



**Board of Directors' Meeting
Monday 27th January, 2025 at 3.00pm
within Waterfront Leisure Complex**

BUSINESS AGENDA

1. Apologies
2. Minutes of Meeting of 25th November, 2024
3. Matters Arising

- Item 4** Financial Report
(Report by Finance Manager, Inverclyde Leisure)

- Item 5** Corporate Development Update & Presentation
(Report by Head of Business Dev & Corporate Support, Inverclyde Leisure)

- Item 6** Business Plan Update January 2025
(Report by Chief Executive, Inverclyde Leisure)

- Item 7** Leisure & Community Facilities Update
(Report by Head of Leisure & Community Facilities)

- Item 8** AOCB

- Item 9** Date of next meeting – 24th March, 2025

Board Meeting Schedule

24th March, 2025

**MINUTES OF INVERCLYDE LEISURE
BOARD MEETING
held on
Monday 25th November, 2024 at 3.30pm
within the Waterfront Leisure Complex**

Present: Bill Hawthorne (Chair), Councillor Graeme Brooks, Councillor Sandra Reynolds, Councillor Lynne Quinn and Corey Beaton.

Observer: Bobby McVitie, Operations Manager.

In Attendance: Kieron Vango, Chief Executive, David McCorkindale, Head of Leisure & Community Facilities, Andrew Hetherington, Head of Business Development & Corporate Support and Audrey Lavelle, Finance Manager, all Inverclyde Leisure, Tony McEwan, Head of Culture, Communities and Educational Resources, Hugh Scott, Service Manager both Inverclyde Council and Lesley Hallam, Minute Secretary.

1.0 **Apologies for Absence**

1.1 Apologies were received from Liz Cameron, Councillor Jim Clocherty and Puneet Gupta.

2.0 **Minutes of Meeting of 23rd September, 2024**

2.1 The minutes of the meeting of 23rd September, 2024 were submitted and approved on the motion of Corey Beaton and seconded by Bill Hawthorne.

3.0 **Matters Arising**

3.1 None.

4.0 **Financial Monitoring Report**

4.1 There was submitted a report dated November 2024 updating Directors with the financial projection for 2024/2025 and compare to the previous update at the September Board meeting and, the gross provision in the statutory accounts for the tennis project.

4.2 The Finance Manager informed Directors that since the last meeting the projection is slightly better than the previous update.

4.3 The Finance Manager reported that the core income projection was up on budget, with most sites performing well.

4.4 The Finance Manager advised Directors that expenditure is projecting higher than the last forecast, mainly due to operational costs.

- 4.5 Directors were informed that IC had been invoiced for the provision in the accounts for the initial tennis project.
- 4.6 In response to a question from Councillor Brooks regarding the impending National Insurance increase for employers, the CEO advised that this will be shown in next year's budget which will be brought to the March Board.
Decided:
i that the Directors noted the content of the report.

5.0 Business Plan Update

- 5.1 There was submitted a report dated November 2024 by the Chief Executive updating Directors on areas of the Strategic Plan being worked on by the team. To agree growth plan capital expenditure for studio maintenance and equipment and agree the new employee director subject to term.
- 5.2 Directors were given an update on the Boglestone Partnership Community Hub.
- 5.3 The CEO informed Directors that Larkfield Community Centre was re-opened on 4th November, 2024. IL will continue to offer support to the Committee and a formal management agreement is in the process of being drawn up. The centre will now be brought into IL's accounts.
- 5.4 The CEO stated that IL's growth plan strategy was evolving on a continuous basis. Following on from the studio growth plan session, it is proposed to transform the group fitness studio into a training environment suitable for small group training sessions. The WLC Pool and Gym will be the focus later in the year.
- 5.5 Directors were asked to note that the formal governance review meeting with IC had taken place on 4th November, '24. The Annual Report was presented to Councillors on 24th November '24
- 5.6 The recruitment process for the new employee director has been concluded and the successful candidate is Jamie Cunningham. Following lengthy discussion on the length of term and taking cognisance of IC's feedback and the Head of Culture, Communities and Educational Resources' comments, Directors agreed that a staff survey should be carried out to those employees that put themselves forward and thereafter the CEO to write formally to IC to advise the outcome of staff and Directors' views. It was noted that the next Council meeting is January, '25.

Councillor Quinn entered the meeting.

5.7 Directors were updated on the six monthly risk register review. The CEO confirmed that there were no red risks identified and highlighted a number of amber risks for Directors' to note.

5.8 Directors were updated on the latest KPI figures.

5.9 In response to a question from Councillor Brooks regarding the pricing structure for Larkfield CC the CEO confirmed that all user groups had been consulted on the pricing. Price assumptions will be reported to the board in January.

Decided:

- i that the Directors noted the content of the report;
- ii that Directors approved the appointment of the new employee Director subject to confirmation of term and agreed that they will sit on the Board as an Observer until this is agreed;
- iii that it be remitted to the CEO to formally write to the Head of Culture, Communities and Educational Resources with staff and Directors' views on the length of term; and
- iv that Directors approved the budgeted capital expenditure of £1200 a month for 5 years for the main studio project.

6.0 Leisure & Community Facilities Update

6.1 There was submitted a report dated November 2024 by the Head of Leisure & Community Facilities updating Directors on the company's operations in line with IL's three-year Strategic Plan.

6.2 The Head of Leisure and Community Facilities provided Directors with an update on the company's operations and highlighted the following key areas:-

- 5 Instructors have passed their Hyrox Foundation Course.
- The schools' Sportshall Athletics competition is well underway at Greenock Sports Centre.
- October school holiday activities and Halloween Discos proved popular at all sites.
- Preparations for the Christmas ice skating show 'Arabian Nights' is well underway. Over 877 tickets have been sold to date.
- Children from Whinhill and St Joseph's primary school have been learning to skate. This scheme is funded by Inverclyde Council.
- Six new starting blocks have been purchased at the Waterfront.
- The new International Learn to Swim Pathway, in partnership with STA, was successfully launched in November.
- Swimming Instructors completed their Level 2 Award in Aquatic Teaching – Disability Swimming.
- Technogym Checkup, which is a digital body analyser, has been launched at the Waterfront.

- LED lights have been completed at Lady Octavia, Broomhill, Gourock and Parklea pitches. Work will commence in December for the Battery Park and Ravenscraig Stadium switchover.
 - Directors were advised of the upcoming Showcase events.
- 6.3 In response to a question from Councillor Brooks regarding Hyrox layout and noise, the Head of Leisure confirmed that the noise level would not increase.
- 6.4 In response to a question from Corey Beaton regarding the prospects of hosting Hyrox tournaments, the Head of Leisure stated that the Strength Shed was too small to host tournaments.
- 6.5 The Chair commented on all the good work that is taking place at the sites. Well done to the staff.
- Decided:**
i that the Directors noted the content of the report.

7.0 Corporate Development Update

- 7.1 There was submitted a report dated November 2024 by the Head of Business Development & Corporate Support updating Directors on the company's corporate development areas in line with Inverclyde Leisure's three-year Strategic Plan.
- 7.2 Directors were updated on the most recent WOW nominations.
- 7.3 Directors were advised that in partnership with the DWP, a new six-month paid work experience programme for young people aged 16 to 24 was being considered by IL. The Head of Business Development provided Directors with an overview of what the programme would include and informed Directors that 2 positions have been identified within the company. Interviews for these positions are taking place tomorrow.
- 7.4 Directors were informed that 6 tenders have been received for the provision of our Leisure Management Software system. The formal assessment and scoring process will now take place. If IL move suppliers, it is anticipated to go live from 1st April, '25.
- 7.5 Continuing our partnership with Keep Me, the Head of Business explained to Directors the benefits of implementing Keep Me's new Sales Agent and gave an overview of the important role AI plays within the company.
- 7.6 Directors were given a summary of the Sept/Oct marketing campaign. The Head of Development advised that 2 digital promotions for Black Friday and Cyber Monday, running from 17th Nov to 4th Dec, are being well received with people taking the incentive to pay-up-front.

7.7 The Head of Business Development and the Social Media Manager will give a presentation on marketing and awards won, at both national and local levels, at the next board meeting.

Decided:

i that the Directors noted the content of the report.

8.0 AOCB

8.1 It was noted that Bobby McVitie was standing down from his position as Employee Director having served his full term. The Chair thanked Bobby for his contribution to the Board.

9.0 Date of the Next Meeting

9.1 The date of the next meeting will be Monday 27th January 2025 at 3.30pm within the Waterfront Leisure Complex.

There being no further business the Chair declared the meeting closed.

Chair.....

Date.....

REPORT TO: BOARD OF DIRECTORS, INVERCLYDE LEISURE
REPORT BY: CHIEF EXECUTIVE, INVERCLYDE LEISURE
ORIGINATOR: FINANCE MANAGER, INVERCLYDE LEISURE
SUBJECT: FINANCIAL MONITORING REPORT

1.0 **Purpose of Report**

1.1 The purpose of this report is to update Directors with the latest financial projection for 2024/2025 in comparison to the November Board update and agree the key financial assumptions for 2025/2026 budget.

2.0 **Projected deficit at 31st March2025**

2.1 The latest projection is slightly better than the previous update. The Company's budget target is a £63k deficit.

3.0 **Income forecast versus previous projection**

3.1 Core income projection is approx £49k higher than the previous estimate which is very positive. The majority of sites are performing well and exceeding income targets mainly through membership growth.

3.2 Projected income from gyms and activity centres is up approx. £45k due to growth in membership sales.

3.3 Whinhill Golf Club income is in line with the previous projection.

3.4 Communities income is slightly down versus the last update to Directors. Showcase events are projecting higher with a very successful Taylor Swift event but community hires are down. The hires may be down to phasing and will hopefully align towards the year end.

3.5 Parks and Pitches' latest estimate is largely in line with the previous forecast.

3.6 Health & Vitality projected income is largely in line with the previous forecast.

3.7 Trading income is higher than the last projection due to strong café and merchandise sales.

4.0 **Projected expenditure versus previous forecast**

- 4.1 Total expenditure is projecting higher than the last forecast by approx. £48k.
- 4.2 Staff costs are projecting slightly lower than the last forecast.
- 4.3 Trading costs are projecting higher than the last estimate which aligns with the increased revenue.
- 4.4 Operational costs are projecting higher by approx £29k.

Spend on essential repairs and maintenance has increased and, the added cost of hiring heaters for Greenock Sports Centre is included.

The refuse contract is slightly higher than estimated.

Special events spend is higher due to additional costs for the Ice Show. The Ice Show was hugely successful and exceeded income estimates.

Tools and equipment, chemicals and uniform estimates are higher mainly due to replacement gym equipment.

Communications costs have been revised due to inflationary increases.

Other general operation expenditure has increased mainly due additional costs for Showcase events and this has aligned with increased revenue.

- 4.5 Other costs are projecting higher by approx £13k versus the previous update. This is mainly due to increased marketing activity to continue the hugely successful membership sales drive. Training and insurance costs have increased slightly.

5.0 **2025/2026 Budget Assumptions**

The company has estimated that the change to employer's national insurance cost (i.e. from 13.8% to 15% and, the threshold lowering to £5000 from £9100) will increase costs by approx £170k.

Salary increase of 5% on the real living wage to £12.60 and 3% on all other pay grades will increase the initial budget assumption by approx £30k.

Due to these significant cost pressures a weighted average price increase of 4.2% would be recommended.

The full budget will be presented for Directors' approval at the March 2025 Board meeting.

6.0 **Recommendations**

Directors should note the content of this report and agree the key budget assumptions in 5.0

Finance Manager
AL
27th January 2025

Inverclyde Leisure Financial Projection				
31st March 2025 (£s)				
	<u>Latest Projection</u>	<u>Previous Update</u>	<u>Variance</u>	<u>Ref.</u>
Gyms & Activity Centres	4,846,391	4,801,033	45,357	3.2
Golf	151,221	151,384	-163	3.3
Communities	504,987	508,689	-3,702	3.4
Parks & Pitches	304,806	305,190	-384	3.5
Health & Vitality	83,014	83,585	-571	3.6
Trading	406,789	398,676	8,113	3.7
Funding	-200,000	-200,000	0	
Management Fee etc	505,080	505,080	0	
INCOME	6,602,288	6,553,638	48,650	3.1
Staff Cost	4,160,893	4,161,776	882	4.2
Trading Cost of Sales	219,907	212,966	(6,941)	4.3
Utility Costs	152,642	152,999	357	
Refuse Collection	23,959	22,892		
Birkmyre Rent	12,000	12,000		
Furniture & Fittings	2,325	2,325		
Cleaning, Repairs & Maintenance	614,826	605,251		
Other Property Costs	653,111	642,468	(10,642)	4.4
Special Events	25,717	22,902		
Tools & Equipment	21,979	18,882		
Clothing & Uniforms	9,007	8,645		
Chemicals	38,001	36,611		
Fitness Licences	30,870	30,870		
Supplies & Services	125,573	117,911	(7,662)	4.4
Stationery, Sundries & Postages	17,021	16,009		
Telephones & Comms	45,339	39,220		
Subscriptions	3,943	3,950		
General Expenses	40,680	37,416		
Cash Collection Service	10,557	9,907		
Sundries & General Op. Costs	117,540	106,503	(11,038)	4.4
Irrecoverable VAT	210,416	210,416	-	
Marketing	186,019	177,678	(8,341)	4.5
Training & Seminars	40,696	38,770	(1,925)	4.5
Depreciation	247,093	246,620	(474)	
Audit Fee, Legal Fees , Bank Charges	79,064	78,524	(540)	
Central Support & Software Licence	220,292	220,818	526	
Performance Rights	19,954	19,954	-	
Insurance & Development costs	215,697	213,767	(1,930)	4.5
Other Costs	1,219,231	1,206,547	(12,684)	
Total Expenditure	6,648,897	6,601,169	(47,728)	4.1
Surplus/(Deficit)	-46,608	-47,530	922	2.1

REPORT TO: BOARD OF DIRECTORS INVERCLYDE LEISURE
REPORT BY: CHIEF EXECUTIVE, INVERCLYDE LEISURE
ORIGINATOR: HEAD OF BUSINESS DEVELOPMENT & CORPORATE
SUBJECT: CORPORATE DEVELOPMENT UPDATE

1.0 Purpose of Report

1.1 The purpose of this report is to update Directors on the company's corporate development areas in line with Inverclyde Leisure's three-year Strategic Plan.

2.0 Background

2.1 The report contains information relating to developments, marketing, and corporate business updates within IL.

3.0 Content Details

3.1 Customer Service

WOW Awards

IL continue to receive regular WOW nominations from customers praising the team for the excellent service that they provide. We continue to update the WOW nomination page on the website and advertise it through our various social media platforms.

Below are some examples of recent nominations made from customers about the good work of the team.

Location: Waterfront: Ice Staff: Willie Compston & Jake McClelland

This group managed to strip out all the staging that was used for the Ice Dance show and get the ice prepared for our annual match to remember Rodger Manson. Not only did they get the ice ready for curling, but they laid on a lovely selection of mince pies, shortbread and non-alcoholic mulled wine for all those taking part. This made all taking part very grateful and a little bit of Christmas spirit was felt by all. Thanks so much to Willie and Jake and the rest of the Ice Team.

Location: Gourock Fitness Gym: Dianne MacKenzie

My husband and I have recently joined the Live Active Programme and Diane has been so helpful and encouraging, nothing is too much bother. During the sessions, she is there for everyone, regardless of where you are on your fitness journey. She's a star!

Location: Port Glasgow Pool Team

The whole team there are friendly, cheerful and very helpful. As an older person, I've taken up swimming a few times a week. I am not a confident or capable swimmer, so it would be easy to put someone like me off; but the warm welcome and friendly demeanour of the staff really encourages me. My trips to the pool are a real highlight in my week, as a result, knowing how courteous and helpful the staff always are.

Location Waterfront Leisure Complex: Fitness Gym – John Bell

John spent a lot of time with me and my 12yr old son on induction, sharing knowledge and experience, building a fitness plan full of hints and tips to progress our fitness together. Big Thanks John! keep up the excellent work ;-)

3.2 **HR Update**

Employee Development: Feb 25

The company is due to recommence the 2nd phase of the employee development framework. This process is to engage employees in the company values that enables us to clearly identify and set behaviours that drive the company forward. There is a strong focus via this process on the individual's personal professional development and training needs to ensure appropriate succession planning is in place and talent identification.

This review will cover the company values of: -

- Professional
- Innovative
- Enthusiastic

3.3 **IT Update**

LMS Tender Outcome Project

Inverclyde Leisure have concluded the Leisure Management Software Tender process via the Scottish Procurement Portal. This tender was for the supply of our front of house and management software system. The successful company was Gladstone, regarded as the leading software provider to the UK leisure market. The onboarding process begins late January 2025 with a view to going fully live with the new system on 1st September 2025.

Examples that are included in the software provision are: -

- Front of House: Reception & Bookings
- Back of House: Reporting
- Software Integration
- Membership Sales
- Swim School Course Management
- DD & Online Payments

Gladstone GO SOLUTIONS SERVICES BLOG COMPANY SUPPORT CONTACT

Exceptional experiences for leisure operators and their customers

Gladstone Leisure Management, perfect for leisure centres, universities, and independent clubs across the UK and Ireland.

Brochure Upgrade

Member Experience

Preparing for a future where 90% of consumer journeys will begin outside of the centre, Go is built with a member-first approach.

Streamline Operations


Boost reception speed, manage member documents, offer POS discounts, and prospects easily—all from a tablet with Gladstone360.

Built on Azure


Experience Gladstone on Azure: Seamless updates, enhanced security, and cloud-based management without on-premise complexities.

Extensible Ecosystem


We empower you with choice. Our leading LMS platform offers flexibility to connect with a diverse ecosystem of top industry partners.



Gladstone Go
Effortlessly locate centres, sign up, book and manage activities seamlessly with our cloud-native solution and mobile app. Collect DD rejections via SMS. Don't forget, Go is also ready to go in Welsh!



Gladstone Reports
Get access to six pre-built intelligent dashboards for in-depth data analysis and informed decision-making. You also have the option to expand and integrate with enterprise applications like Power BI.



Gladstone 360
Built for browser and tablet, perfect for front-of-house teams to offer a concierge touch. Effortless check-ins and lightning-fast transactions with integrated PEDs, utilising predefined widgets tailored to your unique front-of-house needs.

3.4 Business Development

January 2025 Marketing Campaign

****Short Marketing Overview Presentation of January Campaign with Erin & Andrew****

January Marketing Update: With Projected Outcomes

The marketing campaign for January & February 25 is now live. The campaign started on Christmas day and will be in place until the end of February. This period is high demand for Membership, Swim, Skate and Climb sales. The sales performance at the start of the campaign has been very encouraging and is on track to achieve the projected sales performance of 500+ new members across all packages and sites.

Below is an example of the digital branding for One Life, Fitness For Less & Strength Shed.



F.A.S.T (Functional, Athletic, Strength, Training) Studio

As part of the Studio Growth plan process, the company has developed a new fitness training concept completely unique to Inverclyde. The first of its kind in Europe, this bespoke fitness concept developed in partnership with suppliers Escape Fitness, it combines innovation with community-focused fitness opportunities. Designed to inspire fitness enthusiasts of all levels, this cutting-edge facility offers a dynamic, versatile, and modern training environment tailored for both individual and small group sessions.

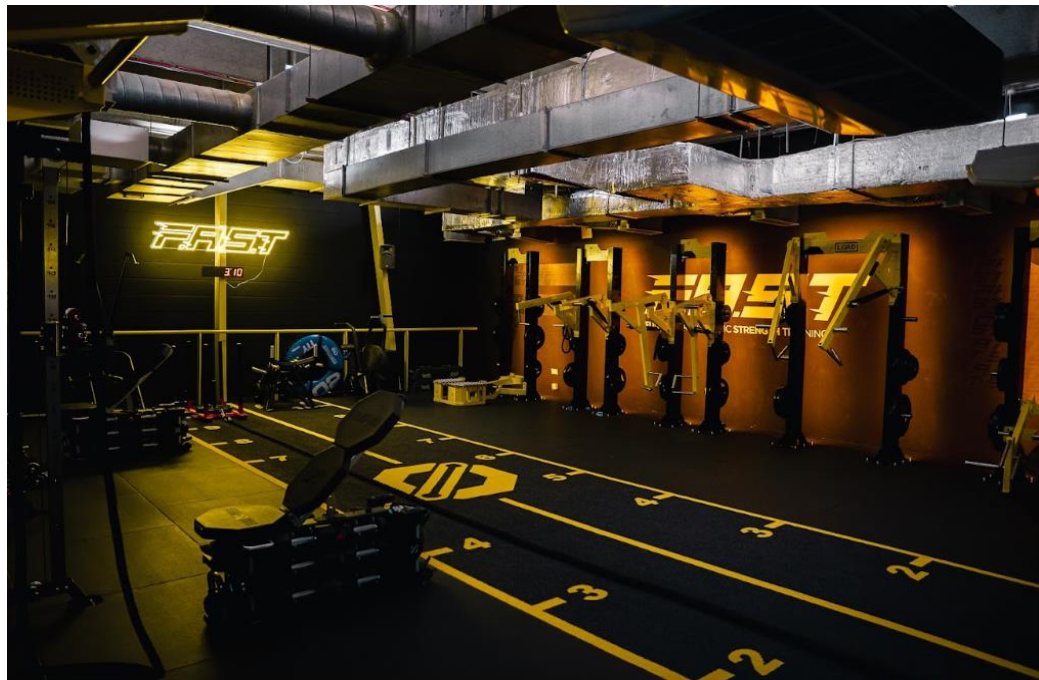
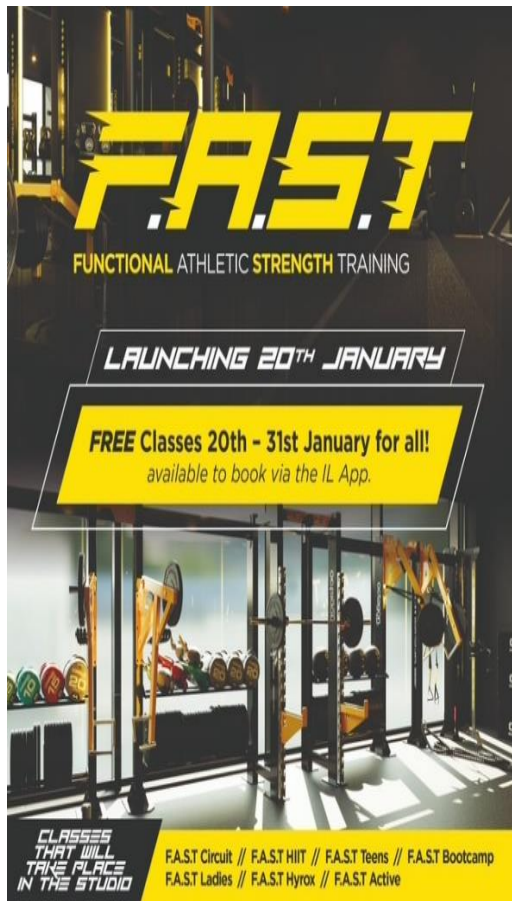
The F.A.S.T Studio is set apart from the main gym, providing a modern, premium training environment designed to inspire focus, creativity, and high-performance workouts.

The studio is equipped with industry-leading Escape Fitness gear, including battle ropes, sled tracks, lifting platforms, and other high-performance tools designed to inspire and challenge participants at all fitness levels. The only other place you will find the exclusive Escape Load equipment is in Gold's Gym, California, highlighting the uniqueness of this space in Inverclyde. Whether you're a beginner or an advanced athlete, the F.A.S.T Studio is your ultimate fitness playground.

Inverclyde Leisure is thrilled to offer a range of diverse and exciting classes as part of the F.A.S.T Studio experience. These include:

- **Circuits**
- **HIIT**
- **Teens**
- **Bootcamp**
- **Ladies That Lift**
- **Hyrox**

Images of the studio below



4.0 Recommendations

4.1 It is recommended that Directors note the content of the report.

January 2025
AAH

Item 6

REPORT TO: BOARD OF DIRECTORS INVERCLYDE LEISURE

REPORT BY: CHIEF EXECUTIVE, INVERCLYDE LEISURE

SUBJECT: BUSINESS PLAN UPDATE JANUARY 2025

1.0 Purpose of Report

The purpose of this report is to update the Board of Directors on the areas of the Strategic Plan being worked on by the team, and to agree the length of term for the new employee Director

2.0 Employee Director and Length of Term

Following on from Inverclyde Leisure's Board meeting on the 25th of November, where a discussion took place regarding the length of term for the Employee Director after Inverclyde Council considered a 12-month term to be too short.

At the meeting the board asked the current Employee Director what they thought of the term, and they felt that two years would be better. The company also surveyed the employees who nominated themselves for the position of employee director, whether a two or three-year term would better suit them. They all felt two years would be better and give them a chance to be part of the board. Lastly, the board felt a two-year term would be a good compromise.

I have written to Inverclyde Council to request, subject to article 18, a change from a three-year term to a two-year term. This will be considered on the 21st of January 2025 at the Education and Communities Committee.

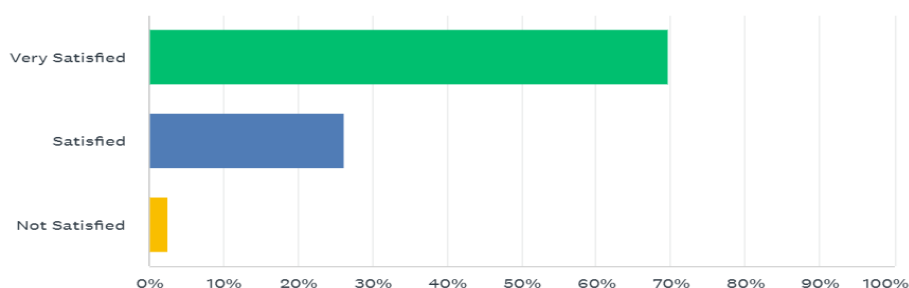
- Directors are asked to approve Jamie Cunningham for a two-year term or a three-year term pending the outcome of the Education Committee on the 21st of January

3.0 Annual Customer Survey Result

Below are the results of the annual customer survey.

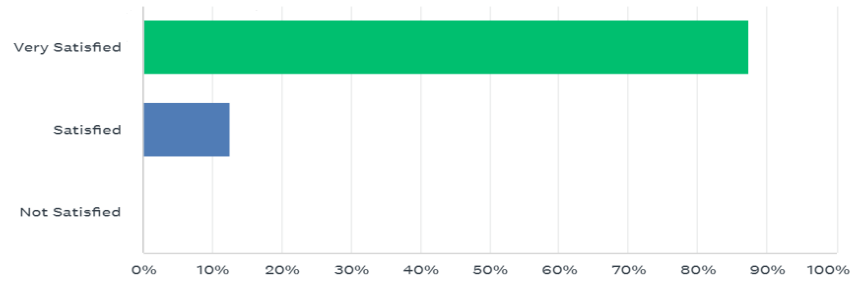
70% were very satisfied with the products and services provided

How satisfied with the range of products and services provided ?



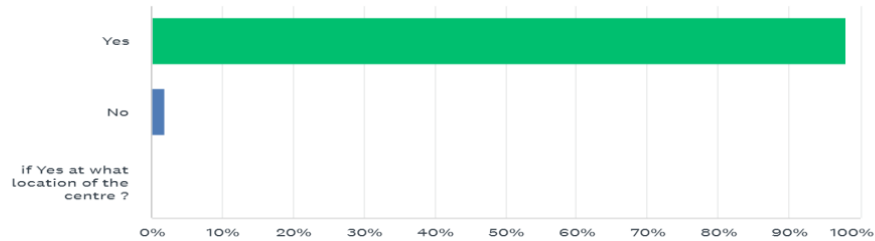
87% percent of respondents were very satisfied with the assistance they received from our employees

How satisfied are you with the care & assistance you receive from our employees?



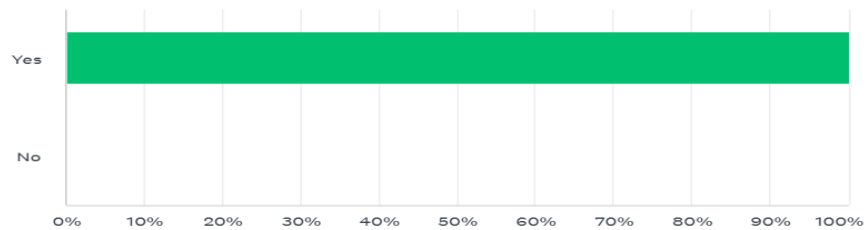
98% of customers were spoken to as part of there visit

Did our employees engage (speak) with you today during your visit?



100% of customers would use the service again

Would you use our products or service again?



And customers scored us 4.5 out of 5 for the quality of our products and services

How would you rate the quality of our products and services?



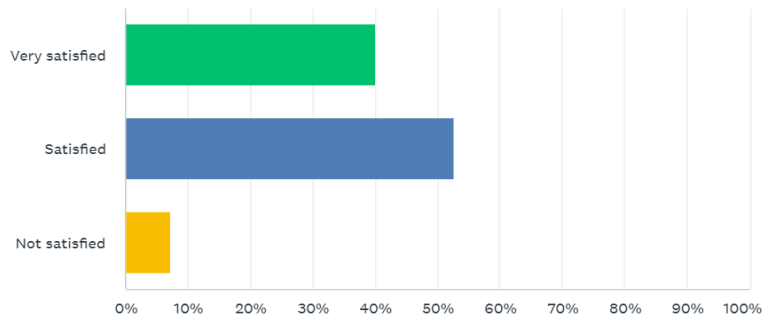
4.0 Annual Employee Survey Results

Inverclyde Leisure carried out our anonymous annual Employees Survey in December 2024. The results were really encouraging, please see results below.

How satisfied are you with career opportunities at Inverclyde Leisure?

93% of employees were very satisfied and satisfied with career opportunities within the Company.

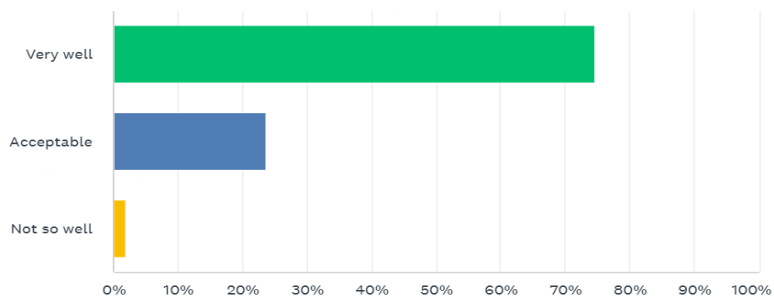
How satisfied are you with career opportunities at Inverclyde Leisure?



How well do your job responsibilities match your strengths?

99% of employees said that their responsibilities matched their strengths.

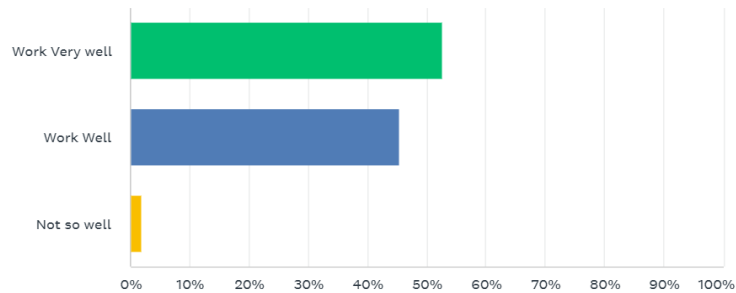
How well do your job responsibilities match your strengths?



How well would you say the employees in your department work as a team?

99% of employees said they work well as a team

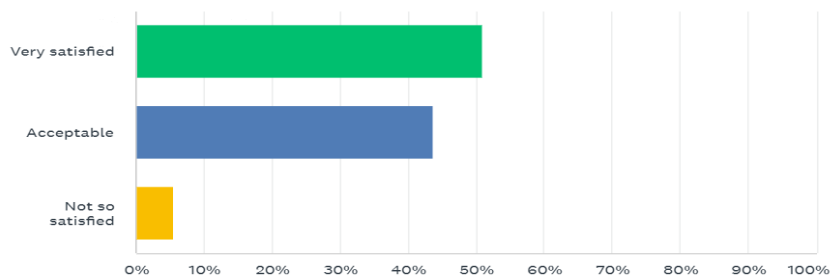
How well would you say the employees in your department work as a team?



How satisfied are you with your current work-life balance?

Over 95% of employees are very satisfied and satisfied with their work life balance

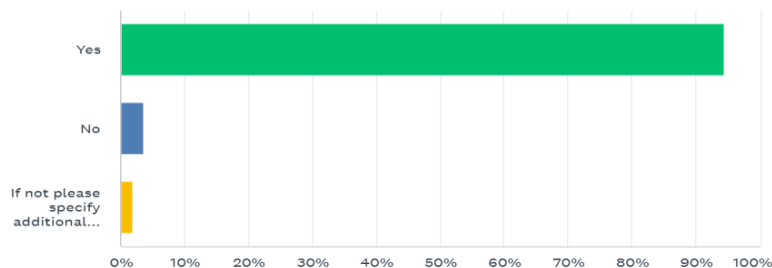
How satisfied are you with your current work-life balance?



Do you feel you receive enough training to assist you within your role

99% of IL employees feel they receive the essential training to assist them within their role.

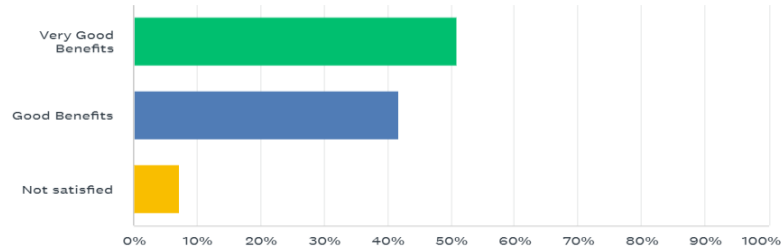
Do you feel you receive enough training to assist you within your role



Are you satisfied with your Employee Benefits, Group Life Insurance, Strathclyde Pension Scheme, Flexible Working arrangements.

Over 93% of IL employees are very satisfied with our Company Benefits.

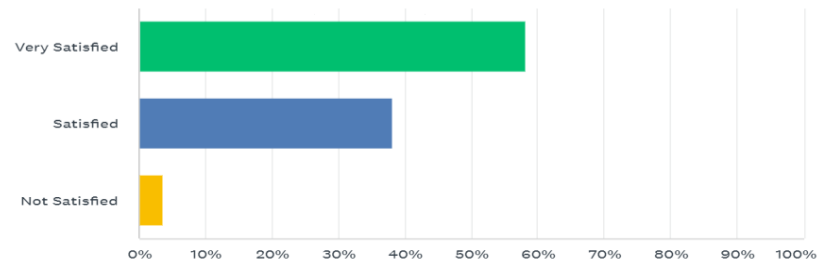
Are you satisfied with your Employee Benefits, Group Life Insurance, Strathclyde Pension Scheme, Flexible working arrangements, Facility access etc



Overall how satisfied are you working for Inverclyde Leisure?

93% of Employees are very satisfied or satisfied working for Inverclyde Leisure.

Overall how satisfied are you working for Inverclyde Leisure?



5.0 Employee Excellence Awards

Inverclyde Leisure's Employee recognition awards took place on Friday 13th December 2024. Prior to the awards employees had the opportunity to nominate colleagues within the organisation that best demonstrated our company's values.

Along with our company's six key values we also presented awards for customer service and quality management.

Below are all the employees nominated for the awards.



EMPLOYEE EXCELLENCE AWARDS

<p>THE CATEGORIES</p> <p><i>Most Enthusiastic Employee</i></p> <p><i>Most Professional Employee</i></p> <p><i>Most Innovative Employee</i></p> <p><i>Most Positive Employee</i></p> <p><i>Most Open Minded Employee</i></p> <p><i>Most Honest Employee</i></p> <p>Tonight's Nominations were voted by Inverclyde Leisure Employees</p> <p>GOOD LUCK TO OUR NOMINEES & WELL DONE ON A FANTASTIC ACHIEVEMENT!</p>	<p>NOMINEES</p> <table border="0" style="width: 100%;"> <tr> <td style="vertical-align: top;"> Aaron Bovaird Aedan Monaghan Aidan Grant Aileen Cameron Alan Brown Alan Taylor Andrew Glancy Anna McClafferty April Craynor Beth McCowan Bobby McVitie Callum Boyle Callum Dale Carlie Vango Carol McKenzie Charlene Montgomery Chris Stanton Danielle McLean Darren Macleay David Docherty </td> <td style="vertical-align: top;"> David Gemmill David McCorkindale Declan Kelly Diane Blackley Dominic Daisley Elsie Craynor Emma McConnachie Emma Parker Erin Dunn Gary Brown Gillain Adams Gillian Fowler Graham Smyth Grant McLachlan Heather McDermid Heather McMillan Hollie Stanton Jack Anderson Jackie Queen Jake McLelland </td> <td style="vertical-align: top;"> Jamie Cunningham Jason Dimes Joan Wobb Jim Lyon (Dnr) John Bell Jordan Dougan Kathleen Johnstone Kayleigh Munro Kenny Smith Kerry Brotherton Kian McNelis Kiara Knowles Leanne Maisano Lesley Hallam Lewis Gray Linda Millar Lisa Devlin Lynne Cowan Marc McFarlane Martin McLees </td> <td style="vertical-align: top;"> Martyn Donnelly Michael Torney Ali Alamarashid Mo Alamarashid Murray Hendry Nicola Bryan Nikki Miller Paula Vosper Peter Gray Peter Scobie Philip McGeehan Rosie Kane Ryan Campbell Shannon Lyon Steven Low Stewart Walker Victoria Fleming Vivien Ahlheid Wenda Crawford </td> </tr> </table>	Aaron Bovaird Aedan Monaghan Aidan Grant Aileen Cameron Alan Brown Alan Taylor Andrew Glancy Anna McClafferty April Craynor Beth McCowan Bobby McVitie Callum Boyle Callum Dale Carlie Vango Carol McKenzie Charlene Montgomery Chris Stanton Danielle McLean Darren Macleay David Docherty	David Gemmill David McCorkindale Declan Kelly Diane Blackley Dominic Daisley Elsie Craynor Emma McConnachie Emma Parker Erin Dunn Gary Brown Gillain Adams Gillian Fowler Graham Smyth Grant McLachlan Heather McDermid Heather McMillan Hollie Stanton Jack Anderson Jackie Queen Jake McLelland	Jamie Cunningham Jason Dimes Joan Wobb Jim Lyon (Dnr) John Bell Jordan Dougan Kathleen Johnstone Kayleigh Munro Kenny Smith Kerry Brotherton Kian McNelis Kiara Knowles Leanne Maisano Lesley Hallam Lewis Gray Linda Millar Lisa Devlin Lynne Cowan Marc McFarlane Martin McLees	Martyn Donnelly Michael Torney Ali Alamarashid Mo Alamarashid Murray Hendry Nicola Bryan Nikki Miller Paula Vosper Peter Gray Peter Scobie Philip McGeehan Rosie Kane Ryan Campbell Shannon Lyon Steven Low Stewart Walker Victoria Fleming Vivien Ahlheid Wenda Crawford
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Please see below pictures of the winners





The Award categories winner for 2024,

- ***Most Enthusiastic Employee*** - April Craynor & Ali Almarashid
- ***Most Positive Employee*** - Ali Almarashid - Mohammed Almarashid
- ***Most Professional Employee*** – Kathleen Johnstone - Michael Tormey
- ***Most Open Minded Employee*** - Leanne Maisano - Danielle McLean
- ***Most Innovative Employee*** – Leanne Maisano - Erin Dunn
- ***Most Honest Employee*** – Linda Millar - Gillian Fowler
- ***Inverclyde Leisure's Highest Health & Safety Score***
Boglestone Community Centre
- ***WOW Customer Service Nominations***
Elsie Craynor & Jayne McGhee

6.0 **KPI Framework**

Please see below Appendix 1, KPI information. The NPS has dropped in the last quarter, although still 3% above benchmark, this is mainly to do with maintenance items needing attention and seasonal weather issues which the company is resolving. Customer usage from access is up at 10% cumulative from the previous year. And the annual customer satisfaction survey resulted in 98% of customer's being satisfied or very satisfied

As discussed in the finance paper the company is up on target. The DD Increase vs target is up 12% on the month and comparing to last year is up 21%.

During December we carried out the Employee satisfaction survey resulting in 93% of employees being satisfied or very satisfied. Employee retention has also been good this year with 94% retention.

There has been 75% of objectives achieved so far in the year and from a customer service perspective there has been 57 WOW nomination for our employees.

7.0 **Recommendations**

- i. The Board are asked to note the content of the report, and
- ii. Agree the term for the Employee Director

Chief Executive
Kieron Vango
January 2025

Inverclyde Leisure Appendix 1								
Objective	Total KPI	Frequency	May	July	Sept	Nov	Jan	March
Agreed	Target	Objective takes place	Board	Board	Board	Board	Board	Board
Customers								
Net Promoter Score	Bench 40%	Every Board Meeting	41%	55%	54%	52%	43%	
Local Government benchmarking satisfied customers with leisure facilities Benchmark	71.0%	April	77.00%					
customer usage vs last year	% over/under	Every Board Meeting	21% up	12% up	9% up	10%	10%	
IL customer satisfaction survey	80% satisfied	January					98%	
Financial								
On target to achieve full year budget	over/under	Board Meetings		On target	up on target	up on target	up on target	
DD increase vs target	over/under	Every Board Meeting	7% up	7% up	4%	12%	12%	
DD increase vs last year	over/under	Board Meetings	20% up	21.0%	20%	21%	21.0%	
Local Government benchmarking cost per visits of leisure facilities benchmark average	£4.89	April	£2.62					
Learning & Growth								
Employee recognition appraisal Completed	85%	March			90%			
Employees satisfaction survey feeling proud working for IL	70%	March					93%	
Completed CMI courses	90% pass	April						
Full time core employee retention 85 %	85%	Every Board Meeting	100%	100.0%	98.0%	95.00%	94%	
Operations & Process								
QMS audits	75%	once a year						
H&S audits	75%	once a year						
Objectives achieved from plan full year	80%	Board Meetings		44%	65.0%	75.0%	75.0%	
WOW certificates nomination in year	number	Every Board Meeting	4	14	31	31	57	

REPORT TO: BOARD OF DIRECTORS INVERCLYDE LEISURE
REPORT BY: CHIEF EXECUTIVE, INVERCLYDE LEISURE
ORIGINATOR: HEAD OF LEISURE & COMMUNITY FACILITIES
SUBJECT: LEISURE & COMMUNITY FACILITIES UPDATE

1.0 Purpose of Report

1.2 The purpose of this report is to update Directors on the company's operations in line with Inverclyde Leisure's three-year Strategic Plan.

2.0 Background

2.1 The report contains operational information relating to the current projects, developments, marketing, programming and business updates within Inverclyde Leisure facilities.

3.0 Content Details

3.1 Facilities Update

The report highlights the ongoing programme and developments within Inverclyde Leisure's wide range of facilities.

3.2 Greenock Sports Centre

Inverclyde Leisure launched the new HYROX programme at Greenock Sports Centre in December due to further demand and we have developed the class programme to incorporate more classes at peak times.

Greenock Sports Centre is also looking forward to hosting the Final of Inverclyde Leisure's Sportshall Athletic Event on Friday 28th February 2025 in partnership with Inverclyde Council. 20 Inverclyde Schools will be competing for the title.

Greenock Sports Centre was delighted to be offered a grant to host the Warm Spaces initiative which provides a Bouncy Castle and Soft Play for children and hot refreshments will be available for parents or guardians. The classes started in January and will continue every Tuesday until the end of March 2025.

3.3 Boglestone Activity Centre

Work is underway with the new partnership agreement with Inverclyde Council at Boglestone, to convert a squash court into a Childcare Centre as well as upgrades to the multipurpose rooms within the facilities.

Families were invited to Boglestone Activity Centre for our Breakfast with the Elves event. With a surprise visit from Santa and our Elves, it was a festive and enjoyable morning. This event was attended by more than 100 local children, parents and guardians.

Boglestone was successful in applying for the Warm Hands Grant and will provide a warm space, teas and coffees for local residents as part of a weekly funded session within the Soft Play area.

The team from Boglestone Activity Centre had a successful evening at the IL excellence awards receiving 8 award categories including the award for Highest Scoring facility for their Health & Safety Audit.

Staff and members from Boglestone Activity Centre made generous donations to the Inverclyde Foodbank this year during our annual foodbank drive.



3.4 Ravenscraig Activity Centre

December saw the return of our ever popular Breakfast with Santa event. On Christmas Eve we hosted Santa in his grotto, where many children and parents alike managed to squeeze in their last minute requests. The event was a sell-out with additional tickets then sold to accommodate as many as we could on the day. It was a fantastic event and sets us up well to make sure we have even more events like this during 2025.

During the Christmas holidays the facility was kept very busy with climbing sessions and soft play proving popular activities to keep children active over the festive period.

3.5 Birkmyre Fitness Gym

Birkmyre Park Fitness Gym continues to impress its members with its innovative offerings. They recently introduced a new class called MIND which is a refreshing 30-minute class designed to enhance both your physical flexibility and mental clarity. This unique session combines gentle stretching exercises, improving flexibility, mobility and stability with mindfulness techniques, helping people to release tension, improve your posture, and cultivate a sense of calm.

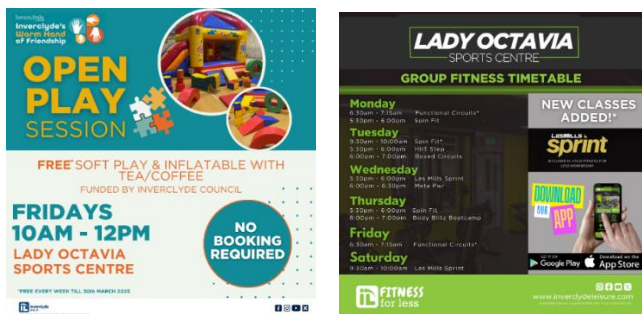
The classes have been generating significant excitement, with the sessions being fully booked, reflecting the community's enthusiasm for holistic fitness approaches. The gyms strategic focus on creating a more engaging fitness experience among members is proving popular, by using our 'Technogym App' unlocking the full potential of our equipment and having a positive impact on our club live.

3.6 Lady Octavia Sports Centre

Lady Octavia Sports Centre have conducted a Customer Survey at the beginning of December, allowing customers to leave feedback with a specific focus on the Class Timetable. Launching 20th January 2025, there are some new and exciting classes for our customers to enjoy.

We are also hosting one of the Warm Hands of Friendship sessions in our main hall, which saw 45 participants attend on our first session on Friday 10th January. These sessions will be running until the end of March and will allow parents and children to attend the bouncy castle and soft play with tea's and coffee's funded by Inverclyde Council.

We also experienced a strong end to 2024 with a growth in membership number and with a view to increase this in 2025 with a strong year ahead.



3.7 Waterfront Leisure Complex Update

Ice Rink / Skate School 2024 Christmas Skating Show – "Arabian Nights"

Over 1,200 captivated audience members enjoyed a magical performance that brought the enchanting tale of Aladdin to life on the ice. The show featured breathtaking choreography, dazzling costumes, and exceptional skating skills, creating an unforgettable experience for all. The performance received glowing feedback and left audiences inspired by the skaters' performance.



Adult Skate Camp

The Adult Skate Camp, held on the 3rd and 4th of January, was a resounding success, with spaces filling quickly. A total of 30 participants had the opportunity to develop their skills both on and off the ice under the guidance of our skilled instructors.

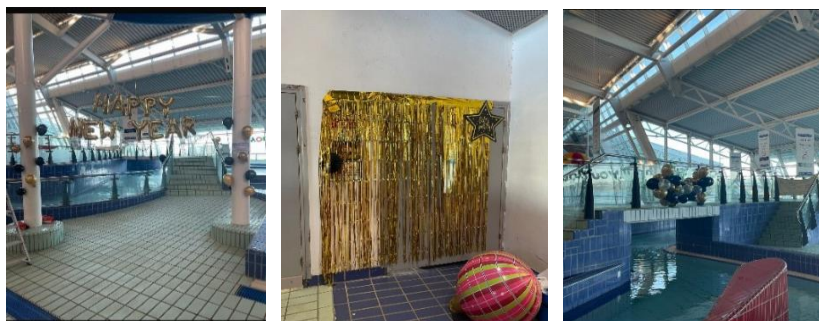
The camp attracted skaters from as far afield as Aberdeen, Dumfries, Leeds, and Belfast, showcasing its wide appeal. Feedback from attendees was overwhelmingly positive, and as a result, this will now become an annual offering by our Skate School.

Curling

On 10th of December, Gourock and Port Glasgow shared the ice to celebrate the life of Rodger Manson, both teams took to the ice to play in the name of Rodger. This was celebrated with non-alcohol mulled wine, Christmas mince pies with the cheer of Christmas music played in the background. The day itself was a great success and well attended.

Swimming Pool

At poolside we started the year with a Pool Party. This was very successful and popular amongst children and adults. As this was so popular we have now planned a themed pool party for every month this year.



IL Swim Academy

In December, Santa Claus made a surprise appearance at the Waterfront, spreading holiday cheer to our young swimmers during their lessons.



The Swim Academy kicked off the new year with the STA International Learn to Swim program featuring a special visit from our new mascot Stanley the Seal, who greeted the children as they returned for their swimming lessons.



We created a designated areas at the Waterfront Leisure Complex and Port Glasgow Swimming Pool with the aim being to encourage parents to take pictures of their child or children in front of these back drops holding their badges & certificates.

Waterfront Fitness Gym & Group fitness

Additional Support Needs Christmas Party

We were delighted to host our festive ASN Christmas Party at the Waterfront, bringing together members of the community to celebrate the season in a fun and inclusive way.

The event highlighted the success of our weekly ASN Dance-Based Class, which takes place every Wednesday. This class provides participants with an opportunity to stay active while enjoying a supportive and engaging environment. We are proud to collaborate with local social care organisations' to ensure these sessions are both accessible and impactful.

We extend our gratitude to everyone who attended the party and to the dedicated support workers who contribute to the success of these sessions. Their commitment helps us create meaningful experiences for our participants.



Les Mills New Release, Launch Event

On Sunday 12th January, Inverclyde Leisure launched the latest Les Mills releases at the Waterfront, featuring BODYPUMP, BODYCOMBAT, BODYATTACK, BODYBALANCE and SHAPES. The event was well attended, with positive feedback on the quality of instruction and variety of classes. All classes were fully booked with over 140 attendees across 6 classes!



Les Mills Shapes

Les Mills Shapes is an invigorating blend of pilates, barre, and power yoga set to modern beats.

We introduced Les Mills Shapes to our group fitness programme in December 24, and it has been a huge success. The classes have been incredibly well received so far, and always fully booked. We intend to add more of these to the programme to meet the customer's needs.

3.8 Gourock Pool and Fitness Gym

Gourock fitness gym celebrated an incredible community milestone in December with the Ladies who Lift class hosting a festive night out. This social event strengthened member connections but reinforced the gyms commitment to creating a supportive fitness community. Gourock gym live active members are continuing to grow with reports showing we now have the most live active members ever.

3.9 Whinhill Golf Course

Although conditions have not been great, it did not deter the brave bunch who took part in the annual Boxing Day Scramble event. Many of our members and guests took the opportunity to test out the new golf gifts they received the day prior while completing a full 18, prior to being fed and watered in the clubhouse after.

We also hosted a Christmas Dance for the members and their families which was a huge success on Friday 13th December. The feedback from the attendees was fantastic with many saying they had not had such a good night in a long time. Our employees at the course got specific recognition for efforts for arranging the event.

The music was provided by local band River Island, and we have already booked them in for 15th February where we are hosting a Valentines Dance. This event has already sold out showcasing how popular the initial evening was. These events are excellent uses of the clubhouse and allows IL and the Committee to work in close partnership.

3.10 Indoor Bowling Facility

The first half of the competitive Indoor Season came to an end on 20th December with the second half due to start early January. General play continued up until Christmas Eve where the facility is then utilised for private bookings during the Christmas weeks. We have hosted over 5 different external bowling clubs from outwith Inverclyde, with many saying the trip to our centre is the highlight of their festive period.

Many clubs outwith Inverclyde travel down to the facility on hired coaches to utilise the rink, we also provide onsite catering to the clubs.

Lady Alice bowling club also spent a day with us indoors to keep their form strong for the return of competitive playing months.

Through partnership with Inverclyde Council, we will be hosting a Warm Hands of Friendship Scheme at the Indoor Bowling from January to March. This will be a Tuesday morning 10am-12pm where specific rinks are booked out for anyone who wants to come and play. The users will also be given free hot drinks and biscuits. This is a great scheme by Inverclyde Council, but it also allows the public to come and experience Indoor Bowling for a number of months, which then may provide a pathway to use the indoor bowling facilities during the season.

3.11 Parks, Pitches and Stadium Update

In partnership with Inverclyde Council, the upgraded LED floodlighting projects have now been completed at Parklea, Broomhill and Gourock, with Battery Park and Ravenscraig Stadium potentially scheduled to be completed by February 2025.

3.12 Town Halls Update - Community Update -IL Showcase

We continue to host shows within the popular Town Hall venues these have included acts such as:

Taylor Fever Taylor Swift tribute Greenock Town Hall
Ready Steady 60s show Greenock Town Hall
Local act the Laurette's Gamble Halls
Acclaimed Canadian comedian Craig Campbell Gamble Halls

Planning for events for 25-26 is in progress with a target of around 20 showcase events:

Over 30s Afternoon disco Greenock Town Hall 15th February
Northern Soul Greenock Town Hall 19th April
Roddy Woomble acclaimed Scottish singer songwriter Gamble Halls 22nd April
Elvis's memories of the King Greenock Town Hall 26th April
Karen Dunbar Greenock Town Hall 10th May
The AC/DC experience Greenock Town Hall 6th June
Neil Diamond Greenock Town Hall 22nd August
Country Legends Greenock Town Hall 11th October
McFleetwood Greenock Town Hall 15th November

We continue the process of working close with our marketing company to establish a coordinated marketing plan for events and functions at the Town Halls. The Town Halls were very busy over the run up to the Christmas period with various events and functions taking place. We have decided that this year we will be running our own Christmas Party events in partnership with our catering provider.

Upper Larkfield

We have been continuing to work with the Upper Larkfield Voluntary Committee and as previously advised activities commenced in November. We are working with Inverclyde Council to arrange reinstallation of the gas supply.

Live Active

Our Live Active programme is going from strength to strength with the numbers of referrals and participants rising from the previous year. Our Live Active advisors once again organised a very successful Christmas party at the Greenock Town Hall with over 100 clients attending the event.

First Aid Training

In December we put 24 staff through an emergency first aid at work course. This was held at Gamble Halls, and we are pleased to confirm that all participants passed the course. We will be organising further course in the coming months.

4.0 Recommendations

- 4.1 It is recommended that IL Directors note the content of the report.

DMc
January 2025