
NORTH AYRSHIRE COUNCIL

19 March 2024

Cabinet

Title: North Ayrshire Leisure Limited (NALL) Performance and Impact Report incorporating the 2024-25 Budget.

Purpose: To seek Cabinet's approval for the North Ayrshire Leisure Limited (NALL) Performance and Impact Report incorporating the 2024-25 Budget.

Recommendation: That Cabinet:

- a) Notes the North Ayrshire Leisure Limited (NALL) Performance and Impact Report incorporating the 2024-25 Budget;
- b) Notes the projected out turn budget position in 2024-25; and
- c) Authorises officers to continue to progress the recovery and development of the business.

1. Executive Summary

1.1 North Ayrshire Leisure Limited (KA Leisure) aims to improve health and wellbeing through physical activity. The work of the leisure trust includes:

- Supporting physical activity
- Improving health and wellbeing;
- Providing quality experiences
- Supporting and developing community sport
- Enhancing skills through training; and
- Creating pathways to employment.

1.2 Prior to the Covid-19 pandemic, KA Leisure consistently recorded significant increases in participation across programmes and facilities. Equity of opportunity is at the heart of the approach. The impact of the pandemic and resultant restrictions had a severe impact on the business through temporary closures during 'lockdowns' and adaptations to buildings to accommodate new guidance. This was partially mitigated by the furlough scheme, a phased return and greatly accelerated digital programmes.

1.3 The Council's Financial Recovery Plan for 2020/21 was presented to Cabinet on 8 September 2020 and included approval of additional cashflow management support to KA Leisure of up to £2.743m to ensure they continued to operate as a going concern and met their cash liabilities at the time. Cabinet approved the North Ayrshire Leisure Limited (KA Leisure) Recovery and Renewal Plan in February 2021 and a progress report was presented in September 2021. The Performance and Impact Report presented in February 2022 provided a further update on the implementation of the

Plan. A further update presentation was made to members in December 2022. The additional cashflow support is being exhausted as the company continues to recover.

- 1.4 In 2022/23, operations returned to more normal levels of activity. In the financial year 2021/22 KA Leisure incurred a trading deficit of £35,423 after allowing for the core contribution from North Ayrshire Council. In the 2023/24 financial year this has been further reduce to a trading deficit of £13,974.
- 1.5 Despite this, there continue to be consequential financial impacts on KA Leisure particularly from the increase in operational costs due to rising prices. This continues to present challenges; however the Council and KA Leisure continue to work closely on operational and financial planning and importantly, in addressing the financial pressures and further developing and refining the operation of the organisation.

2. Background

- 2.1 North Ayrshire Leisure Limited trades as KA Leisure. They are a Company limited by guarantee and a registered Scottish Charity and are also a not-for-profit organisation and any surpluses generated are reinvested across the Company. They are governed by their Articles of Association which includes their charitable objectives.
- 2.2 KA Leisure aims to improve health and wellbeing through physical activity, regardless of age or background and, to fulfil these goals, will continue to encourage participation, operate facilities, and create innovative opportunities to help the inactive become active. The Recovery and Renewal Plan balances the focus on those who participate in physical activity and sport and, in line with the North Ayrshire Active Communities strategy, those who are not active because inactivity carries significant health, social and economic risks. Working with partners in North Ayrshire and beyond, KA Leisure continues to develop innovative programmes and to participate in the North Ayrshire Active Communities Strategy and the DrEAM (Drop Everything and Move) events. KA Leisure are the lead partners in the Wellbeing Alliance, which delivers on the wellbeing aspirations of the North Ayrshire Partnership Plan.
- 2.3 The impact of Covid restrictions on programme delivery is now gone, and membership income has returned to nearer pre-pandemic levels, in excess of 8,800. There still continue to be considerable financial implications, however, from the increase in utilities prices and other costs, and regular planning, support and finance meetings take place to ensure there is integration with the Council's ongoing financial planning. Trading income for the year is projected at over £380,000 more than in 2022/23 which shows the ongoing growth and expansion of the business.
- 2.4 A permanent Chief Executive was appointed by the organisation in 2023. This is providing stable leadership for the organisation as it focuses on developing its new adaptive model. The organisation has undertaken a restructure of its senior management team which has realised savings against their yearly costs. The Council continues to provide HR support at present and in the future will maintain strong links with KA to ensure it can benefit from the expertise of the Council. Work will continue to ensure that the organisation operates as efficiently as possible.
- 2.5 KA Leisure has a national reputation for its excellent community health, wellbeing and recovery programmes and these were highlighted at Cabinet in September 2021 in the Health and Wellbeing Service Performance and Impact Report. In light of their

experience in this area and the experiences of the pandemic, KA Leisure has aligned itself more closely with the new North Ayrshire Partnership Plan for 2022 – 2030. KA Leisure is now the lead partner of North Ayrshire's Health and Wellbeing Alliance, with a partner launch event being held in June 2023. The Alliance builds on extensive existing work to develop the Wellbeing priority from the Plan.

Venue Portfolio

- 2.6 KA Leisure continues to offer a modern and diverse portfolio of venues across North Ayrshire and to use these to seek new and innovative ways to engage with communities. The organisation continues to invest to ensure the best possible experience for members and users of the facilities.

Wellbeing Alliance

- 2.7 KA continues to be the lead partner in the development of the Wellbeing Alliance. The Alliance is a multi-level leadership body for the development and delivery of the wellbeing Local Outcome Improvement Plan priority for North Ayrshire Community Planning Partnership. The Alliance aims to deliver large scale meaningful change as the shared vision creates a closer relationship between health and leisure, built on social prescribing, co-location of services and the delivery of preventative activity opportunities. The work aims to tackle health inequalities by co-locating services, delivering preventative activities and strengthening the relationship between health and leisure. As the Alliance has begun to mature, a focus has emerged on three areas:

Practice: Understanding what we already do, learning from this and celebrating where we are

Partnerships: Reflecting on opportunities for network and partnership working

People: Thinking about the people we support and their current life experiences

These key themes will continue to influence the development and delivery of Alliance activities.

Fitness

- 2.8 New health and fitness products continue to be developed. Updated equipment at the Portal offers access to the latest technology so that users can track their workout performance both inside and outside of the gym and monitor their progress towards their goals. KA continues to focus on the customer experience and creating a welcoming and inclusive environment that encourages customer retention.

Digital

- 2.9 The Customer Relationship Management system allows customers to be kept more up to date than ever, while use of online tools for communication helps engage with communities and partners. The KA Leisure app has been downloaded over 15,000 times since its launch. A new platform for swimming waiting lists, registrations and swimmer journeys has helped to ease the process for service users. Digital transformation in order to be fit for the future is a high priority for the organisation.

Health & Wellbeing Service

- 2.10 KA Leisure's Health & Wellbeing Service continues to expand to deliver innovative programmes. The Walking for Health programme offers opportunities for gentle exercise, social interaction, volunteering and now a dog friendly walk at Eglinton Park. The focus of the service is to include those who are vulnerable, isolated and at greatest risk of inactivity by offering them the right support at the right time within their community.

Community Sport

- 2.11 Community sports hubs continue to support registered clubs and provide volunteering opportunities, with 65 clubs now registered. Inspire membership allows children and young people to experience sporting activities, arts, drama, dance and music, with 403 participants and over 100 classes now on offer each week. 16 weekly walking groups offer social opportunities and increased activity for those with medical conditions.

People and Partnerships

- 2.12 KA Leisure continues to deliver its Wellbeing at Work programme, aimed at developing a positive health and wellbeing culture and encouraging employees to take a proactive part in this. The “Know the Way, Show the Way, Go the Way” programme also encourages the culture of continuous improvement by supporting staff to embrace the right attitudes and behaviours in all areas of work. The staff team also work with a wide range of partners to help maximise the benefits of their offer to communities across North Ayrshire.

Financial Implications

- 2.13 Financial planning for 2024/25 is being undertaken using the best information currently available, particularly in relation to utility costs. The ongoing cost of living crisis and utility price rises create some uncertainty. The business continues to progress towards its aims of achieving financial sustainability in the short, medium and long term. Further growth and expansion as well as the consolidation of existing offers will help to achieve these aims.
- 2.14 North Ayrshire Council continues to support KA Leisure using previously identified and agreed funding.

3. Proposals

- 3.1 It is proposed that Cabinet:

- (a) Notes the North Ayrshire Leisure Limited (NALL) Performance and Impact Report incorporating the 2024-25 Budget;
- a) Notes the projected outturn budget position in 2024-25; and
- b) Authorises officers to continue to progress the recovery and development of the business.

4. Implications/Socio-economic Duty

Financial

- 4.1 The financial position continues to be closely monitored by North Ayrshire Council and the KA Leisure Board. The Council and KA Leisure continue to work together on medium term financial planning. While there remains uncertainty regarding future costs, in particular relating to utilities, KA Leisure staff will ensure that future expenditure represents the best value possible at all times.

Human Resources

4.2 The Council and KA Leisure continue together to align workforce planning and the KA Leisure Recovery and Renewal Plan.

Legal

4.3 There are no legal implications in the current report.

Equality/Socio-economic

4.4 As set out in the report KA Leisure continues to focus much of their activity on individuals and groups requiring specialist support and activity, thus closing the inequalities gap across a number of themes. The Health and Wellbeing Service and Community Sport continue to address health inequalities and this provides the starting point for the refocusing as a community health and wellbeing company. The Wellbeing Alliance aims to work with partners to delivery large scale change that also includes preventative action.

Environmental and Sustainability

4.5 Energy efficiencies continue to be sought through improvements in venues.

Key Priorities

4.6 The services delivered by KA Leisure support the North Ayrshire Council Plan strategic aims:

- To transition to a wellbeing economy, delivering prosperity, wellbeing and resilience for local people.
- We will have active, inclusive and resilient communities.
- A Community Wealth Building Council that is efficient and accessible, maximising investment and focusing resources towards our priorities.

Community Wealth Building

4.7 The proposal contained within the report creates and maintains employment opportunities and volunteering and skills development opportunities.

5. Consultation

5.1 Consultations take place with KA Leisure on an ongoing basis and partners. Customers and prospective customers are the focus of regular engagement by KA Leisure and North Ayrshire Council

Audrey Sutton
Executive Director Communities and Education

For further information please contact **Rhonda Leith, Head of Service (Connected Communities)**, on **(01294) 324415**.

Background Papers

Appendix 1: KA Leisure Performance and Impact Report incorporating the 2024-25 Budget



| leisure

PERFORMANCE & IMPACT REPORT

Incorporating 2024/25 Budget

**CONNECTION, ACTION AND IMPACT
KEEPING NORTH AYRSHIRE ACTIVE**



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Welcome from **THE CHAIR**



I am delighted to share with you the Performance and Impact Report for 2023. As with many communities and organisations across the country, the past year has presented significant challenges for North Ayrshire. The COVID-19 pandemic cast a long shadow over daily life, followed by rising energy prices and increased living costs, which ultimately limited household disposable income and resulted in reduced spending. However, despite these challenges, KA Leisure remained resilient and adaptive in its approach to supporting the local community.

Despite these ongoing challenges, KA Leisure was able to attract new and returning memberships, which is coupled with an increased rate of retention of current members. It

is also pleasing to see an increase in subscribers across the Learn to Swim programme and Inspire memberships.

We have continued to make significant influences on community health through our Health and Wellbeing Service. It supports people with health issues, including mental health problems, to recover, grow confidence and improve their wellbeing. The team has extensive expertise which gives confidence and trust from our partners who continue to support and fund our breadth programmes. Further developments within the Parkinson's

and ACTIVATOR programmes have increased our reach and supported people to access vital services.

Furthermore, KA Leisure provided free swimming and skating events in July, thanks to funding support from North Ayrshire Council. The organisation also removed further barriers to being active by launching a recycling programme for clothing, footwear, and sports equipment and opened the first pop-up shop in September.

In addition to KA Leisure's focus on physical health, the organisation has a growing cultural programme that





includes theatre, drama, singing, art, percussion, and dance. Many of these activities are a part of our children's Inspire programme. By combining the arts with physical activity opportunities, we ensure children and young people can try

a range of activities while more importantly having fun.

I have also been pleased with the continued collaboration with North Ayrshire Council and a range of partners to establish a Community Health and Wellbeing Alliance. This

innovative initiative aimed to align the efforts of all parties involved in improving the quality of life of North Ayrshire residents. We are eager to progress in 2024 when we will realise our collective vision.

KA Leisure's strengths lie in its ability to innovate and adapt to change. We are grateful for the dedication and commitment of our employees, Board of Directors, and all strategic partners. It is with great optimism that we look forward to the future and continue our efforts to support the health and wellbeing of the North Ayrshire community.



Ashley Pringle

Ashley N Pringle
Chair



Who
WE ARE



For over 20 years, we have been dedicated to promoting, supporting and inspiring people to lead more active and healthier lives – a mission that is more vital than ever in these challenging times. As we enter a new year, our mission remains the same but the methods we use to achieve this continue to evolve significantly.

We offer a wide range of programmes that contribute directly to the physical, mental and social wellbeing of North Ayrshire residents. Our organisation is the driving force of physical activity in the area, with state-of-the-art facilities such as gyms, pools, leisure centres, golf courses, sports pitches and more. This is combined with our dedicated commitment to partnership working which delivers innovative and inclusive initiatives that address the diverse needs and aspirations of our communities.

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.

Directors

- ▶ A Pringle (Chair)
- ▶ H Campbell
- ▶ J McClung
- ▶ J Montgomerie
- ▶ I Murdoch
- ▶ J Sweeney
- ▶ A Todd
- ▶ L Tulloch
- ▶ Vacant

As set out in the Company Articles of Association the maximum number of Directors is nine and comprises of the following; a maximum of four Directors appointed by North Ayrshire Council, a maximum of four Directors appointed from, and representative of, the North Ayrshire area (with skills to assist the Company in carrying out its objects), a maximum of one 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.

Senior Management Team

- ▶ Malcolm McPhail – CEO
- ▶ Laura Barrie – Head of Active Communities

2023 HIGHLIGHTS



Recycling for Sport: How We Turn Old Gear into New Opportunities

We launched our recycling programme for pre-loved sports clothing, footwear and equipment. Delivered in partnership with the Community Sport Hub Programme the collection bins are located across our portfolio of venues. Donations can be accessed by individuals, sports clubs and community groups. Several free pop-up shops have been held throughout the year including a collaboration with partners at Children 1st.

Inspiring, Educating and Challenging the Future Generation



This 4-week programme launched in April and provides 12-15 year olds with an introduction to a gym environment. These sessions provide information on how to exercise safely and effectively whilst looking to inspire, educate and challenge the Future Generation. Over 350 young people took part throughout 2023.

Co-creating a Wellbeing Alliance

In June we held our first planning workshop for North Ayrshire's new Wellbeing Alliance. The event was attended by over 80 individuals and included partners from public organisations and the third sector. The event contained a range of activities which will be a valuable first step in defining the shape and scope of this future Alliance, which challenges us to think creatively - and perhaps differently, too!



Summer of Activity

Over 1,200 young people took part in a wide variety of camps, lessons and activities across the summer break. We were also delighted to aid partners with over 120 free or funded places for families they support across North Ayrshire. In addition, our free skate and swimming sessions attracted 9,239 visitors thanks to funding from North Ayrshire Council.



Supporting the Teachers of Tomorrow

Support was secured from the Developing Young Work Force fund for twelve young people to participate in a swimming teacher programme. This has provided employment avenues and supported us to expand our Learning to Swim programme.

Global Students Join Scottish FA Training at KA Leisure

We were delighted to host the Scottish FA's National C Licence course. The training included students from across the world including Africa, the Americas and Europe. Tutors included KA Leisure's Assistant Community Sport Manager, Craig Hamilton.



Kilwinning Academy Young Leaders Support Intergenerational Activities

Active Lifestyles hosted a Winter Games event that delivered fun festive-themed activities to those who attend our Active North Ayrshire classes. With the support from our partnership with Kilwinning Academy, we were aided in delivery by young leaders who volunteered their time and helped us create an intergenerational environment full of fun!





What
WE DO

Our VENUES

Our venues remain the heartbeat of our communities providing more than just areas for physical activity. They are social spaces that allow us, our partners, and community groups to deliver activities which improve both the physical and mental wellbeing of our residents.

We welcomed 1,126,555 visitors across 2023 which was an increase of 10% in comparison to 2022.

This is a testament to the quality of our venues and dedicated staff teams. Despite the increased price of energy, and growing cost of supplies, services and staffing, we are committed to ensuring affordable access, with most of our prices remaining below the national average.

Throughout the year the service at Kilwinning Community Sport Hub (Kilwinning Academy) was temporarily interrupted by delayed refurbishment works which impacted gym users. Service has now resumed as normal following completed works. In addition, we also experienced recruitment and staffing issues on the Isle of Arran which has brought periods of interruption to Arran Community Sport Hub (Arran High). We are working with partners to widen recruitment opportunities and create more sustainable roles.

Our facilities offer more than just sport and physical activity spaces.

The Vikingar! Experience is a unique heritage attraction that showcases the life and culture of the Vikings in the 12th century. Thanks to a generous grant of £25,742 received from the Place Based Investment Fund, we have upgraded and modernised the attraction including improved entrances, updated audio-visual equipment and refreshed exhibits.

Leisure Venues

- ▶ Auchenharvie Leisure Centre, Stevenston
- ▶ Garnock Community Campus, Glengarnock
- ▶ Portal, Irvine
- ▶ Vikingar!, Largs

Community Sport Hubs/Campuses

- ▶ Arran High School
- ▶ Dalry Primary School
- ▶ Greenwood Academy
- ▶ Kilwinning Academy
- ▶ Largs Academy
- ▶ Stanley Primary School (Company acts as booking agent only)
- ▶ St Matthew's Academy
- ▶ West Kilbride (in partnership with West Kilbride Community Association)

Golf Courses

- ▶ Auchenharvie, Stevenston
- ▶ Ravenspark, Irvine
- ▶ Routenburn, Largs

Outdoor Sports Facilities



FITNESS



We are dedicated to providing a programme which is focused on the complete experience for our customers.

We understand the power of connection and support when it comes to reaching your fitness goals. The objective is to enhance both the physical and mental wellness of our community, promoting a healthier lifestyle overall. That's why we've created welcoming and inclusive environments where participants can meet like-minded individuals who share a passion for health and wellbeing.

We have –

- ▶ Grown to 8,022 members
- ▶ Increased the average length of stay from 10.5 to just under 14 months.
- ▶ Increased the average yield to £23.41 per member.

Our enhanced customer journey, agility in adapting to emerging industry trends, and unwavering commitment to equipping our staff teams with the necessary training and skills have significantly contributed to our increased memberships and improved retention rates.

Our growth across 2023 was also supported by the reopening of fitness suites at Garnock Community Campus, West Kilbride Campus and the upgraded equipment at the Portal which were all completed in late 2022. Upgrades at the Portal included the integration of the digital platform Pulse TRAKK. TRAKK utilises the latest technology to create a connected digital experience, allowing members to track workout activity inside and outside of the gym as well as monitor body composition through Tanita. Combined with the

ability to connect to Pulse Fitness equipment, TRAKK tracks distance, speed, heart rate, weight lifted, and calories burned.

ELEVATE ACADEMY

Our Elevate Academy, launched in January 2023, offers 12-15 year olds the opportunity to access our fitness suite and learn how to maximise their training. Throughout 2023, we have welcomed over 350 participants who joined our weekend sessions and intensive courses during school breaks.

2024 will include the redevelopment and digitalisation of our personal training offer to create a fully immersive experience. Our digital developments will continue with a focus on digitally transforming processes across customer service, customer journeys and communication systems.

Highlights

70,252

Attendances across group exercise in 2023

Over 15,000

KA Leisure App downloads since its launch

AQUATICS

We provide access to four swimming pools across North Ayrshire providing a range of activities for swimmers of different levels and preferences, such as swimming lessons, aqua classes, lane swimming sessions, and family fun swims.

Our pools attracted 296,415 visitors across the year. This was supported by increasing our number of aqua aerobic classes and the reintroduction of fun run sessions and birthday parties. However, a national shortage of lifeguards continues to have a significant impact on our programme and has increased service disruption. We will continue to address this across 2024 by launching additional training courses for both the public and interested staff members across other roles.

The Learn to Swim (LTS) programme is available at all four pools offering high-quality swimming instruction for people of all ages and abilities. In the past year, we have currently over 1,700 participants enrolled in our various levels and classes, from beginners to advanced; from toddlers to adults. This means that our lessons are operating at around 80% of our capacity, which is a commendable achievement given the challenges posed by teacher shortages. Whilst this is encouraging we have recently adopted a new digital platform to assist with registration, waiting lists and swimmer journeys. This system will support us to maximise capacity.

A Crash Course lesson programme was launched during the school holidays in 2023, providing 583 children who were not enrolled



in our LTS programme with an opportunity to experience introductory lessons.

We also successfully resumed 1 to 1 lessons during the October school break. This is in addition to ASN swimming lessons which were added to the timetable at Vikingar! in November. Both will be added to our programme across our pools in 2024. This is part of our commitment to provide accessible and inclusive swimming opportunities for people with additional support needs.



Highlights

1,790

Learn to Swim Members

447

Swim Only Members

GOLF



We are proud to offer three golf courses for our customers. Whether you prefer the 18-hole courses of Ravenspark and Routenburn, or the 9-hole course and driving range of Auchenharvie, you will find a scenic experience in the stunning North Ayrshire landscape.

Our golf courses attracted 37,500 visits last year, showing a remarkable growth in both golf rounds (30.5%) and driving range usage (64%) compared to the previous year. Despite the unfavourable weather conditions in the summer, our golf enthusiasts have shown their passion and loyalty for the sport, which has increased by 13% in Scotland since

2022. We are especially grateful to our customers at Auchenharvie, who have been patient and understanding during the essential works carried out by Caledonia Water to fix the sewage pipe problem that affected part of the course. We are happy to announce that the works are now completed, and the 4th tee will be restored to its original condition.

We have developed an exciting new initiative which promotes physical activity and social inclusion to enable those with supported health conditions to participate in the game. We will continue to expand this programme for the 2024 season.

In 2024, our current golf provision will be enhanced by the appointment of an Outdoor Sports and Golf Manager, who will work closely with the associated clubs and improve the development of golf and the quality of our courses. We will also focus on coaching through our Community Sport section, introducing the game to young people and increasing club involvement.



Highlights

1,094

Members

37,500

Visits

ICE

Auchenharvie Ice Rink hosts a variety of ice sports and activities for our customers. The ice rink is home to 14 clubs that offer opportunities for ice hockey, figure skating, speed skating and curling enthusiasts.

In 2023, we were delighted to resume many special events for our clubs that had been postponed due to the COVID-19 pandemic. These events showcased the skills and talents of our club members and attracted further participants and spectators.

The demand for ice time remains high, especially after the closure of Ayr ice rink with many clubs seeking a new home. We look forward to working with the clubs old and new to foster and build an ice community

that increases our communities access to ice sports. We aim to increase the utilisation of ice, the membership of clubs and the awareness of ice sports among our customers. This will include more opportunities for the public and clear pathways from public skating to club sports.

The utility costs for our portfolio have risen significantly. Auchenharvie has faced a high cost due to its pool and ice rink facilities. To improve efficiency, we invested in new boilers for the gym, ice rink and office/reception areas.

Highlights

93,301

Attendances

14

Resident clubs



Health and WELLBEING

At KA Leisure, our mission is to enable everyone to enjoy the positive impacts of physical activity. Through a diverse range of programmes, we strive to empower participants to improve their health and wellbeing.

Within our Health & Wellbeing Service, we provide a wide array of activities in local communities to assist individuals in becoming more active and adopting healthier lifestyles.

Our Health & Wellbeing Service has four key service areas:

1. Active North Ayrshire (ANA)
2. Community Outreach
3. ACTIVATOR
4. Bridgegate Active Zone and Health and Wellbeing Hub.

All of which provide fun and accessible ways for people to start their active journey.

We continually strive to deliver innovative programmes through collaboration with key partners who share the same outcomes which:

1. Engage with priority groups including those who are vulnerable, isolated and at greatest risk of inactivity.
2. Support prevention and early intervention. Offering the right support at the right time in the local community.
3. Target specific health issues including long term conditions and mental health and wellbeing.

Active North Ayrshire

Within ANA, 897 new referrals were screened in 2023.

▶ **31% male / 69% female**

Reasons for referral:



- **9%** Weigh To Go
- **5%** Parkinson's
- **18%** Mental Health Support
- **10%** Falls Prevention
- **5%** Cardiac Rehab
- **3%** Cancer Prehab/Rehab
- **2%** Doorstep Intervention
- **21%** MSK/Ortho Prehab & Rehab
- **1%** Pulmonary Rehab
- **26%** HARP

We've incorporated numerous new features into ANA to ensure we can keep up with the growing demand for support, reduce waiting times, ensure comprehensive participant preparation, offer a diverse range of activity options, and deliver the best possible value.

This includes:

▶ ANA Introductory Sessions

These sessions take place weekly across all venues and

provide a detailed overview of the programme, and the chance to meet other participants. The introduction of the sessions has significantly reduced waiting time from point of referral to first appointment and provides a more seamless transition to participation in physical activity.

▶ ANA Membership

This offers ANA participants unlimited access to our state-of-the-art fitness suites, pools and classes. In addition, it provides the opportunity to join our condition-specific classes that support different health needs. These are designed to provide value for money and to encourage more regular participation in supported physical activities.

▶ Bespoke Training Pathway

To address ongoing challenges related to recruitment of staff with a qualification in physical activity on referral, we created a comprehensive training programme which enables new employees to work towards gaining the appropriate specialist qualifications and valuable practical experience.

The programme continues to rely on external funding to provide person centred physical activity interventions, and securing external funding will continue to be essential for the sustainability and development of ANA in 2024.

Mind & Be Active

Our Mind and Be Active programme continues to support people to improve their mental health and wellbeing through supported physical activity.

- ▶ **198** 'Active' MBA participants in the programme
- ▶ **51** new referrals were in recovery from addiction
- ▶ **74** participants required a high level of support
- ▶ **51** active members currently receiving longer-term support (beyond 12 months)

Highlights

472

ANA Memberships purchased since launch

71

Physical activity opportunities each week

363

ANA participants identified that they required support to manage their weight.

Highlight

In 2023 we were awarded a physical activity grant from Parkinson's UK which allowed us to continue to develop weekly physical activity opportunities designed specifically for people living with Parkinson's.

Community Programme - Walking for Health

Our team collaborates with local communities in diverse settings to offer activities tailored to individual needs and preferences. Whether it's an inclusive open session or a targeted closed one, we ensure the delivery of high-quality and enjoyable activities. This encompasses our renowned Walking for Health programme, supported by funding from Paths for All, NatureScot, and the North Ayrshire Green Health Partnership. These walks are led by either a member of the Active Lifestyles Team or one of our fully trained Walk Leader Volunteers.

We were delighted to launch our first dog-friendly walk at Eglinton Country Park in 2023. Every week, dog owners and their furry friends join us for a social gathering and a leisurely stroll around the park. Additionally, we delivered Walk Leader training for young individuals from Irvine Royal and Kilwinning Academies. They acquired skills in planning, leading, and evaluating walks for diverse groups and abilities. We take pride in their accomplishments and eagerly anticipate seeing them take the lead in more walks in the future.



ACTIVATOR

Our mobile health and activity unit, the ACTIVATOR, offers essential health checks and lifestyle advice. The dynamic programme encompasses visits to various communities throughout North Ayrshire, including community groups, libraries, schools, events, and workplaces.

Teaming up with the NHS Ayrshire and Arran Blood Borne Virus and Sexual Health Team, the ACTIVATOR led a focused intervention initiative across Ayrshire & Arran. Introduced in May 2023, the programme reached out to individuals who are traditionally hard to engage and delivered early intervention services. Due to the success of this new way of working, further partnership projects are planned for the future.



Upon Referral:

- ▶ **75%** of participants did not meet the recommended 150 minutes of physical activity per week
- ▶ **16%** of participants met the recommended 150 minutes of physical activity per week but required support for a long-term condition
- ▶ **9%** of participants exceeded 150 minutes physical activity per week but required support for a long-term condition

Community SPORT

At KA Leisure, we understand the vital role that sport plays in creating healthy and happy communities. Our programmes are designed to help people connect socially, enhance their confidence, and improve their physical and mental wellbeing. We believe that everyone deserves to enjoy the benefits of sports, no matter their age, ability, or background.

The Inspire Membership continues to be a huge success with a growing number of subscribers. Since its launch, we have witnessed a remarkable increase in families using this affordable and flexible option to access our programmes and leisure facilities. We have given

memberships to those who may not have been able to afford them and lowered costs for partners with funding to ensure they can support health, wellness, and community for those they serve.

Our community programme continues to expand with over 100 classes per week across all localities. These include arts, drama, music and dancing which gives young people the chance to experience more than just sport. We have also partnered with several local sports clubs to deliver introductory classes providing clear pathways from community to club sport.

Our sports clothing and recycling scheme has been key to removing barriers to participation. Donation boxes are located across our venues and we have been overwhelmed by the generosity of our communities. We have also partnered with community sports clubs and local businesses that have hosted donation bins.

North Ayrshire Alcohol & Drug Partnership (ADP) continued to fund our Champions for Change programme which uses sport and physical activity to educate children and young people on the dangers of substance misuse. In 2023 we visited 19 schools and worked with over 1,400 pupils.





Supporting everyone to take part in sports activities is a core part of everything we do. Our team has worked with partners including Active Schools and Scottish Disability Sport to ensure all our classes are accessible to those with additional needs. We have added seven new classes exclusively for those with ASN across the period which includes closed groups with partners.

2024 will see the introduction of a club accreditation scheme for our Hub Clubs. This will provide support, pathways and guidance for clubs to achieve their goals and create more opportunities for our communities to participate in sports and physical activity. We will expand our adult sports programme to provide additional opportunities for people to return to sport in a supportive and social environment. This will

include a greater integration of these classes with our wellbeing programme. We are also excited to deliver an expanded programme of football activities in the build up to Scotland's participation in the Euro 2024 tournament.



Highlights

403

Inspire Members

65

Registered Community Sport Hub Clubs

Over 1,000

Class attendances per week



Making a
DIFFERENCE



Weigh to Go

Steven is 65 and still loves football. He joined KA Leisure's Weigh to Go programme, a partnership with NHS Ayrshire and Arran, through our Walking Football sessions. The programme aims to help people lose weight and improve their health by providing exercise and nutritional advice.

The Weigh to Go programme is a 12-week weight management course that helps you achieve your health and fitness goals. The programme combines physical activity sessions, nutritional advice and behavioural change techniques to help participants lose weight and keep it off. They are supported by a qualified instructor who will tailor the programme to their individual needs and preferences. Those enrolled also gain access to online resources, group support and motivational tips to help you stay on track.

Steven says that joining the programme has been beneficial for

his physical and mental wellbeing. He says, **"As you get older you feel a need to look after yourself better."** He appreciates the guidance from the staff and the support from his peers. He says, **"You get to an age where you think you know what's good for you but it's great to get that advice from someone who actually knows."**

He also enjoys the social aspect of the programme. He says, **"The camaraderie is important. I've been involved in football since I was a wee boy and the social side was always important for me. As you get older in life you don't always have the same number of links that you once had. So since joining the walking football and this programme here it's been great meeting a group of guys who have just accepted me in and it's just been important for my own wellbeing. The group is a great link to others, and I would recommend it to anyone as they get older to help avoid isolation and just improve your wellbeing."**



Having Fun and Getting Fit

Jess had to undergo several operations for a back condition, something which affected her mobility and quality of life. She was referred to KA Leisure and Active North Ayrshire by her physiotherapists, who recommended physical activity as part of her recovery process.

Active North Ayrshire is a programme that offers a range of exercise classes, gym sessions, swimming and other activities for people with long-term health conditions, disabilities or mental health issues. The programme aims to improve physical and mental wellbeing, reduce social isolation and promote healthy lifestyles.

Before joining the programme, Jess had a consultation with a qualified

instructor, who assessed her fitness level and helped her choose the activities that suited her needs and preferences. Jess decided to sign up for the ANA membership, which gave her unlimited access to all the facilities and activities offered by KA Leisure and Active North Ayrshire.

"I decided to sign up for the ANA membership. It's great value and allows me to use the facilities anytime, which has been beneficial for my rehabilitation", Jess says.



The ANA membership also enabled Jess to connect with other people who shared similar experiences and challenges. She made new friends and enjoyed the social aspect of the programme. **"Not only do I get to improve my fitness every week, I also get to meet lots of new people and I'm not just stuck in the house."**

Jess has made remarkable progress in her recovery and has noticed the positive impact of being active on her physical and mental health. **"It's been absolutely wonderful! When I first started coming along, I had to bring my mum to help me get changed as it was really difficult. Now I just come by myself, I meet everyone for the class and we have a coffee afterwards. I just have loads of fun and that's what it's all about, having fun and getting fit."**

Habits for Life

Graham was feeling low and unhealthy after being inactive for a long time due to the pandemic. He decided to take action and resume his exercise routine, but he needed some guidance and support.

That's when he joined the Portal and became one of its 3,500 members. Here he found a welcoming and friendly environment. He started to use the gym regularly and also tried out the Elevate Series of classes, which are designed to challenge and improve different aspects of fitness. They are gym-based classes which use a range of functional movements from pushing, pulling, bending, twisting, lunging and squatting.

Graham enjoyed the variety and intensity of the classes, which only lasted 30 minutes each, but had a lasting effect on his wellbeing. He also appreciated the opportunity to train with his son Mason, who joined the Elevate Academy, a programme for young people to develop their physical and mental skills.

Graham said: **"KA Leisure has made a huge difference in my life. I feel better mentally and physically, and I have more energy and confidence. I also love spending quality time with my son and seeing him grow and learn. KA Leisure has helped me create good habits for life."**



Life has Changed for the Better

Hazel who is 49, suffers from a rare genetic neurological condition that affects her balance, coordination and spatial awareness. She had to retire from her job as a librarian in North Ayrshire due to her health problems, which also impacted her mental wellbeing.

In 2021, she was referred to the Mind and Be Active Programme by her mental health nurse and community link worker. The programme aims to help people improve their physical and mental health through exercise.

Hazel started with a consultation



and a personalised exercise plan that suited her needs. She also joined a falls prevention class that taught her how to reduce the risk of falling, how to cope if she did fall, and how to boost her confidence.

Hazel was nervous at first, but she soon felt encouraged and supported by the staff and other participants. She progressed to an advanced class and tried the gym as well. She now attends several classes per week, including two aqua-based ones. **"I find these classes challenging but I always feel my mood is lifted afterwards."**

Hazel says that the programme has helped her improve her strength,

balance and independence. She no longer needs her walking stick all the time and can walk into the centre without it. She also enjoys the social aspect of the classes and feels happier after exercising.

Hazel's life has changed for the better since joining the programme. **"It's been a hard journey from where I've come. However, I've recently become a gran for the first time. I can do so much more with my grandson, and I don't think I could have done this if I hadn't come to the classes. I honestly can't thank everybody from KA Leisure enough. I will be forever grateful."**

ACTIVATOR Saves the Day

The ACTIVATOR is our versatile, mobile, physical activity and health unit which provides a valuable service of health checks and lifestyle advice within the heart of local communities.

During a community visit when the ACTIVATOR was parked in the car park at Auchenharvie Leisure Centre, local retired GP Dr Gerry Norton decided to get a health

check on his way to one of his regular workouts:

"I use the gym at Auchenharvie three times a week. In March I was heading into the gym when I noticed a mobile unit parked outside. They were offering blood pressure checks. I thought, why not, and went in. My readings were dangerously high, and I was advised to contact my GP. I did exactly that and was admitted to Crosshouse Hospital that afternoon where the high readings were confirmed. I had multiple investigations and was

commenced on medication. My readings are now within the normal range. I am convinced that I would have suffered a stroke or a heart attack if the high readings had not been discovered."



Fit for our **FUTURE**

Transforming Our Future

In the past year, we have undertaken several developments across the entire organisation to remain successful, thriving and financially sustainable.

A significant development has been the introduction of a revised staffing structure that aligns seamlessly with our strategic priorities and current business requirements.

We recognise that a flexible and robust framework establishes a strong base for cultivating an innovative and engaging workforce that possess the necessary skills, and it is an area that we're committed to investing in.

Staff development is paramount, and providing our team with the skills and knowledge necessary to deliver high-quality services and programmes remains central to all business decisions.

Furthermore, we've embraced innovative approaches, crafting new programmes that not only enhance our commercial capability but also amplify our impact on customers and communities.

Know, Show, Go has also undergone a refresh; our cultural employee initiative encourages everyone within the organisation to



embrace a culture of continuous improvement. Shaped by input from colleagues, the three principles and seven behaviours of Know the Way, Show the Way, Go the Way continue to be integrated into every aspect of our organisation. This emphasis extends to cultivating the right attitude and behaviours in all our endeavours.

Journeying Through Digital Transformation

Digital transformation has emerged as a crucial driving force within our organisation, fundamentally altering the way we interact with our customers and provide services.

The ongoing enhancements to our Customer Relations Management

System include the recent integration of advanced 4 Global technology. This integration allows us to utilise our data effectively to optimise health and social benefits. This technological upgrade positions us to amplify the positive impact on individual wellbeing and community health through more refined and tailored services.

Utilising the insights gathered from this system's marketing intelligence allows us to enhance our customer experience and retention. Additionally, it enables the creation of targeted campaigns to effectively boost membership sales.

Our system development has also expanded into facility management and operations with the recent introduction of OpsPal and STITCH at the end of 2023.



OpsPal provides the tools necessary to achieve and maintain operational excellence, including a centralised location for all operational documentation.



STITCH system for accident and incident reporting offers a straightforward and easy-to-use process for recording and managing all related data.



Marketing for Tomorrow

At KA Leisure, our expansive marketing strategy extends beyond merely promoting our services and venues. We centre our messaging on the experience we can offer and the positive impact on health and wellbeing. Utilising various platforms, we strive to connect with our customers and partners by emphasising the advantages of being active and becoming a part of the KA Leisure community. Our aim is to showcase the diverse opportunities accessible to everyone in North Ayrshire and highlight the positive influence it can have on their lives.

In the upcoming year, we're excited to introduce a rejuvenated look and style to our image and branding. While our brand has enjoyed success for over a decade, it no longer entirely encapsulates the breadth of our impact. Our offerings are extremely diverse and inclusive,

catering to individuals pursuing fitness, enjoyment, knowledge, or transformation. We are keen to unveil this under our revitalised appearance.

Prioritising Safety: Our Commitment to a Secure Environment

The staff Health, Safety and Wellbeing (HSW) forum was relaunched in May 2023 with the participation of employees from different areas of the organisation. The purpose of the forum is to exchange ideas and insights on how to enhance the HSW of both employees and customers.

The objectives of the HSW forum are:

- ▶ To reinforce the essential HSW principles to ensure compliance.

- ▶ To identify and mitigate potential hazards and to implement appropriate control measures.
- ▶ To improve communication across the organisation which will foster relationships and collaboration.
- ▶ To develop a HSW culture that aligns with the employee cultural programme Know, Show, Go the Way.

ROSPA Awards

We achieved the ROSPA (Royal Society for the Prevention of Accidents) Gold Medal (nine consecutive Golds) Award in 2023. This is a remarkable achievement by our team across the organisation and we're aiming for ten Golds in 2024.



REALISING THE VISION

North Ayrshire Health & Wellbeing Alliance

Established in September 2022, North Ayrshire’s Health & Wellbeing Alliance provides a multi-level leadership body in the development and delivery of the Local Outcome Improvement Plan (2022-2030) for North Ayrshire Community Planning Partnership (NACPP).

Collaborating through the lens of a whole systems approach, the Alliance builds on the existing efforts of partners across North Ayrshire to develop the strategic vision of the wellbeing agenda in North Ayrshire.

Our radical approach presents a real opportunity to reimagine traditional leisure services to deliver a greater health and wellbeing impact. Utilising physical activity as an intervention to support public health, address and manage health conditions, engage with communities, and reduce inequalities.

Doing Things Differently

As we rethink traditional leisure services, we recognise that our plans are ambitious. There is a real opportunity to mobilise health and wellbeing solutions through assets that already exist in our communities and working collaboratively to make the biggest positive impact.

We believe that large-scale meaningful change is possible as our shared vision creates a closer relationship between the community, health and leisure, built on social prescribing, co-location of services and the delivery of preventative activity opportunities.

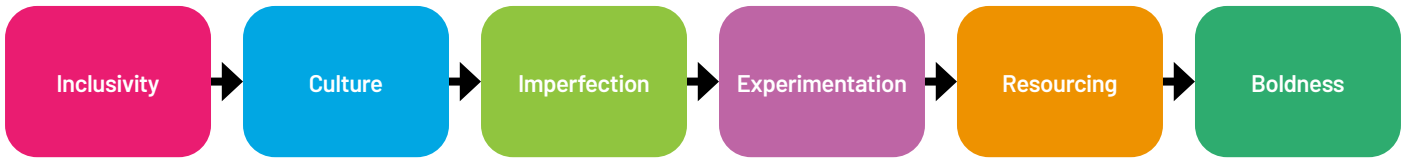


On Friday 23 June 2023, colleagues from a range of organisations across North Ayrshire came together in Irvine for an event to launch the creation of the new Alliance, followed by a series of focus groups.

During this phase of engagement, a variety of key themes emerged to help shape conversation and provide a framework for thinking.

Practice	Partnerships	People
Understanding what we already do, learning from this and celebrating where we are.	Reflecting on opportunities for network and partnership working.	Thinking about people we support, and their current life experiences.

It was clear that there was broad enthusiasm to develop a simple shared model that can help shape the collective work based on the following key principles:



Exploring Wellbeing: Crafting Our Shared Wordcloud



Making it Happen...

The Steering Group of the North Ayrshire Wellbeing Alliance will continue to provide clear leadership and uphold accountability as we progress.

We're excited to enter the next phase, recognising the abundance of commendable work already underway. Our mission, as we guide the Alliance forward, is to contribute value as partners by fostering

connections and generating energy. Our goal is to amplify existing initiatives, creating momentum for increased activity and impact.



Our
PERFORMANCE

The Company reports its Statutory Performance Indicators (SPIs) to North Ayrshire Council every year to assess its performance. Despite the cost of living crisis, we have achieved growth in both attendance and memberships, demonstrating the value the community places on our leisure services.

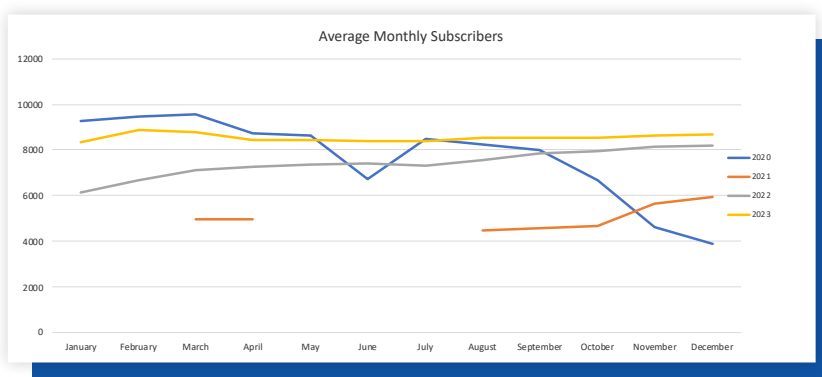
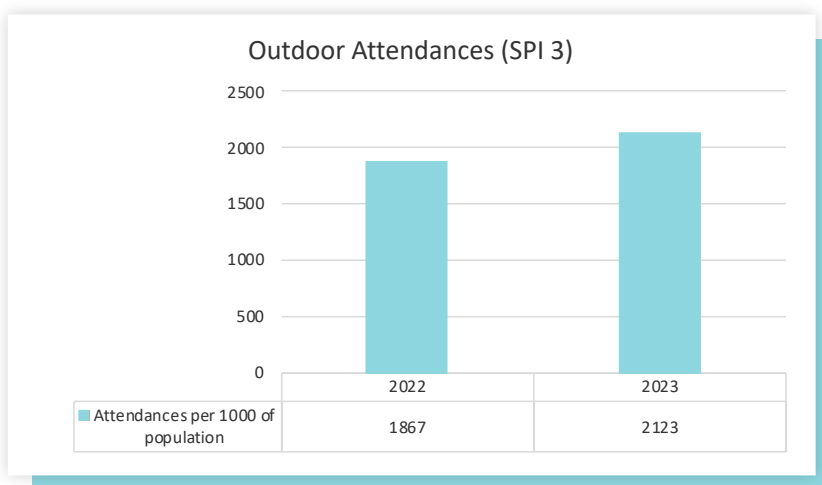
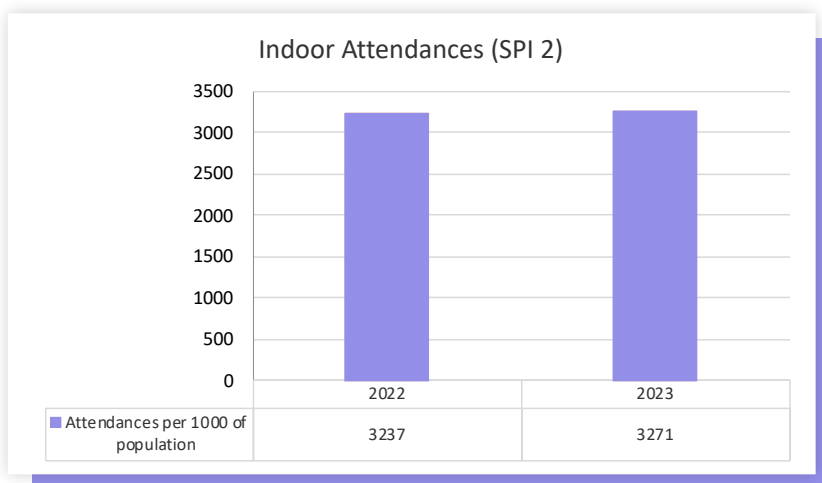
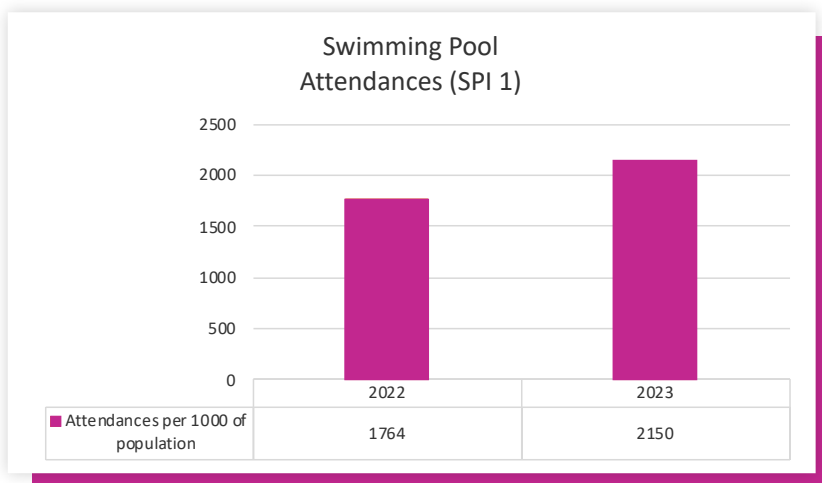
We are pleased to report that our attendance figures for 2023 have risen by 10% compared to 2022. This includes 296,415 visits to our swimming pools. Our Learn to Swim programme and our improved family programme for public swimming have contributed to the growing popularity of our pools.

Indoor sports remain comparable to previous years. Our Community Sport Hubs and the Circuit contribute to much of these attendances due to the many sports clubs, community groups and organisations they host.

Outdoor sports are also encouraging and include an increase in the golf attendance recorded. As golf remained available during the various restricted periods of the pandemic, it has successfully attracted and retained many new players to the sport.

The financial sustainability of the organisation is heavily reliant on the performance of its fitness programme, which previously contributed over £2 million to the overall annual income.

Unfortunately, due to the pandemic, the number of members plummeted from 9,600 to under 5,500. However, due to programme developments and the introduction of new memberships such as the Active North Ayrshire Membership and E:Active Junior we have been able to maintain steady growth and are approaching pre-pandemic levels of attendance.



Financial INFORMATION

Budget 2024/25

	2023/24 Budget	2024/25 Budget
Expenditure	£	£
Employee Costs	6,635,594	6,450,142
Utility Costs (Gas, Electricity & Water)	1,679,118	1,679,118
Other Property Costs (excluding Utility costs)	496,650	513,950
Supplies & Services	487,389	556,089
Transport & Plant	31,600	35,600
Administration Costs	363,650	365,700
Payments to Other Bodies	159,442	257,200
Finance/Other Expenditure	441,232	486,745
Total Expenditure	10,294,675	10,344,544
Income		
North Ayrshire Council	5,343,455	5,009,157
Other Income	4,965,194	5,345,387
Total Income	10,308,649	10,354,544
Surplus/(Deficit)	13,974	10,000

North Ayrshire Council

North Ayrshire Council contribution has reduced in the year by £334,298. This reduction in contribution reflects the changes made to employers pension contributions as a result of the actuarial valuation.

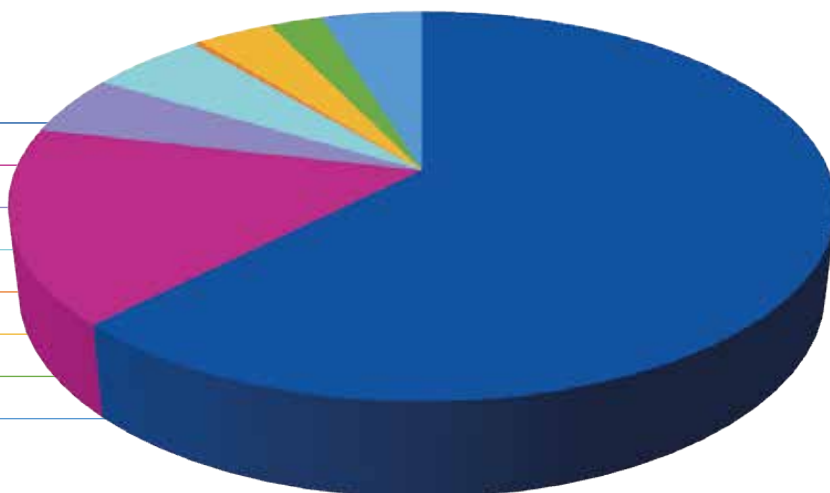
This reduction is partly offset by the budgeted pay award for the financial year 2024/25. This is in addition to North Ayrshire Council's ongoing contribution to support increased energy costs.

Trading Income

Trading income for the organisation is budgeted £380,193 higher in 2024/25 than in 2023/24. This is projected to increase as the organisation continues to grow and expand programmes and events.

The pie chart reveals the percentage breakdown of budgeted expenditure across KA Leisure for 2024/25. The largest cost to KA Leisure is employee costs, which is 62% of the expenditure budget for the financial year.

Employee Costs	62%
Utility Costs (Gas, Electricity & Water)	16%
Other Property Costs (excluding Utilities)	5%
Supplies & Services	5%
Transport & Plant	1%
Administration Costs	3%
Payments to Other Bodies	3%
Finance/Other Expenditure	5%



Variations in Budget 2024/25

The significant variations between the 2023/24 budget to the 2024/25 budget are detailed below.

Employee Costs

Overall employee costs are budgeted £185,452 lower than 2023/24. This is mainly attributed to:

▶ Pension Costs

As a result of the pension actuarial valuation report KA Leisure has been advised that employer pension contributions are to be reduced. This is resulting in a saving of £517,000.

▶ Pay Award

The pay award for financial year 2024/25 has been budgeted at an estimated increase of 3%. This is an additional cost of £182,702, which will be offset by additional income from North Ayrshire Council.

▶ Post Amendments and Incremental Factors

As the business is growing and reshaping there has been a number of amendments made to the employee structure. In order to facilitate the growth of the Company additional posts are required, combined with pay increments due to employees, these total £148,846.

Utility Costs

Consistent with the rest of the UK, energy prices continue to place financial pressure on KA Leisure. Budgets for the financial year 2024/25 have remained the same as the current financial year. At the time of finalising the budgets the energy contracts have yet to be concluded. It is expected that prices will remain constant or reduce slightly in the year. In line with good accounting principles, a prudent approach has been assumed and budgets have been retained at the same level as the previous year.

Supplies and Services

Supplies and Services have increased by £68,700 from the previous financial year. This is mainly due to general price increases across the venues for materials, pool chemicals and equipment. There are also increased budgets for resale goods which will generate additional trading income.

Payments to Other Bodies

The 2024/25 budget for payments to other bodies has increased by £97,758. This is mainly due to inflationary pressures and increased professional fees as a requirement to ensure a smooth transition through the restructuring and embedding of the organisation.

Finance and Other Expenditure

Finance and other expenditure costs have increased by £45,513 from 2023/24. This is predominantly due to increased irrecoverable VAT costs.

Closing thoughts **FROM THE CEO**



KA Leisure has accomplished numerous achievements over the past year, and we take great pride in highlighting them in this Performance and Impact Report. Within this document, we feature significant outcomes and the positive effects our services have had on our customers and communities.

We recognise that the landscape is bleak for many leisure trusts in Scotland - but we are encouraged by the fact that we are defying this trend with our solid partnerships, commercial acumen and innovation which have all contributed to our continued financial recovery.

We take pride in striking a balance between our imperative to generate

income and our unwavering commitment to eliminating barriers to participation. Our dedication remains steadfast in enhancing the overall wellbeing of our communities. This is testament to the collaborative efforts of our team and their commitment to innovative thinking.

In the face of challenges encountered in 2023, our business resolve proved instrumental in navigating the energy crisis and the escalating cost of living for our customers. As we step into 2024, we recognise the importance of sustaining these skills to effectively cope with ongoing economic challenges. Nevertheless, we remain committed to our

aspirations, aligning them with our growth objectives by investing in new opportunities to expand and enhance our services for our customers.

It is our privilege to provide an extensive array of programmes aimed at enriching the physical, mental, and social wellbeing of our communities. This invaluable experience has played a crucial role in the establishment of North Ayrshire's Health and Wellbeing Alliance, and our collaborative efforts across the last year have actively shaped its future. We are excited about undertaking the process of leading our partners as we bring this vision to life.



Collaboratively, we will persist in tackling inequalities to enhance health and wellbeing for all communities in North Ayrshire. The Wellbeing Alliance is grounded in a comprehensive whole systems approach, reinforcing North Ayrshire's "No Wrong Door" ethos for our communities by connecting services and creating seamless pathways for support. This approach has notably influenced our initiatives for young people, encompassing programmes that cater to both their physical and mental wellbeing, providing valuable support when they need it most.



We are ambitious in our approach, and our focus for 2024 remains centred on:

- ▶ Cultivating relationships to encourage collaborative efforts for greater impact
- ▶ Maximising growth potential in key business areas
- ▶ Empowering vulnerable and isolated groups to actively participate in their communities to improve their wellbeing
- ▶ Embracing digital transformation
- ▶ Fostering creative thinking and embracing innovative approaches
- ▶ Delivering quality interventions across a wide range of programmes and services
- ▶ Developing our Key Performance Indicators (KPIs) portfolio, enabling us to glean valuable insights across essential domains and align our efforts with overarching business goals

Our staff teams are at the heart of this journey and ensure our continued success. I continue to be grateful for their commitment and dedication to our work. The development of our employee cultural programme Know the Way, Show the Way, Go the Way has embedded key behaviours which shape everything we do. The insightful input from our employees during consultation opportunities has been pivotal in shaping our culture and ensuring the development of a workplace that actively promotes staff wellbeing.

I would like to express my gratitude for the invaluable support extended by North Ayrshire Council. Their collaboration and assistance have been instrumental in our collective efforts and achievements. We appreciate the ongoing support and look forward to continued collaboration in our shared mission for positive impact and progress.

We will continue to set the standard in this sector, as we are committed to crafting the roadmap for improved community health and wellbeing.



Personally, it has been great to be home having been an Ayrshire lad and spending time away for many years. I am grateful to my team and close partners for making my job so rewarding and I assure you that we have a lot more to accomplish!

Malcolm McPhail

Malcolm McPhail
CEO of KA Leisure







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