

Annual Achievement Report 2015–2016



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

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Experience



Investment



Opportunity



Commitment

ANNUAL ACHIEVEMENT REPORT 2015-2016

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As Chairman, it is my pleasure to welcome you to the Live Active Leisure Annual Achievement Report 2015-16. Of course it is impossible to cover all the achievements of the year but I believe it important to share some examples of the way the Company never 'stands still' and continuously strives to maximise the benefits of people living more active lives.

This year, perhaps more than ever before, has seen Live Active Leisure continue to creatively deliver great benefits and provide opportunity to communities across our area. This is no small task when you consider that this extends over a diverse 2,000 square miles.

The challenging economic climate experienced has required us to remain mindful of our vision," to be the provider of choice in Perth and Kinross for everyone to 'Live Active' lives". In turn, we ensure that we continue to deliver extremely diverse, meaningful and relevant activity opportunities to all sections of our community, wherever practicable to do so, enabling the enjoyment and many, many benefits of more active lives. I believe we do this both effectively and efficiently.

As part of our Company-wide commitment to constantly ensuring everyone can embrace this vision, and that our entire team can continue to genuinely contribute, we held an Employee Development Day for almost 300 of our team members who received a highly motivational presentation and discussion with Dr Andrew Murray. Dr. Murray is an ultra-distance runner and author, who supports the Scottish Government by promoting physical activity for health. If anyone held any lingering doubts about the hugely beneficial role of Live Active Leisure in encouraging and enabling the wellbeing of

our communities, these would have been resoundingly 'blown away' within the first minute. Of course we also recognise that there are many motivators for physical activity, ranging from family activity time fun through to performance sport and physical and mental wellbeing - we have embraced the varied motivators and prioritised our resources.

What Live Active Leisure delivers must not be crudely considered as a cost, but rather as an investment of great value, return and benefit to our communities. However, as Chairman, I am clear that the role of the Company is, and must increasingly be, to work closely with many other individuals, organisations and agencies to ensure we make a real and positive difference as a partner.

This Annual Achievement Report 2015-16 demonstrates that we may all be reassured that the Company is investing increasingly scarce resources in a planned and effective way. This ensures we remain focused on those areas of business that are considered of highest priority to our clients and this report highlights that we have managed to make the real and positive difference that matters so much. All of our activity and business is undertaken on a 'not for profit' basis which means that any monies generated or attracted are entirely for reinvestment in our venues and activities and for the benefit of those who access our extremely diverse services.

On behalf of the Board of Directors and the staff of Live Active Leisure, I hope you will enjoy this very welcome good news story and that the many examples of achievement that follow provide an 'easy-read' and overview of some of the achievements between April 2015 to March 2016.

A handwritten signature in blue ink, appearing to read "Bill Duncan".

Bill Duncan
Chairman
Live Active Leisure



Partnerships

When we started out 50 years ago, it was as a result of both vision and partnership. The shared vision of the Lord Provost Dr Robert Ritchie and the Chairman of the Gannochy Trust Mr W G Farquharson, set in motion half a century of partnership working, building, strategy and initiatives that have allowed the Company to deliver on their promises to the people of Perth and Kinross.

Today, Live Active Leisure remains committed to growth and improvement through an ever expanding network of similarly strong partnerships and together with many local, regional and national agencies we have enhanced the lives of people living in, visiting and passing through Perth and Kinross. 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.

We benefit greatly from all of these partnerships and with a wealth of knowledge and vast experience in the sports, physical activity and leisure industry we also feel that we bring a substantial contribution to the health and wellbeing table. We have a proven track-record in effectively contributing at a strategic level for our key stakeholders.

- Perth & Kinross Council Corporate Plan
- P&K Keys to Life strategy
- Sport and Active Recreation Forum
- Scottish Government Cross Party Group on Sport
- Perth & Kinross Joint Disability Strategy
- P&K Mental Health and Wellbeing Strategy
- SPORTA Scotland and UK



Funding Partners

In 2015-16, Scottish Enterprise has continued to support us through our IT review and implementation plan, with specific support in 15-16 in relation to the creation of the Live Active Leisure intranet site. This will allow us to share news, policies, key documents and general information across the entire company more effectively and efficiently.

The Gannochy Trust

In 2015-16, our 50 year partner relationship with the Gannochy Trust continued to deliver very real benefits for our communities. The generous support enabled us to provide and boost the education of new and existing coaches, invest in talented athletes and further the performance and physical preparation squads. In addition, resources were aligned to support the exciting new All Ability Cycling project. Fittingly, the Trust also buoyed our 50 year celebrations which saw 1600 people cheer on Danny MacAskill in a fantastic event at Bell's Sports Centre; the venue that formed the first project way back in 1965.

Perth & Kinross Council and NHS Tayside via the Change Fund

We created a new locality referral programme in Auchterarder as part of the Integrated Care Fund project. This external funding has supplied the resource to deliver an activity referral programme at a local level and has involved working in partnership with the local GP Practice, St Margaret's Hospital and the Friends of St Margaret's Hospital who also provided funding for the class costs for the new referral customers. This will be a self-sustaining project moving forward.

SSE & Healthy Working Lives

Over the past year, the Wellbeing Team has forged strong links with Scottish and Southern Energy (SSE), one of Perth's largest employers. Supporting their Healthy Working Lives Initiatives, our team has carried out 40 Wellbeing Reviews as part of the 'Know your Numbers' scheme. This has been followed up in 2016 with cholesterol and glucose testing and a 12 week weight management programme.

Active Schools

Our long-standing partnership with Active Schools has been strengthened over the period as we lay down foundations for the service to become an integral part of the LAL team from April 2016. Joint initiatives in venues include Swim Success and Junior Aquathlon training.

Other partnerships at a local level include the Kinross Half Marathon where our venues and teams worked with Kinross Road Runners, Kinross-shire Local Events Organisation and PKC to deliver a great fun day event around the race.

Our Business

Significantly, Live Active Leisure celebrated 50 years in business and this offered an excellent opportunity to reflect on past achievements and look forward to the future. As our longevity grows, we find that we are now in a fortunate position to be welcoming in third generations from the same family. This privileged position focuses our strategic planning, and reinforces our core values of delivering affordable, value-focused sport, leisure and physical activity opportunities for the communities we serve.

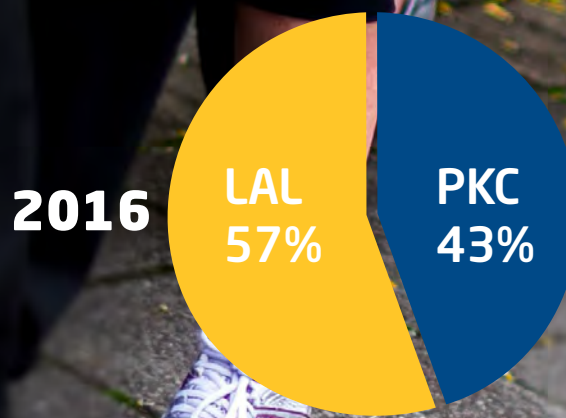
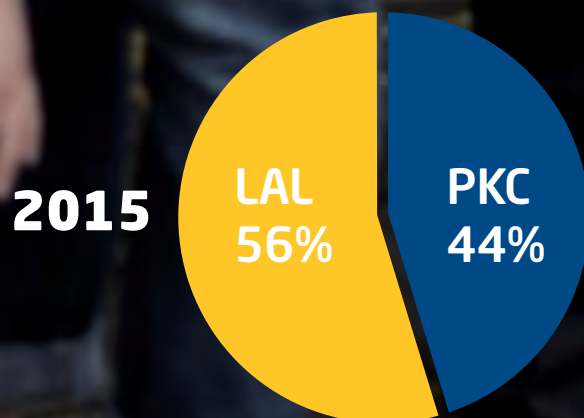
Our commitment to this objective has been published as one of the Company's four key promises - *to offer good value for money* - and has become the cornerstone of our policy and strategy.

Our services and programmes are designed to be inclusive and are created with particular attention to our broad geographic and demographic spread. *'We are here whenever you need help'* 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.



2015 - 2016 has been a challenging year with various movements across many of our income streams, but overall we achieved our income target for the year. Our future targets remain challenging especially with the increased competition in and coming to the area.

Investment from Perth & Kinross Council



16%

more income from
swimming lessons

5%

more income from
casual swimming

18%

more income from
junior coached
programme

19%

saving on
water rates

£1,040k

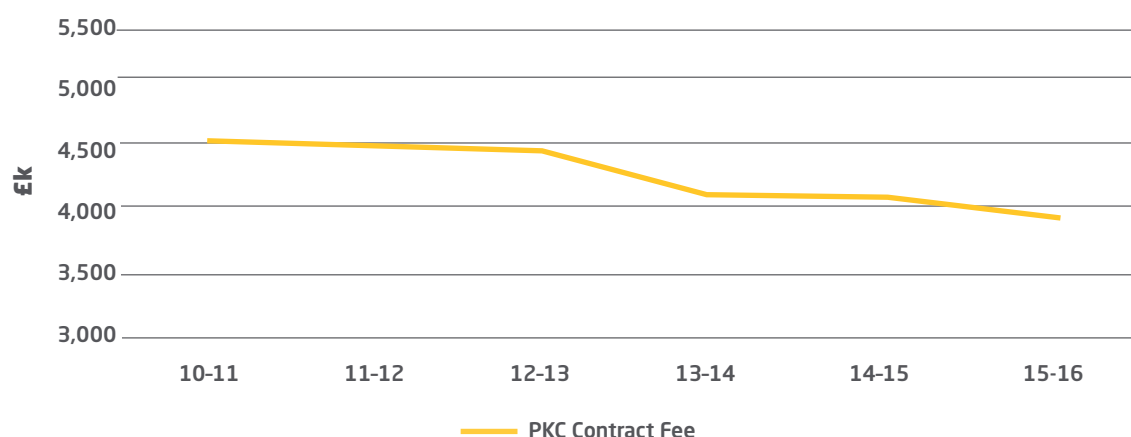
savings on
non-domestic rates

£306k

of grant funding

Source of Income

In 2016, contract fees from the Council were shown at a reduction of 2.8%



PH₂O Developments



Launched in January 2014, PH₂O is our vision for delivering a sustainable hub of sports, leisure, play and physical activity services that would include swim, gym, ice and other favourites.

Over the period April 2015 to March 2016, the Project Board undertook a review of priorities to enable the project to progress and to reflect the availability of funds now and in the future. The Company Board remains committed to delivering an exciting development for Perth and the wider area as a whole, whilst recognising the need to balance ambitions with the general requirement to improve and upgrade ageing facilities.

The focus during the latter part of the year has been on exploring component costs of the scheme and re-confirming an order of priority to identify those elements that, when realised, will provide greatest benefit. The review prioritises the upgrade of Perth Leisure Pool, the Trust's award-winning venue which, despite being close to 30 years old, continues to be a popular destination for locals and visitors alike. Of course, going forward the venue is anticipated to bring together a number of activities to the site which will enhance the offer and experience.

The synergy with many aspects of the Dewars Centre is not lost on the Project Board or Design Team and the benefits of this single site, both from a customer experience and also an operational perspective are clear.

Consultation with sports governing bodies, Scottish Swimming and The Royal Caledonian Curling Club continues, to ensure the planned PH₂O provision, however it evolves, meets the very real needs of the great majority of end users. The Board and Design Team have a clear understanding that this exciting project must deliver continued and enhanced benefits from flexible, relevant and sustainable venue and service provision, fundamental to the ambitions of Perth and Kinross.



Our People

Since its inception, Live Active Leisure has been a company that has viewed its people as an integral and critical part of the long-term vision.

Our Five Strategic Areas:

Policy | Recruitment | Development | Rewards | Wellbeing

Technology & Training

Providing appropriate and relevant development opportunities across the Company can, on occasions, be challenging due to the number of employees and locality spread across the 2,000 sq miles of Perth & Kinross. In 2015, we invested in a Learning Management System which delivers appropriate training through e-learning in a manner which is flexible, quick, effective and enjoyable while reducing time and cost pressures.



Ongoing Development

Changes to the conditions for maintaining 'Approved Training Centre' status for First Aid at Work required eleven of our staff Trainer Assessors to attain the Award in Education and Training. This qualification is a nationally recognised Generic Training Qualification and as well as developing the LAL team, it also provides an excellent opportunity to continue to deliver First Aid Training for external clients. The introduction of the new Fitness Studio at Bell's Sports Centre also provided a fantastic opportunity to enhance employee qualifications and skills around the ever-popular Les Mills activity product, ensuring the highest standards of service delivery for our members and users.

Wellbeing Within LAL

Healthy working lives is now embedded in how we promote wellbeing to our employees and in March 2015, we were thrilled to move from a Bronze level to a Silver level employer, and following a successful review of our Wellbeing programme, the Company maintained Silver Award status this year. This fantastic achievement follows an assessment of goals and objectives set over the past year and the continued delivery on the Bronze level requirements. Initiatives included information on heart conditions, (including signing up to the Wear It Beat It campaign raising over £500), cancer and mental health. In addition to this, a number of employees took part in the Walk to Work Week, Cycle to Work Day and numerous other health and fitness campaigns and promotions throughout the year.



A Vision For The Future Of Our People

Launched in 2008 and now funded by the Local Authority, the Modern Apprenticeship programme has proved to be hugely successful and has allowed the company a clear vision for the recruitment and development of young people in the workforce. Over the reporting period, the Modern Apprenticeship Programme has seen four new recruits including three in operational services and one in Administration. We were also delighted to congratulate three of our Modern Apprentices who have graduated through the programme. As well as enjoying a ceremony in which they received their vocational qualification from the Provost, all three have secured permanent positions with LAL.

The Company has supported 57 students in gaining valuable industry experience during the year. Working with the local secondary schools to support the 'Skills for Work Programme', 19 pupils were placed within venues in Perth City. Various requests are received throughout the year for work placements/experience and volunteering. This year there was an increase in the number of requests received, with 23 from college and university students and 15 from local school pupils.



Fitness

Live Active Leisure has grown into the leading provider of fitness within the area and now boasts eleven fitness and/or strength 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 opportunities to access more active lifestyles and enjoy using Live Active Leisure.

This year, in line with our 50th Celebrations, Bell's Sports Centre (BSC) received investment to upgrade the gym into a new Fitness Studio. Launched as part of our first EXPO event, this new space has allowed us to develop an extended fitness programme within Bell's Sports Centre. Weekly usage for fitness classes at BSC increased significantly within the first three months of opening.

The development of the Les Mills fitness class brand allowed a programming change throughout the company and as well as introducing this product, outlying localities also pulled on the experience of team members to deliver unique products and Loch Leven Campus have extended their class opportunities with proven favourites such as Metafit and Aquafit bringing additional users and income. Of course, ongoing developments throughout the company have ensured continuous upgrades in various venues and both Live Active Letham and Live Active Rodney have received further improvements to their gyms and class equipment.

Bell's Fitness Expo

Although not officially 50 until 1st October 2015, the mood within the company was celebratory for most of 2015 and we seized the opportunity to kick-start our party with another fantastic first for the Company in the shape of a Fitness Expo. Fittingly, the event was held in Bell's Sports Centre and as well as showcasing the increased commitment to the Les Mills brand, we also launched the new fitness studio. This proved to be one of the many highlights of 2015 and was a resounding success.

These sessions were fully booked and launched the new extended Perth City Fitness programme which introduced three new products in the form of yoga-based Body Balance, small group GRIT cardio sessions and RPM spin cycling to Perth. The atmosphere was reminiscent of a festival, with many smiling faces, plenty of perspiration and even stylish new lighting to help set the mood! Feedback from participants was extremely positive and in the weeks following the development received much acclaim through local press and social media; everyone was talking about it. The day was a huge success and firmly reinforced Live Active Leisure as the area's fitness provider of choice for Perth City.





Sport

Sport has always been at the heart of Live Active Leisure and throughout our 50 years we have been a key player in the development of sporting opportunities for all. Such is the strength of our offer that over the past year we developed the Live Active Sport brand to incorporate four sub-brands, each of which highlights the work we do across a number of sporting areas.



By breaking down the components of the LAL Sport offer, we can better reflect the diverse nature of our sporting provision and pinpoint our vision as we bring in new and exciting developments over the coming year.

As well as offering opportunities for individuals, LAL 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. For example, North Inch Community Campus is used as a base for training by National Governing Bodies and local development squads. These include:

- Scottish Athletics
- P & K Cricket
- Basketball Scotland
- P & K Netball

Swimming



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 benefitted from the re-design of swimming lessons in 2014. As a result, despite a national trend that shows a drop in swimming participation, our pools have shown impressive increases in usage and income from lessons as well as receiving a positive customer response.

- **Live Active Loch Leven** - Introduction of new Parent and Baby Swimming Lessons were originally scheduled for Monday mornings only, but due to the popularity and uptake, additional sessions were soon added.
- **Perth Leisure Pool** - Swimming lessons and swimming attendance both continue to exceed targets with swimming lessons turnover up 18% and attendance turnover up 4%.
- **Strathearn Community Campus** - Lessons showing a really positive 27.2% increase on usage with income ahead of target.
- **Live Active Blairgowrie** - Two swimming teachers gained UKCC level 2 Teaching Aquatics Qualification. Increased the number of one-to-one/one-to-two swimming lessons being delivered on a weekly basis by 38%.

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 costs. Over the past year we successfully supported:

- **78** talented athletes
- **64** coaches through various qualifications
- **5** clubs in upskilling their coaches
- **14** members of the new Physical Preparation Squad

Cricket

During 2015 Cricket Development activity continued in partnership with The Gannochy Trust enhancing the opportunities for young people to get involved. The work we carry out in cricket continues the legacy of AK Bell's love of cricket and desire to support it.

New additions to the programme included the Christmas Holiday Camp which saw 34 participants involved in a "Merry Crickmas" camp in both Loch Leven and North Inch Community Campuses. The success of these was encouraging, and since then our Development Officer has introduced Floodlit Cricket which saw 51 participants join in over three venues in Perth, Aberfeldy and Blairgowrie.

Moving forward, the primary schools coaching package will see schools enjoy four class lessons, two after school sessions and the chance to enter a schools festival and additional friendlies. Up to 35 schools will benefit with the programme rolling out early in the summer.

Kids celebrating at the
Cricket Club





50th Anniversary Event

WHAT A PARTY! It was an entire weekend of celebrations to commemorate our 50th Birthday. From one of our largest, most prestigious LAL events to date on the Saturday through to a Sunday offering of 60's prices, this was a weekend that we'd remember for a very long time.

We welcomed Danny MacAskill's Drop and Roll Tour to Bell's Sports Centre on Saturday 31st October for a sell-out show that saw 1600 people enjoy the gravity defying stunts and thrill-seeking actions of the daring trio.

The atmosphere inside the arena was nothing short of electric and as the crowd drew in its collective breath, cheering with amazement, the stunts became bigger, bolder and even more spectacular. Ali C, Duncan Shaw and Danny MacAskill brought home a jaw-dropping event and inspired a new generation of trials riders in the process.

The thrilling event was the main attraction which also welcomed the Scottish Mountain Bike Consortium and Live Active Leisure sports-themed family activities. This was followed by an Evening with Danny which saw Gordon Bannerman, Live Active Leisure Director and sports journalist, interview Danny about his life as a trials rider, world-famous videos and YouTube celebrity status.

Sponsors of the 50th anniversary event



The event was made possible thanks to a number of local Perthshire based businesses joining in the celebration through sponsorship and partnership opportunities. Clark Thomson Insurance, The Scottish Mountain Bike Consortium, One Call Ltd, St John's Shopping Centre and local online magazine Small City, Big Personality.

Jim Moyes, Live Active Leisure CEO commented, "Ensuring that we celebrated this momentous occasion through an event that could be enjoyed by the people of Perth & Kinross, our customers, staff and partners was hugely important to us. Reaching a half-century is a remarkable achievement and it has only been made possible by the people who walk through our doors and

support us with their custom, feedback and loyalty. I was delighted with the generosity of our local business sponsors and feel proud to have been in a position to convey our thanks to everyone in such high-octane, visionary style!"

Pat Duffy - long time Bell's customer



The main event was followed up on Sunday 1 November as venues offered customers across all localities the chance to enjoy sport and fitness prices from the 1960s.

The price to book a court at Bell's Sports Centre when it first opened was 10/- and so for one day only, LAL offered entry to swim, use the gym or do a sportshall activity for only 50p for adults and 30p for children, seniors and concessions.

Top: Danny MacAskill shows us what he can do at the Drop and Roll day, **Middle:** Kids enjoy the activities **Bottom:** 50th Anniversary cake & indoor hockey



“Reaching a half-century is a remarkable achievement and it has only been made possible by the people who walk through our doors and support us with their custom, feedback and loyalty.”





Wellbeing

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.

We promise to:

1. Increase awareness of the benefits of physical activity and the local opportunities available
2. Provide programmes that offer support to those who most need it helping them to take the first steps towards an active life
3. Work with local communities and partners to increase the number of sustainable and accessible physical activity programmes

Our strong relationship with Perth and Kinross Council and NHS Tayside (NHST) have resulted in continued investment in staff and programmes to support community Wellbeing work in support of local health and social care priorities. This was the 12th year of Health Improvement Funding from NHST in support of Wellbeing Team staff illustrating the value they place on the health returns gained for P&K from this work. In addition, new money secured from the Change Fund allowed the creation of two full-time Wellbeing Coordinators to extend the support for local people and partners to increase activity levels for adults in North and South Perthshire. The Wellbeing team support a number of community and venue based programmes every week for people with a disability, adults with / at risk of long term health conditions, older adults, early years and women.

Perth Leisure Pool Social Classes

Perth Leisure Pool social circuit classes have been introduced as feeder classes from Activity referrals which have allowed participants to continue with sports and exercise upon completion of their 12 week programme. These are pool based classes on a Monday and Friday and have been extremely well received, and sit at maximum numbers each week. Since the launch in summer 2015, the programme has welcomed an additional 600+ users.

Strathearn Community Campus Sporting Abilities Session

Launched in partnership with Sports Development at PKC, this group was originally set up with funding but has continued to grow year on year. Now a sustainable offering at Strathearn, the session welcomes individuals with physical or learning disabilities and there is a very enthusiastic group who come along weekly to work with a variety of coaches. At the PKC Sports Personality of the Year awards, they won the Disability Endeavour Award.



Vulnerable Family Support

The Active Beginnings project progressed in this year with support from Early Years funding. The Wellbeing Coordinator worked with Social Work and Family services to provide play and activity opportunities in parent support programmes for vulnerable families with children under the age of two. Building confidence to access local leisure venues was a key outcome of the project as well as encouraging active living from birth and building bonds between parent and child through play.

The Wellbeing Roadshows

Live Active Leisure's Wellbeing Team were on the road this year, offering cholesterol and glucose testing across all localities. As well as visiting our venues, local large employers such as SSE and public venues such as St John's Shopping Centre, they also visited specific social and activity referral classes. The events were organised to complement the Perth and Kinross Mental Wellbeing Festival week.

As well as offering a specific service, it also highlighted the work of the Wellbeing Team, raising their profile and showcasing a different side to LAL's products. This was well received and there are plans to offer more, regular events throughout all areas.



A Vision for All Ability Cycling

The All Ability Cycling project has successfully been supported by the LAL Wellbeing team and with the assistance of five different funders they recently appointed a temporary Project Coordinator and purchased a range of adapted bikes that are suitable for people with a disability or poorer functional mobility.

17 volunteers have been trained to lead the All Ability cycling session and opportunities are now offered weekly at the North Inch in Perth with new programmes being rolled out over summer 2016. Emma the Project Coordinator knows only too well the huge benefits cycling can bring to a young child. Her son Alfie has Cerebral Palsy and is unable to walk or support himself physically.

"Alfie loves the All Ability Cycling group and in fact, it's the only time he is independently mobile. He uses a Race Running bike which he pushes along with his feet and this has been amazing for his leg strength. We're a family of enthusiastic cyclists and I always felt it was a real shame we couldn't enjoy a day out altogether. It's a really difficult thing for able bodied people to appreciate, but this group has made a big difference to all of us."

Activity Referral

Live Active Leisure activity referral classes support people with specific medical issues in their efforts to become more active by providing supported physical activity opportunities over 24 sessions. Referred initially by their GP or Health Practitioner, participants are given an initial assessment after which they can join classes or take part in one-to-one sessions with a qualified instructor who will offer guidance and motivation. Many of these participants have reported long term changes in their health or medical condition.

- **330** participants on the programme this year
- **99%** achieved all or some of their personal outcomes
- **60-75%** of participants reported a positive reduction in either weight or blood pressure
- **97%** confident to exercise independently at the end of the programme
- **93%** would recommend the programme

Hosted Events

Participation may be our day-to-day business but we also know how important and enjoyable it is to cheer on the performance athletes at the top of their game. That's why we work hard to attract major events to the area; from the first ever Basketball Tournament in 1967, to the sensational spectacle that we host which is the annual Scottish Open Volleyball Tournament, we deliver and support more variety than any other provider in Perth and Kinross.

Dewars Centre

In Dewars Centre in 2015-16 we held a number of new events including the Perth Masters Ladies International Curling competition that was televised on BBC Alba. Many of our hosted competitions are televised due to their national importance including the World Bowls Tournament and Perth Masters Curling competition.



Other significant events, exhibitions and conferences included:

- Royal British Legion three day event
- Armed Forces Job Fair
- SNP National Executive Conference
- PKC Early Learning Exhibition
- YARA five day Curling Competition
- Sports Personality of the Year Awards
- Society of Law Accountants Scotland seminar
- Chest Heart and Stroke Seminar - NHS
- Model Railway Exhibition
- Scottish Philatelic Society

Bell's Sports Centre

- Scottish Youth Netball Championships
- Scottish Futsal National Finals
- Scottish Trampoline Tournament
- Scottish Gymnastics Association events including Gymfest
- Scottish Floorball League
- Scottish Parliament Elections and European Referendum

A Vision For Delivering Exemplary Events

The Royal Scottish Country Dance Society annual event has taken their event around a variety of venues across Britain over the years but has now committed to a fixed location at Bell's. This is testament to the team on the ground, with a note from organisers stating that Bell's has proved to offer the best customer service and is their preferred venue of choice.

We received special praise from their Oxfordshire Branch following this year's event:

"We wanted to congratulate your company and staff on the excellent job they did catering for us throughout the weekend."

BSC also held the British Juggling Convention, a closed event for 400 jugglers which ran for 24 hours over five days. The Café opened extended hours to cater for campers and this fun event saw Bell's at the centre of a city-wide juggling spectacle! The team at BSC proved once again to be exemplary and all pulled together to cover additional hours round the clock.

Live Active Events

One of the reasons LAL's 50th Birthday Celebrations proved to be such an outstanding success is that we have such a breadth of experience in delivering events throughout our Company. As well as developing new events, we continue to grow our ever popular sporting events offer too.

Two excellent examples of events that have grown both come from the award-winning Highland Race Series.

Aberfeldy Youth and Junior Aquathlon

Building on the growing appetite for multi-discipline sports, Live Active Leisure announced a new and exciting event in 2015. The Aberfeldy Junior and Youth Aquathlon took place the day before the ever popular Aberfeldy Sprint Triathlon on Saturday 30 May 2015 and was delivered by the LAL event team who managed the Scottish and British Triathlon Event of the Year in 2014.

The Highland Perthshire Event Team has traditionally delivered some great adult events and for some time now has been missing a junior event. The Aquathlon is a fantastic addition to the events portfolio and with it LAL aimed to create a real Tri Festival atmosphere over the event weekend. By running the event over the same weekend as the Sprint, we were in a position to use the same event infrastructure therefore utilising chip timing, medal ceremonies and professional race organisation to reward the children taking part with a big event atmosphere.

Our target in year one was to attract 50 athletes which we overachieved by reaching on the day participation of 70 young athletes. The feedback we had from athletes and parents alike was all very positive.

"Many thanks for all your hard work in adding a children's event to your schedule. It was a great positive and supportive environment for children to experience. Well organised as always with your events and a beautiful setting. We all had a great day out and a great first experience for my daughter's first aquathlon and helped my son overcome the demons of past triathlons and enjoy the sport again! Look forward to future events"

Pitlochry 10k

The Pitlochry 10km was 10 years old in 2015 and achieved its biggest race field to date with 386 finishers. To celebrate its 10th year our event partner SSE supported the presence at the event of Eilidh Child, Olympic, European and Commonwealth 400m hurdles medallist. Additionally Scottish Athletics asked us to deliver a new 5k event as part of their Jog Scotland Challenge series. We set a target of 50 athletes for this new event and 55 athletes finished the event.

Such was the success that the event won Event of the Year award at PKC Sports Awards in March 2016.



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. We are one of our region's biggest deliverers of activities for children and in 2015 - 16 we have increased our income associated with Children and Young People programmes by £40,000 to an all-time high company-wide.

Gymnastics

LAL is committed to improving the quality and availability of its programmes to new and existing customers. Growing waiting lists for gymnastics resulted in a review of waiting list management and booking systems by the gymnastics and programming staff. New procedures have seen a positive impact on customer experience, class numbers and programme growth, including the creation of a new Gymnastics development class at Bell's and growth in uptake at Live Active Letham by adopting a locality approach to waiting list management.

Highlights From Each Locality



Perth City - Bell's Sports Centre has introduced two pre-school drop-in sessions combining Wee Springers, Balanceability, Kickabout, basketball and soft play bouncy castle into one class. The class has been extremely popular with parents citing the drop-in nature as one of the main reasons for this. They can arrive at any time and stay and play for the duration.

Loch Leven- Introduction of new Sport and Splash Camps at Live Active Loch Leven and Loch Leven Campus over the summer and October Holidays replaced our previous products of the Full and Half Day camps and for the first time offered a full day activity that incorporated activities at both Loch Leven venues. The results were outstanding - two weeks of camps in summer and the week in October were all full with long waiting lists and feedback from both parents and participants was unanimously positive. There was a 60% improvement in customer numbers compared with the Holiday Hero programme in the previous year.

Blairgowrie- The purchase of two bouncy castles and soft play equipment in partnership with PKC, has led to the introduction of programmed weekend Inflatable and Soft Play sessions. These are also available for private hire for Birthday Parties and this has seen an increase in bookings as the local community enjoys the space to celebrate.

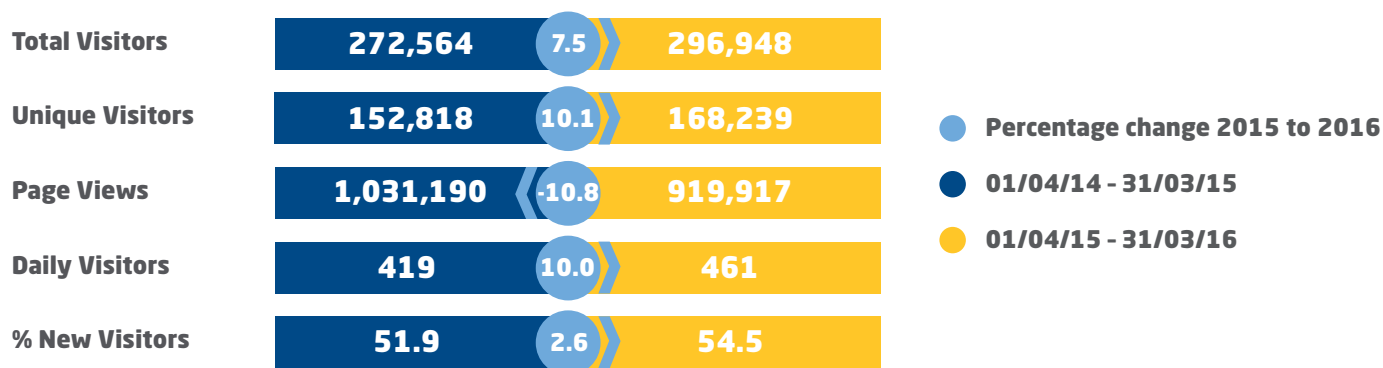
Strathearn - The new Active Fun Dance class has been a huge success, with additional classes added to meet demand. As an added feature, our instructor also runs classes in a number of other towns and villages and our local Strathearn participants join up with other dancers to perform shows twice a year.

Highland - Gymnastics continues to be a popular choice for children in Highland Perthshire and older gymnasts have consistently progressed, particularly following the extension to the class time. This has allowed 'bigger' skills to develop.

Marketing and Sales

Following a successful rebranding campaign and website launch in 2014/2015, this was a year of consolidation and measurement for the marketing team. With the huge growth in digital marketing we focused the largest part of our efforts into making better use of the channels available to us and working with local content platforms such as Small City Big Personality to further enhance our digital footprint.

In May 2015 we reached the second phase of our web development, which saw us fine tune the navigation, taking into consideration feedback received from customers. The information below shows how successful our website now is and how the feedback improved experience. We are welcoming more new visitors and they are finding information more quickly which is evidenced by less page visits.



This shift to web based content can be witnessed throughout marketing activity as local press continue to use LAL content in both their online and traditional print formats. As well as achieving £120K of newspaper coverage in the period, we also succeeded in securing linked content across all local press channels for over 90% of our self-generated stories as well as references to LAL in club, athlete and venue news. Brand awareness in the local areas has vastly improved in recent years and with a clean, focused message now in place it was time to offer ownership of the local message with individual Facebook pages launched for all localities.

Sales campaigns

Marketing continues to develop and launch Fitness Membership sales campaigns. Return on Investment continues to improve as the shift to email marketing continues and CRM identifies opportunities.

Customer Experience

In May and November 2015 we continued with our Net Promoter Score surveys, which identified how likely our customers were to recommend us to others. November 2015 figures were as follows:



It is positive that our 'recommend us' score was 10 above target and 14 higher than November 2014, however we still have more to do. Customer Experience has a renewed focus in the Business Plan for 2016/17 to 2018/19 and we look forward to improving our customers perception, in particular by increasing the value of the products and services they buy.

Caring For Our Environment



Water

In August 2013 the company made some changes to the shower, toilets and taps at Perth Leisure Pool, this resulted in:



Gas

There has been a knock-on reduction in gas consumption because we have been heating less water for showers and hot water taps, with most sites achieving a minimum:

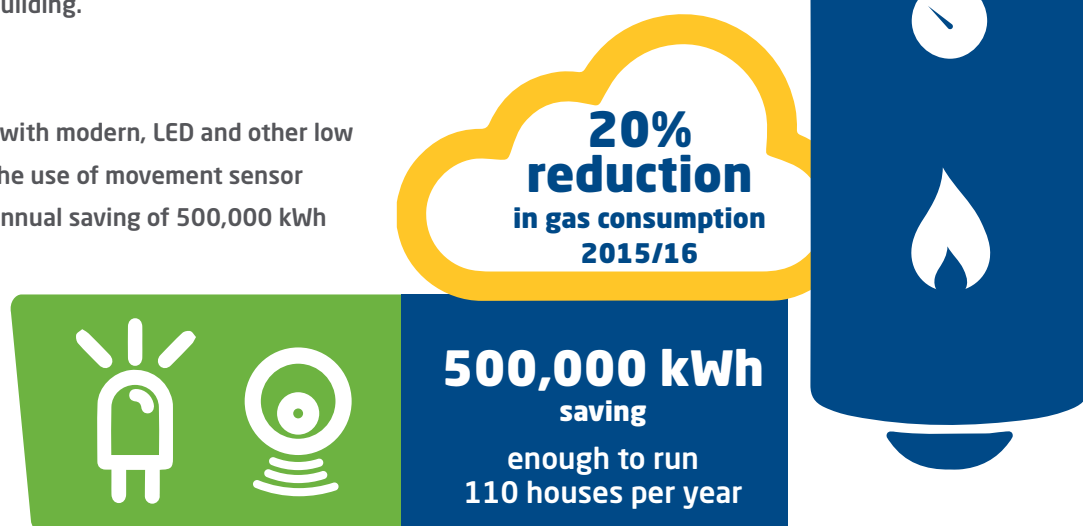


Improvements in the building management systems at all sites has resulted in better control over heating, temperature and air handling all contributing to a significant saving.

Replacing the water heater at Perth Leisure Pool, in 2015, has made a significant contribution to the 20% reduction in gas consumption (adjusted for degree days) in the 2015/16 budget for this building.

Electricity

Replacing old style light fittings with modern, LED and other low energy alternatives along with the use of movement sensor switches has contributed to an annual saving of 500,000 kWh across the company.



Our Customers

"I train probably 22 hours a week in Perth Leisure Pool and then about four hours doing other things. I'm doing yoga at Rodney just now which is great and I do an extra two or three hours in the strength gym. **Having my Talented Athlete Pass means that I can do all of this at no extra cost to me or my family.**"

Stephen Milne - Olympic & Commonwealth Swimmer and Live Active Ambassador

"Start Fit membership has been a lifesaver for me. I have two young kids and a full time job and I'd say that since my youngest was born in 2007 I've never really felt like myself. I saw the programme and liked the mix of classes, training and food diary checks - I can honestly say I've not fallen off the wagon yet. **I've found it really useful to have the help of the team on hand and I think the overall approach to lifestyle changes is exactly what I've needed.**"

Val - Startfit Member and busy mum who is getting it done

"When you can't breathe you're restricted in lots of things; it's that simple. As you get older you have less physical strength and finding a way to start things off at a suitable ability level and work from there is a great thing. **It's made a huge difference to my quality of life and that means it's also a very good thing for my mental health.**" Jim -

Activity Referral client and long time Live Active Letham supporter

"This was my first sprint triathlon, and I would like to thank all the staff and competitors as everybody was so welcoming and encouraging! **The event was extremely well organised and made me feel welcome and calmed my nerves slightly! Great day and will be doing it next time!**"

Lindsay - First time Live Active Sprint Triathlete

"**The new studio at Bell's is fab, the classes and instructors are brilliant. The new timetable offers a great variety of classes and I love attending them!**"

Nicola - new Studio customer at Bell's Sports Centre

Looking forward

"I think I'll start by saying how fantastic this 50th year has been. For me, being in a position where I can say that we absolutely believe we have something for everyone is a fantastic feeling. If you have the slightest inkling to get moving, be more active and have fun doing so, then we generally have an activity, a class, a sports hall, a gym or a personal trainer that can make that happen for you in some way. Whatever it is you decide you want to do, we can deliver it, prepare you for it, or even simply 'point you in the right direction' if needs be.

I'm confident that we have the potential to deliver on so many levels because underpinning everything is the experience and knowledge of a phenomenal team of nearly 600 people, and I know that each and every one of them believes in the huge benefit of being involved in sport, leisure and physical activity, no matter in what form that may be.

What we do... it's a big remit that we cover now and yet I think some people will still perceive us a bit too traditionally as a provider of 'public' swimming pools, sports centres and longstanding sports such as badminton and football and fitness sessions such as gyms. Of course all of these things are an important part of our offer but that isn't the whole picture by a long way. We want to show that everything from walking and gardening to skateboarding and mountain biking are all great ways to lead more active lives. Anything that involves you moving - and being away from a screen for hour after hour - is a positive step forward in our book. Make that fun too and it's a win-win!

I know I have a vested interest in encouraging our community through our doors; our business is no different from any other in that respect. The only difference is that we reinvest 100% of our resources back into the provision of services and venues and we don't pay out a penny to 'shareholders' as we only have one, and that's the Council as our Sole Member.



Whilst we deliver a wide range of venues and services through our contract with the Council, we also need to generate income to maintain our venues and services and we seek to do this without ever forgetting that these are economically challenging times. We also have invaluable support from funding bodies - The Gannochy Trust was our first, and continues to be one of our largest supporters - who help us in our efforts to deliver added value benefits across various sections of our community through a number of different initiatives.

So, because the vast majority of our income is self-generated or coming from funding sources, as an organisation we need to generate money from key activities to ensure our future endeavours are cross-funded and the many important non-profit making services we deliver to the more vulnerable or disadvantaged or health challenged sections of our community continue to happen. We are at heart a socially motivated organisation that has commercial acumen throughout its Board and team to help deliver sustainability and services that otherwise would not be possible.

Of course, with venues and locations such as Bell's Sports Centre on the North Inch we find ourselves welcoming in events such as the amazing Juggling Convention, Scottish Gymnastics Events, National Leagues and the annual Scottish Open Volleyball Tournament, to name but a few. The venue, setting and its location close to the city centre are a real strength and this helps Bell's Sports Centre to host events on 48 weekends out of 52; that has a huge impact on us and on the city centre businesses that benefit from room nights, people eating out and other secondary activities.

Finally for this year, with sport, fitness and physical activity being a clear focus at a national level it is our job here in LAL to embrace the research, national trends and other influences and ensure we apply them locally, so that our services are relevant for our communities and the people that we serve, because that is ultimately what matters at the end the day.

It matters that people want and like what we deliver and I know I speak for the entire Live Active Leisure team when I say that despite incredibly difficult economic times and working with reduced available funding, I'm looking forward to another new and exciting chapter in our 50 year history. Surely with our excellent venues, relevant and exciting programmes and a strong understanding of the huge benefits of being physically active, there are now more opportunities and more reasons than ever before to get out and live active in Perth and Kinross."

Jim Moyes
Chief Executive Officer





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
Glennearn Community Campus

Nine Community Halls



www.liveactive.co.uk

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Working in partnership with Perth & Kinross Council