

# Annual Achievement Report 2014–2015



[www.liveactive.co.uk](http://www.liveactive.co.uk)



# Live Active Leisure



## Our Purpose

"To work together with our customers and partners to create and provide opportunities to participate in sport and leisure and enjoy the benefits of physical activity."

## Our Vision

"To be the provider of choice in Perth and Kinross for everyone to 'live active' lives."

## Our Company Ethos

Experience • Investment • Opportunity • Commitment

## Our Brand Values

Trust • Value • Flexibility • Enthusiasm

## Our Customer Promises

- We are here whenever you need help
- We will offer good value for money
- We make getting active easier
- We want your experience to be great

[www.liveactive.co.uk](http://www.liveactive.co.uk)





**Experience**



**Investment**



**Opportunity**



**Commitment**

# ANNUAL ACHIEVEMENT REPORT 2014-2015

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Every year I am increasingly aware of media headlines constantly reminding us that being physically active is, put simply, the very best thing we can do to improve our quality of life. This, in turn, reminds me of the ever-widening importance of the myriad of services Live Active Leisure delivers and I am proud of the leading role the Company plays in attracting, encouraging and supporting a great many people from across the 2,000sq miles of Perth and Kinross, to live more active lives.

Live Active Leisure is not immune to the economic challenges, but I have been genuinely encouraged by the determination to be imaginative and resourceful in delivering against our priorities for the year to March 2015.

The contents of this Achievement Report will provide a flavour of our progress and will, I believe, highlight the commitment of the Company towards making a very real difference to the lives of people across our area; something I think positively reflects the charitable status of the Company and the social values that underpin much of our work. The 'not for profit' nature of Live Active Leisure means that we can maximise the range of services we offer and it is important to celebrate such success.

However, I and everyone in Live Active Leisure understand that we can often make the most notable difference when we work with partners, and the last year has seen this becoming an even more significant facet of the way in which we work. This is something that I am sure you will recognise within many of the achievements this report sets out.

So, whatever your interest or motivation for reading this Achievement Report, I hope you will find it interesting and enjoyable, as well as highlighting the importance of all the work that Live Active Leisure undertakes.

It is only with the support of the many customers, colleagues, partners and external organisations that we have again delivered a wide range of achievements that genuinely matter to people.

My fellow volunteer Directors and I are proud of the Company's achievements during the year April 2014 to March 2015. We hope you share our belief that Live Active Leisure is making a very real contribution to people's quality of life and general wellbeing.

**Bill Duncan**  
Chairman  
Live Active Leisure



# Partnerships

In our role delivering and leading on sporting, community and physical activity initiatives in Perth and Kinross, Live Active Leisure enjoys strong partnerships with many local, regional and national agencies. With a wealth of knowledge and vast experience in the leisure industry, we have a proven track record in effectively contributing at a strategic level for our key stakeholders.

Additionally, our established involvement in health and wellbeing has enabled us to forge strong partnerships within NHS and Social Work, allowing the successful delivery of important projects that have enhanced lives across our local communities.

In 2014-2015 we contributed to:

- Perth & Kinross Council Corporate Plan
- Perth & Kinross Joint Disability Strategy
- Perth & Kinross Health and Social Care Redesign
- NHS Tayside Health Improvement and Public Health Priorities
- Perth and Kinross Care Home Network
- Perth College UHI Social and Vocational Studies & Health and Fitness Programmes
- Sport and Active Recreation Forum and Legacy
- Scottish Government Cross Party Group on Sport
- sporta Scotland and UK
- Tayside Pension Board
- Scottish Heads of Service Group



We also supported initiatives of various organisations including Invest in Perth, Perth in Bloom, Spirit of Youth Awards, Sports Personality of the Year, and Perth and Kinross Sport and Active Recreation Forum. The Company also participated in development sessions such as a Business Flagship Seminar and Enterprise and Collaboration sessions.

We have enjoyed another productive year working alongside Scottish Enterprise following a successful bid for their support over a three year period. Funding of over £10k was generously received towards our website project, which had a first phase launch in August 2014. As well as featuring our new branding, the website has allowed us to deliver more comprehensive information to customers, and potential customers. *More information can be found on page 22, Marketing and Sales.*

This funding also helped with an IT and infrastructure review; the Company has grown in size and complexity over recent years and a need was identified to assess the IT requirements of the business now and into the future. *More information can be found on pages 20-21, Corporate Achievements.*

## The Gannochy Trust

In 2014-2015, through the magnificent continued support from The Gannochy Trust, we supported the education of new and existing coaches, invested in talented athletes and introduced the new performance and physical preparation squads.

## Perth & Kinross Council and NHS Tayside via the Change Fund

Following a 2013 award from the Change Fund for our new Wellbeing remit, we successfully delivered Year 2 outcomes including new programmes for the Blairgowrie and Pitlochry localities, and have secured continuation funding from the Integrated Care Fund for a further year.

## Paths For All

Through the 'Paths For All' programme we also provided walk leader training and strength and balance training to students from Perth College, who then assisted in delivering a new initiative of activity programmes in local care homes.

## Active Schools

We have partnered PKC Active Schools on a number of projects linked to our Wellbeing priorities, including the Boccia Festival and the Multi Sports Youth Club at Fairview School.



# Our Business

Live Active Leisure is the largest and longest-serving Company in Perth and Kinross, with an objective to deliver affordable, value-focused sport, leisure and physical activity opportunities. Our commitment to this objective has been published as one of the Company's four key promises - **to offer good value for money** - and has become the cornerstone of our policy and strategy.

Our services and programmes are designed to be inclusive and are created with particular attention to our broad geographical and demographical spread. **'We are here whenever you need help'** is a promise that ensures everyone in our community has an opportunity to participate in high-quality sport, leisure and physical activities. We aim to deliver this promise regardless of individual circumstances, thus enhancing quality of life and improving the health and wellbeing of all that choose to take part.

Our unwavering commitment to this promise saw us as the first major Leisure Trust in Scotland to secure the Social Enterprise Mark; we were first awarded this mark in 2010 and have achieved the award for another year. The mark provides assurance that profits/surpluses are reinvested rather than paying dividends to shareholders.

## PH<sub>2</sub>O Developments



Launched in January 2014, PH<sub>2</sub>O is our vision for delivering a sustainable hub of sports, leisure, play and physical activities services that would include swim, gym, ice and other favourites. As well as this, we'd love an enhanced offering in the form of introductory climbing, high wire and adventure play.

By creating an iconic public space, a unique experience and a dynamic mix of more than twenty sports and leisure opportunities in the heart of the city of Perth, we aim to deliver not only health, social and recreational benefits but also economic growth, sustainable facilities and tourism potential.

Over the period April 2014 to March 2015 we have focused on raising the profile of the project among stakeholders, partners and the public with the aim of heightening local momentum for the project and, in turn, gaining additional support from key funding bodies.

High-profile events included a curling evening and dinner with Olympian Eve Muirhead and Olympic Curling Team Coach David Hay, which took place in Dewars Centre and attracted significant media and community exposure.

A digital 'buy-in' campaign via e-newsletters to Perth and Kinross Councillors, MPs, MSPs and local businesses, invited everyone to get behind the project by signing up to an online support page. The mechanism was built on the [www.ph2operth.co.uk](http://www.ph2operth.co.uk) platform and allowed members of the public to sign up and leave comments of support for the project. We received significant messages between December 2014 and March 2015.

As well as ongoing consultation with sports governing bodies, Scottish Swimming and The Royal Caledonian Curling Club, we also held local consultation events with Aquatic Sports Clubs and Curling Clubs to ensure the planned PH<sub>2</sub>O provision meets the needs of the end users.



# Our People

**Live Active Leisure is a company that has grown and evolved from the strong foundation of its people. Over the past year we have established an employer brand, Our People, with five strategic areas that will allow us to help all team members across venues, offices and the wider community reach their potential and achieve their goals.**

The Company once again staged a Development Day for staff from across the organisation. The focus was on the customer journey and experience with an emphasis on how we communicate with the customers and each other. This was once again well attended, with over 200 employees from across the whole of Perth and Kinross involved. This annual event also encourages and enables networking and relationship building that supports the business throughout the year.

## Healthy Working Lives

Live Active Leisure continues the promotion of Health and Wellbeing amongst our people and we were delighted to achieve the Scottish Healthy Working Lives Silver Award for the first time in February 2015. The award marked the Company's commitment to good practice around the promotion of physical activity, a balanced diet, mental health, wellbeing and stress.

## Training Achievements

Almost 6,000 hours of training was delivered to Our People over the course of the year. This provided fantastic development opportunities for our employees and ensures that our programmed activity is supported by a range of well-qualified and engaged employees. As well as developing new skills, the Company provides good practice guidelines and informal training around employee wellbeing, disability matters, customer service and communications.



## Supporting Young People in Work

Here at Live Active Leisure we are very aware that the young people of today are the leaders of tomorrow and, as such, we are proud to support young people in work. This year we provided thirty-seven placements for 4th year pupils involved in the Skills for Work Programme and, in addition to this, twenty-seven students and volunteers were provided with work experience opportunities as part of their further education programme.

Moving on from support in education, our Modern Apprenticeship programme, in partnership with Perth & Kinross Council, saw two Modern Apprentices employed on the programme, with a further four securing permanent employment and an additional five completing their SVQ qualification.



# Fitness

Unequalled in its fitness offer across Perth and Kinross, Live Active Leisure boasts eleven fitness gyms, five pools and various studio spaces and sports halls throughout its venues. This wide range of facilities allows us to deliver a diverse and responsive fitness programme throughout the year and gives members and non-members many and varied opportunities to participate with Live Active Leisure.



Completing the Company's extensive two-year refurbishment programme, Live Active Rodney enjoyed a major upgrade in December 2014, giving it an unrivalled position in Perth City Centre in terms of equipment on offer. The refurb included strength and conditioning and CV equipment being replaced with the latest Life Fitness equipment, new Body Pump bars and weights. Overall it saw improvements to the equipment range and a refresh of key customer areas including reception, changing and studio spaces, all enhancing the customer experience.

A key objective for the Company was to improve the fitness product choice across the area and maintain and improve the quality of our offering. Following a review of several venues, we broadened our 'pool' of relief instructors and provided development training to 'up-skill' existing staff members. This has ensured our customers have great choice and flexible options throughout Perth and Kinross, and cements our position as the key fitness provider in the area. Tried and tested classes also continued to perform well and we built upon our successes where there was demand.

## Our Customers say:

**"Good equipment  
plus very helpful  
and friendly staff"**

**"Excellent Yoga"**

We are pleased to report a number of new classes were 'rolled out' across the venues with increased usage a direct result of these:

- **Live Active Rodney** - a new Core Stability Class introduced in November 2014 attracted 180 new customers during January-March 2015
- **Live Active Breadalbane** - a range of new classes were added and amendments were made to existing timeslots, resulting in a 10% increase over the year
- **Live Active Strathearn** - amendments to timetable and increased classes has given a 5.7% increase in users - over 14,000 class attendances during the year.

## Increased Personal Training Provision



Fitness trends showed there was an increase in the demand for Personal Training and Live Active Leisure embraced this opportunity for growth. The Company supported employees to attain the Level 2 Fitness Instructor Award and during the year we supported eight employees and fully funded two modern apprentices.



We also delivered in-house Continuous Professional Development courses to support instructors, including:

- Balance and Strength
- Personal Training Standards
- Fitness Testing
- Wellbeing Customer Pathways.

This enabled us to extend our Personal Training offer across three venues in Perth city: North Inch Community Campus and Live Active Letham joined Live Active Rodney in welcoming this hugely successful new service offer and income stream to their business strategy.

As our first venue to offer Personal Training, Live Active Rodney introduced a second Activity Instructor and has increased Personal Training usage by 250%. Overall, some 600 users Company-wide enjoyed the benefits of Personal Training during the year, and we plan to roll-out this popular service across all areas in the coming two to three years. As well as providing the Company with an excellent enhanced offer for members and non-members, it also shows that Live Active Leisure has a great, unrivalled, multi-faceted offer.

## Spotlight On Fitness: Live Active Atholl Membership

Following a challenging period for usage in Pitlochry, a new locality membership was launched to better reflect the facilities on offer compared with other, bigger venues. The new Atholl Fitness Membership was launched in March 2015 and offered a reduced price, as well as adding sports hall use to the range of facilities included.

Some of Our People who volunteered to be Commonwealth Games Clydesiders.





## Sport

**There is an abundance of research that shows the benefits of informal sport and recreation in the lives of individuals. The 'happiness' factor, which is now being used as a measure when discussing quality of life, is raised in areas where access to sporting provision is both affordable and plentiful. So whether it's time spent with the family playing badminton, swimming alone, or a more competitive game of squash or five-a-side with friends or colleagues, sport matters.**

As well as offering opportunities for individuals, Live Active Leisure provides facilities for local stakeholders including Clubs, Schools, Sports Development, Active Schools and national Governing Bodies. We offer high-quality venues for sports participation, from grassroots to national and international performance level. Following an extensive 24-month refurbishment programme across venues, Live Active Loch Leven enjoyed an upgrade to its sporting facilities and ancillary areas, which all go to enhance the customer experience.

### Sportshall

Live Active Leisure has a diverse range of indoor sportshall provision across Perth and Kinross. Sportshall attendance figures have shown significant increases and, even though the economic climate remains tough, and competition from other venues and activity choices grows, usage and income is up across the board.

- Live Active Blairgowrie - up 15% on sportshall income and 20.6% on usage
- North Inch Community Campus - up 9% on budget, despite a reduction in contracted operating hours as of October.

### Our Customers say:

**"When my child is under 5 we can both swim with my membership"**

### Swimming with Live Active Leisure

With five pools spread across all localities, Live Active Leisure is the key provider of swimming lessons, school swimming and swimming club facilities in Perth and Kinross. In the past year the Company has undergone a significant re-design of swimming lessons to improve the opportunities for children to learn to swim, as well as the experience for both children and parents alike. This includes the implementation of a Private Swimming Teacher management process and also the expansion of our own 1:1 and 1:2 swimming lesson programmes throughout all pools.



As a result, despite a national trend that shows a decline in swimming participation, our pools have achieved impressive increases in usage and income from lessons, as well as receiving a positive customer response.

- Live Active Loch Leven - occupancy levels of 71% for group swimming lessons and an increase in the number of 1:1 swimming lessons.
- Live Active Blairgowrie - 6.6% increase in lesson usage
- Perth Leisure Pool - increase in number of lessons delivered, leading to the hiring of two additional full-time staff
- Strathearn Community Campus - 27.2% increase in lesson usage.

## Sports Specific Programmes

Live Active Letham is the base for gymnastics programmes supported by our dedicated gymnastics staff. Five weekly sessions attract approximately 75 attendances, and the boys-only session in particular has maintained excellent levels of interest following the Olympic Games 'spike' in 2012. The pathway for gymnastics was enhanced by the creation of an invitation-only summer holiday gymnastic camp to cater for the specific needs of the Perth and Kinross Gymnastics Development Group. This proved to be a great success, with an additional eighteen children attending the camp.

## Supporting Performance Athletes

Live Active Leisure has always been proud to support our local performance athletes through the Live Active Leisure Talented Athlete Scheme, which offers each individual athlete a year of free access to our venues, thus supporting their extensive training needs and offsetting cost pressures. Over the past year we successfully supported 108 talented athletes.

In addition, the generous support received from The Gannochy Trust helped:

- 88 coaches through various qualifications
- 5 clubs in upskilling their coaches
- 8 members of the new Physical Preparation Squad.

## Spotlight On Sport: Physical Preparation Squad

The ongoing success of the Talented Athlete Scheme (whereby the Company supports performance-level athletes by providing assistance and free access to their venues) prompted us to look at the potential for additional support at the beginning of a young athlete's performance path. There is evidence to suggest that, by starting tailored strength and conditioning training before our sporting 'superstars of the future' reach national level, they can better prepare for the elite end of sporting achievements.

This year, supported by the Gannochy Trust, we designed a physical preparation programme to enhance sport-specific development. We then invited selected Perth and Kinross members of the Talented Athlete Scheme to apply to their pilot Performance Squad. We received over 40 applications, confirming there is indeed an appetite for this type of training earlier in a young person's athletic career.

In October 2014 we launched the new Physical Performance Squad, which covers a mix of disciplines, giving the young people involved the opportunity to meet their peers from across a range of different sports. The entire squad trains together at Bell's Sports Centre Strength and Conditioning gym twice per week, and early feedback indicates that all involved are already reaping the benefits of their new regime.





# Wellbeing

**We know that being physically active has a positive impact on everyone's physical, mental and social health and our wellbeing promises have been created to ensure we achieve our commitment to everyone in the Perth and Kinross community. Live Active Leisure reaches out from its venues into local communities via a diverse range of approaches in partnership with local agencies.**

During this year our priority groups were more clearly defined to focus our resources:

- Children and young people
- Older adults
- People with a disability
- Adults at risk or with long-term conditions
- Women.

## **Our Customers say:**

**"A great place, run by great people"**

The Wellbeing Team and activity referral programmes are supported with £45k annually from the NHS Tayside Health Improvement Fund based on successful evaluation of activities each year. The Company has also attracted continued and new funding to assist them in delivering their promises and objectives.

The Change Fund is a national funding source that is allocated jointly by the NHS and Local Authorities. Live Active Leisure was awarded funds of £59,452 over a two-year period by Perth & Kinross Council and NHS Tayside. Now in year two, the programme moved into Blairgowrie and Rattray with a target age group of 65+. Seven new classes were successfully established attracting an additional 40 participants per week. The weekly programme provided by the team reaches at least 180 people - almost double last year's figure.

As well the new projects, outlined in more detail below, the Wellbeing Team delivered and built upon a number of established partnership initiatives:

- The Going For Gold Care Home Olympics in partnership with NHS Tayside grew to 35 teams from 29 care homes
- The No Limits Event, delivered by the Disability Networking Group, saw 70 participants enjoy a multi sports event
- The Compass Membership, which supports priority groups to participate in Live Active Leisure opportunities through free and reduced cost access for up to a year, was successfully relaunched in January 2015
- The Perth and Kinross Disability Cricket team (the only disability team in Scotland) competed in the Cricket Federation for People with Disabilities Tri-Nations Tournament, winning for the second year in a row.

## **Stride For Life Partnership**

The Stride For Life Project has continued to go from strength to strength, with over 40 active volunteers trained by Live Active Leisure now leading eighteen walks across Perth and Kinross; these include specific walks for women, ethnic minorities and new parents (Buggy Walks).

The number of walks carried out increased by 35% and the number of walkers taking part increased by a staggering 52%. The feedback and community involvement has been exceptional and during our Big Stride, an annual walk that invites all the groups to come together, we attracted 72 walkers, an increase of 79% year on year.

### Fairview School Multi Sports Youth Club

This new partnership with Fairview school has helped Live Active Leisure deliver a multi sports programme to seventeen young people between the ages of 12 and 16 who have additional needs. Other partners include Active Schools and Youth Services, and the result has been the creation of a fun and active afterschool opportunity for children with additional support needs.

## Spotlight On Wellbeing: Sporting Abilities at Strathearn Community Campus

In partnership with Sports Development at Perth and Kinross Council, Strathearn Community Campus set up the Sporting Abilities Group for individuals with physical or learning disabilities. Funded initially, the class is now self-sustaining and weekly numbers are on the rise. There is a very enthusiastic group who come along weekly to work with a variety of coaches and, at the PKC Sports Personality of the Year Awards, they won the Disability Endeavour Award.

This class has had a direct impact on the lives of the participants, offering a wide selection of sporting activities to individuals who would not otherwise have had such an opportunity.

## Activity Referral

Live Active Leisure Activity Referral programmes support people with, or who are at risk of, ill health or long-term conditions. Referred by their GP or Health Practitioner, participants are given an initial assessment after which they can join small group classes with a qualified instructor. Many of these participants have reported long-term positive changes in their health or medical condition, including improved mobility, flexibility and weight loss.



### Results

- 322 customers joined the Live Active Referral Activity Referral programme this year
- 73% of customers have seen a reduction in their blood pressure after completing the 24 sessions
- 62% have seen a reduction in their weight
- 83% have seen an improvement in their lung capacity
- 67% achieved their personal outcomes set at the start of the programme.

### Our Customers say:

**"I always felt very welcome; I was able to ask questions freely, always receiving helpful and positive answers. The whole experience was a very good one, I enjoyed every visit. My confidence has grown, my fitness level has improved and my back is stronger, more flexible and I am not taking pain killers as often."**



# Children and Young People

**There has been extensive research into the positive impact of an active lifestyle on children of all ages. Better levels of concentration, improved physical and hand-eye co-ordination, a healthy weight and positive body image, strong bones and muscles and, of course, great social skills are all listed as key benefits among these studies. Add to this the simple enjoyment a child experiences when interacting with their peers and you will understand the important role Live Active Leisure plays in the life of children and young people across Perth and Kinross. In short, we are one of our region's biggest providers of activities for children.**

## Active Beginnings

One of the key objectives for the Company over 2014-2015 is to encourage a love of fitness and physical activity from a young age by engaging with new parents.

Working with NHS Tayside, new Pre-natal Pilates classes have been established by Live Active Leisure in the midwife unit at Perth Royal Infirmary, which has allowed us to build relationships and trust with expectant mums and engage with new customers. This has led to the inception of 'Active Beginnings', which will develop as a brand to promote any opportunities from pre-birth to 12 months. As a direct result, buggy walks and classes for new parents have increased.

## Playtime Sessions

Informal play opportunities are a great way for new parents to build activity into their child's life from the earliest stages, and to benefit from the social and support aspects that come from getting together with other parents. New weekly playtime sessions have been implemented at Bells Sports Centre with a great uptake to complement Active Steps offer for children aged 12 months+.

## Active Fun

Developing the Active Fun offer for primary school aged children saw changes across programmes.

Live Active Atholl has seen a significant increase in usage for Active Fun groups, particularly during holiday times. Game Time multi activity drop-in sessions have become hugely popular and are now offered on in-service days and two days each week during term-time. Active Fun is up 18.8% on the previous year. A quote from recent survey: "Really friendly and helpful staff, amazing with the children, children love them and all the activities the guys put on!"

Breadalbane Community Campus introduced a new Wee Springers class in October 2014 and this is now Breadalbane's most consistently attended Active Steps class. Active Steps users increased by 26% in quarter 3, and again by 15% in quarter 4.



A young girl with blonde hair, wearing a white long-sleeved shirt with a small logo, and a man with short brown hair, wearing an orange t-shirt, are sitting in front of a wall of large, colorful exercise balls in shades of blue, orange, and pink. The man is gesturing with his right hand raised, palm facing forward. The background is dark, making the colorful balls stand out.

**Our Customers say:**

**"It's a fantastic setup for the kids and the coaches are brilliant"**

## **Spotlight On Children and Young People: Wee Springers**

Wee Springers is the biggest of our Active Steps pre-school programmes and uses climbing apparatus and floor equipment to help pre-school children develop the basic skills of movement, balance and co-ordination in a fun environment. These energetic sessions improve physical and social development, which is important in providing the best start in life for children. The importance of the programme resulted in the part-time coaching role becoming a full-time remit this year, which allows us to support the delivery of the programmes across Perth and Kinross. 29 sessions are available for our customers each week, attracting approximately 450 pre-school children.

In response to customer demand, the minimum age was lowered from 18 months+ to 12 months+. As a consequence, the Perth programme has grown significantly, with attendances increasing by approximately 80 per week on the previous year. Development and growth has been seen in all localities, including a new programme commencing in Aberfeldy; weekend sessions will be introduced in Perth city going forward.

This programme runs in most areas, with a 100% session uptake - a great reflection of its popularity and quality. The quality of the experience for the customer is at the heart of the programme and changes to the waiting list and booking systems have improved the efficiency of new customers moving in the programme.

# Our Performance

**20%**

more income from  
swimming lessons

**10%**

reduction in  
casual swimming

**10%**

saving on  
water costs

**£285k**

of grant  
funding

**£1,017k**

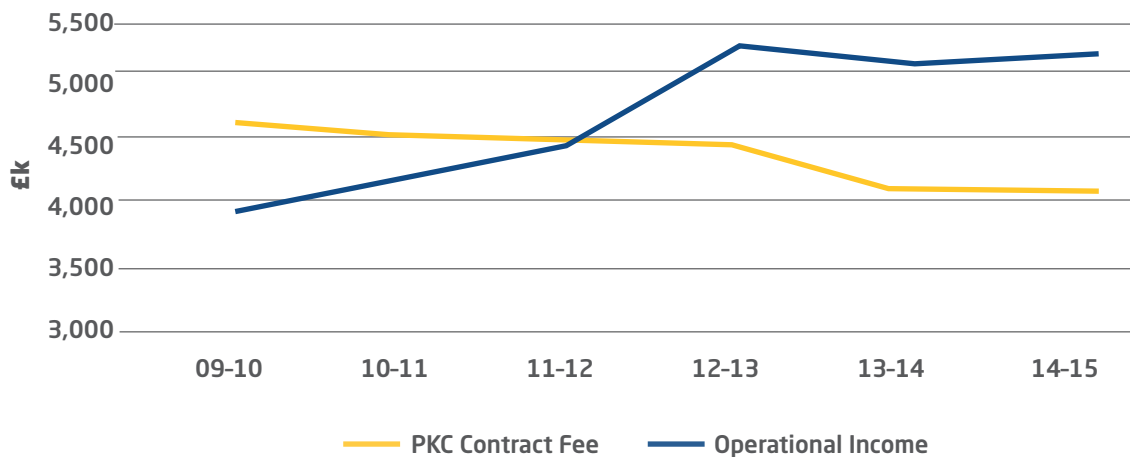
saving on  
non-domestic rates

**8%**

reduction in  
administration overheads

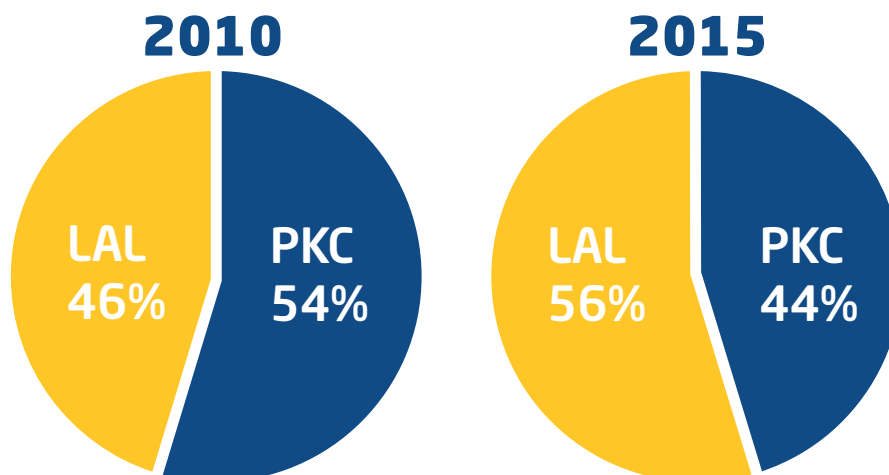
## Source of Income

In 2015, contract fees from the council continued to decrease; however income generated through the delivery of products and services increased by 1.5%



## Investment from Perth & Kinross Council

Over the years our reliance on Perth & Kinross Council funding has reduced from 54% in 2010 to 44% in 2015.





## Plus

**Live Active Leisure Trading (LALT) commenced trading on 1 May 2012. The Company is 100% owned by LAL, with its principal activity currently being facility hire and catering.**

**In its third period of trading to 31 March 2015, the turnover figure for LALT was £412,376 and the gift aid donation to Live Active Leisure was £85k**



The LALT Company has enabled us to build upon our successful track record in attracting non-sporting events and conferences to Perth through our facilities in Dewars Centre and Bell's Sports Centre:

### Dewars Centre

- Scale Model Exhibition
- Royal British Legion 3-day event
- Transport Scotland A9 Exhibition
- Armed Forces Job Fair
- World Bowls Tournament (televised)
- SNP Conference
- Perth Masters Curling Competition
- Scottish Curling Finals (televised)
- PKC Early Learning Exhibition
- Sports Personality Awards for PKC
- Boxing Dinner
- YARA Curling Championship

### Bell's Sports Centre

- European Elections May 2014
- Scottish Referendum September 2014
- World Black Ball Championships

#### Our Customers say:

**"Event coordinator was great"**

Due to the two-year refurbishment of Perth & Kinross Council's building at 2 High Street, for Dewars Centre is now the main provider of venue and meeting facilities for the Council. This includes the venue hosting a wide range of meetings from Full Council through to individual Committees and a myriad of other meetings.

These venues continue to contribute to the local and national economy by encouraging visitors to spend locally as day trippers, business visitors and participants with local businesses, such as accommodation providers and food and drink establishments.

### Catering

Following an extensive review across all aspects of the Company's catering service, Bell's Sports Centre's Café Active made a significant turnaround in performance over the year. The café returned a £16k profit, with an increase in turnover on the previous year.

The success here stems from the catering team at Café Active, who have improved procedures to better meet the ever-changing demands of their diverse customer base, which includes Event Catering, Rugby Club Catering and casual drop-in customers. The catering offer we provide is pivotal to the success of the events that we attract and wish to attract in future years.



# Events

**Live Active Leisure is seeking to become even more active in our delivery of community events. This will be achieved through a combination of existing events that we have built upon, one-off events to tie into specific or topical local, regional and national activities, and new events that we hope to establish as ongoing.**

The completion of the events delivery plan identified the events industry as an opportunity for Live Active Leisure to expand its current activity within a business sector that is predicting significant economic growth over the next five years.

It was also clear that the economic impact created from successful events is significant to the local business community, both directly through spend on the day and in terms of adding value to the tourism and day visitor experience. With a predicted 20% increase in UK Event Tourism over the next 5 years, this sector is a significant area in the growth of the Perth and Kinross economy.

A great example of this was the Glasgow 2014 Queen's Baton Relay, which was the curtain-raiser to the 2014 Commonwealth Games. The Queen's Baton Relay was hosted by Perth and Kinross from lunchtime on Friday 4 July to mid-morning on Saturday 5 July.

To coincide with the Queens Baton coming through Perth, Live Active Leisure in partnership with Perth & Kinross Council delivered a highly successful celebration event, which included a sports taster programme centred around come and try sessions in a selection of Commonwealth Sports. This was an excellent showcase for the Company, and offered an enhanced profile and various links into Live Active Leisure activity programmes.

## Spotlight On Events: Aberfeldy Middle Distance Triathlon

As part of the Live Active Leisure Highland Race Series, the Middle Distance Triathlon has long since been regarded as one of the best events in the UK Tri Calendar. In 2014 this was cemented with the event winning 'Event of the Year' in both the Scottish and British Triathlon Awards and then again at PKC Sports Personality of the Year in March 2015.

The event was originally set up for the local community, but has evolved to become Live Active Leisure's biggest 'home grown' event, which continues to increase in profile and reputation amongst triathletes across Scotland, the UK and further afield.

The 2014 event was also the British Championships and attracted over 600 athletes, almost double the previous year's entry numbers.





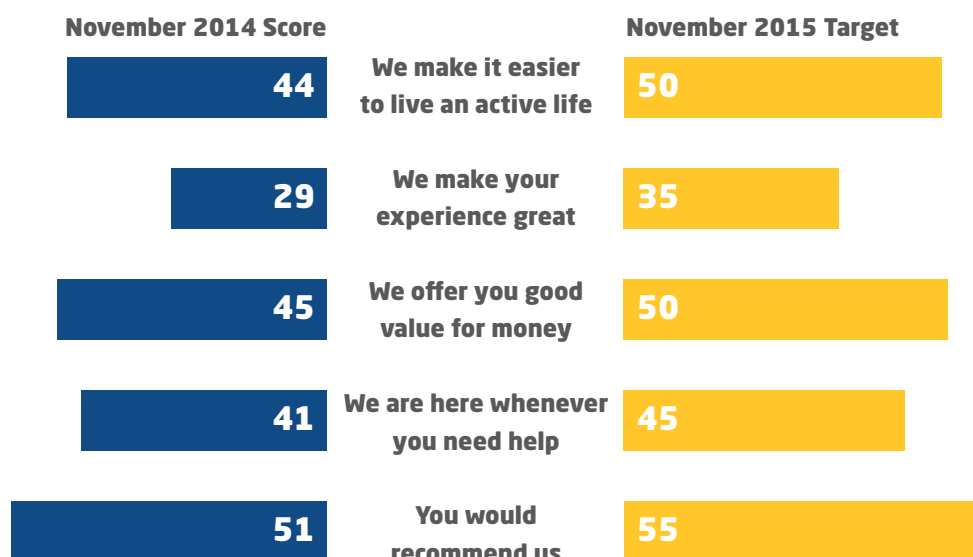
# Customer Satisfaction

**In November 2014 we asked customers in each of our 16 venues for their thoughts on how well we were delivering our customer promises. Unlike the evaluation carried out in November 2013, this year we gave customers the opportunity to submit their thoughts anonymously through a survey rather than completing face-to-face evaluations with our staff.**

Our scores over the board therefore came out lower than in 2013; however, we are confident that what we have is a more representative view of how we are performing.

We applied a Net Promoter Score style of scoring, asking customers to score us from 1 to 10, and then applying the following calculation:

Promoters % (scored 8 to 10) - Detractors % (scored 1 to 5) = Our Net Score



Perth Leisure Pool staff joining in with National Smile Month as part of our Healthy Working Lives Silver Award.



# Corporate Achievements

As has been highlighted in this report so far, the Company continues to evolve and develop a diverse range of fitness, health and sport services for our members, customers and partner stakeholders. We now enjoy an annual turnover of c£10m and employ approximately 600 people. These statistics saw us ranked as the 13th largest employer in Perth and Kinross with the 21st highest turnover.

Over the period, the Company worked collaboratively with Perth & Kinross Council in its review of Culture and Leisure Services. To support this, we commissioned an external review of service provision across Perth and Kinross with a view to identifying the most effective and efficient delivery of services. This review formed part of the service proposition submitted to the Council and sought to reflect the challenging economic climate and the significant anticipated growth in the area's population over the next 20 years.

The Company continued an active role in support of sporta (Sport & Recreation Trusts Association), the sector's umbrella organisation. As part of this a sporta Scotland General Meeting was held in Perth, showcasing Perth and Kinross and all it has to offer, and the Company is now represented on the Chairman's Group, Chief Executive's Group, Finance, Human Resources, Marketing and Health & Wellbeing Groups, as well as the sporta Scotland Executive. This has provided opportunities for Live Active Leisure to work collaboratively with Trusts across the country, delivering a direct benefit to services in Perth and Kinross.

The Board welcomed two new volunteer Directors during the year, which serves to highlight the invaluable contribution that volunteers make to our organisation. All Directors took the opportunity this year to complete a full visit across all Live Active Leisure facilities, assessing service provision and meeting staff and customers. This assisted greatly in informing business planning throughout the year.

Of course, in a year where Scotland hosted The Commonwealth Games and Perthshire welcomed The Ryder Cup, Live Active Leisure seized the exciting opportunities on offer and watched on proudly as several of our young Talented Athlete members represented the country on a global stage. *More on Live Active Leisure's achievements during The Commonwealth Games and Ryder Cup can be found on page 21.*

## Business Efficacy and Governance

The Company became a Sole Member organisation in 2013 and over the period April 2014 to March 2015, continued its engagement with Perth & Kinross Council to ensure the partnership offered maximum benefit to all mutual stakeholders. This also assists in the sharing of strategic priorities between the Council and Live Active Leisure as an 'arms-length' external organisation and registered charity.



The Company was selected to participate in a review carried out by the Office of the Scottish Charity Regulator (OSCR) on Arms-Length External Organisations (ALEOs) and as a result was referenced in examples of good practice in the final review report. We believe this reflects the thorough due-diligence undertaken by Live Active Leisure.

It is widely accepted that, due to expansion of venues and services, the Company's infrastructure has become increasingly complex. Following financial support and guidance from Scottish Enterprise, we conducted a complete review of processing and IT. The review allowed us to develop an implementation plan for the next 3 years, the highlights of which are outlined in Looking Forward on page 23.

The Company completed its first full year under the Freedom of Information Act and worked with the Commissioner's Office to refine processes and systems to ensure that the most effective and efficient compliance continued.

The year also heralded the Scottish Independence Referendum and the Company's facilities played important roles across the area; not least the televised coverage from Bell's Sports Centre.

## **Spotlight On Achievement: Commonwealth Games and Ryder Cup**

2014 was an amazing year of sport with the #BestGamesEver right here on our Scottish doorstep. As well as creating a fantastic buzz around sports in general, the 2014 Glasgow Commonwealth Games presented opportunities to two of our young Talented Athletes, swimmer Stephen Milne and table tennis player Gillian Edwards. Stephen went on to win a Silver Medal for his part in the 400m men's relay.

A number of our team enjoyed a part in The Games, with staff being chosen as both baton bearers and Clydesider volunteers.

With the love of sport filling the air, we took full advantage and hosted a Live Active Leisure One Big Day Event themed around the Commonwealth Games. This free event was received extremely well throughout all localities by children and adults alike.

In the year leading up to July 2014, we featured ten of our Talented Athletes in a regular Commonwealth Games Column in the Perthshire Advertiser.

The Ryder Cup came just a few weeks after The Games, and as the host county, Perthshire was triumphant in its celebrations. Bradley Neil, another talented Live Active Leisure athlete, was selected to play in the Junior Ryder Cup bringing a sensational summer of sport at Live Active Leisure to a fantastic finale.

# Marketing and Sales

Live Active Leisure as a Company has always been one that is synonymous with quality, health and fitness and this year we relaunched our iconic local brand to better reflect the advances we have made and the direction in which we are now progressing. This significant and sizeable project resulted in a fresh, modern brand re-launch, as well as eight new sub-brands to allow us to clearly and positively showcase our key business streams.



The brand relaunch went hand-in-hand with a new website, and both were launched simultaneously in summer 2014. As well as featuring the new branding, the website was significantly updated to feature new and improved customer services, including buying memberships online, a membership value calculator, BMI calculator and search facility. The brand and website were launched at our first pop-up shop, which we opened for one week in St John's Centre in August 2014. The shop allowed us to bring Live Active Leisure into a busy, city centre shopping environment and, as well as selling memberships and Zoggs products, we also showcased the broad range of services and products we offer throughout our venues and the wider community.

Following on from the website launch, it was a key aim of the marketing team to build upon the Company's digital footprint and in January 2015 we went live with our new CRM (Customer Relationship Management) system, Brief Your Market (BYM). As well as becoming an integral part of the inbound marketing strategy, BYM has given us the opportunity to communicate by email, text and direct mail to our impressive database of customers for the first time.

## Sales Campaigns:

The Company delivered a number of sales campaigns throughout the year including Holiday Heroes, Fit Into Summer and September Sales. Over the period the marketing team made significant savings while improving the return on investment:

- Fit Into Summer - the 10-week Fitness membership. Sales were up by 4% year-on-year, with advertising cost down by 50%
- Every Day, Every Way - the popular brand and web launch during summer 2014 featuring local Perth and Kinross people
- Launch of new Atholl Fitness membership in March 2015 - resulted in an immediate increase in number of members at Live Active Atholl of 150%.

## Spotlight On Marketing: Positive News

In a year of significant change, marketing delivered excellent statistics for the Company and assisted in raising the profile of Live Active Leisure and our eight sub-brand business streams:

- Talking to 12,000 customers through our CRM system
- Over £150k worth of PR value from our press coverage
- 272k visits to our website
- 4% growth in merchandise sales
- 10% growth in Fitness membership retention
- Over 1,500 members signed up to Live Active Rewards.



# Looking Forward

## Great Change and More of the Same

**I always think that change doesn't much care whether you like it or not - it's happening anyway, so as Chief Executive, I am proud that Live Active Leisure has developed an appetite and ability to embrace change and innovation, whether it delivers improvement, greater opportunity or increases the value for money for all our customers.**

Looking forward, I envisage continued change and a period that will see us being challenged to sometimes achieve even more with less, and innovate our way into the future. You will hopefully share my view that the content of this Achievement Report confirms we are making excellent progress.

In more practical terms, amongst a great many demands on available resources, we will seek to progress a series of efficiency and effectiveness reviews, advance the next phase of our website development, further modernise and increase our PR and media focus, improve our application of Information Technology, continue our commitment to the Healthy Working Lives programme, maximise funding for PH<sub>2</sub>O and attract additional investment in the range of services we provide.

All of this will underpin the myriad of frontline services we seek to provide across the Perth and Kinross area. I believe that new commissioning arrangements with the Local Authority and the partnership work we conduct with a variety of organisations, ranging from the NHS to Governing Bodies through to smaller local and community groups, corporate partners and individuals, will provide an opportunity to ensure that Live Active Leisure is genuinely making a major positive contribution to the lives of a great many people across our area.

The Company, which started out in 1965 as Bell's Sports Centre (Perth) Ltd, is about to enter its 50th year - a hugely significant achievement in itself, which speaks volumes of the contribution and support of a great many people and communities over the years. Never has such support been more important as we seek to ensure that the excellent quality of life enjoyed in Perth and Kinross is further enhanced and, importantly, available to all.

However, I will leave you with the following, which will become an increasingly familiar sight in the year ahead, so look out for it:

**"We're 50 for a reason....."**

Jim Moyes, Chief Executive  
Live Active Leisure







**Perth Leisure Pool**  
**Bell's Sports Centre**  
**Dewars Centre**  
**Live Active Rodney**  
**George Duncan Athletics Arena**  
**Live Active Letham**  
**Live Active Loch Leven**  
**Live Active Blairgowrie**  
**Live Active Atholl**  
**Live Active Auchterarder**

**North Inch Community Campus**  
**Strathearn Community Campus**  
**Loch Leven Community Campus**  
**Breadalbane Community Campus**  
**Blairgowrie Community Campus**  
**Glenearn Community Campus**

**Nine Community Halls**



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