

STRATEGIC PLAN

Providing great experiences and fun Activities for our customers

STRATEGIC PLAN

2020 TO 2023

2nd Edition November 2020

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Inverclyde Leisure operates leisure and community facilities in the west of Scotland and works in close partnership with Inverclyde Council. The company is a registered charity focusing on delivering sport, activity, culture, and health for the local community.

The company is governed by a Board of nine Directors who delegate the responsibility of running the company to the Chief Executive and the team who report periodically to the Board.

Inverclyde Leisure (IL) had grown significantly in previous years, but COVID-19 changed everything, with the company losing a large amount of customer in 2020 and requiring increased funding from Inverclyde Council.

The aim of this plan is to rebuild the company. Our objectives are to build customer confidence, win our customers back and attract new customers. This will be delivered through our key message of health and wellbeing and how activity, sport and culture can improve people's lives. Our aim throughout the plan will be to deliver the following initiatives:

- Winning loyal customers existing, old, and new (winning hearts and minds through health, wellbeing and experience)
- Leverage technology to improve customer experience
- Consolidate and reducing expenditure where we can do so and apply for available funding
- Utilise dynamic employee scheduling
- Continually reviewing programmed activities
- Be creative and search for ways to be innovative



- Seek for ways to grow as the environment becomes more stable

The strategic plan sets a course for recovery for the company over the three years. The strategy has been developed through consultation with customers, employees, and stakeholders to ensure that great ideas turn into meaningful aims and objectives. This subsequently dovetails into valuable external research.

Our mission has been reviewed as part of the process and our focus will be providing great experiences and fun activities for our customers.

Our vision and values continue as in previous plans.

To be the best in the eyes of customers, employees, and our stakeholders:

- Being Enthusiastic
- Being Positive
- Being Professional
- Being Open Minded
- Being Innovative
- Being Honest

IL believes in working in partnership with all stakeholders creating value for our partners and always striving to continually improve in everything we do.

The research has changed significantly from the original plan where Brexit was one of the main risks, although still very much a concern, the effect of COVID-19 has dominated the research from the economy through to detailed leisure industry analysis.



In summary from the research as well as having serious implications on people's health COVID-19 is and will have a serious impact on the U.K and Scottish economy for the foreseeable future with recession in the first two quarters of 2020. As businesses were getting used to the new world with social distancing measure and becoming COVID-19 compliant the UK plummeted into a second wave giving even more uncertainty to business already facing significant challenges.

Governments have helped and continue to do so with a mixture of fiscal and monetary support packages for business, but this does not cover all costs. There is considerable uncertainty regarding the economic outlook for the next few years and this will likely influence unemployment in the area

and people's disposable income. The economy will recover but the path and speed will probably mirror our success in managing the health crisis and operating in a different but productive manner.

The impact on the leisure industry has been significant with required closure for a major part of 2020 and a considerable loss of income and risk of financial sustainability for parts of the sector. There is also uncertainty of closure with the new tier system in Scotland that may have an effect on the company depending on the rate of infection in the area.

The public leisure and cultural landscape will be in a fragile position for a significant period with a lengthy recovery. There is a great deal of research and evidence that the physical activity sector can help play a role in the recovery both from an economic and health perspective. Below are some of the key themes:

- Better health can fuel global growth by enlarging the labour force and increasing productivity with fewer people likely to die prematurely working age increases, people are healthier so sickness declines, people are less distracted by manging illness and fewer worker early retirees from health issues.
- Being physically active helps prevent heart disease, strokes, diabetes, and a number of cancers as well as playing an important part in maintaining a healthy weight and reduces the risk of developing depression.

Despite the bleak economic outlook and uncertainty above there are opportunities going forward and there will be a recovery. When the timing is right Inverclyde Leisure will manage that opportunity by getting ahead of the competition, constantly reviewing, and taking necessary action with the key aim of emerging a stronger and better as a company.

Opportunities going forward:

- There is an opportunity that society must awaken to the importance of staying healthy as a defence against illness
- According to research collated by the NHS exercise can reduce the risk of illness by up to 50% and lower risk of early death by 30%
- Creating wellbeing driven general programmes across communities to improve health
- Creating value to customers through engaging digitally with our users both socially and through activity
- Using data to drive customer experience to understand trends
- Creating opportunity from technology and digitalisation for our customers driven by software and supported by our facilities
- Creating audio visual experiences for our customers and winning hearts and minds of our customers through motivation and creating highly stimulating environments
- Creating more individualised services for our customers
- Creating more balanced lifestyles programmes for our customers
- Review emerging training approaches and keeping programmes fresh
- Creating programs for the active aging 70 plus market
- Creating programmes for the millennial generation who would rather spend their disposal income on fitness

Research pre COVID-19 also highlighted that sports have seen an increase in fitness related sport such as running, cycling, jogging, aerobic and weight training. However, football, golf and bowls are on a downward trend - especially amongst the 16 to 25 age group.

The future for health and wellbeing seems to represent enormous opportunities for customers and Inverclyde Leisure to create the correct mix of programmes and activities as we rebuild the company.

The local area is forecasted to decline in the coming years, and this has been further influenced by COVID-19, but there are still key areas of strength to the local demographic profile within good catchments to our facilities.

Consumer research, both user and non-user, highlighted some important areas for IL to focus on. These included the importance of general health and wellbeing and importance of technology to consumers.

The plan includes new objectives to drive the business throughout the next few years. The new objectives have been formed by focusing on recovery, rebuilding, and growing when the environment becomes more stable.

Corporately, we have some fantastic improvements planned. From a Human Resource perspective, we will continue to proactively engage with employees putting the right people in the correct positions. Training is even more fundamental for employees and the company to ensure process are being followed and the company are delivering safe services during the pandemic. One of the new objectives in later years will be an employee recognition scheme focusing on desired behaviours, values and outcomes ensuring the company recognises employees who want to do a great job. The scheme will be open to all staff and any position, the aim being to identify some stars for the future. We will also continue our approach to succession planning by upskilling and training employees through development courses. To ensure we rebuild the company as quickly as possible we will also be reviewing the company structure to aid in the recovery.

Marketing has been the foundation for Inverclyde Leisure's growth over the last few years and it remains a key priority to help the company recover. The focus over the next three years will be:

1. To target the customers we have lost through COVID-19
2. Win new customers through innovative and creative products and services
3. Grow the market through new projects and initiatives

Technology will be more prevalent and a lot of this will be driven through Information Technology. IL are at the forefront innovation in our sector and have invested in developing cloud-based systems, apps and a new web to ensure we have a strong presence online and this will be further enhanced within the next three years through video and better digital presence both socially and through online programmes.

To ensure we have well maintained facilities, our Facilities Manager has been centralising all preventative maintenance contracts. Reactive maintenance will be managed through our facility management software and external contractors who repair and replace broken items. Life cycle costs remains a split responsibility between IL and Inverclyde Council.

Business development is another important part of IL's recovery. in April 2020 we transferred the Whinhill golf course from IC. We also have existing projects in the pipeline that after we have stabilised will help build income for the company. These include the new indoor tennis centre, the new movable floor at the Waterfront, in year three the potentially refurbishment of the remaining fitness plus gyms with the new zoning model and keeping an eye on the market for emerging trends to ensure we have the best products and services for our customers.

Customer service has always been a strength for the company, and we will continue to train our employees to value customer experience to ensure that customers enjoy the products and services we offer.

From a Health and Safety perspective during COVID-19 we have worked closely with our health and safety advisors to update our pandemic procedure and have been advised on the best way to manage safety during the pandemic. During the pandemic we have also embedded government and industry guidance to ensure we are operating as a COVID-19 safe company.

Once the environment improves and stabilises from the effect of COVID-19, IL will continue to drive our Quality Management System and Health and Safety systems delivering further improvement.

From March 2020 our support from live active advisors has been delivered online. The health and wellbeing market is an area of opportunity for the company in future years and we aim to develop targeted programmes for our customers and bring in new programmes for the active aging market, mental health, behavioural change and general health and activity programming to:

- Encourage and enable the inactive to be more active
- Encourage and enable the active to stay active throughout life
- Support wellbeing and resilience in communities through physical activity and sport
- Develop physical confidence and competence from the earliest age
- Improve opportunities to participate progress and achieve in sport

The operations team aim to deliver the very best customer experience and initiatives. The operational strategy focuses on rebuilding the business.

Operationally, the town halls will continue to focus on serving the community and once we are able to do so, we will work with our catering contractor to bring back events and bookings to the halls. 2020 hit the halls income particularly hard but the pipeline has increased in future years due to movement of bookings.


Parks and pitches have been severely affected in 2020 and IL have been operating pitches following government advice and dependent on demand. The hope is that although there will be some redistribution year one that football will resume fully in future years.

The main improvements planned in later years are in the Booking Office by improving systems and engaging with users to enhance their experience.

Community centres are the focal point of the community and give the opportunity for community groups to book great value for money facilities. As we start to reopen town halls fully, we will look to contact community groups to use the town halls for facilities that will not open till April 21. In 2020 we aim to operate KNCC, Grieve Road and Auchmountain and work with all the voluntary managed community centres once they can open. The two remaining community facilities are currently assigned for COVID-19 testing and for food distribution. As we enter year two and three our aim will be to rebuild our customer base.

The leisure estate continues to be our main source of income for the company and the rise of fitness related sports makes it a great place to invest.

The Waterfront is IL's largest centre and reopened on the 31st of August 2020 after being closed since March due to COVID-19. This has meant that usage has reduced significantly and there are still only parts of the building able to open this includes loss of income from skating, curling, classes, swimming and saunas. The aim is to slowly rebuild in 2020/21 to reengage with our




customers considering there may be further restrictions to services through local lockdowns. In year two we aim to continue the process of rebuilding and attracting back users and in the final year of the plan the aim is to continue to build, to get back to original levels by the end of the year.

Improvements at the Waterfront include packaging and increasing children's parties, the continued development of the fitness plus brand, express fitness, and development of fun swimming activities. New innovations to be investigated focus on creating a more frictionless customer journey through remodelling reception, digitalisation, self-service and creating immersive fitness experiences. The main programming developments focus on active aging, health, and children/youths at the centre.

Port Glasgow pool reopened in October 2020 funded by Inverclyde council. The aims at the centre are to rebuild swim school participation, the express fitness studio and in later years develop children's party package and targeted health programmes.

Gourock pool and gym is a focal point for the company in the summer months, with good weather attracting visitors throughout Scotland. Gourock pool opened in early September 2020 and operated through to the end of October 2020. For the following two years Gourock pool is planned to open as usual to the end of September. In year three as part of the continued investment in the



site, we aim to refurbish the fitness plus gym using the new zoning model to create a superior experience for our customers. We also aim to improve the customer journey and bring an imaginative programming for the active aging, health, and fun activities such as doggy swims.

Boglestone has seen significant investment over the last few years, unfortunately COVID-19 has severely affected our income this year with soft play and the Proud to Serve Costa Café missing any income from the key summer holiday period and October half term. The hope would be that these facilities can open later in 2020 or alternative funding can be found. In year 2 and 3 we have assumed these services will be operating at pre covid-19 levels

The gym has also been affected in 2020 with some user cautious to return. The aim for the centre in future years is to recover the soft play, café and drive the fitness for less gym back to original levels. The main developments at the centre come from maximising the usage of the bookable rooms and the potential redevelopment refurbishment of the squash courts in later years.

Birkmyre fitness gym opened late August 2020 due to COVID-19, the centre is a key part of the local community of Kilmacolm offering the fitness plus model, café and grass pitches. The aims over the next few years are to rebuild memberships, look to refurbish the fitness gym using the new zoning model, develop the programme with a boutique offering and improve access control creating a more frictionless customer journey.

Lady Octavia reopened in October 2020, the centre offers a fitness for less gym, as well as having a four-court hall and all-weather pitches. The focus for Lady Octavia will be to rebuild the fitness membership and in later years develop more programmed activity such as football, nerf gun parties and programming off peak times with health-related programming.

Greenock Sports Centre offers a large multi-use games hall to accommodate football, events, basketball, volleyball, badminton etc. IL has an

extensive group fitness programme such as Bodypump, Bodycombat, Bodystep and Bodyattack. Unfortunately, these programmes have been affected by the Scottish government tier system. The centre has also been severely affected by limited bookings and sports clubs not returning in 2020. The aim over the coming years will be to rebuild our customer base and fully open the centre fitness provision. The centre will require extra funding until customers return. The centre is also in need of investment and we will be working with IC to prioritise the investment over the leisure estate.

Ravenscraig Activity Centre is another facility that has been hit badly by COVID-19, although the gym opened the 31st of August the soft play, café and climbing have remained closed. The focus in the next few years will be to rebuild the fitness membership, developing birthday parties corporately, rebuilding the climbing club and in later years reviewing the gym design to further enhance the customer experience.

The indoor bowling centre runs during the winter months. Unfortunately, so far in 2020 we have been unable to open the facility because of restriction due to COVID-19 and the hope is that we will reopen January with bowling league matches stating at the same time.

The plan is for to return to normal usage over the remaining years.

Financially the company will require extra funding if we are to continue to operate the same amount of facilities and services in our current portfolio. This funding will be required for the initial effect of COVID-19 in the first year where facilities were closed and the company was operating under government restrictions for a large part of the year. As the company rebuilds, we will be reducing that extra funding for the following two years with the aim of full recovery after that. A full break down of the finances over the three years will be discussed as part of the board meeting cycle and updated as discussion progress with Inverclyde Council who will decide on the level of funding.

INTRODUCTION TO THE COMPANY 2.0



Inverclyde Leisure is a registered charity, community focused non-profit company established in 2001 for the purpose of delivering sport, leisure & health in Scotland.

IL operates community halls, parks and pitches, sports facilities, health and fitness facilities, swimming pools, ice facilities and an athletics stadium.

IL works in partnership with Inverclyde Council and aims to provide a quality service for its customers, employees and stakeholders by delivering great value facilities and services.

Below is Inverclyde Leisure's portfolio.



INVERCLYDE LEISURE FACILITIES

IL currently delivers its operation in the Inverclyde area with its main centres shown below:



A Waterfront Leisure Complex & Fitness Gym
Customhouse Way, Greenock, PA15 1EW

B Greenock Sports Centre & Fitness Gym
Nelson Street, Greenock, PA15 1QH

C Battery Park Pavilion & Pitches
Battery Park, Eldon Street, Greenock, PA16 7QG

D Birkmyre Park Gym & Pitches
Broomknowe Road, Kilmacolm, PA13 4HX

E Boglestone Fitness Gym and Boglestone Community Centre
Dubbs Place, Port Glasgow, PA14 5UD

F Gourock Pool & Gourock Fitness Gym
Albert Road, Gourock, PA19 1NQ

G Lady Octavia Sports Centre
Bridgend Road, Greenock, PA15 2JN

H Port Glasgow Swimming Pool
Bay Street, Port Glasgow, PA14 5EB

I Ravenscraig Sports Centre & Stadium
Auchmead Road, Greenock, PA16 0JE

J Indoor Bowling Club
Port Glasgow Road, Greenock, PA15 2UL

K Greenock Town Hall
Clyde Square Greenock, PA15 1LY

L Port Glasgow Town Hall
35 King Street Port Glasgow, PA14 5HD

M Gamble Halls
44 Shore Street Gourock, PA19 1RG

N Parklea Community Sports Facility
Greenock Road, Port Glasgow, PA14 6TR

O Gourock Park
George Road, Gourock, PA19 1YT

P Broomhill Park
Dunn Street, Greenock, PA15 4JF

Q Whinhill Golf Club
Beith Rd, Greenock PA16 9LN



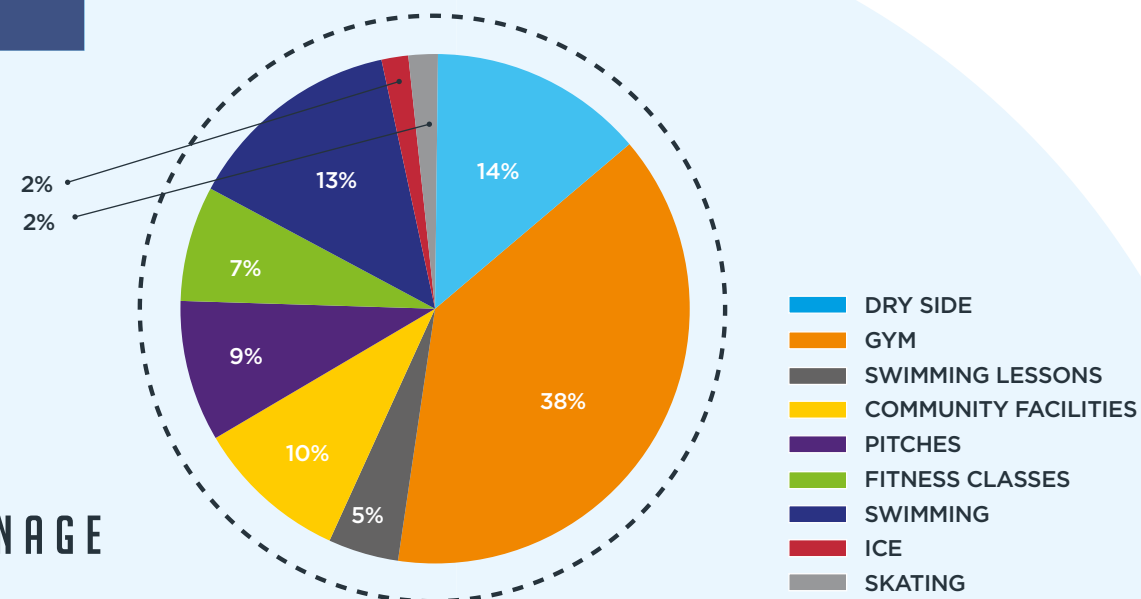


IL had over 1.6 million customer visits per year pre COVID-19 split into segments in the graph below and our aim is to get back to those levels once again.

Overall, the company's usage has increased significantly in the past few years, due largely to the improvement in facilities and the development of key products and services.

This include:

- Investment in Boglestone and Ravenscraig leisure facilities creating new family activity areas including Soft Play, Café etc.
- Investment in the Waterfront Leisure Complex with a new ladies only gym, café, CHP, skill Bike Studio, remodeled gym creating more added value, new ice cutting machine, studio equipment, hydro massage beds, LED light replacement etc.
- Creating new express fitness circuit at Port Glasgow pool
- Developing a proposal for a new tennis facility
- Improved access control systems at various facilities
- Improved IT systems
- Investment in marketing and promotion



- Investment in employee development through CMI and job specific training
- Investment in new Fitness for Less brand at Boglestone, Lady Octavia and Ravenscraig
- Upgrade of Kilmacolm Fitness Plus Gym at Birkmyre Park
- Investment in CrossFit facility
- Upgrading of Gourrock Fitness Gym

Our partners at IC have also funded many property costs including works at the town halls, boiler replacements, dehumidifiers in the ice rink, new flooring in the ice rink, bowling upgrade, changing room replacement at the Waterfront and other general works.

IL has also been recognised for the high standard of its operations with a number of awards including:

- 2018 Quality Service Provider of the Year at the National WOW Awards
- 2018 NPS Customer Service Award
- 2017 Regional Gym of the Year at the National Fitness Awards
- 2016 National WOW Award for Putting the Customer First
- 2016 UK Active Finalist Spark of Innovation
- 2015 UK Active Engaging the Community Finalist

Inverclyde Leisure Limited is a registered Scottish Charity and is governed by the Office of the Scottish Charity Regulator, universally known as OSCR set up under the Charities and Trustee Investment (Scotland) Act 2005. In exchange for the benefits of charitable status organisations require to provide public accountability.

Below are IL's charitable aims:

- To provide facilities for recreational, sporting, cultural or social activities for the community
- To encourage and to promote for the purposes of social welfare, information on nutrition, health, exercise and healthy lifestyle

To qualify as a charity, an organisation's purposes must be for one or more charitable purposes, must be for public benefit and must not be party political, nor permit profit distribution for non-charitable purposes nor be subject to ministerial control.





2.1 MISSION STATEMENT

The company's mission is to provide great experiences and fun activity for our customers. Inverclyde Leisure's mission enables the company to provide great experiences through products and services that are fun for our customers. The company is forward thinking, always looking at new ways to improve products and services and bring in the latest developments from the market. COVID-19 has also driven safety into that great experience so our customer can feel secure and safe when they use our facilities and services

"Providing Great Experiences and Fun Activities for our customers"



2.2 IL'S VISION

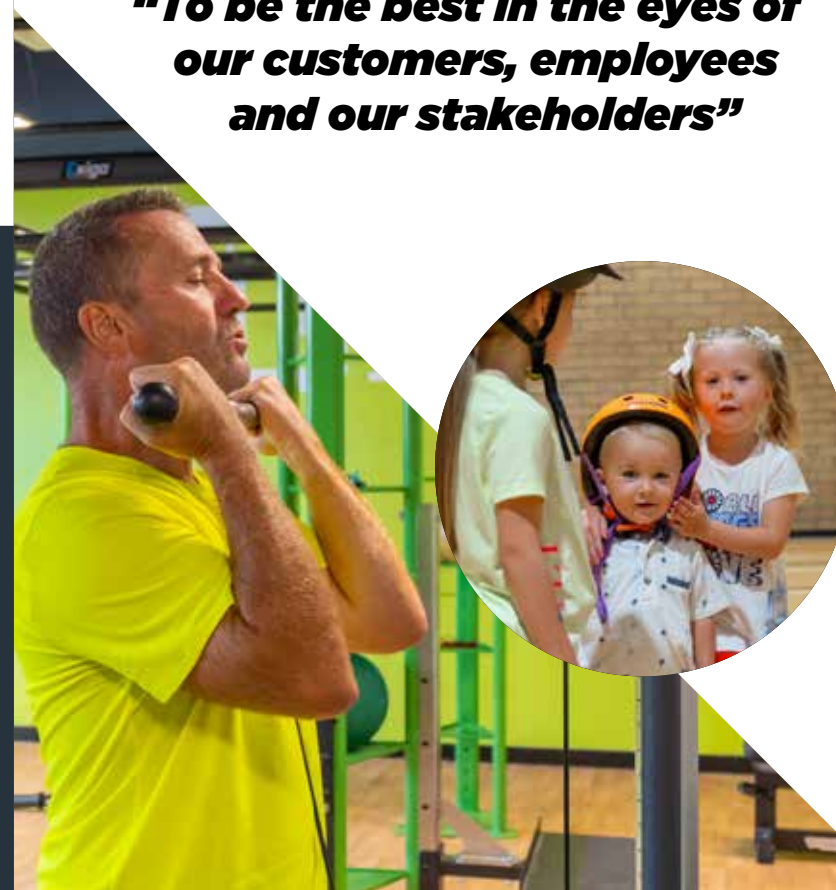
IL is a successful company well regarded by its stakeholders, customers, and users. It is well managed, innovative, safe and resourceful allowing it to prosper and flourish.

The aims of the vision and values are to provide a co-ordinated strategic framework which is aligned throughout the company through decision making, the management of resources, communications, recruitment, training, and to develop a shared sense of purpose among all stakeholders. By providing something that can be easily memorised and understood.

Employees at all levels can understand the ethos and beliefs that drive IL, recognise its future direction and identify how they can play their part in delivering that future vision.

The vision statement remains the same for the next three years. Our focus is to be the best in the eyes of our customers putting greater emphasis on customer care and feedback, developing our people in line with achieving more challenging objectives and working with our partners and stakeholders for the common good.

"To be the best in the eyes of our customers, employees and our stakeholders"



***BEING OPEN
MINDED***

***BEING
HONEST***

***BEING
PROFESSIONAL***

***BEING
POSITIVE***

***BEING
INNOVATIVE***

***BEING
ENTHUSIASTIC***

2.3 IL'S VALUES

IL seeks to achieve its vision by working within a transparent framework of core values. These values are very important to us and underpin everything IL does as a company.

IL's Values are:

3.0

3.1 STRUCTURE

Good governance is essential for the success of any organisation. Directors of Boards play a vital role in serving their communities by ensuring the proper procedures and policies are in place to manage the charity's resources effectively. They provide long-term vision and protect their charity's reputation and values.

IL is a company limited by guarantee and a registered charity governed by a Board of Directors whom are ultimately responsible for the charity, assets, and activities. The Directors role is to set the strategic direction, monitor the delivery of objectives and uphold our values.

The Board of Directors therefore, whilst having overall responsibility for everything that IL does, has delegated the management of the company including all day-to-day decision making and operational matters to the Chief Executive to ensure that the company is effectively managed.

The members of the Executive Management Team (EMT) have individual duties and responsibilities which make them accountable for their actions and for all employees within the organisation.

Within IL there are a wide range of stakeholders: our employees, local authority partners, local community groups, health, wellness, sports, cultural and other statutory bodies, suppliers, creditors, customers, national governing bodies, and the community at large.

To ensure that it remains at the forefront of the leisure industry and within the communities it serves, IL is represented on a wide range of local community and vocational groups.

3.2 GOVERNANCE

Directors set the long-term vision through the three-year plan and protect the reputation and values of their organisations by providing robust leadership.

The board provides good governance and leadership by:

- Understanding their role
- Ensuring delivery of organisational purpose
- Working effectively both as individuals and as a team
- Exercising effective control
- Behaving with integrity
- Being open and accountable

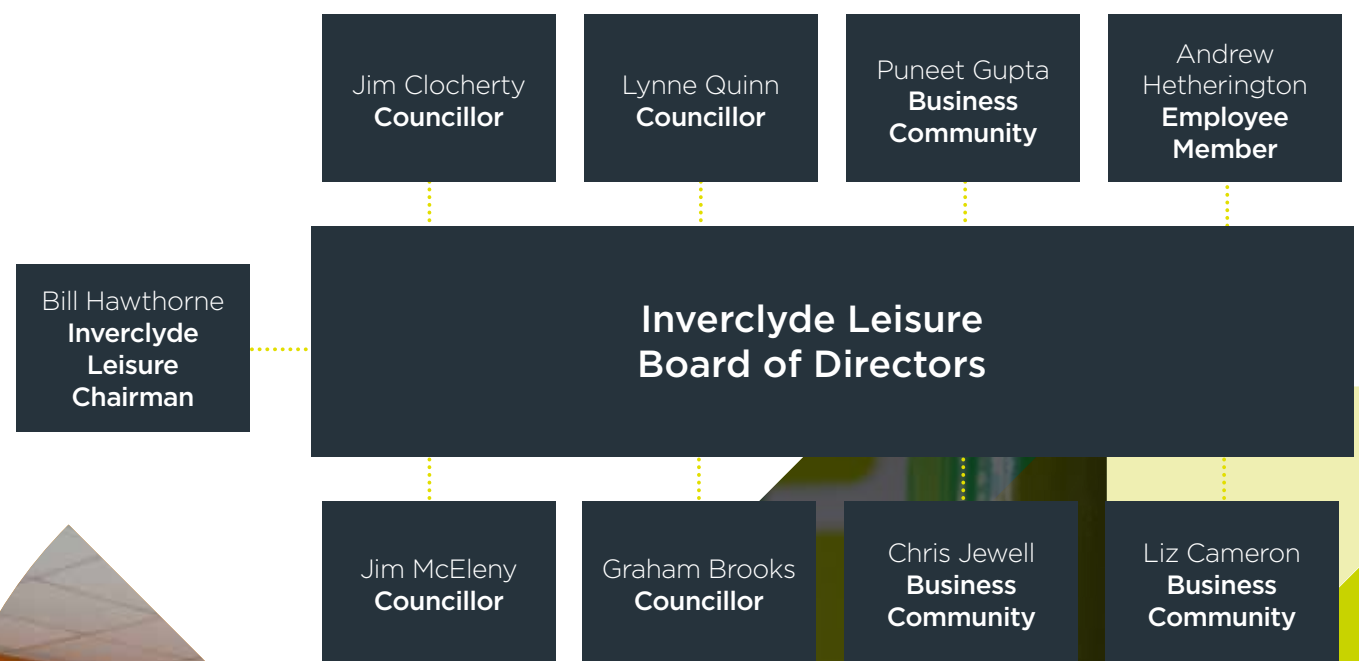
IL's Board of Directors

IL's Board of Directors comprises of 9 Directors who are also company members:

- Four Directors from the local business community
- Four nominated members from Inverclyde Council
- One employee Director

The Board of Directors

The Board of Directors ensure that the company does not breach any of the requirements or rules set out in its Memorandum and Articles of Association as well as remaining true to the charitable purpose



Executive Management Team

The EMT report to the board 6 times a year and give updates on areas of the agreed strategy being worked on and put forward new initiatives for discussion.

IL's EMT have corporate responsibilities (financial, health & safety and employment amongst others) to ensure the company is compliant, driven and a going concern.

- Kieron Vango (Chief Executive)
- David McCorkindale (Head of Leisure and Community Facilities)
- Audrey Lavelle (Finance Manager)

The performance of the Executive and Senior teams sets the standards for the whole company by cascading information, positive enthusiasm, commitment and professional standards to all areas, whilst at the same time

attentively receiving valuable 'front-line' feedback from across the organisation.

The EMT works closely with Directors at Board Meetings to ensure a seamless collective approach, which forms an integral part of the organisation contributing to its overall success.

Senior Management Team

The EMT is supported and assisted by Operations Managers, professionals within their own areas of expertise, with a range of responsibilities and a team of head office staff supporting cooperate functions such as IT, HR, Finance and Administration.

Please see structure below:



Inverclyde Council

IL has a close working partnership with IC where we discuss the Strategic Plan being worked on and any areas of risk regarding finance or operations in line with IC's funding agreement.

3.3 STAKEHOLDER ENGAGEMENT

IL creates value to our customers, partners and stakeholders by creating better ways of working, continually improving all areas of the business, innovating and finding new and better ways of doing things.

HOW WE CREATE VALUE FOR OUR STAKEHOLDERS

CUSTOMERS

- By continuing to listen to, and responding to their needs.
- By providing quality services that continue to improve.
- By delivering value for money.
- By giving opportunity to all regardless of circumstances.
- By giving a safe and enjoyable experience every visit.

LOCAL AUTHORITY PARTNERS, SPORTS AND COMMUNITY GROUPS

- By continuing to listen to, and responding to their needs.
- By providing quality services that continue to improve.
- By delivering value for money.
- By giving opportunity.
- By giving a safe and enjoyable experience every visit.

CONTINUOUS IMPROVEMENT

- By continuing to improve in all areas of the business.
- By innovating and finding new and better ways of doing things.
- By being environmentally and socially responsible.
- By listening to all of our stakeholders and acting on their feedback.

OUR TEAMS

- By effectively engaging with our teams.
- By becoming an employer of choice.
- By being a great place to work.
- By involving, investing in, and developing our people.
- By ensuring that we have the teams in place to deliver continuous improvement.

3.4 FUNDING

IL operates with the aid of a three-year funding agreement from IC. Usually most of the company's income is made up from products and services supplied to our customers. 2020 has been the exception to that with Inverclyde Council stepping in and providing additional funding to the company in order that Inverclyde Leisure could continue to trade of which we are extremely grateful for.

This strategic plan will set out a course for recovery for the company in the coming years and identify the funding levels for the Council to consider.

As part of the funding agreement, IC must approve IL's Strategic Plan. The plan includes indicative non-binding budgets as new initiatives are managed on a project by project basis so they can be fully developed.

Each plan will identify the sum that IC will pay to IL for the provision of the services over the period.

3.5 COMPANY KEY BENEFITS

Benefits to IL as a charity include:

- Financial benefits in the form of savings in NNDR and some taxation reliefs and exemptions
- A recognition that our community and public work contributes to society's betterment
- Access to a range of funding opportunities and grants including donations, legacies and the use of Gift Aid
- An assurance for the public and a high level of public trust that we are being and monitored
- An ability to react quickly to change
- There are no shareholders or dividends to be paid, as surpluses are reinvested into facilities, adding value rather than building share value for the benefit of their communities
- Less bureaucracy and increased speed of decision making
- Increased customer feedback
- An ability to react quickly to market forces
- The development of a shared vision and joint objectives

3.6 PARTNERSHIP WORKING

At IL we realise that formal contracts do not make successful relationships, people do. It requires a willingness to create a foundation on which trust, loyalty, and commitment can be built.

We work closely with Inverclyde Council to ensure that the agreed strategic plan is being delivered transparently. Every relationship is unique and must be treated as special. IL believes that you get what you put into the relationship. IL works very hard for common good. IL works in partnership with its many suppliers, funders and professional organisations developing these relationships



3.7 PLANNING PROCESS

The planning process helps us to move productively forward with a sense of direction, purpose and urgency. It translates the Board's strategic direction and vision into tangible and achievable objectives. Key points of the planning process are:

- Focuses the company on key issues and processes
- Increases communication throughout the company
- Helps us to understand who our customers are and how we can continue to meet their needs
- Ensures the optimum and efficient management of resources to carry out specific objectives
- Helps us work to more closely with our clients and partners
- Flexible – adaptable to meet changing needs
- Responsive – taking advantage of market and environmental conditions

- Co-ordination – all stakeholders working together
- Creative and Innovative – in what we are doing and how we are communicating to customers, clients and employees
- Challenging – continually stretching and stimulating
- Focused – moving forwards towards a clear, defined and understandable future based upon our core strengths and competencies

Once the Strategic Plan has been formalised, the plan is reviewed by the management team on a monthly basis and an update is also given the Council on a six weekly basis and the Board every other month. At the end of the financial year a full review of the plan is produced as an annual report, usually presented to the Board in September.

4.0

4.1 ECONOMIC OVERVIEW

UK Economic Outlook PWC

- As well as having serious implications for people's health the coronavirus (COVID-19) pandemic continues to have a significant impact on businesses and the economy. The latest economic data provided by PWC shows that the UK was officially in a recession following two consecutive quarters of negative growth in 2020 Q1 and Q2. The overall effect of social distancing measures that were in place from the end of March until July was to erase around a quarter of GDP in 2020 Q2, largely driven by a decline in household spending and investment activity.

Channels of Economic Impact from COVID-19

Global channels

- The spread of COVID-19 across continents and international policies to delay and reduce its spread (travel restrictions, quarantines, social distancing) is impacting global economic activity through the disruption to economic output, global supply chains, the movement of people and weaker demand.
- The pandemic is already having a significant negative impact on global economic activity and growth. The IMF project that the global economy will contract by 3% in 2020, assuming that the pandemic fades in the second half of 2020 and containment measures can be gradually lifted. To give a sense of scale, the contraction under this baseline scenario is sharper than during the 2008-09 financial crisis, and the IMF set out that the risks for more severe scenarios are substantial.

- The impact on global activity has implications for businesses in the Scottish economy which rely on international import and export supply chains (e.g. manufacturing) and those that rely on the movement of people (e.g. tourism).

Domestic channels

- The policy response to COVID-19 has meant that the pandemic has quickly moved from impacting the economy through direct labour market impacts, such as staff absence caused by illness, to much larger and more direct demand impacts.
- Measures to contain and delay the spread of the virus in Scotland have both supply and demand impacts on the economy. This approach intends to improve health outcomes by reducing the peak number of infections in Scotland to reduce the impacts on health and other public sector services.
- However, businesses are facing significant disruption to their operations over the coming months in terms of the availability of staff and a fall in demand, with many experiencing cashflow challenges, raising the risk of increased redundancies and business closures, with subsequent issues for households' income.

The UK economy suffered its biggest slump on record between April and June as coronavirus lockdown measures pushed the country officially into recession. (BBC News, 13th August 2020)

- The economy shrank 20.4% compared with the first three months of the year. Household spending plunged as shops were ordered to close, while factory and construction output also fell.
- This pushed the UK into its first technical recession - defined as two consecutive quarters of economic decline - since 2009. Chancellor Rishi Sunak told the BBC that the government was "grappling with something that is unprecedented" and that it was "a very difficult and uncertain time".

Fiscal and Monetary Policy channel

- A key channel of impact is the fiscal and monetary policy response to mitigate and offset the impacts on business and households from the global and domestic spread of the virus and the implementation of containment measures.
- Due to the pace and scale of the collapse in demand, the fiscal response has been significant, with the intention of retaining jobs and businesses. At a UK level, this has included direct fiscal interventions, including unprecedented direct government support for earnings of the employed and self-employed, potentially costing c.£100 billion and £330 billion in state backed loan guarantees. In Scotland, the budget measures were broadly replicated with a £2.2 billion package of support for business and a £350 million package to support welfare and wellbeing for the most vulnerable.
- Central Banks have also significantly loosened monetary policy to support demand in the economy, access to finance and support stability in the financial system through reductions in interest rates, increased quantitative easing and increased provision of liquidity to key financial institutions and banks.
- We have also seen the Financial Conduct Authority introduce a package of targeted temporary measures to help people with some of the most commonly used consumer credit products, reflecting the challenges faced by people from a fall in income and cashflow challenges.
- While the scale, and therefore the fiscal impact of the pandemic remain highly uncertain, it is clear that the outbreak will have an immediate impact on the UK's and Scotland's public finances. Depressed economic activity this year, combined with the monetary and fiscal policy responses, will have implications for the public finances through lower tax receipts and higher welfare spending.

Fiscal and Monetary Support Packages

SG's Fiscal Response

Business support package of more than £2.2 billion:

- A full year's 100% non-domestic rates relief for retail, hospitality, leisure and airport sectors;

- £10,000 Small Business Grants to all Small Business Bonus Scheme relief recipients; all Rural Relief recipients & all properties eligible for SBBS but in receipt of Nursery/ Disabled Relief;
- £25,000 grants for hospitality, leisure and retail properties with a rateable value between £18,000 and £51,000;
- 1.6% relief for all properties effectively freezing the poundage rate from 1 April;
- £100 million fund to protect self-employed people and viable micro and SME businesses.

Deferrals of VAT and SA income tax payments aiding cash flow.

Monetary & Macro-prudential Bank of England:

- Bank Rate cut by 0.65 a percentage point to 0.10%.
- introduced a new Term Funding scheme with additional incentives for SMEs to provide banks with four years of cheap funding so that they can continue to lend through the coronavirus crisis period.
- Reduce the UK countercyclical capital buffer rate (requirement of Banks to hold capital) to 0% (from 1%) to allow them to take temporary losses without curtailing lending.

COVID-19 and Public Sector Finances Economic Outlook

There is considerable uncertainty regarding the economic outlook for this year and next and the timing and nature of how economies across the world will be restarted following the current period of restricted activity. The economic outlook for 2020 has certainly deteriorated significantly as a result of the COVID-19 pandemic. To minimise the spread of the virus and its health impacts, large sections of economies across the world have had to become inactive for a period of time. As a result, economic output is expected to fall significantly in 2020. At a global level, the IMF baseline scenario estimates that economic output will fall by 3% in 2020 as a whole, before rebounding to 5.2% growth in 2021. However, this is dependent on containment measures being unwound over the course of the year and with the aid of policy support to enable recovery.

Given there is significant uncertainty over when infection rates across countries will reduce to a rate that allows the containment measures in place to be safely unwound and for economies to safely restart and recover, there are significant risks of more severe scenarios occurring.

At a UK level, forecasts are continuing to become more pessimistic as more timely data on the economic impact becomes available. In recent weeks, forecasts for GDP growth in the UK have continued to decline with the Office for Budget Responsibility (OBR) most recently projecting GDP to fall by 35% in Q2 2020 and 13% over the year as a whole.

Scottish Government analysis presented in this report shows similar potential falls in output for Scotland of 33% over 3-months and 12% over the year as a whole. However, we have to continue to consider carefully how long it will take the economy to restart after shutdown and how this will affect annual GDP projections.



4.2 SCOTTISH ECONOMIC OVERVIEW

Coronavirus: quantifying the impact on the Scottish Economy – Fraser Allander Institute – Article / Coronavirus, Scottish Economy / April 7, 2020

- A question we have been asked is to try to quantify the impact on the economy, both in the short term and in the long term.
- We have avoided – and will continue to avoid – providing an exact forecast for what might happen to the economy over the next year or so. There is simply too much uncertainty around both the virus itself and the response of the economy.
- What we will continue to do is to walk through the avenues through which the economy might be impacted, and to highlight the scale of the challenge.

State of the economy: April 2020 Scottish Government April 2020 – Dr Gary Gillespie Chief Economist

- The COVID-19 pandemic is a health crisis that has now become an economic crisis. The priority has been to protect public health with social distancing measures quickly introduced to contain the spread of COVID-19. This has necessitated the shutdown of economic activity in many parts of the Scottish economy and we should expect to see economic output fall by around a third during the current period of social distancing.
- It is important however to recognise that this is no ordinary economic downturn – many productive, profitable, and sustainable businesses have been required to temporarily close bringing immediate financial stress.
- The policy response to the pandemic has also been unprecedented with a combination of fiscal, monetary and macro-prudential measures to maintain cashflow, incomes, wages and employment across the economy – reflecting both the indiscriminate nature of the crisis and the need to protect productive capacity.
- The collapse in economic activity is also steeper and faster than in previous downturns and it has similarly impacted our major trading partners. The latter means many of our external markets both for goods and supplies are also impacted.
- The sudden cessation of economic activity has focussed the economic policy response on maintaining productive capacity, which in many cases has meant supporting temporarily closed businesses.
- Our analysis suggests that there could be a 33% fall in GDP during the current period of social distancing. This mirrors the findings from business surveys in March and is similar to the estimates from the OECD, OBR etc. on the scale of the impact on GDP. These figures are unprecedented in scale but so is the nature of this crisis and the policy response.
- Our analysis highlights the economic damage of a scenario where social distancing measures are lifted and then reintroduced, with the potential for a 'W' shaped recovery. As such, the path of the recovery remains uncertain for several reasons.



- Firstly, as business and society re-opens we will see a reversal of the output contraction for many parts of the domestic economy. However, not all sectors will come back immediately as external demand, consumer tastes, and business models will have changed significantly.
- This will present challenges and opportunities for different segments of the business base reflecting their exposure to different economic channels – both external and domestic.
- Secondly, we will continue to lose productive capacity as the restrictions in economic activity continue and this will lengthen the recovery period. This is mirrored in the labour market as we see significant rise in unemployment and the scarring effects that has on individuals and communities.
- Thirdly, the longer the measures are in place, the harder the impact will be on the public finances and the less scope there will be for a fiscal stimulus in the recovery, with a greater risk of wider economic contagion.
- Finally, the economy will recover but the path and speed of recovery will mirror our success in managing the health crisis and will require careful planning and management of economic activity so that we can operate in a different but productive manner.

4.3 IMPACT ON CULTURE, LEISURE TOURISM AND SPORT

- From the beginning of lockdown, it was apparent that COVID-19 would have a significant impact on the culture, leisure, tourism and sport sectors.

- When the UK went into lockdown on 23 March 2020, the culture and leisure sector, including museums, galleries, libraries, theatres, leisure centres were all required to close their doors to the public.
- Besides the effect on the community, this created an immediate loss of income with implications for the long-term financial sustainability of the sector.
- Councils are one of the biggest funders of culture and leisure, spending around £2.2 billion a year on these services. Apart from libraries, they are in the main part discretionary services and cover museums, galleries, arts centres, theatres, music venues, leisure centres and swimming pools, parks and heritage sites. They are delivered across a wider range of delivery models, including in-house delivery, delivery via a contract with a leisure trust, a spun-out service or commercial operator, community delivered services and grant funding for local culture and leisure organisations.
- Culture and leisure has been among the parts of the economy worst hit by COVID-19. Although the furlough scheme has provided a lifeline for many, much of the initial support package put forward by the Government was inaccessible to the sector. In June 2020, Community Leisure UK, the national membership body for charitable trusts delivering public leisure and culture services, reported that only six of their 100 members had been successful in securing a Coronavirus Business Interruption Loan Scheme.¹
- The majority of culture and leisure organisations are relatively small, have narrow profit margins (where they generate any form of profit at all) and do not have significant reserves to rely upon. Some elements of the sector, including theatres and leisure centres have expensive venues which have costs associated with them irrespective of whether they are open to the public.
- For the most part these organisations are very reliant on income generation to support their business model and are often equally reliant on a volunteer workforce.
- According to ONS data on 18 June, 65.4 per cent of businesses in the arts, entertainment and recreation sector had paused trading and did not intend to open in the next two weeks.
- This represented the highest figure of any sector in the economy; 77.9 per cent of their workforce was on furlough, the highest figure for any sector apart from accommodation and food services. On 17 June, the Creative Industries Federation cited research claiming that over 400,000 creative jobs could be lost this year, with the UK creative industries projected to lose £1.4 billion a week in revenue in 2020. On 7 July, trade body ukactive warned that without more government support, over half of leisure centres could close before the end of the year.



leisure by councils

- Councils were regarded as having a key role in developing and supporting CLTS provision at a local level. CLTS was seen as integral to the economic vibrancy of the area.
- In some cases, the income generated by CLTS activity supports the provision of statutory services. CLTS was seen as offering a very powerful draw for inward investment both in terms of the visitor-economy but longer-term such as business and household relocation.
- All of this investment has a positive impact on the local economy. CLTS has a key role in developing and supporting community through its linkage to the health and wellbeing agendas at a local level.
- It is often the most vulnerable that gain the greatest benefit from CLTS services through outreach work or provision of leisure and other services.
- Formal arrangements in place cover leisure centres, swimming pools, sports pitches, museums, art galleries, libraries, theatres and other live performance venues. The constitution of these relationships does vary within and between councils but the focus is on ensuring the best quality of service to the greatest number of people through the most cost-effective methods.
- Councils provide informal support, advice and guidance to a large range of small clubs, teams and groups and support them through provision of grant, ground maintenance contracts and the like.

Partnerships

- The period of austerity has been challenging for councils but there had been real development in highlighting the important role that culture, leisure, tourism and sport has in supporting communities in terms of physical and mental health and wellbeing.
- The local cultural and leisure offer is closely linked with other sectors and business, such as food and beverage, retail and transport. There was no certainty as to how associated sectors would fare during the pandemic and there was concern that many bars and restaurants (a key feature of the night-time economy) might not reopen. For those councils that rely on transport companies to bring in visitors to attractions it was noted that some of the large bus and coach companies were reporting trading difficulties and that others had already closed permanently wider economic impacts.
- The talent and production pipeline has been disrupted by the pandemic and it might also be that the infrastructure required to be in place that supports CLTS will not be there.
- The CLTS offer, especially culture, has helped to encourage 'brand awareness' of a place- but the development of this brand can take a very long time to develop but can be lost relatively

quickly. There was concern that the interest, excitement and energy that had been created around cultural and related events and programmes could easily be lost.

- There will likely be an impact on inward investment to places so proposed developments that would attract visitors to a place (for example, the building of a new hotel or the opening of restaurants) may now not happen and this could have a dampening effect on visitor numbers and then on the cultural and tourism offer available.
- It is likely that there will be an economic slowdown following the pandemic and this could impact in terms of i) consumers having less disposable income to engage in leisure, cultural and heritage pursuits and ii) big business no longer sponsoring the arts and culture.

4.4 COMMUNITY LEISURE UK COVID-19 IMPACT REPORT

Community Leisure UK COVID-19 Impact Report - August 2020

Introduction

Community Leisure UK is a members' association representing registered charities, societies or community interest companies (with a public benefit asset lock) delivering public leisure, sport and/or culture services for communities across the UK. Members provide physical activity, cultural engagement and social opportunities and are significant partners within their local communities. We have a total of 110 members, operating over 3700 facilities, including:

- 380 LIBRARIES**
- 780 LEISURE CENTRES**
- 835 OUTDOOR SPORTS COURTS & PITCHES**
- 104 PARKS**
- 66 THEATRES**
- 224 COMMUNITY AND TOWN HALLS**

Our members employ over 46,000 staff across leisure and culture, and are significant employers of 18-34 year olds. Over 17,000 volunteers engage with our members, participating in a wide range of opportunities to support the work of their local charitable trust. Last year, our members received over 233m customer visits.

The combined turnover across our members is in excess of £1.2bn, with financial support from local authority partners totalling £202m, with the majority of income for all members from customer receipts and memberships. Significantly, the collective social value for our members is £1.5bn.

This report highlights the significant risks posed to Community Leisure UK members across England, Scotland and Wales as a result of COVID-19, and potentially disastrous long-term impacts for the sector. The data presented in this report is based on insights from our members' survey, concluded at the end of July 2020, with a 82% response rate.

Impact of COVID-19

BUSINESS VIABILITY

Like many other sectors, public leisure and culture has been hit hard by the impact of COVID-19. Most income for leisure services comes from health and fitness membership subscriptions and income from customers (e.g. bookings, entry fees, hall hire etc). Income for cultural services typically comes from admission fees, grants, donations and gift aid, commercial activities (e.g. cafes, hospitality etc). With the closure of most venues since 23rd March, this income ceased with immediate effect.

Despite the various financial support streams established to support businesses, there are serious shortfalls to ensure all non-profit-distributing organisations survive this situation in the short and medium term. Our members have continued to fall through the gaps in funding as per the below, with the Coronavirus Job Retention Scheme as the main support mechanism:

- The Coronavirus Business Interruption Loan Scheme (CBILS) is too risky for trusts to take on. Those trusts who have accepted the risk and have applied have, in the majority, been rejected by their proposed lender. Only 9 trusts across the UK are currently using this form of support.
- The Business Support Grant Funding is capped at buildings rateable value (under £51,000) to access the £25,000 grant. Most trusts' buildings have a higher rateable value, and the grant is capped at two buildings. Moreover, the £25,000 grant does not support the size of a community trust (including utilities, insurance, suppliers etc.).
- The Third Sector Resilience Fund is another avenue of support, but has been, rightly so, prioritising organisations with the most pressing need to remain solvent. Trusts may not fall into this category, but rather face longer-term uncertainty in terms of their viability.

In addition, as the anticipated recovery period for our members is 12-18 months after reopening, and longer for those with cultural facilities, there will be no reserves available to support trusts as they seek to regrow and rebuild their businesses. As charitable organisations, members are obliged to sign off their annual accounts and confirm that they have going concern status.

Trustees are currently in a challenging position of, in many cases, being unable to sign off on this basis, with the added pressure of the end of the suspension of the wrongful trading exemption on 30th September.

WORKFORCE

Without financial support for the sector, the workforce will be severely impacted. Currently 26% of the contracted workforce (6975 jobs), and 50% of the casual workforce (9218 jobs) is at risk. This is in addition to over 6000 contracted and casual staff already confirmed for redundancy or, in the case of casual workers, not offered work.

This disproportionately affects the workforce in the 18-34 age bracket as leisure trusts are some of the biggest employers for this age group. It would therefore exacerbate the already stark and rising unemployment figures for younger people.

It is anticipated that these numbers will rise sharply as reopening progresses, due to higher operating costs, and the impacts of physical distancing and customer confidence decimating income levels.

Both the leisure and culture sectors have a high dependency on casual workers and the loss of these individuals will impact on the recovery going forward, as well as a significant loss of skills and knowledge, which may never return.

Recovery and looking ahead

The public leisure and culture landscape will be in a fragile position for a significant period of time, with a lengthy recovery period. There is a high risk of venues and facilities closing permanently as a result of rationalisation and financial pressures. There are currently 342 facilities at risk of permanent closure, including 35 libraries, 85 leisure centres and 24 swimming pools.

This would result in a loss of 18% of swimming pools run by our members, which would impact on communities, clubs and athletes. Approximately 60% of members intend to reopen for sports clubs to access facilities initially. As a result of reduced capacity and reduced opening hours to allow for physical distancing, enhanced cleaning and reduced staffing, there will be greater pressures on balancing access across members, sports clubs and community groups and the general public.

Coupled with new trends and changes in customers' routines, it is likely that the landscape will never return to the pre-covid normal, though this offers incredible opportunities to rethink the function and value of public leisure and culture and to optimise the delivery of these services to support national and local priorities. Ultimately, it is a chance to harness the incredible potential leisure and culture have to offer in terms of wellness, realising their true value as community assets. Public leisure and culture can play significant roles in supporting government policy across a range of portfolio areas, specifically an opportunity to optimise public spending by realising the double benefit of reducing demand on health and social care.

Culture

Across the membership 58% of members deliver cultural services and facilities. This equates to 1,100 cultural assets – theatres, town halls, libraries, museums, cinemas etc. For trusts with both leisure and cultural services within their portfolios, there is an opportunity to optimise delivery through cross-subsidising cultural services with income from leisure. The risk to cultural venues is higher than the risk to leisure venues, particularly as they are, in the majority, non income generating.

Theatres are also an area of particular concern as it is anticipated that many will be unable to reopen before spring 2021, far beyond the end of the furlough scheme and having missed a significant season for theatre.

Sport and leisure

To date, there has been no financial support provided for the leisure and sport sector. This highlights a lack of understanding of the real and frightening risks to the sector; identified in this report. This is coupled with no recognition of the value and contribution of these community assets and services to support the mental and physical health and wellbeing of their local communities.

4.5 THE UKACTIVE COVID-19 IMPACT REPORT:

The fitness and leisure sector's path to recovery, examines the impact of COVID-19 on the UK's physical activity sector. Published (28 May 2020),

Produced by the ukactive Research Institute and 4global, the report provides a comprehensive snapshot of the sector in 2020, informed by multiple consumer and market surveys.

- Utku Toprakseven, partner and director at 4global, said: "Using consumer behaviour analysis and predictive scenario modelling, we've mapped the recovery of the sector, taking into consideration the expected restrictions that will be placed on facilities.
- "We hope this will support organisations in their planning, as well as providing evidence to demonstrate the benefit of physical activity to society as a whole.

SOURCE OF DATA

- The modelling draws on millions of customer visits captured by the DataHub, alongside data points from across the wider sector, including polling from Leisure-net, Sport England and Savanta ComRes, TA6 Alliance, My Customer Lens and YouGov

METHODOLOGY

- As a result of disruptions this year, researchers have created comparisons between pre-COVID and post-COVID trading by using actual performance data

from weeks 1-4 from 2020 and then plugging in numbers from 2019 from week 5 onwards.

- For the sake of modelling post-lockdown trading, it assumes that gyms will reopen on 4 July 2020 and that they will initially be obliged to run at 50 per cent capacity.
- For gyms this would mean using 50 per cent of workout stations, for studios, using half the square meterage of floor space and for pools using half the square meterage of water space.
- Other constraints will see swimming lessons, team sports and attendance by the over 70s suspended.
- Constraints in supply due to the 50 per cent capacity limitations will delay recovery at certain points in the growth curve, so the industry will be lobbying to ensure this effect isn't damaging for the industry.
- The sooner the constraints are lifted the less likely it is to prove to be a difficulty.
- If facilities were running at 50 per cent capacity for two months from 4 July and were then reopened fully on 4 September, they would be expected to regain their trading as follows:
- Group exercise would get to 2019 figures +2% by 12 November 2020 (week 45 2020).
- Gyms would get to 2019 figures + 1% by 5 March 2021 (week 11 2021).
- Swimming would get to 2019 figures (no variance) by 19 April 2021 (week 16 2021).
- Using the same model, but assuming that the 50 per cent capacity restrictions stay in place for three months (taking us to 4 October), the final recovery dates would remain the same, as researchers anticipate that the demand growth curve would be steeper, ending up at the same point.
- If the 50 per cent restrictions remain in place for six months and are not lifted until 4 January 2021, the growth curve would be steeper still.

In this scenario, researchers expect:

- Group exercise to recover to 2019 figures +2% by 15 February (week 7 2021).
- Gyms to recover to 2019 figures + 1% by the same date as in the other scenarios – 5 March (week 11 2021).
- Swimming to bounce back to 2019 figures by 19 April (week 16 2021).
- Given the similarity in bounceback times for gym and swimming, researchers say that for operators considering delaying opening, the main disadvantage would be lost trading during the closures, with final recovery dates being broadly similar.
- 4Global was projecting six per cent growth for the UK fitness market in 2020 before the pandemic, and trading in January was on track to achieve this.
- Researchers have not yet announced how long it will take the industry to get back to these projected pre-pandemic 2020 levels.

RECOVERY TIME BY ACTIVITY

- Group exercise shows the greatest resilience, being the first to recover in all scenarios. In the two- and three-month restrictions scenario, group exercise is expected to regain capacity in five weeks and three days.

- A six month constrained trading environment would see it regaining 2019 levels + 2% in slightly less time, at four weeks and four days.
- The gym is the next fastest to recover, at 26 weeks (in both two- and three-month restriction scenarios), and in eight weeks if restrictions continue until January 4th.
- Swimming is slower in all scenarios at 32 weeks for both the two and three month restricted scenarios and 15 weeks if restrictions continue until January 4th.
- Researchers expect capacity to begin to restrict performance as customer confidence grows and suggest some operators could speed up their recovery through increasing capacity by redeploying under-utilised space or time slots.
- The modelling considers a consumer confidence factor, derived from survey results, to account for customers who will not want to return to a gym environment straight away.
- "We know that the choices made by operators over the coming months will determine how well our sector recovers from the losses experienced during lockdown," said Lizzie Broughton, senior insight manager at ukactive. "You cannot overestimate the importance of business intelligence and data modelling at this time, so the ukactive Research Institute will continue to work with the sector to provide up-to-date insight and guidance throughout and beyond this period."

4.6 UK FITNESS INDUSTRY PRE COVID-19

'2019 State of The UK Fitness Industry Report' - Leisure Database: "

- UK Fitness Market: Headlines:
 - o Scotland:
 - › 15.3% market penetration
 - › 655 gyms
 - › 850k members
 - › £360m value
 - o England:
 - › 15.9% market penetration
 - › 5,994 gyms
 - › 8.9m members
 - › £4.5bn value
 - o Wales:
 - › 12.8% market penetration
 - › 382 gyms
 - › 404k members
 - › £160m value
 - o Northern Ireland:
 - › 11.1% market penetration
 - › 208 gyms
 - › 212k members
 - › £78m value
- Market Value Headlines:
 - o Private sector:
 - › 10.5% market penetration
 - › 4,500 gym
 - › 7.01m members
 - › £3.7bn value
 - › Average fee: £41.14 per month
 - o Public Sector:
 - › 5.1% market penetration
 - › 2,729 gyms
 - › 3.38m members
 - › £1.4bn value
 - › Average fee: £30.10 per month



- 83.5% of the total UK population live within 2 miles of a private health club.
- Low cost clubs account for:
 - o 15% clubs up from 14%
 - o 40% members up from 38%
 - o 18% market value up from 17%
- 1 in 20 members are members of a public gym.
- In Scotland: 353 gyms, 342k members and an average fee of £28.85 per month.
- 84.2% of total UK population that live within 2 miles of a public gym.

Health Club Management August 2019: Property Experts Colliers International: People will pay more to live near a great gym.

- People are willing to pay more in rent or mortgage to live near their favourite gym.
- The study of 3,000 people in the UK found 72% of those asked responded positively to this hypothetical situation.
- Examples of using research shows where a range of fitness and wellness services have been included in residential projects.



4.7 UK SWIMMING INDUSTRY PRE COVID-19

'2019 State of the UK Swimming Industry Report' - Leisure Database:

- 84% of the UK population live within 2 miles of one of the 3,170 swimming pool sites.
- Nuffield and GLL remain the UK's leading private and public operators (by number of sites with a pool). Public leisure trust GLL lead the way with 146 swimming centres, followed by Nuffield who have 111 clubs with a swimming pool.
- Over the last 12 months the public pay and play swim fee has increased by 5% to £4.58.
- 84% of the total UK population live within 2 miles of a swimming pool.

UK Swim Market:

- o Scotland:
 - › 369 sites
 - › 499 swimming pools
- o England:
 - › 2,553 sites
 - › 3,707 swimming pools
- o Wales:
 - › 188 sites
 - › 253 swimming pools
- o Northern Ireland:
 - › 60 sites
 - › 100 swimming pools

- Average swim fee Public Sector: £4.58
- 57.7% of the total population live within 2 miles of a private swimming pool.
- 78.1% of the total population live within 2 miles of a public swimming pool.

4.8 HEALTH

Coronavirus (COVID-19): Physical activity - NHS Inform August 2020

- Being physically active during the coronavirus (COVID-19) outbreak is very important for your physical and mental health.
- It can enhance your mood, wellbeing and energy levels by helping to reduce stress, anxiety and depression.

Scottish Government - Physical Activity and Sport sector - August 2020

- Being physically active is one of the very best things we can do for our physical and mental health. It helps to prevent heart disease, strokes, diabetes, and a number of cancers as well as playing an important part in helping us maintain a healthy weight and reduces the risk of developing depression.
- Physical activity and sport have a transformative effect on communities. They provide opportunities for people to connect with their neighbourhoods and come together in shared activities which inspire and motivate. Sport and physical activity are a powerful means of addressing isolation, building community cohesion, and developing confidence.

Review of Public Health in Scotland May 2019

In June 2018, this Government and COSLA set out Scotland's public health priorities which represented agreement between the Scottish Government and Local Government about the importance of focusing our efforts to improve the health and wellbeing of the population.

- The creation of Public Health Scotland will consolidate and strengthen our existing public health assets, enabling better targeting and coordination of all of our resources through the effective use of intelligence and data science.
- We want to use the latest technologies to understand and influence behavioural and environmental determinants of health and wellbeing, and to transform our systems to support healthy, independent living.
- The 6-week consultation will last until 08 July 2019. The new body is unlikely to be established and exercising its functions until April 2020.

Global Advances in Health and Medicine May 2019:

Physical exercise may be a helpful way to reduce mental health disorders in the context of inpatient psychiatry by targeting anxiety, depression, anger, psychomotor agitation, and muscle tension and addressing stressors and triggers and to develop a more balanced and integrated sense of self.

- Multiple studies have indicated that a multidisciplinary approach focused on mind-body connection has been instrumental in promoting well-being in the general population.
- Exercise should be considered a primary treatment and intervention method for hospital in patients with mental health issues.
- "Now that we know it's so effective, it can become as fundamental as a pharmacological intervention."



4.9 SPORT IN SCOTLAND PRE COVID-19

Sports Participation in Scotland – Trends and Future Prospects: June 2019 – Nick Rowe - Scotland has broadly seen very little change - up or down - in physical activity levels over the last decade as far as adults is concerned. Scotland is currently near the top of the world's league table of countries that are overweight and obese. The causes of overweight and obesity cannot be laid solely at the door of inactivity - they are complex and multi-faceted. But physical activity (or inactivity) has a crucial role to play.

- Trends in both those adults meeting guidelines and those classified as the most sedentary (very low activity) have shown little change over a five-year period from 2012 to 2017 with an indication of a slight increase from 62% to 65% in the former (driven by increases in recreational walking - see below).
- Over the same period the percentage of men (71% in 2017) meeting the physical activity for health guidelines has been significantly higher than women (60%) with no sign of the gap narrowing.
- There has been a slow but gradual increase in the proportion of children (aged 2 to 15 years) meeting physical activity guidelines over the period 2008 to 2016. The percentage of boys meeting the guidelines (79% in 2016) has shown little change while girls meeting the required activity levels (72%) has increased.
- From the age of 8 to 10 years onwards the activity levels of boys and girls diverge with a substantial decrease in the percentage of girls meeting the guidelines. This decline is seen later for boys but culminates in the percentage of 13 to 15-year-old girls meeting physical activity guidelines dropping as low as 11% and to 24% for boys.
- Scotland has broadly seen very little change - up or down - in physical activity levels over the last decade as far as adults is concerned.
- For girls the 22% point decrease in those meeting guidelines between the ages of 8 to 10 years and 13 to 15 years is a major challenge.
- For many, the seeds of a life of sedentary behaviours and associated chronic health problems being sown at this young age.
- These trends have occurred despite heightened

public policy concern and political consensus over this issue.

- Many might think that there is little reason to believe that this pattern will not persist over the next 10 years and beyond.
- The picture of a nation that is too inactive for its own good is stark, as are the consequences. Scotland is currently near the top of the world's league table of countries that are overweight and obese.
- Inequalities - age, gender and social class
 - o There is a clear relationship between increasing age and likelihood of dropping out from sport. Between the ages of 16-25 years and 46-55 years participation rates excluding walking drop from 69% to 51%.
 - o Over the last 10 years (2007 to 2016) rates of participation in the 'benchmark 16 to 25-year-old group' in Scotland has declined from 74% (2007) to 69% (2016) with a 5 percentage point decline since 2013.
 - o An 'Index of sports participation drop-out' (drop-out for each age cohort referenced to the participation rate of 16 to 25-year-olds) shows that little if any in-roads have been made to drop-out with age over the 10-year period 2007 to 2016.
 - o Participation rates in sport (at least once in the previous week outside of school lessons) have decreased between 2014 and 2017 for children aged 11 to 12 years from 77% to 70% and for those aged 13 to 15 years from 64% in 2014 to 59% in 2017.
 - o Football, the only team sport to register in the top 10, stands out as having the highest proportionate dropout between the ages of 16 to 24 years and 25 to 34 years.
 - o Golf, bowls and dancing are examples of sports that have a more positive relationship with age.
- Gender
 - o Sports participation rates in Scotland

are significantly higher for men than they are for women. Gender difference is more marked when walking is excluded and the 'gender gap' in sports participation (excluding walking) has persisted over the last 10 years (58% men to 49% women in 2017).

- o The 'gender gap' in sports participation starts very young. More girls (79% in 2017) than boys (76%) participate at the age of 8-10 years but girls' participation drops markedly as they move into their teenage years. The outcome is that by the age of 13-15 years more girls do not participate in sport (55%) than do (45%).
- o More women than men participate in recreational walking, dance, keep fit/aerobics and swimming, but for all the other sports listed men significantly outnumber women. This is particularly noticeable for more traditional organised sports like golf, football and bowls.
- Social class
 - o Those who had a degree qualification in 2017 had a participation rate in sport of 68% compared with a rate of 49% for those who left school with some qualification but below that of Higher and a rate of 26% for those who left school with no qualification.
 - o People living in the most deprived areas of Scotland are much less likely to participate in sport (42% excluding walking in 2017) compared with those living in the least deprived areas (65%). Of the sports listed only football, snooker/billiards and pool, and to some extent bowls, have any reach into people living in the most deprived communities.
 - o Of note is the difference in participation in fitness related activities between the most and least affluent areas with a halving of the participation rates in keep fit/aerobics, multigym/weights and running/jogging.
- Sports - formal, informal, increasing and decreasing
 - o In four of the six 'fitness related sports' (keep fit/aerobics; multigym/weight training; cycling and running/jogging) there has been an upward trend in participation (swimming and dancing are the exceptions). In the three more traditional

sports (football, golf and bowls) the trend is in a downward direction.

- o Significant change has taken place in the sporting landscape over a 10-year period (2007 to 2016) with 'fitness related activities' (such as keep fit; aerobics; multigym; weight training; yoga; Pilates; and Tai-Chi) overtaking 'individual sports' (such as golf, bowls, tennis, boxing, martial arts) as the sport of choice for 16 to 25-year-olds (38% and 22% respectively).
- Frequencies - growth of an 'active class'
 - o Changes are not only taking place in the sports that people play, but also in the frequency of play. Whilst the percentage of adults taking part overall (at least once in the previous 4 weeks) has remained flat over the last 10 years, the percentages participating more frequently - once a week and three times a week - have shown a steady upward trend which is more marked in the highest frequency group (an increase from 24% of the adult population in 2007 to 30% in 2016).





- o Accompanying the growth in a more frequent group of participants is an upward trend of people taking part in multiple sports in a 4-week period from a low of 9% in 2010 to 12% in 2016.
- Geography and sports participation - variations and change
 - o There is considerable variation in participation rates in sport across different local authorities in Scotland. The extent of the variation is shown by comparing the average of sports participation rates (for 2015-17) for the top 'performing' quintile of local authorities (58%) with that of the bottom performing quintile (42%). This difference of 16% is large and significant.
- Comparing changes in sports participation rates over the period 2007/8-2011 to 2015-17 (based on three year averages) only 9 local authorities have seen an increase in participation while 23 have witnessed a decrease. It is of concern that Scotland has shown no signs over the last 10 years of increasing the 'benchmark participation rate' in young adults or in making in-roads to attrition rates with age.
- Viewed through the lenses of gender and social class Scotland is a 'divided sporting nation'. The structural inequalities of gender and class in sports participation appear to be entrenched in Scottish society with little change over the last 10 years despite public policy priorities targeting these groups.
- An overall theme of this section is that the apparent surface calm in community sport in Scotland as reflected in the overall trends in participation hides a turbulent undercurrent.
- Three strong undercurrents may be highlighted as follows:
 - o The trend towards engagement in fitness activities dominates and grows alongside a parallel decrease in the more traditional and organised sports participation market.
 - o Increasing polarisation between classes - the growth of an 'active class', which, in disposition and behaviours, is a world apart from an increasingly left behind 'unsporty and inactive class' that now makes up a significant minority of the Scottish population.
- o The large geographical variations in participation between local authority areas, only explained in part by variations in population density, demography and levels of deprivation.
- Five drivers emerged as a priority - health status/overweight/obesity; social media and technology - the distracted young; sport and education; 'socio-economic inequality'; and 'provision - austerity in public investment'.
- A number of drivers have been identified as posing challenges with stakeholders attaching a sense of negative inevitability to them.
- Of concern is the 'social media' (new technology) related driver and to a lesser extent the 'volunteers' driver.
- The future is seen to pose both opportunities and threats. Stakeholders view opportunities in how women are being empowered in society and, as a consequence, how they relate to sport; and how a more educated society can become a more active and sporty one.
- However, these positives are tempered by concerns, including the impact on sport of increasing socioeconomic inequalities; the disproportionate impact on public services for sport with austerity; and a pervasive unease about where trends in social media and technology may be taking us.
- Overall adult physical activity levels measured in the Scottish Health Survey. The trends in both those meeting guidelines and those classified as the most sedentary (very low activity) have shown little change over a five-year period from 2012 to 2017 with an indication of a slight increase from 62% to 65% in the former.
- Over the same period the percentage of men (71% in 2017) meeting the guidelines has been significantly higher than women (60%) with no sign of the gap narrowing.

- At the lowest end of the spectrum nearly a quarter of women, compared with just under a fifth of men, have been classified as having very low activity levels with no indication of any positive progress being made over the period.
- Trends for 2008 to 2016 in levels of physical activity of children aged between 2- and 15- years including activity carried out at school.
- There has been a slow but gradual increase in the proportion of children meeting physical activity guidelines over this period. The percentage of boys meeting the guidelines has shown little change while girls meeting the required activity levels has increased.
- A longer-term perspective is provided by examining measures going back to 1998 which 'exclude physical activity in school lessons'.
- These show the percentages in 1998 meeting current guidelines were 65% (72% for boys and 59% for girls) compared with 68% overall (73% for boys and 64% for girls) in 2016. These figures must, however, be treated with caution and may represent a significant over-estimate



4.10 OPPORTUNITIES GOING FORWARD

KPMG - Tim Knight Partner, Customer Advisory
KPMG in the UK

“Nobody has the definitive view of the new customer yet. However, we’re at the start of what will be a competitive race to be clear on the insights, clear on the decisions, and clear on the opportunities ahead.”

Key themes emerging that businesses need to consider:

- **External insights.** Businesses need to ensure they have a way to organise and extrapolate the insights and data being gathered so they can focus their “go-forward” teams.
- **Resetting old assumptions.** Which operational levers should businesses pull in the short-term – price, channels, products, workforce? And how should the enterprise model change more permanently?
- **Managing opportunity.** Many businesses have the opportunity to emerge stronger, with the potential for innovation and adaptations.

Nobody has a definitive view of the new customer yet, but what we do know is that we are at the start of what will be a competitive race to understand our new reality.

If there’s a positive to be found in the COVID-19 pandemic, it surely must be society’s awakening as to the importance of staying healthy as a defence against illness, and the vital role exercise plays in this. Health Club Management (HCM) August 2020

- According to research collated by the NHS, exercise can reduce the risk of major illnesses by up to 50 per cent, and lower your risk of early death by 30 per cent. As people around the world went into lockdown, exercise suddenly became a daily habit, rather than a forgotten chore.

- Now gyms around the world are reopening, two fitness equipment developers – EGYM and Wattbike – are directly addressing the question of how exercise can best be utilised to boost the body’s defences to disease.
- Their solutions consider three main risk factors. Firstly, immunity declines with age. This could explain why COVID-19 has proved to be particularly dangerous to older adults. According to Dr Nir Barzilai, scientific director of the American Federation for Aging Research, vulnerability increases start around the age of 55, when natural killer cells that usually fight infections become less effective at destroying virus-infected cells.
- Secondly, excess fat tissue increases inflammation. Obese or overweight individuals are almost twice as likely to die from COVID-19 and influenza. Thirdly, studies also show that patients who have type 2 diabetes or other metabolic syndromes are ten times more at risk of dying from COVID-19.

- With an ageing population and a growing obesity epidemic, a high percentage of the population is extremely vulnerable to potentially life threatening infections such as, but not limited to, COVID-19.
- “The pandemic has heightened awareness of immunology and the vulnerability of certain demographic groups to infection,” says Andreas Grabisch-Mikula, data and sports scientist, EGYM. “Long after COVID-19 has been controlled, the benefits of a strong immune system will remain.
- “Through the application of training programmes based on scientific evidence, exercise can play a key role in the fight against infection for everyone, especially older adults, obese adults and those with underlying metabolic health conditions.”
- Eddie Fletcher, Wattbike lead sport scientist agrees: “Sport and exercise science has always been the bedrock of everything we do. With the pandemic shining a light on the unhealthy state of the world, we decided it was time to explore the sometimes complicated relationship between exercise, the immune system, and medical conditions.”

How prioritising health could help rebuild economies – McKinsey & Company - 8th July 2020

- The COVID-19 pandemic has hit people with underlying health conditions hardest—for example, diabetes, hypertension, chronic obstructive pulmonary disorder, and obesity, which are common across most of the world’s economies, have been associated with higher risk from COVID-19. By using what we know today, we can improve the health of the world’s population, and that would not only build resilience against future pandemics but also dramatically improve the quality of life of millions of people who suffer the heavy daily toll of chronic conditions. In our research, we examined the health challenges of almost 200 countries and found that proven interventions—actions or programs such as adopting healthy behaviour, expanding access to primary care, and improving adherence to medication—could reduce the global disease burden by 40 percent over 20 years.
- Investing in health will be important for building resilience against future health shocks and protecting societies against the potential long-term health impact of COVID-19. Three areas of uncertainty surround its lasting effects. First, the long-

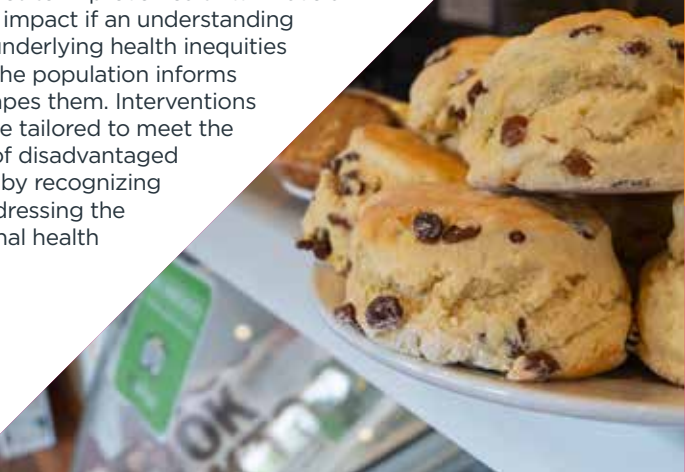
The COVID-19 pandemic has given the world a once-in-a-generation opportunity to advance broad-based health and prosperity

- The COVID-19 pandemic has been an unwelcome reminder of just how much health matters not only to individuals and society but also to the global economy. Better health fuelled global growth over the past century by enlarging the labour force and increasing productivity. In fact, economic historians estimate that improved health accounted for about one-third of the overall GDP-per-capita growth of developed economies in the past century. Our research shows that health continues to have the potential to stimulate growth.
- How exactly does better health promote economic growth? First, fewer people are likely to die prematurely, so the working-age population will increase. When people are healthier, absences from sickness decline, and workers are less distracted by managing their own conditions or those of their loved ones. Also, fewer workers retire early because of health conditions.
- We sized the economic impact of better health and found that it could add \$12 trillion to global GDP in 2040—an 8 percent boost, or 0.4 percent a year faster growth. These gains could not only help the economic recovery from the COVID-19 pandemic but also, over the longer term, counter demographic headwinds from an aging population



term consequences of the infection are unknown, but worrying evidence suggests that sufferers may experience conditions requiring ongoing rehabilitation, monitoring, and broader management. Then there are the mental-health effects of the virus and the economic uncertainty and social isolation from lockdown policies. Finally, there are the effects of delayed or missed care, such as routine immunizations and cancer screening, that may worsen health outcomes in the future.

- In many countries, the pandemic has disproportionately hurt minorities and low-income households. In the United States, for example, mortality rates have been much higher among Latinos and Black people than among the white population. Similarly, in the United Kingdom, ethnic-minority groups reported mortality rates 40 to 200 percent higher than those of white British people. Minorities and low-income households face a double whammy of health and economic risk. McKinsey analysis shows that Black Americans are almost twice as likely to live in the counties at highest risk for health and economic disruption if the pandemic hits those counties.
- Even before the COVID-19 pandemic, researchers found a ten-year gap in life expectancy between the most and least disadvantaged groups in the United States.⁵ Disparities of this magnitude are observed in most countries and societies around the world. Poorer people tend to have worse health, which can limit their economic potential and may even create a vicious cycle. Emerging evidence suggests that ill health may perpetuate a poverty trap: poor childhood health translates to lower socioeconomic status in adulthood, increasing the exposure to health risks (such as poor-quality nutrition, unsafe housing, and unsafe neighbourhoods) and the barriers to accessing health services, which then affect subsequent generations of children.
- Strategies to improve health will have a greater impact if an understanding of the underlying health inequities within the population informs and shapes them. Interventions could be tailored to meet the needs of disadvantaged groups by recognizing and addressing the additional health



barriers in different communities. In many cases, this would require multisectoral approaches involving not only healthcare services but also, for example, housing, education, social services, and employment. Addressing the underlying social factors driving poor health could play an important role in narrowing health inequity.

The Economic and Social Impact of Promoting Active Living after the COVID-19 crisis. The Role, Value and Impact of a Proactive and Responsible Health and Fitness Industry – Europe active - 5th June 2020

- COVID-19 has shone a light on the fact that inequalities in health, wellbeing and economic status across our communities have made people more vulnerable to this disease and that this inequality is no longer acceptable.
- Now is the time to create a wellbeing driven economy that makes it easier for people across communities and nations to optimize their health and wellbeing and enjoy a better quality of life post pandemic.
- For some, particularly those with long-term conditions, COVID-19 and the conditions it has created, present a perfect storm where inactivity and sedentary behaviours are exacerbated, worsening the impact of future pandemics. In the context of COVID-19, data convincingly indicates the physical inactivity (PI) pandemic will persist long after we recover from the current pandemic.

- Moreover, the health and economic impacts of the PI pandemic, for which no end is in sight, will continue to be severe and will be compounded by the impact of COVID-19, leading to greater inequality in health and wellbeing without intervention.
- Evidence shows that having elevated levels of cardiorespiratory fitness and exercising at moderate to vigorous intensity can improve immune responses to vaccination, reduce chronic low-grade inflammation and improve various immune markers in several disease states.

Raising the digital profile of your Business Creating member value with digitalisation... Europe active 2020 - Peter Croft Chair, EuropeActive Digitalisation Steering Committee Chief Strategy Officer, Perfect Gym. August 2020:

A Unique Opportunity: Focus on your members and create value in a highly connected digital world. Fitness facilities have a unique opportunity to keep their community engaged with activities and help them be healthy and happy through what is becoming a challenging set of circumstances surrounding the global spread of COVID-19.

View from the Netherlands - By Karen Euser, Content Product Manager, FunXtion – ukactive July202

How do we expect consumers to behave moving forwards?

- Based on initial analysis, I expect to see a continued increase in demand for equipment led workouts. With the threat of future lockdowns still very much a possibility, many consumers may be keen to invest more resource into their at-home fitness provision driving the purchase of basic kit such as resistance bands, dumbbells, kettlebells, suspension trainers and mats. Potentially, this creates opportunities for content providers to bolt on an e-commerce, creating a new revenue stream via the sale of complementary products.

What long term impact will COVID-19 have on the way people train?

- There is little doubt that even as gyms reopen, there will be a period where physical distancing rules still need to be applied. This is likely to impact both access to training facilities and the way physical training sessions are delivered.
- I anticipate that during this phase, consumers will maintain a 'blended approach' to training – still relying heavily on streamed content. By the time a vaccine is widely available and physical distancing is no longer necessary, consumers will have grown accustomed to being able to access fitness content anytime, anywhere. This will become the new base-line expectation and emphasis will shift from a need for a basic provision to a desire for a high quality experience.
- During lockdown, according to the ukactive COVID-19 Impact Report, 73% of consumers have consumed fitness content via YouTube with only 9% consuming content from their gym or club. Facility operators need to reclaim their position as the go-to providers, creating custom-branded environments that reflect their physical spaces constantly reiterating brand and ethos. This is going to mean significant investment for many.
- Technology and digitalisation create an opportunity for operators to deliver a highly personal experience to consumers, anytime, anywhere. Moving forwards, successful fitness brands will be driven by software, supported by physical facilities. Standalone 'training boxes' will become a thing of the past.





**Perfect Gym Club Owners Fitness Trends
- What you should expect to see as far as
new health and wellness based technology,
popularizing workout classes, and trends within
fitness classes to entertain and keep spaces
energised hubs**

- Consumers are using digital means to assist in their path to a more well-balanced lifestyle.
- This technology is helping more people get active by creating fitness experiences that are fun, habit forming, social, and time and location sensitive.
- Personally monitoring fitness progress, like daily calories burned or distance travelled, is now an expected function of a smartphone or popular device like a Fitbit.
- For the last several years, wearable technology and trackers have earned the title as number one consumer trend within the fitness industry. Sales patterns predict that they will continue to be a force throughout 2019 as their functionality and convenience continues to improve.
- “Forecast projects sales of \$310.4M wearable devices worldwide this year, generating a total of \$30.5BN in revenue — of which it expects \$9.3BN to come from the smartwatch category specifically”. (Techcrunch, 2017).
- Countless applications provide healthy recipes, diet tracking, and personal coaching that can be done with or without access to a gym.
- Professionally coached classes through streaming technology is also expected to grow.
- These effective and convenient workout platforms bring the intensity of an in-person class to the convenience of staying at home.
- Peloton filled a major hole in the market by elevating at-home fitness technology to match an in-class experience.
- Facilities should have the most up-to-date technology in terms of digital integrations, smart equipment, and automation capabilities.
- They should look to opening up their club management system via API to help digitally transform their fitness clubs.
- For example, new time users should be able to book classes or short-term memberships on the go, track their progress from wearables and equipment to share with the club and trainers, and interact with other fitness technology for socialization and/or competition.
- Clubs that don't have the necessary integration of the consumer's first-choice risk losing out to other clubs that are more technologically advanced.
- Convenience will continue to be a deal-breaker for customer acquisition. Fitness clubs of any type will

struggle to sell memberships if consumers feel limited by access, opening hours, or old equipment.

- Using data to understand trends and provide experiences will be important.
- How clubs process and ultimately use this personal information has the potential for them to offer significantly improved experiences to their clients, by making specialized offers, discounts, or opportunities for their members.
- The buzz surrounding boutique gyms and classes has pushed to make them more accessible to fitness enthusiasts in smaller cities.
- HIIT training has stood the test of time over the last decade or so, securing its place as one of the most rewarding and impactful types of workouts.
- Therefore, club owners should prioritize offering a variety of HIIT based classes instead of traditional hour-long steady state cardio classes.
- Attitudes towards fitness have become as inclusive as

possible for people of all ages and backgrounds. This has been evidenced by the surge of female-only gyms, youth exercise classes, and most notably with fitness opportunities for older generations.

- In fact, regular exercise has consistently been cited as the best ways to fight against diseases commonly associated with older age, like joint pain, dementia, cardiovascular disease, or high blood pressure. Increased senior participation in fitness classes like yoga, pilates, and zumba have also reportedly increased.
- This appeal means that fitness clubs should be prepared to cater to this surge in older clientele, by offering senior friendly equipment, classes, trainers, and potentially discounts.

**Tony de Leede, wellness entrepreneur writes an article
(Health Club Management 2018)**

- The rise of the 70+ demographic in leisure within the ‘industry insights section’: ‘I think we all recognise that not only is this the fastest growing demographic in the world, but they also have a disproportionately large amount of money to hopefully enhance the health and wellbeing in what for many of them is the last few years of their life’.

Research by the National Aging Research Institute shows older people view meeting people, getting out and maintaining friendships as some of the key benefits of being physically active

- The future of leisure is about:
 - Focusing on innovation and technology.
 - Keeping an eye on evolving business models.
 - Bringing the retail and leisure experiences together.
 - Monitoring the impact of Brexit and COVID-19 on consumer discretionary spending and behaviour.

Key findings from FunXtion data analysis

Top 5 workout downloads 1 April to 21 June 2020

- Core (7 mins)
- Bodyweight – abs (7 mins)
- Bodyweight – full body (7 mins)
- Full Body Dumbbell (30 mins)
- Booty Workout (7 mins)

**Health Club Management: Mills CEO Les Mills International,
New Zealand**

- Technology offers enormous opportunities; the challenge is in understanding what it is able to bring to the heart and mind of the customer. At the end of the day it comes down to the fundamentals of motivating people to work out. In that sense, technology is a tool which can be deployed to create high motivation, high stimulation environment.
- Audio Visual entertainment will continue to be the most important technological opportunity for clubs to entertain and keep spaces energised.
- Technology will act as a feeder as members will move on from the virtual classes to the live experience.

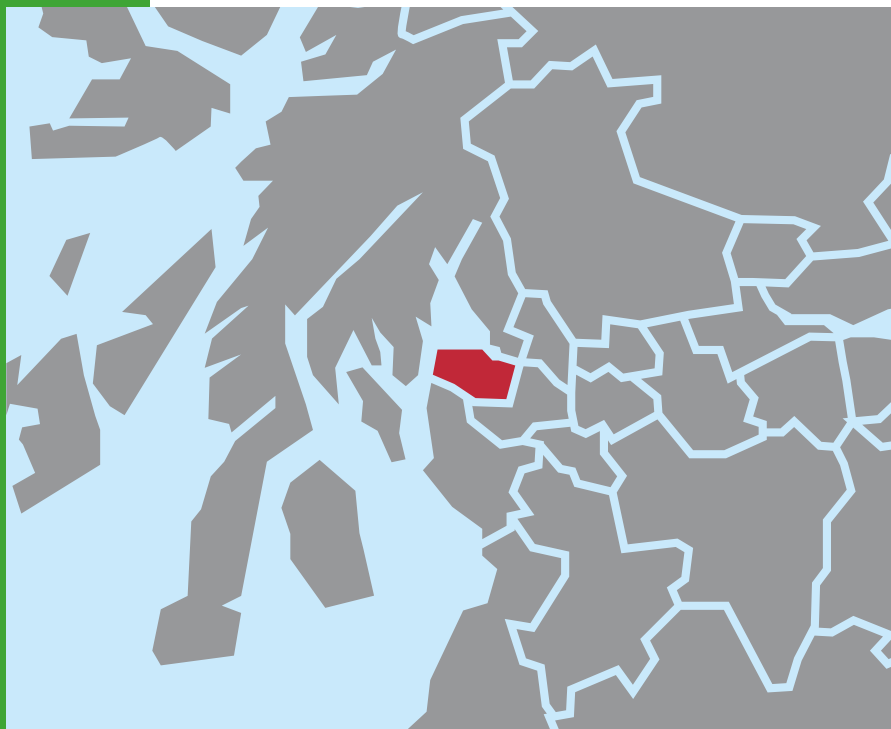
**Health Club Management: Rasmus Ingerslev, CEO, Fresh
Fitness, Denmark - Rasmus Ing**

- To project forward and imagine myself as a health club member in 2023, I believe the three most remarkable changes compared to today will be:
 - firstly, the services offered will be more flexible and not dependent on the four walls of the club;
 - secondly, the services offered to me will be more individualised; and
 - thirdly, training will have become more social again.
- All of the above changes will be technology driven.

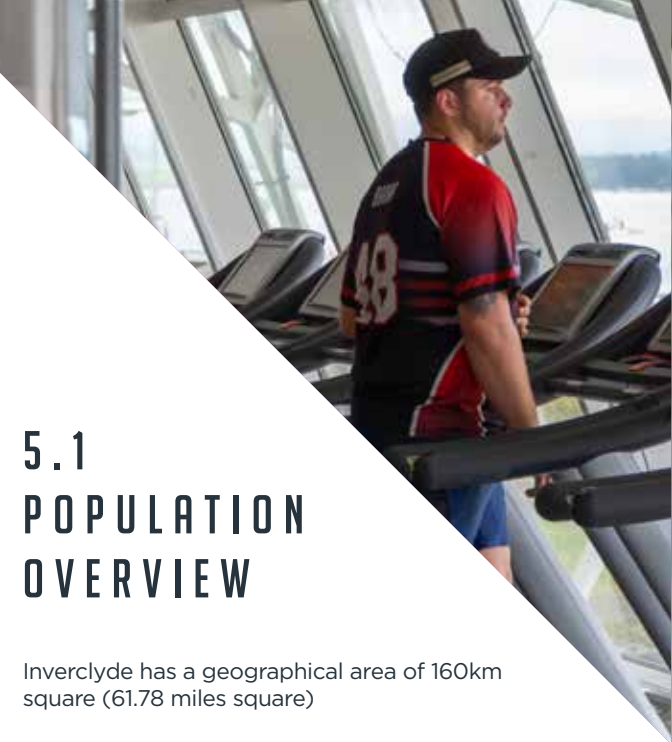


5.1 POPULATION OVERVIEW

Inverclyde has a geographical area of 160km square (61.78 miles square)



- Inverclyde the "mouth of the Clyde", is one of 32 council areas used for local government in Scotland.
- Together with the East Renfrewshire and Renfrewshire council areas, Inverclyde forms part of the historic county of Renfrewshire, which currently exists as a registration county and lieutenancy area - located in the west central Lowlands. It borders the North Ayrshire and Renfrewshire council areas, and is otherwise surrounded by the Firth of Clyde.
- Inverclyde was formerly one of nineteen districts within Strathclyde Region, from 1975 until 1996.
- The name derives from the extinct barony of Inverclyde (1897) conferred upon Sir John Burns of Wemyss Bay and his heirs.



National Records (NR) of Scotland survey 2018.

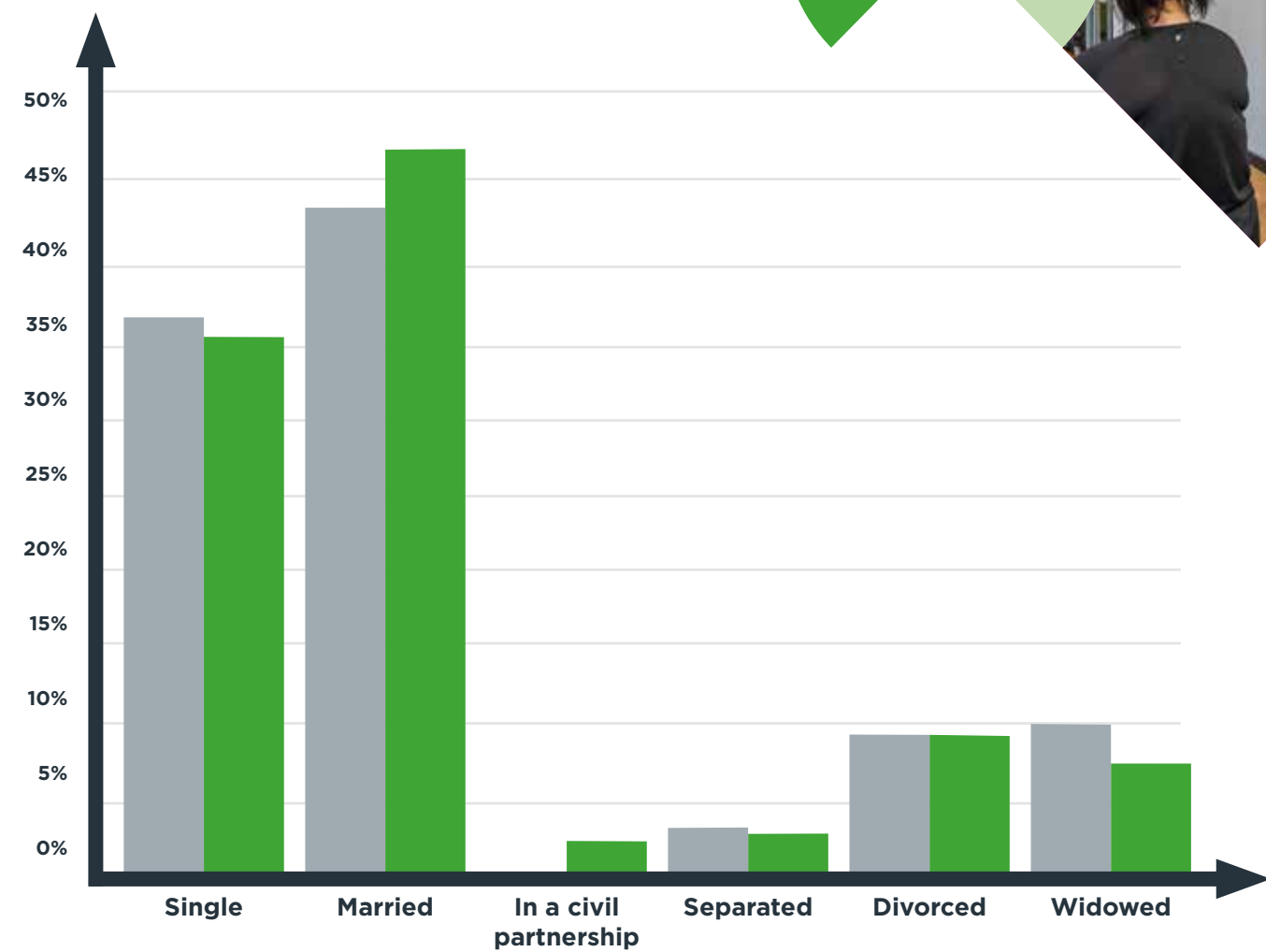
- 'One of the smallest in terms of the area (29th) and population (28th) out of the 32 authorities.'
- To serve a (2018: National Records of Scotland) population of 78,150 people: A decrease of 0.8 per cent from 78,760 from 2017 and is forecast to decrease further.
 - o 'Accounting for 1.43% of the total population'
 - o '10.0 per cent of the Inverclyde population are aged 16 to 24 years'
 - o '22.7 per cent of the Inverclyde population are aged 25 to 44 years'
 - o '10.7 per cent of the Scottish population are aged 16 to 24 years'
 - o '25.9 per cent of the Scottish population are aged 25 to 44 years'
 - o '11.5 per cent of the Inverclyde population are aged 65 to 74'
 - o '9.5 per cent of the Inverclyde population are aged 75 and over'
 - o Added together this makes '21.0 per cent of the Inverclyde population are aged 65 and over'
 - o '10.5 per cent of the Scottish population are aged 65 to 74'
 - o '8.4 per cent of the Scottish population are aged 75 and over'
- Together this makes '18.9 per cent of the Scottish population are aged 65 and over'
- The population of Scotland is projected to rise from 5.40 million in 2016 to 5.58 million in 2026- and to continue to rise to 5.69 million in 2041 - an increase of 5% over the 25-year period.

- The population is projected to age as the large number of people around age 50 in 2016 become age 75 by 2041. This is the effect of baby boomers of the 1960s ageing over the next 25 years.
- People aged 75 and over are projected to be the fastest growing age group in Scotland. The number of people aged 75 and over is projected to increase by 27% over the next ten years and by 79% over the next 25 years.
- All of the projected increase in Scotland's population over the next 25 years is due to net immigration to Scotland.
- The number of deaths is projected to be higher than the number of births every year over this period.



5.2
AREA
DEMOGRAPHICS

MARITAL STATUS %



Source: ONS Census Data (2011)

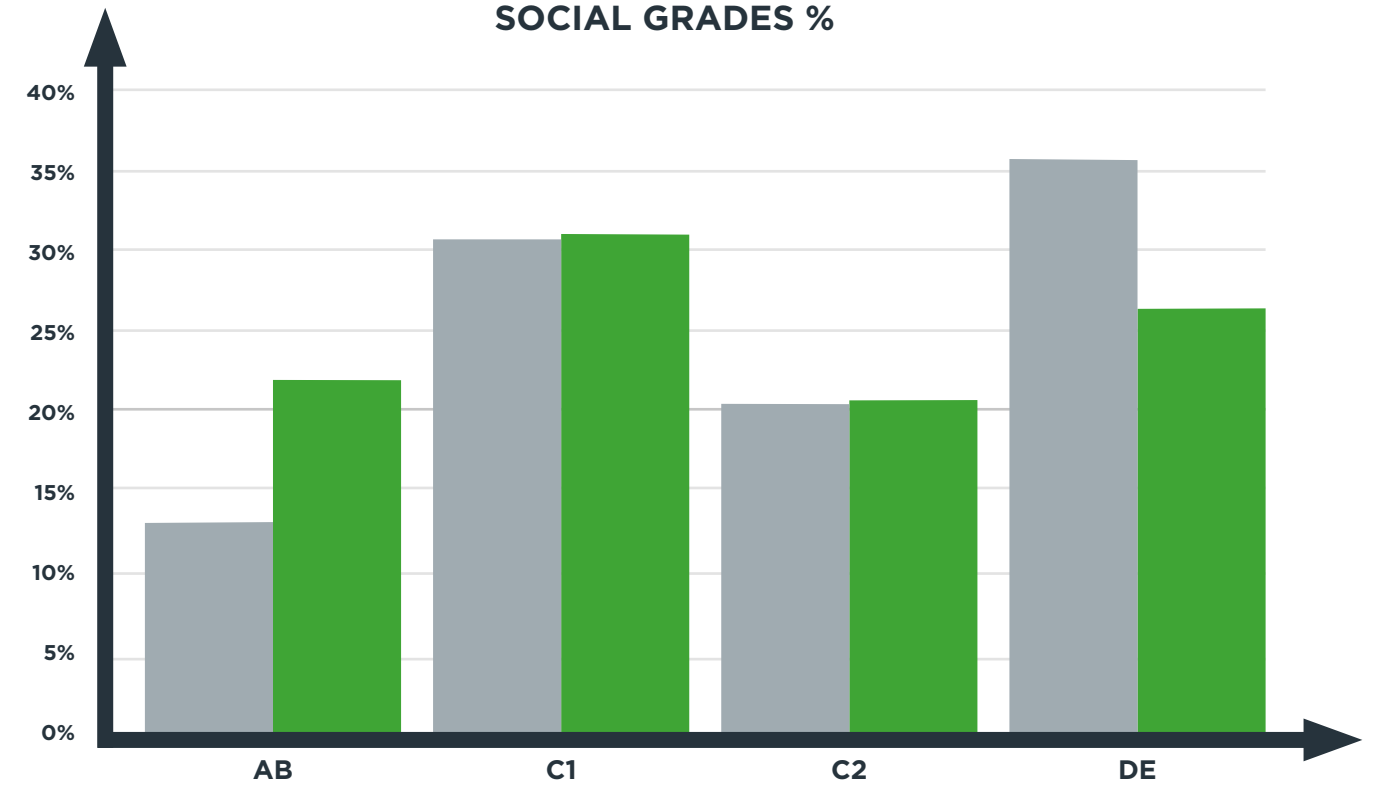
The ONS data reveals that 35.84% of the population are Single, and 42.75 % are Married. 0.07 % of the population are in a civil partnership, 3.14% separated, 8.77% divorced and 9.43% are widowed.

MARITAL STATUS	AREA
Single	24,282
Married	28,962
In a civil partnership	50
Separated	2,127
Divorced	5,942
Widowed	6,390
TOTAL	67,753



What is the make-up of social grades in the area?

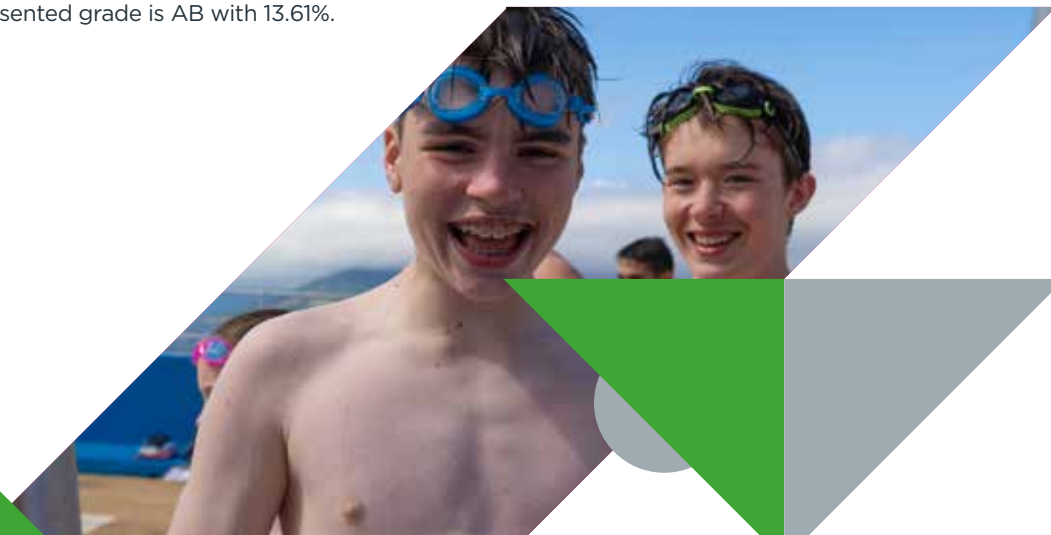
SOCIAL GRADES %



Source: ONS Census Data (2011)

The ONS Census data shows that D is the largest grade with 35.11% of people in your target area. The second largest grade is C1 with 30.57%, whilst the least represented grade is AB with 13.61%.

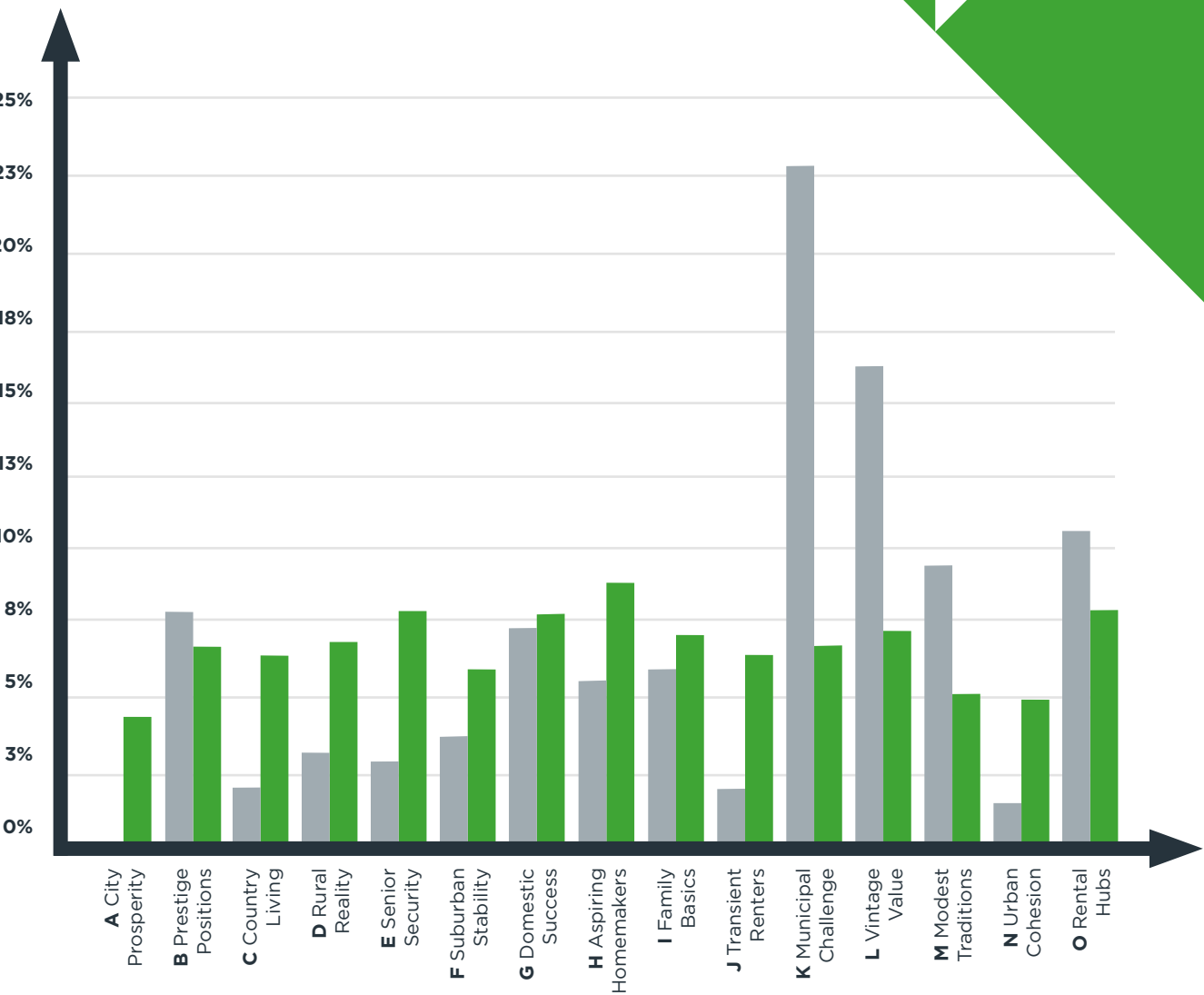
SOCIAL GRADES	AREA	AREA %	BASE %
AB	3,695	13.61	22.17
C1	8,298	30.57	30.84
C2	5,623	20.71	20.94
DE	9,530	35.11	26.25
TOTAL	27,146	100.00	100.00



What is the residential profile of the area by Mosaic UK 6?

Mosaic UK 6 classifies all consumers in the United Kingdom by allocating them to one of 15 groups and 66 Types. The 15 groups are shown below as a profile using data for households in your target area. The groups, types and the supporting descriptive information paint a detailed picture of UK consumers in terms of their socio-economic and socio-cultural behaviour.

HOUSEHOLD BY MOSAIC UK 6 %



■ Area
■ Base

The dominant Mosaic Group in your target area

The dominant Mosaic Group is K Municipal Tenants with a count of 8,858, which is 23.79 % of your target area. Urban residents renting high density housing from social landlords.

- Key Features
- Social renters
 - Low cost housing
 - Challenged neighbourhoods
 - Few employment options
 - Low income
 - Mobile phones

Ranked the 14th highest for income out of 15 groups
Ranked the 7th youngest out of 15 groups

5.3
CATCHMENT DEMOGRAPHICS
BY MAIN FACILITY

Battery Park - Greenock (10 Minutes)

The following information details some key demographics for this facility:

Households within the area	20,786
Population within the area	43,291
Male Population within the area	20,791
Female Population within the area	22,500



Birkmyre Fitness Gym - Kilmacolm (10 Minutes)

The following information details some key demographics for this facility:

Households within the area	7,835
Population within the area	18,034
Male Population within the area	8,677
Female Population within the area	9,357



Greenock Sports Centre, Fitness Gym (10 Minutes)
The following information details some key demographics for this facility:

Households within the area	25,777
Population within the area	54,107
Male Population within the area	25,952
Female Population within the area	28,155

Boglestone Activity centre – Port Glasgow (10 Minutes)
The following information details some key demographics for this facility:

Households within the area	12,746
Population within the area	28,116
Male Population within the area	13,391
Female Population within the area	14,725



Inverclyde Indoor Bowling Centre - Greenock (10 Minutes)
The following information details some key demographics for this facility:

Households within the area	21,234
Population within the area	44,267
Male Population within the area	21,137
Female Population within the area	23,130



Gourock Outdoor Swimming Pool & Fitness Gym (10 Minutes)
The following information details some key demographics for this facility:

Households within the area	17,495
Population within the area	37,756
Male Population within the area	18,169
Female Population within the area	19,587



Lady Octavia Sport Centre - Greenock (10 Minutes)

The following information details some key demographics for this facility:

Households within the area	19,968
Population within the area	41,200
Male Population within the area	19,658
Female Population within the area	21,542



Ravenscraig Activity Centre & Stadium - Greenock (10 Minutes)

The following information details some key demographics for this facility:

Households within the area	23,252
Population within the area	49,759
Male Population within the area	23,807
Female Population within the area	25,952



Port Glasgow Swimming Pool (10 Minutes)

The following information details some key demographics for this facility:

Households within the area	17,097
Population within the area	34,806
Male Population within the area	16,509
Female Population within the area	18,297



Waterfront Leisure Complex - Greenock (10 Minutes)

The following information details some key demographics for this facility:

Households within the area	23,548
Population within the area	48,649
Male Population within the area	23,255
Female Population within the area	25,394

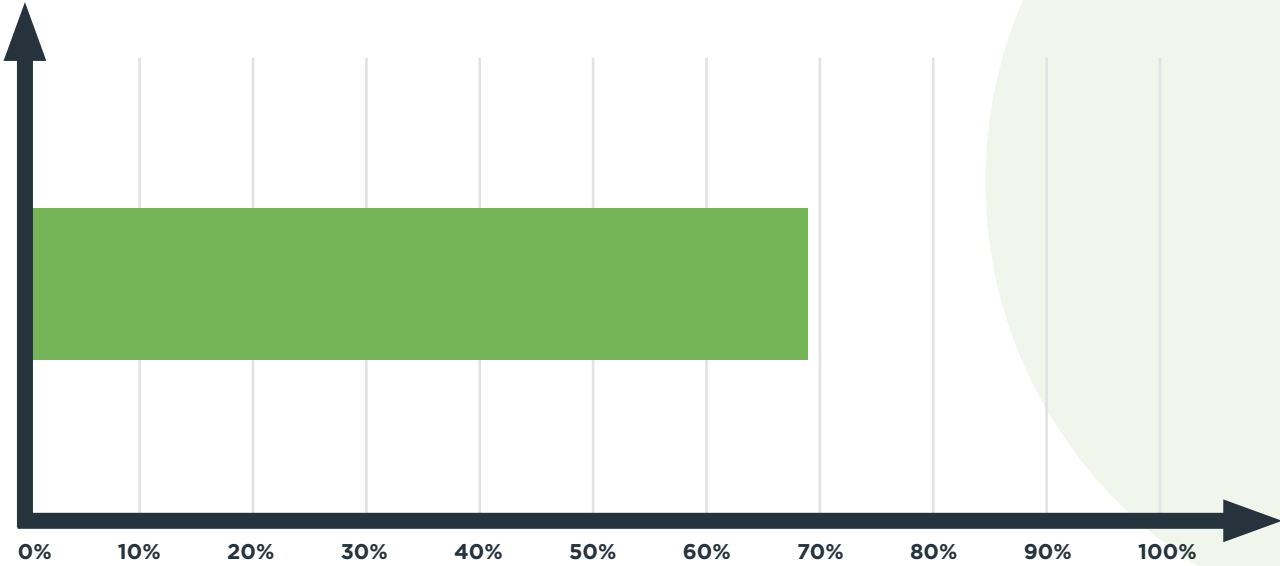


Source: all demographics and information from Experian Current year estimates (Mid-year 2018)

5.4
CONSUMER
RESEARCH

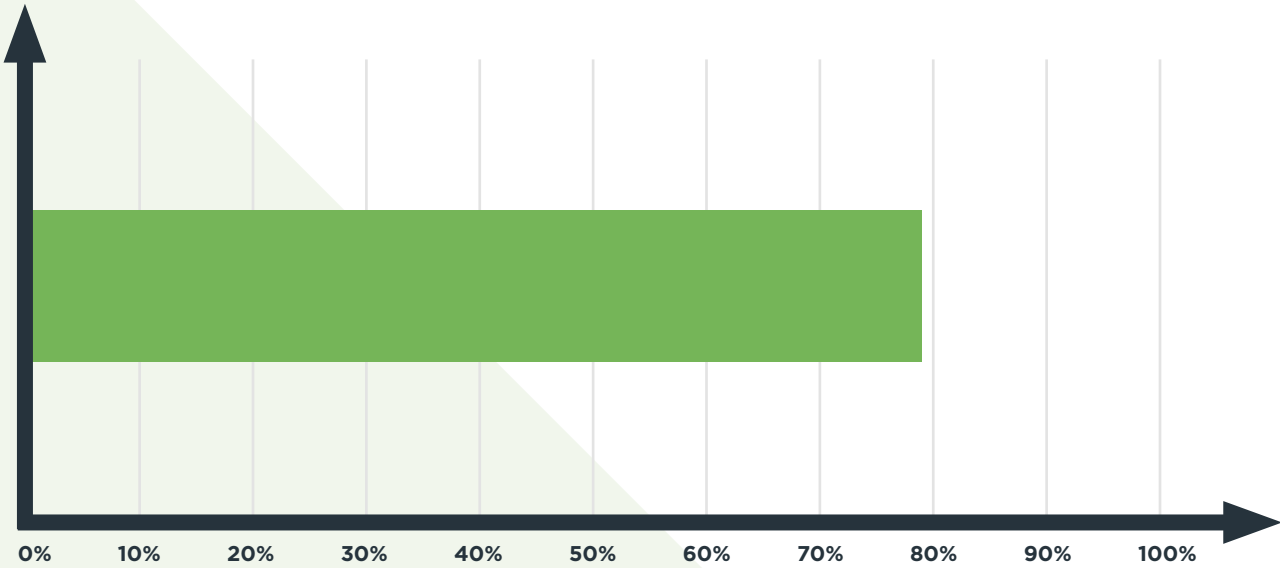
5.4.1 Nonuser research

IL asked non-users how likely is it that you would consider using Inverclyde Leisure to help improve your general health and wellbeing. 69% of responses agreed they would consider using IL to improve their general health & wellbeing.

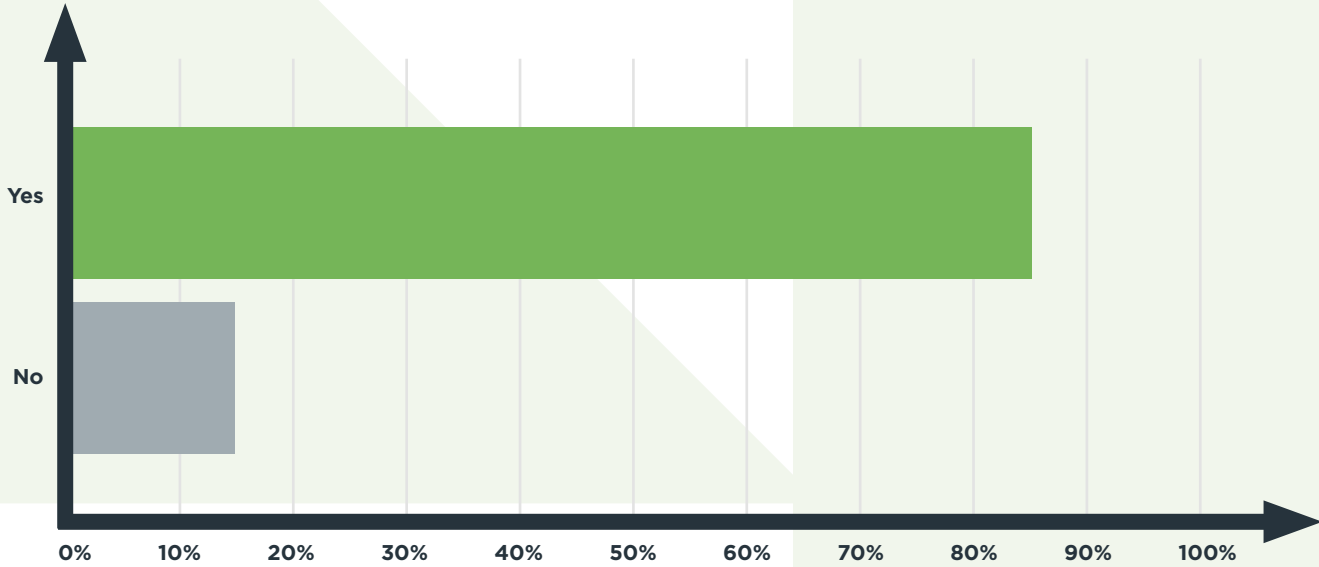


Do you recognise the importance of physical activity and focus on improving your health and lifestyle?

79% of the responses were positive.

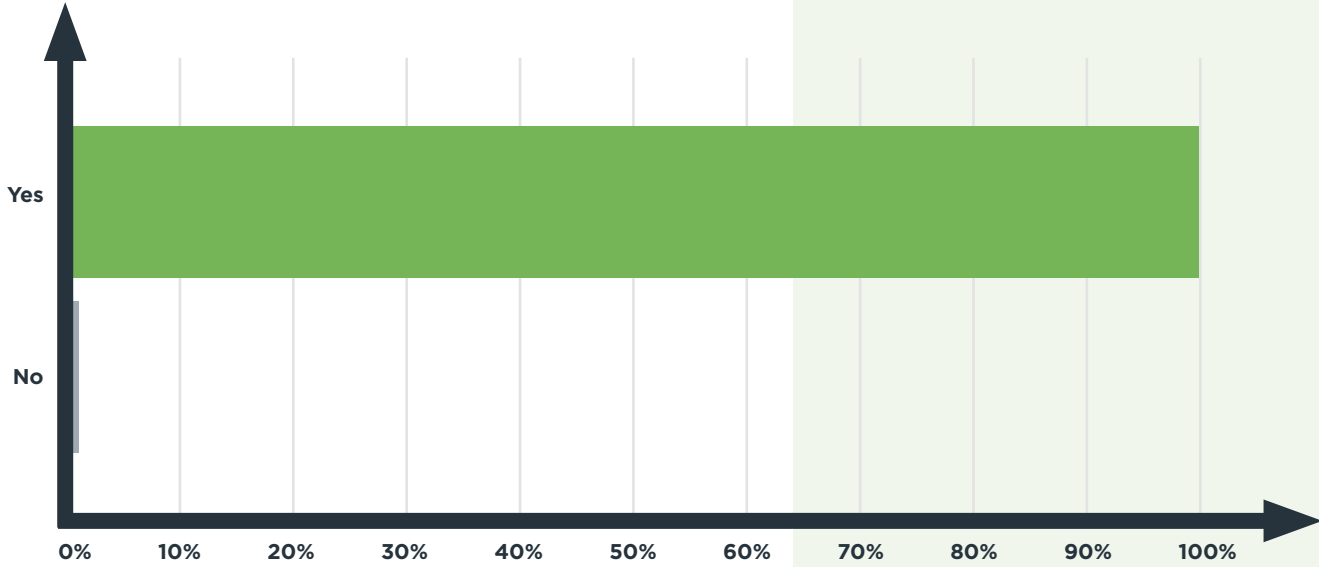


We also asked non-users if they believed technological trends will benefit Inverclyde Leisure and help us stay competitive.
85% agreed technology will help advance IL in the future.

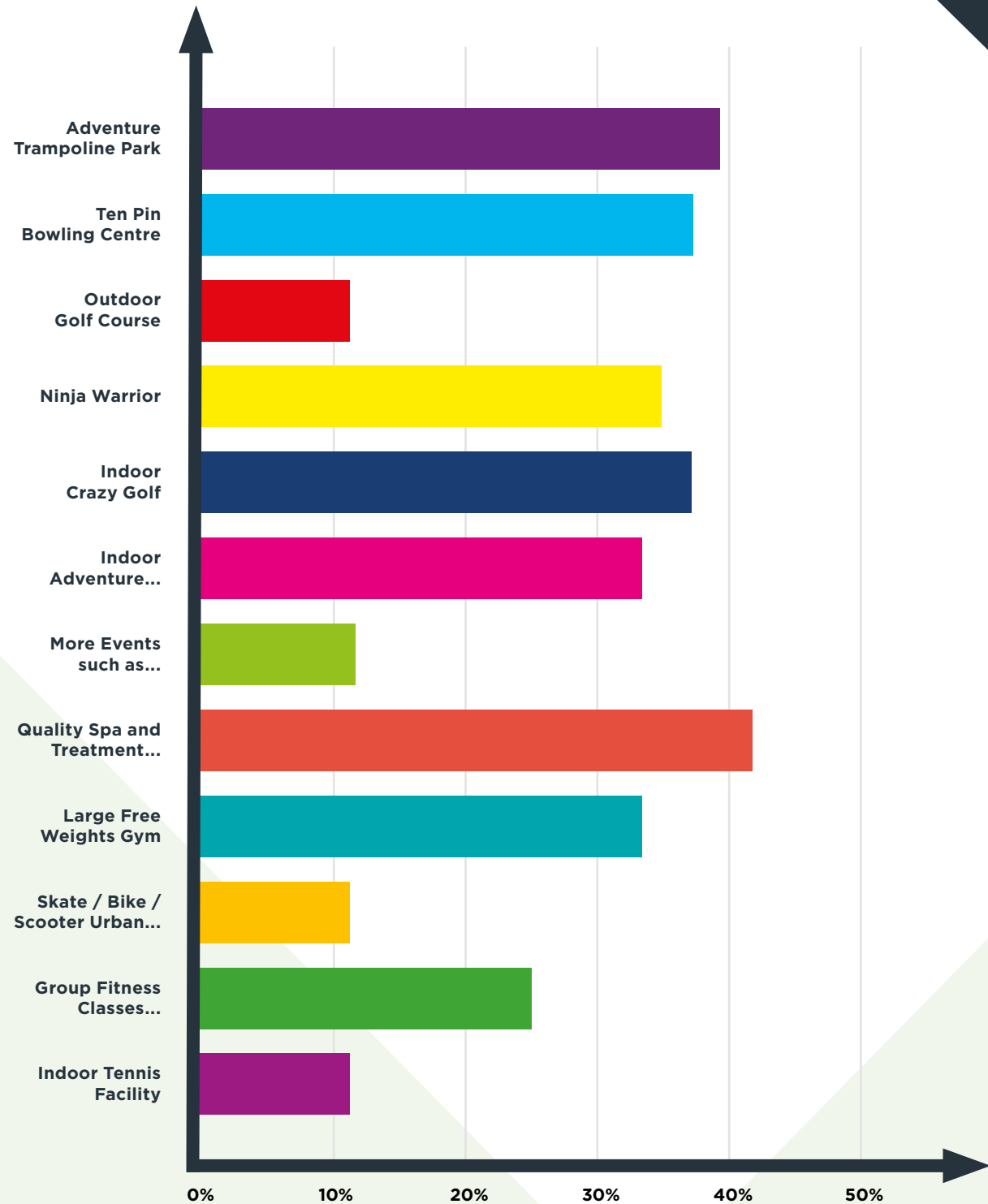


We asked non-users if they knew that exercise reduces the risk of chronic diseases, heart disease, stroke, mental health, stress, diabetes and also helps increase energy levels, helps weight loss and improves your lifestyle.

99.9% agreed they understood the benefits of exercise.



The last question we asked nonusers was what other activities they thought Inverclyde Leisure should introduce or do more of. A breakdown of the activities are shown in the table below.

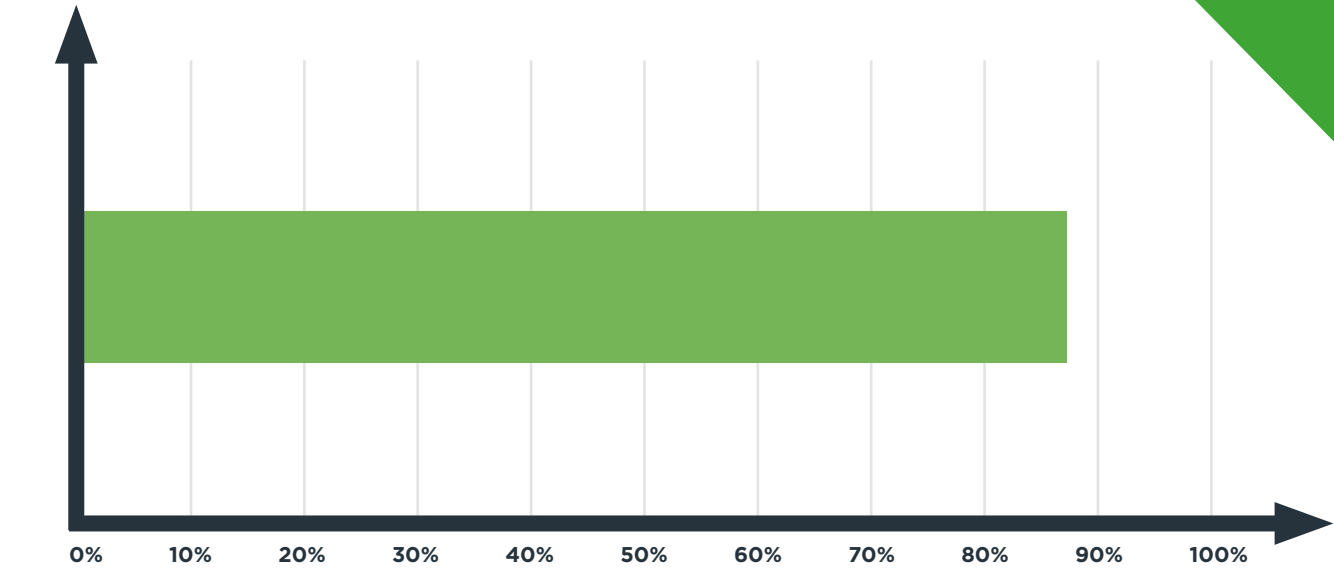


5.4.2 Customer Research

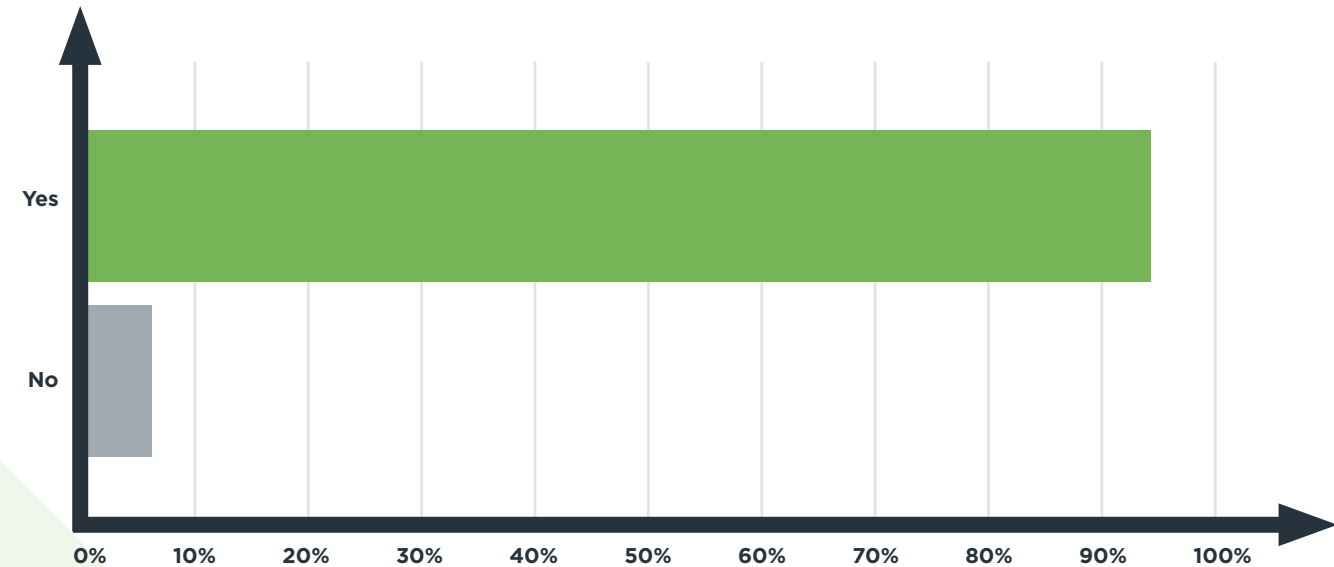
As part of IL's strategy to stay connected to our customers, we carried out research on our consumers using our facilities to establish our current service provision and gather further data that allows us to plan our future business development opportunities. The survey research below was conducted over a wide range of services.

User survey information

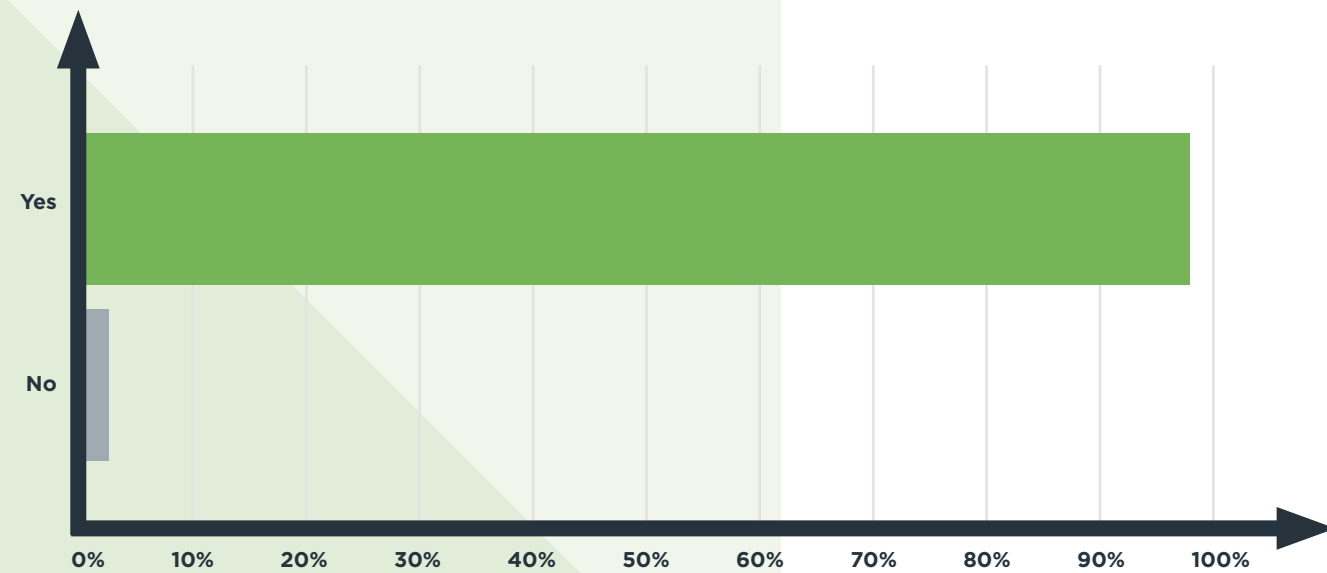
87% of our customers recognise the importance of physical activity and that it helps improve your health, lifestyle and wellbeing.



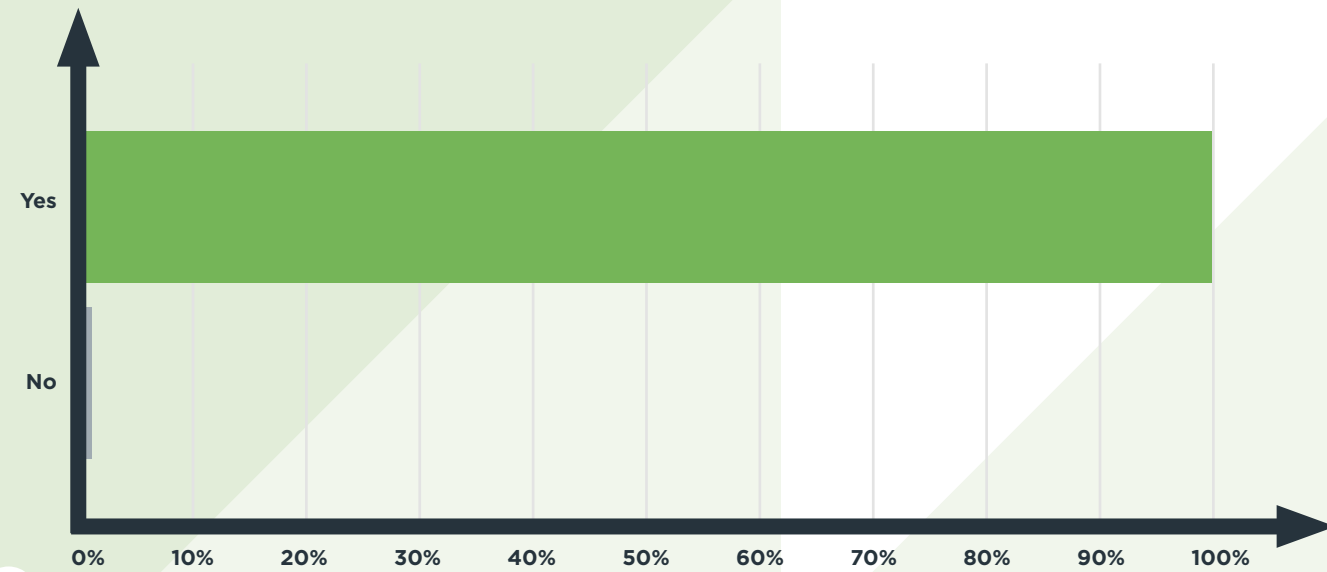
94% of our customers believe technological trends will benefit Inverclyde Leisure and help it remain competitive.



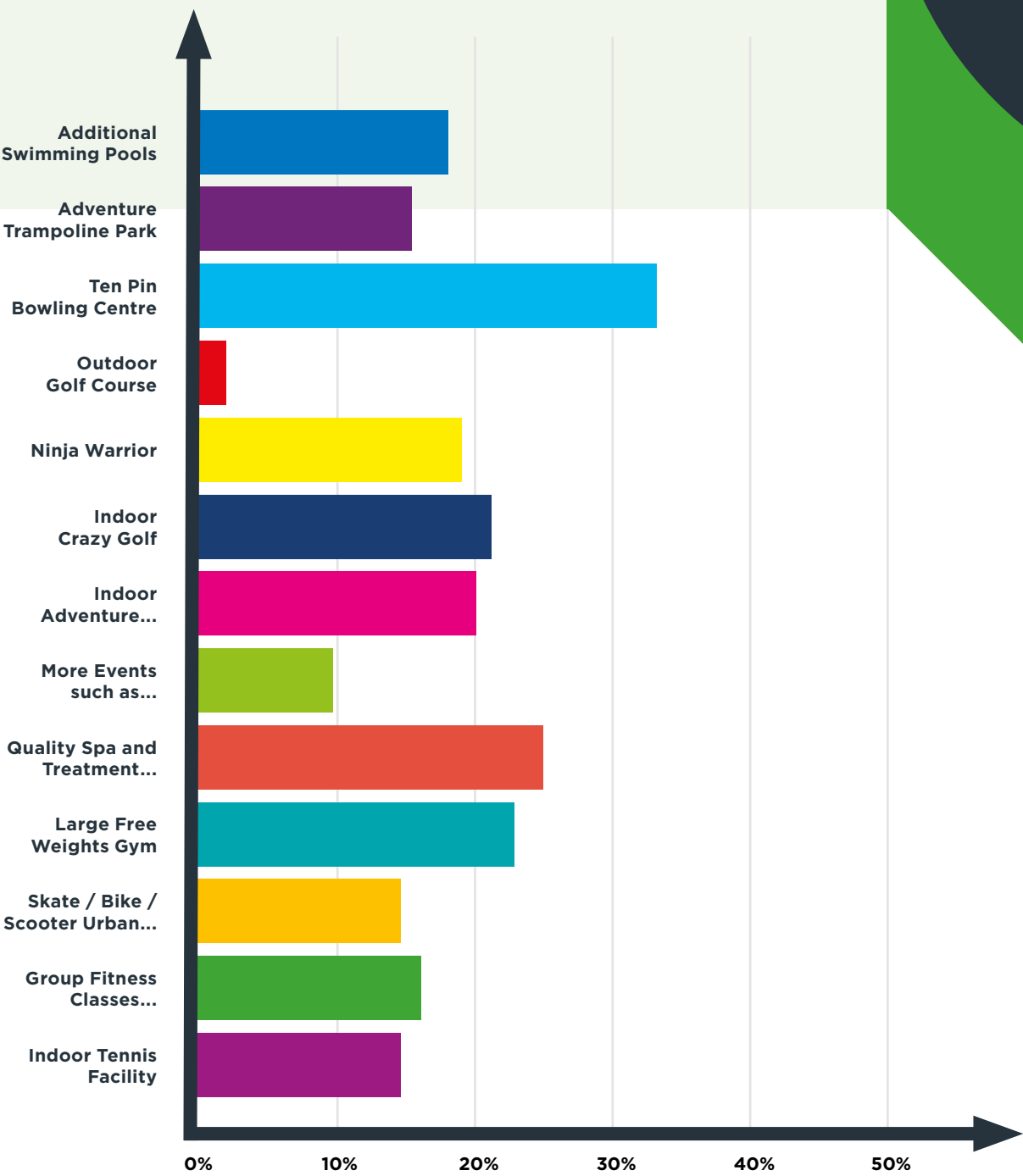
98% of our customer understand that anyone of any age can benefit from regular exercise.



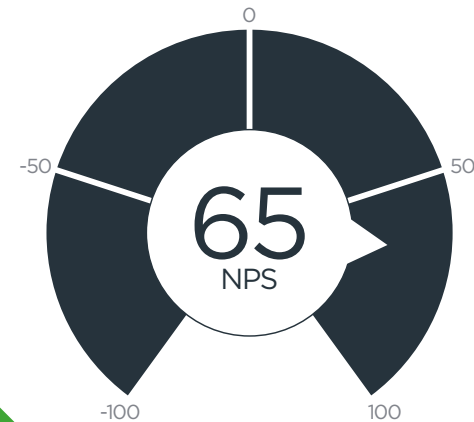
99.9% of our customer understand exercise reduces the risk of chronic diseases, heart disease, stroke, mental health, stress, diabetes and helps increase energy levels, assists weight loss and improves your general lifestyle.



Inverclyde leisure asked our customers what other activities they think Inverclyde Leisure should do more of.



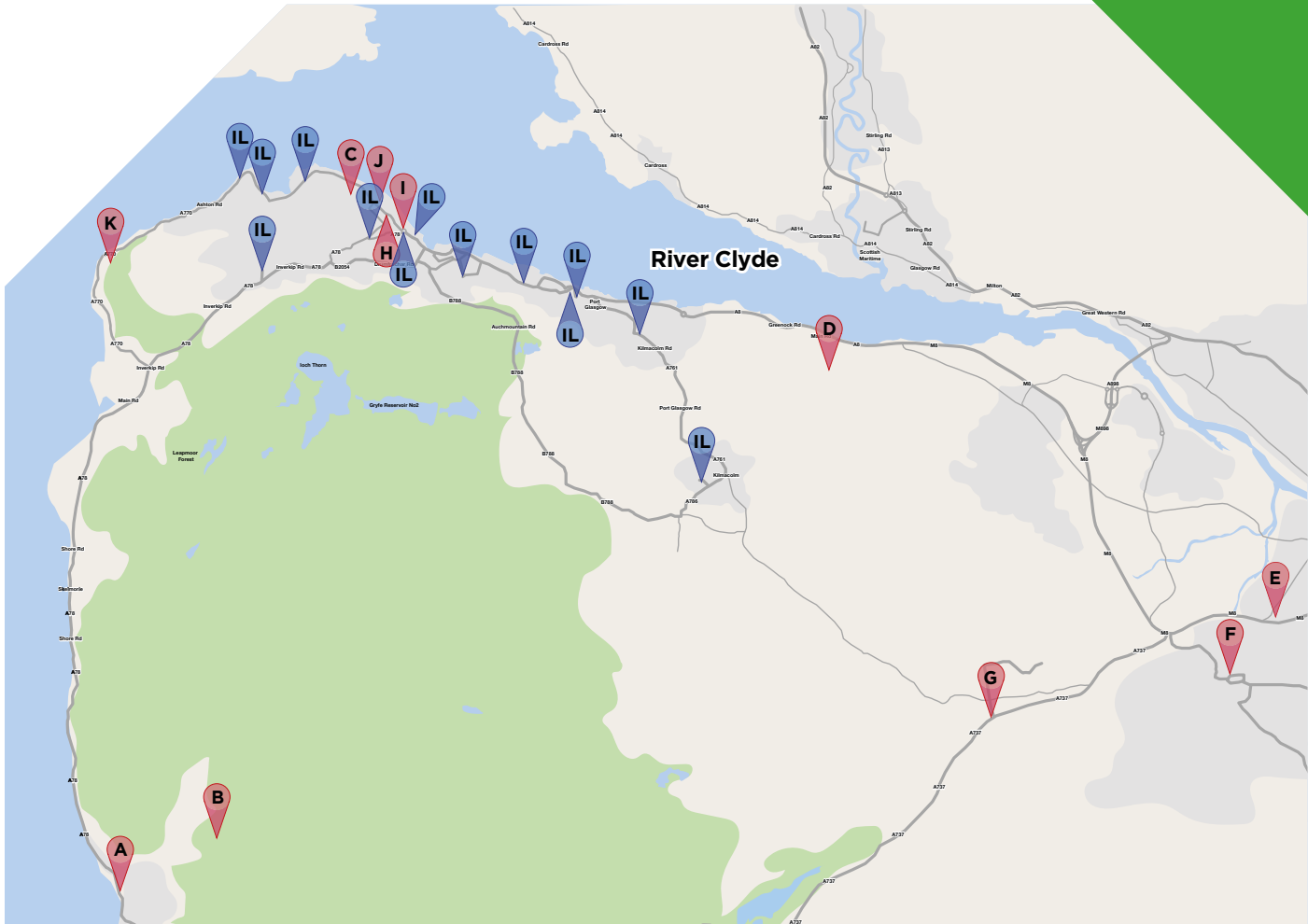
Inverclyde Leisure asked our customers how likely is it that you would recommend us to a friend or colleague?



DETRACTORS (0-6)	PASSIVES (7-8)	PROMOTERS (9-10)	NET PROMOTER SCORE
7%	21%	72%	65
21	60	207	

5.5
COMPETITOR ANALYSIS

Below is a map of IL facilities showing the main competition in the area:



Competitors	
A	KA Leisure - 40 Greenock Rd, Largs KA30 8QL
B	Inverclyde Sports Centre - Burnside Rd, Largs KA30 8RW
C	Urban Fit Company - 5, 3 Campbell St, Greenock PA16 8AN
D	Gleddoch House & Spa - Old Greenock Rd, Langbank PA14 6YE
E	David Lloyd - Arkleston Rd, Park, Renfrew, Cockleshill PA4 0RA
F	Pure Gym Paisley - 2-3, Paisley Retail Park, Renfrew Rd, Paisley PA3 4BX
G	Xercise 4 less - 17-18, Renfrew Retail Park, Renfrew PA4 9EN
H	Better Build - Clarence St, Greenock PA15 1LR
I	Xercise 4 less - Greenock PA15 1EG
J	Urban Fitness Centre - 10 Robertson Street, Greenock PA16 8DB
K	Cloch Leisure Pool, Gym & Spa - Gourock PA19 1AZ

Inverclyde Leisure	
IL	Waterfront Leisure Complex & Fitness Gym Customhouse Way, Greenock, PA15 1EW
IL	Greenock Sports Centre & Fitness Gym Nelson Street, Greenock, PA15 1QH
IL	Battery Park Pavilion Battery Park, Eldon Street, Greenock, PA16 7QG
IL	Birkmyre Park Gym Broomknowe Road, Kilmacolm, PA13 4HX
IL	Boglestone Fitness Gym and Boglestone Community Centre Dubbs Place, Port Glasgow, PA14 5UD
IL	Gourock pool & Gourock Fitness Gym Albert Road Gourock, PA19 1NQ
IL	Lady Octavia Sports Centre Bridgend Road, Greenock, PA15 2JN
IL	Port Glasgow Swimming Pool Bay Street, Port Glasgow, PA14 5EB
IL	Ravenscraig Sports Centre Auchmead Road, Greenock, PA16 0JE
IL	Indoor Bowling Club Port Glasgow Road, Greenock, PA15 2UL
IL	Greenock Town Hall Clyde Square Greenock PA15 1LY
IL	Port Glasgow Town Hall 35 King Street Port Glasgow PA14 5HD
IL	Gamble Halls 44 Shore Street Gourock PA19 1RG



Below is our local competitors and pricing analysis:

FACILITY AND LOCATION		PRODUCTS AND SERVICES AVAILABLE			
		Fitness Gym Pay As You Go	Memberships	Group Fitness 1 Hour	Spa Sauna and Steam
INVERCLYDE LEISURE FITNESS PLUS	Descriptions	765 Stations	Yes	300 Per Week	Yes
	Price	£7.20	£38.00	£6.30	£6.80
INVERCLYDE LEISURE FITNESS FOR LESS	Descriptions	503 stations	£18.50	20 - 35	20% discount on Sauna & Swim
	Price	£7.20	£9.99 (10am - 4pm)	Part of Membership	
INVERCLYDE LEISURE EXPRESS FITNESS	Descriptions	9 - 12 Stations	Yes	20-35	Yes
	Price	£5.10	£38.00 - £50.00	Part of Membership	
IL ACTIVE CROSS FIT INVERCLYDE LEISURE	Descriptions	120 Stations	Yes	70 Classes Per Week	Yes
	Price	£10.80	£45.00 - £55.00	£6.00	
POTENTIAL XCERCISE 4 LESS - GREENOCK	Descriptions	400 Stations	Yes	45 - 50 Per Week	No
	Price	£6.00	£9.99 - £18.99	Part of Membership	
LINWOOD OX RENFREWSHIRE LEISURE	Descriptions	120 Stations	Yes	70 Classes Per Week	No
	Price	£5.80	£24.50 - £31.50	£6.00	
DAVID LLOYD PAISLEY	Descriptions	200 Stations	Yes	96 Classes Per Week	Yes
	Price	N/A	£79.00 - £115.00pm	£79.00 - £115.00pm	£79.00 - £115.00pm
KA LEISURE	Descriptions	48 Station	Yes	37 Classes Per Week	No
	Price	£5.50	£34.00 - £61.00	£5.10	£3.20
BOWFEILD HEALTH & FITNESS CLUB HOWOOD	Descriptions	55 Stations	Yes	40 Classes Per Week	Yes
	Price	£10.00	£59.00	Part Of Membership	
JC GYM	Descriptions	30 Stations	30 Stations	Private Classes Per Week	Yes
	Price	£4.80	£25.00 - £30.00	£0	£4.80
PURE GYM PAISLEY	Descriptions	220 Stations	Yes	50 Classes Per Week	N/A
	Price	£6.99	£20.99pm	Free	
EXERCISE4LESS RENFREW	Descriptions	400 Stations	400 Stations	45 Classes a Week	N/A
	Price	£6.00	£18.99	Part of Membership	
CABER CROSS TRAINING	Descriptions	Various Cross Training Stations		33	N/A
	Price	£5.00	£45.00 - £60.00	Part of Membership	
INVERCLYDE CENTRE SPORT SCOTLAND - LARGS	Descriptions	50 Stations	50 Stations	30 Classes a week	No
	Price	NA	£35.00	£35.00	
THE URBAN FIT COMPANY CAMPBELL STREET	Descriptions	Multi Station	Multi Station	Various Circuit Based Classes	N/A
	Price	£5.00	£25.00 - £40.00pm	Part Of Membership	
GLEDDOCH HOTEL AND SPA LANGBANK	Descriptions	15 Stations	15 Stations	N/A	Yes
	Price	£35.00	£65.00pm		Part Of Membership

PRODUCTS AND SERVICES AVAILABLE					
Swimming Pool	Sports Hall (Peak Times)	Grass Pitch 2 Hours	3G 7 a-side Adult Peak	COMMENTS	
Yes 25M Leisure Pool	4 Court Hall	Yes	Yes	All Prices based on Peak Time Activities	
£3.90 - £5.60	£51.10	£55.00	£43.00		
20% discount					
Yes					
£4.00	£48.20	£41.85	£37.00		
Yes				Membership Options £31.50 peak - £24.50 off peak	
No	N/A				
25M Leisure Pool	4 Court Hall	Yes	Yes	New Build Facility With Good Range Of Products	Membership Options £31.50 Peak £24.50 Off Peak
£4.00	£48.20	£41.85	£37.00		
25M Training Pool	N/A			Private Members Club, High Standard And Cost	Recent Refurbishments
£79.00 - £115.00pm					
No	4 Court Hall	Yes	Yes	Local Authority Leisure Trust Has A Good Overall Product Offering	Membership £34 Single £61 Couple Gym Equipment And Layout Is Standard
£3.20	£40.00	£32.00	£18.00		
N/A				Private Members Club , High End	Fantastic Changing Rooms
N/A				Standard Basic Small Gym	
N/A				Budget Gym Open 24/7	
N/A				Budget Gym	Separate Ladies Only Area
N/A				Cross Fit	6.00am Opening Slots
No				Sport Scotland Performance Fitness Gym	
				Offers Circuit Based Classes	Boxing, Hiit Fit Camp Strength And Conditioning
Yes	N/A			Private Club Attached To Hotel	Standard Small Gym With Spa Facilities
Part Of Membership					

Below is our local competitors and pricing analysis:

FACILITY AND LOCATION		PRODUCTS AND SERVICES AVAILABLE				
		Fitness Gym Plus (Pay-As You-Go)	Memberships	Group Fitness (1hr)	Soft Play	Climbing
INVERCLYDE LEISURE FITNESS PLUS	Description	765 Stations	Yes	300 Per Week		
	Price	£7.60	£38.00	£6.30		
INVERCLYDE LEISURE FITNESS FOR LESS	Description	503 Stations	£18.50 £9.99 (10am - 4pm)	20 - 35 Per Week	Yes	Yes
	Price	£7.60			£5.80	£10.80
INVERCLYDE LEISURE EXPRESS FITNESS	Description	9 - 12 Stations	Yes	Part of Membership		
	Price	£5.40	£38.00 - £50.00	N/A		
INVERCLYDE LEISURE IL ACTIVE CROSS FIT	Description	120 Stations	Yes	70 Per Week		
	Price		£45.00 - £55.00	£6.00		
CLYDEBANK LEISURE CENTRE WEST DUMBARTONSHIRE LEISURE	Description		Yes			
	Price	£4.80	£24.50 - £31.49	£6.00		
LINWOOD OX RENFREWSHIRE LEISURE"	Description	120 Stations	Yes	70 Per Week		
	Price	£5.80	£24.50 - £31.50	£6.00		
DAVID LLOYD PAISLEY	Description	200 Stations	Yes	96 Per Week		
	Price	N/A	£79.00 - £115.00	£79.00 - £115.00		
K A LEISURE	Description	48 Stations	Yes	37 Per Week		
	Price	£5.50	£34.00 - £61.00	£5.10		
BOWFIELD HEALTH CLUB HOWOOD	Description	55 Stations	Yes	40 Per Week		
	Price	£10.00	£66.00	N/A		
J C GYM - GRENNOCK	Description	30 Stations	Yes	Private Classes		
	Price	£4.80	£25.00 - £30.00	N/A		
PURE GYM - PAISLEY	Description	220 Stations	Yes	50 Per Week		
	Price	£6.99	£20.99	N/A		
EXERCISE4LESS - RENFREWSHIRE	Description	400 Stations	Yes	45 Per Week		
	Price	£6.00	£18.99	N/A		
BETTER BUILD FUNCTIONAL FITNESS - GRENNOCK	Description	Various Cross Training Stations	Yes	42 Per Week		
	Price	£5.00	£50.00	N/A		
INVERCLYDE CENTRE SPORT SCOTLAND - LARGS	Description	50 Stations	Yes	30 Per Week		
	Price	N/A	£35.00	£35.00		
THE URBAN FIT COMPANY CAMPBELL STREET - GRENNOCK	Description	Multi Station	Yes	Various Circuit Based Classes		
	Price	£5.00	£25.00 - £40.00	N/A		
GLEDDOCH HOTEL AND SPA - LANGBANK	Description	15 Stations	Yes			
	Price	N/A	£65.00			
ELEV8 INVERCLYDE TRAMPOLINE PARK	Description					
	Price					
CLOCH CARAVAN PARK LEISURE	Description	Yes	Yes			
	Price	£5.00	£38.00			

PRODUCTS AND SERVICES AVAILABLE							
Trampoline	Spa, Sauna and Steam	Swimming Pool	Adult 11's	Juvenile 11's	Adult 7's	Juvenile 7's	Adult 5's
			(Astro - 3G) PH	(Astro - 3G) PH	(Astro - 3G) PH	(Astro - 3G) PH	"Astro - 3G) PH
	Yes	25m Leisure Pool	Yes	Yes	Yes	Yes	Yes
	£7.10	£4.60 - £5.90	£74.00	£46.00	£43.00	£26.00	£34.00
	20% Discount	20% Discount					
	Yes	Yes	Yes	Yes	Yes	Yes	Yes
		£4.00	£37.30	£37.30	£37.30	£37.30	£37.30
	Yes	Yes					
			Yes	Yes	Yes	Yes	
			£98.25	£78.65	£32.75	£19.75	
		25m Leisure Pool	Yes	Yes	Yes	Yes	Yes
		£4.00	£97.10	£48.55	£38.40	£19.50	£44.00
	Yes	25m Training Pool					
	£79.00 - £115.00	£79.00 - £115.00					
	No	Yes	Yes	Yes	Yes	Yes	
	£3.20	£3.20	£65.00	£52.00	£35.00	£30.00	
	Part of Membership						
	N/A						
	Yes						
	£4.80						
	Yes	Yes					
	N/A	N/A					
Yes							
£10.00							
	Yes	Yes					
	£5.50	£5.50					

5.6 SWOT ANALYSIS

Below is a summary of the SWOT analysis carried out with Directors and the teams from IL facilities. All suggestions have been analysed, and where possible they are integrated into the business plan.

STRENGTHS

- Great Customer care – Good relationships with customers – friendly, loyal, highly qualified and knowledgeable employees.
- Good working environment – positive culture, good direction through the Strategic Plan.
- Great value for money – affordability – diversity of products – range of products and services.
- Good cloud-based systems.
- Good transport links – trains / buses to access our facilities.
- Good partnership and stakeholder relationships.
- Good marketing strong social media presence – campaigns – special offers / discounted joining fees / free months etc. / Events / Christmas/ Summer Programmes/ Playschemes / Halloween events etc.
- Opening Hours in comparison to some private operators and leisure trusts with 5.30am to 11 pm opening.
- Strong corporate branding and sub branding to promote our products and services.
- Community focused organisation – supporting the local community.
- No corporate shareholders to satisfy. Profits that IL make can be reinvested back into the company.
- Robust QMS and Health & Safety procedures 24/7 support.
- IL Excellence awards and customer WOW awards – My Development plan for IL employees.
- Strong Board of Directors and leadership very supportive of initiatives and ideas.
- Legend and reporting systems.
- Specialised rehabilitation services for clients suffering from severe illnesses.
- Health and wellbeing.
- Car parking in most of our facilities.
- Continued capital investment within the facilities and relationship with IC.
- Digital customer platforms such as - My wellness, RFID access, FastTrack kiosk Swintag, IL app, Legend dashboards, Skillbike Technology.
- Free customer WI-FI in most large sites.
- Ongoing communication – quarterly newsletter for IL employees.
- Access to eLearning and training for our IL Employees.

OPPORTUNITIES

- Look at opportunities in centres to utilise low use areas and develop activity.
- Develop products for the ageing demographics and encourage family engagement– target persona within Inverclyde area for key products.
- Continue to develop and expand our customer technology platforms, membership systems, virtual reality, online joining process and Wi-Fi for customers etc.
- Continue to market all our products and services to promote and drive activity into our facilities.
- Review company's operation.
- Electric car charging points within some larger facilities.
- Look into Loyalty card scheme.
- Expand the IL showcase brand by introducing new acts and events.
- New website development.
- Tourism market- with new ocean terminal and use of the Clyde.
- Staff training and development CPD – nutrition – chartered training (CMI) etc.
- Improve customer testimonials.
- Utilise grant finder to access external funding.
- Develop marketing campaign and children's party menu for company encapsulating all facilities.
- Review and expand the IL catering.
- Integrate legend with tablets at receptions.
- Harness technology such as RFID, Beacons, kiosks, self-service, virtual, web, automation, AI and bots.
- Work with our partners to look at transferring facilities and look at external opportunities to grow.

WEAKNESSES

- Some sites have poor directional road signage.
- Current IL website dated.
- Social media content could be improved.
- As facilities age they require more capital investment.
- Water ingress keep on patching.
- Anti-social behaviour at some sites.
- Connectivity at some sites are poor.

THREATS

- New low-cost budget gym operators.
- The effect of COVID-19 on the business.
- Decline in local demographics.
- National decrease in some sports, curling, swimming, indoor bowling, badminton etc.
- Management fee reductions.
- Uncertainty of Brexit outcome – change in political landscape and economic landscape.
- The rise of cybercrime.
- Potential larger unemployment in the area.
- Legislation changes affecting the company.
- Potential withdrawal of waiver fees and grants for voluntary organisations, playschemes and clubs etc.
- Reputational damage.
- Uncertainty of utility costs.
- Rising employee costs.

HELPFUL

SWOT

HARMFUL

5.7 PESTLE ANALYSIS

Below is a summary of the PESTLE Analysis carried out with the team. All suggestions have been analysed, and where possible added into the plan.

POLITICAL

- Government policies and uncertainty
- Political instability with Brexit
- COVID-19 uncertainty
- Isolated lockdowns
- Inverclyde Council policies changing
- Uncertainty over future government and local council funding
- Changes in taxation policy
- Changes in legislation and regulations effecting operations
- Political conflict with policies affecting the company
- Changes in Government policies
- Changes in employment laws
- Money and fiscal policy changes

ECONOMICAL

- Economic impact – global uncertainty
- Trend in Health and Wellness economically
- Growth in Health and Wellness Market
- Inflationary rises
- Funding for COVID-19
- Disposable income pressures
- Dip in the economy/ recession impacting our services and potential employment
- Uncertainty over future utilities costs and fuel
- Employee costs
- Future potential funding from partners
- Pension fluctuation
- Supplier costs increasing
- Free Swimming funding
- IC Waivers policy funding
- VAT and future interest uncertainty
- Competitive pricing
- Capital investment developments
- Consumer buying patterns

SOCIAL

- Impact to the health agenda
- COVID-19 customer confidence
- Population decline
- Age distribution with older population growth
- Organisational Safety emphasis
- COVID-19 effecting established programmes
- Trend towards fitness as being fashionable
- Lifestyles trend toward health & wellness
- Gender balance
- Company brand reputation
- SIMD areas
- Rise of social media
- Rise in fitness role models
- Customer expectations and perceived value of products
- The rise of mental health related conditions
- Marketing approach and adoption of marketing to personas
- Community engagement and involvement winning hearts and minds
- Customers demanding more experienced based activities
- Media trends and impacts on local and national articles
- Accessible facilities for abled and disabled customers
- Preventive health agenda
- Good Relationships with local Council and stakeholders
- Company image

TECHNOLOGICAL

- Technology and communications infrastructure growing
- Consumer access to technology and digital platforms
- Development of automation
- Awareness of technological advances
- Keeping up to date with technology trends
- Competitor technological advances
- Legend developments and opportunities
- Equipment and software changing rapidly
- New solutions to improve services, access controls, bookings, self-service etc.
- Cybercrime / security breaches
- IT replacement strategy
- Embracing cloud technology
- Keeping up-to-date latest fitness equipment
- Customers increasing use of electronic communication and electronic purchasing
- Look at latest technology innovation
- Develop IL app
- Web development
- Social media development

ENVIRONMENTAL

- COVID-19 and effects
- Climate change
- Weather trends that impact the services
- Seasonal fluctuation
- Carbon footprint
- Changes in environmental regulations
- Recycling and waste management
- Reduction in single use plastics
- Renewable energy

LEGAL

- Data protection and GDPR
- Insurance protection
- Consumer protection
- Employment law
- Health & safety law
- General legal issues
- Food Hygiene law
- Guidance relating to swimming pools
- Gender reporting
- Equalities regulations
- H&S management
- Advertising standards

CORPORATE STRATEGY

6.0

6.1 STRATEGIC DIRECTION

The COVID-19 pandemic continues to significantly impact and disrupt Inverclyde Leisure. With no visibility into when this health crisis will end, our strategy must change and the next few years focus on:

- Win loyal customers (win hearts and minds)
- Leverage technology
- Consolidate and reduce expenditure where we can do so
- Utilities dynamic employee scheduling

- Continuously reviews programs
- Be creative search for ways to be innovative
- Look for ways to grow as the environment becomes more stable

Win loyal customers

Engaging with old and potential new customers amid the pandemic is a massive opportunity for IL. We can drive business that had previously been there and build new connections. Creating a centralised customer contact centre and utilising customer information and sales platforms through Legend prospecting to gather data such as customer emails and phone numbers allows us to reconnect with customers and keep them updated on our latest promotions, products and service changes. The customer contact centre will also help in acquiring new customers enabling us to rebuild the company and help with the retention of existing customers. The key message will be health and wellbeing of our users.

Leveraging technology

Having the right technology is imperative for IL during these turbulent times. Inverclyde Leisure has invested heavily in the development of technology in the last few years and this has allowed us to develop most of our products and services through our app. Continually reviewing and optimising our app is a top priority to ensure we are maximising capacity safely. We will also continue to update our website and web listings in line with services that are on offer, hours of operation and phone numbers for reception so customers have a contact point. We will also continue to develop our contactless payments that decrease person-to-person transactions.

According to consulting firm McKinsey, the digital customer experience is essential to earning repeat customers and gaining loyalty. The firm also notes that the going a step further with "deep personalisation." This includes engaging customers through personalised offers and using customer data to make decisions on what to promote. This will allow IL to get closure to our customers.

Reducing costs

With customer numbers down, the key to IL surviving is reducing costs where possible. IL will continue to work with suppliers to reduce licencing and other external supplier cost, negotiate with current vendors to reduce costs or switch to vendors that offer better pricing in line with our financial regulation.

IL are constantly reviewing P&L, cash flow and usage patterns through our KPI dashboards to ensure we operate as efficiently as possible. This clear picture of financial performance helps IL better inform our business strategy.

Dynamic Scheduling

Labour costs account for around 60% of gross revenue making it the highest expenditure for Leisure operators. IL will reduce these costs by analysing customer demands and adjust scheduling appropriately for off-peak hours. Adjusting scheduling to save hours of staff time can save in wages each month, especially if we do not have the customer demand.

Continuous program reviews

Programme reviews will be reviewed constantly to allow for customer demand both upwards and downwards. This approach allows us along with dynamic scheduling to be as cost effective as possible whilst meeting customer demand as best we can.

Be creative

There is no doubt that many consumers want to feel safe and welcome in our facilities. As a team we will continue to ensure this safety and build on the customer experience by creating imaginative customer initiatives to try and attract customers back and try and win new ones.

Look for ways to grow as the environment becomes more stable

As we come out of the ups and downs of COVID-19 growth is expected for the leisure industry as may be seen from the research the section. The company has many exciting projects to help us grow these can be seen in the business development section below. Achieving our strategy over the next 3 years will depend upon the effective management of our resources. This document outlines IL's strategy moving forward and demonstrates how we will deploy those resources to ensure that the company continues to develop and grow.

6.2 HUMAN RESOURCES

IL aims to create a positive, enjoyable, flexible and rewarding environment for its employees.

IL's workforce represents its largest area of influence with most staff delivering front of house services to our customers. IL aims to create a flexible culture where employees can thrive and grow whilst delivering on IL's company values.

The main areas of strength for Human Resources (HR) are listed below:

- Provide good terms and conditions
- Standardised contracts for employees that link to the employee handbook
- Celebrate employees and teams' achievements at the annual excellence awards and through WOW awards and keep employees up to date through newsletters and briefings
- IL have a knowledgeable HR advisor to help with day to day matters
- IL have a HR company to advise on HR and legal issues for the company with quarterly support meetings

- Have a good two-way appraisal system in my development plan
- Provide training and development opportunities for employees
- Encourage our employees to be active
- Standardised evaluated pay scheme
- Policies and procedure to guide employees
- Cloud based annual leave and absence management system that can store HR records
- Payroll provider SLA
- Registered body with Disclosure Scotland
- Physio and mental health support for our employees
- Insurance to help if there is an employment issue

Employee Engagement

There continues to be a focus on increasing employee engagement to deliver improved business performance whilst ensuring employee wellbeing. IL is endeavouring to create a workforce which feels appreciated, valued and committed to contributing to the success of the business. This process of ownership will continue to focus at all levels, from the creation of the strategic values and objectives, to the cascading effect to frontline teams who can deliver the service.

Performance Management

IL recognises the need to develop staff to ensure a workforce that meets the needs of a modern leisure organisation. My Development Plan covers 5 main areas of development. These are:

1. Communication with others and teamwork
2. Customer service
3. Personal initiative, change and innovation
4. Working safely and ensuring the wellbeing of others
5. Quality and continuous improvement

These 5 areas remain critical to the success of IL and the development plan gives employees the opportunity to meet with their line manager to discuss their performance against each of these areas.

Employees rank themselves on a scale of 1 to 4 on how they have performed against each area and can discuss this with their line manager and look for areas where they have performed well and areas for improvement while setting realistic timescales to meet these targets.

The Development Plan also gives employees the opportunity to agree and set objectives based on IL's business plan. Employees and managers will be able to agree and set objectives which are linked to the business plan based on their role within organisation.

Employees and managers can agree and set personal development objectives and training. This focuses on the employee and allows employees the chance to look for ways to improve their skills for both the benefit of their own career development and the success of IL.

IL are committed to the development of both the business and its employees and see the My Development Plan as an excellent opportunity to help achieve both.

Recruitment and Selection

IL is committed to recruiting, retaining, and developing the best people to form a committed, capable and highly skilled workforce in order to deliver its business plan. When recruiting, IL will recruit and select the best people by advertising positions internally or externally ensuring a standardised recruitment process and recruiting in line with the company's values.

Behaviours

To help promote our values as a company, IL will be developing an employee recognition scheme. Employees are part of our brand and are the key to providing a customer centric environment. The programme will be based around a one to three-star system involving assessment and review and will be open to any employee. The aim will be to embed our core values through demonstrating these values in everything we do.

Training

With regards to specific training needs, the nature of IL's business requires employees to be highly skilled in certain competencies, such as health and safety and customer care. The company therefore commits to the continuous

development of and investment in its employees through a thorough training that is up-to-date and of a high professional standard. This level of training ensures all employees are competent to deliver the performance and professionalism that is necessary to cater for both current and new business whilst focusing on customer needs.

IL actively encourages career development throughout the workforce and utilises both internal and external training in order to achieve this.

Dynamic Scheduling

Labour costs account for around 60% of gross revenue, being the highest costs for the company. Our aim will be to reduce these costs by analyse customer demand and adjust scheduling appropriately. Once the programme rebuilds, we will then scale back up again.

Pensions

IL will continue to auto enrol employees into its pension scheme currently supplied by Strathclyde Pension Fund which adopts the Local Government career average scheme.

HR Procedure Review

IL will be carrying out a full procedure review of the HR policies and procedures to bring them in line with best practise. The procedures will be divided over three years and reviewed as part of the QMS process. The process will involve a review of each procedure with our HR consultants and HR advisor to review the procedure and then the training of key employees through the quarterly QMS meetings.



Courses
IL will continue to develop our job role specific training matrix which is the core of all our staff training in relation to our Quality Management System. This will ensure that all staff receive appropriate training relative to their post on commencement of employment.

We will also continue to work with key partners such as Right Directions, Legend, Bigwave Media, Scottish Swimming, The Royal Life Saving Society, The Institution of Occupational Safety and Health, the Chartered Management Institute and the Chartered Institute for the Management of Sport and Physical Activity. This will help to ensure that IL encourage and support the development of the employees.

Courses that we will deliver over the next 3-year period will include:

- National Pool Lifeguard Qualification
- First Aid at Work Trainer Assessor Course
- First Aid at Work
- CIMSPA Pool Plant Certificate

COURSE	MANAGER/SUPERVISOR	TEAM MEMBER	ADMIN RECEPTION
Induction			
Risk Assessment			
Fire			
Driving Safely			
Manual Handling			
Computer Safety			
COSHH			
Office Safety			
Stress for Employees			
Stress for Managers			
Food Hygiene		Ravenscraig, Boglestone and Waterfront	
COVID-19 e-learning			
Health and Safety for Managers			
Slips Trips and Falls			
Accident Investigation			
Data protection act		Gym Staff, Sales Staff	

Scottish Swimming Teachers Course

IOSH Managing Safely

COVID-19 training

IOSH Working Safely

CMI Management and Leadership Courses

Other job specific and personal development training to be identified and discussed between employee and Line Manager as part of the My Development Plan appraisal meeting.

We will also ensure that key HR training is provided to all our management team.

We will continue to embed site specific health and safety e-learning to all our employees. This training is mandatory and is a key part of our induction and continuous improvement process with all training being refreshed annually.

Below are the objectives and aims for the next three years

HR Year 1

- Review occupational health support provider
- Continually review casual employee and additional hours tracker
- Continually review employees line charts in line with business priorities
- Continually review and create dynamic scheduling for the company
- Ensure continue review of staff practices around COVID-19
- Manage TUPE transfers from new facilities
- Review head office to create more confidential office space
- Create COVID-19 safe environment for employees
- Ensure fair pay award for employees
- Continue with regular updates on furlough and working
- Manage furlough and the job retention scheme as appropriate
- Start to upload relevant HR paperwork to Croner
- Cary out holiday deduction for relevant employees
- Disseminate reporting of sickness to appropriate senior/line manager
- Restructure and reorganise roles and responsibilities to manage COVID-19 to be reviewed year 2
- Produce staff survey to include questions on any further training employees would like
- Produce gender pay gap report

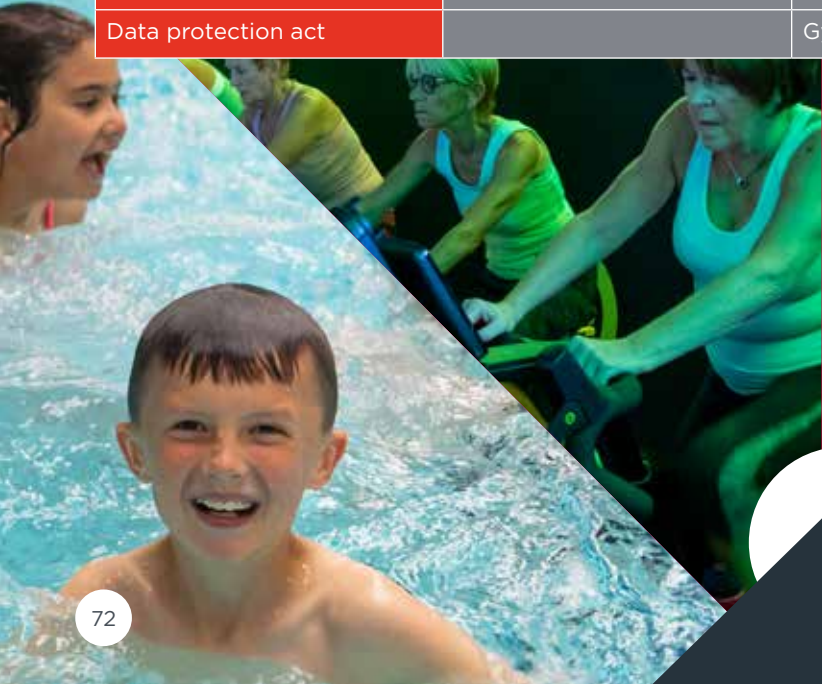
HR Year 2

- Review staff handbook and communicate changes
- Implement new structure to help company recover
- Deliver staff engagement events such as Excellence Awards for high performing individuals and teams, business presentation such as annual reports and strategy document and annual Christmas event social distancing permitting
- Introduce long service award as part of the excellence awards
- Review policies and procedures for new starts standards and expectation
- Introduce new star award recognition scheme

- Ensure employees that are working regular shifts are contracted
- Disseminate information from webinars on HR issues to managers
- Improve website recruitment for new employees
- Recruit for planned new tennis facility
- Ensure fair pay award for employees
- Produce staff survey
- Upload relevant HR paperwork to Croner
- Identify and review HR policy and procedures with Croner and disseminate through QMS
- Produce gender pay gap report

HR Year 3

- Ensure on-going training both corporate and through MDP
- Review staff handbook and communicate changes
- Ensure employees that are working set shifts are contracted
- Identify and review HR policy and procedures with Croner and disseminate through QMS
- Develop staff suggestion scheme
- Run team building event for managers/supervisors such as colours works
- Disseminate information from webinars on HR issues to managers
- Deliver staff engagement events roadshows annual report etc
- Upload relevant HR paperwork to Croner
- Develop next 3 years HR objectives
- Produce gender pay gap report
- Review MDP to ensure consistency
- Review HR legal support
- Arrange mental health awareness training for employees



BE PROUD
OF YOUR
ACHIEVEMENTS



6.3
MARKETING

Marketing has been the foundation for Inverclyde Leisure's growth over the last few years and it remains a key priority of this Strategic Plan. The focus over the next three years on marketing are:

1. To target the customers we have lost through COVID-19
2. Win new customers through innovative and creative products and services
3. Grow the market through new projects and initiatives

The main areas of strength for Marketing are listed below:

- Proactive approach to marketing of products and services
- Creative marketing campaigns
- Great partnership with marketing agency
- Strong branding and sub brands
- Creative and professional marketing designs
- Diversity of advertising streams
- Healthy marketing budget
- Active presence on social media
- Good use of profiling and demographics
- Good use of target marketing
- Cloud based proofing tool
- Good use of applications and website
- Creative use of social media platform and chartable marketing activity
- Clearly defined products and services to develop in the market

Market Opportunities

We believe that by concentrating on the following areas the company can further strengthen our position in the marketplace:

- Effectively engaging customers
- Building and maintaining the company's reputation
- Building relationships between IL and our customers
- Effectively communicating and informing customers
- Proactively managing sales
- Providing Insights about the company
- Staying current and on trend
- Driving health and wellbeing
- Driving digital and technology
- The company making informed decisions about the marketplace

Marketing Strategies

Strategic and tactical areas to be implemented to achieve the marketing objectives are listed below:

Segmentation

The further development of market segmentation by understanding consumer behavior and target market profiling. From a societal point of view, marketing provides the link between a society's material requirements and its economic patterns of response. This way marketing satisfies these needs and wants through the development of exchange processes and the building of long-term relationships. Market segmentation allows for a better allocation of IL's resources in servicing specific groups of consumers.

On-Site Marketing Support

A designated resource that works alongside IL's senior management team to review, plan, project manage and advise on all campaigns, developments and strategic marketing requirements for IL.

Strategy and Planning

The development of strategy and planning to fully understand and agree the scope, requirements and targets to be achieved during the period.

Account Management

To have a designated account manager assigned to facilitate all traditional and digital marketing requirements.

Print and Media Procurement

To have full management of all print and media for marketing requirements. Manage all elements of the process including planning, bookings, liaison with third party suppliers and organisation of all delivery / installation where required.

Graphic Design

To cover all standard graphic design, digital design, marketing campaigns, strategy and report documents. Creation of a full brand guide to help maintain these standards are always constitutently applied to any of IL's work.

Proofing Software / Processing of All Design Work

To have an online proofing tool linked to the designated account management which allows IL to streamline the review and approval of their marketing materials without the need to work from PDF proofing and emails.

Strategy and Branding

- Manage Google, Facebook etc any paid and charitable advertising
- Manage social media strategy which is updated on an annual basis
- Channel optimisation and re-brand of any existing business profiles
- New channel setups (in-line with suggested strategy)
- Identify and target businesses on social media to help build fans/followers on a monthly basis
- Reporting as required

We will continue to develop our Sub brands as seen below:





Content Provision

IL will within the new structure allocate a resource for social media for Twitter, YouTube, Linked In, Facebook etc to ensure regular content for all social media channels that is researched, written, and scheduled. The social media employee will also create interesting content for the website and news features.

Public Relations Management and Support

Provision of Public Relations (PR) support to include:

- PR walkthroughs to enable staff to undertake PR training at distance
- Stock library of leisure specific press releases for adaptation
- PR media lists for United Kingdom national, regional and trade media lists
- PR distribution system to enable staff to issue press releases and media log
- Stock library of crisis and issues management support
- Access to PR specialists for any bespoke requirements (this would be outside of the contract and used as and when required)

Demographics and Research

Experian demographics for each centre. Summary of demographic reports for each individual centre to include:

- Population breakdown
- Population projection
- Age
- Marital status
- Ethnic make-up
- Social grade make-up
- Basic mosaic profile
- Visual snapshot of key mosaic group
- Drive time map

Customer mapping of memberships as for each individual membership category as well as swimming and skate lessons.

E-Marketing

Provision of a fully integrated e-marketing solution to be used by staff at IL and by the provider for campaigns and commercial support. The system must include the following tools:

Short Message Service Marketing

Provision of a fully integrated short message marketing (SMS) solution to be used by staff at IL and by the provider for campaigns and commercial support:

- Sending of SMS messages to individuals or groups
- Creation of multiple phonebooks
- Creation of templates of commonly used messages
- Detailed response analysis of campaigns
- Ability to receive inbound messages by SMS, web or email

Website Support

- Complete core content management system (CMS) based changes
- Ensure brand consistency across all pages on IL's website
- Update and amend the site to reflect existing campaigns
- Provide Google Analytics data monthly
- Liaise directly with website provider over any technical elements of the site

Search Engine Optimisation (SEO)

SEO to provide detailed information and statistics about crawling, head elements, content relevance, links, domain, URL structure and user experience. In turn, this information and data would be used to improve site quality, gain new users and thrive against competitors.

Website Landing Pages

Creation of stand-alone landing page which is fully mobile enabled / responsive and has the capability to capture data by utilising Google analytics and other tracking technologies.

Mobile Application

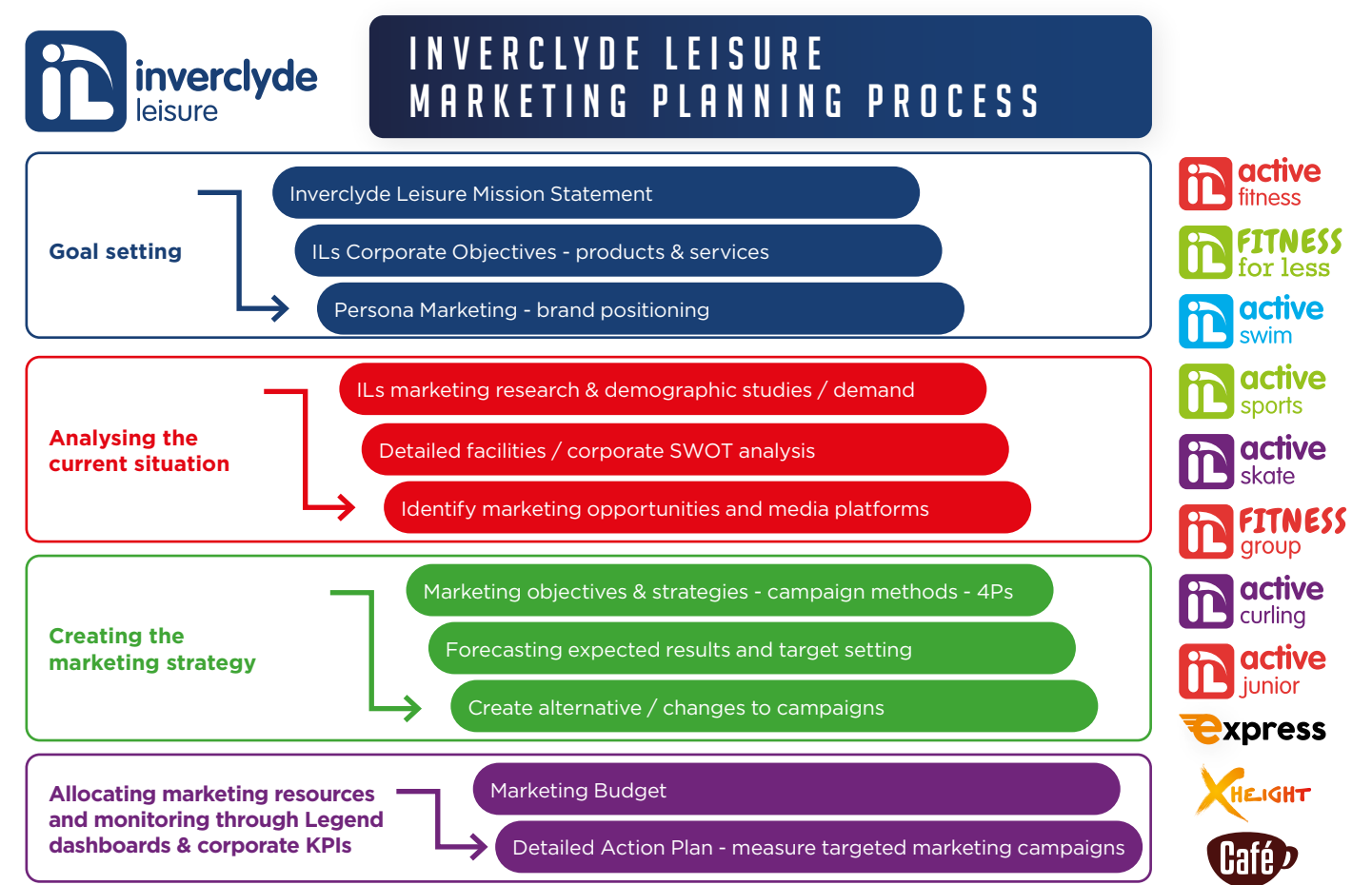
To support and update Inverclyde Leisure mobile booking application.

Customer Contact Centre

Creating a centralised customer contact centre and utilising customer information and sales platforms through Legend prospecting to gather data such as customer emails and phone numbers allows us to reconnect with customers and keep them updated on our latest promotions, products and service changes. The customer contact centre will also help in acquiring new customers enabling us to rebuild the company and help with the retention of existing customers. The key message will be health and wellbeing of our users.

Advertising and Promotional Plan

IL advertising and promotional plan will be developed annually with the marketing team and implemented through monthly marketing meetings in line with the planning process below:



Below are the objectives and aims for the next three years

YEAR 1

- Create annual promotions calendar including were appropriate YouTube, Twitter, Instagram, Facebook, Sky, Virgin Media, leaflet distribution, billboards, and landing pages to help drive recovery win back customer and attract new customers
- Develop the centralised customer contact centre
- Launch golf promotion
- Drive health and wellness campaign
- Focus marketing activity on data, content marketing and automation, bots etc
- Utilise google add words
- Improve SEO with new website
- Continue marketing development workshops
- Increase research capability, and use research data to feed operational improvements
- Rebuild campaign January & February
- Utilise Legend's CRM system through product improvements
- Utilise Legend prospecting
- Create new corporate safety videos
- Create customer experience testimonials

YEAR 2

- Embed new website and actively manage web, app, social media, and marketing development through realigning resources
- Create campaigns that target individual users
- Create products that customers want to use by developing personas for new products and services
- Create a stronger market presence as a charity including advertising and working for the good of the community wining hearts and minds
- Create a content schedule and targeted social media plan
- Further embed Net Promoter Score (NPS) in facilities
- Launch new cooperate approach to birthday parties
- Investigate corporate approach to Booking Office
- Ensure community halls and town halls can be accessed through the IL website
- Create more testimonials using video for website
- Create targeted personas on video for products such as Fitness Plus, Fitness for Less, Express Fitness
- Look to recruit social media employee to drive content
- Map year two marketing strategy with Bigwave Media
- Create annual promotional calendar including were appropriate YouTube, Twitter, Instagram, Facebook, Sky, Virgin Media, leaflet distribution, billboards and landing pages
- Create campaigns that target health and wellness.
- Create a plan to develop Inverclyde as a destination to enjoy more than one experience for the family
- Produce 3 employee newsletters
- Work with software provider to improve online joining process
- Identify and develop appropriate branding structures and sub brands for new products such as tennis
- Look at using outside of buildings near roads to advertise
- Run annual community event programme and outreach

YEAR 3

- Map year three marketing strategy with Bigwave Media
- Create annual promotions calendar including were appropriate YouTube, Twitter, Instagram, Facebook, Sky, Virgin Media, leaflet distribution, billboards and landing pages.
- Create products that customers want to use by developing personas for new products and services
- Build the Showcase brand to attract touring shows wanting 600 plus venues
- Target cruse ship market with packages such as golf
- Produce 3 employee newsletters
- Review marketing presentation at all facilities
- Review membership journeys utilising video
- Run annual community event programme and outreach for website
- Monthly marketing development workshops
- Update video and photography stocks
- Conduct demographic research
- Conduct customer research
- Conduct leisure and national trend research
- Conduct local market research
- Develop new marketing initiatives for three-year plan



6.4
INFORMATION TECHNOLOGY

Most of Inverclyde leisure's Information Technology (IT) systems are cloud based including front of house, back office systems, voice over internet protocol (VoIP) phones, accounting system, Swimtag, IL mobile app, Technogym, e-gym, Office 365, Croner, Redro, Legend etc. We have a good working relationship with our suppliers.

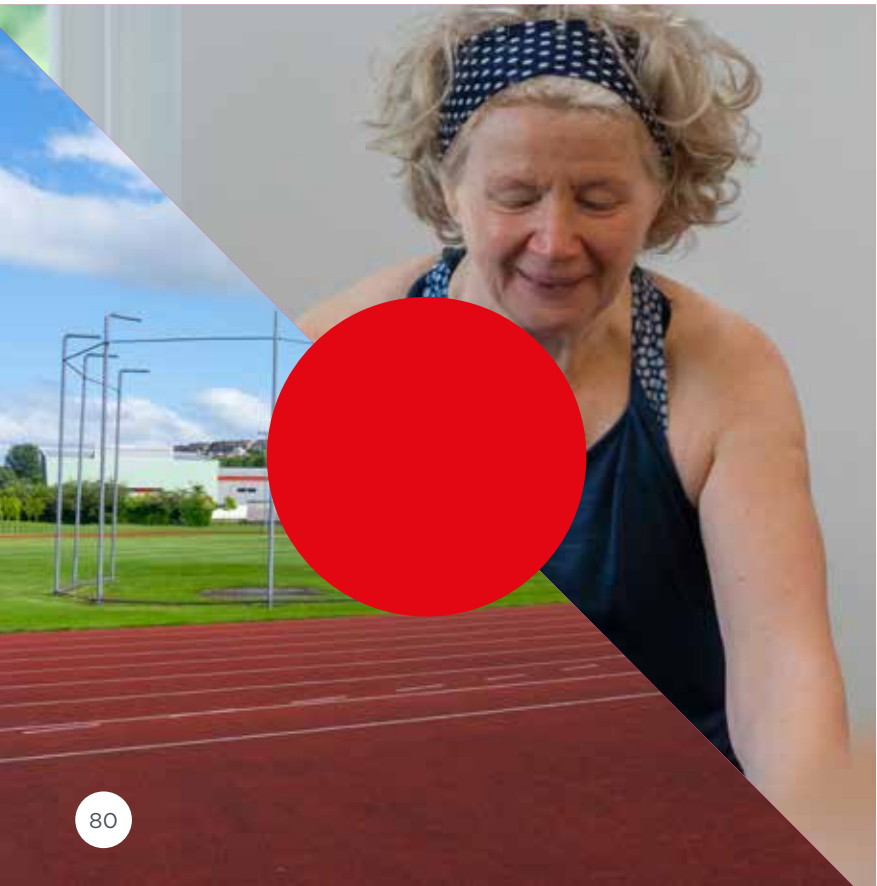
IL will continue to invest and replace our hardware such as rolling out new desktops as older models come to the end of their life cycle and renewing our phones at sites as required.

Legend support provides WAN/LAN network services, VoIP telephony, secure data centre hosting, Office 365 licences, email hosting, website hosting, IT security, Internet content filtering and anti-virus/malware protection and management.

IL has a 24-hour, 7 day a week help desk for all IT related issues or technical support as well as having a dedicated IT administrator as part of the team working office hours.

The main areas of strength for IL's IT are listed below:

- The front of house system is easy to use and configure
- The reporting systems and dashboards are excellent
- Good expertise and support systems from suppliers
- An excellent skilled and knowledgeable in-house IT administrator
- Great cloud-based systems
- Direct Debit systems and management
- Customer journey automated systems
- The introduction of self-service kiosks
- Free Wi-Fi in cafes
- Use of technology to aid development



Front of House Booking System

Legend's Front of House (FOH) is designed to ensure the ultimate level of efficiency and speed in this key area of our business. Legend is fast and efficient, with real-time processing of transactions across the key functions of E-POS, access control, bookings and attendance.

KEY FEATURES:

- Powerful EPOS and Stock Control
- Multi-member transaction capability
- Intuitive 'basket-based' screen layout
- Chip & Pin payment integration
- Shift Management and Banking
- Messaging and alerts
- One touch shortcuts
- Registrations including secure validation
- Online Membership Sales (paperless DD)
- Online Bookings
- Online Debt Administration
- Simple to use 'basket' function
- Secure online payment into your bank account
- Corporate Invoicing

KEY BENEFITS:

- Reduced queues at reception
- Secure and auditable cash handling
- More efficient access control
- Current 'user transaction' visibility
- Rapid & secure PDQ transactions
- Allows 'one' to pay for 'many'
- Reciprocal access policies
- Increased revenue from the Web
- Reduced costs from self service
- Improved customer service experience
- Reduce administration
- Improved corporate image
- Web content kept fresh dynamically
- Seamless online timetable production

The software is cloud based to enable 7 day a week support. Legend's hosted services are provided on fully redundant banks of servers located in two of the UK's most highly specked specialist data centres.

Hosted services include;

- Hosting of customer firmware systems such as accounts software, payroll, PMS, BMS and MS® Exchange Server
- File serving including antivirus software provision and maintenance
- Web hosting
- Backups and restore of data on end to end
- Disaster recovery services to ensure full, swift restore of data, files, virtual servers, email and websites
- Manned help desk support seven days per week, a 'one number to call' solution

Web

IL also has Legend's web solution that incorporates the latest technology to bring end-to-end e-commerce. The solution delivers self-service, secure payment and offers enterprise strength CMS to deliver and administrate marketing websites, visuals and content.

The result: online solutions that make a positive impact visually, deliver new efficiencies, provide improved services to the public and dramatically reduce administration time.

The solution is delivered in a seamless, integrated package that makes it easier to capture vital demographic information whilst creating a platform to increase revenue from membership, pay and play, bookings and online sales.

App

Due to the pandemic our app has become a fundamental tool in helping to facilitate customer bookings and payments of our services. The whole customer journey has been reconfigured and engineered to allow our customers the ability to book themselves into prescheduled timeslots for swimming, the gym and fitness classes. Beforehand only a small user base utilised the app for booking fitness classes whereas now it is our whole customer base.



IL Support

Along with our IT partners, our FOH and IT Administrator helps coordinate changes and developments to the FOH and the booking system. With our software partner, Legend Club Management Systems, constantly updating their software and adding new features it's imperative that the company are constantly looking forward and implementing changes to help benefit our customers and staff.

Below are the objectives and aims for the next three years:
YEAR 1

- Review broadband lines at sites with slower internet speeds and were possible look at updating the lines to fibre at the Waterfront
- Audit VoIP phones and improve quality and clarity
- Replace desktops coming to the end of their lifecycle with laptops
- Upgrade the EFM system at the Waterfront
- Put all bookings on App for COVID-19 test and trace
- Restructure the booking sheets for COVID-19 safe bookings
- Expanded app to include more facilities
- Produce dashboard for usage per product to manage trends for COVID-19
- Renew agreement for safe disposal of obsolete IT equipment
- Produce COVID-19 safe receptions
- Produce infrastructure for online classes COVID-19
- Use legend automation for unfreezing memberships and communication to members
- Provide new wireless handsets to facilities that have requested more call flexibility
- Review and plan for best model for self-service kiosk and tablet configuration at facilities
- Review office accommodation
- Continue to work with software providers providing smoother customer journeys through automation
- Upgrade any desktops from Windows 7 to 10
- Work with operations team developing any new initiatives
- Review cyber security
- Review e-mail accounts

6.5 FACILITIES MANAGEMENT

YEAR 2

- Develop project to review Legend system and cleanse system
- Review of website documentation and functionality
- Review broadband lines at sites with slower internet speeds and were possible look at updating the lines to fibre. Lady Octavia, Port Glasgow pool, Birkmyre, Gourrock etc
- Review new website to ensure ease of use for our customers
- Review Wi-Fi in public area such as party rooms, cafés and seating areas
- Review finance system
- Attend Legend conference or Head Office to ensure continual development
- Continue to work with software providers to obtain a smoother customer journeys through automation
- Work with operations team developing any new initiatives
- Send cluster senior managers and managers release information from Legend
- Review new website to ensure ease of use for our customers
- Consider RFID for smoother customer journeys at premium sites
- Implement self-service kiosks and tablets project
- Conduct an audit of our desktops, hardware and replacement program
- Audit VoIP phones

YEAR 3

- Carry out an audit of our desktops, hardware and replacement program
- Review website to ensure ease of use for our customers
- Attend Legend conference or Head Office to ensure continual development
- Continue to work with software providers providing smoother customer journeys through automation
- Send cluster senior managers and managers release information from Legend
- Work with operations team developing any new initiatives
- Audit VoIP phones
- Review Booking Office systems with Legend
- Review QMS procedures relating to IT

IL continue to invest in the maintenance of facilities utilising our facilities manager to coordinate preventive maintenance as well as managers on site coordinating reactive maintenance with the expertise of our facilities manager when required. The facilities manager coordinates external contractors to maintain the assets in a functioning and safe state using fully qualified and professional contractors.

Life cycle replacement and refurbishment is a split responsibility with IL replacing maintenance items up to an agreed financial threshold and IC replacing larger items over the threshold. IL discuss these areas as part of a six-weekly review with IC.

The main areas of strength for IL's Facilities Management (FM) are listed below:

- Reactive maintenance speed
- Experienced facility manager knowledgeable about IL facilities
- Recent upgrades and refurbishments to IL facilities
- Speed of purchasing system for maintenance orders
- Good contractor database and interactions
- Good involvement from site teams
- Continued investment from IC
- National utilities framework
- QMS procedures around FM
- Statuary checks in IL control
- Preventive maintenance process
- Maintenance system

Maintenance System

IL have purchased a new computerised maintenance system, along with a preventative maintenance schedule for facilities this includes -

- Tablet based solution
- Asset registers
- Incident logging
- Reporting and alerting with intuitive duty manager checklists via mobile devices
- Provides communication with contractors, individual task setting, live incident reporting and ease of use in live operation

The system ensures that essential items are maintained to high standards (e.g. alarms, extinguishers, lifesaving and safety systems, pest control and plant maintenance).

Energy Reduction

IL will work to improve our annual consumption on electricity, water and gas by continually monitoring consumption usage and regularly briefing staff on the annual energy usage.

Environmental

IL will further review its environmental policy to develop improvements to help the company move forward by increasing awareness of environmental issues within the organisation.

Facilities Manager

IL's Facilities Manager will organise the preventive maintenance plan and coordinate contractors to carry out tasks to be completed. As well as helping to organise contractors for reactive maintenance items at the centres, as and when required, if centre managers require technical assistance.

External Contractors

External contractors will conduct specialist work on IL facilities which include: PAT testing, legionella testing, microbiological testing, maintenance and servicing chiller units for ice rink and dance studios, air-conditioning, lift maintenance, boiler maintenance and servicing, dehumidification units maintenance and servicing, annual pool plant inspection, fire / intruder alarms, CCTV, fire extinguisher maintenance and servicing, hygiene provision, grounds maintenance, refuge collection, gym equipment maintenance and servicing, sports equipment maintenance and servicing fixed wiring testing. IL also utilises specialists in the event of a disaster recovery.

**Below
are the
objectives
and aims for
the next three
years**

YEAR 1

- Carry out annual maintenance
- Carry out building checks to ensure building are safe during lockdowns due to COVID-19
- Opening facilities that have been closed because of COVID-19
- Continue to meet with IC six weekly
- Work with IC to implement the new pool floor at the Waterfront and look at lighting in training pool
- Discuss with IC information required by IL when they are carrying out statutory checks
- Work with IC on investment strategy from results of build condition surveys and M&E surveys
- Utilise maintenance system reporting for general repairs and priorities
- Carry out pool plant training
- Redesign customer flows by screens, signage, and fit safety measure at facilities COVID-19
- Carry out maintenance and replace lazy river pumps and ice plant pump
- Prepare Gourrock pool to the end of October
- Implement golf into facilities maintenance
- Carry out all statutory checks before opening
- Check ventilation in rooms COVID-19
- Change filters and belts in all sites

YEAR 2

- IL to create PPM schedule and carry out annual maintenance
- Continue to meet with IC six weekly
- Review reactive maintenance procedure for sites including any training requirements
- Review all QMS procedures relating to FM clearly define maintenance responsibilities
- Work with Council to look at CCTV, intruder alarm, fire alarm, panic alarm PA system and emergency lights
- Create locker change programme for pound coins and research RFID in Fitness Plus facilities
- Review approved contractors list
- Review property asset list
- Review pool technology for testing etc
- Review and implement new environmental management procedures

YEAR 3

- IL to create PPM schedule and carry out annual maintenance
- Continue to meet with IC six weekly
- Review maintenance structure
- Review BMS at larger facilities
- Review FM services can be automated

6.6
BUSINESS DEVELOPMENT

Business development is an important part of IL's eventual growth out of COVID-19 as discussed above we have existing projects in the pipeline that after we have stabilised and consolidated, we can start to deliver.

The company will focus on potential growth opportunities and agree these initiatives with the Board of Directors on a project by project basis.

The plans will integrate the knowledge and feedback from IL's specialist functions to include Operations, Finance, HR, IT, Marketing and Sales to maximise the opportunity.

The main areas of strength for the company are listed below:

- Diverse range of products and services to build on
- Business Development 5-year forecasting and management development
- Partnership approach
- Dynamic and innovative culture where every idea is listened to
- The leisure framework agreement
- Understanding the local market
- The implementation and completion of projects
- Good reputation
- Early adopters implementing new innovations
- Project management skills
- Creating opportunities to develop the business by attending trade shows and business conferences and staying on top of emerging trends
- Good branding
- Good systems to help the company develop
- IL works with some of the best suppliers in the leisure market

In this section, we will cover the possible pipeline for growth over the next three years. IL will consider the following when looking at a large business development projects, risks associated with project and future growth, financial projections, legal advice long term sustainability, financing, and implementation planning.

Below are the objectives and aims for the next three years

YEAR 1

- Transfer of golf facility from IC
- Continue to review swim school
- Continue to review all programmed areas
- To explore opportunities identified in user and non-user research
- Explore external funding through grant finder health and wellness
- Continue to review ice skating lessons
- Look at self-service model
- Continue to review fitness
- Start to rebuild customer base after COVID-19
- Start to develop customer contact center

YEAR 2

- Continue to review swim school in line with 1 to 5 year forecast
- Create Business development function
- Look into digital studio
- Look at Les Mills Trip
- To review the Greenock Sports Center gym offering for example health, free weights, etc.
- Engage with HSCP regarding health initiatives
- Continue to review ice skating lessons in line with 1 to 5 year forecasts
- Review sales and membership processes
- Launch indoor tennis center and new express fitness circuit

- Continue to review fitness in line with 1 to 5 year forecasts
- Research new potential products for IL by attending events to look at emerging trends
- To investigate DDA funding for hearing loops at receptions
- Review parties and create a corporate menu from budget to premier packages
- Develop ticketed events program at town halls
- Review external leisure market for opportunities

YEAR 3

- Look at potential building asset transfer ownership of facilities if applicable
- Research new potential products for IL by attending events to look at emerging trends
- Look at feasibility of having roof over 5 a-side courts at Lady Octavia
- Look at growth outside of Inverclyde
- Explore external funding through grant finder software for example active ageing, children's health activities, bio circuits, wellness walking netball, walking football

- To review the company's potential growth opportunities: both internal and external
- Look at better usage of the indoor bowling center out with the bowling season
- Look into developing opportunities with the new ocean terminal cruise passengers etc.
- Continue to review swim school in line with 1 to 5 year forecasts
- Continue to review ice skating lesson in line with 1 to 5 year forecasts
- Continue to review fitness in line with 1 to 5 year forecasts
- Look at Fitness Plus refurbishments Gourock and Birkmyre
- Look at travelling shows for town halls



6.7 CUSTOMER SERVICE

Customer service is an integral part of IL's business. IL will continue to train employees in recognising differing customer needs and adapting to ensure that each visitor to the facility feels valued and enjoys their experience. This will help determine whether they return, tell their friends and family how good we are, do something different with us or even come and work for us. We want to manage this experience to ensure that everyone who interacts with IL has a great time.

The main areas of strength for customer service at IL are listed below:

- Employees delivering good customer service
- WOW awards and involvement in national awards
- You said we did boards for customer comments
- Celebrating success in customer service at the Excellence Awards
- Customer comment logs
- NPS feedback
- Formalised complaints system
- Customer research
- QMS for standards and guidance
- National benchmarking performance
- Customer loyalty
- Customer interfaces: access control, apps, kiosks, social media, web, online
- Amount of choice for customers, payment options, opening hours etc

WOW! Awards

IL work with the WOW! Awards. The WOW! Awards are the world's only independent awards process for great customer service based purely on customer compliments.

The WOW! Awards work with organisations across the world, helping them to engage with their customers in a positive way. They provide IL with the tools to make it easy for our customers to tell us when we have delivered great service for them, and then to give positive recognition to the employees in our organisation that are delivering that great service.

The aim of the WOW! Awards is to be motivational, inspirational, and to encourage our employees to deliver great customer service at a consistently high standard.

Annual Excellence Awards

Staff who deliver excellent customer service will continue to be recognised as part of our annual Excellence Awards this will be reviewed due to COVID-19 restrictions and Customer Feedback

We actively encourage customers to give feedback and this is recorded by operating various systems such as verbal comments logs at all sites with all feedback recorded on a verbal comment log. This is reviewed regularly by facility managers and used to inform service improvements.

You said we did boards are displayed in our centres and these are updated regularly to display service or facility improvements that have occurred as a response to customer feedback

NPS

We will further develop NPS adding more sites to gather balanced customer feedback. NPS gives the company the ability to survey customers at any time and day to see how they have felt their experience has been. Managers then follow up on the information communicating with customers looking always to improve the service the company provides

Customer Complaints

We operate a complaints procedure in line with the Scottish Public Services Ombudsman guidance on complaints handling and are committed to providing high quality customer service.

We value complaints and use information from them to help us improve our services. If something goes wrong, or customers are dissatisfied with our services, we will encourage them to tell us. Not only will we deal with complaints quickly, but when appropriate we will act to improve our service in the future for all our customers. Questionnaires / Surveys

Customer questionnaires and surveys are administered throughout the year to gather feedback on areas of the business to see how we are performing.

Scottish Government Benchmarking

We will continue to be part of the Scottish Government National Benchmarking process. This is an independent survey used to measure customer satisfaction with their local leisure facilities.

Customer Care Training

Customer care is a priority and we commit to investing in training for all employees to ensure the ultimate customer experience.

Customer Charter

Prompt Service

- We will warmly acknowledge all our customers upon arrival or first contact, and attend to your needs as soon as possible
- We will answer your telephone calls professionally and politely, and within five rings whenever possible
- We will respond to all customer comments as quickly as we can

Personal Service

- Our employees will be welcoming, helpful and polite at all times
- All our facility-based employees will wear full uniform and name badges, so that they can be clearly identified

Professional Service

- We will always endeavour to offer value for money services
- Our employees will be appropriately trained, qualified and competent in all aspects of their work
- We will keep our facilities clean and tidy at all times and will conduct regular checks to maintain high standards of health and hygiene
- We will make sure that our facilities and the equipment within them are safe and effective and will take immediate action to rectify any faults found. Safety checks will take place every day and regular service and maintenance programmes will be undertaken
- We will endeavour to provide accurate up-to-date information about our services, their programming and pricing at all times
- Any unforeseen (emergency) interruption to services will result in either a refund and/or an offer of alternative services where applicable

Environmentally Friendly Service

- We will maintain a pleasant and comfortable environment

A Service That Makes You Smile

- We want you to enjoy your visit to us so much that you will want to come back. If anything stops you from doing so, or if you feel that we could improve our service, please let us know, either in person or by completing a customer comment card.
- If you like the way we do something, please tell us and your friends and family too.

It's Your Service

- We will regularly consult with our customers about our services, informally and through mechanisms such as meetings, Survey Questionnaires and E-marketing and nominations through the WOW! Awards.

Below are the objectives and aims for the next three years

Year 1

- Complete IC complaints spreadsheets
- Produced safety and customer journey videos
- Produced customer awareness information around COVID-19
- Carry out customer research
- Review having NPS at key sites
- Prepare sites for safe customer usage
- Freeze and unfreeze of memberships
- Create templates for automated messaging
- Created free online classes during lockdown
- Deliver the customer charter to our customers

Year 2

- Review automated customer journeys, automated debt recovery and upgrade options
- Review centralised customer contact centre, centralised sales office, and centralised corporate outreach
- Bring in social media expert to manage feedback
- Review welcome packs for new customers all sites automated
- Carry out research for new projects
- Complete IC complaints spreadsheets
- Review customer loyalty scheme
- Run four monthly WOW! Award presentation to staff for great customer service
- Recognise employees at the annual Excellence Awards for great customer service
- Review QMS documentation
- Deliver the customer charter to our customers

Year 3

- Deliver staff training to help customers get the most out of our products and services
- Complete IC complaints spreadsheets
- Run four monthly WOW! Award presentation to staff for great customer service
- Recognise employees at the annual Excellence Awards for great customer service
- Review QMS documentation
- Deliver the customer charter to our customers



6.8 QUALITY MANAGEMENT

The QMS will remain the cornerstone for quality performance and business improvement at IL with the aim of continual improvement through the organisation this has been impacted by COVID-19 and in the current year there will be no external audits.

The QMS is as set of co-ordinated activities and procedures to direct and control IL enabling the company to continually improve the effectiveness and efficiency of our operations.

The QMS enables IL to produce quality products and services.

The main areas of strength for the QMS at IL are listed below:

- Quarterly support from leisure specialists and sharing of good practise with teams
- Advice line out of hours seven days a week
- Structured and standardised approach and buy in from managers
- Involvement from the teams developing plan, do, measure, review procedures
- Quarterly QMS audits conducted by external auditors
- Results included in KPIs and shared with teams
- Defined process for incidence and accidents
- Facilities are benchmarked creating internal competition, best practise and the highest performers celebrated at the Excellence Awards
- Creates accountability and measurements of results
- Provides continual training for managers
- Quest provides a UK badge of excellence
- Supported and reported to the Board of Directors



The benefits of a QMS

A fully documented QMS ensures that two important requirements are met: -

1. The customers' requirements – confidence in the ability of the organisation to deliver the desired product and service consistently meeting their needs and expectations.
2. The organisation's requirements – both internally and externally, and at an optimum cost with efficient use of the available resources – materials, people, technology, and information.

These requirements can only be truly met if objective evidence is provided, in the form of information and data, to support the system activities, from the ultimate supplier to the ultimate customer. QMS enables an organisation to achieve the goals and objectives set out in its policy and strategy.

It provides consistency and satisfaction in terms of methods, materials, equipment, etc., and interacts with all activities of the organisation, beginning with the identification of customer requirements and ending with their satisfaction, at every transaction interface.

Review of the effectiveness, efficiency, and capability of a QMS is vital and the outcome of these reviews will be communicated to employees. Reviewing and monitoring will continue whether improvement activities have achieved their expected outcomes.

Improvement will follow as a direct result of the review process, with the aim of seeking internal best practice. It is part of the overall improvement activities and an integral part of managing change within IL.

Below are the objectives and aims for the next three years

Year 1

- Review the QMS policy index and streamline where there is crossover of procedures
- Continue engagement with external consultants to review policies and procedures
- Update and review procedure centrally

Year 2

- Ensure continual improvement of QMS system and improvement planning by undertaking external audits and assuring continual monitoring and evaluation tasks
- Quarterly external quality audits to take place in all facilities with a corporate annual target score set at 77%
- Review corporate areas of improvement including Live Active and other areas of improvement.
- Review QMS induction process for new employees and build in ongoing refresher training
- Review QMS leads at sites and create improvement teams that work with management teams
- Quarterly review QMS policies and procedures
- Reward high achieving teams at Excellence Awards
- QMS targets embedded into MDP appraisal

Year 3

- Ensure continual improvement of the QMS undertaking external audits
- Quarterly external quality audits to take place in all facilities with a corporate annual target score set at 79%
- Review IL environmental approach, policies and procedures consider environmental handbook or manual via QMS
- Quarterly review of QMS policies and procedures
- Review and standardise work instruction
- Reward high achieving teams at Excellence Awards
- QMS targets embed into MDP appraisal



6.9 HEALTH AND SAFETY

It is the policy of IL to comply with both the letter and spirit of all relevant legislation and codes of practice. This naturally includes the Health & Safety at Work Act 1974 and other H&S regulations and legislation. IL will continue to work with all stakeholders within this important business function working with our:

- Client / Partners – through information
- Employees – through involvement and training
- Customers – through information and awareness

During COVID-19 we have worked closely with our health and safety advisors to update our pandemic procedure and have been advised on the best way to manage safety.

During the pandemic we have also embedded government and industry guidance to ensure we are operating as a COVID-19 safe company.

IL strongly believes that all its employees have a right to work in safe conditions. These conditions are created and maintained by the preparation of, and adherence to, our own health and safety policy – which is reviewed annually.

IL fully appreciate that the responsibility for health and safety is an integral function of management, on a par with responsibilities for all other business operations and we recognise the benefits of a fit and healthy workforce.

IL takes care in ensuring that its customers, employees and visitors are provided with a safe and well-maintained environment.

The main areas of strength for the H&S management at IL are listed below:

- Full compliance of all statutory regulations and codes of practice. This requires monitoring and control of compliance within the legal regulations, non-statutory requirements and codes of practice
- Robust QMS, H&S procedures
- Experienced well trained employees
- League tabling for facilities, sharing best practice and rewarding high performing teams at Excellence Awards.

- Commitment to continual improvement and KPIs produced to the Board
- Access for employees to H&S e-learning
- Accident and incident reporting software
- Defibrators at high usage facilities
- 7-day external support from leisure specialist
- The promotion of an open attitude to health and safety that encourages employees to approach with any situations that they feel may be detrimental to health and safety within the centre
- Annual audits are completed by an external consultant and reported to the Board
- Dedicated employee to coordinate H&S committee and review actions
- Centralised procedure drive
- Accident and Incident reviews relating to both customers and employees are monitored and reviewed for trends and hot spots
- Risk assessments are carried out and reviewed
- Emergency Action Plan is followed and communicated to all employees
- Regular training programmes are in place

Health & Safety Committee Structures

The Corporate Health & Safety Committee meets quarterly. The purpose of this committee is to drive health and safety, obtaining feedback from sites and then disseminating the feedback to sites.

The site representative attends site management meetings to cover any H&S issues and give advice to the site team. They are also responsible for any employee's consultation or issues, which may need to be escalated.

Below are the objectives and aims for the next three years:

YEAR 1

- Continue to improve Health and Safety management system across all IL facilities
- Externally assessed annual Health and Safety audits to take place in all facilities with a corporate average score of 70% achieved
- Accidents and incidents reported through electronic reporting system to gather trend analysis
- To review H&S KPIs with Board of Directors
- Continue to develop site-specific action plans
- Review current procedures, risk assessments, policies and working practices to ensure that they are appropriate and fit for purpose
- To review the pandemic procedure
- Staff to undertake specific H&S training including e-learning and COVID-19 training incorporated into staff induction
- Fully re-induct all staff returning from furlough
- Develop COVID-19 specific risk assessments and work instruction
- COVID-19 reporting procedures
- As risk assessments are reviewed use new risk assessment template
- Minimise the number of successful insurance claims resulting from accidents

YEAR 2

- Externally assessed annual H&S audits to take place in all facilities with a corporate average score of 75% achieved
- Continual review all current procedures, risk assessments and policies to ensure that they are appropriate and fit for purpose

- Continue to improve H&S management systems across all IL facilities
- Accidents and incidents reported through electronic reporting system to gather trend analysis
- To discuss with IC around better communication of compliance inspections so sites have the information needed for audits
- Review H&S site personnel on committee
- As risk assessments are reviewed use new risk assessment template
- Review contractors permit to work system
- To review H&S KPIs with Board of Directors
- Train managers that do not have an IOSH qualification
- All staff to undertake specific compulsory H&S training including e-learning incorporated into staff induction and training development programme
- minimise successful insurance claims resulting from accidents
- Award great practice at annual Excellence Awards

YEAR 3

- Externally assessed annual H&S audits to take place in all facilities with a corporate average score of 78% attained
- Continue to improve H&S management systems across all IL facilities
- Accidents and incidents reported through electronic reporting system to gather trend analysis
- Review and standardise H&S work instructions
- To review H&S KPIs with Board of Directors
- As risk assessments are reviewed use new risk assessment template
- Continual review all current procedures, risk assessments, and policies to ensure that they are appropriate and fit for purpose
- All staff to undertake specific compulsory H&S training including e-learning incorporated into staff induction and training development programme
- Minimise successful insurance claims resulting from accidents
- Award great practice at annual Excellence Awards
- Continue to review all current procedures, risk assessments, and policies to ensure that they are appropriate and fit for purpose
- All staff to undertake specific compulsory H&S training including e-learning incorporated into staff induction and training development programme
- Minimise successful insurance claims resulting from accidents
- Award great practice at annual Excellence Awards



7.0

IL operations team aim to deliver the very best operational delivery, customer experience and new initiatives to improve facilities.

The operations team are committed to delivering high quality leisure and community facilities within Inverclyde driven by our dedicated and motivated team.

The operational strategy continues to focus on delivering good quality services at every centre and developing rebuilding the business to pre COVID-19 levels and beyond. The main aims will be

- Win loyal customers (win hearts and minds)
- Leverage technology
- Consolidate and reduce expenditure where we can do so
- Utilities dynamic employee scheduling
- Continuously reviews programs
- Be creative search for ways to be innovative
- Look for ways to grow as the environment becomes more stable

The operations team primary focus for year one is the safety of customers and employees. The team have implemented new customer journeys and programmes for all faculties and services

One of the operational focuses of this business plan will be to restructure the operation to put more emphasis on centres by creating a select team of managers to drive the centres performances. This will give managers greater accountability and responsibility for the facilities and expectantly lead to more ownership.



7.1 HEALTH AND WELLBEING

The health and wellbeing team operate throughout the portfolio, providing ongoing support to improve the health of the residents of Inverclyde. In the year one much of this support has been delivered online due to COVID-19.

The schemes will continue to help as many people increase their level of physical activity, improve weight management and equip participants with core skills to lead to a more active life.

- Increasing physical activity levels by assisting participants to become more active and supporting them to gain the knowledge, tools and confidence to lead a physically active life.
- Improving participants weight by supporting participants to address weight management behaviours via physical activity and healthy eating.
- Improving overall health by supporting participants to address other health behaviours such as smoking, healthy eating and alcohol.

Clients are mainly referred by their GP, practice nurse or other allied health professionals with exception of the programme.

The nation's health, obesity, diabetes, coronary heart disease and health inequalities are a major concern for the Scottish Government. Research reveals that 9% of Scotland's population die simply due to a lack of physical activity and this physical inactivity costs Scotland £300 million each year.

Physical inactivity results in around 2,500 premature deaths in Scotland each year (7 a day), costs the NHS around £91 million annually and is the second biggest cause of mortality (joint with smoking, behind high blood pressure). Being physically active can help prevent and treat more than 20 chronic diseases.

Furthermore, it is estimated that getting Scotland active would increase life expectancy by more than a year given our current inactivity levels. As in most parts of the world, technology, urbanisation, increasingly sedentary work environments and lifestyles, alongside ever-increasing car use, has meant opportunities for physical activity in our daily lives have declined in Scotland.

IL in line with other trusts in Scotland through the Community Leisure UK network is committed to strengthening partnerships with the Scottish and local Government, NHS Greater Glasgow and Clyde, Inverclyde Health and Social Care partnership and the third sector to establish more effective provision that offers increased benefits to the Inverclyde community.

Our range of activities from early years through to older

vulnerable adults enables IL to contribute to health and wellbeing outcomes identified in the local Health and Social Care Partnership Local Outcome Improvement Plan. We are also delivering on outcomes identified in the Scottish Government Active Scotland Framework namely:

- We encourage and enable the inactive to be more active
- We encourage and enable the active to stay active throughout life
- We support wellbeing and resilience in communities through physical activity and sport
- We develop physical confidence and competence from the earliest age
- We improve opportunities to participate progress and achieve in sport

In partnership with NHS Greater Glasgow and Clyde we continue to manage the Live Active exercise on referral programme, engaging with those people who are not currently physical active, but wish to increase this with help, advice and support.

Clients referred by their GP or other health professionals participate on the scheme for a 12-month period, during which they receive advice, support and encouragement from a dedicated Live Active advisor.

The advisor helps the participant improve and increase their physical activity, and if appropriate, will signpost clients to other local services such as weight management, smoking cessation and mental health services. Clients have an opportunity to meet other people, experience new activities, and enjoy access to IL facilities at discounted pay as you go and membership prices during this period.

The Community Physical Activity programme offers a wide range of classes. This project is part funded by NHS Greater Glasgow and Clyde allows the development of community based physical activity in a range of venues across Inverclyde.

These activities target clients engaging with the Live Active Programme and include more specialised Vitality classes that are suitable for those in recovery from serious conditions such as coronary heart disease, stroke and are also suitable for people living with chronic obstructive pulmonary disease. Falls prevention classes which are aimed at frail older people who have suffered or are at risk of a fall are also offered.





Live Active

Established initially as a GP Referral Scheme the project aims are to increase and promote physical activity for people who are currently inactive, to provide them with the skills and confidence to lead an independent active lifestyle. The project aims to improve the health of those who need it most by offering health consultations to individuals referred by participating GP practices and other health professionals. Following an initial consultation with a Live Active Advisor, clients are offered a range of services which aim to reduce lifestyle related risk factors and help maintain quality of life.

Vitality

This is a programme of exercise classes which supports participants to exercise at a level suitable to their abilities. Classes are designed to help build and maintain strength, co-ordination, endurance and flexibility. IL will continue to work closely with Inverclyde physiotherapy community rehabilitation services to ensure that patients in recovery from coronary heart disease, chronic obstructive pulmonary disease and falls prevention services can access these classes.

Move More

In partnership with Macmillan the programme is a cancer-based support management programme for clients during and post treatment. The main aims are to increase physical activity levels.

The original service model was a referral/self-referral scheme. Individuals affected by cancer would receive support from a Move More Advisor who encouraged clients to attend exercise-based circuit classes, gentle movement classes and walking programmes.

Participants also received information on other physical activity suitable to the individual throughout and after cancer.

The initial three-year funding agreement with Macmillan was due to end May 2020, but IL and Macmillan had agreed to extend the funding for a further 1 year. Due to COVID restrictions the service had to be suspended.

Going forward We will continue to offer services such as Cancer Rehabilitation and Gentle Movement classes and walking programmes, with the referral pathway being linked to our Live Active service.

Inverclyde Leisure's main areas of strength delivering health and wellbeing are listed below:

- Qualified skilled knowledgeable employees
- Delivers local health and wellbeing support and specialised rehabilitation programmes
- Partnership working with stakeholders: NHS, Inverclyde Council ,Inverclyde Health and Social Care partnership community groups, etc
- Membership approach to health schemes
- Excellent programme of activities
- Network of GP practices participating
- Helps deliver on the council inclusion agenda
- Strong self-referral systems
- Robust measuring and reporting processes and referral systems
- Supported gym sessions for customers wanting to be active
- One to one appointment for customers
- Volunteering sessions to help support a healthy Inverclyde

Below are the objectives and aims for the next

three years

YEAR 1

- To develop funded or commercial programmes to retain employee base utilising downtime and potentially extend after November because of COVID-19
- Review measures of success and admin duties
- To review the membership / customer journey
- Continue to investigate sources of funding to enable continuation of programmes aimed at those residing in Inverclyde Social Index of Multiple Deprivation (SIMD areas)
- Review volunteer programme
- To create safe class programmes for our more vulnerable customers
- To help customers online

YEAR 2

- Continue to build on partnerships with Greater Glasgow and Clyde NHS, Inverclyde Community Health Care partnership, and other local partners
- Upskill additional employee to sustain programme going forward
- Increase volunteer base
- Look into pathway into fitness through weight management programmes
- Work with HSCP to look at any gaps in programs
- Look at programmes for the active ageing

- Create health and wellbeing page on web for information and marketing activity
- Continue to investigate sources of funding to enable continuation of programmes aimed at those residing in Inverclyde Social Index of Multiple Deprivation (SIMD areas)
- Review paid classes programme
- Create testimonials from customers using different products and services and out on web page
- Look at targeted programme for girls / women to encourage them to be active
- To target pharmacies with information and promotional material
- Review volunteers programme investigate upskilling

YEAR 3

- Continue to deliver the Live Active and Vitality programmes and achieve agreed outcomes with NHS Greater Glasgow and Clyde
- Work with 3rd sector to develop a programme
- Have a wide range of activities being delivered including weight management and active aging programmes which are all commercially viable lessening the need for external funding
- To develop an annual marketing plan for health and wellbeing
- Continue to investigate sources of funding to enable continuation of programmes aimed at those residing in Inverclyde Social Index of Multiple Deprivation (SIMD areas)





7.2 TOWN HALLS

Town Halls continue to provide an important service to the local community. The facilities provide the base from which customers can enjoy shows, wedding services, attend events and enjoy functions unfortunately town halls and events have been particularly affected in the first year of this plan by COVID-19. This is due to the main income for town halls coming from large events and weddings.

Greenock Town Hall situated in the heart of Greenock, this elegant facility was built in the middle of the 19th Century and displays many fine period details. The hall has recently been refurbished to a high standard.

Port Glasgow Town Hall is situated in the centre of Port Glasgow. It too has undergone extensive refurbishment over the last few years, including new replacement windows, lifts, extensive electrical and roof works upgrades.

Gamble Halls is situated close to Gourock town centre, this facility was also constructed in the mid-19th Century. Smaller than either Greenock or Port Glasgow, this venue has also been refurbished with replacement windows and doors, lift replacement, main hall floor upgrades and continues to offer the opportunity to host smaller events, functions, seminars and weddings to residents of Inverclyde.

Catering Franchise

Inverclyde Catering & Events Ltd (ICE) provide IL's catering and bar services within the Public Halls. 2020 has hit ICE partially hard and the hope is that next year ice will be back providing services to the local community. The local firm strive to deliver a consistent, quality service to all sectors of the community.

Marketing

We will continue to work with our marketing company developing campaigns and advertising strategies around the wedding and special occasions market in year 2 and 3 of the plan. The emphasis in latter years will be to develop the IL Showcase brand and bring in bigger acts that cannot be hosted by smaller operators in the area.



Inverclyde Leisure's main areas of strength operating the Town Halls are:

- Good delivery team experienced in function, events and general bookings
- Good catering contractor
- Good range of different size facilities seating up to 1,200
- Good customer focused culture
- Added extras that can be added or sourced for bookings
- Showcase brand
- Established in the marketplace
- Good transport links to facilities
- Quality of venues
- Well trained employees
- Flexible opening hours
- Good investment from IC
- Loyal customer base

Below are the objectives and aims for the next three years

YEAR 1

- Work with Inverclyde Council regarding town hall usage
- Review the operational structure to best suit the business going forward
- Work with Ice Catering to develop recovery plan
- Review risk assessment events and functions with COVID-19 restriction

- Look at electric lift at Greenock town hall
- Redo customer journey for COVID-19
- Support Council civil contingency
- Re-engage with customers to re book halls
- Set up automated monthly report for income taken at each town hall

YEAR 2

- Review information needed for QMS audits
- Ensure town halls are easily accessed through new website
- Work with our marketing company to develop an annual plan for IL Showcase for large events by developing campaigns and advertising strategies
- To continue to improve on our audit scores for H&S and QMS
- Develop new IL ticketed promotion calendar to include tribute acts, comedians, party nights, pantos, shows, local band challenges, traveling entertainment, burns suppers, football teams, charity nights etc
- Create testimonials from customers using different products and services online
- To review packages and pricing of town halls to diversify offering for example cheaper weddings mid-week or Sundays and different prices for venues

YEAR 3

- Review event equipment and identify if more equipment is needed to run bigger events
- Review event coordinator or agent to drive events
- Work with our marketing company to develop an annual plan for IL Showcase for large events by developing campaigns and advertising strategies

- To continue to improve on our audit scores H&S and QMS
- Develop new IL ticketed promotion calendar to include tribute acts, comedians, party nights, pantos, shows, local band challenges, traveling entertainment, burns suppers, football teams, charity nights etc
- Review catering contractor



7.3 PARKS, PITCHES, RAVENS CRAIG STADIUM AND BOOKINGS OFFICE

IL manages the parks and pitches estate in Inverclyde from Kilmacolm to Gourrock park. Usually we operate the below pitches throughout the year, unfortunately 2020 has been severely effected by COVID-19 and we have been opening pitches when allowed to do so following government advise and dependent on demand with some pitches not opening. The hope is that although there will be some distribution year one that football will resume fully in the years after.

Facilities include:

- Battery Park 1 x 3G Pitch
3G Pitch
- Battery Park 3 x Grass Pitches,
1 x Grass Rugby Pitch
- Birkmyre Park 2 x Grass Rugby Pitches
- Broomhill Park 1 x 3G Pitch
- Gourrock Park 1 x 3G Pitch, 1 x 2G Pitch
- Lady Octavia Park 1 x 3G Pitch, 2 x 2G
5-a-side Pitches
- Parklea Playing Fields 2 x 3G Pitches,
7 Grass Pitches
- Ravenscraig Stadium All-Weather Athletics Track,
1 x Grass Pitch
(seating capacity of 650)

Booking Office

The Booking Office is a great centralised resource for IL and enables us to offer a one stop shop for bookings. IL offer a comprehensive service to customers which leads them from the initial booking stage, whether in person or online, through to payment and confirmation with most of the invoices being issued electronically.

The Booking Office processes most of these bookings per year as well as IC's school estates, town halls and community centres.

Over the next 3 years IL will conduct a review of the Booking Office with the aim to introduce a number of developments within the system and how the Booking Office operates in terms of the products and services it offers. We will also carry out a review its function within the corporate structure.

Parks, Pitches and Stadium

Parks and pitches are used by many of our customer for sporting activity, football being the main sport played on the parks and pitches.

IL works alongside IC's grants scheme to sports clubs and teams, providing financial and statistical information. Strong relationships have been forged with local clubs and organisations who book through our Booking Office.

Athletic Stadium

Ravenscraig Stadium has been a bedrock for athletic organisation in Inverclyde and has a grass pitch used by football clubs. Over the next 3 years IL will work with athletics clubs to encourage and support the use of the stadium

Inverclyde Leisure's main areas of strength operating the facilities are:

- Good changing facilities for customers
- Modern athletic facility
- Good relationship with clubs
- Knowledgeable and experienced employees

- Pitches are well maintained
- Booking Office team well established and experienced
- Good customer care
- Good invoicing and debt recovery systems
- Only provider in the area
- Good location of Booking Office
- Good relationship with IC, Schools and FES
- Knowledge of grant scheme from Council to clubs
- Flexible to booking changes

Below are the objectives and aims for the next three years

Year 1

- To continue to build on the strong relationships between the Booking Office, school estates and FES
- Review programming of parks and pitches due to effect of COVID-19
- Ensure dynamic employee scheduling
- Work with clubs to encourage and support the use of the stadium

- To work with IC prioritising building condition surveys
- Work with clubs to return to sport and aid recovery
- Create safe customer journeys for users
- To work with governing bodies to return to sport because of COVID-19

Year 2

- Review the Booking Office and create an action plan to improve processes
- Look at super user training for the Booking Office
- Look at annualised hours for park attendants
- Review final reminder process for the Booking Office
- Review peak/off peak rates and charges
- Review automated reporting from Legend to improve information dissemination
- To continue to build on the strong relationships between the Booking Office, school estates and FES
- To investigate direct contact from Booking Office to Legend customer service centre with tickets being raised directly
- Survey clubs to investigate how IL can improve the customer experience to them
- Improve customer information
- Create testimonials from customers using different products and services to go on web
- Look at promotion of pitches

Year 3

- Review IL's electronic maintenance system to aid park attendants
- To continue to build on the strong relationships between the Booking Office, school estates and FES
- Review parks operation line charts
- Review loan working risk assessment/ equipment at parks
- Identify training requirements for the parks and pitches team
- Discuss with IC works that maybe required at the Battery Park

7.4 COMMUNITY CENTRE

Community centres are the focal point of the community and give the opportunity for community groups to book great value for money facilities. As we start to open town halls fully, we will look to contact community groups to use the town halls for facilities that will not open till April. In 2020 we aim to operate KNCC, Grieve Road and Auchmountain and work with all the voluntary managed community centres once they can open. The two remaining community facilities are currently assigned for COVID-19 testing and for food distribution. As we enter year two our aim will be to rebuild our customer base developing more bookings into year three

Inverclyde Leisure Managed:

Crawfurdsburn Community Centre
Upper Gourrock Community Centre (Kirn Drive)
Kilmacolm New Community Centre (KNCC)

Community Hubs:

Auchmountain Community Resource Centre
Clune Park Resource Centre
Grieve Road Community Centre

Voluntary Managed Facilities (Committee Managed):

Wemyss Bay Community Centre
Upper Larkfield Community Hall
Strone Maukinhill Community Hall
Meadow Lark Community Hall

KNCC

IL's partnership arrangement with KNCC is a three-year agreement which helps with continuity and stability for customers and both organisations. In the next three-year period, IL will be reviewing the agreement with KNCC.

Marketing

A marketing and promotion strategy to maximise community facilities will be developed to rebuild our customer base. This ranges from leaflets and marketing campaigns, using social media and e-marketing, increased exposure on IL's website.

Inverclyde Leisure's main areas of strength operating the facilities are:

- Experienced knowledgeable flexible employees
- Hubs have good committee structures
- Good investment from Council with regards to Wemyss Bay and Grieve Road community facilities
- Good working partnership with KNCC
- Good summer play scheme provision
- Affordable prices for community bookings
- The centres create an area to socialise and spend time
- Increased usage
- Great value for community bookings such as children's parties, weight management classes, bingo etc.



Below are the objectives and aims for the next three years

Year 1

- To continue to review community centres in line with Council priorities
- To ensure community facilities have more presence on IL's new website
- Review summer playschemes depending on funding
- Review programmes to rebuild customer base being innovative and creative
- Ensure dynamic employee scheduling
- Work customers to manage expectation around bookings
- To ensure community centre are COVID-19 safe

Year 2

- To coordinate the lets to ensure IL has the appropriate resources in place
- Create an annual marketing plan to help drive booking and differentials in terms of being great value
- To review usage and develop plans to focus on maximising community bookings: children's parties, active aging and community groups, etc.
- To review children's parties corporately
- Create testimonials from customers using different products and services on the web
- Review summer playschemes depending on funding
- Look at flexible pricing for different types of bookings

Year 3

- Explore any potential funding which would help administer community centres
- Create an annual marketing plan to help drive bookings
- Review summer playschemes depending on funding
- Sign a new three-year agreement with KNCC
- To review usage and develop plans to focus on maximising community bookings: children's parties, active aging and community groups, etc.

7.5 WATERFRONT LEISURE COMPLEX

The Waterfront Leisure Complex is our largest centre within IL's portfolio. The centre includes: a recently refurbished state of the art fitness zoned gym including the latest Technogym equipment, a new Skillbike studio, group fitness studios, health suite, leisure pool & training pool and as well a recently refurbished proud to serve Costa Café seating area - perfect for relaxing after a swim or workout in our top class gym facilities. The centre also has a large ice rink used for skating and curling. The facility is located on the banks of the River Clyde which provides some truly stunning outlook and views across the river.

As well as beautiful surroundings, the facility benefits from having excellent transport links as it is situated just off the main road and a five-minute walk from Greenock Central Station.

The centre opened the 31st of August 2020 after being closed since March 2020 due to COVID-19 and has seen usage obliterated with only parts of the building able to open. The aim is to slowly rebuild in 2020 to reengage with our customer base tacking into account there maybe further affect on services through local lockdowns. In year two we aim to continue the process of rebuilding and attracting back users. In the final year of the plan the aim is to start to build again.

Facilities when fully open include:

- 300 station Fitness Gym
- Over 100 group fitness classes per week
- Extensive opening hours from 5.30am until 11pm
- Leisure pool: tyre ride, body flume, lazy river, kids pool and wave machine
- 6 lane - 25m Training Pool
- Health suite
- Aqua classes
- Ice rink
- Cafe - Proud to serve Costa Coffee
- Free public parking

Skate School Development

IL will continue to focus on delivering the highest possible levels of service to our Skate School customers by further enhancing and developing the skating pathway with the pinnacle being the chance to perform at the very popular skating shows in 2021/22. Skating lessons members have remained at nearly original levels, so the hope is to maintain this.

Swim School Development

IL will continue to focus on delivering the invaluable life skill of swimming to the people of Inverclyde and surrounding areas, creating a fun, safe, enjoyable and inclusive environment for all ages and abilities. IL will also continue to recruit, train and upskill all our swimming teachers to the new Scottish Swimming - Swimming Teachers Qualification (STQ) standard. Swim school has been hit hard with the focus on rebuilding our customers base over the three years.

Swim Development

IL will look at increasing awareness around the benefits of swimming by continuing to educate customers, new and old, that swimming is a great workout because it's a whole-body exercise, keeps your heart rate up whilst being low impact on joints, builds endurance, muscle strength and cardiovascular fitness whilst helping to maintain a healthy weight, healthy heart and lungs. We have lost about 65% of our swim only customers and the aim throughout this plan is to rebuild our customer base.



Local Aquatics Clubs

IL will continue to liaise with local aquatic clubs around improved access for disabled people, access to participate aquatic disciplines and the hosting of club time trials/heats and competitive galas with the hope of a new movable floor in 2021. Aquatics should return to normal once social distancing is changed and we can reprogramme

Leisure Pool

IL will continue to explore options for improvements within the leisure pool to further enhance the visitor experience the aim will be to fully open the pool in April 2021 as it currently has limited opening.

Refresh Health Suite

IL will continue to ensure that our sauna and steam room are maintained to the highest possible standards and at the same time promote the benefits of which come from using this service including relaxation, increased blood flow and circulation 2020 has seen this facility have to close due to COVID-19, but it will be opened as soon as we are able to do so as long as its viable.

Fitness Gym

Continue to constantly challenge and lead our members to achieve the highest level of health and sustainable fitness through technology and member experience. IL will aim to achieve this by continuing to improve and update our fitness gym and always seeking to add value for our members whilst helping add quality to their life through health and fitness. The Waterfront has been hit hard due to COVID-19 and the aim is to rebuild our fitness customer base into 2021/22.

Express Ladies Fitness

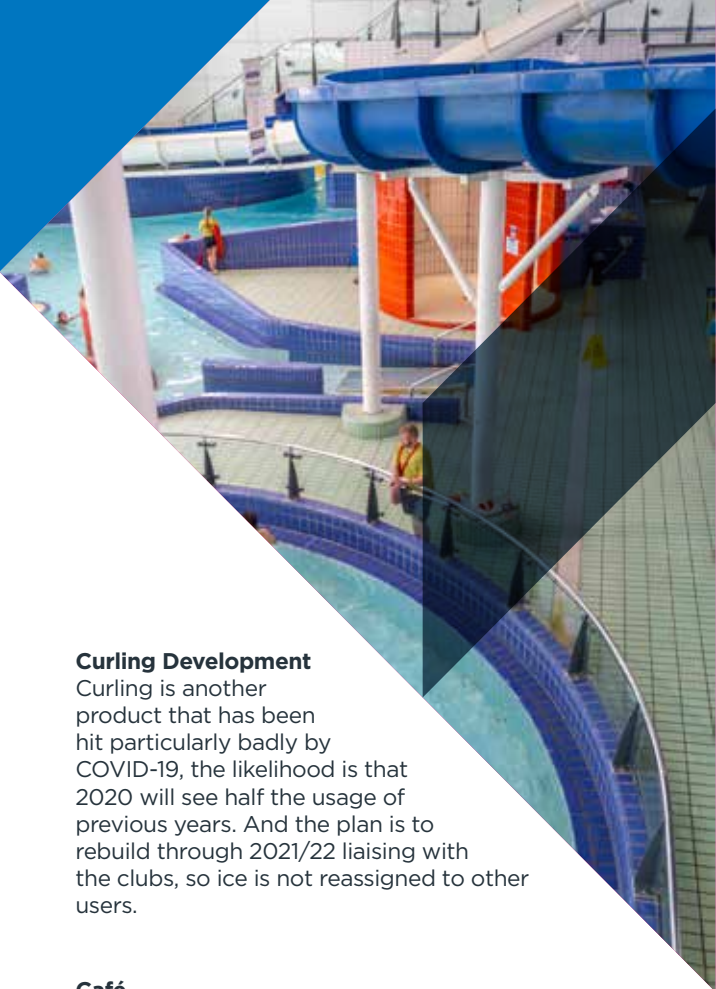
IL will rebuild our customers base by promoting and advertising the many health benefits associated with using the state of the art Express Ladies Fitness provision which ranges from getting mobility back, losing weight or just trying a new way of fitness in a fun, relaxed and social environment inclusive to everyone.

Group Fitness

IL will continually look at improving and rebuild our group fitness classes. IL will also explore options to further enhance the group fitness provision using technology in later years of the plan.

Customer Journey

IL will continue to explore and research the latest innovations with regards to improving the customer journey in our quest to create a “frictionless” journey for our customers. This may include remodelling the reception area to create a better flow. IL will also Continue to look at improving DDA access to the facility and swimming pool in particular which may include the possibility of a “changing places” facility which are designed so that they are completely accessible and provide sufficient space and equipment for people who are not able to use the toilet/ shower and changing rooms independently.



Curling Development

Curling is another product that has been hit particularly badly by COVID-19, the likelihood is that 2020 will see half the usage of previous years. And the plan is to rebuild through 2021/22 liaising with the clubs, so ice is not reassigned to other users.

Café

The café income will be greatly reduced in 2020 and 2021 while we are rebuilding our customer base. IL will continue to develop and enhance our in-house Costa Proud to serve café within the Waterfront to ensure we are meeting and exceeding the needs of our customers. In year three IL will also explore options for creating a space to accommodate children’s birthday parties which will enable us to offer party packages which could include access to swimming pool / ice rink and a party room.

Inverclyde Leisure’s main areas of strength operating the Waterfront Leisure Complex are:

- Great facilities - lots on offer for customers
- Good customer journeys for our products and services
- Good use of automation and digital experiences for our customers
- As well as group lesson programme we also offer private lesson and PT
- Experienced, knowledgeable, positive and flexible employees
- Good retention rates of customers at the facility
- Great variety of products and services for customers
- Good investment over the last few years in different areas of the building
- Building is well known in Inverclyde
- There is good marketing and branding

- Good membership offerings for customers
- Good location and transport links
- Customers travel from outside Inverclyde to use the facilities
- Carparking leased to IL
- Having a service lead programme
- Good customer retail opportunities
- Front of house system, access control and app

Below are the objectives and aims for the next three years

Year 1

- Work with IC to help prioritise building and condition survey information
- Review and Improve the phone system at the centre with upgraded VoIP system
- Review the staffing provision across all aspects of the centre by looking at line charts to ensure we have the correct people in the correct places at the correct times and continue to deliver the highest possible level of service
- Review programmes to rebuild customer base being innovative and creative
- Ensure dynamic employee scheduling
- Review all customer journeys due to COVID-19
- Reprogramme all activities on app due to COVID-19
- Review equipment a displace appropriately due to COVID-19
- Ensure through communication to customer due to COVID-19 changes
- Work customers to manage expectation around bookings
- Continue to work on 5-year membership projections and adjust due to COVID-19
- To work with the Council to replace the floating floor

Year 2

- Work with the rest of the fitness facilities and enable Legend class attendance module
- Standardise café model over the three facilities
- Embed Les Mills Trip or further virtual
- Review customer presentation of membership cards and fast access systems
- Create testimonials from customers using different products and services on video
- Continue to work on 5-year membership projections and adjust as required
- To create seasonal promotion plan for centre to encapsulate all the main calendar events and dove tale an activity or promotion
- Review all aspects of the swimming lesson programme
- Look into funding for hearing loop at reception

- To redesign the head office space
- Improve timetable information on the web on key areas including swimming crash courses and skating lessons
- Continue to rebuild the swimming lesson scheme
- Review online fitness provision and digital classes
- To review vending machine supplier
- Review retail provision within the centre and test the market with a view to increasing income and providing the best possible service and product for our customers

Year 3

- Review the ice rink seating area to see if it can be screened to retain heat to make it more comfortable for customers
- Undertake survey of main areas of water ingress at the Waterfront
- To develop programmes focusing on the active aging market/youth etc further segmenting the market
- To review self-service fast track kiosks, concierge approach at the Waterfront and remodel reception area
- To develop a plan to maximise party usage including potential new party rooms linking to café and new equipment i.e. virtual, inflatable etc
- Review baby change provision
- To look at further development of the rookie lifeguard scheme
- Review replacement of locker tokens
- Review disability provision at centre
- Review leisure pool toilets re paint
- Continue to work on 5-year membership projections and adjust as required
- Fully review all programmes, classes and club session to ensure maximum impact.



7.6 PORT GLASGOW POOL AND EXPRESS GYM

Port Glasgow Swimming pool is situated on Bay Street, Port Glasgow, just off the main road between Greenock and Glasgow. The pool was not going to open till April 2021 due to COVID-19 and the additional funding needed. The facility was however funded from October 2020 by Inverclyde council to remain open for the rest of the financial year. Pre COVID-19 the facility had been refurbished with the installation of a state-of-the-art Express Fitness bio-circuit gym.

The recent investment also included replacement sauna in the health suite, new lockers in the changing village, flooring upgrades and the installation of a fast pay kiosk system enabling easy access and improving the customer journey.

Facilities at Port Glasgow Pool include when fully open

- Express Fitness Bio Circuit Gym
- 4 lane 20m swimming pool
- Group swimming lessons (child and adult)
- Private swimming lessons (child and adult)
- Health suite
- Aqua aerobics classes
- Inflatable fun sessions
- Pool parties
- Free public parking

Swim school

IL will continue to focus on delivering the invaluable life skill of swimming to the people of Inverclyde and surrounding areas, creating a fun, safe, enjoyable, and inclusive environment for all ages and abilities. Our main aim throughout the plan will be to rebuild the programme

Swim Development

IL will look at increasing awareness around the benefits of swimming by continuing to educate customers, new and old, that swimming is a great workout because it's a whole-body exercise, keeps your heart rate up whilst being low impact on joints, builds endurance, muscle strength and cardiovascular fitness whilst helping to maintain a healthy weight, healthy heart and lungs.

Health Suite

When allowed to open IL will ensure that our sauna and steam room are maintained to the highest possible standards and at the same time promote the benefits of which come from using this service including relaxation, increased blood flow and circulation.

Express Fitness

The team at Port Glasgow will maintain their focus on promoting and advertising the many health benefits associated with using the state of the art Express Fitness provision which range from getting mobility back, losing weight or just trying a new way of fitness in a fun, relaxed and social environment inclusive to everyone. IL aims to rebuild our membership base back to its original levels over this plan

Customer Journey

IL will continue to explore and research the latest innovations with regards to improving the customer journey in our quest to create a "frictionless" journey for our customers. Continue to look at improving DDA access to the facility and swimming pool, in particular, which may include the possibility of a "changing places" facility which are designed so that they are completely accessible and provide sufficient space and equipment for people who are not able to use the toilet, shower and changing rooms independently.

The main areas of strength for the centre are:

- Fitness Express
- Employees are experienced, knowledgeable and committed
- Customer engagement and personalised service
- IL's investment into the facility
- Frictionless customer journey
- Positive customer comments about the facility
- Well positioned next to the health centre
- Good standard of facilities

Below are the objectives and aims for the next three years

Year 1

- Work with IC to help prioritise building and condition survey information
- To stabilise swimming scheme
- Review programmes to rebuild customer base being innovative and creative
- Ensure dynamic employee scheduling
- Review all customer journeys due to COVID-19
- Reprogramme all activities on app due to COVID-19
- Ensure through communication to customer due to COVID-19 changes
- Continue to work on 5-year membership projections and adjust as required
- Purchase app licence for the facility
- Create testimonials from customers using different products and services

Year 2

- Review vending services hot drinks, snacks etc
- To develop programmes focusing on the active aging market, youth
- To create a seasonal promotion plan for centre to encapsulate all the main calendar events and dove tale an activities or promotions
- Look at DDA funding to improve the customer journey
- To investigate the possibility of adding a new fibre line to improve connectivity
- Create testimonials from customers using different products and services on web
- Continue to work on the 5-year membership projections and adjust as required

Year 3

- Review membership packages
- Develop a plan to increase swimming teachers and the scheme
- Review pool to maximise programmed activity for example active aging, parties, fun sessions, youth, virtual snorkelling, water polo, private lessons, scuba, etc
- Look at developing party space
- Continue to work on 5-year membership projections and adjust as required
- Look into best option for sports courses software
- Look into feasibility of LED lighting at facility



7.7 GOUROCK POOL AND GYM

Gourock Pool is a key focal point of Gourock during the summer months. The 2020 season was delayed due to COVID-19 and opened in early September thanks to funding from Inverclyde Council extending to the end of October 2020. The facility has a 33 metre 6 lane open air swimming pool including a small baby pool where the water is heated to 29 °C.

The pool continues to be very popular during the good weather and attracts lots of visitors within and outside the Inverclyde area due to the high media exposure the facility gets.

The facility has a large state of the art gym with a wide range of Technogym equipment. The gym overlooks the River Clyde and is a very popular gym with gym based classes such as spinfit, kettlebells, abs and core workouts carried out by our team of professional instructors.

Facilities at Gourock Pool include when fully open:

- Heated sea water outdoor pool (29°C)
- Diving board
- Kids pool
- Large state of the art fitness gym
- Gym based fitness classes
- Extensive opening hours
- Free car parking

Members

IL will continue to help our members to achieve the highest level of health and sustainable fitness. IL will aim to achieve this by continuing to improve and update our fitness gym, always looking to add value for our members whilst helping add quality to their life through health and fitness.

Customer Journey

IL will continue to explore and research the latest innovations with regards to improving the customer journey in our quest to create a “frictionless” journey for our customers.

Swim Development

IL will look at increasing awareness around the benefits of swimming by continuing to educate customers, new and old, that swimming is a great workout because it's a whole-body exercise, keeps your heart rate up whilst being low impact on joints, builds endurance, muscle strength and cardiovascular fitness whilst helping to maintain a healthy weight, healthy heart and lungs

The main areas of strength for the centre:

- Good events programme with triathlon, doggy swim, late night swims, pool parties, club use in normal years etc
- Good customer service and knowledgeable experienced staff
- A unique facility in the area
- The centre's catchment area
- Regional attraction on a hot and sunny day
- Good group fitness programme
- Good press coverage in summer
- Fitness Plus personalised approach
- Great fitness equipment and digital journey

Below are the objectives and aims for the next three years

Year 1

- Work with IC to help prioritise building and condition survey information
- Review programmes to rebuild customer base being innovative and creative
- Ensure dynamic employee scheduling
- Review all customer journeys due to COVID-19
- Reprogramme all activities on app due to COVID-19
- Ensure through communication to customer due to COVID-19 changes
- Open outdoor pool for September
- Create testimonials from customers using different products and services
- Continue to work on the 5-year membership projections and adjust as required

Year 2

- Operate the pool for the summer season
- Create site specific plan and promotion around seasonal events
- To review the risk assessment for pulling intake water from pit and carry out action
- Review access control at site
- Review pool programme at Gourock pool
- Review customer journey online and in person
- Produce customer testimonials and put on new web site
- Continue to work on the 5-year membership projections and adjust as required



- Run community events calendar Triathlon COVID-19 permitting
- Review front of house equipment to ensure it is appropriate
- Look to upskill a member of the team to take active aging classes or GP referrals

Year 3

- Plan refurbishment of new gym to new Fitness Plus zoning model
- Operate the pool in summer
- Look at costs to renew rubber crumb around poolside
- Review employee line graphs at the site to ensure there is appropriate cover for housekeeping and classes etc
- Work with the rest of the fitness facilities and implement Legend class attendance module
- Look at changing room lockers by replacing tokens to pound coin mechanisms or other options that are non- corrosive
- Look at developing walking/jogging form facility aimed at different aged markets
- To develop programmes focusing on the active aging market, youth etc further segmenting the market
- To create seasonal promotion plan for centre to encapsulate all the main calendar events and dove tale activities or promotions
- Run community events calendar Triathlon
- Continue to work on the 5-year membership projections and adjust as required
- Promote the gym being a year-round facility



7.8 BOGLESTONE ACTIVITY CENTRE

Boglestone Activity and Community Centre is situated in upper Port Glasgow and has recently been refurbished to include a large Fitness for Less gym, soft play area and a proud to serve Costa Coffee café as part of a major capital project.

The Fitness for Less Gym at Boglestone offers fantastic value for money without the compromise on quality. IL believes that staying active shouldn't be expensive, so we created our Fitness for Less gyms. Memberships start at just £9.99 per month and allow members to use of Boglestone's Fitness for Less Gym, as well as a 20% discount when swimming within any Inverclyde Leisure facilities.

COVID-19 has severely affected our soft play and Proud to Serve Costa Café in quarter 1 and 2 missing any income from the key summer holiday period and October half term. The hope would be that these facilities can open later in 2020 or

alternative funding is made available. The gym has also been affected with some user cautious to return.

Facilities at Boglestone Activity Centre include when fully operational:

- IL Fitness for Less Gym with 200 station facility
- Large adventure soft play area
- Proud to Serve Costa Coffee café
- 2 squash courts
- 6 bookable rooms
- Free public parking

IL Fitness for Less

Rebuild the club live and continue to drive a safe training environment for our customers to train in. The Fitness for Less gyms help to reduce barriers to activity and health for the community with their affordable pricing models.

Soft Play

Rebuild soft play usage by marketing to children and families to encourage active play through sessional bookings through the app. Once we are the other side of social distancing promote birthday parties and further develop the environment to improve the customer experience creating a facility where children can get fit and healthy.

Café

Continue to refine the IL café model and bookable activity. On opening this will mean a reduced menu and bookable sessional activity around tables. IL will also continually monitor suppliers, pricing, and staff line charts.

Activities

When possible to do so promote multi-purpose room bookings to dance groups, NHS and Boglestone Association sections of activities such as martial arts, bingo and squash.

The main areas of strength for the centre when fully open are:

- The new model has been extremely well received by the local community
- Great value for money and proposition for customers

- Good team and culture at the site that has embraced the changes well
- Great layout and customer flow
- Facility is light and spacious
- Free parking
- Good use of group fitness space
- Good social media presence in the market
- Good opening hours for our customers
- Well managed and operated facility

Below are the objectives and aims for the next three years

Year 1

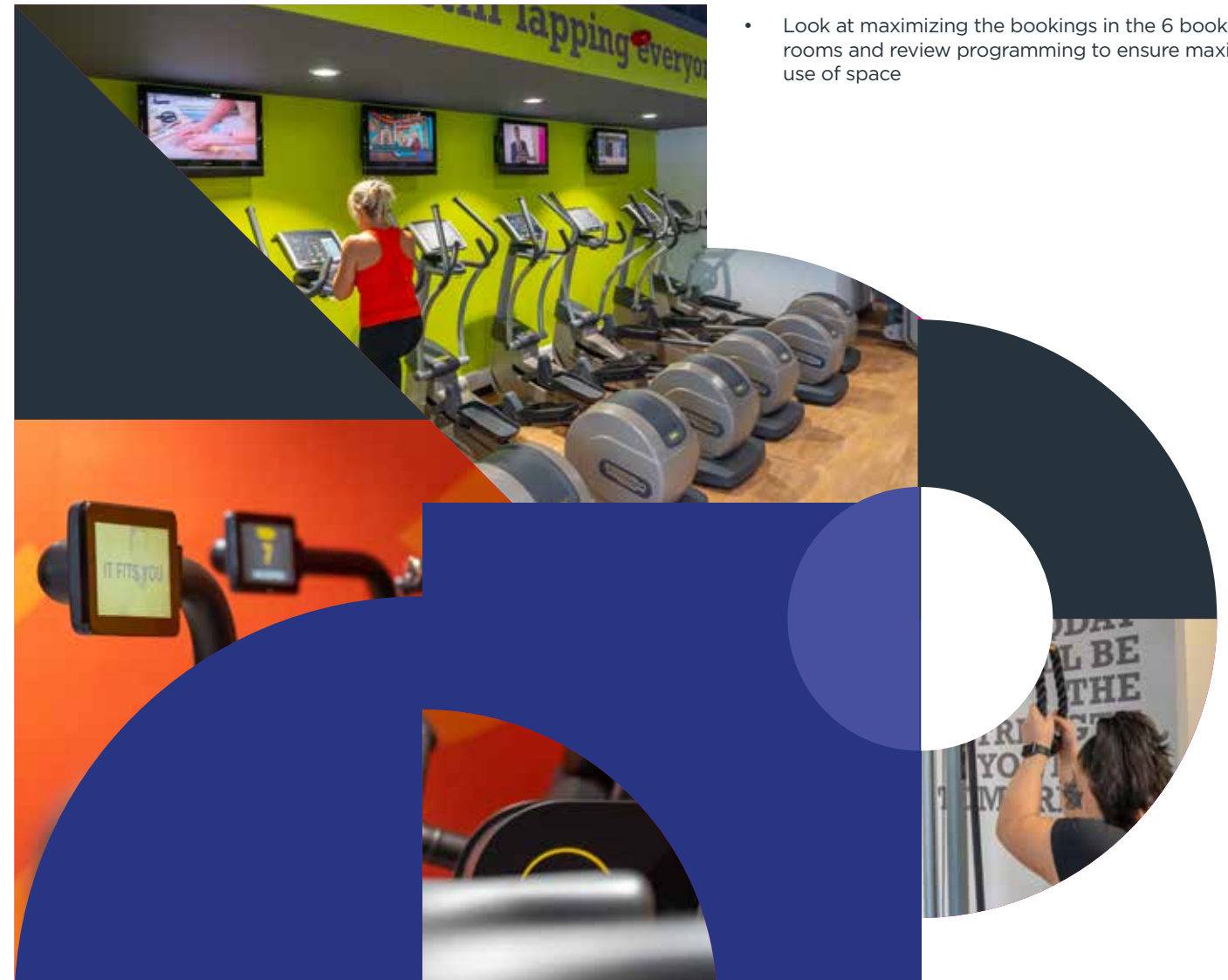
- Continue to work on the 5-year membership projections and adjust as required
- Review programmes to rebuild customer base being innovative and creative
- Ensure dynamic employee scheduling
- Review all customer journeys due to COVID-19
- Reprogramme all activities on app due to COVID-19
- Review equipment a displace appropriately due to COVID-19
- Ensure through communication to customer due to COVID-19 changes
- Work with IC to help prioritise building and condition survey information
- Review café menu

Year 2

- Review hall temperatures
- Ensure information is up to date on the new website
- Create site specific promotional plan around seasonal events
- To develop programmes focusing on the active aging market, youth etc by further segmenting the market
- Standardise café model over the three facilities
- Work with the rest of the fitness facilities and implement Legend class attendance module
- Create testimonials from customers using different products and services and put on web
- Review customer journey online and in person
- Continue to work on the 5-year membership projections and adjust as required

Year 3

- Look at changing facility improvements
- To investigate monitors and CCTV in soft play
- Continue to work on the 5-year membership projections and adjust as required
- Look into further programming: toddler groups, Joe Jangles, active aging, coffee mornings etc
- Review café menu and look at members curry nights etc
- Look at redevelopment and refurbishment of the squash courts
- To create seasonal promotional plan for centre to encapsulate all the main calendar events and dove tale an activity or promotion
- Look at maximizing the bookings in the 6 bookable rooms and review programming to ensure maximum use of space



7.9

BIRKMYRE FITNESS GYM

Birkmyre Fitness Gym opened late August 2020 due to COVID-19 the centre is a key part of the local community of Kilmacolm. The gym includes a new state of the art fitness facilities with the world leading Technogym equipment with online programmes developed from the Wellness Programme. The centre also has changing facilities to accommodate rugby and football parks. We also offer group fitness classes, personal programmes, tanita health check and personal training.

Facilities at Birkmyre include when fully open:

- State of the art Technogym fitness equipment
- Gym based classes
- Indoor cycling
- Multi use games area
- Annual Running Festival
- Café
- Grass pitches
- Free car parking

IL Fitness Plus

Birkmyre Park fitness gym is a Fitness Plus gym site. The IL Fitness Plus gym refurbishment following on the new model replicating the Waterfront is planned within the three-year period. Fitness Plus gives customers access to all pools, gyms and classes that IL offer.

Our aim is to rebuild the member club live over the three years as it is at the lowest its been since opening and has been affected by not been able to offer classes.

Kilmacolm Running Festival

Hopefully 2021 we will be able to put on the Kilmacolm Running Festival that consists of a half marathon, 10km, 3km and toddle waddle.

Café

Continue to work in partnership with the café operators to provide a café offering for IL members and the local community to enjoy. The current operators have 3 years remaining on the lease agreement.

Rugby

Continue to work in partnership with IC grounds staff and Birkmyre Rugby club.

The main areas of strength for the centre are:

- Location in village next to school
- Standard of facilities and changing rooms
- Café is a good asset at facility run by a private operator
- Employees and customers have good engagement with the facility
- Good level of PT carried out at the facility
- Easy access and free parking
- Great programmes
- Good local demographic profile within an affluent area
- Good annual membership programme
- Fitness Plus model

Below are the objectives and aims for the next three years

Year 1

- Continue to work on the 5-year membership projections and adjust as required
- Work with IC to help prioritise building and condition survey information
- Review opening hours
- Review programmes to rebuild customer base being innovative and creative
- Ensure dynamic employee scheduling
- Review all customer journeys due to COVID-19

- Reprogramme all activities on app due to COVID-19
- Review equipment a displace appropriately due to COVID-19
- Ensure through communication to customer due to COVID-19 changes
- Review the staffing provision across all aspects of the centre by looking at line charts to ensure we have the correct staffing levels at the right times

Year 2

- Continue to work on the 5-year membership projections and adjust as required
- Carry out option appraisal for options of running group fitness classes currently using KNCC
- Review and improve the phone system and wellness connectivity at the centre
- Engage with local school to see if there is any mutual benefit
- Work with the rest of the fitness facilities and implement Legend class attendance module
- Review and Improve the phone system at the centre
- Look into electric charging points at centre
- To review access control at site with a view to creating more self-service
- Create testimonials from customers using different products and services on web
- Hopefully put on - Kilmacolm Running Festival

Year 3

- Continue to work with the housing developers by creating packages for new residents
- Continue to work on the 5-year membership projections and adjust as required
- To create seasonal promotional plan for centre to encapsulate all the main calendar events and dove tale activities or promotions
- To investigate refurbishing the gym to create the new Fitness Plus zoning model
- To develop programmes focusing on the active aging market, youth, etc by further segmenting the market
- Review the café in line with lease agreement
- Look into boutique pay as you go workout
- Look at the possibility of a system where customers can preload membership cards
- Run community events calendar - Kilmacolm Running Festival
- To look at lockers and an alternative to tokens
- Create legend automated process to focus on annual gym reminders



7.10 LADY OCTAVIA SPORTS CENTRE

Lady Octavia was refurbished in 2019 with the introduction of a large Fitness for Less gym, the project involved remodelling to maximise space and usage. The centre reopened in October 2020 due to COVID-19 utilising most of the facility

Memberships at the centre start from just £9.99 per month as well as 20% discount off swimming for other fitness for less memberships.

The centre is one of the area's premier fitness and sports facilities with two all-weather AstroTurf football pitches and a large indoor games hall.

The floodlit pitches can be used for 11-a-side football matches or 7-a-side football games and the centre benefits from having two 5-a-side pitches.

Facilities at Lady Octavia Sport Centre include:

- A large Fitness for Less budget gym
- 3G full size football pitch
- Two 5-a-side AstroTurf pitch
- Extensive range of group fitness classes
- Large indoor games hall
- Free public parking

IL Fitness for Less

We aim to rebuild the club live after losing many members due to COVID-19 lockdown period. The Fitness for Less gyms help to reduce barriers to activity and health for the community with their affordable pricing models.

Outdoor Football Pitches

Rebuild bookings for 11 aside, 7 aside and 5 aside football. Work in partnership with local football teams.



Sports Hall Activities

Rebuild children activities, birthday parties, indoor sports activities such as football, badminton, short tennis and fitness classes.

The main areas of strength for the centre are:

- Low cost fitness and competitively priced
- Loyal flexible experienced employees
- Great gym-based class programme
- Only outdoor 5 aside football pitches in Inverclyde
- Good car parking IC investment
- Investment on the pitch by IC
- Good transport links
- Good usage of pitches
- Good variety on main hall activities, courses and classes

Below are the objectives and aims for the next three years

Year 1

- Continue to work on the 5-year membership projections and adjust as required
- Review programmes to rebuild customer base being innovative and creative
- Ensure dynamic employee scheduling
- Review all customer journeys due to COVID-19
- Reprogramme all activities on app due to COVID-19

- Review equipment a displace appropriately due to COVID-19
- Ensure through communication to customer due to COVID-19 changes
- Work with IC to help prioritise building and condition survey information
- Review the staffing provision across all aspects of the centre by looking at line charts to ensure we have the correct staffing levels at the right time

Year 2

- Continue to work on the 5-year membership projections and adjust as required
- To develop programmes focusing on the active aging market, youth, etc by further segmenting the market
- Look into NPS for site
- Work with the rest of the fitness facilities and implement Legend class attendance module
- Create testimonials from customers using different products and services on web
- Review and improve the phone system at the centre with upgraded VoIP system
- Look at down times to develop programmed activity

Year 3

- Continue to work on the 5-year membership projections and adjust as required
- To discuss the pitch renewal with IC
- Look into purchasing a bouncy castle if there is a demand for that type of party at the centre and in line with centralisation
- Look at development plan for parties i.e. nerf, balance ability, football, etc work with rest of centres so there are unique offerings at each site selling centrally and at site
- To create seasonal promotional plan for centre to encapsulate all the main calendar events and dove tale activities and promotions





7.11 GREENOCK SPORTS CENTRE

Greenock Sports Centre offers a large multi-use games hall to accommodate football, events, basketball, volleyball, badminton and short tennis. IL has an extensive group fitness programme such as Bodypump, Bodycombat, Bodystep and Bodyattack. The centre has been severely affected by COVID-19 with limited sports coming back in 2020 and IL have not been able to open some of the pre-coronavirus fitness provision at the centre. The aim over the coming years will be to rebuild our customer base and eventually stabilise. The centre is also in need of investment and we will be working with IC to prioritise the investment over the leisure estate in the next three years. IL will also be exploring various options for the centre going forward.

Facilities at Greenock Sport Centre when fully open:

- Large fitness gym
- Free weights gym
- Fitness classes
- Football
- Basketball
- Netball
- Short tennis
- Tennis
- Volleyball
- Bouncy castle parties
- Football parties
- Free public parking

Fitness Gym / Weights

To review the centres fitness provision to rebuild membership focusing on the active aging market.

Sports Hall Activities

To rebuild children's activities, birthday parties, indoor sports activities such as football, badminton, short tennis and fitness classes.

Dance Studio

To continually review the fitness class program to ensure class occupancy and latest trends are being delivered and potentially look to expand the center as studios hub in Inverclyde.

GP Referral

Continue to work in partnership to support the Live Active program.

The centres main strengths when fully open are

- Good standard of facilities and customer care
- Good block booking usage from regular clubs
- Location of the facility in the middle of Greenock
- Experienced and knowledgeable employees
- 8 court halls available for variety of bookings, events, clubs, school usage and coached sessions
- Party and children's activity program
- Good mix of fitness offerings
- Health and wellbeing center with GP referral, cardiac rehabilitation and cancer rehab
- Good usage from the active aging customers

Below are the objectives and aims for the next three years

Year 1

- Continue to work on the 5-year membership projections and adjust as required
- Work with IC to help prioritise building and condition survey information as the centre needs potentially a large amount of investment
- Review programmes to rebuild customer base being innovative and creative
- Ensure dynamic employee scheduling
- Review all customer journeys due to COVID-19
- Reprogramme all activities on app due to COVID-19
- Review equipment a displace appropriately due to COVID-19
- Ensure through communication to customer due to COVID-19 changes
- To rebuild club usage and block booking customers
- Review the staffing provision across all aspects of the centre by looking at line charts to ensure we have the correct staffing levels at the right time

Year 2

- Look at remodelling birthday parties by creating parties that are unique to the site booked centrally and at site
- Continue to support Inverclyde school's sports hall athletics if possible to do so
- Continue to work on the 5-year membership projections and adjust as required
- To develop programmes focusing on the active aging market, youth, etc
- Look at remodelling CrossFit
- Work with the rest of the fitness facilities and implement Legend class attendance module
- Look at potential remodel of the gym and reception, with a view to creating more self-service style akin to our fitness for less model
- Review free-weights gym
- Create testimonials from customers using different products and services and put on web

Year 3

- Review center for potential increase in studio provision
- Look at remodelling the old nursery facility
- To create seasonal promotional plan for centre to encapsulate all the main calendar events and dove tale into activities or promotions
- Continue to support Inverclyde school's sports hall athletics
- Continue to work on the 5-year membership projections and adjust as required

7.12 RAVENS CRAIG ACTIVITY CENTRE & ATHLETICS STADIUM

Ravenscraig Activity Centre is another facility that has been hit badly by COVID-19, although the gym opened the 31st of August the soft play, café and climbing have remained closed. The facility is in Greenock and was totally transformed over the last few years. The upgraded facility has a large Fitness for Less gym, the first X-Height Climbing walls in Scotland, a large adventure soft play area spread over 4 floors and a Costa proud to serve café.

Facilities at Ravenscraig Activity Centre include when fully open:

- Fitness for Less gym
- X-Height climbing
- Kids activity soft play
- Costa proud to serve café
- Parties
- Party rooms

IL Fitness for Less

To rebuild the member club live over the coming years the facility is one of our largest fitness for less and will give customers choice if lower price is a customer's primary consideration.

Soft Play

When we can open it will be for bookable slots only to encourage active play and try and rebuild our customer base. Promote additional revenue in 2021/22 via birthday parties through central resource.

X Height Adventure Climb

When social distancing eases to market and promote to children and families to encourage activity. Promote additional revenue via birthday parties through central resource.

Café

Continue to refine the IL café model and bookable activity. On opening this will mean a reduced menu and bookable sessional activity around tables. IL will also continually monitor suppliers, pricing, and staff line charts.

The main areas of strength for the centre when fully open:

- Low cost fitness and competitively priced good equipment
- X height climbing and children's activity through soft play - a great way to keep children fit and healthy
- Good range of classes
- Good investment in the last three years
- Experienced employees, good customer care and friendly environment
- Good equipment that is easy to use
- Good use of discounts and promotions
- Good events programme
- Good established learn to climb programme
- Good opening hours
- Good location

Below are the objectives and aims for the next three years

Year 1

- Continue to work on the 5-year membership projections to rebuild our customer base
- Work with IC to help prioritise building and condition survey information
- Standardise café model over the three facilities and review as required
- Review programmes to rebuild customer base being innovative and creative
- Ensure dynamic employee scheduling
- Review all customer journeys due to COVID-19
- Reprogramme all activities on app due to COVID-19



- Review equipment a displace appropriately due to COVID-19
- Ensure through communication to customer due to COVID-19 changes
- Work on a solution for satellite navigational directions
- Review gym layout
- Review the staffing provision across all aspects of the centre by looking at line charts to ensure we have the correct staffing levels at the right time

Year 2

- Continue to work on the 5-year membership projections and adjust as required
- To develop programmes focusing on: children's lunch time clubs, after school, teenagers, weekly mile, team building, organised groups etc
- Work with the rest of the fitness facilities and implement Legend class attendance module
- To create seasonal promotional plan for centre to encapsulate all the main calendar events and dove tale activities and promotions
- Standardise café model over the three facilities looking at air fryers and a vegetarian menu
- Look at remodelling birthday parties creating parties that are unique to the site by introducing different products and price points, from budget to full service to maximise choice and centralise
- Review gym graphics
- Create testimonials from customers using different products and services and put on web
- Review activities membership
- Continue to work on a solution for high level water ingress

Year 3

- Continue to work on the 5-year membership projections and adjust as required
- Review opening hours
- Look at kids' entertainment clubs
- Review floor plan for climbing in down time
- Review toilets in activity hall to assess if there is a better solution
- To review access control at site with a view to creating more self-service
- Look at lighting solution for carpark
- Develop the health and wellbeing at the centre by targeting off peak usage
- Look at what outdoor activities can be developed at the athletics stadium
- Do refresher training for climbing employees



7.13 INDOOR BOWLING CENTRE

The Indoor Bowling facility is situated in Greenock. The facility currently operates during the winter months unfortunately so far in 2020 we have been unable to open the facility because of restriction due to COVID-19.

The bowling facility benefits from having excellent transport links as the site is situated next to bus links and is a 2-minute walk from the train station.

Over the next few years IL have will look at the feasibility of maximising the facility during the summer periods and the quieter periods during the winter months

The facility includes:

- A state of the art 8 lane indoor woven bowling facility
- The latest digital scoreboard technology for games and competitions
- Large café and seating area
- Function area
- Meetings rooms
- Group bookings

The Indoor Bowling centre underwent an upgrade in 2018 to upgrade the lighting playing carpet, painting and competition standard electronic scoreboard.

Bowling Committee

IL will continue to work in partnership with the Indoor Bowling centre committee and assist in rebuilding bowling membership.

The main strengths for the facility are:

- The bowling centre is the only indoor facility in Inverclyde
- Staff – flexible and reliable
- The centre has a good customers base
- Good partnership with the bowling committee
- Location – main road with great transport links
- Recent refurb of facilities
- Can host international events

Below are the objectives and aims for the next three years

Year 1

- Rebuild bowling membership base
- Work with IC to help prioritise building and condition survey
- Ensure dynamic employee scheduling
- Review all customer journeys due to COVID-19
- Review equipment and displace appropriately due to COVID-19
- Ensure through communication to customer due to COVID-19 changes
- Work with the committee to make sure the facility is the best it can be

Year 2

- Look into public Wi-Fi
- Work with the committee to make sure the facility is the best it can be
- Develop more special events – private hires – meeting room
- Review pricing

Year 3

- Review the renewal of the lease at the Indoor Bowling center
- Review pricing
- Look to have international matches
- Look at the possibility of IL Catering
- Work with the committee to make sure the facility is the best it can be
- Look into feasibility to extend usage all year round



The aim of this plan is to rebuild our finances from the effect that COVID-19 has had on the company. The plan sets the course for recovery over the three years and the steps that will need to be realised. The plan also discusses the approach to the proposed levels of funding for Inverclyde Council to consider. Below are the key objectives for the plan:

- Build income through winning loyal customers - existing, old, and new (winning hearts and minds through health and wellbeing)
- Consolidate and reducing expenditure where possible and apply for available funding
- Utilise dynamic employee scheduling and continually review employee costs
- Continuously reviewing programmed activity to generate income
- Seek opportunities to grow as the environment becomes more stable

The main areas of strengths for finance and admin are listed below:

- Good audit processes
- Good policies and procedures
- Employees are friendly, knowledgeable, and helpful
- Good financial processing systems
- Good Direct Debit management systems
- Capital investment strategy
- VAT exemption status
- Budget process

- Centralised inbox for accounts payable
- Good reporting and management information
- Good insurance, legal cover, and advice

8.1 FINANCIAL OVERVIEW

There is considerable uncertainty regarding the economic outlook for the next few years. The impact on Inverclyde Leisure in 2020 due to COVID-19 has been significant.

Funding has been required for the initial effect of COVID-19 in the first year where facilities were closed and the company was operating under government restrictions for a large part of the year. As the company rebuilds, we will still require funding for the following two years with the aim of full recovery after that. A full breakdown of the finances over the three years will be discussed as part of the board meeting cycle and Inverclyde Council who will decide on the level of funding.

There is also uncertainty of closure with the new tier system and any potential lockdowns in Scotland that may affect the company financially. The public leisure and cultural landscape will be in a fragile position for a significant period with a lengthy recovery period.

Despite the bleak economic outlook and uncertainty above there are opportunities going forward. When the timing is right, Inverclyde Leisure will manage that opportunity by getting ahead of the competition, constantly reviewing, and taking necessary action with the key aim of emerging a stronger and better as a company.

Key functions delivered by finance include; having responsibility as company secretary, producing management accounts, the development of financial systems, working as part of the Executive Management Team, contributing to the overall business and reporting on any areas of risk in the business so IL can react quickly if action is required.

Other key function includes the administration of freedom of Information requests, all Board communication including the appointment of new Directors and termination of Directors to Companies House, audits, board meetings, ensuring accounts are submitted to Companies House, OSCR, IC and annual returns are completed.

8.2 FINANCIAL SYSTEMS

IL uses a computer based financial management systems. Our main accounting ledger system is Access Dimensions. We also use Legend Club Management System as our front of house system and for invoicing.

Purchasing System

Our purchasing system is Redro, a cloud-based procurement system developed for companies that place orders with multiple suppliers and require budget control. Redro eliminates paper orders and provides procurement efficiency and live management reporting on spend by supplier products, by location and nominal code.

Legend Front of House System

Legend's FOH module is designed to ensure the ultimate level of efficiency and speed in this key area of our business. The result - a front of house area, fast and efficient, with real-time processing of transactions across the key functions of electronic point of sale, access control, bookings and attendance.

The Legend FOH module is designed to increase throughput and ensure revenue maximisation. Legend offers a real-time, one view solution that makes the most important and frequent functions of the reception environment effective and manageable. Legend FOH

enables point of sale activity, access control, course and class bookings and membership management to ensure best use of available resources.

Invoicing

Legend's invoicing and debt management system has been specifically developed to make it simpler to raise, manage and pay invoices directly from the Legend suite of core applications. The result - an accurate, effective, reportable method of maximising timely revenues. The Legend invoicing and debt management system is designed to increase automation through the establishment, management and payment of invoices, and through a database of debtors and terms, automate the debt aging and collection process. The system interoperates directly with Legend's core applications. The system also incorporates online payment capability, with a one-click link directly to a secure payments page from any invoice, letter of demand or statement. Thus, invoice settlement administration is greatly reduced.

Access Dimensions

Access Dimensions is our accounting software that houses the sales and purchase ledger. Access Dimensions structures our ledgers in a way that best works for our company. Access is a snapshot of our key information with interactive nominal summaries which gives transparency across our trading activities, with completed transactions updating our whole financial system instantly.

BACs Software

IL utilises software provided by Smarterpay to facilitate our BACs payments. The software allows us to automate electronic business payments quickly and securely to our suppliers.

BACs Bureau

Legend Leisure Services (LLS) offers a fully licensed BACs Approved Bureau, specialising in management of Direct Debit subscription collections for operators within the leisure sector. With a detailed understanding of both Direct Debit administration and leisure sector operational requirements, LLS is uniquely placed to provide a 360 degree perspective on subscription forecasting, collection performance and credit control.

Online Banking Facility

IL has an online banking facility which allows instant access to our bank account. Payments are automated and dual signature is required to align with our financial regulations.

8.3 FINANCIAL PROCESS

Management Information

IL aims to produce monthly management accounts. These accounts are reviewed each month by the Finance Manager and Chief Executive, and bimonthly with the Board. The information is cascaded to the managers with review meetings undertaken periodically. Financial information is also discussed at our six-weekly meeting with the Council, especially around any areas of risk.

We employ a very robust accountancy system with strict internal controls in terms of authorisation limits, segregation of duties and clear levels of financial security and responsibility.

Tendering

IL will continue to review our tendering documentation to ensure it is up-to-date. Tenders that are over the value are procured through the Public Contracts Scotland portal or, where appropriate, agreed public frameworks will be utilised.

Financial Regulation

IL continues to review our financial regulations and any main amendments will be discussed with the Board.

Freedom of Information

IL will ensure all Freedom of Information (FOI) requests are dealt with in the appropriate way.

VAT

IL will investigate and seek advice from VAT specialists as part of a continual review process.

Insurance

IL will continue to competitively price insurance for the company ensuring risks are underwritten to help protect the company against possible litigation.

Legal

Legal advice is sought for any contractual changes and company law issues.

8.4 FINANCIAL STRATEGY

Income

As discussed in previous sections our strategy must reflect the potential economic climate and the effect locally of COVID-19 on people's disposable income. We have huge potential to rebuild our customers base through winning loyal customers existing, old, and new but this will take time.

Expenditure

With customer numbers down, the key to IL surviving is reducing costs where possible. IL will continue to work with suppliers to reduce licencing and other external supplier cost, negotiate with current vendors to reduce costs or switch to vendors that offer better pricing in line with our financial regulation and constantly review expenditure assigning off at a senior level in the organisation. As funding becomes available, we will where we can apply

for any funding that is appropriate for Inverclyde Leisure. IL will constantly be reviewing the P&L, cash flow and usage patterns through our KPI dashboard to ensure we operate as efficiently as possible.

Employee costs

Labour costs account for a high proportion of our gross revenue, being the highest costs for Inverclyde Leisure. IL will seek to reduce these costs by analysing customer demand and adjust scheduling appropriately for off-peak hours. Adjusting scheduling to save hours of staff time can save in wages each month especially if we do not have the customer demand. Once we start to rebuild programmes, we will then restructure the business and rebuild our employee base to cater for the additional customers.

Pricing

IL will maximise pricing of viable products and services whilst being mindful of our charitable status and objectives and offer promotions to attract customers.

Products and Services

IL will develop products and services with a view of rebuilding our customers' base.

Diversification

One of the key strategies once we become more stable will be further diversification of our product portfolio by segmenting the market to allow more choice to our customers.

Organisational Structure

Our organisational structure is our greatest asset and our largest cost. Our aim over the coming years will be to review the structure to better fit the future for the company moving forward.

Reinvestment

IL will reinvest where possible to defend its current position in the market or developing future revenue streams. IL will continue to work in partnership with IC for mutual benefit by developing assets.

Energy Reduction

IL will continue to seek to reduce energy costs by developing schemes of works that reduce energy through the replacement of older infrastructure with new more efficient systems or units.

Project Development

IL will continue to drive and develop projects reviewing the funding available and creating business cases for each investment.

8.5 THREE YEAR FORECASTS

Before the three year forecast can be produced Inverclyde Council will need to decide on the levels of funding and if there is any knock on effect to the facilities and services we manage. This will be discussed as part of the board meeting cycle and updated as discussion progress with Inverclyde Council. To be agreed by the board once funding has been negotiated.

A three year forecast will then be produced tacking into account estimated revenue streams and expenditure. What is difficult to estimate is the start point of when we will start to rebuild from the effects of COVID-19 with potential lockdowns through the Scottish government tier system, how long furlough will last and what funding will be available. So, the longer we leave the forecasts the more accurate they will be.



8.6 RISKS

All business activities incur risk. Risk is central to the concept of enterprise and so all businesses have, to a greater or lesser extent, developed methods to anticipate and handle it.

IL has adopted a risk management approach which is designed to raise levels of awareness and develop risk management strategies that are critical to its corporate objectives.

IL have a risk register that is updated on a six-monthly basis discussed at senior level and cascaded to the Board depending on the nature of the risk.

Areas of risk management are important to the various stakeholders within IL for different reasons:

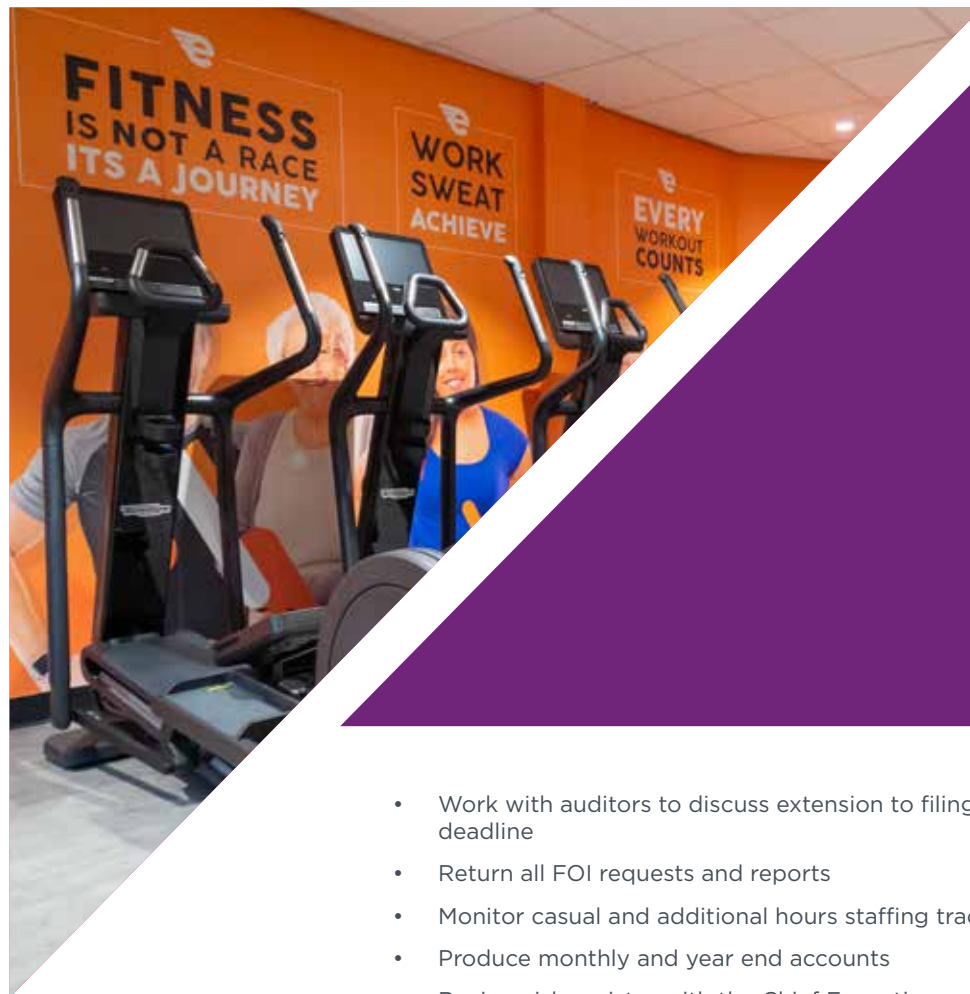
- Client / Partners – Business continuity and legal issues
- Employees – work and continuity of employment
- Customers – continued service delivery

IL also has a business continuity plan to cover a disaster recovery in all areas of its operations. Integral to its business continuity plan are the risk assessments that IL carries out in all areas of the business.

Recognising that effective management of risk involves having monitoring processes in place, access to reliable information and appropriate control mechanisms, a risk management framework has been developed for the organisation.

IL is aiming to achieve the following:

- Corporate objectives more widely known
- Significant risks known and monitored
- Recognition of opportunities
- To improve forward planning



8.7 FINANCIAL AIMS AND OBJECTIVES

Below are the aims and objectives for the next three years

Year 1

- Apply for any COVID-19 funding
- Review accounts with IC monthly
- Work as part of IC recovery group
- Work with IC to agree level of extra funding
- Forecasting and financial projections going forward

- Work with auditors to discuss extension to filing deadline
- Return all FOI requests and reports
- Monitor casual and additional hours staffing tracker
- Produce monthly and year end accounts
- Review risk register with the Chief Executive
- To review provision for external debt recovery for overdue accounts
- Review financial regulations
- Retendered insurance
- Look into where we host access dimensions
- Review pricing to ensure maximum return to the company

Year 2

- Create a reporting template for sites to give feedback and report when accounts are produced together with periodic reviews

- Ensure fraud prevention training is carried out for key employees and possible accreditation
- Review pricing to ensure maximum return
- Produce monthly and year end accounts and forecasts
- Continue to spot check cash processes at facilities and centres
- Return all FOI requests
- Review risk register with the Chief Executive

Year 3

- Return all FOI requests
- Produce monthly and year end accounts
- Review Access Dimensions
- Review bank account provider
- To review bulk cash facility with Security Plus

- Review VAT with external advisor
- Review authorisation limits for payroll timesheet submission
- Review pricing to ensure maximum return
- Continue to spot check cash processes at facilities and centres
- Review risk register with the Chief Executive



NOTES: