set out in the Company Articles of Association the maximum number of Directors is 9 and comprises of the following;

- a maximum of 4 Directors appointed by North Ayrshire Council.
- a maximum of 4 Directors appointed from, and representative of, the North Ayrshire area (with skills to assist the Company in carrying out its objects).
- a maximum of 1 Director appointed from and by the employees of the Company.

The Board of Directors meet at least six times a year to consider Company business. The Company has an HR Committee and Audit Committee.

Trustee Induction and Training

The Board seek to ensure that all members possess the range of skills and interests that are relevant to meeting the Company's overall objectives.

All new Directors are provided with the Company Articles of Association, Annual Report and Company Progress Report incorporating the financial budget. Directors are provided with training on various topics including charity and company legislation.

Employees

The Company communicates and consults with employees, and, where represented, trade unions. The Company is committed to staff training and development to ensure all employees have the necessary skill base to effectively contribute to the objectives of the Company.

Applications for employment by disabled persons are given full and fair consideration. In the event of employees becoming disabled every effort is made to provide support to ensure their employment with the Company can continue.

The Company over the period has employed an average of 335 employees. The Company has a Senior Management Team comprising of a Chief Executive and 3 Business Managers covering the areas of Leisure, Physical Activity and Business Development.

During the period the Company continues to meet the criteria to maintain the Healthy Working Lives Silver Award and is actively working towards the Gold Award from NHS Health Scotland. Maintenance of this award helps provide a healthy and safe workplace for employees, demonstrating clear commitment to promoting healthy working lives within the Company.

The Company has an Employee Forum comprising employee representatives drawn from each facility and service area of the Company. The Forum is chaired by a Company Director and acts as an effective communication vehicle.

Related Parties

The Company owns 100% of the share capital of North Ayrshire Leisure Trading Services Limited. The trading subsidiary was dormant throughout the year to 31 March 2018.

A funding agreement exists between the Company and North Ayrshire Council. North Ayrshire Council provides the Company with a financial contribution to assist in the maintenance of the facilities and the delivery of sport, leisure and recreational services. The existing funding agreement is being revised by both parties and will be replaced with a flexible service specification. This will also include reviewing the funding mechanism to encompass revenue and capital requirements to ensure the sustainability of facilities across North Ayrshire.

North Ayrshire Council also provides assistance to the Company within the treasury management function and provides some administrative support.

Risk Management

As part of the Company's risk management policy and strategy a Strategic Risk Register is reviewed on an ongoing basis by the Company Audit Committee and approved annually by the Board of Directors. A range of controls and actions are maintained to mitigate the impact of any of these risks on the future operations of the Company. Principal risks are identified on page 18 of this report.

Health and Wellbeing

KA Leisure continue to be committed to developing a positive health and wellbeing culture where the inherent risks in our workplace are controlled, reduced and where possible eliminated, through the involvement and commitment of all employees in delivering a quality service.

KA Leisure aims to foster the commitment, co-operation and involvement of all staff in developing and delivering a health and wellbeing culture. We seek to channel the ideas, experience and enthusiasm of our employees into continually improving health and wellness culture across the Company. A key element of employee engagement is the operation of a staff Health and Wellbeing Forum.

Nurturing an effective health and wellbeing culture has led to KA Leisure being awarded the Royal Society for the Prevention of Accidents (ROSPA) Gold Award for the fourth year running for the organisation's health and safety practices and the prevention of accidents. KA Leisure is the only leisure trust in Scotland to be awarded the RoSPA Gold Award.

In addition two KA Leisure Team Leaders were awarded the IOSH Order of Merit Award for their health and safety leadership and commitment to the development of the Company Health and Wellbeing Culture.



OBJECTIVES AND ACTIVITIES





OUR VISION

**MORE
PEOPLE**

**MORE
ACTIVE**

**MORE
OFTEN**

MAKING A DIFFERENCE

KA Leisure is an organisation with a clear vision. We are committed to delivering outstanding leisure, sport and physical activity opportunities and are always working to continually improve what we do to benefit our customers and partners.

Our vision, More People More Active More Often, underpins our commitment to improve personal, social and community health outcomes across North Ayrshire. Our innovative programmes interact with our community in compelling ways, building lasting relationships, motivating and supporting individuals to join in and act now.



NORTH AYRSHIRE ACTIVE COMMUNITIES

As a committed member of North Ayrshire Community Planning Partnership (NACPP) we are passionate about working collaboratively with our partners and likeminded organisations to increase activity levels to improve the health and wellbeing of our communities across North Ayrshire. In collaboration with partners across the NACPP the North Ayrshire Active Communities Strategy was launched in 2016, providing strategic direction and leadership to a broad range of partners to realise our vision over the coming 10 years.

A vital element of the strategy was a mass engagement initiative focussing on 3 key strands; active, involved, and inspired, to enthuse and support everyone across our communities to become and stay active. The initiative featured people from across our community emphasising how a small change could make a big difference.

A Helping Hand to Better Health

Active North Ayrshire (ANA) our Exercise on Referral programme provides supported physical activity opportunities for individuals at risk or recovering from health conditions or disabilities and those who are not currently engaged in physical activity to help support them towards a healthy active lifestyle.

An impact evaluation of ANA has provided us with valuable evidence to demonstrate our contribution to the national physical activity and health agenda and better demonstrate the impact on individuals and local community priorities.



ONE HUNDRED

NEW

**REFERRALS
EACH MONTH**

**16 REFERRING
PARTNERS**

66%

OF PARTICIPANTS

stated they would not have exercised if they hadn't been involved in the programme.

54%

participants from most deprived areas postcodes



**ONE IN
THREE
PEOPLE**

who have been referred reported improved mood



£1 INVESTED SROI £5.45*

HARP

The Healthy Active Rehabilitation Programme (HARP), a partnership with NHS Ayrshire and Arran, provides a structured pathway of physical activity from rehabilitation, led by health professionals, to longer term community based supported physical activity. It provides support for people who are affected by stroke, coronary heart disease, cancer, pulmonary conditions or are at risk of falling.

Move More

The McMillan North Ayrshire Move More programme supports patients who have recently been diagnosed with cancer or are within 3 years of cancer diagnosis to become more active during and after treatment.



Weight Management

Weigh to Go supports participants with a Body Mass Index (BMI) of 25+ and SWAP supports individuals with a BMI of 40+ with education sessions and one to one support to make small lifestyle changes that assist sustainable weight loss.

Changing Lives

We are passionate about using fun social physical activity opportunities as a mechanism to engage and empower communities across North Ayrshire to achieve physical and mental wellbeing. We are dedicated to promoting the benefits and powerful affect physical activity has on mental health.

As a Legacy 2014 physical Activity Fund partner we developed Mind and Be Active (MBA), a community project which aims to improve mental health and wellbeing through supported physical activity opportunities. This innovative programme promotes early intervention and addresses a number of challenges including the provision of effective support and timely access.

A process evaluation has identified:

5000 ANNUAL CLASS ATTENDANCES

94% OF PARTICIPANTS are working age

TWENTY FIVE REFERRALS EACH MONTH

NEW

63% participants from most deprived areas postcodes



45% have other health conditions

7 IN 10 PREVIOUSLY INACTIVE

85% reported increases in weekly activity levels

85% REPORTED IMPROVED QUALITY OF LIFE

100% experienced an improved mood

Legacy

We are embedding our learning to continually inform practice and reflect this within all service provision. We now have a better understanding of how to engage the inactive, create behaviour change and support our participants.



THRIVE

www.thrive.org.uk

THRIVE

We were delighted to be invited to act as an Ambassador for the Legacy 2014 Physical Activity Fund. This led to the launch of THRIVE, a national digital toolkit for practitioners that brings together what works when helping inactive people become more active.

POWER OF SPORT

We continue to harness the unique power of sport to ensure our activities are welcoming, positive and inclusive. It is vital that we understand and meet the needs of communities who may experience barriers to participation with a particular focus on age, disability, gender and social economic disadvantage.

Inspiring Communities to Shape the Future

In partnership with North Ayrshire Council we deliver the SportScotland Community Sport Hub Programme (CSH). CSH's bring together sports clubs and key local partners who have a desire to improve the sporting landscape in North Ayrshire to ensure that opportunities are accessible and safe as well as building capacity among local communities.

Dalry Community Sports Club and KA Leisure Employability Project

The project supported 10 unemployed local people through a skills development project focussed on sport. Participants took part in accredited sports workshops, as well as training and support from CEIS on seeking employment and developing their employability skills. The participants volunteered with local sports clubs to help develop their skills and increase their experience, leading to:

4 PARTICIPANTS
enrolling in sports related courses at Ayrshire College.

2 PARTICIPANTS
taking up employment within KA Leisure.

North Ayrshire Community Sports Awards

We continued to work in partnership with North Ayrshire Council to recognise and celebrate the extraordinary achievements of local people who use the power of sport to make a positive impact within their community, through the annual North Ayrshire Community Sports Awards.



OUTREACH

Our outreach programme offers a diverse range of physical activity opportunities targeting specific groups who are most in need.

Activator

Our Activator is a versatile, mobile, physical activity and health unit proving a valuable service of health checks support within the heart of local communities. The Activator provides easy access for people to get advice and is often the first point of contact for health issues to be identified with individuals then signposted to a range of related services.

Workplace Wellbeing

We support local companies to develop health promotion and safety themes in the workplace. We offer opportunities for employers to encourage staff to improve their health and to create a healthier and happier working environment.

Volunteers

We continue to provide a variety of opportunities for volunteering and are fortunate to have a committed network who assist in the delivery and development of a broad range of activities and events throughout North Ayrshire.

Key to Success

Working together with partners enables us to reach those most at need, to improve health and reduce inequalities. We will continue to nurture our partner relationships as we recognise the importance and rewarding benefits that collaboration brings including ensuring we reach those most at need, develop specialised skill, mental health expertise, training and support.

Shaping the Future

Shaping the Future sets out our fitness aspirations to be the leading fitness provider in Ayrshire and inspire more people to be active. The introduction of two new venues, Garnock Community Campus and the Portal, provided a unique opportunity to develop and expand our fitness provision through the development of exciting places to be active.

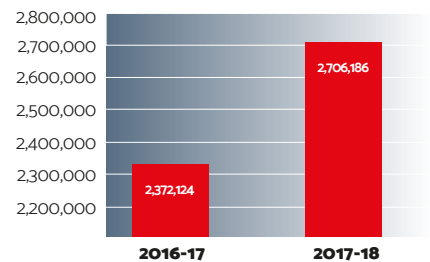
We recognise its one thing to have a goal but it's not always easy to know how to achieve it. That's where our member journey comes in! Developed to ensure the customer experience is exciting, challenging and rewarding. It's important for us to establish customer relationships that allow us to understand how we can meet and exceed our customers' expectations.



ACHIEVEMENTS AND PERFORMANCE

To measure performance the Company provides Statutory Performance Indicators (SPIs) information to North Ayrshire Council on an annual basis. The Company also produces a series of key performance indicators (KPIs).

TOTAL CUSTOMER ACTIVITY



Overall Customer Activity visits have marginally increased during 2017/18. A further breakdown of each activity area is highlighted in the following graphs:

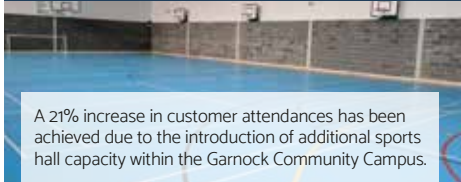


(per 1,000 population)

Aquatic activity attendances have increased by 3% during the financial year despite reduced swimming pool capacity at the new Portal in comparison to the Magnum Leisure Centre. The greatest contribution to this small increase has been the development of the KA Leisure Learn to Swim programme.

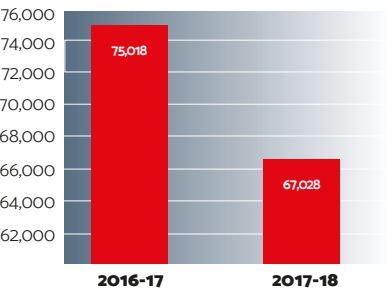
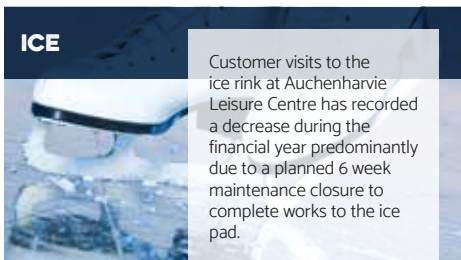
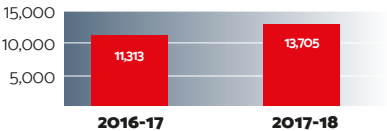
Overall attendance figures for the Company in 2017/18 have shown an increase of 334,062 visits and an operational surplus of £58,898. The following graphs highlight the main areas of activity and report on any fluctuations.

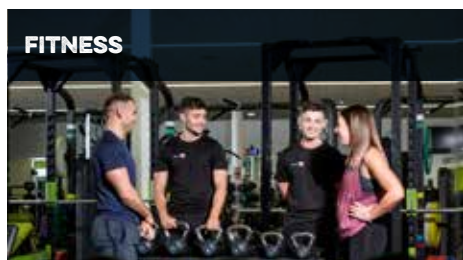
INDOOR ATTENDANCES (SPI 2)



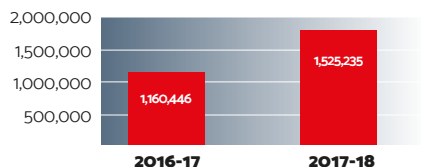
A 21% increase in customer attendances has been achieved due to the introduction of additional sports hall capacity within the Garnock Community Campus.

(per 1,000 population)





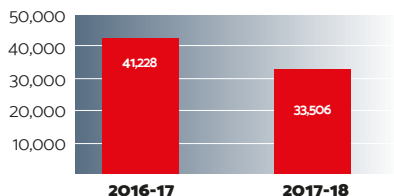
FITNESS



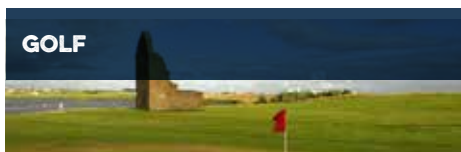
Fitness activity visits have increased by 31% due to a combination of increased capacity at the new Garnock Community Campus and Portal venues, the development of the fitness customer journey and development of activity programmes.



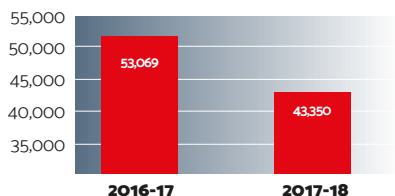
OUTDOOR SPORTS



Customer visits to Outdoor Sports have reduced in comparison to the previous financial year. A reduction in availability of grass sports pitches has had a significant impact during the year.



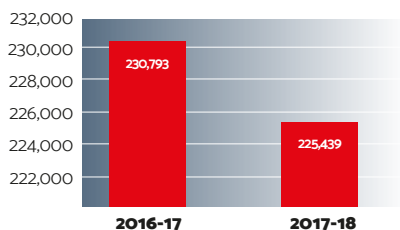
GOLF



Customer visits to the three golf courses operated by the Company have reduced by 18% during the financial year. Recorded visits have been impacted by wet weather conditions as well as mirroring a national downturn across Scotland.



PHYSICAL ACTIVITY



Attendances across physical activity have reduced by 2% in comparison to the previous financial year. This is primarily due to a reduction in attendances recorded at the Rugby School of Sport Programme and variety of community events which were not repeated during the year.



FINANCIAL REVIEW

The financial statements for North Ayrshire Leisure Limited at 31 March 2018 show a turnover of £7,926,952 (2017: £7,605,601), an Investment Reserve of £302,186 (2017: £231,774), and General Reserves in deficit by £707,169, incorporating £864,000 reflecting Defined Benefit Pension Fund liabilities (2017: reserves deficit £4,307,067, incorporating £4,505,000 pension liability). The Company is an Admitted Body to Strathclyde Pension Fund.

North Ayrshire Council's financial contribution towards the cost of maintaining facilities and delivering services is £3,036,624 (2017: £3,186,624).

Reserves Policy

It is the policy of the Company to hold reserves of funds which have not yet been committed or designated for any particular purpose.

The trustees have set aside these general reserves in order to protect future operations of the Company from the effects of any unforeseen variations in its income streams as part of a policy of good financial management practice. At 31 March 2018 the general reserve amounted to a deficit of £707,169 (2017: deficit £4,307,067). Setting aside the pension deficit the trustees are aware that the Company has minimal free reserves and are working on improving this position by ensuring the Company is operating efficiently.

It is also the policy of the Company to provide a designated reserve where it is deemed necessary in considering the future intentions of the Company. Such a reserve has been set aside for investment. At 31 March 2018 the investment reserve amounted to £302,186 (2017: £231,774).

Pension Deficit

The trustees acknowledge the net pension deficit at 31 March 2018 of £864,000 (2017: deficit £4,505,000). This is in relation to the Company's share of assets and liabilities within the Strathclyde Pension Fund, a local

government pension scheme. The Company continues to meet its ongoing commitments in accordance with the payment plan.

Going Concern

The trustees have assessed, based on future budgets, that there are adequate resources in place from both committed funding and cash resources to meet the ongoing costs of the Company for a minimum of 12 months from the date of signing these financial statements. Accordingly, these financial statements are prepared on the going concern basis.

Strategic Direction

We have a clear vision and are committed to delivering leisure, sport and physical activity opportunities to an outstanding level. We strive to improve what we do to benefit our partners, customers, and participants.

As a committed member of the North Ayrshire Community Planning Partnership (NACPP) we are dedicated to working collaboratively with our partners and like minded organisations to increase activity levels and improve the health and wellbeing of our communities across North Ayrshire.

We are passionate about using fun social physical activity opportunities as a mechanism to engage and empower communities across North Ayrshire to achieve physical and mental wellbeing. We are dedicated to promoting the benefits and positive effect physical activity has on mental health.

We continue to harness the unique power of sport to ensure our activities are welcoming, positive and inclusive. It is vital that we understand and meet the needs of communities who may experience barriers to participation with a particular focus on age, disability, gender and social economic disadvantage.

We strive to make a difference in the community and our outreach programme offers a diverse range of physical activity opportunities targeting specific groups who are most in need.

The Company aspires to be the leading fitness provider in Ayrshire and to inspire more people to get active.

Future Plans

Facilities

KA Leisure is currently working in partnership with North Ayrshire Council regarding the operation of the following 2 new facilities:

- **Largs Academy, Largs** – leisure facility within school encompassing fitness suite, indoor gymnasium and outdoor pitches. Scheduled opening period is April 2018.

- **Quarry Road, Irvine** –
Phase 1 – office accommodation. Scheduled opening period is June 2018.

Phase 2 – leisure facilities. Scheduled opening period is late 2019.





PRINCIPAL RISKS AND UNCERTAINTIES

The Company is committed to ensuring that it responds to and manages any challenges that may impact on the organisation. The Company recognises that a certain amount of risk is inevitable if the organisation is to achieve its priorities. A risk management framework is in place to assist with taking informed decisions regarding the risks that impact on the Company's priorities, whether Strategic or Operational.

Principle risks identified through the Company Strategic Risk Register which have the potential to seriously affect the performance, future prospects or reputation of the Company are detailed below along with mitigating actions being taken by the Company.

STRATEGIC RISK POSSIBLE IMPACT**MITIGATING ACTIONS****Maintenance of Adequate Corporate Reserves**

Insufficient reserves questions the future viability of the organisation.

Development of revised funding agreement with North Ayrshire Council and a reserves budgetary provision within the 2018/19 revenue budget.

Health and Safety

The Health, Safety and Wellbeing of employees and customers are a statutory responsibility of the Company. Failure to provide a safe environment may lead to the forced closure of a facility or activity with the knock on effects of reduced income, reduced confidence from strategic partners and reduced customer satisfaction.

Maintenance of a comprehensive Health and Safety Policy and Strategy; training provided for employees and Directors; engagement of an external specialist leisure, health and safety consultancy to provide ongoing support and independent audit of health and safety management. Attainment of the RoSPA Gold Award.

Customer Satisfaction

Maintaining customer satisfaction levels is a high priority for the company in a range of areas. These areas include maintaining income generation targets through continuing customer loyalty; favourable perception with key partners from customer/consultation activities; minimising competitor activity; achievement of key and statutory performance indicators and avoidance of adverse publicity within the local and national press.

Maintenance of customer consultation forums; adoption of social media communication techniques; ongoing customer service training for staff; compliance with freedom of information legislation and maintenance of competitive pricing structure and roll out of the customer charter.

Asset Management

The Company operates a range of facilities across North Ayrshire including leisure centres, golf courses and sports pavilions. While wind and watertight responsibility remains with North Ayrshire Council, responsibility for plant, machinery, internal decoration and adaptations lies with the Company. The age of facilities operated by the company and relative lack of investment to date, identify facility management as a significant risk to the Company.

Contracting of specialist providers to maintain and repair plant and equipment on an ongoing basis, installation of a computerised maintenance management system to enable speedy identification of general maintenance issues and develop a facilities management agreement with North Ayrshire Council assist in mitigation of this risk.



TRUSTEES' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The trustees (who are also the Directors for the purposes of Company Law) are responsible for preparing the Trustee's Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable laws). Under Company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the results of the Company for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and Statements of Recommended Practice have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and which enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with Company law, as the Company's Directors, we certify that:

- so far as the Directors are aware, there is no relevant audit information of which the Company's auditors are unaware; and
- as the Directors of the Company we have taken all the steps that we ought to have taken as Directors in order to make ourselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

BY ORDER OF THE TRUSTEES

G Higgon
Trustee

28 June 2018



ANNUAL ACCOUNTS

Statement of Financial Activities (incorporating income and expenditure account)

	Unrestricted Funds £	Restricted Funds £	Total Funds 2018 £	Total Funds 2017 £
Income from donations and legacies				
Lottery and other funded projects	-	401,443	401,443	446,149
Income from charitable activities				
Services provided to North Ayrshire Council	3,036,624	-	3,036,624	3,186,624
Charitable trading operations	4,346,243	139,083	4,485,326	3,969,808
Income from investments				
Investment income	3,559	-	3,559	3,020
Total income and endowments	<u>7,386,426</u>	<u>540,526</u>	<u>7,926,952</u>	<u>7,605,601</u>
Expenditure on charitable activities				
Charitable activities	8,085,116	540,526	8,625,642	7,864,913
Total resources expended	<u>8,085,116</u>	<u>540,526</u>	<u>8,625,642</u>	<u>7,864,913</u>
Net income / (expenditure)	<u>(698,690)</u>	<u>-</u>	<u>(698,690)</u>	<u>(259,312)</u>
Actuarial (losses)/ gains on defined benefit pension schemes				
	4,369,000	-	4,369,000	(3,004,000)
Net movement in funds	<u>3,670,310</u>	<u>-</u>	<u>3,670,310</u>	<u>(3,263,312)</u>
Funds brought forward at 1 April 2017	(4,075,293)	-	(4,075,293)	(811,981)
Funds carried forward at 31 March 2018	<u>(404,983)</u>	<u>-</u>	<u>(404,983)</u>	<u>(4,075,293)</u>

There is no difference between the result as disclosed in the Statement of Financial Activities and the result on an unmodified historical cost basis.

None of the Charitable Company's activities were acquired or discontinued during the above two years.

Balance sheet as at 31 March 2018

	2018 £	2017 £
Fixed assets		
Tangible assets	513,548	724,867
Investments	1	1
	<u>513,549</u>	<u>724,868</u>
Current assets		
Stocks	38,071	38,814
Debtors	818,774	666,036
Cash at bank and in hand	163,480	141,772
	<u>1,020,325</u>	<u>846,622</u>
Creditors: amounts falling due within one year	<u>(904,999)</u>	<u>(890,752)</u>
Net current assets	<u>115,326</u>	<u>(44,130)</u>
Total assets less current liabilities	<u>628,875</u>	<u>680,738</u>
Creditors: amounts falling due after more than one year	<u>(169,858)</u>	<u>(251,031)</u>
Net assets excluding pension liability	<u>459,017</u>	<u>429,707</u>
Net pension liability	(864,000)	(4,505,000)
Net assets including pension liability	<u>(404,983)</u>	<u>(4,075,293)</u>
Funds		
Designated funds: Investment Reserve:		
Unallocated	263,140	181,957
Allocated	39,046	49,817
Unrestricted funds: General Reserve	(707,169)	(4,307,067)
	<u>(404,983)</u>	<u>(4,075,293)</u>

These financial statements were approved by the Board of Trustees on 28 June 2018 and are signed on their behalf by:
G Higgon and A Pringle - Trustees



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North Ayrshire Leisure Limited is a Company Limited by Guarantee No.202978
and a recognised Scottish Charity No.SCO29780.

KA Leisure is a trading name of North Ayrshire Leisure Limited