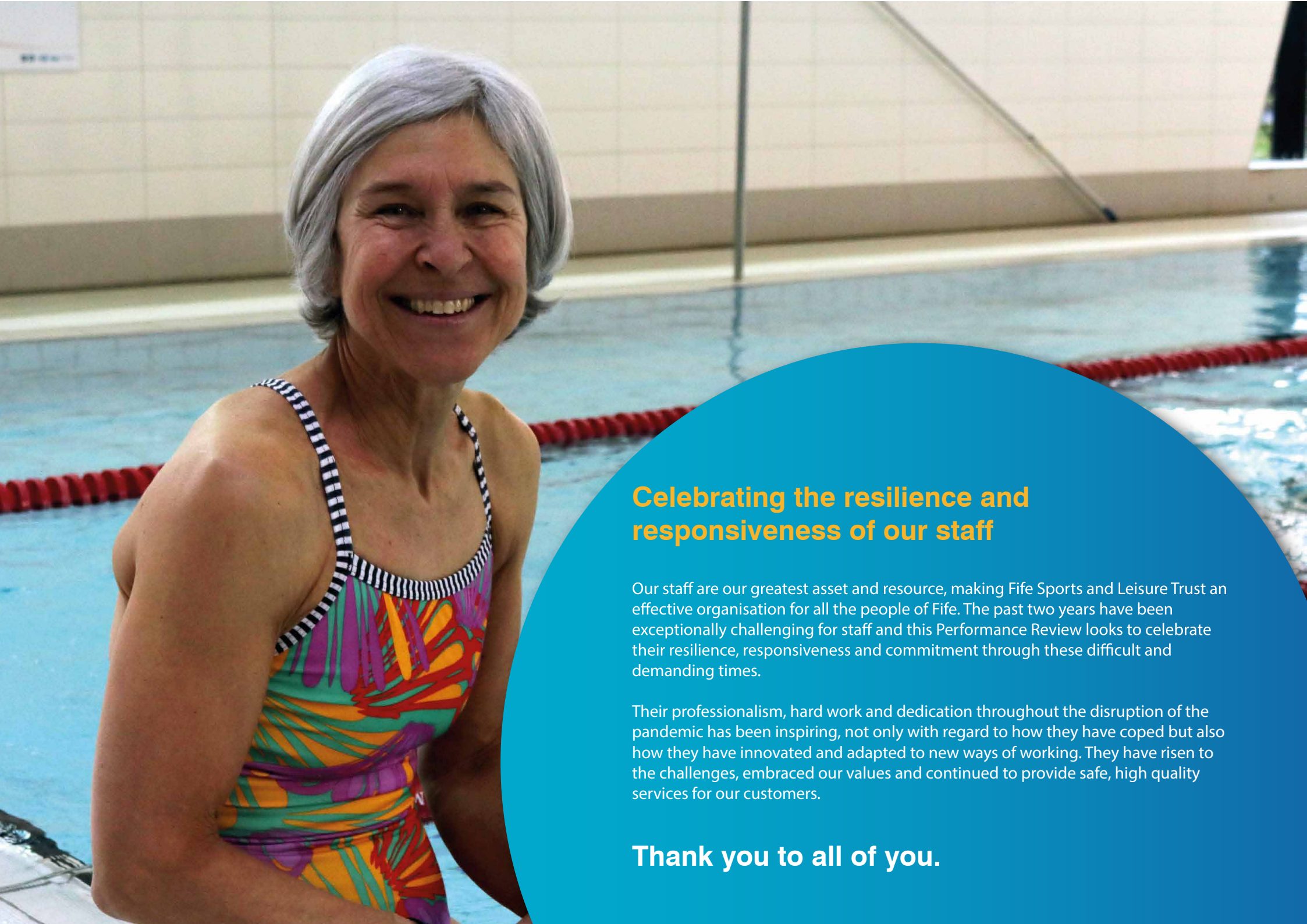


Performance Review

Our sustainable focus,
our results.

2021/2022





Celebrating the resilience and responsiveness of our staff

Our staff are our greatest asset and resource, making Fife Sports and Leisure Trust an effective organisation for all the people of Fife. The past two years have been exceptionally challenging for staff and this Performance Review looks to celebrate their resilience, responsiveness and commitment through these difficult and demanding times.

Their professionalism, hard work and dedication throughout the disruption of the pandemic has been inspiring, not only with regard to how they have coped but also how they have innovated and adapted to new ways of working. They have risen to the challenges, embraced our values and continued to provide safe, high quality services for our customers.

Thank you to all of you.

“

Our **customers** told us why they maintained their membership despite lockdowns and restrictions:

John Halliday, Cupar Sports Centre

I believe it was important to support the trust as much as possible to ensure it could continue to offer its fantastic range of activities to the public. The facilities and programmes are essential to my physical and mental wellbeing and motivate me to lead a healthy lifestyle.

Fiona M McOwan, Carnegie Leisure Centre

I know that you are a charity and the loss of income would make it very difficult to go on, and that would be a huge loss to the community who use these great facilities.

Catherine Stewart, Cowdenbeath Leisure Centre

We stayed because the staff are always friendly and helpful, the facilities are always really clean and access to good facilities is important for our whole family.

Frank Michael Shaw, Michael Woods Sports and Leisure Centre

I believe that staying active is a big contributory factor in staying healthy and it should be accessible to everyone in the community. The leisure trust is a lead player in maintaining that accessibility.

”



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WELCOME



Emma Walker, Chief Executive, Fife Sports and Leisure Trust

A big thank you to all of the trust's staff

This has been such an unusual year. The first thing I want to say is a big **thank you to all of the trust's staff for their responsiveness, commitment and resilience**, and equally to the people of Fife who waited patiently for our facilities to re-open and have returned to them in fantastic numbers.

Our recovery journey

Before Covid-19 struck, Fife Sports and Leisure Trust was under significant financial pressure, and this has been further exacerbated by the pandemic. We are responsible for operating and managing 14 sport and leisure facilities, relying heavily on attendance for our income; being closed for long periods during lockdown restrictions through 2020 and 2021 had a massive impact.

The positive reaction of local communities to a return to near normal service delivery has been very encouraging. Our steadily growing attendance figures clearly indicate that people are keen to get active and that our customers think highly of our facilities and programmes. Between October to December 2021, we saw an overall recovery rate of 76 per cent, and between January to March 2022 the recovery rate was 104 per cent.

A sustainable future is our focus

Despite these highly encouraging figures, there is still a significant amount of work to do to encourage more people back to physical activity – essential for the long-term sustainability of the trust, and to improve the health and wellbeing of local communities.

Inevitably, the loss of income due to the lockdowns and restrictions has been considerable. As a charitable trust, it is vital we secure the financial future of the organisation. Going forward, we are discussing with our partner, Fife Council, how to deliver sports and leisure services sustainably for all local people, particularly as we face a national public health crisis precipitated by the pandemic.

We must deliver on our charitable commitments

Making a positive difference to our communities' health remains the overarching priority for the trust. We are a key driver of improved health and social outcomes in large, small and rural communities across Fife, working to encourage more people to become more active through the provision of a wide variety of opportunities in sport and leisure.

Collaboration with key partners – so that we can maximise access and opportunities for all ages and abilities, through a strengthened, joined-up approach – is a key focus. I talk more about our partnerships on p.3.

Opening up opportunities to physical activity

We want everyone to be able to experience the health and wellbeing benefits of physical activity. I was delighted that the trust could support National Fitness Day last September with a huge giveaway for local communities; 1,000 passes to our facilities (to enjoy a free swim, gym session or fitness class) were made available and we encouraged current customers and staff to bring a friend, family member or neighbour along to try out an activity.

Across the trust, we are set to deliver further improvements to our facilities and programmes for a wide range of users, including social cafes, working with paediatric physiotherapy services to support healthy child weight programmes and widening awareness and access to our referral health programme.

OUR RECOVERY



1,706,096
attendances (2021/22)

APR-JUN 2021

- Over **1,000** bookings in first **48** hours of re-launching online booking system ahead of doors opening
- Doors reopen to **13** facilities on April 26
- **95,000** attendances recorded (end Apr to mid-May)
- Group fitness sessions recommence May **17**
- In June, final venue - Beacon Leisure Centre - reopens
- **High customer satisfaction** scores received for our health and safety measures

JUL-SEP 2021

- All **14** venues are open
- Overall recovery rate: **63%**
- Group fitness classes: **41%**
- Gym attendances: **57%**
- Health programme: **56%**

Q1

Q2

Q3

Q4

OCT-DEC 2021

- Overall recovery rate: **76%**
- Group fitness classes: **53%**
- Gym attendances: **63%**
- Health programme: **61%**
- Learn to Swim programme experiences **highest** recorded number of attendances

JAN-MAR 2022

- Overall recovery rate: **104%**
- Group fitness classes: **67%**
- Gym attendances: **84%**
- Health programme: **85%**

PARTNERSHIP WORKING



Emma Walker, Chief Executive, talks about the importance of collaborating to innovate

Partnership working and the ‘Active Fifers 4DX’ project

As a public sector leisure provider our focus is to improve access to physical activity opportunities and to provide an effective service for all the communities of Fife. In an environment of strained public funding, compounded by the impact of the pandemic, it is even more important that we find ways to create more sustainable models of delivery.

Joint working is crucial to this. Since June 2021, the trust has been engaged in a 4 Disciplines of Execution (4DX) project – jointly led by myself and Head of Communities and Neighbourhoods at Fife Council, Paul Vaughan. The ‘Active Fifers 4DX’ project is a one-year shared strategic approach to tackling the longstanding need to increase participation in physical activity whilst reducing health inequalities in Fife. It involves employees from both Fife Council and the trust, as well as from other partners.

Re-thinking the way that services are delivered

The objective of the 4DX process is to help teams action high priority initiatives amidst the demands of day-to-day work. Through our project we are jointly re-thinking the way that services are delivered to meet the needs of our communities. Across the partners, we are being challenged to change our mind-sets and usual ways of working and instead find new collective approaches to achieve common goals.

It is an exciting process through which we intend to better integrate activity across partner organisations and increase our collective effectiveness on four critical themes: awareness raising of the importance of physical activity to health and wellbeing; boosting social connectedness; increasing under 18s participation; and addressing inequalities more effectively.

Working collaboratively to achieve more

The Active Fife Sport and Physical Activity strategy is another hugely important joint initiative. It provides a framework for delivering on the priorities for Fife and articulates a commitment to work collaboratively to achieve agreed outcomes. Joint Area Programming Groups have been established between the Council and the trust, to share experience and to review how best to develop joint programmes utilising the most appropriate assets across our collective estate.

And we continue to work in partnership with NHS Fife, Fife Health and Social Care Partnership and cancer support charities, along with other organisations, to support those living in our local communities with long-term health conditions, through our health and wellbeing programmes.



Reacting to the
on-going
pandemic and
restrictions

BRINGING PEOPLE BACK

Sharon Johnstone, Operations Manager, reflects on responding to COVID restrictions and reopening facilities through 2021



“ This past year has been about bringing people back – and it’s been really fantastic to see customers using our facilities and services again! In early 2021, we were focused on preparations to reopen our indoor facilities on 26 April, while continuing to engage with many of our customers through fitness sessions delivered via social media and through our highly popular outdoor programme, which was fully booked with customers asking for more.

Although our venues were closed to the public, a huge amount of work was going on behind the scenes. Across the Operations team, we were responding to the latest Government requirements, risk assessing every area of operations, project planning to implement new requirements and road-mapping how to bring back every service in a compliant manner. To prepare our staff, we delivered a comprehensive training programme to ensure everyone was fully aware of all compliance needs and felt confident about keeping customers, and themselves, safe.

With the easing of restrictions, we welcomed customers back to our facilities across Fife throughout May: it was fantastic to experience around 95,000 attendances in just three weeks! People were so eager to get active after lockdown. A little later in June, we reopened Beacon Leisure Centre which had presented a number of challenges regarding the necessary health and safety protocols. Then in August, we adapted our health and safety measures again, in line with the latest Scottish Government announcement confirming that all major COVID restrictions would be lifted. Fitness classes reverted to studio spaces, there was a return of all activities in sports halls, and gym layouts went back to normal. However, we still had to maintain some safety measures, such



£326,828
value of CJRS in
2021/22

423
clubs
engaged

as screens at reception, sanitising points and face mask compliance. In October, the remedial works to Carnegie Leisure Centre’s training pool were complete, and a revamped Cupar Sports Hall was ready, thanks to investment by Fife Council to upgrade the sports hall floor.

In December, it was all change again, when the Government required us to revise our COVID protocols. All indoor adult contact sports, such as five-a-side football, had to be cancelled, lane swimming was re-introduced and physical distancing in venues was reasserted. We strived to maintain access to facilities while ensuring customers felt confident that all necessary steps were in place. We were delighted to return to normal operations at the end of January.





“ **‘Front of house’** staff reflect on the past year:

Through all of this I've learnt that I enjoy my job and appreciate it more now that things are returning to normal. I've also found that I can adapt to change!

Cathy Wilson, Receptionist, Levenmouth Swimming Pool & Sports Centre

It was challenging keeping on top of all of the restrictions, such as sessions for lane swimming. It's been great to see our regular customers returning and enjoying the facilities. It is the customers who have helped us to stay motivated throughout all of this.

Caroline Lynch, Leisure Attendant, Michael Woods Leisure Centre

Over the last year, the most challenging aspect has been making sure everyone is following the constantly changing procedures, but I found it surprisingly easy to change to new ways of working. The best part has been returning to normality and seeing colleagues, friends and family again.

Stewart Goff, Leisure Attendant, Dalgety Bay Sports & Leisure Centre

What I've learnt from the disruption is how much customers appreciate the facilities, and the staff, and what we do to keep the centres ticking over. Getting back to 'normality' and contributing to people's day to day lives by supporting their fitness has been really good.

Adri Segerius, Leisure Attendant, Kirkcaldy Leisure Centre



ATTRACTING
YOUNG TALENT

Sharon explains how the trust is tackling the recruitment challenge facing the leisure sector.

In March we held our first Careers Open Day at Michael Woods and were delighted to see so many people considering a career in the leisure industry. Currently, recruitment is a significant challenge across the sector, with a real shortfall in suitably trained and qualified individuals.

Our event was all about showcasing job opportunities within the trust and provided a great way for people to meet some of our team and learn more about the trust's charitable commitments to making a difference to local communities. We were particularly keen to engage with under-18s and to attract others who might not usually think about a career in the leisure industry: we've been thinking much harder about how to reach new markets, looking to cast a broader net to attract a diverse workforce.

I was delighted that the event was a great success, with 50 people signing up to learn more about careers with us and three new instructors recruited. We are now looking to repeat the event at other trust venues across Fife.



RAPID RESPONDING

Craig Ross, Safety and Facilities Manager, talks about the process of continual adaptation to changing COVID requirements

“ We work in a very hands-on way within our venues and the pandemic restrictions completely changed the Safety and Facilities Team’s normal ways of working. Back in 2020, the Team faced a huge task of adapting the facilities appropriately; from introducing one-way systems and installing desk and table dividers and sanitising stations, to removing or repositioning communal equipment, there were many essential requirements to implement within the first phases of the pandemic. A real difficulty was how to get jobs done while complying with social distancing: that was quite a challenge for us which required a good deal of improvisation!

Across the Safety and Facilities team, each member usually covers 3 to 4 centres and we operate on a broadly east/west Fife divide to keep travel manageable. But during these disrupted times, team members have gone above and beyond the normal ways of working to ensure ongoing compliance with health and safety, as well as using a ‘rapid response flying squad’ approach to tackle unexpected issues and challenges – whether that was due to the pandemic or the wild winds we experienced in 2021. I don’t think we’ve ever undertaken so many risk assessments in such a short period of time.

Responding to changing government guidelines and adjusting to a new set of operating norms has been a continuing demand: 2021 began with another lockdown and again we had to think on our feet. The safety of our customers is of paramount importance, and as a second re-opening cautiously began, we peeled back some of the measures that had been put in place but it wasn’t a case of simply returning everything to how it



803
works requests*

27
elements/activities
risk assessed each
tailored to venue/site

was before. We’ve learnt lessons and looked anew at how we might improve things – from adapting layouts to re-positioning equipment – and it’s been a continually evolving process of how we can do things better than before. I believe we’ve always been a responsive team but I think it’s fair to say we’ve really honed that approach through the challenges of recent times.”

**Not including routine tasks and response to breakdowns which were dealt with on the spot.*

KEEPING CONNECTED

Margorie Tanner, Marketing and Design team lead, explains how the trust maintained good customer and staff engagement through the disruption of the pandemic



“ Throughout this disrupted period, my Team has been focused on supporting the work occurring across the trust to keep local communities fully informed. Maintaining communications and keeping customers engaged was a priority and we looked to utilise a range of methods to achieve this. It was also important to keep conversations up with the trust’s staff as we responded to the changing environment.

We looked to provide regular updates through our social media channels, including Facebook, LinkedIn and Twitter, and our website, and to support consistent key messaging – whether that was informing customers of the latest restrictions and COVID health and safety measures, promoting online fitness sessions while our doors remained shut, or encouraging customers back to our centres when facilities re-opened. Without doubt it was a busy time responding to the changing Government restrictions and keeping everyone informed of the changes across the trust’s programmes: the Marketing and Design team is a small one, so we were kept on our toes!

Our work also supported special initiatives as the trust returned to normal, including membership promotions and special events, such as the trust’s Careers Day. We also helped to raise awareness of customer challenges including the ‘100 Mile’ and ‘Get Moving’ challenges – these saw local communities encouraged to get active and share their personal stories to enthuse others. We had a great response to these and the comments our customers shared with us were very inspiring.



811,061
Web visits

56,492
Social Media followers
in total

Customers shared their Get Moving challenges for 2022:
George Kyle, user of Michael Woods Sports and Leisure Centre

My challenge is to be the fittest 70 year old member of the Trust! And to maintain the overall fitness and wellbeing of my learning disabled daughter and to encourage the recovery of my closest friend who has recently had two knee replacements. I intend to take part in Tabata, Kettle Bell, TRX, Boxercise, swimming and Pilate sessions and will encourage my disabled daughter to accompany me to all of these.

Rosalynd Ramsay, user of Levenmouth Swimming Pool and Sports Centre

I want to retain my fitness during pregnancy and be a great example to my little boy. Having access to a variety of classes and pool facilities helps me maintain good mental health, as well as improve my physical fitness, while also being a good role model for my children.



**NEW
NORMAL**

Re-opening and
developing
public facing
services

SWIMMING SUCCESS

Lee Cunningham, Aquatics Manager, talks about how the trust is now Scotland's largest provider of swimming lessons



“ I feel really fortunate in that I hugely enjoy my job. I work with passionate staff who make a difference to people’s lives and that’s an inspiring community to be part of. It was a challenging time through the pandemic restrictions, but it’s been fantastic to welcome people back to our pools and we’ve been greatly boosted by the incredible bounce back of the Learn to Swim programme. Not only has it recovered from the impact of restrictions within five months, but it’s grown too, and while that relates to high demand, it simply wouldn’t have been possible without the steadfast commitment of the aquatics team.

I’m so delighted that Fife is now leading the way nationally in engaging more people to learn this lifesaving skill and gain aquatic confidence. More than 8,000 people have signed up for Learn to Swim, making Fife Sport and Leisure Trust Scotland's largest provider of swimming lessons. The team has worked extremely hard to maximise every available space in our pools to respond to the demand, and to get as many people as we can off the waiting list. Part of the challenge we face is the backlog that’s occurred as a result of the pandemic restrictions preventing children from progressing through the programme in the usual way.

Without doubt, it is the enthusiasm of our instructors that will continue to make a huge contribution to the success of the programme. In order to support them further, we are participating in a pilot of the Aquatics Developers Programme in partnership with Scottish Swimming. This coaching and mentoring initiative develops the skills of reflective practice, which will help our instructors to engage in self-directed learning and further improve the quality of tutoring they provide.



8,000
Sign ups

7,906
customers
enrolled
at March 2022

+2.34%
above overall
recovery target

Inevitably, the pandemic has impacted on our staffing levels and we need to recruit more swimming instructors. I’m excited, however, that through the 4DX process, we have accessed funding to support 12 school pupils from across Fife to achieve a Scottish Swimming Teacher Qualification; while a further 12 pupils from the East of Fife are being supported to do the same through different funding, accessed by the local sports council. Gaining this qualification will increase the employability of these young people, as well as providing a possible pathway into our aquatics team.

In 2021, we were invited to manage the Learn to swim programme in school pools across Fife through a partnership with Fife Council. We started with one, as a pilot, and then took on the remaining four pools from October. Through this programme we aim to standardise the level of swimming instruction and deliver consistency across all swimming programmes in Fife, which will be fantastic for participants and parents.



BOOSTING HEALTH

Jamie Mason, Health and Wellbeing Coordinator, explains how the trust is developing its health and wellbeing programme

Our health and wellbeing programme supports local people living with long-term health conditions – such as cancer, dementia, diabetes, obesity and heart incidents – with specially-designed physical activity sessions which take place in our facilities and community venues across Fife.

While the pandemic brought massive disruption, there was one advantage that came from the lockdown restrictions – an opportunity to assess our current processes and find new, more productive and better ways to do things. The exponential growth of the programme since its launch in 2010, meant our focus had been on delivery and meeting demand. As participants in a recent research study led by Edinburgh Napier University, we also now had access to the study’s findings on gender differences and their effect on uptake, adherence and experience of physical activity referral schemes, and could use them to further inform our review of the health and wellbeing programme.

We are really excited to have introduced a new strategy, new systems and a new way we triage referrals, as well as reorganising our team structure to make us more efficient and effective. Now we can assess new clients within a much quicker timescale and are maximising all the available spaces within the health and wellbeing programme’s physical activity sessions. We have also introduced a new programme designed for younger adults - 'Active for Health' - which better supports their particular needs. Using a specialist instructor, the 12-week programme helps participants to become individually active, building their confidence and supporting them to transition to independent exercise on completion. It is currently being delivered eight times per week across our two largest sites.



24,000
attendances

651
referrals
received
(Sept 21-Mar22)

85%
recovery

Prior to Covid, we were experiencing around 45,000 attendances annually on the programme and were delivering 110 classes each week. We are steadily building participation back up and are now at 24,000 attendances. The pandemic has been exceptionally challenging for many of the health and wellbeing programme participants and our aim is to support as many of them as possible to come back and feel confident doing so. As part of our preparation for returning to on-site sessions, we contacted over 1,500 participants on the programme – a huge task! – to ask them how they felt about coming back to our venues and to encourage them to re-engage. Physical activity can make such a big difference to wellbeing and health outcomes – so the more people we can support through our programme the better.



PROMOTING FITNESS

Evelyn Crichton, Group Fitness Co-ordinator, talks about participation and engagement during these disrupted times



“

I really want to acknowledge how fantastic our fitness instructors have been through all the disruption of the past two years. The pandemic abruptly changed everything and for our instructors – a key part of the public-face of the trust – remote working was a real challenge. Fitness routines were hugely impacted, particularly for our group fitness customers, who were used to a very social way of participating in physical activity. Delivering online classes was an unprecedented leap into a new realm for our instructors, who had to adapt to no longer being able to actually see class participants. I am so proud of how they adjusted.

Disruption is difficult but it is also a useful learning process. When the trust's facilities re-opened through April and May 2021, we chose not to simply put on what had been offered before. Instead we undertook a huge amount of customer engagement – through one-to-ones, forums and surveys – to better understand what our group fitness customers wanted and how we could make them feel safe to return. I feel like I've never spoken to so many people! Remote working saw us become much more savvy about using social media, building our Facebook community significantly, and using social media channels to showcase what we do. Through this approach we're reaching a wider audience and enticing people who have not attended classes before to come in and give group fitness a go. We have also learnt that many people find outside classes a refreshing way to engage in group fitness and would like it to continue.

Pre-pandemic, our group fitness programme comprised 320 classes. We re-opened offering around 100 classes and have been steadily building things back up; of course, January 2022 disrupted things again, but currently, nearly 200 classes are on offer and I'm confident it will grow.



67% recovery
at March 2022

77,277
attendances
2021/22

With wellbeing so much to the fore, it is exciting to be collaborating with Fife Council and Fife College to support their employees. Our fitness instructors are pre-recording tailored sessions for them and we are seeing a good response. We are also developing new ways of working with schools across Fife through the 4DX initiative, creating stress-busting sessions for school pupils and building their awareness of how physical activity can boost wellbeing.

So, while this period has been difficult and demanding, it has also seen everyone across the team adapt and gain new skills and confidence. It has empowered instructors to try new things and going forward, I hope that means we will become more effective in helping to make a difference to the lives of people across Fife.

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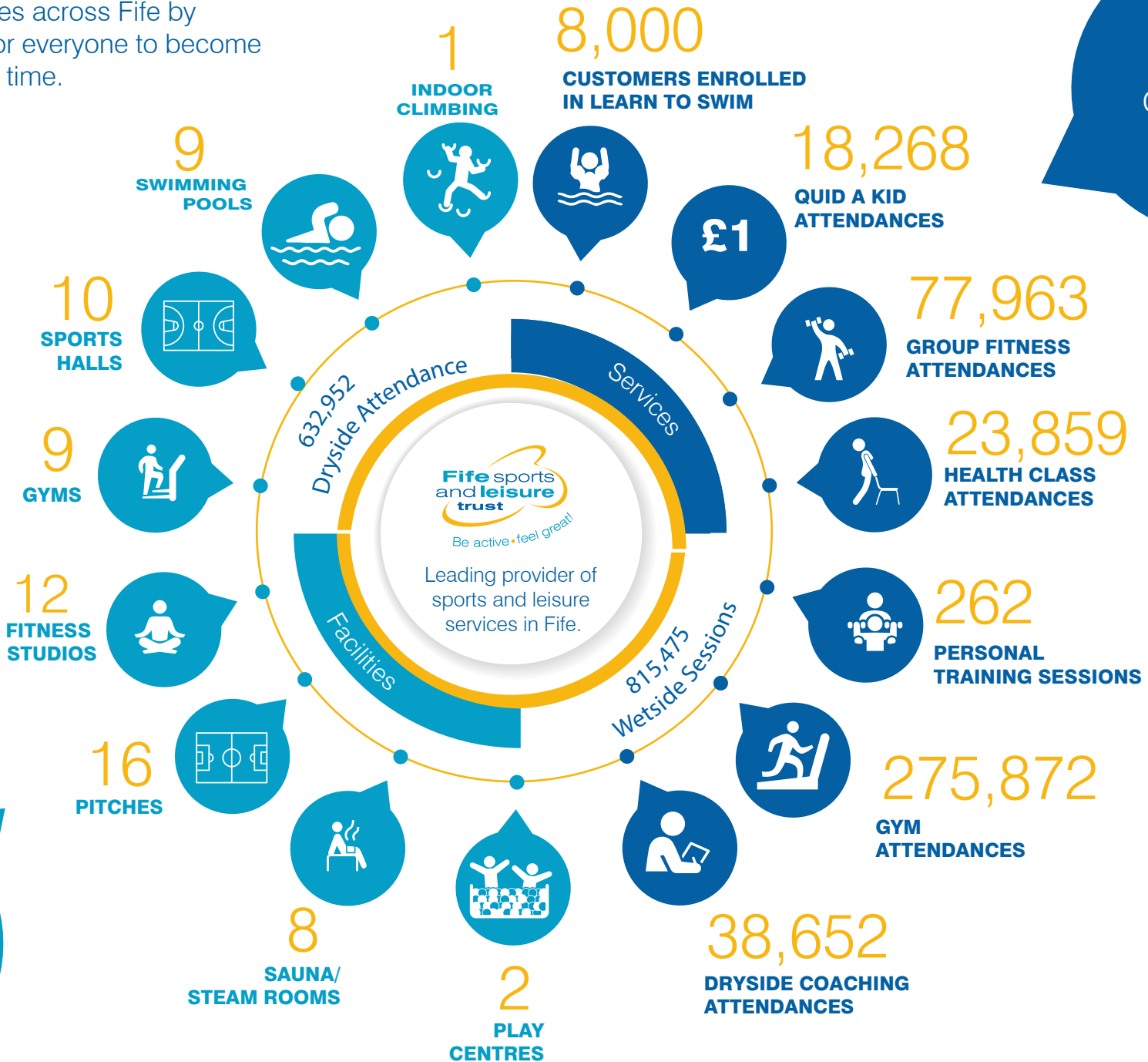


Explaining the organisation

A charitable trust: working to make a positive difference to communities across Fife by creating opportunities for everyone to become more active more of the time.

433
Staff Members

13
Board Members





Supporting staff

MENTAL HEALTH AWARENESS

Karen Marsh, HR Advisor, explains the Mental Health First Aiders initiative



Our staff are our greatest asset and critical to the societal impact the trust can make. If we are to help everyone in Fife live healthier lives, our staff must be supported to do their jobs to the best of their abilities. That way we create a ripple effect.

As the trust moved towards reopening in 2021, the comfort level of returning to public-facing environments had changed and there was a need to support people to transition back. I kept thinking about the prediction that the pandemic would create a ‘tsunami of mental health problems’ and felt passionately that we needed to do something positive to support our staff.

I knew about Mental Health First Aider (MHFA) training and began to search for an available trainer – that was a huge challenge, as they were all highly in demand. I felt like I’d won a golden ticket when I finally secured one! After completing my training, I created a MHFA role profile and put feelers out across the trust to find staff members who might be interested in taking up these voluntary roles. We had a great response, from all areas of the business, and after a careful process of discussion and training, we now have 14 MHFAs established across our sites.

When people feel vulnerable it can be difficult sometimes to speak to a line manager, so our MHFAs act as an accessible first point of contact for any staff member needing support. I’m so inspired by the commitment they’ve shown to their role, and how, as a connected team, they provide a resource for better workplace mental health across the whole organisation. We are monitoring the effectiveness of the initiative through various mechanisms including our Employee Pulse Survey.



Over 500 staff reached directly
14,450* customers reached through social media channels

We have also created a mental health strategy for the trust, putting improved policies and procedures in place, and running sessions for managers to build awareness and help them to support their teams. We are also working in partnership with Fife Council and Fife College. One of the ways we are doing this is through physical activity sessions delivered to each organisation by the trust’s fitness instructors, as physical activity can help with better mental health. Through a well-being calendar, we are using key dates, such as Mental Health Awareness Day and International Women’s Day, to focus around awareness-raising and encourage people to seek support.

Now, I’m looking at other aspects of wellbeing, including stress and resilience post-pandemic, and also the menopause, considering how we can build understanding and better support individuals who might be struggling with the impact of these issues.

*(evaluated results from promotion in 2021 Mental Health awareness week)





Lana Turnbull, Head of People, talks about the central role of staff to the future of the trust

“ Every employee at the trust has a part to play in our journey through recovery and beyond. Our people make the biggest difference – they are at the heart of all we do – and it is their continued dedication, professionalism and hard work which will underpin the future of the trust as we work through the unprecedented challenges the pandemic has brought.

Transforming our ways of working and becoming an agile workforce will be crucial to our success. We are developing and implementing flexible, mobile and remote working practices, looking at blended styles of working and focusing on making a positive impact on engagement, productivity and performance of all our people. We are also developing apprenticeships, across aquatics, leisure management and coaching, and creating internship schemes with Skills Development Scotland and Fife Council, to provide further qualifications for our staff. Development of the trust’s Management training academy will see the upskilling of existing and trainee managers via a programme delivered by Carnegie Business School.

Empowering our people to drive continuous improvement and deliver exceptional customer service means they must be supported to work in new roles, in different ways, and to develop new skills and we must look to harness talent across the business. In this way our staff will help us to continue to hold a position as a strong leader within the sport and leisure sector across Fife.

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Improving the business

Andy Redpath, Operations Resource Team Co-ordinator, explains how the Leisure Information Management System is making a difference

“ During 2021 a major undertaking for us was the implementation of a new Leisure Information Management System (LIMS). Xn Leisure Systems had been selected to provide the new system, through a tendering process managed in partnership with Fife Council, but what we had to do was make the new system work effectively for the trust. It's been a prodigious task!

We began by configuring a new Operational Resources Team, made up of smaller teams located across our venues, and bringing everyone together to collectively determine the best way to tailor the new system to fit our needs. Concurrently, we were also reacting to the changing pandemic restrictions landscape, adapting systems to mitigate queuing and ensure compliance with numbers in our pools or gyms, and responding to guidance regarding who could play outside sports and who couldn't! Setting up the team in the way that we did really helped us to respond to all these changing demands that had implications for every venue and service.

The new Leisure Information Management System went live in mid-March 2022, and of course that brought some teething problems to resolve, but we now have in place an integrated system, underpinned by a more reliable infrastructure and considerably improved online capability. Through it we are improving our customer relationship management, streamlining processes for customers by giving them the tools to manage their memberships, details, bookings and payments. The system is also facilitating improved reporting for management.



In a nutshell, we are standardising the information going in across the whole organisation, which means we can pull out better data and improve performance reporting, more effectively informing the trust about business operations.

Going forward, there is exciting potential to build additional features into the system that will further improve our interactions with customers; for example, a dedicated portal for the Learn to Swim programme that could allow parents to easily access feedback on their child's progress.

It was so important to get the system right and through the dedication and hard work of the team I believe we have achieved that. Now, we will continue to finesse and refine things to ensure it delivers all that it should and makes a significant contribution to the effectiveness of the trust.



ENHANCING CUSTOMER EXPERIENCE

Rob Adamson, Quality Assurance Manager, explains how the trust is working to better understand and serve its customers



“ During 2021 we made significant progress with the implementation of our new quality assurance programme. This has a number of aspects and we started with the launch of our Customer Satisfaction Survey in July. The survey allows our customers to review key business areas including reception, changing and activities and to score us across various categories such as staffing, catering, quality and cleanliness. We received over 1,500 responses initially, and currently have over 3,500 responses, which revealed overall 90% of our customers were satisfied and 62% were highly satisfied with our service.

Our intention is to run regular surveys to capture our customers views. To ensure the results drive positive change across the trust, we've created an operational service improvement working group responsible for developing responsive action plans that Area Leisure Managers will implement at our venues.

A Fife Sport and Leisure Trust Customer Charter has also been drafted and is undergoing discussion. This defines the purpose, scope and standards of our commitment to customer service and explains how we will meet the standards we have set. To complement and measure the delivery of the Charter, a robust Mystery Visit programme is being also developed. Mystery visits involve individuals who are trained to evaluate customer service; they pose as 'real' customers and undertake a series of agreed tasks which monitor service delivery.



90%
of our customers
were satisfied

62%
of our customers
were highly satisfied

We will continue to develop our quality assurance programme, ensuring it helps to highlight issues for service improvement – both at a strategic level and for individual centres – and to identify best practice, so that we can work to achieve the highest standards of customer service.



**MEMBER
ENGAGEMENT**

Building income
and sales

GROWTH AND RECOVERY

Rebecca Suiter, Sales and Memberships Manager, talks about the on-going work to build back memberships and income



“ This past year has been all about recovery and growth. Despite an initial influx of cancellations at the start of the financial year, when our pandemic pause strategy ended, we utilised a consistent member engagement approach that has helped to retain a core membership base and recover members who left us during lockdown. At April 2022, we had 11,153 current members with six months left to achieve the goal of 13,560 members by the end of September 2022. Without doubt, this build back reflects the hard work of our incredible front of house teams, with the support of the Sales & Membership team, all pulling together to make an impact.

We are focused on an 18-month recovery and growth strategy that looks to support the trust to return to pre-pandemic membership numbers. During 2021/22, we ran three targeted campaigns across the year to boost membership, which included a campaign to recover 5% of ex-members that resulted in 9% of them being recovered, and one to grow corporate membership by 15% that achieved 16% growth. At the end of the financial year, we further boosted numbers through a ‘Join for £10’ new member campaign that looked to grow the Leisure Active membership base by 10%. It’s hugely encouraging that membership cancellations are now staying low and steady and we are achieving a monthly attrition rate of just 2%, down 0.6% month on month from 4.1% since April 2021. This is the lowest rate we have experienced since December 2019. Overall, the Leisure Active market share increased by +1.1% in 2021-22 bringing it to 3.4%, the highest recorded since March 2020.



11,153
current members
at 31 March 2022

82.2%
Recovery of Leisure
Active membership

New initiatives introduced in 2021 included an improved offer to students across Fife. This offer expands memberships which were previously in place – in particular, it allows students to access facilities out with term times. We have designed a scheme which we think will be very attractive to students and encourage real health and wellbeing benefits for those who taking it up. The trust also utilised Scottish Government funding to give 100 people with chronic pain, referred by clinicians, a three-month Leisure Active membership.



MEETING OUR CHARITABLE OBLIGATIONS

Jeph Hamilton, Chair of Fife Sport and Leisure Trust, talks about how the organisation's vision to make a difference by 'supporting Fife communities to become and stay active' is more important than ever



“ I was hugely looking forward to becoming chair of the board – an appointment I took up in December 2021. Prior to Emma Walker's appointment as chief executive, I had stepped in as interim CEO, which gave me the opportunity to work with teams across the organisation and get to know first-hand the fantastic work they do. When I took on the interim role, the COVID-19 pandemic had just begun, changing everyone's world. It made me greatly aware of the financial and operational challenges the trust faced.

What has been so heartening is the exceptional hard work of the trust's staff to reopen our facilities as soon as possible – an amazing effort. And now our recovery plan is driving steady growth in membership and attendances. The commitment of staff, coupled with strong financial management and support from Fife Council, helped us weather the disruption and is enabling us to build toward a more solid financial base that is key to our future.

The impact of the pandemic has made our overarching vision to make a difference by 'supporting Fife communities to become and stay active' more important than ever. All communities across Fife have been affected, not only with regard to physical health, but mental and emotional wellbeing too. It is clear that the pandemic heightened health inequalities, so going forward it is essential that we target resources on those who most need support and work to ensure that affordability is not a barrier to participation.

Our focus must be on delivering our charitable objectives to positively impact the health and wellbeing of the people of Fife. That demands a well-managed, high quality service, which encourages and supports as many Fife residents as possible to participate in physical activity and sport, including those living with long term health conditions. We need to get more people in Fife active through our breadth of services and by developing those services to deliver what people need and want.

Continuing to provide affordable access to sport and leisure facilities is essential. This requires a strong financial base. We know that Government funding remains a real challenge at a local authority level, and greatly appreciate that the work of the trust has remained a key priority of Fife Council. Going forward, we will need to work together to build financial sustainability.

As we move on from the COVID pandemic and its impact, I believe we are at a key point in the trust's history. There is much work to be done to get back on track, but the Board, the Executive Management team and all our great staff are focused on that challenge while looking ahead to how we can be even more effective into the future.





Financial review 2021/22

FINANCIAL REVIEW OF THE YEAR

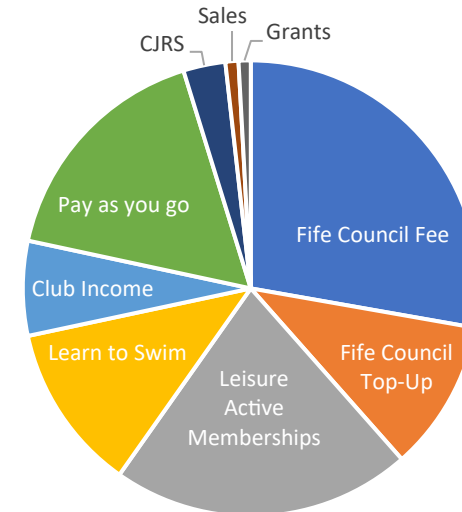
Vicki Wyse, Head of Finance and Governance, talks about the Financial Review of the Year 2021-22

When the budget was placed before Directors in March 2021 for the forthcoming year it was almost impossible to assess what the recovery of income would look like. Different scenarios of recovery were developed for the way restrictions would be relaxed and how the trust could reopen to full capacity and start to build its customer base back to levels experienced prior to the pandemic.

The scenario adopted outlined an increase in the fee from Fife Council to £6.6m would be required to maintain the trust over 2021-22, through the early stages of recovery and the impact of a further period of lockdown from December 2020. Fife Council agreed to continue to support the trust, and underwrite the deficit incurred, subject to the trust maximising all income and minimising costs, where possible, to contain the deficit.

I am pleased to report that the trust has contained the deficit significantly. The funding required from Fife Council over the period was reduced to £4.2m, as a result of increased income overall of £1.35m and expenditure being contained £1.05m below the budgeted position. Income generated from our customers exceeded the budget by £1.5m overall and achieved almost £0.8m above the most optimistic scenario produced at March 2021. Average income per visit achieved £3.70 for 2021/22, higher than levels pre-pandemic of £3.43 for 19/20, demonstrating the continued commitment of our customers even over a period when COVID restrictions made it difficult to access facilities.

Where our funding came from £10.9m



Thanks to Fife Council...

Without the close partnership working and commitment of additional financial support for 21-22, the trust would not have been able to open all of its venues and continue to support the health and wellbeing of the people of Fife.

Thanks to all our support staff...

Over the last two years, the efforts of the teams 'in the background' cannot be underestimated. The work of business support and finance teams continued very much as normal; despite centres being closed, suppliers and staff still had to be paid, statutory deadlines met and regular updates on the financial position provided to the Board and Fife Council. Not least was the challenge of negotiating the rules of the government's CJRS (furlough) funding, implementing new financial and payroll systems, as staff adapted to new ways of working from home and some were furloughed. A big thank you to every member of these staff, without whom the trust could not provide frontline services to customers and meet its charitable objectives.



Our **customers** explain what Fife Sports and Leisure Trust means to them:

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Ann Wood, Michael Woods Sports and Leisure Centre

I have been using the facilities since the 1970s. The 'Fifi' has been a big part of my, my children's and my grandchildren's lives for over 50 years. It is a community space for everyone, from toddler to pensioner. It is a place you can go to chat to others or to just be alone and get on with what you want to do or achieve: go when you want, to do what you want, with who you want. Locally, there are no other places like this. The flexibility and freedom to choose is essential for me. The staff are always polite and helpful if you ask a question of them – I'd like to say a huge thanks to them, as I know they have had a pretty tough time over the past few years.

Morag Dawson, Cowdenbeath Leisure Centre

I love to attend my weekly fitness classes. I used to attend at least six classes per week, sometimes more, before the crazy pandemic got in the way and I feel it's a huge part towards my fitness and mental wellbeing. The online classes were amazing. I also love the people you meet through attending classes, who I am privileged to now call my wee fitness family. We have all been there to motivate and support each other through the toughest of times and without being part of Fife Sports and Leisure Trust I would have really struggled.

James Stuart McArthur, East Sands Leisure Centre

I have been a member for over 20 years and I'm a regular user of the facilities at East Sands. It is very good for my physical and mental health and wellbeing. The facilities are great and the staff very friendly, helpful and encouraging. I kept on my membership to show support for the staff who were turning out to keep the facilities running in very difficult circumstances.

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