Annual Report
2017–18

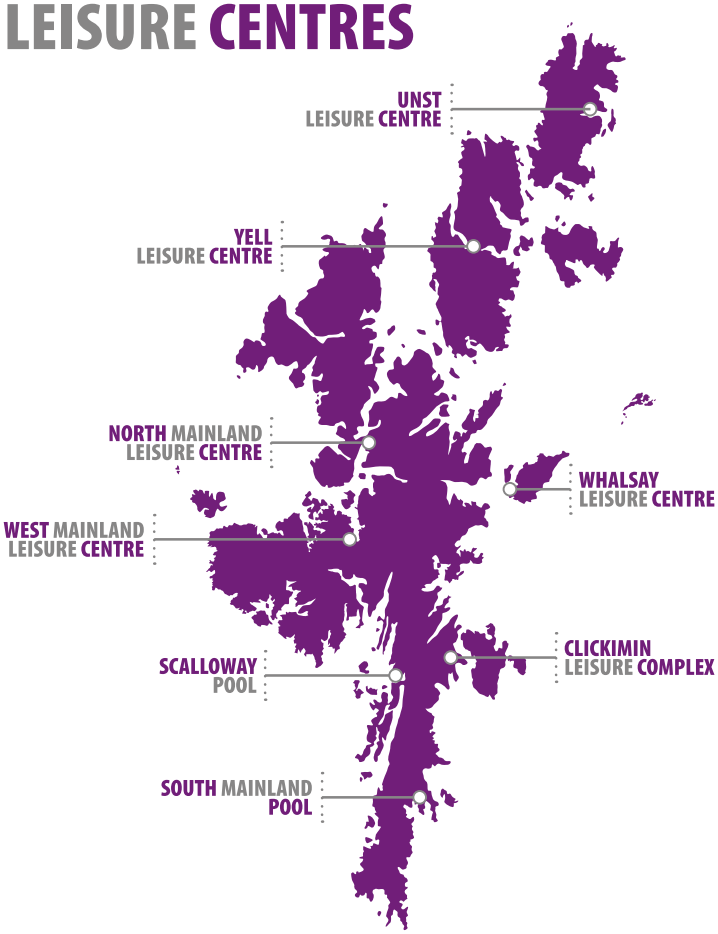
shetland recreational trust

OUR CENTRES FACILITIES KEY

- Swimming Pool
- Children's Lagoon / Pool
- Disabled Hoist
- Spa / Whirlpool *
- Steam Room
- Sauna
- Spectator / Viewing Gallery
- Bowls Hall
- Multi-Court Games Hall
- Squash Court
- Fitness Suite / Gym**
- Climbing Wall
- 60:40 Indoor Training Facility
- Outdoor Grass Football Pitch
- Outdoor All Weather Pitch
- Outdoor Nine-Hole Crazy Golf
- Pool / Snooker Table
- Football Table
- Community Room
- Meeting Room
- Event / Conference Facilities
- Cafe
- Bar

* Whirlpool facility is in Scalloway and South Mainland Pool
** There is a also Health Suite at the Clickimin Leisure Complex

OUR EIGHT LEISURE CENTRES



OUR VISION, MISSION & VALUES

OUR VISION

To **IMPROVE LIVES** through sport and recreational activity.

OUR MISSION

To inspire and **MOTIVATE** people in Shetland to enjoy life, pursue sporting excellence and a **HEALTHY LIFESTYLE** through:

- **PROVIDING HIGH QUALITY AND ACCESSIBLE FACILITIES**
- **HAVING MOTIVATED AND SKILLED STAFF**
- **ENGAGING WITH OTHERS WHO SHARE OUR OBJECTIVES**
- **DELIVERING A BROAD RANGE OF ENJOYABLE ACTIVITIES**

OUR CORE VALUES

Our core values are:

- **TRUST**
- **ENJOYMENT**
- **INSPIRATION**
- **UNITED**
- **INNOVATIVE**
- **PASSION**

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REVIEW OF FINANCIAL POSITION

The financial position of the Trust is set out in the annual audited financial statements. Copies may be obtained by writing to the General Manager of Shetland Recreational Trust.

Shetland Recreational Trust is an organisation accepted by the Inland Revenue as having Charitable Status.

The Shetland Recreational Trust is a charity registered in Scotland, **No: SC002179**

Shetland Recreational Trust is part funded by

Shetland Charitable Trust

Cover photograph by Brian Gray
Report photographs supplied by Facility Managers and Brian Gray.

01 CHAIRMAN'S REPORT

BOARD OF TRUSTEES

MR STUART FOX

MR GORDON KEITH

MRS AUDREY LEASK

MR NEVILLE MARTIN
VICE CHAIRMAN

MR PAUL RIDDELL

MR LIAM SUMMERS

MR DAVID THOMSON

MR LYLE WILLIAMSON

SRT SENIOR MANAGEMENT

JAMES JOHNSTON
General Manager

SHONA NISBET
Head of Operations & Business Development

ANDREW LYALL
Head of Assets & Business Support

2018 IS THE 'YEAR OF THE YOUNG PEOPLE' IN SCOTLAND AND WE ARE DELIGHTED TO BE INVOLVED IN SUPPORTING THE YOUNG PEOPLE IN SHETLAND TO BE THE BEST THEY CAN BE.

All of our junior high schools now have access to a sports centre right next door but close proximity does not mean they will walk through the door and use the facilities. Following the opening of the new Anderson High School in October a 'Freshers Week' of sports activities was put on at Clickimin but, the lack of uptake in the programmes on offer is worrying and needs multi-agency co-operation to address.

We have a lot of highly skilled young athletes and sports people in Shetland but the gulf between them and their peers who do no exercise at all is widening. A negative experience of sport, physical education and even physical play as a child can put someone off for life and healthy pursuits followed when young become healthy habits for life. A worrying number of our children are not a healthy weight – 15.5 % of our Primary Ones are in this category, which is a larger percentage than even the Scottish average. This statistic is particularly startling in an area like Shetland, with all the fantastic facilities we have, and as we enter this 'Year of the Young People' we must work harder to buck this trend.

"CHILDREN ARE ONE THIRD OF OUR POPULATION AND ALL OF OUR FUTURE."

This has been a year of change, hard work and of consolidating and evidencing all that has been done in the past to keep the SRT functioning. The opening of the new Anderson High School and the PE department within Clickimin has had the biggest impact, both for our customers and in the way it has eased the pressure all the Trusts in Shetland are feeling as a result of the reduction in funding.

Shetland Recreational Trust has always had hard working staff who are mindful of our vision, mission statements and core values; trust, enjoyment, inspiration, united, innovative and passion. Of all of them I think you could say that this year has been the year of innovation. Despite a continuing tightening of Trust finance we have managed to achieve our goals within budget. To do this whilst also delivering a high-quality service to our customers has become increasingly difficult in recent years. While the money generated from the service user agreement with the Schools Service puts us in a better place financially we knew that changes could be made to identify ways to progress and improve further.

Trustees agreed a new management structure, identifying a gap in assets and business support and appointing Andrew Lyall to lead this. Our staff know the buildings inside out and the day to day running of the Centres as well as adaptions and improvements to them and to the operations has always been done very naturally. In this tougher financial market it is imperative that this knowledge and continuous work is recorded – not just as evidence of what has been done, but also to ensure that the improvements and efficiencies which have been decided are the correct ones, for now and the future.

There are now drafts of both a new Business Management Plan and an Asset Management Strategy, and these working documents have captured all the intuitive work which has been done over the last 30 years and will enable us to strategically plan the next 30. The damage to the roof of the pool in Brae is something which is difficult to plan for however an updated cyclical maintenance programme, as well as investment in new facilities such as the new gym at Clickimin, will ensure our customers continue to enjoy exercising in high quality buildings.

We are lucky in Shetland to have strong partnerships with many local, regional and national agencies. We are always grateful to Shetland Charitable Trust for their continued support, and we are members in national and local sporting partnerships and non-statutory partners of the Shetland Partnership. The draft version of the Shetland Partnership Plan is packed full of statistics and gives us an idea of where our priorities need to be in the future – supporting an increasingly ageing population.

The SRT is already addressing this – in partnership with the NHS, staff from all centres have been trained in a strength and balance exercise programme to reduce falls in frailer older people. This will be rolled out in the coming year.

Now we are looking so far ahead in our strategic business planning, it is important that we also look ahead to ensure that the children of today become the customers of the future – not just for the future of the SRT, but the future of Shetland.

I would like to thank all staff and trustees for their continued hard work in these challenging times. I am confident that, together, we will continue to provide a world class service to our customers throughout Shetland.

MR BRYAN LEASK
CHAIRMAN

02 SRT IN NUMBERS

FROM 2016-17 NUMBERS

ADMISSIONS TO ALL CENTRES
773,629
↑ 10%

ADMISSIONS TO SWIMMING LESSONS
35,347
↓ -5%

OPENING HOURS
27,834
=

HEALTH PROMOTING CLASSES
1,096
↓ -35%

STUDIO CLASSES ATTENDED
56,616
↑ 95%

PUBLIC SWIMS (+ HYDROTHERAPY)
82,400
↓ -7%

JUNIOR COURSES
16,638
↑ 2%

JUNIOR HOLIDAY ACTIVITIES
11,906
↑ 23%

SCHOOL ATTENDANCES
119,291
↑ 62%

OUTDOOR ACTIVITIES
42,188
=

CORPORATE SUBSCRIPTIONS
634
↑ 8%

SRT SUBSCRIPTIONS
505
↑ 9%

NEW GYM MEMBERS
1,558
↑ 12%

OVERALL CUSTOMERS SATISFIED WITH THEIR VISIT
99%
=

WEBSITE HITS
66,510
↑ 6%

FACEBOOK LIKES
2,339
↓ -54%

CLC TWITTER FOLLOWERS
152
↑ 28%

CUSTOMER SATISFACTION SURVEY 03

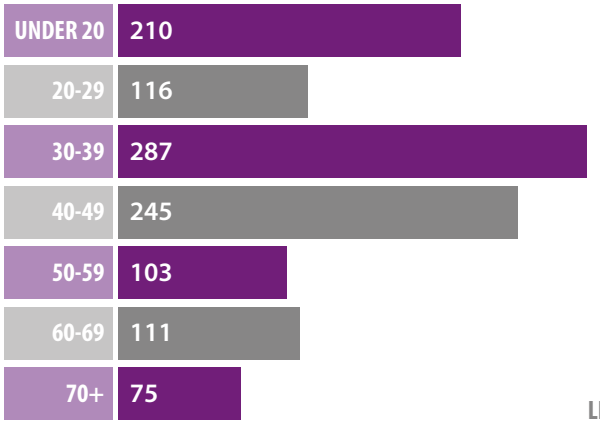
SRT ONLY EXISTS BECAUSE OF ITS CUSTOMERS. MEASURING AND ANALYSING CUSTOMER SATISFACTION CAN HELP US TO DEVELOP ACTION PLANS FOR SERVICE IMPROVEMENT, RETAIN THE CUSTOMERS WE HAVE, MOTIVATE EMPLOYEES AND PROVIDE INSIGHTS INTO HOW TO ATTRACT NEW CUSTOMERS.

Each year Shetland Recreational Trust undertakes a Customer Satisfaction Survey and the following reflects the survey results for the period 9-23 February 2018. The effective administration of this survey is one of a number of service targets which validates the funding awarded to SRT by the Shetland Charitable Trust. Achieving a high level of customer satisfaction is critical to the success of Shetland Recreational Trust.

SRT SUMMARY REPORT

GENDER PROFILE

WHAT AGE GROUP DO YOU BELONG TO?



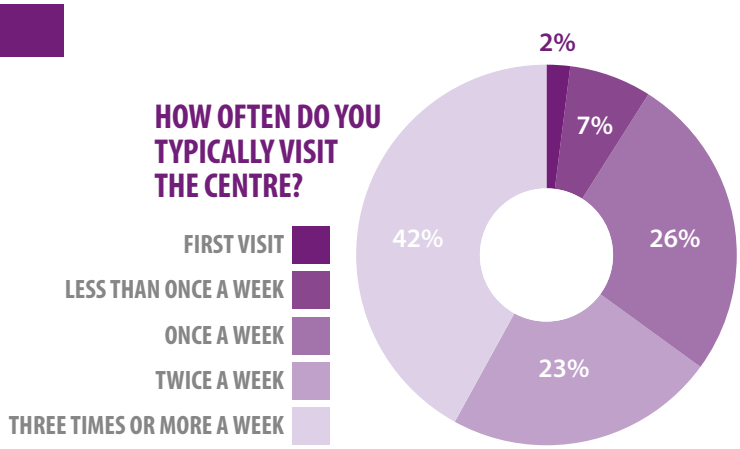
OVERALL, HOW SATISFIED WERE YOU WITH YOUR VISIT TODAY?

OVERALL, HOW SATISFIED WERE YOU THAT YOUR VISIT TODAY WAS VALUE FOR MONEY?

OVERALL, HOW SATISFIED WERE YOU WITH THE CLEANLINESS OF THE CENTRE?

OVERALL HOW SATISFIED WERE YOU WITH THE FRIENDLINESS/HELPFULNESS OF THE STAFF TODAY?

HOW OFTEN DO YOU TYPICALLY VISIT THE CENTRE?



04 CLICKIMIN LEISURE COMPLEX

ANNUAL ADMISSIONS

471,909*

*This includes pool and event admissions.

FACILITIES

*Including a Health Suite

ROBERT GEDDES
Manager

CLICKIMIN LEISURE COMPLEX
Lochside, **LERWICK**
Shetland, ZE1 0PJ
Telephone (01595) 741000
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CLICKIMIN LEISURE COMPLEX OPENED IN 1985 AND THIS YEAR HAS SEEN THE BIGGEST CHANGES SINCE THE POOL AND BOWLS HALL WERE ADDED IN 1995. AS PART OF THE NEW ANDERSON HIGH SCHOOL PROJECT THE 60:40 OPENED LAST YEAR AND THE NEXT PHASE TOOK PLACE AFTER THE OCTOBER HOLIDAYS - THE OPENING OF THE NEW HIGH SCHOOL WITH THE CREATION OF THE PE DEPARTMENT WITHIN CLICKIMIN.

Between 8.30am and 4.00pm on weekdays the main hall, 60:40, outdoor changing facilities and the bowlers bar are blocked off from the general public for exclusive use by pupils and staff. Junior activities such as Baby Gym and Gym Kids were moved to the squash courts while studio and fitness classes and swimming pool operations were unaffected.

The last planned phase of improvements began at the same time as building work on the new gym and central reception, which was made possible thanks to funding from Shetland Islands Council and the Shetland LEADER Programme. This meant temporary access arrangements were put in place with new entrances and a new poolside reception area was created in the Waterside Suite. Staff and customers have all been increasing their step counts as a result – the pool and dryside are no longer connected and it can be a long walk from one entrance to the other.

A lot of planning and deliberation was put into all the changes which have taken place at the Complex and as a result the majority of them have gone ahead with very few problems.

"GOOD SELECTION OF CLASSES FOR EVERY AGE AND ABILITY."

COMMENT FROM CUSTOMER SATISFACTION SURVEY

WHAT WE HAVE ACHIEVED

- ✔ Staff have a good working relationship with the four teachers in the PE department – the principal teacher allows some leeway if areas are not being used and SRT staff need to inspect equipment or investigate problems, and school staff are often included in SRT social activities.
- ✔ Sport tournaments are still going strong with the Kinetics Netball Tournament and the Skretting Football Tournament both doing well. Shetland Football Association has also added monthly age group tournaments to its fixtures to keep bairns' fitness levels up during winter months. The 60:40 has proved to be a perfect venue for this.
- ✔ Junior dry courses remain very popular with several classes having to operate waiting lists and extra classes being put on to meet demand – Baby Gym, Muckle Messis, Gymtastics and Gym Tots always do well and several were recognised with nominations for the Shetland Baby and Children Awards 2017.
- ✔ SRT subscriptions have done very well – last year's pilot to include studio classes as part of subscriptions proved successful so was added on to all Gold Subscriptions from 1st April, and Corporate Subscriptions have also sold well.
- ✔ Yoga classes have been going from strength to strength – 63 people attended the two free classes put on as part of International Yoga Day and a couples yoga class was even trialled over the Valentine's weekend with a good number of loved-up couples attending.
- ✔ Fitness classes are still doing well – Power Hour and Studio Gym are both customer favourites and due to popularity there are ten Spinning classes a week – one of them being the new Spinning+ which incorporates resistance, core and flexibility sessions.
- ✔ Three new Fitness Bootcamps have been held due to customer demand for earlier classes and these were fully booked within a short time of adverts going out meaning extra places were added. Each camp was held over a week with five early morning classes finishing at 8am.
- ✔ A 12 Days of Christmas Fitness Challenge was organised by staff to help customers keep their fitness levels up over the festive closure. They devised a programme of 12 short 'do anywhere' workouts ranging from power walks, strolls and stretches to jogs and various circuit classes.
- ✔ Aspire extended its operating hours to include weekend opening times – this was successful and together with the Weekend Workout class helped numbers attending health and fitness activities to increase.
- ✔ A new automated waiting list system was introduced in September. Anyone enrolled on the waiting list automatically gets an email when a space becomes available and it is a 'fastest finger first' system – the first person to click on the link to the online booking system and pay for the class gets the space.
- ✔ Several football teams who used to train at rural centres are now travelling to town to make use of the 60:40 facilities – Whitedale and Sandwick have moved the majority of their winter training to Clickimin.
- ✔ As well as the Senior Leisure Club there are now four senior fitness classes held every week in Clickimin with most being near to capacity. All spinning classes are very popular and Senior Aerobics is also near capacity most weeks.
- ✔ The partnership with the NHS to hold specialist fitness classes for patients with neurological conditions continues with three classes held every week for customers referred by their doctor or physio.

WATCH OUT FOR

- **OTAGO EXERCISE CLASSES - DESIGNED TO PREVENT FALLS AND IMPROVE BALANCE, STRENGTH AND CONFIDENCE FOR OLDER PEOPLE**
- **THE GYM FLOOR AREA BEING DOUBLED WHEN THE NEW GYM OPENS**
- **A NEW CENTRAL RECEPTION**
- **SUMMER HOLIDAY CAMPS FOR CHILDREN.**

05 CLICKIMIN POOL

ANNUAL ADMISSIONS

121,540*

*Pool admissions are included as part of complex admission figure.

THE INTRODUCTION OF THE NEW LEARN TO SWIM SCOTTISH SWIMMING FRAMEWORK TOGETHER WITH A REVIEW OF OPERATIONS HAS LED TO A NUMBER OF POSITIVE CHANGES IN THE POOL IN THE PAST YEAR.

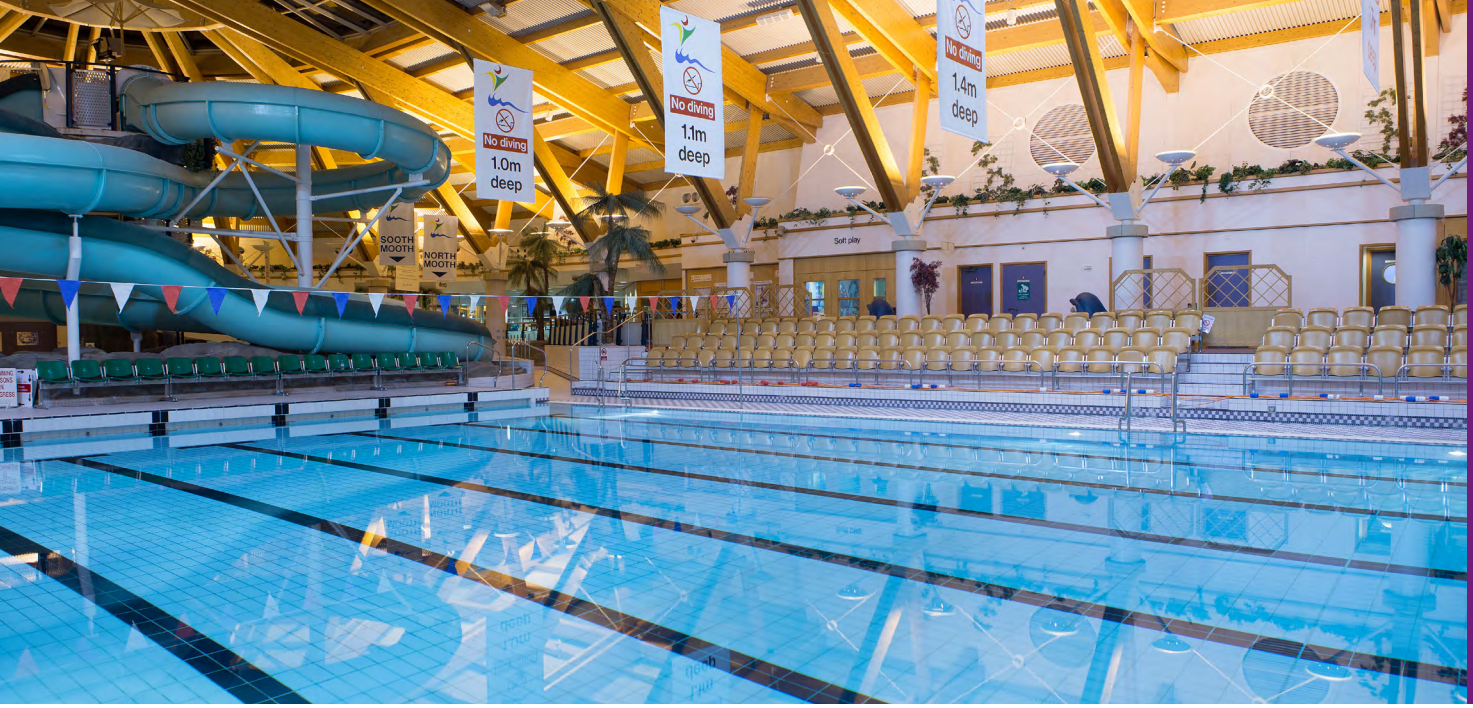
The comprehensive review was a direct response to reductions in funding and led to practices and routines which have been in place since the pool opened in 1995 being questioned. Staff and customers were consulted, and simple changes were made which has resulted in changes to opening hours and staffing structures, and money being saved.

"THIS IS A GREAT PLACE FOR KIDS AND ADULTS, IT SHOULD BE OPEN 365 DAYS."

COMMENT FROM CUSTOMER SATISFACTION SURVEY

WHAT WE HAVE ACHIEVED

- ✔ Staff looked to success in other SRT centres when revamping the swimming lessons and decided that a small dedicated team of aquatics teachers backed up by other qualified staff if needed was the way to go – customers indicated that continuity of teachers was important to them.
- ✔ A Lead Aquatics Teacher was appointed in August, together with two new Aquatics Teachers and an employed trainee. Ten parent information sessions held at the same time as the lessons, knowledge of the pupils and which levels they should be in as well as the Lead Aquatics Teacher always being available for questions meant a smooth transition with no complaints.
- ✔ While a child's journey through the new swimming framework in Clickimin is an improvement on previous programmes, staff turnover and illness have led to a more unsettled year for the aquatics team than planned. Numbers have not yet increased but there are over 30 classes and approximately 180 pupils each term and the programme is very much customer focused with new activities and updates.
- ✔ School numbers are steady with Sound, Bells Brae, Nesting, Anderson High as well as the Eric Gray Centre and Disability Shetland all using Clickimin for their swimming lessons. Each pupil is entitled to a weekly swimming session for six weeks each year.



- ✔ Pool opening hours were tweaked – following the review of working practices and the pool and health suite no longer close at 8pm on a Friday, but instead stay open until 9pm in line with the rest of the working week. There are now three lifeguards on duty for this last hour instead of eight.
- ✔ The opening of the high school has meant increased revenue for the Complex as a whole and positive relationships with PE Department staff, but it has also brought challenges. Pupils report that the school lacks in social areas so breaktimes see a massive influx of teenagers into the public areas of the Complex and queues snaking through the length of the pool area for the café.
- ✔ Holiday activities are still very weather dependent and as a result staff have ensured that there is always something on in both pool and dryside for children morning, afternoon and evenings and that these activities are ones customers can just drop in to. The Pool Inflatable sessions buck the trend as they are very popular whatever the weather.
- ✔ Shetland Canoe Club, The North Atlantic Fisheries College and Shetland Coastguard also make use of the pool facilities when training. The lack of a river in Shetland coupled with this training being scheduled for January meant the Coastguard was pleased to make use of the warm water in the river rapids this year.
- ✔ To meet increased demand for training opportunities for competitive swimmers nine club coaches have now been through a watered-down version of the lifeguarding course. This means they can supervise their swimmers for 6am training sessions needing only one SRT staff member instead of multiple lifeguards. It started in February and has been a successful example of joint working with coaches now more aware of behind the scene operations in the pool.
- ✔ Changes introduced as a result of the pool review have led to improvements in the way Clickimin is operated as well as tens of thousands of pounds saved annually – savings equivalent to a full time leisure attendant.
- ✔ Ten swimming events and competitions were held over the course of the year and these are increasingly seen by clubs as fundraising opportunities, meaning that the pool is busy and has activities out of the water as well as in. Raffles are held and homebakes are for sale alongside the quest for medals, PBs and qualifying times for national competitions.
- ✔ The health suite continues to be well used though the reduction in transient workers, now that the accommodation barges are no longer in town, mean that numbers have reduced. It is well used by older customers during the day with the toning chairs being popular and groups moving to the café afterwards for refreshments.
- ✔ A total of five swimming clubs and a triathlon club use the pool for training and lane hire, revenue has never been better. It has always been a challenge to meet demand for all clubs and this year outside expertise was brought in, in the form of Scottish Swimming who provided guidance on best practice around pool allocation which resulted in pool space being maximised.

WATCH OUT FOR

- **ROOKIE LIFEGUARDING**
- **OPPORTUNITIES FOR ADULT SWIMMING LESSONS**
- **CHANGES AS A RESULT OF THE INTRODUCTION OF THE ASYMMETRIC TIMETABLE AT THE AHS.**

06 CLICKIMIN EVENTS

ANNUAL ADMISSIONS

18,570*

*Event admissions are included as part of complex admission figure.

CLICKIMIN MAY BE BEST KNOWN AS A SPORTS CENTRE BUT IT IS ALSO SHETLAND'S BIGGEST ENTERTAINMENT VENUE. IT CAN HOLD 1,500 CUSTOMERS AT A CONCERT IN THE MAIN HALL AND THE BOWLS HALL CAN HOLD 600. THE BUSY CALENDAR OF EVENTS AT CLICKIMIN – BOTH SPORTING AND ENTERTAINMENT – IS ONE OF THE MAIN DIFFERENCES BETWEEN CLICKIMIN AND THE RURAL CENTRES.

While sports tournaments are often held at other SRT facilities the rurals do not have the versatility and size of space available in Clickimin and their managers are mindful of not wanting to take business away from important amenities in their community such as halls and small businesses.

"OVERALL EXCELLENT. FRIENDLY STAFF, GREAT FACILITIES."

COMMENT FROM CUSTOMER SATISFACTION SURVEY

THE WINNERS OF THE 2017 SHETLAND SPORTS AWARDS ARE:

VOLUNTEER OF THE YEAR	KIM JOHNSON AND KAYLEE MOUAT
VOLUNTEER OF THE YEAR	BILLY MYCOCK
TECHNICAL OFFICIAL OF THE YEAR	SARAH COUPER
COACH OF THE YEAR	DAVID WAGSTAFF
YOUNG TEAM OF THE YEAR	JIC SWIMMING
TEAM OF THE YEAR	WOMEN'S TRIATHLON
YOUNG SPORTSPERSON OF THE YEAR	SEUMAS MACKAY
SPORTSPERSON OF THE YEAR	JOHN MAGNUS LAURENSON
LIFETIME ENDEAVOUR AWARD	SANDRA JAMIESON

Clickimin is the perfect venue for the annual Shetland Sports Awards, now in its eleventh year and firmly established in the Bowls Hall – it started in the Multi-Use with less than 100 people attending. This year 268 people celebrated another spectacular year of sporting success and were also treated to a Question and Answer session with guest speaker and Scottish Rugby's head coach Gregor Townsend.

The opening of the high school has had a big impact on events within the Clickimin Leisure Complex. Seven established community events held over a bi-annual period are part of the agreement with the schools service and will still be able to go ahead, but extra bookings for events outside these calendar fixtures cannot be taken if they would mean any disruption to lessons. Up Helly Aa, Folk Festival, Food Fayre, Craft Fayre, Motor Show, Classic Motor Show (alternate years), and The Ideal Homes Exhibition.

Storage has also been an issue with all equipment needed for events now being kept in the bowls hall stores – more planning and staff hours are needed for some events.

It is the third year that the Bowls Hall has been used as an Up Helly Aa venue in addition to the Main Hall being one. Feedback from hosts and hostesses remains positive and it is likely that the arrangement will continue for the foreseeable future.

CLICKIMIN SPECIAL EVENTS 2017/18

1 APRIL	SCOTLAND'S STRONGEST MAN
21 APRIL	ROTARY CLUB MOTOR SHOW
28-30 APRIL	FOLK FESTIVAL
2-3 SEPTEMBER	CHILDREN AND BABY SHOW
7-9 SEPTEMBER	ROTARY CLUB IDEAL HOMES EXHIBITION
15-17 SEPTEMBER	A TASTE OF SHETLAND
23 SEPTEMBER	SHETLAND STRONGMAN
24 SEPTEMBER	SHETLAND WOOL WEEK OPENING CEREMONY
7 OCTOBER	ACCORDIAN AND FIDDLE FESTIVAL
10-12 NOVEMBER	CRAFT FAIR
30 JANUARY	UP HELLY AA
21 FEBRUARY	RICH HALL – COMEDIAN

07 UNST LEISURE CENTRE

ANNUAL ADMISSIONS

27,931

FACILITIES

UNST IS THE MOST NORTHERLY LEISURE CENTRE IN THE BRITISH ISLES AND, LIKE ALL OUR ISLAND CENTRES, PLAYS AN IMPORTANT PART IN WHAT IS A VERY STRONG AND VIBRANT COMMUNITY. IT SITS IN BALTASOUND IN THE CENTRE OF THE ISLAND AND NOT ONLY CATERS FOR THE 600+ RESIDENTS OF UNST, BUT FOR THE VISITORS AND TOURISTS WHO SWELL THE POPULATION IN THE SUMMER, ESPECIALLY DURING UNSTFEST.

With the smallest customer base of all our centres, staff work hard to make classes and activities appealing and timetabling suitable for as many as possible. A visit to the busy Facebook page is a good illustration of how responsive they are. They are happy to deliver a high-energy class if just four people book in and will quickly add another pool party if the first one has proved popular.

MATTHEW COX
Manager

UNST LEISURE CENTRE
Baltasound, **UNST**
Shetland, ZE2 9DY
Telephone (01595) 807701
www.facebook.com/**ULC88/**

"ULC IS LIFE-CHANGINGLY GOOD, CONVERTING ME WITH ENCOURAGEMENT AND SKILL FROM COUCH-LOVER TO MODERATELY ACTIVE."

COMMENT FROM CUSTOMER SATISFACTION SURVEY

WHAT WE HAVE ACHIEVED

- ✔ The nine-strong staff have helped deliver a massive selection of classes and activities this year – everything from Tabata, Cycletone, Silver Sneakers and Powerbox to Fitmums, Group Personal Training and Cheer Camp.
- ✔ New classes by Faye have been a great hit – Barbell Active, a full body barbell workout to music was very popular and the fact that Faye asks customers for music requests for Cardio Dance is just one of the reasons so many people danced their way to better fitness at this class.
- ✔ Online booking was rolled out to Unst this year, with many customers choosing the ease and practicality of booking from the comfort of their own home.
- ✔ The Centre is one of only two in the SRT which is open between Christmas and New Year, much to the delight of customers.
- ✔ Energy efficiency in the Centre was improved as a result of the installation of variable speed drivers.
- ✔ The summer 5k fun run and 10k cycle saw a record 100 people taking part while 30 people braved the wet weather this year to take part in the Santa Run – at the same time many of their children were able to whizz around the hall to Christmas music at the ever popular Rollerwheels.
- ✔ Management are continuing to identify and develop staff skills, for example recreation assistant Richard has delivered very popular squash and football sessions. There were over 300 attendances for the squash alone.
- ✔ The gap left by the Senior Leisure Club has been filled with Silver Sneakers – as many as 16 over-60s attend this class at one time.
- ✔ The Aquathon in September raised over £150 and participants said it was a "fantastic event" and "a great way to spend an afternoon."
- ✔ The Centre is very family-friendly and staff recognise that many parents and grandparents struggle to access health and fitness opportunities – this is one of the reasons that you will often see young children and babies at the side of exercise classes.
- ✔ Staff are always looking for ways to encourage customers to get fitter and healthier and competition seems to work well as a motivational tool in Unst – the ULC Company Heroes Cup led to the busiest month in the gym since it opened as well as packed fitness classes. Well done to Nordalea who took home the trophy.

DECEMBER SUCCESS STORY

"Back in August Julie Thomson suffered a terrible gall stone attack which was very painful. After this attack Julie made a promise to herself to never have it again and was determined to get fit and lose weight.

Since then Julie has made an incredible transformation that will inspire you all! After following a strict low fat diet and exercising three times a week at the Centre (though sometimes more often!), Julie has lost two stone and five inches from her waist!

Julie has always wanted to run so she took up the couch to 5k and has gone from not being able to run for two minutes to being able to run 4k and has now set her sights on the ULC Santa Fun Run.

The classes at the Centre have really encouraged Julie to be the best she can be and she loves toughing it out with her Tabata girls whilst having a good time exercising.

We are very proud of what Julie has achieved and we hope her story will inspire others. Julie has kindly said that she loves all the creative ideas that ULC come up with to get you into the Centre and that the staff are very encouraging.

Well done Julie, we look forward to see what you achieve next and will keep an eye for you on the Santa Fun Run!"

WATCH OUT FOR

- MORE AQUATHONS AND MORE CENTRE CHALLENGES TO INSPIRE CUSTOMERS TO GET FIT
- 30TH ANNIVERSARY CELEBRATIONS
- TIMETABLE CHANGES TO ADAPT TO THE NEW ASYMMETRIC TIMETABLE AT THE SCHOOLS.

08 YELL LEISURE CENTRE

ANNUAL ADMISSIONS

38,953

FACILITIES

YELL LEISURE CENTRE IS SITUATED IN MID YELL, AND SERVES THE ISLAND OF YELL AND ITS ALMOST 1000 RESIDENTS. THE CENTRE HAS HAD ANOTHER SOLID YEAR OF GROWTH AND WELCOMED 38,953 PEOPLE THROUGH ITS DOORS – WELL ABOVE TARGET AND A RISE AGAIN FROM LAST YEAR.

Like the majority of our centres the staff all live locally so are well placed to know what their customers like and want. While there are a few changes from last year, staff have merely tweaked what is already a tried and tested programme of popular activities to suit all ages and abilities. The timetable over the course of the year is clear and well-known to customers, making it easy to access and book. New classes by Savannah and a visit from a circus were just some of the events which helped keep interest high.

DAVID GEAR
Manager

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"LOVELY LEISURE CENTRE, VERY HELPFUL STAFF. GREAT FACILITY."

COMMENT FROM CUSTOMER SATISFACTION SURVEY

WHAT WE HAVE ACHIEVED

- ✔ Staff have completed several new courses this year with both Savannah and Helena completing their Level 1 Teaching Aquatics course and Level 2 Certificate in Fitness Instructing. Savannah is going on to complete her Level 3 course in her own time.
- ✔ Yell was the first of three SRT centres to host the Let's Circus Show - booked through Shetland Arts. This meant that manager David took the lead with Shetland Arts Senior Technician Thomas Jones when it came to the logistics, set-up and organisation – including what could have been a challenging risk assessment. The event was a sell-out and set the precedent for other centres.
- ✔ A typical day in the Centre is busy and varied. While the gym sees customers all day long, during school hours it is mainly pupils using the other facilities with some of them attending after-school activities and swimming classes in their own time later in the day. After about 6pm the adult classes and club bookings start. At weekends there are birthday parties, football coaching, general public swimming and various sports tournaments.
- ✔ School usage has increased slightly this year. During the summer months pupils also make extensive use of the football pitch at break times, an unrecorded usage that contributes to the health and wellbeing of pupils.
- ✔ The Centre carries out an annual customer satisfaction survey and this year a plan for more activities for very young children was already in the pipeline by the time an appeal came in via a comment. The Play Pen has proved a very popular activity. Requests for more powerful hand driers, bigger lockers, and for yoga or Pilates classes were the only customer comments received which were not praise – the staff, facility, service and range of activities were all highly commended.
- ✔ The Learn to Swim framework has been rolled out smoothly across the Centre and there are now ten lessons over three days covering all ages and abilities. The efficient transition was probably due to the email system used by the Centre, with information being passed out naturally as part of the usual literature shared at the start of new blocks of classes.
- ✔ The Centre has a good working relationship with the school and in conjunction with them runs the popular three-week Junior Gym courses. This allows children aged 13 and over to make use of the excellent gym facilities. The classes are run by centre staff and are one of the pupils' elective choices so are organised by the school.
- ✔ Yell Leisure Centre has an excellent email system which manager David has had set up for a number of years. Any new activity or change to the timetable is shared through email and Facebook keeping regular customers well informed as to what is happening. This also means that staff can decide to put on an activity at the last minute and know it will be well attended.
- ✔ The Centre has regular bookings through Disability Shetland and in the customer satisfaction survey the Centre and staff received high praise for the way they accommodated people with additional support needs.

WATCH OUT FOR

- MORE ACTIVITIES FOR THE ELDERLY
- REVAMPED SPINNING CLASSES
- MORE ACTIVITIES FOR PRE-SCHOOL CHILDREN.

09 NORTH MAINLAND LEISURE CENTRE

ANNUAL ADMISSIONS

45,784

FACILITIES

WITH THE CLOSURE OF THE POOL DUE TO A DAMAGED ROOF DURING STORM CAROLINE IN DECEMBER, THE NORTH MAINLAND LEISURE CENTRE HAS HAD A CHALLENGING YEAR. DESPITE THIS, STAFF HAVE KEPT BUSY IN THE DRY SIDE AND WITH TRAINING, AND CUSTOMERS HAVE CONTINUED TO STAY LOYAL.

Four staff were also able to be deployed in the West Mainland Leisure Centre to help with staff shortages there and swimming lessons and club training were moved to other SRT pools meaning increased mileage and very early starts for staff. The north mainland is a huge geographical area and the Centre has a varied clientele – lots of transient and shift workers as well as Shetland families can mean it can be very busy for two weeks and much quieter for the rest of the month.

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"I THINK THE POOL BEING CLOSED FOR SO LONG IS SUCH A HUGE LOSS FOR THE CENTRE, THE STAFF AND THE COMMUNITY"

COMMENT FROM CUSTOMER SATISFACTION SURVEY

WHAT WE HAVE ACHIEVED

- ✔ Spectator figures have increased this year thanks to lots of big events – several swimming galas and triathlons and the Come to Brae Days all helped.
- ✔ Swimming has always been strong in the north mainland, thanks to the dedication of manager Lorraine. By moving lessons and staff training to Scalloway and five days of training for the Delting Dolphins continuing at West Mainland and Clickimin, customers are not missing out.
- ✔ The summer Swimming Boot Camp booked up in two days so an extra week of classes had to be added to meet demand. Twenty-four bairns benefitted from five days of one-to-one lessons for half an hour each time.
- ✔ The staff have always conducted market research in an effort to find out what their customers want and when the best times are for timetabling activities. They were even at the Voe Show this year!
- ✔ Staff go above and beyond to help customers know what is on offer at the Centre and to ensure people in outlying districts can access activities – they regularly travel to local halls to put on weekly Kids Clubs such as gymnastics and football.
- ✔ With no main hall of its own, the Centre has formed a strong relationship with Active Schools meaning activities and classes can be offered in the Brae High School gym hall.
- ✔ The regional hockey facility is booked every evening and caters for both football and hockey – hockey use saw a massive increase over the past 12 months.
- ✔ The Learn to Swim programme has been introduced but the North Mainland has kept some of its most popular 'extra' classes on due to demand and to help ease the transition for customers. Rookie Lifesaving and the Deep End classes are well attended.
- ✔ Spinning has really taken off this year, despite being a fixture at the Centre for several years now. There are four classes a week and two levels are on offer, though some folk enjoy it so much they go to both the regular and the Intense Spinning.
- ✔ The Centre is free to use during the Come to Brae Days – a gamble which has paid off with lots of new and repeat customers from all over Shetland as well as lots of sales in the vending machines.
- ✔ The large bouncy castles from Clickimin have been on loan several times this year and proved hugely popular with customers of all ages and from all locations.

"THE NORTH MAINLAND LEISURE CENTRE IS AN ESSENTIAL PART OF OUR COMMUNITY."

COMMENT FROM CUSTOMER SATISFACTION SURVEY

WATCH OUT FOR

- THE REOPENING OF THE POOL IN THE AUTUMN
- MORE MARKET RESEARCH AND JUNIOR CLASSES OUT IN THE COMMUNITY
- TRAMPOLINING CLASSES.

10 WHALSAY LEISURE CENTRE

ANNUAL ADMISSIONS

44,067

FACILITIES

WHALSAY LEISURE CENTRE IS IN SYMBISTER, ON THE ISLAND OF WHALSAY. APPROXIMATELY 1,000 PEOPLE STAY ON THE 7.6 SQUARE MILE ISLAND KNOWN LOCALLY AS THE BONNIE ISLE, AND MANY OF THESE PEOPLE HAVE BEEN LOYAL CUSTOMERS SINCE THE CENTRE OPENED IN 1990.

With a solid customer base and good admission figures – this year's target was met again – staff have been working hard to attract new people through the doors and the effort has paid off. A packed programme of fitness classes, creative use of space and a commitment to staff training has meant a busy year in Whalsay.

ANGELA WILLIAMSON
Manager

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"IT'S AN EXCELLENT CENTRE, EXTREMELY WELL RUN BY A TEAM OF VERY COMMITTED, FRIENDLY STAFF WHO OFFER A GOOD RANGE OF ACTIVITIES."

COMMENT FROM CUSTOMER SATISFACTION SURVEY

RETIREMENT

Janice Jamieson started at the Centre when it opened in 1990 and will be a huge miss after her retirement this year.

WHAT WE HAVE ACHIEVED

- ✔ The adult fitness classes have seen a huge rise in numbers with extra Spin and Tone and Boxfit classes having to be put on to meet demand. The Centre is on the lookout for even more Spinning bikes to increase capacity further.
- ✔ Staff have revamped the squash court for half the week, turning it into Synergy, a Crossfit-style gym which is getting extra value for money out of the equipment purchased for Boxfit classes.
- ✔ Instructor-led classes are being held in Synergy but programmes have also been made up for customers to use by themselves, either alone or in a group, and making use of both the fitness suite and Synergy.
- ✔ Many customers have been coming to the Centre for years, but staff realised that joining a class of seasoned exercisers can be daunting and added beginner classes - they've been packed and more had to be added.
- ✔ There are three popular Aquaerobics classes every week all at different times to cater for different customers and Senior Leisure Club and Fitness Vive are still well-attended with 408 attendances for Senior Leisure Club alone.
- ✔ Social media has been a useful way for staff to share information and customers have responded positively.
- ✔ Junior courses are done in six week blocks with activities changed and updated regularly - dodgeball is still proving very popular.
- ✔ Kidz Kamp is a whole day junior holiday session which is always fully booked and the obstacle course/catchie combo has been attracting over 30 bairns to each of the Fun Days.
- ✔ Bigger classes at the school has meant that school admissions have gone up by almost 1,500 over the course of the year.
- ✔ Despite Rosalyn threatening to retire, customers are still enjoying her spinning and FBX classes and the summer Fun Run she organises continues to be popular with 174 entrants this year and £2,200 going to charity.
- ✔ The Learn to Swim programme has been introduced and booked up so fast extra classes had to be added. There are ten different classes over two days and everyone from nursery bairns to club swimmers is catered for. The National Pool Lifeguarding course was also on offer at the Centre.
- ✔ Adult swimming classes are on for both beginners and improvers with an hour for lane swimming afterwards. Again staff have proved sensitive to customers, especially those new to the Centre, and shut the viewing gallery during the classes.
- ✔ The squash court can be converted into a practice area for golf using special nets, room dividers and mats. The Golf Club makes use of it by holding six-week blocks of junior courses.

WATCH OUT FOR

- **ACTIVITIES AS PART OF THE NEW 'WHALSAY'S SUMMER DAYS' FESTIVAL**
- **BEGINNERS FBX CLASSES**
- **GAMEFIT CLASSES.**

11 WEST MAINLAND LEISURE CENTRE

ANNUAL ADMISSIONS

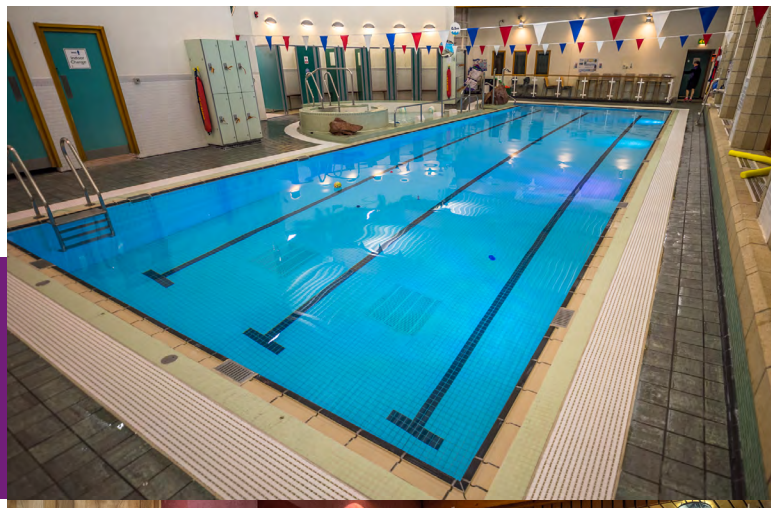
59,709

FACILITIES

WEST MAINLAND LEISURE CENTRE IS SITUATED AT THE HEART OF THE VILLAGE OF AITH, 21 MILES NORTH WEST OF LERWICK. IT SITS NEXT TO THE PUBLIC HALL AND JUNIOR HIGH SCHOOL, AND THE SHOP AND BOATING CLUB ARE JUST MINUTES AWAY.

Customers describe it as a social hub and the building has been well-designed to maximise this. It is the Trust's newest centre and has an open, airy feel to it which makes it immediately welcoming and a place where customers want to linger, both to take part in activities and view others enjoying them.

The new games hall windows have made the Centre even more flexible in its use – atmosphere during competitions and events in the main hall is not compromised but when closed the windows reduce heat loss and noise.



IAN SIMPSON
Manager

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"... CLASSES RUN IN PROFESSIONAL BUT PERSONAL MANNER. CAN'T FAULT WEST MAINLAND LEISURE CENTRE OR ITS STAFF. 10/10."

COMMENT FROM CUSTOMER SATISFACTION SURVEY

WHAT WE HAVE ACHIEVED

- ✔ New sliding games hall windows and a porch have led to a quieter, safer and more energy efficient building.
- ✔ Admissions this year were up by 5,770 thanks to the Centre being able to maintain a full fitness class programme all year round. An admission increase of 1,550 was partly due to customers travelling following the temporary closure of the pool at North Mainland in December 2017.
- ✔ Netball players are continuing to make use of the building's ideal set-up for courses – the main hall hosts the practical side of the training while written work is done in the Community Room.
- ✔ The Community Room continues to be well used – 1,550 people attended relaxing yoga classes in it, eight Spinning bikes can fit for the popular cycling classes and it is a well used venue for birthday parties.
- ✔ Members of the 12 strong staff have continued their usual lifeguard training – at least three hours a month – and as part of the Learn to Swim programme all teaching staff have completed extra CPD before the new framework was rolled out. Customers see staff as "great role models".
- ✔ The Bootcamp Circuit class held on a Wednesday has been popular and has been used by one group of women to help them prepare for a Tough Mudder event on the mainland of Scotland. The Westside Sharks swimming club is based at the Centre and has had another very successful year.
- ✔ Shetland Fencing Club has been holding satellite sessions in the Centre and aims to make these permanent – the West Mainland sessions are going from strength to strength.
- ✔ Staff from the North Mainland Leisure Centre have helped boost staff numbers during a recruitment lull, meaning staff could share expertise and examples of good practice between centres and gain experience in a different setting.
- ✔ Customers enjoy the flexibility of summer timetables– yoga classes can be booked as a block or weekly to allow people to make the most of the weather and get value for money.
- ✔ Parties continue to be very popular, with at least one a week during the whole year. Customers enjoy the use of the Community Room for the birthday tea after a choice of a bouncy castle or pool party.
- ✔ Online booking was rolled out to the rural centres this year, with many customers in the West Mainland choosing the ease and practicality of booking from the comfort of their own home.
- ✔ Individual Swimming Lessons have remained popular throughout the year with all students improving their swimming in each 30 minute session.

WATCH OUT FOR

- **A NEW INDOOR CLIMBING WALL**
- **REVISED OPENING HOURS FOR THE SUMMER HOLIDAYS**
- **A VARIED AND INTERESTING TIMETABLE OF FITNESS CLASSES SUITING ALL AGES AND ABILITIES.**

12 SCALLOWAY POOL

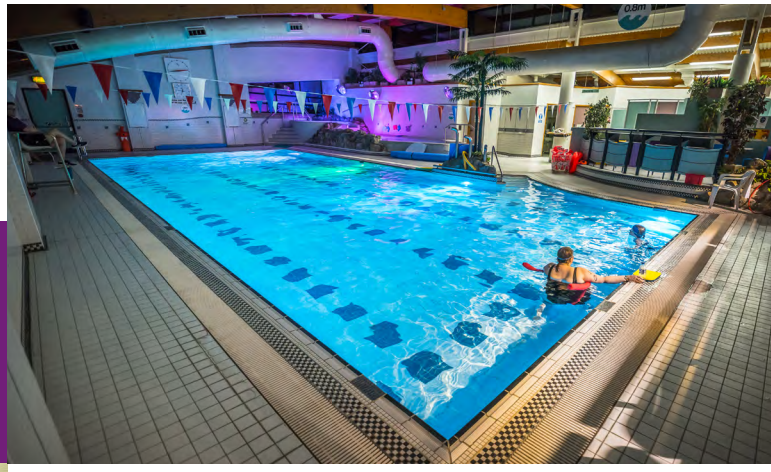
ANNUAL ADMISSIONS

49,421

FACILITIES

THE VILLAGE OF SCALLOWAY LIES SIX MILES TO THE WEST OF LERWICK AND IS THE LARGEST SETTLEMENT ON SHETLAND'S ATLANTIC COAST. UNTIL 1708 IT WAS THE ANCIENT CAPITAL OF SHETLAND, AND THOUGH MANY OLD BUILDINGS CAN STILL BE SEEN – INCLUDING A CASTLE – THE POOL IS ONLY JUST COMING UP TO 25 YEARS OLD AND SITS RIGHT NEXT TO A MODERN PRIMARY, NURSERY SCHOOL AND THE NEW HEALTH CENTRE.

The North Atlantic Fisheries College is also situated in Scalloway and students use the pool for some of their training. Scalloway Pool has always been well known for its strong programme of swimming classes, and until a few years ago when online booking was introduced, lesson booking day saw a queue out the door and a constantly ringing telephone. Scalloway has a population of approximately 1,500 but the pool also serves the communities of Burra, Trondra and Tingwall, totalling another 2,500 people. In fact the geographical spread of customers goes much further than that with plenty of Lerwegians in the pool and people regularly travelling from Whiteness, Weisdale and even Vidlin, over 20 miles away. The skill of the teachers and the friendly manner of all staff received high praise in customer comments.



STEVEN SMITH
Manager

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"BEGINNERS (ADULT) LESSONS ARE EXCELLENT. ALL POOL STAFF ARE VERY HELPFUL AND KEEP ME UP TO DATE WITH LESSONS FOR THE NEXT SESSION – GREATLY APPRECIATED."

COMMENT FROM CUSTOMER SATISFACTION SURVEY

WHAT WE HAVE ACHIEVED

- ✔ Manager Steven splits his time between Scalloway and South Mainland, meaning he has taken the best practice from each centre and improved costs, efficiency and customer satisfaction at both.
- ✔ The new Learn to Swim framework has been successfully introduced with only questions rather than complaints from customers. The pool has a packed junior swimming class programme with over fifty classes available each week and approximately 260 children attending them from Monday to Friday.
- ✔ The NAFC continue to book the pool on an ad hoc basis for training – in the last session students were deploying life rafts, testing life-jackets and practicing difficult situations and scenarios.
- ✔ Pool parties using the large inflatable and the viewing gallery for party food after continue to be very popular with bookings rising again this year.
- ✔ The email system set up by management is going from strength to strength and together with a push from staff to encourage customers to use online booking, it has meant the lesson booking process is much less stressful for everyone involved.
- ✔ Scalloway continues to be one of only two SRT facilities which open over the festive period. There were slightly less customers in for public swimming this year but increased bookings from swimming clubs meant that the record-breaking numbers achieved last Christmas were improved upon again.
- ✔ Four local schools use the pool for lessons - Scalloway, Hamnavoe, Tingwall and Whiteness. School usage was slightly down as the new PE teacher changed the timetables part way through the year so next years figures are likely to be up.
- ✔ Along with the bookings for swimming lessons as part of the school PE curriculum, the pool was also hired by the Bells Brae ASN Department, Anderson High School ASN Department and the ASN group from the local schools.
- ✔ The introduction of flow meters to the plant room is being trialled to help maintenance and pool staff ensure that the correct amount of water is flowing into the pool at any one time – even slight tweaks can lead to cost and energy savings.
- ✔ The pool hosted the Scalloway Regatta Swimming Gala in August with around 25 children taking part in various swimming events.
- ✔ Individual lessons continue to be booked at the same level as recent years and the Summer Swim School introduced last year in response to customer demand is still very popular. Gaps in the programme have also been identified allowing for term-time individual lessons which have increased in popularity as the year has gone on.
- ✔ Spectator numbers are up from just over 18,000 to 23,500, partly due to the increased number of pupils booked into swimming lessons – the seating area is perfectly placed for families to watch their children learn and progress.
- ✔ The Bruce Family Centre also hired the pool for a parent and toddler session to allow the parents to work on confidence building and swimming techniques with the children.
- ✔ Staff work well with colleagues in other centres to provide a good service to all customers - due to the NMLC pool being closed for essential maintenance after Storm Caroline, swimming lessons for children usually attending NMLC were held at the Scalloway Pool on Saturdays and Sundays between February and March.

WATCH OUT FOR

- **CENTRE MANAGER STEVEN TAKING THE LEAD ON STRENGTHENING THE LEARN TO SWIM PROGRAMME ACROSS THE WHOLE TRUST**
- **THE RETURN OF AQUA ZUMBA**
- **INDIVIDUAL PRIVATE LESSONS ON OFFER DURING TERM TIME**
- **ROOKIE LIFEGUARDING CLASSES.**

13 SOUTH MAINLAND POOL

ANNUAL ADMISSIONS

35,855

FACILITIES

SOUTH MAINLAND POOL IS IN THE VILLAGE OF SANDWICK, 13 MILES SOUTH OF LERWICK. THE VILLAGE HAS THE JUNIOR HIGH SCHOOL RIGHT NEXT TO THE POOL, AS WELL AS LOTS OF AMENITIES SUCH AS A HALL, YOUTH AND COMMUNITY CENTRE, BAKERY AND GROCERS, KNITWEAR FACTORY, VISITORS CENTRE, CAFÉ, HOTEL AND SOCIAL CLUB.

It is a busy location and though the last census put the population at just under 1,000, extra houses have been built in recent years and the pool also serves the whole of the south end – another 3,000 people. South Mainland shares a manager with Scalloway Pool and as a result Steven has been able to take the best features of both pools, using his expertise to tweak them and introduce improvements across both locations meaning customers are happy and the pools are well attended.

STEVEN SMITH
Manager

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"GREAT FACILITY AND GREAT STAFF!! SO GOOD TO HAVE THIS, AND USE IT REGULARLY, ON YOUR DOORSTEP STAFF BRILLIANT!"

COMMENT FROM CUSTOMER SATISFACTION SURVEY

WHAT WE HAVE ACHIEVED

- ✔ The Learn to Swim framework has been successfully and seamlessly introduced at the pool. As well as using pick up and drop off times to answer questions and queries, staff fed information through email using a well-established system.
- ✔ There are six contracted staff and three casuals – all of whom can and do teach swimming classes. Like all SRT centres staff undertake a minimum of three hours of staff training a month, with extra centralised courses this year as part of the introduction of the new Scottish Swimming framework.
- ✔ Online booking is well established in the South Mainland, with many customers choosing the ease and practicality of booking from the comfort of their own home and regular customers benefitting from the opportunity to book before classes open to the general public.
- ✔ Education figures are slightly up on last year, mainly due to the fact that Dunrossness Primary has had a full year of using the pool for their pupils' lessons. Their pool went out of action part way through the previous year.
- ✔ Social media is creatively used at South Mainland. As well as using Facebook to announce new timetables, share health advice and motivation tips and publicise what is on each day, staff make use of technology to make posts more interesting and eye-catching – for example extra public swimming times have been shared in the style of a 24-hour television news graphic. Detailed responses to questions on posts are also made.
- ✔ The South Mainland Amateur Swimming Club uses the pool for two hours of training every week with SRT staff on hand as lifeguards. The club is mostly primary bairns but secondary pupils also attend. The club also holds its race nights in June and November as well as fundraisers within the pool.
- ✔ In March the South Mainland Pool was chosen as the location for the first Hyprolyser unit in the SRT. Used to disinfect the pool water without the need for using traditional chlorine chemicals, it replaces the calcium hypochlorite unit with a machine which uses salt, water and electricity to generate dilute sodium hypochlorite. The benefits include lower running costs and a reduction in the handling or mixing of hazardous chemicals, meaning a much safer and cleaner plant room environment for staff. If it continues to be successful then the pilot project will be extended to other SRT pools.
- ✔ Swimming lessons are popular and in high demand leading to changes and improvements in the booking process over the years to benefit both staff and customers. The whole process is now down to just two days and is largely done online with staff knowing pupils and their levels well enough to spot and rectify very occasional booking mistakes quickly.
- ✔ Pool Party bookings are still steady, only being slightly down compared to last year. Parents still enjoy the practicality of having everything in one building and children love the opportunity to have the whole pool to themselves and their friends.
- ✔ Individual swim lessons during the holidays were introduced for the first time and proved very popular. Children as young as three could attend the two- or three- day block bookings and benefit from the one-to-one expertise of a teacher. The lessons proved to be excellent for building confidence and working on specific areas of a pupil's swimming.

WATCH OUT FOR

- CENTRE MANAGER STEVEN TAKING THE LEAD ON STRENGTHENING THE LEARN TO SWIM PROGRAMME ACROSS THE WHOLE TRUST
- INDIVIDUAL PRIVATE LESSONS ON OFFER DURING TERM TIME
- ROOKIE LIFEGUARDING CLASSES.

14 BEHIND THE SCENES

CUSTOMERS SEE OUR LIFEGUARDS, GYM INSTRUCTORS AND RECREATION ASSISTANTS EVERY DAY AS THEY COME IN TO MAKE USE OF ONE OF THE TRUST'S EIGHT CENTRES BUT THERE IS A FAR BIGGER STAFF TEAM WORKING BEHIND THE SCENES TO KEEP THINGS RUNNING SMOOTHLY – AND THERE ARE ACTUALLY NINE BUILDINGS IN TOTAL – NOT MANY FOLK KNOW WE HAVE A LARGE MAINTENANCE BUILDING OUT AT GREMISTA.

If you pay attention you will see cleaners, administration staff, managers, receptionists, plumbers, joiners, electricians, mechanics, and groundsmen all keeping the Centres clean, safe and fun and easy to use and access. Most customers would not have any contact with our background staff, but our offices and plant rooms continue to be as busy as our pools and gyms.

As well as the day to day operations, part of SRT's mission statement is to provide high quality and accessible facilities and to do that buildings have been adapted and improved over the years. Management and staff know the facilities inside out, especially as we have so many staff who have been with us for years, so maintenance and improvements have always been part of the natural day to day running of the SRT.

With reducing financial resources it became apparent that this knowledge and continuous work needed to be properly recorded – not only to evidence the intuitive hard work which has always been done to manage the Centres, but to identify that the improvements and efficiencies which have been decided are the correct ones, for now and the future.

Andrew Lyall was appointed as the Asset and Business Support Manager in July 2017, and his remit was to create a new Asset Management Strategy to help with the development of an updated Business Plan – basically a review of everything of value the SRT owns and then a plan to develop and manage it all. Assets covers everything from equipment like flippers, dumbbells and gym equipment, to office equipment and vehicles, and of course the biggest assets – the buildings. Both documents are closely linked and will inform each other, and both are very important parts of the SRT vision, mission and core values.

Andrew grew up in Lerwick and lived in Bruce Crescent, where his mum still stays, meaning he can remember watching from his bedroom window as the Clickimin Centre was built. He was a customer of the Centre when it opened, attending gigs and playing football, badminton and short tennis as a teenager. He met his future wife Elaine at one of the infamous roller discos.

His varied experience leading up to his Chartered Building Surveyor qualification – including working on the construction of some SRT pools while at DITT Construction - made him a perfect fit for the SRT's plans to develop an asset management strategy and a 30 year maintenance/replacement plan. He says he also saw the job as an opportunity to get fit.

"UNLIKE A BATH YOU CAN'T SIMPLY TURN ON THE TAPS AND WATCH THE POOL FILL."

"Working within SRT brings with it many challenges. The Clickimin pool contains 1000 cubic metres of water heated to 28 degrees, which is the equivalent of 5,500 full baths. Unlike a bath you can't simply turn on the taps and watch the pool fill. You have to fill it slowly to ensure the water pressures don't damage the tiles, therefore filling the pool takes four days.

"The starting point to develop the 30-year Maintenance/Replacement Plan is to understand the condition and maintenance requirements of our existing assets. We appointed external surveyors to undertake surveys of our existing premises. We appointed Adamson's surveyors to undertake building fabric surveys and CCDP to undertake inspections of the mechanical and electrical elements as well as energy surveys. It is our intention to have all the surveys complete, information reviewed and a 30 Year Maintenance/Replacement Plan agreed during 2018. Initial reports from both companies have been favourable. Considering the harsh Shetland environment and the age of the buildings and machinery the surveyors were surprised at the good condition they were in.

"We are currently testing a Hyprolyser, this equipment allows pool chlorination without the need to use expensive and dangerous chemicals. The equipment also promises reduced maintenance costs. We installed the equipment in Sandwick during 2017 and subject to the outcome of a year's trial we will decide if this should be installed within all our pools. Variable speed drivers for our pumps have also been fitted at all centres and should help reduce running costs for operating pump machinery.

"Following a review of our stock management and control systems the decision was taken to develop an electronic management system and a stock appraisal was also done to support this. We are also developing electronic systems to manage our repairs helpdesk and reporting procedures.

"Storm Caroline hit Shetland in December and the high winds dislodged glazed panes from the roof of the North Mainland Centre. One large double glazed unit totally detached and cartwheeled across the roof, shattering school windows – luckily the school had been closed due to the forecast so no one was hurt. Following an inspection by an engineer the roof atrium was condemned and it was agreed with our insurers that this would have to be replaced in its entirety. The works are ongoing to replace the roof atrium with an indicative reopening date of Autumn 2018.

"Monday 9 July 2018, will mark my first anniversary of working with the Recreational Trust. It has been a good year, following a period of planning we are now progressing with developing the maintenance service to better meet the needs of our assets and staff. We are looking to develop maintenance/replacement plans for the next 30 years together with identifying and instigating works to improve energy efficiency. We are also looking to develop our service to become more proficient with technology and move towards a paperless service.

"On a personal note I possibly didn't spend as much time in the gym as I would have liked, hopefully with the opening of the new gym in 2018 that will change. I did however complete my first marathon and look forward to completing a few more!!"

15 TRAINING

STAFF LEARNING AND DEVELOPMENT IS SOMETHING WHICH THE SRT TAKES PRIDE IN. WE INVEST IN OUR STAFF TO ENSURE THAT THEY NOT ONLY MEET BUT EXCEED THE STANDARDS SET OUT BY GOVERNING BODIES. THE STAFF DEVELOPMENT PROGRAMME CAN BE TRICKY TO CO-ORDINATE AND PLAN – BECAUSE OF THE NATURE AND SIZE OF OUR RURAL CENTRES AN EMPLOYEE LEAVING WILL HAVE MANY ROLES AND FINDING AND TRAINING SOMEONE TO FILL THAT POSITION QUICKLY CAN BE DIFFICULT.

As well as training new staff, much of the staff development undertaken is qualification renewals and updates which are done on a cyclical basis. Some courses are also chosen as management has identified a skill gap or an opportunity to keep up with technology or innovations in the leisure industry. Approximately 17,940 hours of ongoing National Pool Lifeguarding Qualification (NPLQ) training has been done and 115 people have completed courses this year.

First aid training is something which the SRT invests in heavily – staff are well used to treating minor bumps and scrapes but the defibrillators fitted in centres have twice had to be used in recent years and it was partly due to the quality of the staff training that the customers made full recoveries.

The Institute of Qualified Lifeguards (IQL) is the leading provider of lifeguard training. The NPLQ is delivered in-house as all SRT facilities are Approved Training Centres. Each new lifeguard has to complete 40 hours of training split between theory and practical learning before they are assessed and if successful, awarded the qualification for two years. Every lifeguard then has to complete a minimum of three hours of training each month to maintain competency.

To maintain Approved Training Centre status and to have all the staff working towards the high standards of the NPLQ award requires a massive commitment from the SRT and its staff. This is then reflected in the high standards that staff are able to provide in each facility.

SRT led/internal Training	Numbers
IQL – First Aid at Work *New Candidates*	4
IQL – First Aid at Work *Renewal Candidates*	17
IQL – Emergency First Aid at Work *New Candidates*	4
IQL – Emergency First Aid at Work *Renewal Candidates*	7
IQL – Automated External Defibrillator *Trainer / Assessors*	5
Health & Safety Level 2	18
Shetland Child Protection Committee *Keeping Adults and Children Safe*	15

Training from outside organisations held in Shetland	Numbers
Scottish Football Association *Level 1.1 Early Touches*	8
Scottish Football Association *Level 1.1 Development Activities*	2
Scottish Football Association *Early Years award*	13
Sports Coach – *Safeguarding Children*	2
Scottish Athletics *Level 1 Coaching Assistant*	6
Scottish Athletics – *Level 2 Coach*	1
Professional Golf Association *Level 1 Coach*	3
Mobile Elevating Work Platforms	7
Fitness Instructor Gym – *Level 2*	3
Later Life Training *Otago – Home Exercise Programme*	15

Looking ahead, as well as identifying new industry trends and seeing where they fit with our staff and centres in regards to training opportunities, updated databases to record and report on staff CPD and training are also being investigated.

IQL Lifeguard Ongoing Training & Competency Assessment	Numbers
Clickimin Leisure Complex	39
Unst Leisure Centre	9
Yell Leisure Centre	14
North Mainland Leisure Centre	10
West Mainland Leisure Centre	12
Whalsay Leisure Centre	13
Scalloway Pool	9
South Mainland Pool	9
Total	115

SHETLAND RECREATIONAL TRUST ENJOYS STRONG PARTNERSHIPS WITH MANY LOCAL, REGIONAL AND NATIONAL AGENCIES. SET OUT BELOW ARE SOME EXAMPLES OF THE CURRENT PARTNERSHIPS THAT SHETLAND RECREATIONAL TRUST IS INVOLVED WITH:

SHETLAND CHARITABLE TRUST is our core funder and in 2017/18 granted Shetland Recreational Trust over £3.1m to support our activities.

The services and facilities we provide help contribute to the delivery of Shetland Charitable Trust's charitable purposes and their aim of improving the quality of life for the people living in Shetland. These include the advancement of health and the provision of recreational facilities and activities.

Our service and financial performance is monitored by Shetland Charitable Trust against agreed targets to ensure we meet their expectations and those of the people of Shetland.

Shetland Recreational Trust is a member of the **HIGHLAND AND ISLANDS REGIONAL SPORTING LEADERSHIP GROUP** whose members include **sport**scotland, local authorities, leisure trusts and sporting governing bodies. The partnership covers Shetland, Orkney, Western Isles and Highland.

Locally we are also a member of the **SHETLAND ACTIVE LIVES STRATEGIC PARTNERSHIP GROUP** and included within the remit of this group is responsibility for the development and implementation of a local strategy for physical activity and sport.

Work has begun on a new central reception and fitness suite at Clickimin Leisure Complex that will improve access and increase gym capacity.

The £1.5m project is being carried out by local firm DITT Construction and is expected to be complete during November 2018. Shetland Islands Council provided just under £919,000 towards the project with the remainder being funded by the Shetland LEADER Programme – £325,000 and Shetland Recreational Trust itself £232,000.

Shetland Recreational Trust is extremely grateful to both organisations for providing funding for this exciting project.

shetland recreational trust

Designed & Printed by **LOU JACKSON DESIGN**
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