

live Argyll



Annual Report 2020/21

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Welcome to our annual report 2020/2021

**Welcome from Andrew Nisbet,
Chair liveArgyll**

It is something of an understatement to say that 20/21 was an extremely difficult year due to the challenges that the coronavirus pandemic presented for our organisation and wider society. But, despite the challenges, this has been another year of success and achievement.

This year's annual report captures liveArgyll's work and documents some of the key achievements throughout the year. These successes are even more remarkable given the vastly changed operating environment. Achievements range from digitalisation and adaptation of services, re-purposing of facilities to support temporary service offerings, playing a key support role in the community response to the pandemic throughout Argyll & Bute and the continuation of our development aims and aspirations.

At the outset I must pay tribute and record my thanks to our management team and our staff group who have responded admirably to each and every challenge they have faced. Without their efforts and dedication liveArgyll would not be in such a stable position to move forward and face any post pandemic challenges. I would also like to thank our partner organisations, Argyll and Bute Council, Community Leisure UK, sportscotland, Creative Scotland and the many other organisations who individually and collectively provided us with support in various different guises.

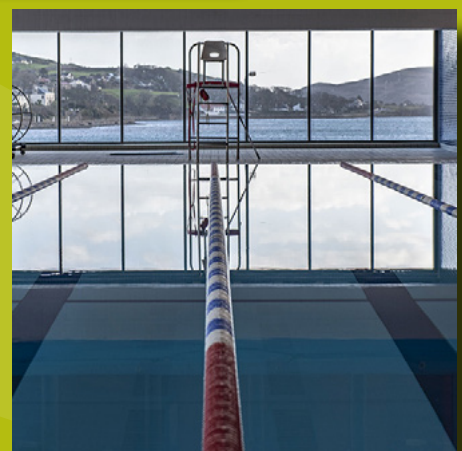
liveArgyll is a "can do" organisation and this is clearly evidenced by the fact that despite the significant disruption to our front line services our focus remained on our core objectives and what we could offer. This "can-do" culture meant that wherever possible we endeavoured to offer a form of service to our users, be it online support, online fitness classes, digital music events or enhanced library borrow-box services. This pro-active approach to service adaptation meant liveArgyll was one of a very few organisations to re-open all of its leisure facilities at the earliest allowable date. Included in this report are case studies which highlight the impact and benefits delivered of being able to continue with an offering to our users.

liveArgyll as an organisation played, and continues to play, a key role in the community response to the pandemic. Working with NHS and Argyll and Bute Council, we supported a number of initiatives such as making our facilities available for a variety of purposes not limited to but including storage of medical equipment, vaccination clinics and community testing centres. A group of staff were also trained to support the national Test and Protect programme. Across Argyll and Bute individual members of staff also supported a range of local community initiatives including food support hubs, food and medicine delivery and community keeping in touch call programmes.

I am also pleased to say that despite the significant risks and uncertainty associated with the pandemic we were able to continue with a number of our proposals and priorities for change:

- Working alongside our council partners we were able to agree a 10% reduction to our 21/22 funding settlement which saw us achieve our original over-arching objective of being "less reliant of management fee funding".
- We were also able to invest in new equipment at our facilities.
- We successfully completed a comprehensive tendering exercise which saw an Argyll based company secure the contract for our new Leisure Management system and customer App.
- We also continued with a number of infrastructure improvement plans at various locations
- We were pleased to be able to invest and expand our Digital BorrowBox Library offering.

Undoubtedly there will be challenges ahead, however, we are in a stable position to meet these challenges and I am confident that liveArgyll will not only be able to return to excellent pre pandemic levels of performance but will build and improve upon these.



OUR FACILITIES & SERVICES

LEISURE

Aqualibrium
Helensburgh Pool
Mid Argyll Sports Centre
Riverside Leisure Centre
Rothesay Leisure Centre



HALLS & COMMUNITY CENTRES

Queen's Hall, Dunoon
Victoria Hall, Campbeltown
Victoria Halls, Helensburgh
Ramsay Hall, Isle of Islay
The Corran Halls, Oban
Kintyre Community Centre
Lochgilphead Community Centre
Dunoon Community Centre
Moat Centre, Rothesay



LIBRARIES

Campbeltown
Cardross
Dunoon
Helensburgh
Lochgilphead
Oban
Rosneath
Tobermory
Tiree
Rothesay
Tarbert
Sandbank Office
Islay Mobile Library



ARCHIVES

PITCHES

COMMUNITY LETS

CAMPBELTOWN MUSEUM

SERVICES

Active Schools and Sports Development
Local Studies
Community Learning

THE ORGANISATION

LiveArgyll was launched on 2nd October 2017 and provides sport, leisure, recreation and cultural opportunities for the communities of Argyll and Bute.

LiveArgyll is a not-for-profit charitable company, limited by guarantee.

(Charity No SC047545)

We have 7 Trustees, all of whom are volunteers and support the strategic direction and governance of the company led by Kevin Anderson, General Manager.

OUR VISION

“Our communities and visitors lead richer and more active lives.”

EMPLOYEES CUSTOMER SERVICE

The trust values all employees. Through investment we will maximise their potential, helping them to achieve their career aspirations and deliver high quality customer service that exceeds expectations

We are passionate about delivering the highest level of customer service

SAFETY

Ensuring the health and safety of employees and customers, going above and beyond legal requirements to provide a safe environment for all

INCLUSIVE EXPERTISE

Continuing to adopt an inclusive approach, recognising and respecting the needs of all within our communities

The trust will continuously build and enhance the knowledge and expertise of its workforce and strategic partners to deliver high quality services that respond to our customers needs

EQUALITY

Maintaining in depth policies and procedures to ensure equality in the workplace and for customers alike

DEVELOPMENT INNOVATION ASPIRATION

A continuous cycle of improving and introducing new products, services or processes

Understanding the need to be innovative across all areas of the business to reach and deliver new benchmarks in service delivery

The trust has a culture of being aspirational and will strive to challenge its status and align itself with continuous improvement and examples of best practice

WHY LEISURE AND LIBRARY TRUSTS MATTER...

What does working for communities and not profit really mean?



Balancing charitable and business objectives and remaining competitive within the sector is not always easy but essential for liveArgyll. Our work as a charity not only adds great value to our communities but can quite literally be life-saving and life changing.

Wider corporate social responsibility is at the heart of our organisation and we are very proud as a charity to reinvest every penny of income back into our facilities and services for the benefit of our customers and key partners that we serve. However, to ensure our continued success and longevity, we work on the basis of commercial principles for community good and match our community focus with a commercial offer that allows us to remain competitive in the market.



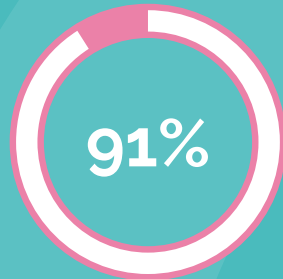
The liveArgyll website and partner page within this report demonstrates the rich and broad menu of services and activities we offer. We are always finding new ways to bring people together within our facilities and wider outreach programmes as the hubs of our communities and promote opportunities to be physically, socially and mentally active. Our case studies provide a flavour of the many examples of the real difference we are making to the lives of others.

liveArgyll has a unique role to play in addressing the unjust and avoidable differences in people's health across Argyll and Bute's population. It has the ability to deliver cost effective interventions; bring creative solutions to engage communities, families and individuals in improving and sustaining good health and wellbeing. The coronavirus pandemic has made clear the vital role leisure and library services will play in Covid-19 recovery, helping people to stay healthy and active in local communities.



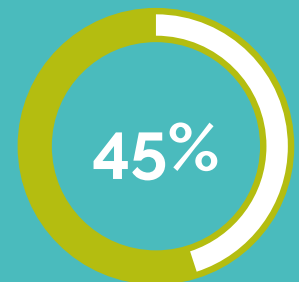
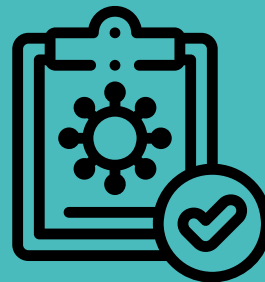
liveArgyll also works hard every day to collaborate effectively with a wide range of partners across all sectors including the statutory, third and private sectors, to ensure that work delivered on the ground is joined up and to achieve outcomes that are needed most in communities.

Supporting Our Communities



204

contracted staff are employed by liveArgyll contributing to local employment and the economy with **91%** living in the local area.



45%

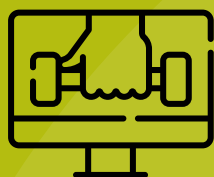
of our furloughed staff kindly volunteered during the pandemic with the Covid-19 multi-agency emergency response, with liveArgyll also supporting the NHS with Covid testing and vaccination centres, as well as storing equipment.



The collective social value of Scotland's leisure trusts is worth **£354.6m** which demonstrates that the impact of sports, leisure and culture and the value that they generate, far exceeds the level of public money invested in these services.

A YEAR IN NUMBERS

7500+ views of the online music festival Tides, supported by Creative Scotland and delivered in partnership with CHARTS and Dunoon Burgh Hall



During the Covid-19 closure period, **20+ weekly online fitness classes** were delivered to our communities free of charge, with an average of 200 people enjoying each class

45 Primary Schools

took on the Daily Mile Challenge -

51% of all primary schools



75 sports clubs and community groups are part of the new liveArgyll accreditation scheme



378 pupils and **112** school staff from all 10 secondary schools amassed an incredible 29,670 kilometres walking, cycling and scooting as part of the Active Schools Strava Challenge



£19,406 of funding was secured from Argyll and Bute HSCP to deliver an online 1:1 and group fitness and well-being programme as part of the Argyll Active Exercise referral programme



156 fitness classes were delivered weekly across 5 facilities/online



1150 children jumped into the pool as part of our learn to swim programme



Website visits increased from **211,000** last year up to an impressive **325,823** this year



Supporting safe well governed clubs by training **28** sports coaches in child protection in sport and **14** new child protection officers now in post



An exciting new partnership was formed with **MyZone**, a world leader in wearable technology to monitor physical activity



28,275 e-Books and e-Audio books were downloaded by our library members on BorrowBox our online library, an increase of



All **204** members of staff across all liveArgyll services completed their online Covid-19 awareness training delivered by our health and safety partners Right Directions



15,506 from the previous year



7 members of staff completed their Gym level 2 and 4 in indoor cycling, allowing for an expansion of the fitness class programme as well as further resilience across the area

WHAT OUR CUSTOMERS SAY...

We actively encourage feedback from our customers through our website, in person in our facilities, and through surveys and focus groups. This helps us improve the services we offer. Customers are also encouraged to share their inspirational stories and provide testimonials, which we really appreciate. Here are a selection of comments we have received this year:

"Thank you to all the staff for their excellent first aid care when I fell down the stairs. You guys cared for me and made me feel as safe and secure as this baby giraffe on this card. With much thanks."
(Swimming Pool Customer)

"My son's school wants him to read more and it's such a relief you're open again, especially since you've got books he likes." (Library Customer)

"My son loved the week, really enjoyed the small sided games can't wait until the next one!" (Sports Programme Customer)

"I wanted to write to tell you how much I enjoyed and appreciated the class. It was hugely beneficial to me: the pace and content was just right; the combination of physical movement and mindfulness is exactly what I need; and there was the added benefit of some connection to a community of others in similar circumstances. Thank you to all of your team, the volunteer leader was wonderfully empathetic in her delivery. I had a few emotional moments during the class that reflects the therapeutic value of the support you are providing. It has to do with my changed relationship to my body, which has become less certain and secure after the effects of cancer and chemotherapy. Just a few moments of self-massage and mindful movements helped me to "come back home" and offers me a path to reconnect. Feels good and I will continue with these movements as a daily practice." (Macmillan Move More Programme Participant)

"Borrowbox has been a god send during lockdown and great that you're open again too" (Library Customer)

"Thrilled that you are open again, really missed you!"
(Library Customer)

"It was cool that we know the people who asked the questions, in authors live events you never know who the people are." (Primary Pupil)

"I just wanted to drop you a line to say how great it is that you've been able to re-open and to congratulate you on a creating an environment that feels safe and well organised. I've gone to all three spin classes this week and it's been really good - first thing on Monday morning there were cheery staff to welcome you at the door and guide you through the system, friendly faces checking us in, and it was clear the system for using the building was both safe and well thought through. All these preparations made me feel comfortable about returning to my classes and it was brilliant to be back! So - huge congrats and thanks to all involved, from those who had to plan and risk assess and prepare, to those who welcomed us back. And of course, to our fitness trainer at the class who has been great and has provided us with clear and straightforward instructions, even as they're changing daily. I've just booked all my classes for next week so looking forward to it!" (Fitness Class Participant)

"Great organisation, friendly and helpful staff, lovely pool, a great place." (Leisure Centre Visitor)

"I'm enjoying the click and collect service as I'm enjoying different authors."
(Library Customer)

CASE STUDY 1

A Coach's Journey

In life we all walk our own paths, sometimes they intermingle but largely they are created and forged by us as travellers during lifes constant adventure.

My coaching journey began with a sports leadership programme at School run by the active schools team for Argyll and Bute in partnership with my Secondary School. I felt it was a good fit with my past experiences as a youth leader and I knew I wanted to keep up my work with children and young people anyway I could. My first time coaching solo was for a junior lunchtime dodgeball class however it was more monitoring and facilitating and less coaching and delivering.

Fast forward six years and I am now a fourth year Sport Coaching student at the University of the West of Scotland. Having worked with many agencies and schools in that time and built a deep wealth of knowledge and information from my coaching experiences. In my time I have worked alongside professional footballers, heavy athletes and very important members of staff at a local primary school who helped shape my desire to go down the path of disability sport coaching. Disability sport coaching has always been a passion of mine. I have autism and I can now say proudly I'm part of roughly only two percent of coaches in Scotland with a disability, which is a figure I want to see change throughout my eventual work empowering young people with disabilities in sport in Scotland.

This is why the Macmillian gentle movement volunteer coaching programme appealed to me. The chance to learn new valuable skills alongside



helping those who are very vulnerable with an aim to help build their health and wellbeing back up as closely to their former selves through gentle movement exercise was an opportunity I couldn't miss. In the short time I've been coaching alongside Mahalia and the gentle movement programme I've learned the gentle movement principles of Qigong and the exercises focused around those but also the importance of willfulness in Sport. On top of this, with the current

pandemic I have also learned the art of online coaching and how to facilitate calls and sessions, which I now do regularly. Since the pandemic's inception I have been unable to coach as everything came to a complete standstill. I still needed to build my hours up to pass third year at university so the gentle movement coaching and training provided me the hours to get my degree but also gave me many valuable and transferable skills I can add to my coaching style as previously mentioned.

Macmillian's gentle movement programme also allowed me to register as a LiveArgyll volunteer coach which is a huge stepping stone toward one of my eventual life goals of becoming an active schools disability coordinator, to work toward developing and delivering an empowering and inclusive sporting environment for young people to grow and develop as athletes or potentially coaches themselves. I cannot say if that for me will be an end goal in this coaching journey but for now I know that my work with LiveArgyll and Macmillian has only just begun and I have the gentle movement sessions organised by Mahalia to thank for the current opportunities before me.



CASE STUDY 2

Bookbug at liveArgyll Libraries

liveArgyll libraries are privileged to be in partnership with Bookbug. Bookbug is Scotland's universal early years book gifting programme and aims to inspire a love of stories, songs and rhymes from birth. We have been unable to deliver our Bookbug sessions throughout the pandemic but have risen to the challenge of promoting Bookbug using digital media to grow awareness of this fantastic programme.

In November 2020 we launched our liveArgyll libraries facebook page and shared Bookbug news with our many followers. We provided links to Bookbug updates and to online Bookbug sessions run by Scottish Book Trust and suggestions to parents and carers about sharing songs and rhymes with their wee ones such as using the Bookbug songs and rhymes app. This year, as part of the Bookbug Week – Bookbug's Big Splash - celebrations we launched our very own liveArgyll libraries Bookbug webpage which we update regularly with Bookbug news and events.

Our webpage also includes lots of help and information with regards to the Bookbug programme with links to the Bookbug website and monthly Bookbug book of the month competition. We also use our liveArgyll libraries facebook page to share information and Bookbug promotions.

Whilst working alongside our partners at the Scottish Book Trust we have found that many families have missed out on receiving their Bookbug bags over the past 12 -14 months so one of our priorities is to help gift both Baby and



Toddler bags to those who have not yet received them. We are currently running a social media promotion advising families/carers that they can contact their local library to make arrangements to call in to uplift their bags.



take part in their own outdoor sessions including 'We're going on a Bear Hunt at the Bishops Glen, 'Sharing a Shell' at the beach and 'Jack and the Flum Flum tree' on Dunoon pier.

With the success of our Bookbug and Janice videos we intend to run online sessions which will enhance our offering and reach families throughout the region who are unable to attend library sessions. Using our digital platforms has allowed liveArgyll libraries to reach a wider audience for Bookbug which we intend to continue in tandem with our Bookbug library session programme once we are up and running again.

During Bookbug Week we launched a series of Bookbug short videos which saw Bookbug and Janice, our library supervisor from Rothesay Library, out and about on the Isle of Bute sharing songs and rhymes. These videos have proved so popular that we now run them weekly on our facebook page. A selection of the videos can also be found on our Bookbug webpage for viewing at any time. To coincide with our Bookbug page launch we ran a competition inviting people to like our facebook page and count the number of videos on our webpage. As a result of this we had great engagement from Early Years settings throughout Argyll and Bute, including Dunoon Primary ELC who ran outdoor sessions during the week and shared photos with us. Sharon Waddell from the ELC reached out to us to tell us how much fun the children had had following Bookbug and Janice during the week, which led them to





CASE STUDY 3

Community Connections

Facility Details:

Aqualibrium, Kinloch Road, Campbeltown

Members:

Danny and Bronte Byrne

What services do you use and how often?

My son and daughter – Danny and Bronte attend fitness classes and use the gym on a daily basis.

What impact do our services have on you and your life?

Both Danny and Bronte have Down Syndrome, there is not an appropriate day program for them locally so we fill their days productively with volunteering, online classes for their interests and of course exercise at Aqualibrium.

Aqualibrium plays a big part in helping them to stay healthy, give them structure to their day and giving them positive experiences and interactions with others in our community.

The instructors are familiar to both Danny and Bronte and Jake and Emma have done an excellent job in running the classes.



Why do you use our services?

As mentioned it is important for Danny and Bronte to be part of the community as well as staying healthy. Attending the facility allows both of them to have the daily structure they require. In terms of support while at the gym or in the class, either mum or dad will accompany them to the classes and provide any support if required.

We feel that the facilities are safe to use with the staff and other users observing the social distancing as well as the increase in cleaning and maintenance, and the availability of cleaning products and hand sanitiser. We were also encouraged with the introduction of Online classes, Bronte particularly enjoyed the Yoga run by Rachel – the quality was the usual high standard.

What are we doing well?

From the moment we book the class's right through to attending the gym and fitness classes we feel well looked after. The level of cleaning and maintenance of the equipment, social distancing being observed and the use of one way system makes us feel safe and confident when using the classes and the gym, as well as the excellent provision of hand sanitizer throughout the buildings. The instructors have supported both Danny and Bronte as they returned to the services. In particular the use of the My Zone Online classes were a great benefit to Bronte.



CASE STUDY 4

A Home for Sport

Oban Hub – Oban Sailing Club - Kilbowie Project

Community sport hubs provide a home for sport. They bring together sport clubs and community organisations who want to develop and grow the sporting offering in the community. They focus on sustainable, community-led approaches that get clubs working together to develop an inclusive, safe and fun environment for sport. Community sports hubs in Argyll and Bute are supported by liveArgyll's Community Sports Hub Officer.

The Oban Community Sports Hub (OCSH) has 30 clubs and community groups working together for the benefit of the Oban community.

Being part of OCSH has helped us connect with other groups in Oban. We're developing our club through partnerships and OCSH has helped to cultivate those important partnerships that allow us to make the club more accessible to more people.

With the closure of the Kilbowie Outdoor centre in 2020, the Hub Officer and Oban hub clubs worked in partnership to enable hub clubs to utilise equipment from the site, before it was decommissioned. Oban Sailing Club were fortunate to be gifted a gig boat, something which

has been hugely impactful and far reaching. The Sailing Club members united and began a campaign to fundraise the money required to restore the boat. Initial investment came from liveArgyll's "Keep Playing, Stay Active: Small Grants for Hub Clubs" which allowed the Sailing Club to start the restoration, and secure further contributions from other organisations, individuals and businesses which enabled the club to surpass their target. A team of volunteers worked on the boat to enable it to become seaworthy.

The funding support from OCSH kick started a fundraising campaign that eventually brought the club over £6000 to restore a training boat gifted from the local outdoor centre that closed its doors allowing us to keep the asset in our community.





As part of the grant agreement, a strong link with Active Schools was forged. Working together, the Active Schools team, Hub Officer and Sailing Club have now been able to offer sailing to Oban High School. The summer 'Learn to Sail' courses for children and adults sold out this year, and with more courses added sold out again.

New coaches are now being identified and the club is working with RYA Scotland, taking part in hub inclusivity conversations and linking with other local sailing clubs to engage and learn more.

OCSH has also helped us focus on our club governance and policies so we are fit for purpose and can ensure that members have the best possible experience.

The boat is now seaworthy, and a live Facebook video of the first sailing was recorded and shared. The club have increased their profile and social media coverage from the programme. It was also at this time that the new Commodore was actively changing things in the club to ensure it was more inclusive.

"We so appreciated your friendly welcome and people's support rigging the dinghy and keeping a caring eye on us, and everyone on the water. It was a lot of fun sailing round the bay. Yours is such a lovely and friendly club for people of all ages, like one big family." - New Family Members

Due to the huge impact of this project, club membership has increased, schools club links are developing and more children are learning to sail!

CASE STUDY 5

The Furlough Experience



shielding or vulnerable at this time. The role involved receiving requests from the Care for People team to help members of the public with tasks such as shopping or dog walking. We then worked with our volunteer base to match the individual with someone who could help them out. The demand for requests was fairly high but did get quieter once everyone got used to their new routines.

Anything you would like to highlight about your volunteering experience:

It was a good challenge and extremely rewarding when requests were complete. I was overwhelmed at how helpful our local volunteers were and I never struggled to fulfil a request yet which shows just how willing everyone is to help.

My communication skills from my day job were very transferrable to my volunteer role allowing me to work effectively with different partners and members of the public to achieve a positive outcome. The local knowledge of the Argyll area I have built up also helped me with the logistics of organising things such as shopping requests, food bank requests and other queries such as electricity key top ups.

The volunteer role was very rewarding for me and I enjoyed working as part of a team providing for the community. The challenges faced during the lockdown raised both my own and others awareness of how vulnerable and fragile some individual's in our communities can be and how vital it is that we all help look out for each.

liveArgyll role:

Active Schools Co-ordinator

Volunteer role during furlough:

Volunteer Coordinator, Oban & Lorn

Organisation:

Argyll & Bute Council Care for People Team/ TSI

Tell us about why you considered volunteering and what your volunteering role involves:

I wanted to play my part in helping my local community to support those who are either

CASE STUDY 6

Tides

Argyll's first ever digital Music Festival "Tides" took place on 27th March 2021. The online from home digital music festival showcased the best talent from across Argyll and attracted some 9000 unique viewers.

With 3000 miles of coastline, Argyll and Bute is home to a community of musicians who turn their faces to the world, many from homes or studios looking outwards across lochs or seascape, which is as formative to their work as it is strengthening.

The pandemic has impacted on the ability to share music and this loss for both musicians and venues has resulted in our aim to bring musicians from Argyll and its outlying rural communities and islands direct to homes.

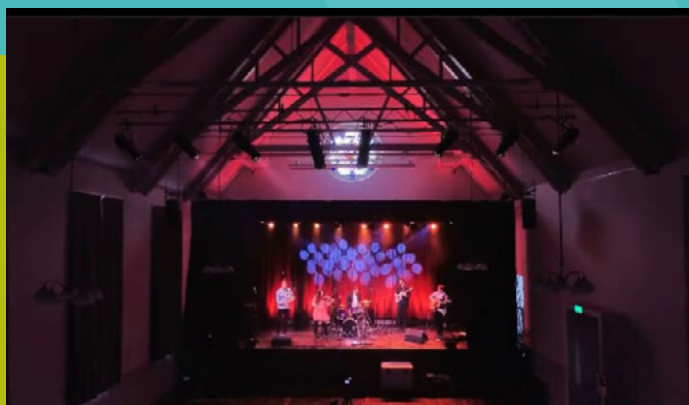
The newly formed liveArgyll, Dunoon Burgh Hall and CHArts project partnership team aimed to create a festival of music to swell tides of this time for sharing, to acknowledge the loss over recent



months and inspire us onwards. With fantastic submissions from the Cowal peninsula across many genres it was really tough to select the performers for the stages at Dunoon Burgh Halls, with a very tight shooting schedule and strict social distancing measures in place, we were very lucky to have these artists working with us on the first ever Tides Digital Festival. The partnership was also very fortunate to secure talented music producer Iain MacLean.

The event offered a platform for artists to unite as part of the online music festival, to access new audiences and develop their professional skills and practice. Artists applied to be part of the festival and were selected by the panel to perform as showcase artists at the festival. Eleven musicians also benefited from a small financial award per act. This financial support was made possible with the support of Creative Scotland as part of their Performing Arts Venues Relief Fund.

A number of musicians also reported that they had secured further business as a result of the



TIDES festival

17:00	GARY INNES	20:30	THE JACK RUBY 5
17:30	ABIGAIL PRYDE	21:00	ROBIN MILLER
18:00	THE CAMANS	21:45	LIAM SOMMERVILLE
18:45	SEYLAN BAXTER	22:15	BLAIR MCCOLM
19:15	HERON VALLEY	22:45	INVERHOOLEY CEILIDH BAND
20:00	MAIRI MCGILLIVRAY	23:15	GARY INNES (FINAL TUNE)

Additional Showcase of submitted work from musicians from across Argyll and Bute all available at 17:00



CULTURE, HERITAGE & ARTS
ASSEMBLY.
ARGYLL & ISLES



ALBA | CHRUTHACHAIL



festival. Given the success of the inaugural digital festival, the partnership will now explore options to build on Tides to provide a hybrid of in venue and digital offerings showcasing Argyll's music talent to audiences far and wide.

liveArgyll staff were delighted to be part of the digital festival, taking on various roles from project management to health and safety and technical support.

"Any music festival provides many challenges from a stage management and health and safety perspective, but even more so during a pandemic! However by good planning, collaborative working with producers, venue staff and artists we pulled together a terrific event." David Campbell, Business Support Officer - Operations

"I thoroughly enjoyed planning and delivering this unique project with a team of dedicated, creative and highly professional colleagues from liveArgyll, CHARTS, Dunoon Burgh Hall and producer Iain Maclean. Despite a very tight budget, manpower, resources and a challenging timeline the team worked tirelessly alongside our talented artists to make everyone very proud to be part of a very special event." Nicola Hackett, Business Development Manager

"I really enjoyed working with the staff at the Burgh Hall, learning their lighting and sound equipment and passing on little bits of valuable information I have gained during my time to the team at the hall. Working with Iain was really interesting coming from a live background myself it was intriguing to see how different the lighting needed to be in order to keep the audience's attention on the musicians during playback – so no fancy flashing and spinning. I was also intrigued by the camera crew and how we worked together to get the colours translating correctly onto film. It is really interesting how the camera picks up light differently to the eye." Duncan Keary, Theatre Technician



DIGITAL MARKETING

Funky floats Sessions
Free for members
From Saturday 22nd of December

FOR ONLY £1 CHILDREN SWIM
24th December - 4th January

liveArgyll

Argyll **Active** EXERCISE ON REFERRAL SCHEME

Want to become more active but not sure where to start?

liveArgyll | MACMILLAN CANCER SUPPORT | NHS Highland | BACPR

To find out more **CLICK HERE**

Become fitter and healthier in just 12 weeks!

liveArgyll Open and ready to safely welcome you back

Single Memberships **£24.99** per month
Family Memberships* **£39.99** per month

Visit www.liveargyll.co.uk and join today to take advantage of our membership prices, no joining fees, upgraded safety standards and new equipment.

With something for everyone, and all abilities, visit our facilities at liveArgyll and Bute.

liveArgyll, helping you get fit safely by:

- Keeping a safe distance
- Staff training and expertise
- Sanitising and frequent cleaning
- Hand sanitising stations
- Extensive and frequent cleaning
- Hand sanitising stations

liveArgyll | liveArgyll.co.uk

Let's Exercise!
Weekly Fitness Timetable

Day	Time	Class	Instructor
M	09:00-09:30	HIIT (Body Weight)	Anna
	12:30-1:00	Core Stability	Anna
	17:30-18:00	Flex & Fitness	Louise
	18:00-18:30	Katitabella	Louise
T	09:00-09:30	HIIT (with Dumbbells)	Louise
	09:00-09:30	Full Body Fitness	Louise
	17:30-18:00	Legs, Burns & Tummy	Anna
	18:00-18:30	Spin	Anna
W	07:30-08:00	Spin	Louise
	09:00-09:30	Glutes/Legs, Burns & Tummy	Louise
	12:30-1:00	Core Stability	Anna
	17:30-18:00	HIIT (with Dumbbells)	Anna
T	09:00-09:30	HIIT (Body Weight)	Louise
	09:00-09:30	Full Body Fitness	Louise
	17:30-18:00	Core Stability	Anna
	18:00-18:30	Katitabella	Louise
F	07:30-08:00	Full Body Fitness	Anna
	09:00-09:30	Core Stability	Anna
	17:30-18:00	Flex & Fitness	Louise

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ONLINE FITNESS FREE FOR OUR MEMBERS

Join us in our Virtual Classes!

CUSTOMER UPDATE

RE-OPENING ROUTE MAP & YOUR QUESTIONS ANSWERED

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MENTAL HEALTH BENEFITS OF EXERCISE

- SHARPER THINKING AND MEMORY
- IMPROVES MOOD
- INCREASED SELF-ESTEEM
- BETTER RESILIENCE
- BETTER SLEEP
- BETTER QUALITY OF LIFE

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BENEFITS OF SWIMMING

- LOWER BLOOD PRESSURE
- BURN FAT
- CARDIOVASCULAR HEALTH
- HEALTHY JOINTS
- CONTRIBUTES TO MUSCLE MASS MAINTENANCE
- IMPROVE QUALITY OF LIFE

liveArgyll Libraries

Campbeltown - Cardross - Dunoon - Helensburgh
Islay Mobile Library - Lochgilphead - Oban - Rosneath
Rothesay - Tarbert - Tiree - Tobermory

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LOOKING AHEAD

Our Focus on the future is perhaps not surprisingly focused on our recovery and can be split into 2 main stages both of which are derived from our participation and growth objectives.

Stage 1 relates to the immediate term whereby we are seeking to return to normal levels of service across all of our activity areas at the earliest allowable date. As consumer confidence slowly returns we are seeking to return to pre-pandemic levels of performance and uptake by March 2022. We do not intend to simply return to previous models of delivery. We are mindful that our operating environment has changed alongside customer expectations and needs, therefore in many instances our strategy, policies and offering will be tailored to meet these changes and maximise any opportunities. We have the product, we have the price-point and we have the people. Our recovery plan and approach is suitably flexible to allow us to adapt to emerging trends or circumstances.

- **Product:** Wherever possible our offering will be tailored to usage patterns to ensure we are meeting customer requirements and needs.
- **Price:** We seek to encourage participation across all of our services and therefore intend to continue with our "Affordable for all" pricing model by holding our prices at existing levels through 21/22.
- **People:** Our staff are our best asset and throughout the pandemic we have continued to invest in a staff development and training programme to ensure liveArgyll has a reputation for delivery of professional quality services as well supporting staff with development and career path opportunities.

Stage 2 relates to our ambitious Growth aspirations. We not only seek to ensure our market penetration rate is sector leading, we want to ensure that our service offering is accessible to a wider range of users across a range of themes including demographic, geographical and those harder to reach groups. Amongst other things, this will require enhanced programming and scheduling, an assertive outreach and partnering

approach and maximising the use of technology.

In order to further support these Participation and Growth aspirations, we have a number of initiatives and projects in development. We have invested in a modern leisure management system and customer app which is due to come online in autumn 2021. This will transform how our current users and future users interact with us as an organisation and will allow customers to view, book and in specific cases access services at the touch of a button. We continue to expand our digital library offering and intend to launch a new PressReader service whereby users can access, free of charge, in excess of 7000 daily publications. We also intend to continue and improve our online library, click and collect service as well as roll out our self-service scanning functionality.

We also eagerly await the completion of the new Helensburgh Leisure complex. We are delighted with Argyll and Bute Council's continuing commitment and investment in leisure and health and well-being services and we are very much looking forward to maximising the many opportunities that will come along with having a modern well equipped facility.

We are very much looking forward to taking on a new service in July 2021 with the transfer of Community Learning and Development service from the Council. There are clear similarities between the services that liveArgyll offers and those which are delivered by Community Learning and Development. This is an exciting time for the liveArgyll team and we look forward to welcoming the Community Learning and Development team on-board and building and improving on the existing good work of their service.

"The future very much depends on what you do today", with this in mind I am confident that we are best placed to continue to meet our service obligations, fulfil our customer expectations and continue to be a vibrant successful organisation.

Kevin Anderson
General Manager



FINANCIAL STATEMENT

Consolidated Statement of Financial Activities (incorporating the income and expenditure account) for the year ended 31 March 2021

	Note	Unrestricted Funds £	Restricted Funds £	Pension Fund £	Total Funds 2021 £	Total Funds 2020 £
Income:						
Donations and legacies	5	1,914,078	-	-	1,914,078	-
Charitable activities	4	391,918	480,761	-	872,678	2,665,916
Management fee	4	3,788,545	-	-	3,788,545	3,615,205
Other trading activities		-	-	-	-	209,041
Total income		6,094,541	480,761	-	6,575,301	6,490,162
Expenditure:						
Charitable activities	6	(4,881,141)	(378,301)	(552,000)	(5,811,441)	(6,938,460)
Other trading activities		-	-	-	-	(208,001)
Total expenditure		(4,881,141)	(378,301)	(552,000)	(5,811,441)	(7,146,461)
Net income / (expenditure)		1,213,400	102,460	(552,000)	763,860	(656,299)
Transfers between funds		-	-	-	-	-
Other recognised gains / (losses):						
Actuarial gains / (losses) on defined benefit pension schemes	15	-	-	(3,621,000)	(3,621,000)	1,580,000
Net movement in funds		1,213,400	102,460	(4,173,000)	(2,857,140)	923,701
Reconciliation of funds:						
Total funds brought forward		448,074	71,626	(1,216,000)	(696,301)	(1,620,042)
Total funds carried forward		1,661,474	174,085	(5,389,000)	(3,553,441)	(696,341)

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

FINANCIAL STATEMENT

Company Statement of Financial Activities (incorporating the income and expenditure account) for the year ended 31 March 2021

	Note	Unrestricted Funds £	Restricted Funds £	Pension Fund £	Total Funds 2021 £	Total Funds 2020 £
Income:						
Donations and legacies	5	1,914,078	-	-	1,914,078	-
Charitable activities	4	391,918	480,761	-	872,678	2,665,916
Management fee	4	3,788,545	-	-	3,788,545	3,615,205
Total income		6,094,541	480,761	-	6,575,301	6,281,121
Expenditure:						
Charitable activities	6	(4,881,141)	(378,301)	(552,000)	(5,811,441)	(6,959,182)
Total expenditure		(4,881,141)	(378,301)	(552,000)	(5,811,441)	(6,959,182)
Net income / (expenditure)		1,213,400	102,460	(552,000)	763,860	(678,061)
Transfers between funds		-	-	-	-	-
Other recognised gains / (losses):						
Actuarial gains / (losses) on defined benefit pension schemes	15	-	-	(3,621,000)	(3,621,000)	1,580,000
Net movement in funds		1,213,400	102,460	(4,173,000)	(2,857,140)	901,939
Reconciliation of funds:						
Total funds brought forward		446,995	71,626	(1,216,000)	(697,379)	(1,599,319)
Total funds carried forward		1,660,395	174,085	(5,389,000)	(3,554,520)	(697,380)

The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

FINANCIAL STATEMENT

Consolidated Balance Sheet as at 31 March 2021

	Note	£	2021 £	£	2020 £
Current assets					
Stock	12	8,097		16,328	
Debtors	13	80,489		132,743	
Cash at bank and in hand		2,231,061		883,211	
Total current assets		2,319,647		1,032,282	
Current liabilities					
Creditors: amounts falling due within one year	14	(484,088)		(512,623)	
Net current assets			1,835,559		519,659
Net assets excluding pension liability			1,835,559		519,659
Defined benefit pension scheme liability	15	(5,389,000)		(1,216,000)	
Net liabilities		(3,553,441)		(696,341)	
Funds					
Unrestricted funds	16	1,661,474		448,034	
Restricted funds	16	174,085		71,626	
Pension reserve	15	(5,389,000)		(1,216,000)	
Total Funds		(3,553,441)		(696,341)	

FINANCIAL STATEMENT

Company Balance Sheet as at 31 March 2021

	Note	£	2021 £	£	2020 £
Fixed assets					
Investments	11		1		1
Total fixed assets			1		1
Current assets					
Stock	12	8,097		8,762	
Debtors	13	80,489		139,269	
Cash at bank and in hand		2,229,981		883,211	
Total current assets		2,318,567		1,031,242	
Current liabilities					
Creditors: amounts falling due within one year	14	(484,088)		(512,623)	
Net current assets			1,834,479		518,619
Net assets excluding pension liability			1,834,480		518,620
Defined benefit pension scheme liability	15	(5,389,000)		(1,216,000)	
Net liabilities			(3,554,520)		(697,380)
Funds					
Unrestricted funds	16		1,660,395		446,995
Restricted funds	16		174,085		71,626
Pension reserve	15		(5,389,000)		(1,216,000)
Total Funds			(3,554,520)		(697,380)

FINANCIAL STATEMENT

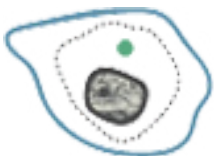
Operating results (excluding the pension liability adjustment)

	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
Income:				
Charitable activities	2,305,996	480,761	2,786,756	2,874,956
Management fee	3,788,545	-	3,788,545	3,615,205
Total income	6,094,541	480,761	6,575,301	6,490,161
Expenditure:				
Charitable activities	(4,881,141)	(378,301)	(5,259,441)	(6,311,461)
Total expenditure	(4,881,141)	(378,301)	(5,259,441)	(6,311,461)
Net income / (expenditure)	1,213,400	102,460	1,315,860	178,700
Transfers between funds	-	-	-	-
Surplus/(deficit) from operations	1,213,400	102,460	1,315,860	178,700

The operating results for liveArgyll for the year ended 31 March 2021, excluding the pension adjustment, report an overall surplus of £1,315,860 of which £1,213,400 is in unrestricted funds and £102,460 is in restricted funds.

THANK YOU

Thank you to our partners, funders and stakeholders for their invaluable support throughout the year. As a local charity we couldn't achieve what we do without you!



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