

in 2010/11 we have made significant progress in
of our strategy.
, meeting the challenge'. Work
of a £40 million investment in
the Building Better Communities
nities.



Renfrewshire Leisure made
as an external endorsement
development through a monitoring visit.

ely with Renfrewshire Council
d upgraded
ramme is great

its Investors in People accreditation
ork done in improving staff

Renfrewshire Leisure are committed
by providing sport and leisure opportunities for the people of Renfrewshire that
encourage more people to improve their quality of life through participation
in attractive and innovative programmes within facilities that meet and where
possible exceed their expectations.

Renfrewshire Council meet its social aims

2010/11 Annual Report and Accounts

Underlining our commitment



Participation in sport and leisure activity needs to be a positive experience if we are to be successful in increasing and encouraging customers to adopt and maintain a healthier lifestyle and to do that we constantly strive to improve customer relations, have welcoming facilities and meet the differing lifestyles of customers.

2010/11 Annual Report and Accounts

Underlining our commitment

ging our
omers' needs.

CONTENTS

Chairman's Introduction	2
Management Committee's Report	3
Foreword by the Chief Executive	4
Plans for Future Periods	5
Business Profile	6
Facility Performance	7
Business Operations and Developments	8
Supporting Employees	9
Extending the Reach of Renfrewshire Leisure	10
Pathways and Performance	12
Consolidated Statement of Financial Activities	14
Consolidated and Charity Balance Sheet	15
Consolidated Cashflow Statement	16
Board Members and Contacts	17



Renfrewshire Leisure Limited is a
Recognised Scottish Charity No. SC033898.
Supported by

Renfrewshire
Council



CHAIRMAN'S INTRODUCTION

I have the pleasure of introducing the eighth annual report for Renfrewshire Leisure and my fifth year as RLL's chair.

Renfrewshire Leisure Limited is a social enterprise company committed to promoting participation in sport and physical recreation for the benefit of the people of Renfrewshire. Not only is increased sporting and recreational activity beneficial for health and wellbeing, but it can also assist in achieving the aims of our partners involved in the development of health, education, social inclusion and economic prosperity.

The provision of high quality sport and recreation programmes through our venues and facilities is one aspect of our relationship with our partners and in particular with Renfrewshire Council. We aim to provide a service that meets the needs of all, irrespective of age, economic circumstances, race, gender or ability and to keep the costs as affordable as possible even in these times of financial constraint.

Participation in sport and leisure activity needs to be a positive experience if we are to be successful in increasing and encouraging our customers to adopt and maintain a healthier lifestyle and to do that we constantly strive to improve customer relations, have welcoming facilities and meet the differing lifestyles of customers' needs.

Renfrewshire Leisure Limited will continue to engage and respond to the many changes and challenges that occur in the leisure market and will also need to continue to anticipate the needs and expectations of our customers, staff and our partners through our "get active, stay active" strategic review which will guide us until 2012.

In fulfilling the charity's objective, Renfrewshire Leisure Limited will not only continue to build upon its role as a provider of leisure and recreational services, but will also direct its energies to new opportunities when they arise; either independently or with other partners in support of its aims and improving the services we provide to the people of Renfrewshire.

Cllr Iain Nicolson
Chairperson

29th August, 2011

Renfrewshire Leisure Limited will continue to engage and respond to many changes and challenges that occur in the leisure market and will also need to continue to anticipate the needs and expectations of our customers, staff and our partners through our "get active, stay active" strategic review which will guide us until 2012.

MANAGEMENT COMMITTEE'S REPORT

31ST MARCH, 2011

The committee present their report and the audited financial statements for the year ended 31st March, 2011.

STRUCTURE GOVERNANCE AND MANAGEMENT

The charity is governed by its rules registered under the Industrial and Provident Societies Act, 1965 - dated 9th October, 2002 and operates as a limited company with charitable status.

The charity has 10 members who are entitled to attend and vote at any General Meeting of the charity. The maximum number of members is 11, 5 being nominated by Renfrewshire Council, 2 being nominated by employees of the charity and 4 selected from the local sport and business community.

The charity is administered on a day to day basis by a management committee who can exercise all powers of the charity that are not required under the Rules to be exercised at a General Meeting.

The Society has a close relationship with Renfrewshire Council which provides a service payment to enable the charity to carry out its objectives. All transactions are conducted at arms length with the cost of the services being equivalent to that charged to unrelated companies.

OBJECTIVES AND ACTIVITIES

The objectives of the charity are to provide, or assist in the provision of facilities for recreation, sport, cultural, social or other leisure time occupation as are beneficial to the community, for the general public in, or in connection with the Renfrewshire area and its neighbourhood in furthering the interests of social welfare.

The Charity continued to further these objectives during the current year by operating recreational and leisure facilities at the following centres:-

- Lagoon Leisure Centre ■ Erskine Community Sports Centre
- Johnstone Swimming Pool ■ Elderslie Swimming Pool
- Linwood Sports Centre ■ Renfrew Leisure Centre
- Renfrew Victory Baths ■ Erskine Swimming Pool
- McMaster Sports Centre (closed September 2008)
- Seedhill Community Sports Ground
- Ralston Community Sports Centre

ACHIEVEMENTS AND PERFORMANCE

During the year, the principal achievement of the charity was the opening of refurbished centres at Seedhill and Ralston as well as ongoing development of RLL's sporting and activity programme. Investors in People accreditation, achieved in 2009, was maintained. Additionally, a number of initiatives with Greater Glasgow and Clyde Health Board continued as part of a community planning partnership.

FINANCIAL REVIEW

The charity does not trade for profit. Any surplus generated by the charity is applied solely to the continuation and development of the charity for community benefit.

The statement of financial activities for the year ended 31st March, 2011 on page 14 shows net incoming resources of £1,129,463 (2010-£89,875) and these will be carried forward in the accounting period ending 31st March, 2012.

The charity is funded through a service payment made by Renfrewshire Council and admission fees generated at its leisure and recreational centres.

respond to the
market and will also
of our customers,
strategic review



I am pleased to inform you through this report that Renfrewshire Leisure has reduced the overall subsidy per visitor head for the fourth consecutive year with an average subsidy per visit of £2.30 reported in 2010/11.



FOREWORD BY THE CHIEF EXECUTIVE

I am pleased to report that in 2010/11 we have made significant progress in delivering on the key aim of our strategy. 'Get Active, Stay Active, meeting the challenge'. Working closely with Renfrewshire Council, we are now entering the build stage of a £40 million investment in new and upgraded leisure centres through the Building Better Communities programme which is great news for local communities. The investment programme has already delivered visible improvements to our community pools in Erskine and Renfrew with work commencing at the Lagoon Leisure Centre in June 2011.

Renfrewshire Leisure will continue to have an important public service role for the people of Renfrewshire in the years to come by continually working to provide access to a high standard of facilities and programmes and promoting access to all.

There is no doubt the current economic climate continues to be challenging with the need to balance rising expenditure costs through a continual efficiency drive and growth in income. This challenge will remain a major focus for all Renfrewshire Leisure staff in working to meet operating costs and generating sufficient income to sustain the service in future years for local people.

I am pleased to inform you through this report that Renfrewshire Leisure has reduced the overall subsidy per visitor head for the fourth consecutive year with an average subsidy per visit of £2.30 reported in 2010/11. Continued programme developments such as out of school activity camps, which grew by 45% this year, and a sustained strong performance of membership of the club@renfrewshireleisure were significant contributing factors to increasing attendance.

This year we have begun a strategic review of our services to provide a future vision of success and key aims to support Renfrewshire Council's investment in its leisure centres. Central to this will continue to be the development of our staff further to improve customer service which will be a key aim over the coming years to provide a vibrant programme that meets the needs of a wide range of community groups and individuals.

Finally, I would like to take this opportunity again to thank all the staff and volunteers who rose to the challenge this year and worked hard individually and as teams to provide a more efficient and effective service for customers.

I hope you enjoy reading this annual report which provides an insight to what has been achieved this year.

Joyce McKellar

Chief Executive.



PLANS FOR FUTURE PERIODS

During the year to 31st March, 2012 the charity aims to continue to action its "Get Active, Stay Active, Meeting the Challenge" strategy in providing, in partnership with Renfrewshire Council, modern facilities for the future. We will continue to work with our partners at Renfrewshire Council in assisting the authority and its community planning partners in meeting shared social, health and education agendas through the authorities single outcome agreement. Additionally, continued participation in initiatives with Greater Glasgow and Clyde Health Board are envisaged.

The charity has worked closely with Renfrewshire Council in a leisure asset review to identify future needs for the community, including the potential for co-location of services other than leisure in centres. The implementation of the recommendations from this review will begin in 2011/12, commencing with a major refurbishment at the Lagoon Leisure Centre, developments at Johnstone High School and the building of a replacement leisure centre at Linwood. These developments are anticipated to come into service between January 2012 and March 2013.

The Charity is also considering the possibility of providing services other than in the existing leisure centres.

The Charity continues to focus on its longer term goals and development requirements through its annual business plan process, which identifies where we will be reinvesting in our centres to ensure we continue to provide high quality recreational facilities for the Renfrewshire community.

The current strategic plan for the company covering the period 2007 to 2012 is in the process of being updated to cover the period 2013 to 2018.

RISK REVIEW

The committee has conducted its own review of the major risks to which the charity is exposed and systems have been established to mitigate those risks. Internal risks are minimised by the implementation of procedures for authorisation of all transactions and projects and to ensure consistent quality of delivery for all operational aspects of the charity.

These procedures are periodically reviewed to ensure that they still meet the needs of the charity.

FUNDS HELD AS CUSTODIANS

None of the committee members hold any funds as custodians for the charity.



BUSINESS PROFILE

Renfrewshire Leisure is an Industrial and Provident Society and a recognised Scottish Charity established in October 2002 to provide community benefit through the provision of indoor sport and leisure services for the people of Renfrewshire and visitors to the area. The company gained operational control of leisure facilities in January 2003.

A management committee drawn from the local community, Renfrewshire Council and employees of Renfrewshire Leisure Limited manage the Company. A funding agreement is in place to manage the relationship between the company and Renfrewshire Council and in return for delivering this service, the Council makes a contribution towards operational costs.

OUR MISSION

“To work for the benefit of the people of Renfrewshire by ensuring that there is sufficient provision of quality indoor sports facilities for wet and dry sport in the area and positively encourage people to participate in sport, leisure and recreational activities irrespective of circumstance.”

SHARED OBJECTIVES

Renfrewshire Leisure share key objectives with Renfrewshire Council's Active Renfrewshire Strategy and Single Outcome Agreement these are:

- Access and participation ■ Partnership
- Pathways and performance.

OUR COMMITMENT

Renfrewshire Leisure is committed to assisting Renfrewshire Council meet its social aims by providing sport and leisure opportunities for the people of Renfrewshire that encourage more people to improve their quality of life through participation in attractive and innovative programmes within facilities that meet and where possible exceed their expectations.

GET ACTIVE, STAY ACTIVE, meeting the challenge.



“To work for the benefit of the people of Renfrewshire by ensuring that there is sufficient provision of quality indoor sports facilities for wet and dry sport in the area and positively encourage people to participate in sport, leisure and recreational activities irrespective of circumstance.”



FACILITY PERFORMANCE 2010/11

Facilities	Users	Income	Expenditure	Subsidy per visit
Lagoon Leisure Centre 11 Christie Street, Paisley PA1 1NB. Tel 0141 889 4000 The centre's pool opened in 1987 and developed in 1992 with an ice arena and 2008 with the construction of a regional sports hall. Facilities include a Leisure Pool, Learner Pool, Arena Space, Fitness & Health Suite, 6 Court Sports Hall, Beauty Salon, 2 Dance Studios.	600,784	£1,708,400	£2,566,300	£1.43
Linwood Sports Complex. Brediland Road, Linwood PA3 3RA. Tel 01505 331233 The complex opened in 1978 and facilities include an 8 Court Sports Hall, Amenities Hall, Squash Court, Fitness Suite, Dance Studio, Athletic Arena, Full Size Synthetic Pitch, 3 x Outdoor Multi Sport Areas, (closed Oct 2008), 2 Grass Pitches.	259,881	£625,800	£1,394,600	£2.85
Johnstone Pool Ludovic Square, Johnstone PA5 8EE. Tel 01505 322954 The pool opened in 1972 and facilities include a 25m Competition Pool with Viewing Gallery, Learner Pool, Sauna and Fitness Suite.	178,644	£526,600	£961,200	£2.43
Elderslie Pool Stoddard Square, Elderslie PA5 9AS. Tel 01505 328133 The pool opened in 1975 and facilities include a 25m Pool, Sauna, Dance Studio.	57,001	£172,000	£424,400	£4.43
Renfrew Baths Inchinnan Road, Renfrew PA4 8ND. Tel 0141 886 2088 The baths opened in 1921 and facilities include a 25yrd Pool, A Fitness Studio and Weightlifting Area.	42,438	£124,200	£429,600	£7.20
Renfrew Leisure Centre Paisley Road, Renfrew PA4 8LG. Tel 0141 886 6916 The centre opened in 2004 and facilities include a 4 Court Sports Hall, Fitness Suite, Dance Studio, Auxilliary Rooms, Sauna and Modular Spin Studio.	285,269	£816,600	£978,500	£0.57
Erskine Pool (Opened July 2010 after refurbishment) Bridgewater Centre, Erskine PA8 7AA. Tel 0141 812 0044 The pool opened in 1992 and facilities include a 25m Pool, Sauna and Beauty Area.	74,867	£196,800	£600,300	£5.39
Erskine Community Sports Centre Kilpatrick Drive, Erskine PA8 7AF. Tel 0141 812 7722 The community sports centre opened in 2002 and facilities include a 4 Court Sports Hall, Community Hall and Small Studio Area and Modular 40 Station Fitness Suite.	168,036	£438,700	£917,300	£2.85
Ralston Community Sports Centre Penilee Road, Paisley, PA1 3EF. Tel 0141 883 5840 A listed pavilion and playing fields refurbished in 2009/2010 offering two internal studios and a full sized synthetic pitch.	33,987	£97,500	£302,100	£6.02
Seedhill Community Sports Ground Seedhill Road, Paisley. Tel 0141 840 8217 A recently refurbished community sports ground offering modern synthetic pitches accommodating 5, 7 and 11 a side football with changing facilities.	37,921	£106,500	£254,700	£3.91
2010/11 Totals	1,721,377	£4,821,000	£8,787,900	£2.30

The subsidy per visit is the additional cost incurred by Renfrewshire Council or Renfrewshire Leisure per visit to provide the service at individual locations.

BUSINESS OPERATIONS AND DEVELOPMENTS

Resources were targeted to deliver improvements where they will benefit service delivery in the areas of:

CUSTOMER SERVICE IN 2010/11

- The local community, business and sport continued to be represented on Renfrewshire Leisure's Management Committee.
- The complaints handling process was reviewed to provide an improved mechanism for responding to customers.
- Began a programme of extensive staff consultations to raise awareness of the delivery of excellent customer service as part of a review of RLL's approach to customer service to assist in defining a new approach early 2012.
- RLL as an active partner continued to support Renfrewshire Council's Active Renfrewshire Strategy for the period 2007/12.
- Launched the first phase of an on-line booking option for customers in March 2011.
- Made improvements in the consultation process to target tailored surveys to various user groups.
- Consulted with the local groups as part of the Council's leisure asset review programme arranging specific consultation evenings with local groups.
- Continued to develop and promote www.renfrewshireleisure.com which has improved its popularity as a source of information for the community with 300,000 people visiting the site for information in 2010/11.
- Recorded 17 justified complaints in 2010/11.

MARKETING AND PROMOTIONS IN 2010/11

- Promoted the opening of the refurbished swimming pool in Erskine in July 2011.
- Invested in developing www.renfrewshireleisure.com further in 2010/11 to improve the layout and access to information.
- Assisted Renfrewshire Council through representation on its planning groups in marketing the 10K ROAD RACE in August 2010 and maintained www.paisley10k.com as a micro site to promote the race.
- RLL set up a 10K Bootcamp and gained media coverage in a national newspaper.
- Provided comprehensive information on the availability of programmes and service updates through regular features in the Council's household magazine.
- Worked with partners in producing Renfrewshire's third series of comprehensive 'Active Renfrewshire Guides distributed to all school children to promote sport and activity camps.
- Assisted Renfrewshire Council in conducting a wide range of ongoing consultations on the Council's Building Better Communities modernisation plans.
- Re organisation and monitoring of a new mailing list which now holds a 2,000 strong customer base.
- Modernising the News Section of the website to make downloads more accessible and easier to promote activities and events.

- Creation of a new Football Microsite to promote Raiston and Seedhill Football Grounds. This is being developed to include news from the amateur and children's wider football community. This will promote all events, coaching and activities at the grounds run by various partners and agencies.
- Widening of our Outdoor Marketing Portfolio.
- Setting up marketing partnerships with Pace, Youth Services, Right to Dance, Braehead Clan and Braehead Kids Club to tap into existing markets which provide sport and activities to children and teenagers.
- Compiling a PR/Marketing Strategy to engage with and ignite public interest in the new facilities at The Lagoon, Linwood and Johnstone. Branding up a visual style to serve as a backdrop for the whole period of building and renovation.
- Created a fresh design and produced a Leisure Guide 2010/11 featuring programme information of both Sports Centre and Swimming Pool for each geographical area. The guides were distributed to businesses, health centres, libraries and community centres locally.
- Raised awareness of RLL's Civic Hall situated within the Erskine Community Sports Centre and stimulated interest to increase annual bookings.
- Production and distribution of a brand new Winter Programme for 2010/11 providing information of programmes and courses available during the winter months. 25,000 Winter Programmes were distributed to schools in Renfrewshire.
- Promoted our Zumba fitness classes at an RLL lead demonstration event in the atrium of Braehead shopping complex in October 2010.
- Continued with the development of a strategy for Social Networking Sites (SNS's) and establishing the RLL brand on SNS's to provide new channels of communication.



Zumba demonstration at Braehead shopping complex.

Compiling a PR/Marketing Strategy to engage with and ignite in the new facilities at The Lagoon, Linwood and Johnstone.

SUPPORTING EMPLOYEES IN 2010/11

- Delivered quarterly business briefs throughout the year to all managers and development staff in cascading information on performance and involvement in future plans.
- Completed a staff survey in February 2011 to seek their views on their posts and identify areas of potential improvement as part of RLL strategy.
- Renfrewshire Leisure maintained its Investors in People accreditation as an external endorsement of work done in improving staff development through a monitoring visit.
- RLL accommodated 22 Future Jobs funded training placements in 2010/11 in partnership with Renfrewshire Council. The programme gave placements the opportunity to gain formal qualifications and work experience to enhance their future job prospects.
- Continued to provide opportunities for employees to develop themselves through job enhancement and relief duties.
- Continued to offer employees additional health care benefits and promote occupational health services.
- Renfrewshire Leisure provided a range of training course placements for staff related to job specific qualifications and developing personal skills and abilities of our employees.

We organised 125 specialised courses in 2010/11 in the following topics

Health & Safety	14
Corporate	24
Others	37
Sports	35
I.T.	15
Totals	125



public interest

- Acknowledged perfect attendance through a prize draw restricted to those staff only with perfect attendance recorded for the year. Congratulations went to Alan Cunningham, duty manager at the Lagoon Leisure Centre, who was our 2010/11 winner.
- Maintained and developed our intranet site for staff to provide additional support in consultation and access to information.
- Completed Individual Development Plans for staff to influence development and training activity in future years.
- Worked in partnership with Renfrewshire Council to access ILA (Individual Learning Account) funding to resource job specific qualifications and improve the level of attainment.
- Began a staff engagement programme as part of a strategic review to involve staff in shaping future planning. A workshop targeting duty managers and entitled 'Our Future In Our Hands' was held on 9 March 2011 and facilitated by Investors In People.

INVESTMENT IN FACILITIES IN 2010/11

- Re-opened Erskine Swimming Pool after a £545,000 refurbishment programme to provide new changing facilities, encapsulated reception area and new pool features, with a grand opening weekend on 17 July 2010.
- Worked closely with Renfrewshire Council in developing and progressing plans to invest in modern facilities in future years through the Building Better Communities Programme.
- Victory Baths benefited from a £134,000 investment in new showering and changing facilities in 2010/11.
- Provided staff support to the Building Better Communities Investment programme.



Chief Executive Joyce McKellar congratulates employee Alan Cunningham for perfect attendance.



EXTENDING THE REACH OF RENFREWSHIRE LEISURE IN 2010/11.

- RLL continued to be represented on Renfrewshire Council forums and working groups to assist in improving access and pathways for youth.
- Continued to provide accommodation for Reid Kerr's sports faculty at Renfrew Leisure Centre and developing partnership links with the college on both coach education and programme delivery.
- Provide support to REN 96 through the head coach and allocation of pool time for training squads.
- Supported the development of the 'Community Sports Hubs' concept.

ACCESS AND PARTICIPATION IN 2010/11.

- Continue to offer an improved concession policy to widen access to all areas of the community through reduced admission charges.
- Overall, 1,721,377 'paying' attendances were reported for 2010/11.
- The total number of attendances per thousand population for swimming pools saw a slight decrease from 2,786 in 2009/10 to 2,474 in 2010/11, primarily due to a drop in attendance recorded at Erskine Pool as a result of its closure for refurbishment with a nine month operation. A reduction in attendances for casual swims was also recorded across community pools.
- The total number of attendances per thousand population for indoor sport facilities increased from 6,449 in 2009/10 to 7,062 in 2010/11. Contributing factors were sustained membership levels of club membership across Renfrewshire, increased attendance at school holiday activity camps and the opening of additional facilities at Ralston and Seedhill.
- Renfrewshire Leisure reduced its subsidy per head from £2.31 to £2.30 in 2010/11
- The club@renfrewshireleisure grew its membership to 8,378 in 2010/11
- Taught 13,272 children to swim through our Learn to Swim programme.
- Attracted, in partnership, with Renfrewshire Council 2,757 young participants over the school holiday periods to attend week long activity sports camps at Renfrewshire Leisure facilities representing 41,355 sessional attendances an increase of 45% on last year.
- Continued to work with Renfrewshire Council and local sports clubs through representation on the Renfrewshire Sports Network.
- Planned and delivered an alternative 'highland games' in November as part of Renfrewshire's Gateway to the Games launch.
- Successfully delivered 14,664 individual pupil lessons through the curriculum learn to swim programme for 1,833 Primary Six aged children in Renfrewshire. 90% of children participating could swim by the end of the eight week programme.
- Our live active programme in partnership with the local CHP accommodated 6,782 referral attendances for the period.
- Developed ACES programme designed to combat childhood obesity in partnership with the local CHP. 131 children completed the ACES programme in 2010/11 with the ACES team exceeding their target for the year by 7%.
- Provided work placements for school and college students throughout the year to gain experience in working within the leisure environment.

PARTNERSHIP WORKING IN 2010/11.

- Continued to work closely with the National Sports and Recreation Trusts Association SPORTA to share best practice through benchmarking and provide a regional voice in influencing national policy.
- Worked with the local Community Health Partnership (CHP) in maintaining a service level agreement to deliver reactive and proactive referral programmes to the local community through the Live Active programme focusing on obesity in adults and youth.
- Assisted the Council develop and promote its offer for the PAISLEY10K road race through representation on working groups and investment in media promotions.
- Involved in various strategic working groups with partners to progress the implementation of the Council's Active Renfrewshire Strategy in 2010/11.
- Renfrewshire Leisure took the lead role in undertaking an audit and mapping exercise of all places and spaces for physical activities in Renfrewshire and a review of operating policies to identify improvements for the future provision. The findings of the review were adopted by the strategy group in December 2010.
- Provided continued support to Renfrewshire Council in developing its Building Better Communities investment programme through the allocation of officer time to the project group.
- Supported the Council in its initial approach to developing local community sports hub pilots.
- The Lagoon Leisure Centre was the venue for the General Election count in May 2010.



Leader of the Council Derek McKay being put through his paces at the RLL Boot Camp.

Continue to offer an improved concession policy to widen access to all areas of the community though reduced



admission charges.

PATHWAYS AND PERFORMANCE.

Assisted in developing and supporting the Renfrewshire Sports Network forum established to support local sports clubs in achieving success.

Renfrewshire Leisure facilities hosted a range of local and national sporting competitions and events .

Worked with education and leisure services in providing access to facilities to provide sport specific development sessions.

RLL provide dedicated access time at the Lagoon Leisure Centre's new regional sports hall for regional squad training and events through service level agreements.

Continued to provide assistance and support to the areas successful REN 96 swim team through the work commitment of our Head Swim Coach and the provision of office accommodation and pool time.

Coaching for life remains an integral part of RLL's overall activity programme with access available throughout the year to the community to a range of activity programmes and club structures.

Representation on a Local Athletics Partnership group with Kilbarchan Athletic Club to develop the sport at Linwood Sports Complex.

Held a disabled open day on 22 April at the Lagoon Leisure Centre as an opportunity to provide details of opportunities open for disabled users.

Worked closely with **sportscotland** and neighboring local authorities through the central network forum for the West of Scotland in looking at improving pathways through sports development.

FUTURE STRATEGY.

Renfrewshire Leisure's first strategy 'Get Active, Stay Active, meeting the challenge' was approved in April 2007. The outcome identified a vision and set of key themes to focus future business planning until 2012: The strategy is under review for the period 2013/18.

OUR VISION

Everybody will enjoy being more active with Renfrewshire Leisure

OUR PURPOSE

To invest in modern facilities and programmes that attracts more people in Renfrewshire to:

- Get Active
- Stay Active
- Improve our quality of life.

OUR GOAL

Achieve a step change in the quality of all buildings and programmes managed by Renfrewshire Leisure and increase participation by 25% by 2012.

The strategy will continue to influence business planning until 2012 and will further assist Renfrewshire Council in delivering the authority's Active Renfrewshire Strategy. Get Active, Stay Active has a focus on five key themes of:

- Investing in our staff.
- Effective marketing and promotion.
- Excellent customer service.
- Extending and developing the reach of RLL.
- Investment in modern facilities and programmes.

Our Vision
Everybody will enjoy being more active with Renfrewshire



Leisure

2010/11 ANNUAL REPORT AND ACCOUNTS

Renfrewshire Leisure Limited

Consolidated statement of financial activities including income and expenditure account for the year ended 31st March, 2011

	Unrestricted Funds 2011 £	Restricted Funds 2011 £	Endowment Funds 2011 £	Total Funds 2011 £	Total Funds 2010 £
Incoming resources					
Incoming resources from generated funds					
Activities for generating funds					
Commercial trading operations	99,324	-	-	99,324	111,926
	99,324			99,324	111,926
Incoming resources from charitable activities	8,345,690	-	-	8,345,690	7,902,728
Other incoming resources	-	-	-	-	-
Total incoming reserves	8,445,014	-	-	8,445,014	8,014,654
Resources expended					
Costs of generating funds					
Fundraising trading					
Cost of goods sold and other costs	60,676	-	-	60,676	69,400
Charitable activities	5,733,850	-	-	5,733,850	6,153,444
Governance costs	1,521,025	-	-	1,521,025	1,701,935
Total resources expended	7,315,551	-	-	7,315,551	7,924,779
Net incoming/(outgoing) resources before other recognised gains and losses	1,129,463	-	-	1,129,463	89,875
Other recognised gains/losses					
Actuarial gains/(losses) on defined benefit pension schemes	2,056,000	-	-	2,056,000	(4,173,000)
Net movement in funds	3,185,463	-	-	3,185,463	(4,083,125)
Total funds brought forward	(4,071,412)	-	-	(4,071,412)	11,713
Total funds carried forward	(885,949)	-	-	(885,949)	(4,071,412)

The Statement of Financial Activities includes all gains and losses recognised in the period.

All incoming resources and resources expended derive from continuing activities.

RENFREWSHIRE LEISURE LIMITED

Consolidated and charity balance sheets at 31st March, 2011

	Group 31st March 2011		Charity 31st March 2011		Group 31st March 2010		Charity 31st March 2010	
	£	£	£	£	£	£	£	£
Fixed assets								
Tangible assets		1,155,519		1,155,519		1,397,823		1,397,823
Investments		-		1		-		1
		<u>1,155,519</u>		<u>1,155,520</u>		<u>1,397,823</u>		<u>1,397,824</u>
Current assets								
Stocks	65,811		62,357		72,084		69,660	
Debtors	417,745		417,745		390,740		390,740	
Cash at bank and in hand	73,486		73,364		43,082		42,945	
	<u>557,042</u>		<u>553,466</u>		<u>505,906</u>		<u>503,345</u>	
Creditors: Amounts falling due within one year	1,320,510		1,316,935		1,338,641		1,336,081	
	<u>1,320,510</u>		<u>1,316,935</u>		<u>1,338,641</u>		<u>1,336,081</u>	
Net current assets (Liabilities)		(763,468)		(763,469)		(832,735)		(832,736)
Total assets less current liabilities		<u>392,051</u>		<u>392,051</u>		<u>565,088</u>		<u>565,088</u>
Creditors: Amounts falling due after one year		84,000		84,000		135,500		135,500
		<u>84,000</u>		<u>84,000</u>		<u>135,500</u>		<u>135,500</u>
Net assets excluding pension liability		<u>308,051</u>		<u>308,051</u>		<u>429,588</u>		<u>429,588</u>
Defined benefit pension scheme liability		<u>1,194,000</u>		<u>1,194,000</u>		<u>4,501,000</u>		<u>4,501,000</u>
		<u>1,194,000</u>		<u>1,194,000</u>		<u>4,501,000</u>		<u>4,501,000</u>
Net assets including pension liability		<u>(885,949)</u>		<u>(885,949)</u>		<u>(4,071,412)</u>		<u>(4,071,412)</u>
Unrestricted income funds:								
Share Capital		10		10		10		10
Unrestricted Income Funds		(922,800)		(922,800)		(4,118,311)		(4,118,311)
Revaluation Reserve		36,841		36,841		46,889		46,889
		<u>36,841</u>		<u>36,841</u>		<u>46,889</u>		<u>46,889</u>
Unrestricted income funds including pension liability		<u>(885,949)</u>		<u>(885,949)</u>		<u>(4,071,412)</u>		<u>(4,071,412)</u>
Pension reserve liability		<u>1,194,000</u>		<u>1,194,000</u>		<u>4,501,000</u>		<u>4,501,000</u>
		<u>1,194,000</u>		<u>1,194,000</u>		<u>4,501,000</u>		<u>4,501,000</u>
Unrestricted income funds excluding pension liability/asset		<u>308,051</u>		<u>308,051</u>		<u>429,588</u>		<u>429,588</u>

This financial summary is an extract from Renfrewshire Leisure Ltd's audited financial statements approved by its management committee on the 29th August 2011.

2010/11 ANNUAL REPORT AND ACCOUNTS

Renfrewshire Leisure Limited

Consolidated Cashflow Statement

For The Year Ended 31st March, 2011

		2011		2010
	£	£	£	£
Net cash inflow from operating activities		251,619		252,571
Returns of investment and servicing of finance				
Interest paid	(11,028)		(11,303)	
Net cash outflow from returns on investment and servicing of finance		(11,028)		(11,303)
Capital expenditure and financial investment				
Payments to acquire tangible fixed assets	(146,602)		(203,757)	
Net cash outflow from capital expenditure and financial investment		(146,602)		(203,757)
		93,989		37,511
Financing				
Repayment of amounts borrowed	(63,585)		(64,532)	
Net cash (outflow)/inflow from financing		(63,585)		(64,532)
Increase/(decrease) in cash in the year		30,404		(27,021)

This financial summary is an extract from Renfrewshire Leisure Ltd's audited financial statements approved by its management committee on the 29th August 2011.

BOARD MEMBERS AND CONTACTS (AS OF 31/3/2011)

Renfrewshire Leisure Limited is a society registered with the Financial Services Authority and a recognised charity governed by its rules.

CHARITY NUMBER SC 033898 COMPANY NUMBER SP 2593RS

Chairman Councillor Iain Nicolson

Secretary Bob Dallas

Treasurer Alan Russell

Other members

John Rodger

Bernard Forteach

Liz Jamieson

Councillor Susan McDonald

Councillor James McQuade (Resigned 31 March 2011)

Councillor George Adam (Appointed 31 March 2011)

Frank Dickson (Resigned 9 December 2010)

Carol Whyte (Resigned 9 December 2010)

Julie Conaghan (Appointed 9 December 2010)

Dennis Donnell (Appointed 9 December 2010 Resigned 2 March 2011)

Registered Office

Lagoon Leisure Centre

11 Christie Street Paisley PA1 1NB

Tel 0141 887 2210

Web site: www.renfrewshireleisure.com

Chief Executive

Mrs Joyce McKellar

Management Official

Mrs Joyce McKellar

Auditors

Milne Craig

Chartered Accountants

Abercorn House

79 Renfrew Road Paisley PA3 4DA

Solicitors

Shepherd & Wedderburn

Saltire Court

20 Castle Terrace Edinburgh EH1 2ET

Bankers Clydesdale Bank plc

30 St Vincent Place Glasgow G1 2HL

*Get Active Stay Active
with Renfrewshire Leisure*



Underlining our commitment



Get Active Stay Active with Renfrewshire Leisure.

Renfrewshire Leisure
Registered Office
Lagoon Leisure Centre
11 Christie Street Paisley PA1 1NB
Tel 0141 887 2210
www.renfrewshireleisure.com