

Live Active Leisure Annual Achievement Report 2017 - 2018



liveactive.co.uk

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

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This period has provided me with the opportunity to reflect on the huge contribution Live Active Leisure (also previously named as PKL, PKRF and BSC Ltd) has made to the quality of life we can all enjoy as individuals and members of our local communities, here in Perth and Kinross.

The Company is of course a registered charity and re-invests every penny raised for the benefit of our communities. Thought to be the UK's first Leisure Trust when it was established in the mid-1960s, it is good to reflect on the vision of its founders and the massive contribution made ever since. I recall when I excitedly joined the Company in 1988 (30 years have now passed in the blink of an eye!) and how the whole of Scotland was drawn to the groundbreaking, record-breaking and award-winning Perth Leisure Pool – arguably Scotland's most successful leisure pool.

This year the Company can be proud that it is believed to be the 13th largest employer in our area and has the 21st highest turnover; this being realised through a period of fantastic growth, partnership and the commitment of colleagues, a Board of visionary Volunteer Trustees and the tremendous support and encouragement of partner organisations and individuals. LAL is and always has been about people and I am delighted that we can again report that we have enjoyed a very successful time supporting our communities to live more active lives.

Whilst we are a people business, we also seek to deliver fine venues for people to enjoy their activities; many taking their first steps to lifestyle changes that will surely realise long-term benefits, lifelong skills, opportunity and enjoyment.

From a single, yet wonderful start in the 1960s with Bell's Sports Centre, the late 1980s saw Perth Leisure Pool become the second jewel in the Perth & Kinross 'crown' and now LAL owns or operates 17 venues from Aberfeldy and Pitlochry in the north, to Blairgowrie in the east, Auchterarder and Crieff in the west and Kinross in the south and many other facilities



in between as we seek to get people active across the 2,000 sq miles of our area. Add to that the ever-increasing outreach services we are delivering such as sports development and wellbeing services and you will get some sense of the transformational change that has been embraced by the Company and communities over much of its 50+ years.

We have worked tirelessly to progress the vital PH₂O project in Perth that will benefit residents of and visitors to Perth and Kinross alike and will play a major role in the sustainability of accessible opportunity across our varied landscape and venues. We continue to strive to build on our success and never rest on our laurels; PH₂O is a 'win,win' project and I hope an opportunity that will come to fruition in the not too distant future, despite the economic challenges.

This report will again highlight just how the success story has continued despite the most challenging of economic climates. I hope you will find the story of the latest part of the journey to be an easy and uplifting read; it's certainly a story that Perth and Kinross can be proud of.

This is my final contribution to the Annual Achievement reports before moving on after 30 years with the Company and it would be remiss of me to not take this opportunity to thank everyone who has contributed in so many ways to a success story that benefits us all and importantly, to encourage continued support of LAL's efforts so that we may all enjoy even more active lives going forward.

Jim Moyes, Outgoing Chief Executive Officer, Live Active Leisure

5 Measures of Success

1. More Customers

Goal: Increase the number of unique users by 1%

1% target

+ 2.2%

2. More Often

Goal: Increase our average number of usages by 1%.

1% target

+ 2.6%

Chairperson's Report

I wish to thank all the staff and the directors of LAL for another busy year, and especially Jim Moyes who has stepped aside after 30 years and more than a decade at the helm, championing LAL's role as a fundamental service for the people of Perthshire and Kinross. Typically for someone who always has the business's and the staff's best interests in mind, he even engineered this in a way to save the business money and to create an opportunity for advancement leaving behind a restructured management team which is exceptionally well placed to develop the business going forward. I am sorry to lose his counsel, and we all wish him the very best for his retirement.

This year has been full of changes and successes – all aimed at ensuring LAL is in the best place possible to continue to provide affordable access to sport and leisure and that the staff are suitably rewarded and motivated to succeed. This is more vital than ever and LAL's facilities are the bedrock that underpins that success.

The PKC area holds the accolade of having the most active population of any part of Scotland and this is something of which we should be justifiably proud. Sport and active lifestyles are central features of almost everyone's quality of life experience in this area – whatever level of ability, age, participation and means – and this is what makes sport and leisure so inclusive. It is vital we retain that inclusivity and ensure the facilities and opportunities for participation remain in place to continue to deliver

this across the whole PKC area in the coming years.

However, there are plenty of challenges. Perthshire and Kinross has one of the highest levels of childhood obesity in Scotland. And some of the public facilities operated by LAL are starting to need more and more attention and money, whilst budgets keep getting tighter.

PH₂O was a vital response to these pressures, whilst also representing an opportunity to greatly enhance the excitement and interest in active lifestyles throughout Perthshire and Kinross, but we have struggled to win the necessary political and financial backing yet, so this remains more distant. In the meantime we will continue to work with our partners like the Gannochy Trust, SportScotland and PKC to maintain the best service possible for local people across the area and to present the case for sport and activity as local priorities.

Ultimately we want to provide the most available and affordable and high quality access to leisure and sport for everyone who lives in Perthshire and Kinross and continue to attract tourists and visitors where appropriate too. To do this we need to provide high quality facilities, promote good customer service, to be responsive to customer needs, and to make it as easy as possible for people to participate. We need to continue to inspire people to live active lives and maximise our contribution to the physical and mental health of the area. That, after all, along with our stunning



landscapes and environment, is a massive part of what makes this area such a special place to live.

I would like to close by thanking my fellow directors who have all committed time and energy into LAL's continued progress. I specifically want to thank Leigh Hudson and Councillor Angus Forbes who have both stepped down, and to welcome David MacLehose and Ian Collins who have recently joined as Trustees. And I would especially like to welcome CEO Paul Cromwell to his new role. I look forward to working closely with him and his senior management team and the Directors to do everything we can to engage ever more people in living more active lives.

Mike Robinson, Live Active Leisure Chairperson

3. Better Financial Performance

Goal: Achieve or exceed budget targets.

Target Increase

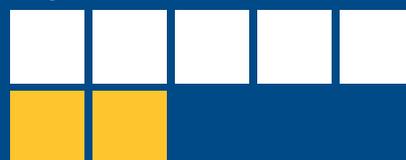
We exceeded this by +58%

+58%

4. Better Customer Experience

Goal: Increase our NPS recommendation score by +5.

Target



We achieved +2

5. Achieve Continuous Improvement

Goal: Deliver all of our business plan objectives.



70% Completed

A two-pronged strategy was applied to increase both fitness memberships and fitness usage in 2017-2018. Working closely with the venues and the staff on the ground, LAL's Marketing Team developed a plan which would build on the success of previous tried and tested campaigns as well as approaching existing activities in a new and fresh way.

By building on success, loyalty and the strength of our brand in the local community, LAL continues to grow in challenging times. The results proved to be exceptional:

- An increase of 16% on Direct Debit Membership Sales over 2018
- Fitness Class usages were up by 8%
- Personal Fitness usages are up by an exceptional 35%
- There is also a positive trend emerging around cancellations; a reduction of 14%



Fit For Festive

Building on the success of the Fit Into Summer Campaign in 2016 and 2017, the team launched a Fit For Festive 10 week membership campaign from October to December aimed at encouraging our community to get active and healthier in the run up to Christmas. A total of 229 memberships sold, with a small marketing budget. One month after the campaign had ended, 82% of members had transitioned into a Fitness membership.

Added to this, the website experienced a page visit increase of over 173% on relevant pages compared to 2016 which as well as providing our new customers with the information needed, also offered excellent brand awareness and positive profiling.

12 Days of Christmas

This Fitness member only loyalty campaign based around the first 12 days of December is now in its third year and allows us to bring benefit to both LAL members and corporate partners. Offering 12 prize draws, members are invited to enter for free with prizes being offered from our corporate partners. Overall entries have continued to rise since we first launched 12 Days of Christmas in 2015; a 29% increase in 2016 and a further 83% increase year-on-year in 2017.

All partners who had donated in the previous year saw an increase in last year's entries with local business Sarah Clarke Make Up Artist increasing by 162% and Crieff's Knock Castle 126%.



James Taylor : “Fit For Festive” Member Spotlight

When Karen Nichol, Head of Business Planning & Development, talked her Dad into being the Christmas Day snoozer in our Fit For Festive Campaign, little did she know the huge impact it would have on his retirement lifestyle.

Jimmy Taylor is a man who at 65 years old – and despite his daughter’s 12 years with the company - had NEVER been in a gym or fitness class. Last November, he took up a Fit into Festive membership.

Here’s Jimmy’s incredible story from Armchair Snoozer into Gym Bunny!

“Karen got me talked into doing this photo thing and I thought to myself, why not give it a go? I’ve not done any organised fitness since I was a bairn, and at 65 it seemed I should be doing something. It seems the bit of boxing and football isn’t going to be enough to carry me into a healthy retirement!

I’ve always worked in sales and with people, so it wasn’t really a confidence thing for me. I just needed a push! I found it quite easy getting into a routine once I’d started. I like going in the morning, do an hour and then that’s me done – the first 15 minutes are still a killer but once you break that barrier it flies in.

I took my induction with Colin (Keough) – he’s good that one! I like Colin. He worked with me to get a plan together, targeting some bits more than others, and I think the induction helped me a lot – it was an excellent start. Colin is a real go-getter and as a mentor you couldn’t ask for more. All of the staff in fact were very good but he stood out for me. I find it really relaxed, there’s always someone going round chatting to new people and giving you wee tips – they really do want to help you.

Treadmill, rowing and weights was my routine – I split it up and did an hour every time I was in. It definitely made a difference – definitely! I’m a lot fitter, I’ve lost weight and inches especially round my stomach and waist. My 10 weeks finished and I signed up for a membership straight away. I’m a regular now – 5 days a week, one hour in the morning and then my weekends I keep to myself. I love socialising, you know! I’m always back into it on a Monday though – I will agree now that it’s all about balance.

If there’s anyone out there like me, who’d never been in a gym before, I say – Go for it! No one bothers what you’re wearing, or judges what you’re doing or how you’re doing it. And that’s the great thing.”



“Go for it! No one bothers what you’re wearing, or judges what you’re doing or how you’re doing it. And that’s the great thing.”

“We’re Here Whenever You Need Our Help”

For over 50 years now, Live Active Leisure has been delivering sports and fitness opportunities for the entire community. During this time, as advances in health and wellbeing have progressed and the population at large has increased in age, the needs of our customers have grown.

Today, we are focused as a company on ensuring we are providing access to everyone, whatever challenges they

may face, and regardless of the barriers they experience when it comes to living an active life. We seek to deliver quality, life affirming experiences for people of all ages with additional support and health needs.

We are proud to document the fantastic work of the LAL Wellbeing Team and to recognise the difference they make to so many families, individuals and communities.



Autism Friendly Children’s Swimming Sessions

Working in conjunction with Perth Autism Support, the team at Perth Leisure Pool initiated specialised autism friendly swimming sessions which now take place every Saturday morning with an emphasis on creating a relaxing atmosphere for those with sensory special needs.

A swimming coach is in the water at all times, and there is no music or noisy features that children with autism can often find difficult to cope with. The sessions started in January 2018 and have been a resounding success, with siblings welcome to join in and carers going free.



Wee Springers for Additional Support Needs

The popular children’s class Wee Springers now has sessions on a Friday at Bell’s Sports Centre specifically for children with additional support needs. The class uses climbing apparatus and floor equipment to improve the balance, movement and co-ordination of pre-school children. The sessions also help to improve confidence and social development.

Aimed at children aged from 12 months to 5-years-old, five of the Live Active Team received training through a British Gymnastics Disability Coaching Course. This was made possible through funding support from the Better Breaks Fund.

“The classes are always immensely popular and the feedback is always great and as coaches we see the difference that these specialised sessions make to the children and their family’s lives.” – Laura Munro, Gymnastics Development Officer - Live Active Leisure



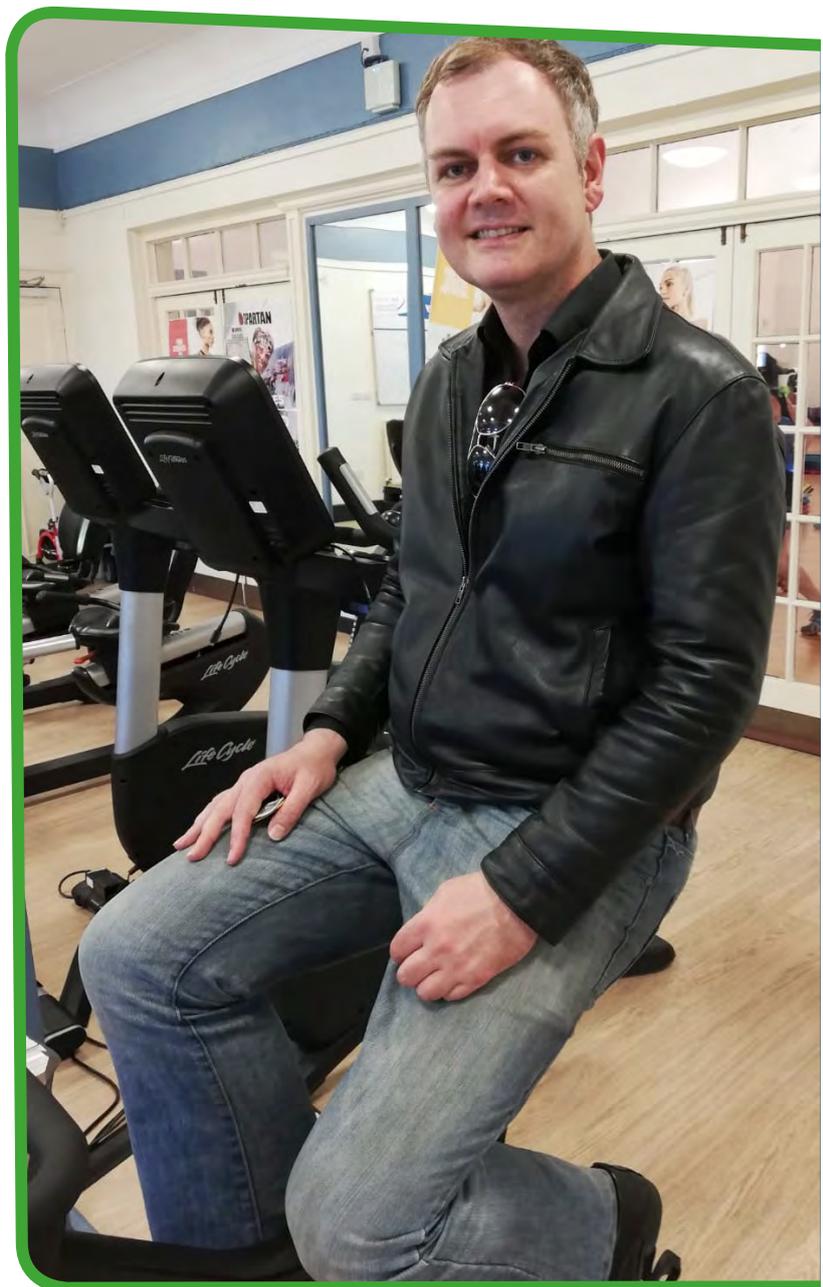
Compass Membership Spotlight on Andrew Blair

In November 2017, Live Active Rodney customer, Andrew Blair, contacted the local press to sing the praises of the Compass Membership Scheme, which he cites as the reason he 'got back on track' after an accident he sustained while working in Dubai.

Andrew fell 50 feet onto concrete while working as a construction project manager and was flown home to recover from a serious brain injury. It was while accessing the team at Mindspace, a local mental health charity, that Andrew was referred onto the Compass Membership Scheme. Compass is an initiative that has been running since 2003, offering free memberships to people who satisfy a range of eligibility criteria, with an option to access a further nine months for a small per visit fee.

Andrew chose to continue with Compass after his three months, and in the year since he joined he ran 1795km and lost an incredible 2.5 stone. In his interview with the Perthshire Advertiser Andrew commented, "No matter what your story is, whatever challenges either mental or physical you face, trust me when I say once you start going you'll wish you'd done it sooner!"

Mindspace has referred 45 clients to Compass since 2015 and actively promotes the link between good physical health and positive mental health.



TEAM MEMBER SPOTLIGHT

Name: Marcin Luszc

Position: Wellbeing Coordinator

Venue: Bell's Sports Centre

Time With Company: 10 years

Favourite Class or Sporting Activity: RPM, tennis

Achievement: Cancer Rehabilitation Instructor Level 4 with Macmillan.

Move More: Helping People Living With Cancer

Move More is a fantastic national programme of activity specifically designed for people affected by cancer and their friends, family and carers. From walking groups to circuit classes, there are activities for all fitness levels and preferences and these have been proven to help bolster both physical and mental health at what is undoubtedly a difficult time.

We are now approved by Macmillan to deliver 'Move More' classes in the Perth and Kinross area. Having secured a £173K grant from Macmillan, we have two dedicated Move More co-ordinators and have committed to delivering the programme for a three year period.

The team, Kenneth Nattress and Declan Jones pictured below, are focused on delivering sessions throughout the area and offering expert advice tailored to suit individual needs with a view to helping people affected get the best results from being physically active.

Launching in March 2018 with walking groups led by trained volunteers, personalised gym sessions, and circuit classes; longer term plans include gentle movement sessions and gardening sessions. Although aimed primarily at cancer patients, the initiative also encourages friends, family and carers to join in with some sessions.

Additionally, two members of the Wellbeing Team passed their Cancer Rehab Level 4 Qualification which now allows them to deliver gym and circuit-based classes to people

living with cancer. Participants can access the Move More activities free of charge for twelve sessions.

Colin Melville, Wellbeing Manager at Live Active Leisure commented, "There are now many studies proving the positive effects and benefits that exercise can have on pre and post cancer treatment in relation to an individual's health and reducing the impact of side effects.

To be in a position where we can commit to offer the people of Perth and Kinross access to expert advice and services is extremely important and represents a significant step forward in assisting those members of our communities living with cancer and the aftermaths of treatment.

I am encouraged greatly by the progress that our Move More team has already made and would invite anyone who feels they may benefit to get in touch."



Community Hub Spotlight

Community Sports Hubs were launched by sportscotland in 2014 as part of the Commonwealth Games legacy, and their aim is that local communities become responsible for their own sport hub, raising the money needed to operate, through various fundraisers and projects.

The sport hubs are supported by LAL but it is important that they remain community owned and this is achieved thanks to the fantastic volunteers from clubs and organisations who give up their time to benefit everyone in the community, regardless of age or sporting ability.

Funding was secured in 2017 for a further £20,334 from sportscotland's 2018 European Games GO LIVE! Fund to support five Perth and Kinross Community Sport Hubs in 2018/19. The purpose of the funding is to establish new sport or physical activity sessions to target inactive or lapsed active people in their local communities.

Loch Leven Junior Parkrun

Kinross-shire Community Sport Hub's 2k Loch Leven Junior Parkrun launched on Sunday 5th November 2017 and it is off to a flying start with fabulous rates of participation and support. Fourteen events have been held to date equalling a staggering 964 runs by 259 unique participants; the largest event turnout was 97.

A fantastic 66 volunteers have been recruited and trained to date, allowing the runs to happen seamlessly and safely.



Cycling Without Age

Kinross-shire Community Sport Hub raised £12,000 to purchase two trishaw adapted bikes to develop a project to address loneliness and isolation in the elderly in Kinross-shire.

This has been a very high-profile project with strong community engagement and support bringing forward over 40 local people to pilot the trishaws.

Fun Fit Families

Eastern Perthshire Community Sport Hub has delivered phase one of a project aimed at encouraging parents and children to participate in activities to improve fitness and increase physical activity levels. 46 participants attended activity sessions each week at Alyth PS and participated in activities such as hip-hop dance, Nordic walking, tennis, yoga, drama, climbing and hockey. Following this great success, the programme will now be rolled out to Rattray and Coupar Angus.



Active Blair Atholl Community Sport Hub

The 10th community sport hub launched in Blair Atholl following community engagement and consultation.

Ten new partners have been engaged as well as representatives from sports and activities including angling, table tennis, bowls, archery, rifle shooting, golf, ballet, vaulting and football.

Active Schools

Active Schools aims to provide more and higher quality opportunities for children and young people to take part in sport and physical activity before and after school and during lunchtime and develops pathways between schools and sports clubs in the local community.

Collaboration and partnership working is critical to the success of our 12 Active Schools Coordinators who cover all schools in Perth and Kinross working closely with parents, school staff and pupils to provide opportunities that reflect young people's interests and connect to physical education and local community opportunities. The emphasis is on reducing the inequalities gap and the team actively work with school staff to target and engage children and young people from underrepresented groups and increase their participation.

Some of the projects we have supported:

- The inaugural pan-disability sports festival held at Crieff High School with 33 participants.
- New opportunity for 8 children with additional support needs to try ski-ing with funding from the Short Breaks Fund.
- Development of a Family Club at Glenearn Campus with the Community Learning and Development Team.
- Introduction of the Girls Fitness Project with Perth Grammar School and St. Johns Academy.
- P & K Girls football project giving all S1 and S2 girls the opportunity to take part in football with girls their own age.

Active Schools Success

49% of Perth and Kinross school pupils took part in at least one extra curricular school sport activity compared to 46% the previous year.

Girls' participation increased from 44% of the school roll in 2016 - 17 to 47% in 2017 - 18. Boys participation increased from 40% to 50% for the same period.

Participation amongst pupils living in SIMD deciles 1 and 2 increased from 35% in 2016 - 17 to 40% in 2017 - 18.

964 volunteers supported delivery of extracurricular school sport in Perth and Kinross schools, 334 were senior pupils.

The School Sport Coaching Project

The School Sport Coaching Project (SSCP) is funded by the Gannochy Trust and is managed by the School Sport Planning Group, which Active Schools oversees and assists.

The project offers school pupils from throughout Perth & Kinross the opportunity to complete coaching and officiating qualifications free of charge. Following the qualifications, the participants are required to volunteer up to 20 hours in a school or community club setting.

Active Schools currently supports a fantastic 414 young sports leaders and in the period April 2017 to March 2018, 88 pupils undertook qualifications in dance, basketball, badminton, football, first aid, gymnastics, netball, volleyball, multi skills in sport and Community Sports Leader.

The SSCP forms an important link in the LEAD Sport (Leadership, Employment, Achievement and Development) Pathway with qualifications providing a real opportunity for young people to develop skills for learning, life and work.



PACES Relaunch

At Live Active Leisure, we are committed to achieving our aim of helping local sports clubs to develop and grow their participation to meet the needs of the local community. We want to play our part in helping to create strong, sustainable, well-structured clubs, and create sport specific pathways across all localities in the region.

In March 2018, the Sport Team relaunched the Perth and Kinross Accredited Club Excellence Scheme (PACES) ensuring that local clubs have the opportunity to be accredited to one of three levels – bronze, silver or gold.

The main aim of PACES is to provide a straightforward quality assurance system to help clubs operate efficiently and effectively, offering them guidance on policies and procedures and providing support for club development. Our commitment is to work with clubs across the region, supporting them to achieve the level appropriate to their club, ensuring minimum standards are in place.

The relaunch of the scheme will provide existing PACES members with an easier route for re-accreditation, as well as offering new members the opportunity to receive support and advice from the Live Active Sport team as they work towards accreditation.



North Muirton Outdoor Experiences sessions

A new project delivering Outdoor Adventure Experiences to children at North Muirton Primary School has given 30 children at the primary school the opportunity to experience 5 weeks of different activities including skiing, mountain biking and climbing.

Disability Cricket

The work in cricket continued to develop, with disability sessions being introduced to pupils with Additional Support Needs at Fairview School. This programme consisted of Table Cricket and Modified Softball Cricket and as a result of the success of these sessions and the commitment from the Cricket Development Team, Cricket Scotland chose to partner with LAL for their National Table Cricket Finals which were hosted at Bell's Sports Centre. It was heralded as a great success, with Fairview School entering two teams.



Our people are the Company's biggest asset and as one of the largest employers in Perth and Kinross, it is important that we nurture and develop a team that shares in the vision and values by which we operate.

This year, the HR team launched a Company Reward and Recognition scheme aimed at recognising the efforts of our people and the work that happens to make our venues run smoothly, and our customers feel welcomed, from open until close. Nominations come from customers and fellow colleagues and can cover both achievements in the workplace or from a personal perspective.

The nominations are considered by a panel of staff who meet quarterly in order to award the individuals and teams who have gone 'above and beyond'.

The first of these awards were presented at the Annual Staff Development Day in December 2018;



Awards in Numbers

- 30** Individual Awards given for Length of Service
- 6** Individual Awards for going 'Over and Above in Work'
- 5** Team Awards for going 'Over and above in Work'
- 6** Awards for the Fundraising Efforts of teams and individuals
- 1** Directors Choice Award, given to Colin Keough

Staff Development Day

The Staff Development Day is a popular annual event that sees venues close to allow us to come together as a team. In December 2017 the focus was on the company's promises and the organising team were successful in engaging three high profile speakers: Champion Cyclist Graeme Obree who spoke about Mental Health support, Charlene Tait, Director of Autism Practice and Research with Scottish Autism who talked to our team about assisting customers with Autism and Linda Moir, Head of Customer Experience at London 2012, who dazzled the crowd with a talk on her customer philosophy and her experience of the Olympics.

Follow Up Development

Following the event, two employees attended a Scottish Mental Health First Aid course through the NHS with a view to have more employees attend in the future; the overall aim is to have a network of Mental Health First Aiders throughout the organisation.

Online training has been circulated to consolidate learning from the Autism section of the event and we took this one step further by sending 16 Coaches from LAL to a Makaton Taster session to improve communication with some of our customers who may have difficulties. Makaton uses signs and symbols to support spoken language to help people communicate.

Attendees learned 20 basic Makaton signs and had an additional 5 bespoke signs developed to suit the individual sports. This is also an area that will be rolled out to include more coaches as well as our front-facing staff.

Live Active Leisure As Host

Bell's Sports Centre will turn 50 years old in 2018, and is undoubtedly one of Perth's most iconic buildings and venues. Opened in 1968 as a sports venue, the famous domed roof has housed everything from World class gymnastics to our local election counting centre!

The hugely successful partnership that has emerged between our flagship venue and Scottish Gymnastics is testament to that and as this grows year-on-year so too does the spotlight on Bell's as a popular venue for large scale events.

In November 2017 the Royal Scottish Country Dance Society developed their AGM and Conference weekend encouraging more young dancers to engage.

The team at Bell's Sports Centre worked with the event organisers to include a Teaching Conference for 80 people as well as accommodating an evening Ceilidh for 100 people within their already packed schedule for the weekend, which included multiple workshops.



Staff worked tirelessly to turn around the Coaching Hall from the Teaching Conference to a Ceilidh venue in the evening, before changing it back again to accommodate their AGM Conference for 500 people the following day. All of this was carried out at the same time as the team hosted their formal dance for 450 people in the Main Arena.

RSCDS will continue to use Bell's as the home of their AGM and Conference for the next three years after previously moving the event around Scotland. Testament to both the venue and staff.

"The flexibility and staff attitude of 'nothing was too much trouble' has helped to cement Bell's as our venue of choice."

**Moira Thompson, RSCDS
Royal Scottish Country Dance Society**

Dewars Centre's Continuing Success

Dewars Centre enjoys a prime location on Perth's Glasgow Road and as the city's largest conference facility with an on-site delegate car park and full accessibility, it is placed amongst the first-choice destination venues in the area.

These winning attributes, coupled with friendly, professional service and flexible facilities has allowed the venue to build an enviable clientele over a number of years. These great achievements illustrate the ongoing efforts made both in terms of investment and service.

Company

Yara International
Scottish National Scale Model Show
Meat Federation
Perth Model Railway Club
World Bowls Tour Scottish International Open
The Association of Scottish Philatelic

Length of Time Attended

28 years
27 years
25 years
22 years
11 years
11 Years

Perth & Kinross Sports Awards



Perthshire's top athletes, coaches, volunteers and clubs were recognised at a celebration of local sport at the 27th annual Perth and Kinross Sports Awards, held at Dewars Centre.

Provost Dennis Melloy welcomed guests at a Civic Reception before host for the evening Scottish sports broadcaster, Jim Spence, took over. Special guest speaker Mark Beaumont enthralled the audience with his presentation on his 'Around the World in 80 Days' record-breaking feat.

Twelve categories were presented on the night with golfer Bradley Neil taking the main Sportsperson of the Year award. The awards were once again organised





through Live Active Leisure and P&K Sports Council, supported by a number of local businesses as category sponsors.

It wasn't just our role as host that brought pride on the night though; two of our Live Active Team members picked up awards for their work outwith their role in the Company.

Louise Brett from the Wellbeing team was awarded Young Coach of the Year for her work with Strathtay Harriers and Boccia and Isla Buchanan, our Active Schools Modern Apprentice won the Official of the Year for her work with SFA football.



Active Fun Success

Many studies have now proven that giving children access to great fun, good quality activities from a young age goes a long way. By nurturing a love of being active in our toddlers, pre-teens and young adults we can help shape the wellbeing of future generations of adults.

Here in Perth, Bell's Sports Centre is a popular choice among parents with children of all ages, and the Company is proud to be a first choice destination of activity for primary school aged children in the area.

Offering a varied programme is the foundation for high participation. This year, Bell's Sports Centre made changes that have ensured an Active Fun class runs every day after school – quality, coach led activities Monday to Friday for 5 – 11 year olds.



A great example of the impact can be seen on Fridays: the team at Bell's listened to their customers and made the decision to change the low demand Kickabout class to Multisports. This is now 75% full and has been rolled out as an additional class on Thursdays.



LES MILLS

Les Mills Virtual RPM at Bell's Sports Centre

The ever popular Les Mills suite of fitness classes continues to attract people across venues. In 2017 a decision was made to test a different type of class: Les Mills Virtual RPM was installed at Bell's Sports Centre giving an additional 1500 usages to the programme.

It has proved to be a popular choice, particularly for morning sessions where people are keen to get in, work out and get going!

Bell's Sports Centre

21,824 Fitness Class usages - **increase of 24%**
193 DD memberships sold - **increase of 114%**

Perth Leisure Pool

Overall usages - **397,703**
Staff Training Hours for NPLQ - **905 hours**

Sport Relief Charity Cycle at Live Active Rodney

Community spirit is just one of the benefits we gain from having a team of people dedicated to building a culture of inclusion. Our staff and customers have built tremendous relationships over the years and this is never more apparent than when a challenge is thrown out there!

The team and regulars of Live Active Rodney raised a fantastic £200 for Sport Relief in March 2018 when they joined forces to take part in a Bike-A-Thon. The challenge demanded a continuous ride on an upright bike from 7am – 10pm, with each participant taking on a half hour slot. They cycled 703km all in which earned them a spot in the Perthshire Advertiser!

Fitness Stats

Over 183,000
fitness visits in Perth & Kinross

79% of visits by members
highest percentage to date

Over 85,000
visits to fitness classes



TEAM MEMBER SPOTLIGHT

Name: Ashleigh Jolly

Position: Activity Instructor

Venue: Perth Leisure Pool

Time With Company: 1 year & 4 months

Favourite Class or Sporting Activity: I do like an RPM class but swimming /open water swimming is my favourite!

Personal Quote: When you feel like quitting, think about why you started.

Achievement: Swam as part of a 7-person team for 24 hours to raise funds for a cancer charity after a colleague had been diagnosed with terminal cancer.

Live Active Rodney

Overall usages - **108,469**

41,667 Fitness Class usages

North Inch Community Campus

8% rise in Fitness Class usages - **10,935**

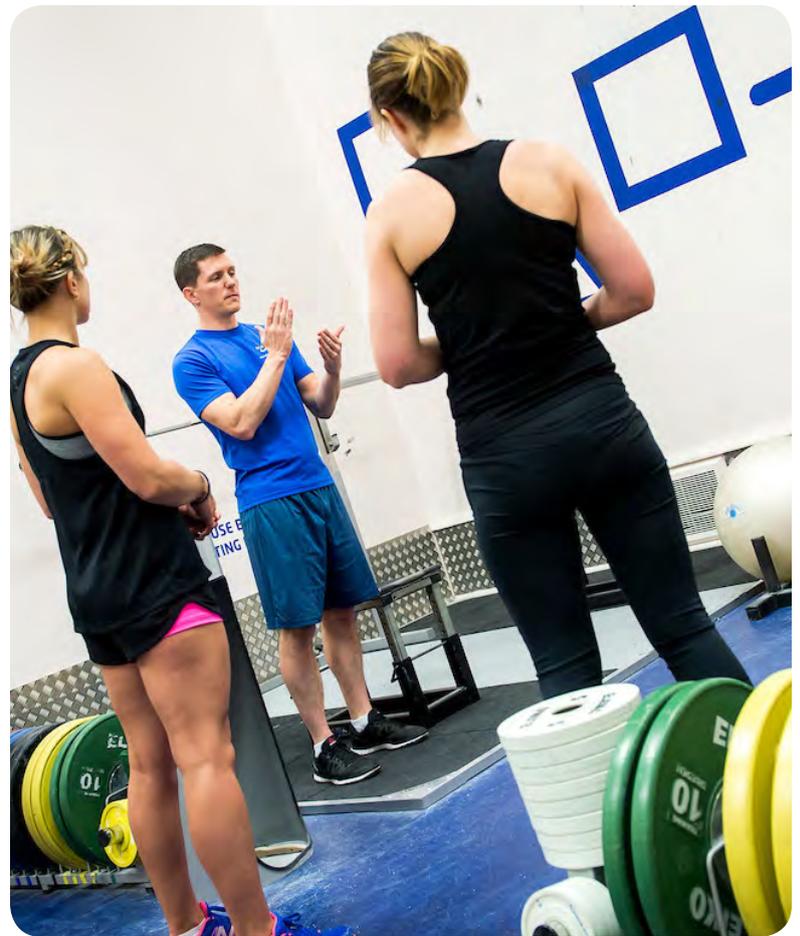
Personal Training Sessions - **58% rise**

Spotlight on Live Active Atholl: National Weightlifting Competition Centre

Live Active Atholl has long since been recognised as the home of weightlifting in Perthshire and boasts an impressive mix of both experienced veterans and young, up-and-coming athletes in the local club.

Improvements to facilities in 2014 meant that the club has extended its reach and is now a regular host of national weightlifting competitions. The most recent of these was March 2018, when over 40 of the best weightlifters in Scotland came to Pitlochry for the Scottish Senior championships. Among them was Zach Courtney from Edinburgh who was at the time preparing to represent Scotland in the Commonwealth Games 2018 on Australia's Gold Coast.

Live Active Atholl now hosts these types of event each year, attracting a variety of age groups from far and wide. Being in a position to play host to such high standard competitions is not only a positive story for the team at Atholl and the Company, it also brings significant economic impact to the small town of Pitlochry with participants spending money in the area on bed nights, meals and drinks and we're delighted to be able to offer our venue for these events.



Pitlochry 5K and 10K races

The Pitlochry 10K continues to dominate the Race Circuit, not just in Perth but across Scotland. The tenth anniversary in 2015 saw us add a 5K into the mix and we have continued with this, growing the event year-on-year. Added to this, local sponsorship and assistance from local groups such as PUGS (the pavilion user group) and Scouts ensures this is a truly local, community event.

In September 2017, a change of start/finish area allowed us to run both events from one location making the experience better again for spectators; no mean feat for a race which has always received great feedback for its fantastic atmosphere.

Participation is Up!

2016	2017
5K - 59 starters	5K - 82 starters
10K - 423 starters	10K - 446 starters



Live Active Atholl Stats

Active Steps Bouncearound sessions - **increase in users from 318 to 497 year-on-year**
Wellbeing Gym - **increase from 179 usages to 287**

Sporting Success In Highland: Increased Usage in Sportshall and Swimming

Keeping active has been through something of a revolution in the past fifty years, with gyms and fitness classes overtaking more traditional sporting activities across the UK. Here in Perth and Kinross the Company stats reflect this trend.

Live Active Atholl has shown increase in usage for football in 17/18, many of these bookings are coming from young people, which is very encouraging.

Breadalbane Community Centre has also shown an increase in swimming participation thanks in part to the addition of Adult and Child classes as well as 1:1 lessons. This has been bolstered by improved management of the group lesson programme and the combined effect showed a 19.1% increase in usage in the first six months of the year.



TEAM MEMBER SPOTLIGHT

Name: Eali Ferguson

Position: Activity Instructor (Adult and Junior)

Venue: Mainly at Live Active Highland

Time With Company: 1 year

Favourite Class or Sporting Activity: Dance

Personal Quote: Spend your life doing strange things with stranger people.

Achievement: Since joining LAL, Eali has undertaken the following courses: Gymnastics Level 1, Group Cycling (spin) and Aquafit. Eali has also funded herself through further courses: Level 2 Gym Instructor, Les Mills Bodypump, Bodybalance and Bodycombat.

Breadalbane Community Campus Stats

Membership Sales - **increase from 63 direct debit to 113 in 2017/18.**

Adult instructors - **2 more instructors have joined and obtained Les Mills qualifications**

Spotlight On The Strength Gym

This fantastic venue saw an ambitious investment of £25K to upgrade the multi-purpose room – previously used for classes, training and meetings – to a well-equipped, top quality Strength and Conditioning facility.

The new room contains two Origin Fitness half-racks, three weights benches and dumbbells up to 45kg. There are also pull-up, chest dip and grappler attachments, a battle rope, suspension trainers, kettlebells, power bags, medicine balls, and a dual adjustable pulley with grip attachments.

The initial response has certainly supported our investment with 939 usages of the gym complete within the first four months (mid-November 2017 to February 2018) which included the reduced hours over the Festive Period.

In addition, memberships sold over the same period reached 98 which is almost double the number sold in the 4 month period prior (52). Anecdotal evidence from the centre, suggests that a significant number of new membership sales can be attributed to the strength gym.



Overall Fitness Figures

The strength gym clearly impacted on the overall fitness usage at Strathearn however, better programming of fitness classes over the 12 month period also contributed significantly to the rise as did 1:1 personal training session usage.

As an example, usages for fitness in January to March 2018 went from 5878 to 7176 for the same period as the year before – an increase of 1298 over a 3-month period.

Fitness Classes: 9.1% increase

Fitness Gym: 14.5% increase

Personal Training: 11.1% increase

Fitness

User figures up from 26,368 for 2016/17 to **30,170 for 2017/18**

This includes **1,241 usages in the Strength Gym since it opened in mid-November**

Increase in Active Steps, Fun and Energy

Strathearn Community Campus plays an important part in the lives of the local community. Serving as both a primary and secondary school, SCC is a home away from home for the area's children and young adults.

The Live Active team at SCC went into the year focused on development of the Active Steps, Fun and Energy programmes during term time and the results in both swimming and dryside activities speak for themselves.

The aim was to continue to increase opportunities for youngsters by programming 'winter' activities over those months and changing to activities better suited to outside during the Spring and Summer months. So, kayaking and badminton ran through the winter period while athletics and football (outside) ran in summer.

Aquathlon Success

The Junior Aquathlon Event held on 24th June 2017 enjoyed a boost in year two, thanks to a successful and enjoyable launch in 2016. There was a large increase in competitor numbers in all age-groups and the event received very positive feedback from participants, parents and the Triathlon Scotland Technical Official.

Active Steps, Fun, Energy

2016/17 - 3826 usages

2017/18 - 6269 usages

Aquathlon

2016 - 46 participants

2017 - 82 participants



TEAM MEMBER SPOTLIGHT

Name: Chris Fraser

Position: Leisure Assistant

Venue: Strathearn Community Campus

Time With Company: 10 years

Favourite Class or Sporting Activity: Body Pump and working out in the Strength Gym.

Personal Quote: Always changing lives.

Achievement: sustained commitment, motivation, and friendliness towards our customers.

Membership Sales

Membership Sales - **increase from 165 direct debit to 271 in 2017/18.**

158 of these new memberships have been taken out since the strength gym opened.

Refurbished Pool Viewing Area

The viewing area of a swimming pool is a small space that can make or break the enjoyment of many milestone moments. Live Active Blairgowrie invested a small budget to refurbish their pool viewing area and in the process enhanced the customer experience.

Feedback has shown that parents find the area better for watching their kids at swimming lessons and for birthday parties.



Fitness Class Increase

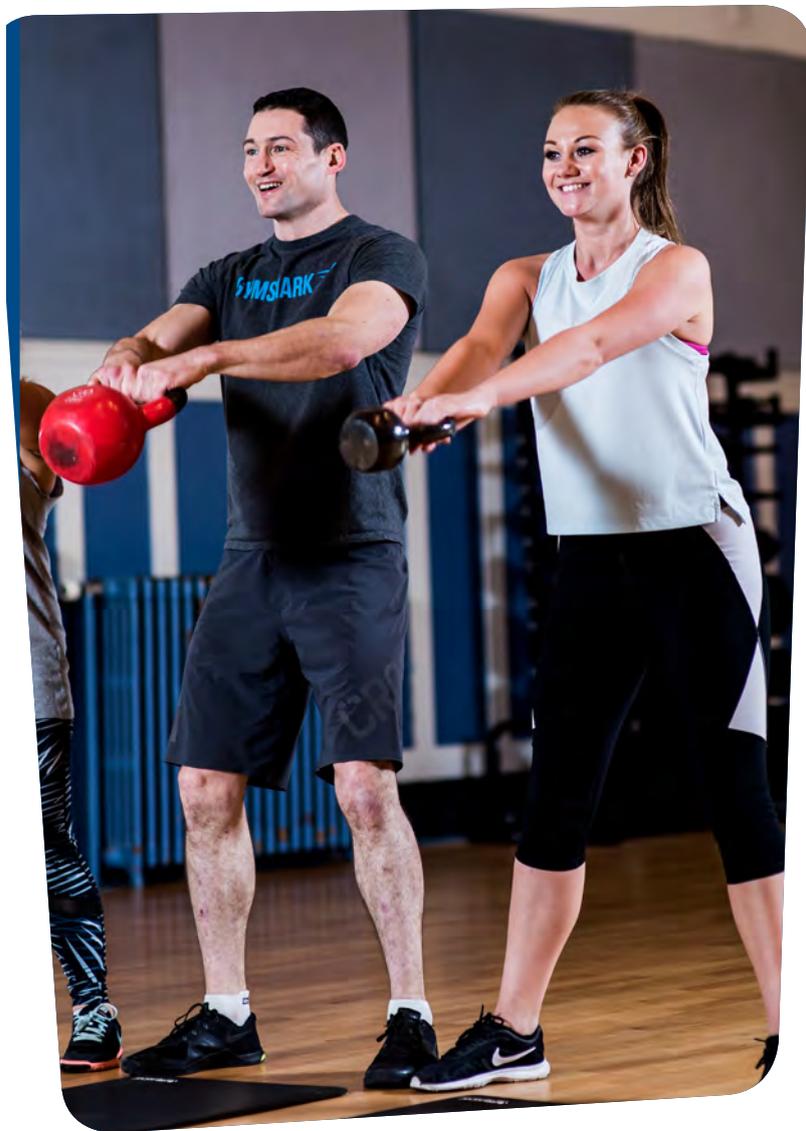
Live Active Blairgowrie serves a wide community in Eastern Perthshire and as such is one of the main providers of fitness classes in the area. Following the lead taken by their colleagues, a fresh approach was taken to the programming for 2017 - 2018.

By introducing classes that have proved to be popular in other areas - such as Circuits and Aquafit - the year started out strong. Average attendance went from 109 per week in Apr-Sept 2016 to 176 per week in 2017. Results in this excellent first half of the year allowed the team a more informed approach to the New Year timetable and with another reshuffle, they duplicated success for the January / February spike.

As well as a 30% plus rise in class attendances feedback has been excellent.

315 class attendances during January 2017, compared to **819 in January 2018**

898 class attendances in February 17, compared to **1128 in February 18**



Blairgowrie

On 1st April 2018 we had **99 extra members** at Blairgowrie compared to April 2017.

Gymnastics Success

Gymnastics continues to remain a hugely popular choice amongst all age groups. In the first half of the year, two new gymnastics classes were added on Monday afternoons at Blairgowrie Community Campus taking total capacity from 72 children per week to 96 children per week.

"I just wanted to say how much Calder enjoys the gymnastic classes at Blairgowrie. The staff are so kind and supportive and every week he comes back wanting to show us the new skills he's learning (who knew what a versatile piece of equipment a sofa could be?!)"

The classes have really helped him to develop his confidence in trying new things, with new people. Having it at the community campus is so handy and a great venue. Keep up the good work!"

- Allie Scott, Parent



TEAM MEMBER SPOTLIGHT

Name: Daniel Madoc-Jones

Position: Leisure Attendant/Fitness Instructor

Venue: Live Active Blairgowrie

Time With Company: 2 years

Favourite Class or Sporting Activity: Metafit/
Football.

Personal Quote: Life is like a box of chocolates, you never know what you're gonna get.

Achievement: I was using the gym in my own time when I overheard a conversation between a customer and a member of staff. The customer was hoping to have an induction but there was no instructor on shift to do it. I offered to carry out the induction there and then which resulted in a very happy customer.

Membership Sales

Fitness classes - **11,589 usages** in 17/18 compared to 7,335 in 16/17. **An increase of 58%.**

Partnership Working To Reduce Waiting Lists

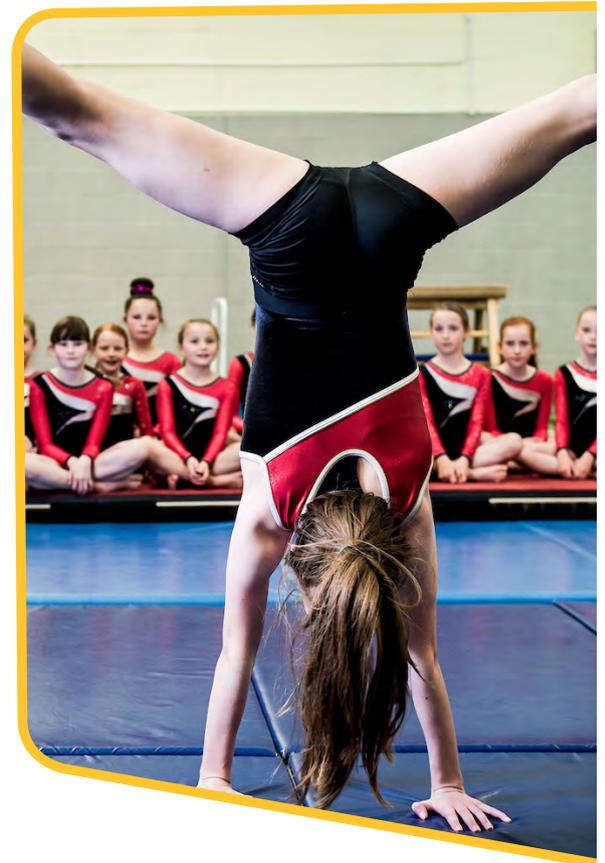
Gymnastics classes at Loch Leven Community Campus are exceptionally popular and are delivered after school on Monday, Tuesday and Wednesday since the Campus opened.

Due to their popularity, classes are full, waiting lists are in operation and putting on additional classes has previously proved difficult due to the availability of appropriately qualified staff. In order to address these challenges, the team at Live Active Loch Leven worked closely with colleagues from the Live Active Sports Development team.

Working together, two potential assistant coaches were identified via the Kinross High School Community Sport Leader Award programme who had just completed two terms of a Gymnastics Coaching programme with the gymnastics development officer.

These young adults showed an aptitude and enthusiasm for gymnastics and have been taken on as assistant coaches, with one recently completing the Level One Coaching Award with Scottish Gymnastics.

Developing two new classes for P1 - P3 in early 2018, was greatly received and these filled up immediately.



Spend To Save at Live Active Loch Leven

In many of the Company's venues, there is a real opportunity to implement successful spend-to-save initiatives. Live Active Loch Leven's improved poolside lighting project is a perfect example with a budget of £7131, which we expect to be paid back entirely in reduced energy costs over 3 years.

The project was simple; by removing 20 old fluorescent lights on poolside and replacing them with 10 state of the art LED fittings the aesthetics are greatly improved and significant savings in our energy use and therefore electricity costs are made.

The lighting was well received by both customers and staff as it has improved the environment of both our staff and our customers.

Team Member Spotlight



Name: Graeme Hunter
Position: Previously Leisure Assistant now Business Systems Assistant
Venue: Previously Loch Leven now Company Head Office

Time With Company: 11 Years

Favourite Class or Sporting Activity: Swimming

Personal Quote: Before you criticize someone, walk a mile in their shoes. That way you'll be a mile away and have their shoes.

Achievement: My operational experience gained at Loch Leven coupled with my ICT background meant that I was good fit for the Business Systems role when it came up. Prior knowledge of and a strong operational understanding of how we use MRM has been key to leading developments of this software.

Overall Performance

£13.7k ahead of last financial year

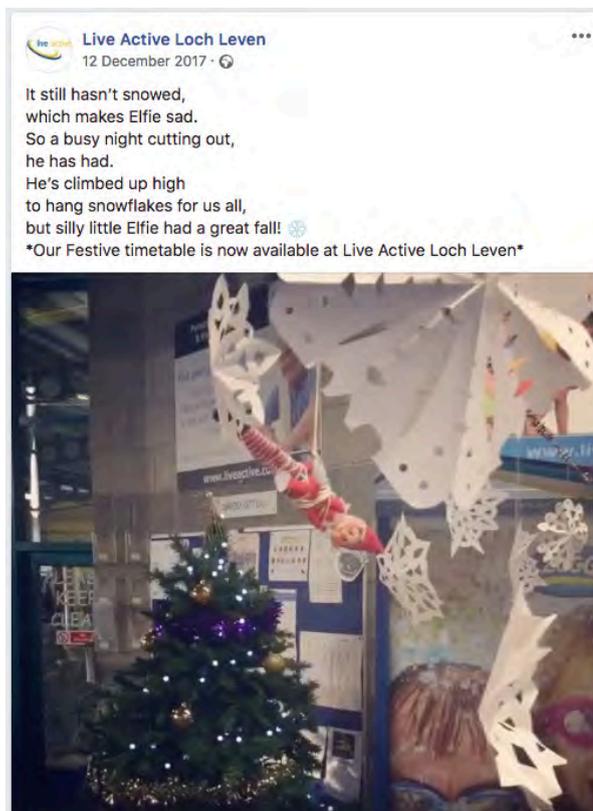
£23.6k ahead of budget

Social Success

In a new age of communicating with our customers, Live Active Loch Leven has shown a flair for social media, in particular, building a strong Facebook presence and ensuring a consistent, creative approach to populating it with great, fun content that gets results!

An excellent example of this is the use of social in the leadup to school holiday periods. The team at Loch Leven are always first to list their camps and single sessions, using the Facebook Event tool to allow parents to find out details and stay informed. This has resulted in early sell out for the past two years and is testament to the dedication that goes into the page year round – they are talking to an engaged audience.

Of course, people want more than sell, sell, sell and the Loch Leven page brings the Christmas magic every year with their resident Elfie causing festive mayhem in the 'elf and fitness centre'! A real community spirit with people even leaving messages for this super mischievous staff member!



Spotlight On Community Improvements at Loch Leven Community Campus

In early 2017 the Company was approached by the Kinross-shire Community Sports Hub on behalf of a local group, SPARKS, who support physical activity and recreation for adults with a disability.

The group had been playing Boccia in a meeting room within the Campus but had secured some funding that they hoped could be put towards the lining of regulation Boccia courts within the Small Games Hall of the Campus.

The LAL venue staff had the necessary conversations with Colleagues from PKC and MITIE and the courts were lined and available for use in November 2017.

Given that this would make the facility more accessible for disabled users to take part in Sport and Physical activity, the cost of lining was met by Perth and Kinross Council and Live Active Leisure meaning that the funding secured by the SPARKS group could be put towards equipment or other areas.

Lining the courts for Boccia has provided an additional opportunity to help everyone in Kinross-shire get active. In partnership with Scottish Disability Sport, a Boccia leaders course has provided coaches, teachers and volunteers with the knowledge, skills and confidence to introduce Boccia to children, young people and adults.

The SPARKS group have a block booking of both courts on a Friday afternoon and it is hoped that players with potential can be encouraged to take the next step in the sporting pathway with Perth and Kinross Disability Sport supporting them to play at competition level.

This development has benefited from the input and support of a number of different agencies including, Live Active Leisure, Kinross-shire Community Sports Hub, Scottish Disability Sport, Perth and Kinross Disability Sport, Perth and Kinross Council, MITIE, Kinross High School and SPARKS.



Holiday Camps

Holiday camps operated at **91%** capacity

Sport and Splash operated at **100%** capacity

Business Development Spotlight: Corporate Partnerships

Live Active Leisure has approximately 1.2 million customer visits each and every year who hail from all corners of Perth City, wider Perthshire and beyond. These people are working out, introducing their children to sport, taking part in events, learning a new skill, meeting friends and family and embracing physical activity.

This opened up an opportunity and over the past three years the Company has been working hard to develop and nurture corporate partnerships in and around Perth & Kinross.



Live Active Rewards: 95 businesses and over 100 offers available

Live Active Rewards is for our Direct Debit and Annual Fitness members and rewards them for their loyalty. 95 businesses have joined the scheme for free and are now offering over 100 deals and discounts to our members.

Businesses range from hotels, restaurants, physios, and even white water rafting and estate agents!

Of course, as well as a more focused approach to building partnerships with local businesses, we have also benefited from the second full year of the Live Active app. This handy app offers members the ability to check out rewards offers close by as well as giving them access to our online booking system.

An additional 600 downloads of the app were made during the period, bringing active users to 955. These regular users chalked up a fantastic 15000 app opens over the year which undoubtedly has contributed to more engagement with rewards partners and helped us promote the new online booking system.



Corporate Partnerships in Stats

Advertising and Sponsorship spend with Live Active increased by 36% year-on-year

PARTNER TESTIMONIAL

“Live Active Leisure have arranged some great advertising spaces for Springfield at their centres in Perth, Blairgowrie and Kinross. Their team are very easy to work with. Through these adverts we’re reaching a wide audience and we’re happy to be working with a strong organisation within the communities we are helping to build.” - **Dale Ashelford, Springfield Properties**

Live Active Tourist - March 2018

Live Active Tourist gives the opportunity to local accommodation providers throughout the area to offer reduced price activities in Live Active Venues, adding value to their stay.

We wanted to expand the partnership and so we brought in additional resource via our long-standing relationship with our PR & Marketing agency, Red String, and with a spend of only £450 launched a small business specific PR campaign via local B2B channels and social media.

The number of businesses signed up for the Live Active Tourist scheme in 2018 has increased from 2017 by 333%. The total number of passes sent out in 2018 increased by 439% when compared to the previous year.

LAL Tourist also generated additional Rewards partners, with several accommodation providers registered, giving even more value to the Fitness membership.

Corporate Membership Campaign

Forging positive links with our local corporate community continued with a focus campaign in October 2017 with a specific aim to sign up new corporate members. A decision was made to remove the sign-up fee for new businesses and a concentrated PR Campaign targeted local businesses via Perthshire Chamber of Commerce and digital and social targeting.

A total of 16 new businesses joined during this period bringing the total corporate businesses to 83, an increase of 23%. Individuals benefitting from their workplace joining LAL rose by 15% increasing our overall corporate members to 869.

Due to the success of the campaign, the removal of the join up fee became permanent and we have seen an additional 13 businesses join the scheme between December 2017 and March 2018.

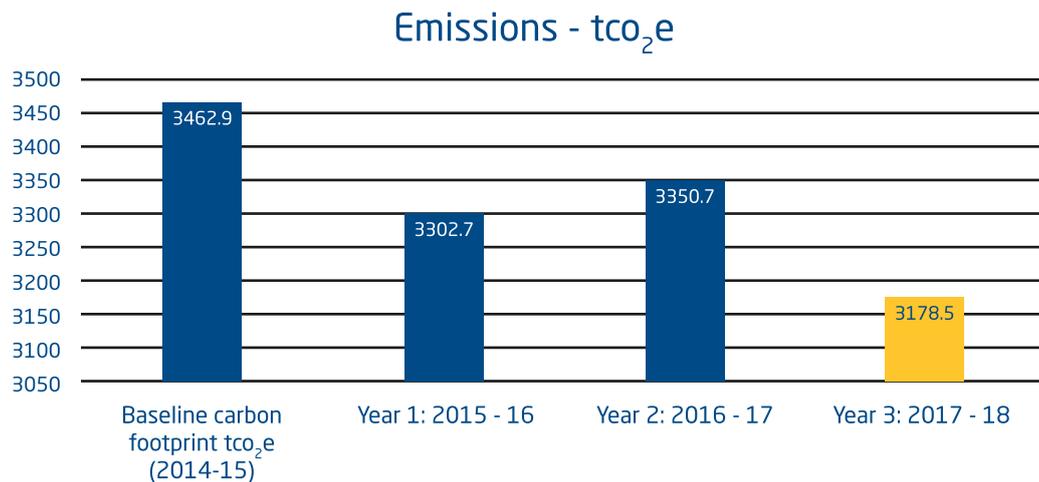


Live Active Tourist business partners up by 333% year-on-year
Corporate members up 23% year-on-year

Live Active Leisure is committed to climate change action through its Business Planning process which outlines key objectives that encompass clear environmental targets. In the three years since we started focusing more deliberately on our carbon footprint, we have made significant progress, as outlined in the table below.

Emissions, Targets and Projects

Emissions from start of year which the Trust use for a baseline (for carbon footprint) to the end of report year

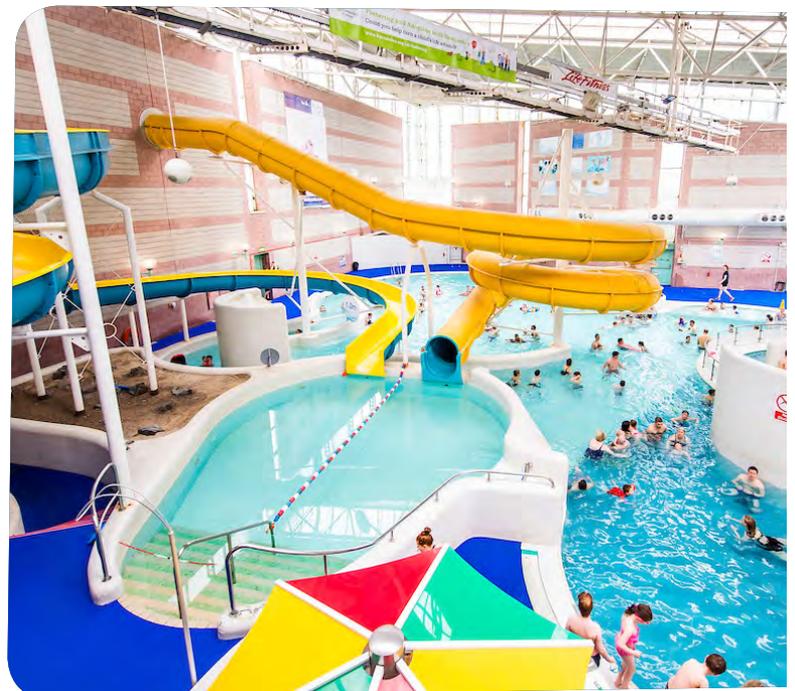


Project Spotlight : Perth Leisure Pool

When Perth Leisure Pool (PLP) opened in 1988, it became a flagship example of how sports and activity centres, done well, could crossover into the visitor attraction arena, playing their part in attracting day visitors to the area. Subsequently, in the 30 years since it opened, PLP has had a significant impact on the positive economic narrative of Perth City Centre. Even now, it continues to attract around 400,000 usages a year.

However, as with all pool and ice based businesses, it is an expensive and demanding building to operate and while we continue to pursue our vision for PH₂O, it became apparent that a number of maintenance works had become essential in order to ensure:

- The continued safe and reliable operation of Perth Leisure Pool.
- That the venue remains attractive to customers and provides a great customer experience.
- The ongoing financial performance of one of our flagship venues.



1. Installation of new car parking controls at Perth Leisure Pool and Dewars
2. Installation of automatic access gates at Perth Leisure Pool reception
3. Installation and development of swimming lesson software to allow online payments
4. Flumes upgrade at Perth Leisure Pool, adding lights, music and timing.

It is a huge privilege to be appointed as the CEO of Live Active Leisure, a charitable organisation with such a great history and legacy of providing sport and physical activity opportunities in Perth and Kinross for over 50 years.

My own journey to this position began in the early 1990s, looking for a career change I took up a post as a Part Time Leisure Assistant in a community leisure centre. The job was a revelation to me, I loved it. What did I love? The interaction with people, with customers. To be able to contribute to their experience, their enjoyment and their health. I realised very quickly that this was the career path for me and I have remained in the industry ever since.

Fast forward to today and the principle of delivering a great experience remains as vital as ever, and moving forward we will continue to develop a customer focussed approach to everything we do.

Like every organisation we have challenges. The economic pressures persist, and we will continue to review how we deliver our services to ensure that we remain sustainable for generations to come. We will review our business processes, commit to environmental efficiencies and seek to introduce innovative solutions to support this principle. We are committed to the PH₂O project, as we believe this is fundamentally required and provides a 'win / win' opportunity for the whole of Perth and Kinross by creating an inspirational public space, a unique experience and a dynamic mix of more than twenty sports and activities providing more cost effective and sustainable opportunities for everyone.

“the principle of delivering a great experience remains as vital as ever”

Despite the challenges, there are many opportunities for Live Active Leisure to make a positive impact. We understand how important our venues are, they are at the heart of our communities and we will continue to reinvest resources to ensure they meet the needs of our customers. But we are more than our venues. Our offer moving forward will be more collaborative and will embrace the work we are doing with community sports clubs / hubs, active schools programmes and our outreach health and wellbeing offer. Much of this work is delivered due to the support of our key partners and the positive and essential funding relationships with Perth & Kinross Council, The Gannochy Trust, MacMillan Cancer Support, NHS Tayside, Sportscotland and many more will remain a key focus for us.



What is critical to our success is you, our customers. An absolute priority moving forward will be to listen and engage in all localities to ensure that we achieve our customer promises; we will make your experience great, we will offer good value for money, we are here whenever you need help and we will make getting active easier.

Finally, I would like to recognise and thank our committed team of staff, Volunteers and Board of Trustees for helping us to inspire, motivate and make a difference. Helping us to deliver on our vision 'to be the provider of choice in Perth and Kinross for everyone to live active lives.

Paul Cromwell, Chief Executive Officer, Live Active Leisure

Live Active Leisure



Bell's Sports Centre
Perth Leisure Pool
Live Active Rodney
Dewars Centre
North Inch Community Campus
Glenearn Community Campus
George Duncan Athletics Arena
Live Active Loch Leven
Loch Leven Community Campus
Live Active Auchterarder
Strathearn Community Campus
Live Active Atholl
Breadalbane Community Campus
Blairgowrie Community Campus
Live Active Blairgowrie
Blackwater Outdoor Centre
Kinloch Rannoch Outdoor Centre
9 Community Halls
Caledonia House



www.liveactive.co.uk

