Shetland Recreational Trust

Shetland more active, more often





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CONTENTS

- 1 Chairman's Report
- 2 Reference & Administrative Details
- 3 Vision, Mission & Values
- 4 Our Services
- 5 Key Achievements
- 7 Operational Review
- 11 Training Development
- 13 Assets & Development
- 14 Focus on Finance
- 15 Capital Works
- 17 Focus on the Future
- 19 Behind the Scenes
- 22 Financial Performance



CHAIRMAN'S REPORT

"We will need to make significant decisions to protect SRT until we can determine a sustainable future"

As Trustees, we can often find ourselves getting lost in the details of the finances and governance of our charity, and it can be easy to become entirely focused on things like budgets and policies. While, yes, these are essential things—SRT wouldn't be here without them—it is also important to remember why we got involved and why this incredible organisation exists. SRT provides facilities and services that inspire and support communities in Shetland to enjoy being active and healthy, and the effect of what we do and the value of what SRT supports are, in my opinion, worth the time and effort required by staff, Trustees, and others to make sure this organisation persists. Our vision is that we want Shetland to be more active, more often, and despite all the problems that SRT has and faces, I feel we still achieve that ambition.

The last few years have seen SRT face a series of existential challenges, including: funding reductions, a pandemic, a post-pandemic period where we could hardly let anyone in, a cost of living crisis, and an energy crisis, all on top of our continually ageing estate desperately requiring more attention.

At the start of this year, we knew it was going to be extremely tough. By the middle of this year, we could see that it was going to be tougher than even our worst predictions. Spiralling wage costs and continually rising energy prices have pushed our budgets towards breaking point, and with the reality of insolvency becoming a material concern, the Trustees had no choice but to react. With support from stakeholders (particularly Highlands & Islands Enterprise), work began to explore what reactions might be possible and to plan for how SRT could adapt and survive; that work still continues.

In contrast to those difficulties, the usage and activity levels across our facilities remain high, and the centres are evidently and pleasingly busy. Our MORE4life

Membership Scheme broke past 4000 participants, and our Access to Leisure Scheme supports 865 people who might struggle otherwise to come through the door. Both schemes continue to garner praise and appreciation, so it is undeniably important to reflect that this is why we are here and that it's at the heart of delivering our vision. It is a credit to our staff that SRT has continued to operate and provide what so many people need.

Our Chief Executive, Steven Laidlaw, stepped down in April 2023. Steven championed the introduction of the MORE4life Membership Scheme and took SRT through unheralded circumstances. After considering the situation, the Trustees quickly and unanimously agreed that Robert Geddes had the correct skills, qualifications, and experience to step up and lead SRT. It would be a cliché to describe Robert's immediate task as a baptism of fire—there's no pretending things are going to be easy. However, Robert has worked almost every job that SRT has to offer throughout his career, and there is no one in the organisation who knows more about how to keep this operation running. I hope that we can give Robert the support he needs.

Looking ahead now, there is no doubt we will need to make significant decisions to protect SRT until we can determine a sustainable future. We will have to look at everything, and change is unavoidable. As we do that, it becomes more important than ever to remember how much good SRT delivers. I will finish by thanking my fellow Trustees for the time and effort that they put in, which by far exceeds what could reasonably be expected of volunteers. I also thank the staff of SRT, who must take the credit for that inspiration and support that they provide to and within our community. Shetland is more active, more often because of them.

David Thomson | Chairman



REFERENCE & ADMINISTRATIVE DETAILS

Chief Executive Officer:	Steven Laidlaw (left April 2023)
Acting Chief Executive Officer:	Robert Geddes (since April 2023)
Charity Number:	SC002179

Independent Auditors:

RSM St Olaf's Hall **Church Road** Lerwick Shetland ZE1 0FD

Virgin Money 106 Commercial Street Lerwick Shetland ZE1 0JJ





David Thomson

Derek Leask





Audrey Leask

Martin Summers





Bobby Cumming



Katie McMillan





Stuart Fox **Resigned Sep 22**

Gordon Keith



Adam Civico **Resigned Oct 22** Π S

Annual Report 2022/23

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Bankers:

TRUST

OUR

VALUES

All of our customers, whether they are internal or external, trust us to deliver quality every time. We value this trust and are committed to retaining it.



ENJOYMENT

Everyone will not only benefit from participation in sport and recreational activity with us, but will also have fun doing it.



OUR MISSION

"To provide facilities and services that inspire and support communities in Shetland to enjoy being active and healthy"



INSPIRATION We have energy, desire and determination to succeed in all we do and to inspire every individual within our community.

UNITED

We will work together with colleagues, partner agencies and customers to achieve our shared vision.

INNOVATION We are forward-thinking in all we do and continually look for ways to progress and improve.

PASSION We go the extra mile.

Our values are integral to our success. They help us by shaping our behaviour and are integrated into our appraisal and recruitment practices.

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Annual Report 2022/23

03

OUR SERVICES

Leisure Centres

Multipurpose leisure centres 6 wet/dry and 2 wet, based in 8 communities across Shetland.

Clickimin, Unst, Yell, Whalsay, North, West & South Mainland & Scalloway

Sports Development

We are focused on creating opportunities for individuals to participate in sports, supporting clubs and coaches to deliver various activities

Training Courses

First Aid at Work Emergency First Aid Paediatric First Aid National Pool Lifeguard Qualification

Community Facilities

Meeting rooms available in 6 of our centres

Clickimin, Unst, Yell, Whalsay, North & West

Outdoor Pitches

1 x Synthetic Pitches 3 x Grass Pitches

Active Schools

We support schools and sports clubs in the community to encourage children to take part in sport and physical activities

Outdoor Events We supported:

Picnic & Play in the Park Unst Fun Run Hockey League Snr & Jnr Football Fixtures Athletics Events

Indoor Events We supported:

Parasport Festival and Adult Sport Festival Shetland Sports Awards Annual Intercountry Netball match

'Shetland more active, more often'

KEY ACHIEVEMENTS

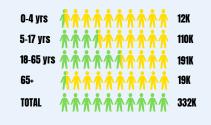
Clubs &

Organisations,

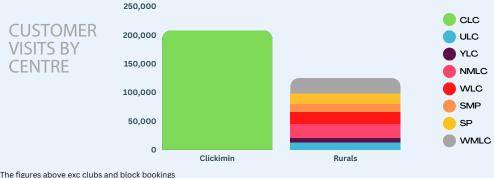
7%

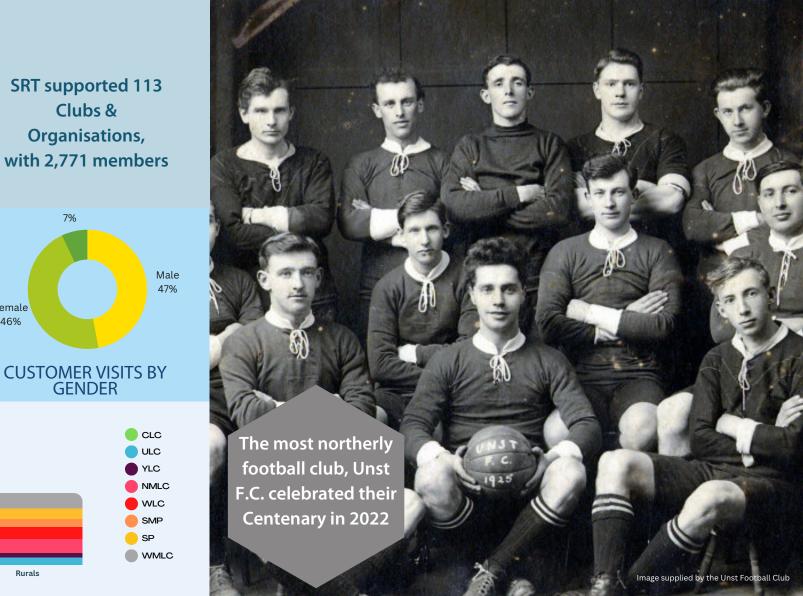
Female 46%

CUSTOMER VISITS BY AGE







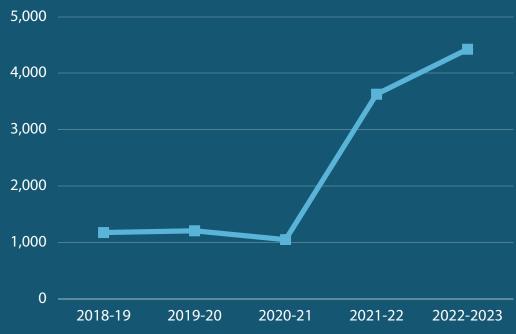


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Membership Movement Analysis

Evidence of membership growth over the past 5 years





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Yell Leisure Centre introduced their Introduction to Kayaking workshop, a dive into the world of kayaking, learning new techniques and improving control.

Whalsay Leisure Centre hosted the annual Whalsay Fun Run, there was a high turnout in the sunshine, to celebrate the Queen's Platinum Jubilee.



During July the South Mainland Pool, Scalloway Pool, Whalsay, Yell and Unst Leisure Centres hosted performances by the Strawboys. A Shetland Arts curated vibrant and energetic outdoor pop-up performance, which blurred the lines between traditional and contemporary dance and music.

2022

April

Unst Leisure Centre's hosted its first Aquathon of the year, in the sunshine, participants Swam in the pool then ran/walked the pitch.

Clickimin Leisure Complex introduced Table Tennis Coaching Sessions, designed to help improve individual's game and were delivered by an experienced Table Tennis Instructor.

May



North Mainland Leisure Centre offered a variety of activities to celebrate Come to Brae Day, including bouncy castle sessions and zorbing, body zorbing bubbles, whether zooming around, wrestling or playing football, a great day was had by all who attended.

June

Unst Leisure Centre hosted the Silver Sneakers Sparkling at 70s exercise class, a fun relaxing hour followed by tea and cake

July



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In September, we were excited to announce the launch of our new Leisure Booking App, to rave reviews from our customers.

The new app allows our customers to have their local SRT facility in their pocket, with quick and easy access to book their favourite fitness classes and activities. Stay up to date with information, new, fitness classes updates, pool timetables and events (QR code below).



October

In October, the Whalsay Leisure Centre hosted an activity evening for the SWRI women. A gentle aerobic session in preparation for a walking netball session. During halftime, they enjoyed refreshments, then finished the evening with a game of Boccia.

West Mainland Leisure Centre re-launched their adults evenings, offering badminton, table tennis, gym and pool sessions. The Shetland Sports Awards made a long-awaited return in November after three years.

It was a celebration of the many sports achievements over the last year. Athlete Martin Leyland took home the coveted Sportsperson of the Year award, and footballer for Ross County George Robesten was named Young Sportsperson of the Year.

November

August

In August, we changed our Deep End Test criteria. We hoped that the new test would be more inclusive for our customers and easier for them to follow.

One of our Managers Richie Gardner from Scalloway and South Mainland Pool created a video to demonstrate the changes, see our Facebook page for more information

September





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The Jarl Squad and Guizers were in high spirits as Up Helly Aa returned to the Clickimin Main Hall and Bowls Hall at the end of the month. They were led this year by our very own Guizer Jarl Neil Moncrieff. Over 50 squads danced and drank the night away till 8am.

We also launched Commit to Fit across all our centres, supporting our customers to kick-start their 2023 fitness journey.



February

February saw the start of our newly refurbished rural gyms reopening, to great reviews from our customers.

North Mainland Leisure Centre introduced their new Pre Natal and Post-Natal Yoga Classes, an adaptive approach to exercise that engages the mind and spirit along with the body. Clickimin Leisure Centre facilitated the 2023 Parasport Festival and Adult Sport Festival in March. It was a fantastic event, with a wide range of different sports including kayaking, cricket, basketball and many more.

Led by Ability Shetland and their volunteers and their sports leads, a brilliant day was had by all.

March

December

In December, the West Mainland Leisure Centre delivered a 'Save an Adult's Life workshop to the P7,S1 and S4 pupils at the Aith Junior High School. Our accredited trainer accessor with the Royal Life Saving Society (RLSS) Scott Hodge took the course, focusing on the assessment of a casualty, basic CPR and reactions to drowning and choking. Teachers and pupils really enjoyed their day.

January



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Otago Classes & Level 2 Gym Instructors

Thanks to partnership work with NHS Shetland and funding from the Shetland Integrated Joint Board (IJB), a group of seven Shetland Recreational Trust (SRT) employees have completed their Level 2 Gym Instructor qualifications.

The candidates studied for their Active IQ Level 2 Gym Instructor qualification through our long-standing fitness education partner, Study Active.

The need for this training was identified as part of a review into the Otago Falls Prevention programme, which SRT runs in partnership with NHS Shetland. In order to maintain and increase provision of the Otago classes, more Level 2 Gym Instructors were required. Gaining this qualification opens the door to many other training opportunities, as a Level 2 is often the prerequisite qualification required to access other courses.

The Otago Exercise Program (OEP) was developed and tested by the New Zealand Falls Prevention Research Group in New Zealand to reduce falls in older persons.

The OEP consists of 17 strength and balance exercises and a walking program, performed three times a week by the older adult in the home, outpatient, or community setting. Exercises can be done individually or in a group setting. Studies demonstrate OEP participants experience a 35 – 40% reduction in falls.

The Falls Prevention programme was developed by the University of Otago in New Zealand and from there it is commonly known and referred to as the Otago class.





A total of thirteen SRT staff and one member of NHS Health Promotions department attended the Otago Exercise Programme instructor's course in February 2023 at Clickimin Leisure Complex. This was delivered through Later Life Training who provide specialist effective training for health and exercise professionals working with older people and frailer older people.

All fourteen candidates passed the initial course, they then had to prepare for a final examination which was scheduled to take place at Clickimin Leisure Complex in March 2023. All fourteen candidates were independently assessed and again all successfully passed their final practical examinations.

The candidates are now all taking part in the delivery of Otago Exercise Programme classes and will be able to put their skills to use to support SRT customers across Shetland. SRT have been so pleased to be able to strengthen our partnership with NHS Shetland as part of this project. George Mustard, Training & Development Officer for SRT commented further "We identified the need to upskill our talent pool so that there were more qualified staff in the discipline of Gym Instructing. We have successfully worked with Study Active before, so we reached out to them to assist us with this. I am very pleased with the end result, and all delegates seem to be very enthusiastic to put their newly learned skills into practice. I have no doubt that they can all put their new skills in Gym Instructing and the Otago programme into very good use, thus benefiting their local fitness community throughout Shetland".

George Mustard | Training & Development Officer

array of maintenance and development projects across our estate.

Following the success last year with attracting external funding, we have spent this year delivering those projects. We constructed a bicycle shelter incorporating charging points for the Clickimin Leisure Facility. We also developed bicycle storage for our Unst Leisure facility.

Following the success with obtaining funding from Inspiring Scotland during 2021/22 we developed two sensory rooms within the Clickimin Complex and improved the sensory experience within our hydrotherapy pool. This funding was also used to develop a sensory kit that can be used within our rural sites or hire out to other care providers.

We undertook a project to develop and upgrade our gym offering within our rural facilities. We undertook a programme of relocating our current gym spaces into our squash court spaces, which have been underutilised in recent years. The change increased the size of our gym space offering and enabled us to offer our customers access to a new, wider range of equipment. The fit out of the squash courts required the upgrade of services connections and improving the lighting quality. Finishes had to be replaced with gym friendly surfaces. Floors were upgraded to accommodate the use of weights and mirror walls added to enable users to monitor posture and technique.

Within the Clickimin facility, we undertook a project to identify the needs for office and staff spaces. This project identified the need for the development of separate office spaces for dry and wet duty officers, together with a staff base for dry side staff. The first of these projects was completed in 2022 with the refurbishment of a redundant store/play area into a poolside office for duty officers.

Andrew Lyall | Head of Assets & Development



FOCUS ON FINANCE

A very difficult year, with significant cost pressures across the board, resulting in a deficit of £0.83m, depleting our reserves to the point of unsustainability

We were lucky to start the year with healthy reserves, secured through COVID, though in response to ongoing financial pressures driving up costs, we budgeted for a year-end deficit of ± 0.21 m in 2022/23. Customer income was slightly lower than expected, mostly due to Shetland Islands Council activity and large scale events.

We began the preparatory work on a number of SCT Capital Grants projects ($\pm 0.27m$ fees and corresponding grant income), though these were paused in early 2023/24 in response to our worsening financial position. Energy costs continued their upward trajectory, increasing by a further $\pm 0.14m$) in the year, with further estimated growth to $\pm 1.03m$ in 2023/24 (in 2019/20 we spent $\pm 0.65m$).

Budgeting for 2023/24 was extremely challenging, necessitating the creation of a Turnaround Plan to reduce the anticipated deficit down to an affordable level in the year. It does not however address the extent of our challenges and will require further restructuring to safeguard SRT, and achieve medium term financial sustainability.

Despite all of our challenges, we continue to provide excellent value for money through MORE4life and Access to Leisure memberships, and our strong links with our communities, clubs and organisations, going some way to ensuring there is a wide range of activities, events and opportunities that inspire and support communities to enjoy being active and healthy, particularly over the long winter months.



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CAPITAL WORK

Concerns have been raised in recent years regarding the condition of our assets. This realisation led to the development of maintenance and replacement plans. These plans provide the data required to identify the funding and works required to be undertaken by the Trust to maintain our assets.

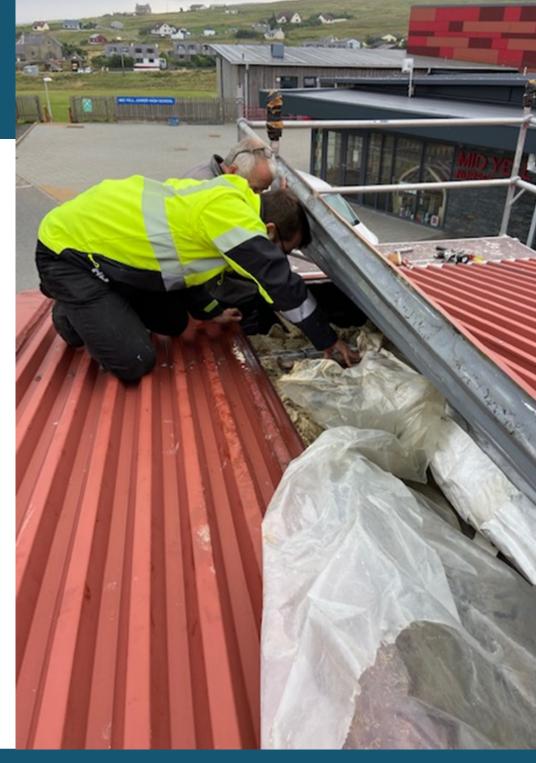
During February 2022 SRT was successful in obtaining funding of £6.13m from the Shetland Charitable Trust. This funding would be used to undertake urgent capital maintenance repairs to our building assets. The funding targeted works in Unst, Scalloway, West Mainland and the Clickimin Facility.

During 2022 we appointed consultants to a Project Team to assist us with developing the projects within the chosen sites. The Project Team undertook on-site surveys and developed detailed work specifications and designs for the projects.

We tendered a project to undertake major maintenance repairs to our Scalloway facility. We received a number of interested bids and identified a preferred contractor.

Due to the ongoing situation, unfortunately, at the beginning of 2023 the Trust entered a period of financial uncertainty. Due to this ongoing situation Trustees took the difficult decision to place all Capital Grant projects on hold.

Andrew Lyall | Head of Assets & Development



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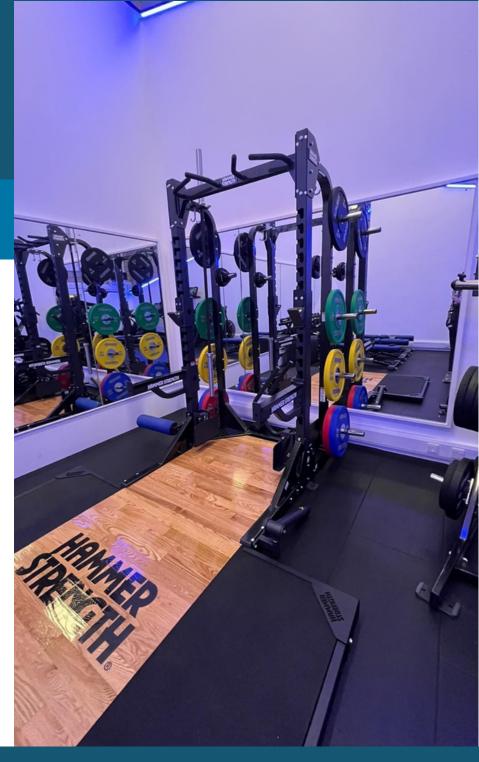
FOCUS ON THE FUTURE

Looking to the future, the Trust has some significant challenges to overcome.

The last 12 months has shown the important work the Trust does by impacting communities and creating opportunity to participate in a wide range of mainly but not limited to indoor activity. The report highlights how the Trust helped communities across the Isles bounce back from the period of the pandemic and we've worked hard to tackle barriers linked to accessibility and inequalities, making our facilities a safe place for all to enjoy and achieve their goals.

A highlight during the last period was the improvement of gym facilities which were installed across five of our sites in March. This shows a commitment to engaging with all our communities and giving them access to the latest equipment and technology without the need to travel. Initial usage patterns show this has been a welcome addition and our staff will work with the communities to get the best out of the new facilities.

Looking to the future the Trust has some significant challenges to overcome. Unprecedented pressures placed on finances present significant challenges to maintain the operations and service delivery, which the communities have become accustomed to in the past. However the Board and Staff remain committed to working hard to deliver the services and work towards a sustainable long term future. I believe everyone in Shetland deserves a great Shetland life, with opportunity to access facilities like the ones provided by the Shetland Recreational Trust. It's at times like these that partnership working and the work of the staff is paramount in achieving the vision of 'Shetland – more active, more often'. None of this would be possible but for the commitment of the talented staff and partners to deliver the extensive activity programme on offer.



Capital works will continue across the estate to bring the assets up to specification to ensure facilities continue to operate safely and as efficiently as possible. Energy is a real challenge in the current climate, and every measure is taken when planning and delivering projects to ensure maximum efficiencies are achieved. Whilst the industry continues to struggle across the country, we are no different and face challenges to find the level of efficiencies required. Our skilled maintenance team continue to deliver a high quality service with the ageing assets challenging them on a regular basis.

The immediate future for the Trust is to look at a period of stabilisation as we tackle the challenges head on. The underlying goal however is, as always, to continue the delivery of high standard facilities and activity programme, suitable for all ages and abilities. We'll continually review our membership offering and look to grow the income generated through this and make it as accessible as possible in a bid to impact the physical and mental health of our population positively. None of this is possible without our passionate customers and clubs who utilise the facilities, and having the Shetland Recreational Trust at the heart of the eight communities spread across the length and breadth of the Islands is essential for the wellbeing of each and every one of us.

Robert Geddes | Acting Chief Executive Officer



DAVID GEAR Centre Manager

Yell Leisure Centre



SANDRA MOORE Customer Service Team Leader

Clickimin Leisure Complex



When you were a child, what did you want to be?

When people asked me what I wanted to be, I always said I wanted to be a fisherman because I loved being out in boats. My Dad is from Foula and our family went there every summer for our holidays. Trips off to the lobsters with my Uncle Ken were always a highlight.

If you could visit anywhere in the world, where would it be?

I've always wanted to visit Iceland, it's so different to anywhere else I've been and people who've been there all say it's amazing! I've been to every inhabited island in Shetland except Fair Isle, I did have a trip planned but it had to be cancelled due to the weather so I'd like to get there sometime.

What did you do before you worked at SRT?

I served my time as a maintenance engineer at the Shetland Norse factory in Mid Yell and worked there for 7 years, I then spent 6 months travelling in Europe and America with my wife Anne, and we got work where we could to support us on the trip. When we returned to Shetland, I worked for SIC marine operations doing maintenance for a couple of years before I got the job as manager of Yell Leisure Centre.

What do you enjoy most about your job?

Looking back, all the staff have been very committed and really good to work with. There's also a lot of community support for the Leisure Centres, which makes my job a lot easier. Working with young children can be very entertaining, and I have a wealth of funny stories of things they've said and done.

When you were a child, what did you want to be?

When I was trying to decide what to do after school I wanted to become either a paramedic or a nurse. I was more drawn towards being a Paramedic and I spoke to the ambulance service at that time and they gave me information on what I needed to do to join them. Then when the time came I decided against it, which I still regret because I think I would have really enjoyed it.

If you could visit anywhere in the world, where would it be?

I've been very luck and visited lots of different parts of the world, but I have never been to Australia or New Zealand. I think that will have to be a holiday for when wir bairns are older and don't want to come on holiday with us any more. I have family in New Zealand, so it would be fabulous to visit them.

What did you do before you worked at SRT?

I worked for 22 years at Sumburgh Airport, I started with British Airways and then after 6 years Loganair took over the operation. I started off as a part-time member of the check in team, and by the time that I left I had become the Passengers Services Manager.

What do you enjoy most about your job?

With my position, I enjoy the combination of being office based and reception based. I get to see lots of different aspects of the operation and get a good understanding of what's happening. The days working on reception are always interesting, there are never two days the same. It's good to meet the members of the public and interact with them.

JENNIFER NICOLSON Activities Leader

Clickimin Leisure Complex



When you were a child, what did you want to be?

When I was younger, I really wanted to be a choreographer. I don't really know why other than I just loved cheesy pop bands and I loved recording the likes of top of the pops and learning dance routines. I was obsessed with S Club 7 and can still do a lot of the routines, as a lot of people have sadly had to witness when I have had one too many proseccos!

If you could visit anywhere in the world where would it be?

There are so many places I would love to go around the world, but top of my list (and I am cheating with 3 here) is Fair Isle, Foula and Papa Stour. Despite being from Shetland my whole life, there is so much of the place I am still yet to see, and it's amazing how many others are the same. I am from Yell, so seeing all the Isles is top of my list. I have managed a few so far, flying out to Skerries in the front of the plane, with Eddie Watt being a highlight.

What did you do before you worked at SRT?

Before joining the SRT, I was just at school and college. I left school in 2006 and joined the SRT in 2007 after a year at the Shetland College. I have had breaks from the trust during the past 16 years to do different things such as working in care which I loved and also to have my peerie family which I love even more.

What is a typical day for you at SRT?

I really do love my job. I often tell people how lucky I feel having a job I enjoy so much. I don't think I could pinpoint what I enjoy the most, as I like it all. I do enjoy the social aspect, meeting new families as well as people I have known for years and being with all the bairns, getting to know them. My job is playing, dancing, singing, running around and having fun, what's not to love! Bairns are so innocent, honest and so funny, they are 100% good for your soul. BOBBY CUMMING Trustee

Board of Trustees Shetland Recreational Trust



When you were a child, what did you want to be?

From a young age, I was intrigued by mathematics, chemistry, and physics. The science behind aircraft and flight captivated me. I aspired to become an airline pilot to explore the world and satisfy my interest in the engineering and science behind it all.

If you could visit anywhere in the world, where would it be?

As an avid follower of travel bloggers on YouTube, I have always been interested by the appeal of South East Asia. The region's allure lies in its aweinspiring landscapes, encompassing stunning beaches, lush forests, and vibrant city skylines. I'm also drawn to what appears to be warm and welcoming hospitality.

What is your day job?

I have been a Process Engineer with EnQuest at Sullom Voe Terminal since graduating in 2018. During COVID-19 I wished to put my spare time to better use by joining the SRT as a trustee.

What is a typical day for you at SRT?

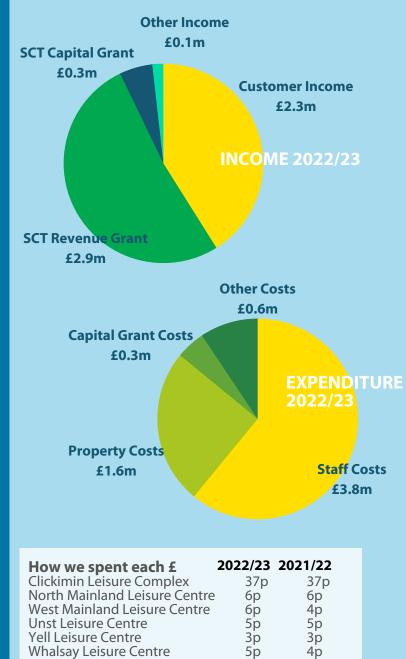
Being a trustee at Shetland Recreational Trust sparks my interest and brings fulfilment. Engaging in strategic decision-making allows me to contribute to shaping a positive future for the trust, ensuring its success. It is deeply rewarding to witness the impact of our collective efforts in providing recreational opportunities to the community.



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£



6p

4p 13p

14p

4p 4p 17p

16p

Scalloway Pool South Mainland Pool

Maintenance Administration

FINANCIAL POSITION 2022/23 Table of financial position				
Balance Sheet	2023 (£)	2023 (£)	2022 (£)	
as at 31 March 2023				
Fixed assets				
Tangible assets		21,673,191	22,455,386	
Total Fixed Assets		21,673,191	22,455,386	
Current assets				
Stocks	13,833		11,659	
Debtors	396,656		681,454	
Cash at bank and in hand	572,553		1,212,231	
Total Current Assets	983,042		1,905,344	
Liabilities Creditors: amounts falling due within one year	(565,942)		(662,002)	
Net current assets		417,100	1,243,342	
Total assets less current liabilities and net assets excluding pension liability		22,090,291	23,698,728	
Defined benefit pension scheme liability		4,757,000	(4,599,000)	
Total Net Assets		26,847,291	19,099,728	
Funds				
Unrestricted - general fund		417,100	1,243,342	
- pension fund		4,757,000	(4,599,000)	
Total unrestricted funds		5,174,100	(3,355,658)	
Restricted fund		21,673,191	22,455,386	
Total funds		26,847,291	19,099,728	
A copy of our audited Annual Accounts are	e available o	n request mai	l@srt.org.uk	

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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



Cover photograph by Brian Gray

Report photographs supplied by Facility Managers, Brian Gray and Dale Smith

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www.srt.org.uk