



West Lothian Leisure

XCITE

Corporate Strategy 2016-2017

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1. Introduction

We are delighted to present Xcite West Lothian Leisure's Corporate Strategy for financial year 2016/17. The Strategy sets out our Vision, Values and Key Aims and Outcomes for the year. It also details the actions to be taken to achieve the outcomes together with the revenue budget available and our investment plans.

Clear targets are set for key result areas and progress towards these will be reported to each Board meeting.

The Corporate Strategy is supported by annual department and facility plans. There is a clear link (a 'red thread') between these plans and the Corporate Strategy.



*Dr Cindy Brook
Chair*



*Robin Strang
Chief Executive*

2. About Us



Xcite West Lothian Leisure Limited (Xcite) is a Community Benefit Society and is a corporate body registered under the Co-operative and Community Benefit Societies Act 2014. Xcite has charitable status granted by HM Revenue and Customs in Scotland. All bodies which are registered as charities must comply with the Charities and Trustee Investment (Scotland) Act 2005. This sets out requirements for charities and also for their Trustees. Charities listed on the Scottish Charity Register (overseen by OSCR) must meet the charity test, which (in terms of the 2005 Act) means: its purposes are charitable and that it provides public benefit.

Xcite was incorporated on 1 February 1998 and provides sports and leisure facilities and

activities to the community of West Lothian. It operates as a not for profit distributing organisation and is a social enterprise. Surplus, other than reserves, if generated is available to reinvest in the facilities to benefit the community.

Xcite is responsible for the strategic and operational management of the following sport and leisure facilities which it leases from West Lothian Council:

- [Xcite Armadale](#)
- [Xcite Bathgate](#)
- [Xcite Broxburn Sports Centre](#)
- [Xcite Broxburn Swimming Pool](#)
- [Xcite Craigswood](#)
- [Xcite East Calder](#)
- [Xcite Fauldhouse Gym](#)
- [Xcite Linlithgow](#)
- [Xcite Livingston](#)
- [Xcite Whitburn](#)

These facilities provide a strong infrastructure of community leisure centres, swimming pools, sports halls, outdoor sports pitches, health and fitness centres for sport and physical activity and centres of excellence for sports development and events.

In delivering its services Xcite works with many partners including West Lothian Council, NHS Lothian, West Lothian Health and Social Care Partnership, sportscotland and many Governing Bodies of Sport. In doing so we make a significant contribution to many of the outcomes in West Lothian Community Planning Partner's Single Outcome Agreement and to the Scottish Government's vision for Scotland where more people are more active more often.

In delivering and developing services, the customer and our communities are put at the centre of decision making. It is our belief that doing well (financially) and doing good (in our communities) are compatible objectives. The better we are at doing business the more we can do to help those in our communities who need additional support



3. Our Vision

To be an organisation that is at the heart of our growing community, helping residents to improve their well-being, and offering opportunities for all to make healthy lifestyle choices. Our service and facilities are best in class and our sustainable business practices enable us to re-invest for the benefit of future generations of West Lothian people. As a valued organisation that understands, cares about and engages with its community, we are the delivery partner of choice for West Lothian organisations responsible for improving people's lives through sport, health and physical activity.

4. Our Values

Our Values

Service

Listening and putting people at the heart of our decisions.

Integrity

Being honest, open and transparent in our dealings with our customers, colleagues and partners.

Respect

Treating people fairly and embrace equality and diversity

Accountability

Standing up and taking responsibility for our actions

5. Review of 2015/16



2015/16 was another challenging year for us, but a rewarding one too. The main challenges we faced were:

Partner Funding

We are in a period of unprecedented pressure on public spending, which has affected the funding we receive from our key partner West Lothian Council. In 2015/16 our management fee reduced by 4% and there will be further reductions in the years ahead. We do, however, value the council's continued support and trust placed in us to deliver important services on their behalf.

Increased Costs

Many costs continued to rise, and with the reduction in our management fee the increased cost of operating the facilities had to largely be met by increasing income through growth in usage and by cutting back expenditure in some areas.

Slow Economic Recovery

Although the economy is recovering the recovery remained slow and the impact of the financial crisis continued to put pressure on many household incomes. It was more important than ever, therefore, that we offered excellent service and value for money.

Budget Gym

A large budget gym opened in Livingston in November 2015. This is providing significant competition and, resulted in a review of our packages and pricing.

On a positive note, notable highlights of the year were:

Growth in Usage

The total number of visits increased by 5% (projected), that is more people being physically active more often, and overall income grew by 5% (projected).

Health Partnerships

Our partnership with NHS Lothian and West Lothian CHCP (now Health and Social Care Partnership) goes from strength to strength and joint working on health issues is an important and growing area of our work.

Committed to Excellence 2 Star

In December 2015 we were delighted to be awarded Committed to Excellence 2 Star status by Quality Scotland. This was a key aim for us and provided further evidence that our continuous improvement plans are on track.

Healthy Living Award

Another key aim last year was to achieve the Healthy Living Award (awarded by NHS Health Scotland) in each of our three cafes. This was achieved ahead of schedule last summer.

Key to the continued growth in usage is investment in facilities and services for our communities. In 2015/16 we delivered the following projects:

Xcite Linlithgow Extension: The multi million pound extension to Xcite Linlithgow Leisure Centre went to plan and now provides first class health, fitness and sports facilities for the local community.

Full gym equipment replacement and minor refurbishment at Xcite Broxburn Sports Centre.

Replaced the cardiovascular equipment in the gym at Xcite Armadale and carried out some minor refurbishment works.



6. West Lothian's Population/Demography

West Lothian's population and economy have undergone significant change in the last ten years and further changes will occur in future years.

These changes have presented opportunities and challenges for West Lothian's Community Planning Partners.

Demographics

- West Lothian has a population of about 175,100 accounting for 3.3% of Scotland's total population.
- West Lothian has been one of the fastest growing parts of Scotland and is predicted to continue this trend, with projections that it will rise by over 19% by 2035.
- The average age is 39, compared with the Scottish average age of 41.
- The West Lothian population is made up of 51.1% female and 48.9% male, with a higher than average proportion of working age people.
- Over the next 25 years the population aged under 16 is projected to rise by 13.3% but the biggest area of growth will be people of pensionable age.

- It is anticipated that the number of 65-74 year olds will increase by 80% and the number of over 75's by 151% by 2033.

Economy

- West Lothian's economy has reacted positively to constant change over the last 30 years, moving from one that was dominated by manufacturing to strong growth in service sectors, including public services.
- In common with other areas, we have experienced a recent downturn due to the global recession and unemployment has risen as a result. However the unemployment rate is currently below the national average.

Inequalities

- Almost 9,000 people in West Lothian live within some of the most deprived areas in Scotland. This accounts for around 5% of the West Lothian population.
- The proportion of children in families dependent on out of work benefits or child tax credit is 47%, which is higher than the Scottish average.

7. Strategic Context



National

Through our actions we contribute directly to the Scottish Government’s vision for Scotland where more people are more active more often. Active Scotland’s outcomes are shown in the diagram below.



This framework is supported by a number of national strategies such as the Scottish Government’s 2014 Legacy Plan, The National Strategy for Sport ‘Reaching Higher’ and sportscotland’s Corporate Plan ‘Raising the Bar.’

In sportscotland’s corporate plan it states that by strengthening people, places and profile we will see the following outcomes:

- **Participation** – Everyone will have the opportunity to get involved and participate in sport and stay involved throughout their life
- **Progression** – Everyone will have the opportunity to develop, progress and achieve success at their chosen level of sport

Local

The local outcomes and priorities that we will contribute to are noted below. We will contribute in particular to those outcomes and priorities shown in bold type.

West Lothian Community Planning Partnership's Single Outcome Agreement 2013 – 2020

Outcome 1 – Our children have the best start in life and are ready to succeed

Outcome 2 – We are better educated and have access to increased and better quality learning and employment opportunities

Outcome 3 – Our economy is diverse and dynamic and West Lothian is an attractive place for doing business

Outcome 4 – We live in resilient, cohesive and safe communities

Outcome 5 – People most at risk are protected and supported to achieve improved life chances

Outcome 6 – Older people are able to live independently in the community with an improved quality of life

Outcome 7 – We live longer, healthier lives and have reduced health inequalities

Outcome 8 – We make the most efficient use of resources minimising our impact on the built and natural environment

Integration Joint Board (WL Health and Social Care Partnership) Strategic Plan 2016 – 2026

There are nine national integration outcomes which are expected to be improved through the integration of health and social care.



Outcome 1 – People are able to look after and improve their own health and wellbeing and live in good health for longer

Outcome 2 – People, including those with disabilities or long term conditions, or who are frail, are able to

live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Outcome 3 – People who use health and social care services have positive experiences of those services, and

have their dignity respected

Outcome 4 – Health and social care services are centred on helping to maintain or improve the quality of life of

people who use those services

Outcome 5 – Health and social care services contribute to reducing health inequalities

Outcome 6 – People who provide unpaid care are supported to look after their own health and wellbeing, including

to reduce any negative impact of their caring role on their own health and wellbeing

Outcome 7 – People using health and social care services are safe from harm

Outcome 8 – People who work in health and social care services feel engaged with the work they do and are supported

to continuously improve the information, support, care and treatment they provide

Outcome 9 – Resources are used effectively and efficiently in the provision of health and social care services

West Lothian Council's Corporate Plan 2013-2017

Priority 1 – Delivering positive outcomes and early interventions for early years

Priority 2 – Improving the employment position in West Lothian

Priority 3 – Improving attainment and positive destinations for school children

Priority 4 – Improving the quality of life for older people

Priority 5 – Minimising poverty, the cycle of deprivation and promoting equality

Priority 6 – Reducing crime and improving community safety

Priority 7 – Delivering positive outcomes on health

Priority 8 – Protecting the built and natural environment



Active West Lothian Strategy 2016 – 2019 (draft)

Outcome 1 - Increased participation in physical activity which will lead to improved health and life expectancy across all the life stages

Outcome 2 - Increased participation and engagement by less active communities

Outcome 3 - Provision of services and facilities which meet the needs of the community

Outcome 4 - Clubs and individuals reach their full potential

Outcome 5 - More people delivering opportunities within schools and the wider community

Outcome 6 - Higher quality opportunities to participate in sport within schools and the wider community

The SPORTA Pledge

Scottish Cultural and Leisure Trusts (through SPORTA, the association which represents them) are committed to improve Scotland's health and pledge to work with all partners to achieve greater cohesion of policy, strategy and delivery across Scotland's communities, in order to realise the potential that exists to create a healthier Scotland.

As well as working closely with Scottish Government and NHS Scotland, Trusts are seeking to strengthen relations with local authorities, NHS Boards, Community Planning Partnerships and Health and Social Care Partnerships locally with a commitment to ensuring affordable pricing structures, and improved programme development and access for all, as we strive to tackle health inequalities in every part of every community in Scotland.

Sporta Trusts have all pledged to:

- Increase participation and equity of access across communities, with a focus on health inequalities, thereby helping inactive people to become physically and mentally active and remain active
- Promote and raise awareness of the links between activity and improved physical and mental health and wellbeing across every community in Scotland
- Strengthen links between Trusts, NHS Scotland, Community Planning Partnerships, charities and other health organisations nationally and locally
- Create a national database of evidence, research, case studies, good practice and assessment of the impact of programmes run by Trusts, local authorities and partners
- Ensure that Trusts have a skilled workforce to deliver health improvement programmes and encourage healthy lifestyles
- Develop a network of Trust experts who meet regularly to monitor and assess the work of Trusts, and engage with partners to improve the quality of service provision across Scotland.

8. Key Aims and Outcomes

From the strategic context outlined in section 7 and in liaison with partners we have developed local aims and outcomes which are designed to contribute to the relevant strategic outcomes.

Strategic Outcomes	Local Outcomes	Key Aims
We encourage and enable the inactive to be more active.	Increased engagement and participation in sport and physical activity by inactive communities	1. To provide opportunities and easy access for inactive members of our communities to join in, get started, stay active and to set and reach their own personal goals
We encourage and enable the active to stay active throughout life	Our services are attractive, affordable and meet the needs of the community, across all life stages and that the physical activity habit is sustained through the key transitions in life Our customers feel valued, engaged and listened to	2. To develop greater and speedier communication channels and access to our services and people through investment in on-line and social technology 3. To continually improve, innovate and provide attractive programmes of activities for our customers 4. To regularly engage with our customers and other members of our communities so that we can ensure that we deliver what they need 5. To promote our values, that we are a local charity and our unique selling points to our communities
We develop physical confidence and competence from the earliest age	Increased engagement and participation in sport and physical activity by children	6. To provide attractive and affordable activities so that our children can be regularly active and encouraged to set and reach their own personal goals
We improve our active infrastructure – people and places	Our buildings are clean, safe and attractive places for our communities to be active within We continually develop our buildings and ‘active spaces’ to meet our communities needs Our employees and volunteers are well trained and motivated to provide an excellent customer service Our employees and volunteers are fully engaged with our customers, our business plan and our vision and values Our employees are proud of their workplace and are ambassadors for the organisation	7. To have plans in place to ensure that our facilities are well maintained and developed to meet community needs 8. To be recognised by our employees as an excellent organisation to work for
We improve opportunities to progress and achieve in sport	Clubs and individuals reach their full potential	9. To deliver and support sports development, active schools and community sports hub programmes
We live longer, healthier lives and have reduced health inequalities We support wellbeing and resilience in communities through physical activity and sport	Our communities are proactive about looking after their health and wellbeing, developing good healthy lifestyle habits and feel a greater sense of belonging and achievement Increased participation in sport and physical activity which will lead to improved health and life expectancy across all the life stages	10. To work with partner organisations to deliver (physical and mental) health improving activities and services
Older people are able to live independently in the community with an improved quality of life	Older people in West Lothian have improved and maintained physical and mental health and wellbeing and improve their quality of life through an attractive and affordable programme of activities and services.	11. To have in place attractive and affordable activities and services for older people
We make the most efficient use of resources minimising our impact on the built and natural environment	Our partners, colleagues and customers trust us and know that we are a sustainable business. We have greater reserves for reinvestment and are able to plan for long term sustainability We consistently use our knowledge, business acumen, innovation and understanding of the industry to inspire everyone throughout our organisation to create and recognise opportunities for growth We have an environmentally aware workforce who take ownership and personal responsibility for playing their part in meeting our targets We continually and consistently apply the principles of best value and continuous improvement to all areas of the business	12. To further build and maintain a successful business that meets and exceeds financial expectations 13. To maximise opportunities that arise or are created to develop and grow the business 14. To further reduce the impact our business has on the environment through good practices, education and measurement systems 15. To have in place processes that ensure that the principles of best value and continuous improvement are applied to all areas of the organisation



9. Corporate Strategy

This area of the Charity is led by the Chief Executive and includes partnership working, corporate social responsibility, continuous improvement, strategic risk, business planning and corporate governance.

Working with our Partners to Deliver Better Outcomes

In delivering our services, we work with many partners. Collaboration, solution finding and innovation are key strengths and core ways of working within our organisation.

With our partners, we contribute to West Lothian's Single Outcome Agreement, to the West Lothian Integration Joint Board (Health and Social Care) Strategic Plan, to the outcomes and priorities set out in the Scottish Government's national strategy for sport – 'Reaching Higher' and Strategy for Physical Activity – 'Let's Make Scotland More Active' and to sportscotland's priorities set out in their corporate plan 'Raising the Bar'.

The key partners we work with are West Lothian Council, NHS Lothian and sportscotland.

We are committed to support our key partner, West Lothian Council, to deliver the eight

priorities in its Corporate Plan 'Delivering Better Outcomes'. Part of this commitment is to support the Council's nine work-streams to prioritise how their reduced overall budget is spent. In particular we will support the work-stream looking at 'working with partners to deliver outcomes'.

Corporate Social Responsibility

Our values and standards underpin all that we do and must be combined with continuing robust management skills, investment in our employees and the creation of knowledge.

Through successful business planning, we generate income from certain activities whilst still offering participants value for money. This means that we are able to fund, partner or subsidise services, activities and projects that benefit others in our communities - some may refer to it as our charitable work or simply us doing good.

It is our belief that doing well (financially) and doing good (in our communities) are compatible objectives. The better we are at doing business the more we can do to help those in our communities who need

additional support

Corporate Social Responsibility cannot be defined by a mission statement or a set of targets; although these can help to define pathways and plans.

It is about understanding our impact on our communities and beyond, and considering how we use that impact in a positive way. It is about responsible business and a way of being that encompasses a range of behaviours, good practises and a cultural commitment to do the right thing.

Social responsibility is at the heart of our business, it gives us our business conscience.

Continuous Improvement

We are committed to continuous improvement and the way we drive this is through what we call 'Xcite Improvement' or XI. XI gives us a process to regularly review what we are doing, why we are doing it and if we can improve what we do. The process uses RADAR Logic: Define the required results, plan the approach, deploy the approach and assess and refine the approach and deployment. XI is led by the Chief Executive supported by the Extended

Management Team (the 25 most senior managers within the organisation).

To ensure that continuous improvement is embedded into our management processes we use the EFQM Business Excellence Model. In 2012 we achieved the first level 'Committed to Excellence' and in 2015 we achieved the next level 'Committed to Excellence Assessment 2 Star'. In 2016 we aim to further develop our internal quality systems to drive improvement and by December 2017 we aim to achieve 'Recognised for Excellence' level.

Xcite West Lothian Leisure prides itself on being at the forefront of new ideas and technology amongst Leisure Trusts in Scotland. In order to maintain our position an innovation fund was created in 2015 to introduce new ideas that generate more income or save money.

Strategic Risk

The strategic risks that the organisation is subjected to are rated and reviewed annually. The Strategic Risk Register together with a Risk Assessment of each risk, including existing and any recommended additional controls, is present to the Board each year. At the same time our reserves policy is reviewed in light of the strategic risks to ensure that the reserves are adequate.

Business Planning

Our business planning process has evolved over the years to mirror best practice. The corporate strategy is supported by annual department and facility plans. There is a clear link (a 'red thread') between these plans and the corporate strategy so that our actions throughout the organisation are aimed at delivering the outcomes described in section 8 above.

Each year the Board of Trustees, managers within the organisation and key partners are consulted to inform the business planning process. Customer and community surveys conducted throughout the year are also taken into account. To further strengthen the process consideration will be given to more community engagement in future years.

Critical to the success of our business planning is to ensure that the customer and our communities are put at the centre of decision making. We, therefore, regularly engage with them so that we understand their needs.

Corporate Governance

It is important that the organisation has strong, clear and transparent governance. The Board of Trustees are responsible for the governance of the charity and take this role seriously. They meet at least six times each year and at each meeting the Chief Executive provides a report on performance and progress towards agreed targets.

Each year the Board reviews key policies and practices such as the strategic risk and reserves policy, the contractual arrangements with the Council, compliance with our Rules and Standing Orders and compliance with charity legislation.

To support them in their role Trustees are provided with training and development.



10. Financial Strategy

The Finance and Administration department provides the full range of finance support service including production of management reports, budget management, making statutory and regulatory returns, payroll, processing of invoices, credit control and procurement. It also provides head office administration.

We are in a period of unprecedented pressure on public spending, which will affect the amount of funding we get from West Lothian Council and other Partners. We have agreed the management fee from West Lothian Council for 2016/17 and we are working with the Council to determine funding arrangements for 2017/18. We are grateful for the Council's continued support and we will strive to provide even better value for money for our key partner the coming years.

Although the local economy continues to recover it remains a real concern. We also anticipate that many costs will keep rising, in particular employee costs which accounts for the majority of our costs.

This together with pressure on customer receipts makes for

continued financial uncertainty. To get through this period we need to make sure we are operating efficiently and look after our key income generators. We also need to look to other new areas to grow the business and other sources of external funding.

Financial Objectives

We have had a sustainable business model for several years. It is vital that we keep a strong focus on the sustainability of this model whilst helping our Council partners to achieve their budget reduction plans. It is also important that we look for other funding so we are not so reliant on the management fee from the Council (22% of our incoming resources) and membership direct debits (53% of our incoming resources).

We will review our key finance processes to ensure they are efficient and fit for purpose. This will include the budgeting process, to ensure that budget holders are more involved from the early stages.

In tandem with this we will introduce new finance software, an integrated business solution

that will streamline business processes and enable end users to operate more effectively. This means we will be able to deliver more frequent and more accurate management accounts for budget holders, including profiling budgets to reflect seasonal variation.

We will ensure our procurement policy is followed by all sections, and that we are getting excellent value across all our purchasing.

The Finance Plan for 2016/17 will include the actions and targets for the department for the year ahead.

11. Operations Strategy

Operations includes the management of facility income and expenditure budgets, performance management of the facility teams, quality management systems and processes, programming and developing services, health and fitness/well-being, health & safety compliance, property and energy management and catering services.

The financial performance of our facilities and other services is critical to the overall performance and success of the organisation. The effect of local economic challenges and the advent of aggressive competition in the market has led to a review of our service priorities and this process will continue. We will focus on maximising income and participation by growing our market share and tackling all those challenges directly. Restructuring our cost base is in progress and this exercise will continue and will include the use of innovation groups and sessions to gain fresh ideas and maximise the input from our customers and staff.

We will improve the sales margins and profitability of our Catering Service and closely manage the increased cost of labour.

We will continue to develop our catering offering in line with our principles of healthier eating.

In an increasingly competitive and fragmented Market, Xcite will focus on its key strength, which is delivering great customer service.



A new Customer Service Strategy will be developed to draw the many strands of our service together and will link closely to work being undertaken to define the core competencies for our employees. We will define the essential service components for each key function within the organisation, which will encourage a fresh approach to training and development.

We will deliver a revised structure for the delivery of Health and Fitness, including the provision of services which currently fall within the category of Health and Wellbeing. The commercial aspects of Health and Fitness have increasingly been core driver for our business and we will be more flexible and better resourced to meet all of the new and existing challenges. Xcite will also develop its Health and Wellbeing programmes, working increasingly with our partners and engaging more with our communities to develop new opportunities, relationships and funding.

Innovation is key to remain competitive within our local environment. We will focus on challenging our day to day practises while enhancing existing methods of service

delivery through staff and customer engagement. We will seek out opportunities and ensure that we swiftly bring new activities and programmes to market to ensure our communities have a varied and valued choice of activity to encourage lifelong participation.

We will replace the existing customer service monitoring methods with an automated loyalty surveying system using Net Promotor Scores (NPS). NPS automatically collects Customer feedback via email with no manual intervention. We can benchmark each of the sites against other and also compare ourselves against the national averages. A range of Customer Relationship Management (CRM) tools are available to ultimately strengthen loyalty and respond better in meeting our customer needs.

Property management is an integral part of the operations and two priority areas will be delivered: Condition surveys will be updated and used to identify those building repairs and improvements which are priority. Xcite Broxburn will undergo significant repair and replacement work to the roof and fabric of the building.

In addition there will be improvements to the internal aspects of both of our Xcite Broxburn sites. We will begin to act on the priority elements within the Energy Savings Opportunity Scheme (ESOS) report. The recommendations are part of the statutory energy compliance registration scheme, administered by the UK Government's Environment Agency.



We will work on completing the prioritised actions from the updated organisational Health and Safety Improvement Plan. Priority areas will include the annual review of risk assessments, display screen equipment (DSE) assessments, annual site audits, statutory inspections and staff training.

The functional operational plans will include the detail behind all of the individual work flows, including the relevant key targets and budgets.

The Operations Plan for 2016/17 will include the actions and targets for the department for the year ahead.

12. Human Resources Strategy

Human Resources comprises professional HR services, training and development services and HR administrative support, collectively providing a comprehensive HR support function to the Charity. It assists managers to meet their legal obligations, takes an active role in the management of HR issues and delivers HR services in an effective and professional manner.

Human Resource Objectives

Human Resources aims to support the achievement of the Charity's objectives making Xcite West Lothian Leisure an excellent Organisation to work for. This will be achieved by:

Developing, implementing and supporting a framework of HR policies and procedures to ensure that the greatest proportion of employees possible is fully engaged.

Influencing managers, staff and representatives and the recognised Trade Union(s) to develop and sustain positive employee relations.

Remunerating staff fairly for the work carried out, both with reference to internal comparators and to the wider employment market.

Offering a variety of training, development and educational opportunities which enable all staff to fulfil their potential at work and which will support the achievement of Organisational objectives.



Enabling managers, through effective professional development, to maximise the skills and capabilities of themselves and their staff and to identify talent for internal promotion and succession planning.

Gathering a range of statistical data and subjective information to provide managers with the information they need to manage well.

Providing a framework for good communications that will bring clarity to the employment relationship and support the achievement of the Charity's objectives.

Working in partnership with West Lothian College to facilitate student placements and capitalise on the benefits of shared training opportunities.

Influencing the Board of Trustees and Senior managers, managers and staff, promoting the benefit of values based decisions.

Providing support for managers and staff on a range of HR and staff relations issues.

Undertaking planned initiatives to achieve continuous improvement in consideration the EFQM Framework and IIP Standards

Delivery of this strategy being dependent upon the Charity being in a position to a) devote adequate resources to the service b) all stakeholders seeing the value of engaging with the service and being prepared to embrace the role of HR to support and advise on matters relating to the effective deployment and management of the Charity's human resources and c) line management pro-actively promoting high levels of staff engagement.

The Human Resources Plan for 2016/17 will include the actions and targets for the department for the year ahead.

13. Business Development Strategy

Business Development includes the marketing of all Xcite products and services via a host of different marketing techniques, management of the Charity's entire computer network including all communications platforms and the management of all the Charity's capital investment programmes.

Business Development Objectives

We will develop our customer communication by using electronic communications tools such as email, Facebook, twitter, mobile apps, SMS and online newsletters. We will implement a new website to further grow and develop our services online and this will provide additional functionality and integration for customers. This will make it much simpler for customers to interact with us and ultimately use our services.

Our use of IT and new technology is important to the development of the organisation. We need, therefore, to ensure highest level of IT security possible is applied and that we continue to ensure our IT systems remain PCI compliant in all areas. We will also complete the implementation of the Server Disaster Recovery Site so we are well protected. Our IT Manager will carry out an annual IT security review and report findings and recommendations to the Board.

We will implement the Learn2 software to enhance further our Learn to Swim programme. This software will address regularly recurring customers' comments where we will provide parents with ongoing information on their child's progress. We will have a parent portal where each week progress will be tracked so as any parent can see at any time the progress their child is making.

Accurate and real time data is essential to ensure we make the best decisions and as a result we will be implementing a new reporting system, EyeQ. EyeQ will be configured to provide information relating to the customer throughput in all buildings and will monitor both visit profiles, income from customers and also member movement. EyeQ will be assisted by Business Process Manager's implementation which will enable us to schedule key customer interactions relating to their data e.g. Birthday message's. It can also be used for customer motivation if they haven't been visiting or if we provide any new activity or special offer they may be interested in.

Our wide area network and phone system is due for renewal in August 2017 and in this financial year we will assess the market in late 2016 to assess the options. We can then go to market in early 2017 so this can be built into 2017-18 financial year budget as any change will need an implementation period of around 6 months. The aim from this exercise is to get a 5% saving or increased services for no additional cost.

We will ensure secure systems are in place for people accessing the network remotely so that we can encourage appropriate mobile and flexible working.

We will aim to grow the use of e-mail communication to engage with our customers on amore regular basis. This will involve growing our database as well as getting accurate e-mail addresses for the 45,000 customers currently on our database.

The Pricing Review Group will continue to meet throughout the year to keep track of pricing, to review our three year pricing plan and will also review all membership packages identifying changes to

current or recommending new packages. This group will also examine opportunities that can be developed from examining membership promotions and what we offer.

We will continue purchase a PR service from West Lothian Council. We will continue to strengthen this relationship and explore other ways to get our message across and increase our profile.

We aim to grow our retention rate by focusing more resources in this area and as a result we aim to keep customers longer. With this more proactive approach we aim to win back customers whilst focusing attention on the areas why customers want to leave. We also aim to go one step beyond this by identifying key triggers that may lead to cancellation and by having an intervention at these key moments will reduce the potential of cancellation.

The Xcite brand is now well established and a recent Citizens Panel Survey 96% of those survey were aware of the name Xcite. 85% of those responded know what Xcite offered and to grow this figure further we will implement a Brand Development Plan. This plan will cement Xcite to become the choice for the community when looking to improve their health and wellbeing. Charitable awareness in the survey was low with only 32% aware we are a charity. As a result of this low score we aim to Sell the brand and highlight the benefits we provide as a Charity through a variety of marketing techniques.

The Business Development Plan for 2016/17 will include the actions and targets for the department for the year ahead.

14. Action Plan for 2016/17

Noted below are the corporate actions to be taken within the next financial year to achieve the 15 key aims set out in section 8 above. Those actions in **bold type** are considered to be the priority actions for the year and have more detailed action plans shown at Appendix A.

Key Aim	Action	Lead	Measure	Timescale
1. To provide opportunities and easy access for inactive members of our communities to join in, get started, stay active and to set and reach their own personal goals	Through analysis of results of recent non-user surveys and other data, understand the barriers to participation by inactive and less active communities and what we can do to encourage them to become active and feed this to the Innovation/Programming Group Increase the retention of health referrals beyond the 12 week programme Together with the Council, refresh and implement the concessionary access scheme to encourage greater uptake Engage and work with other public/voluntary sector physical activity providers, so there is a joined up approach and pathway for lifelong participation	MC BK MC RS	Pass analysed data to the Innovation/Programming Group % of referrals that continue beyond 12 weeks Revised scheme in place Regularly engage with other providers such as WL Council, the Livingston Youth Foundation, WL College, NHS to jointly plan provision	Ongoing Ongoing Implement from April 2016 Ongoing
2. To develop greater and speedier communication channels and access to our services and people through investment in on-line and social technology	Online development to improve the two way communication with customers	MC	Plan in place	For implementation during 2016/17
3. To continually improve, innovate and provide attractive and affordable programmes of activities for our customers	Set up a process for innovation and programme Development Manage approved investment projects for the year (see section 16) within budget and timescale Set up group to consider and write a 3 year pricing plan	BK MC MC	Plan in place Projects successfully delivered Plan written and shared with Board and EMT	For implementation during 2016/17 By March 2017
4. To regularly engage with our customers and other members of our communities so that we can ensure that we deliver what they need	Through local market intelligence ensure that we are aware of local competition and other factors that affect our business Through analysis of recent customer surveys and social media contact build a picture of customer needs and feed results to the Innovation/Programming Group	MC MC	Market intelligence shared with the EMT and any necessary actions agreed and implemented Pass analysed data to the Innovation/Programming Group	Ongoing Ongoing
5. To promote our values, that we are a local charity and our unique selling points to our communities	Introduce Net Promoter Score (NPS) to measure our customer satisfaction levels 'Sell the brand' and our uniqueness to our staff and communities, (i.e. 'buy locally and ethically', 'we reinvest every £ of profit', we are a local charity) through social media, advertising campaigns, our website, etc. And ensure our frontline colleagues are trained to share this with customers.	BK MC ES	System introduced and operational and scores reported to EMT and Board Plan in Place Training carried out	From April 2016 For implementation during 2016/17 By May 2016

14. Action Plan for 2016/17

Key Aim	Action	Lead	Measure	Timescale
6. To provide attractive and affordable activities so that our children can be regularly active and encouraged to set and reach their own personal goals	Regularly review our provision for children to ensure it remains attractive and affordable (e.g. N-R-G, N-R-Getix, School holiday programmes, Get Going, free swimming)	BK	Regular reviews carried out	Ongoing
7. To have plans in place to ensure that our facilities are well maintained and developed to meet community needs	Together with West Lothian Council develop a 10 year facility investment plan To have in place an annual maintenance plan	MC BK	Plan in place Plan in place	March 2017 April 2016
8. To be recognised by our employees as an excellent organisation to work for	In liaison with the Council have in place Building Condition Surveys Propose a sustainable pay and reward structure Carry out an annual employee survey and collate with other feedback/suggestions for discussion with Teams Work more closely with WL College: for work placements, training and development, etc.	BK BK ES RS/ES	Surveys completed Structure proposed to the Board Survey completed, analysed and shared with Teams	TBC By June 2016 April 2016
9. To deliver and support sports development, active schools and community sports hub programmes	To work with and support the Livingston Youth Foundation and WLC Sport and Outdoor Education Team, and deliver our own complementary programmes To work with and support the Linlithgow Community Development Trust (LCDT) to deliver their business plan to introduce sports facilities and activities at Keffinstoun Mains.	ES RS RS	Working agreement in place 'Active West Lothian' Plan in place Support the LCDT Business Plan	October 2016 October 2016 Ongoing
10. To work with partner organisations to deliver (physical and mental) health improving activities and services	Carry out a review to ensure: (a) that we are properly structured given the growth in health and wellbeing, and in fitness and the increasing importance of these to the organisation, and (b) that systems are in place to develop and monitor the health and wellbeing service to meet partner needs	BK	Plan in place	For implementation during 2016/17
11. To have in place attractive and affordable activities and services for older people	Regularly review our provision for older people to ensure it remains attractive and affordable (e.g. Ageing Well, free swimming)	BK	Regular reviews carried out	Ongoing
12. To further build and maintain a successful business that meets and exceeds financial expectations	Review our membership sales and retention practices, including a review of membership packages and 'our offer' To update our customer service strategy (reflecting the current market and challenges); Refresh our customer service training; And ensure it is consistently applied To have in place a sustainable financial model Explore opportunities for other funding streams so that we are not so reliant on the management fee and membership income Promote what we do and our successes to funding partners; And raise the profile of WLL locally and nationally	MC BK ES EMT WC WC RS	Plan in place Strategy completed New training programme introduced Monitor, mentor and coach as required Sustainable budget presented to SMT and Board Explore opportunities and share with SMT Regular meetings/events with WL Council, NHS Lothian/H&SC Partnership, sportsScotland, SPORTA etc.	For implementation during 2016/17 Ongoing May 2016 July 2016 Ongoing Each February Ongoing Ongoing

14. Action Plan for 2016/17

Key Aim	Action	Lead	Measure	Timescale
13. To maximise opportunities that arise or are created to develop and grow the business	To have in place a process so that suggestions are presented to decision makers quickly, are properly assessed and (where approved) quickly actioned	ES/MC	Suggestions presented to the SMT for decision	Ongoing
14. To further reduce the impact our business has on the environment through good practices, education and measurement systems	Reduce energy consumption per visit We are ESOS compliant, the next step is to have in place an energy efficiency plan and link to the maintenance plan	BK	Achieve target set	March 2017
15. To have in place processes that ensure that the principles of best value and continuous improvement are applied to all areas of the organisation	Ensure our procurement policy is being applied across the organisation and market test larger contracts Continue Xcite Improvement (X) via the EMT Review key business processes Explore opportunities for closer working with West Lothian Council and West Lothian College	WC	Plan in place Regular monitoring of compliance and highest priority contracts tested.	Ongoing
		RS	EMT to meet bi-monthly and agree actions	Bi-monthly
		SMT	Processes reviewed and updated as necessary	March 2017
		RS	Regular meetings to discuss new ways of working	Ongoing

15. Revenue Budget

	2015/16 Budget	2015/16 Projected	2016/17 Budget (Provisional)
Financial Income, Refunds & Fees	174,000	130,198	140,000
Management Services Fee	1,776,935	1,990,248	1,921,943
Grant Income	8,000	14,190	16,000
Investment Income	9,000	11,826	9,000
Sale of Asset Income	70,000	91,162	60,000
Finance Income	2,037,934	2,237,624	2,146,943
Club Income – Dry Side	130,205	127,782	124,694
Club Income – Wet Side	74,435	70,901	67,697
Membership Fees	5,910,069	5,539,651	5,593,225
Sports Fees – Dry Side	824,240	728,749	756,341
Sports Fees – Wet Side	1,479,133	1,326,930	1,396,928
Leisure Income	8,418,082	7,794,014	7,938,886
Café Income	285,375	370,340	360,694
Sales – Non Sports	167,100	152,552	159,258
Sale of Stock	107,790	106,827	119,959
Vending Drinks Income	136,799	121,862	130,975
Vending Snacks Income	74,894	68,216	72,146
Sales	771,959	819,797	843,033
Training Income	14,500	16,650	15,000
Training Income	14,500	16,650	15,000
Income	11,242,475	10,868,085	10,943,862
Hire/Lease	786	1,691	1,196
Operating Costs	222,528	298,159	266,449
Repairs/Maintenance	37,873	41,341	40,455
Stock for Resale	151,545	121,752	140,978
Cost of Sales	412,732	462,944	449,079
Gross Surplus	10,829,743	10,405,141	10,494,784
Communications	248,620	197,151	227,913
Development	258,486	246,842	252,669
Equipment	188,180	194,879	192,222
Office Costs	70,661	76,018	71,549
Payroll Costs	6,078,748	6,048,096	6,155,656
Professional Services	330,166	301,309	275,519
Property Costs	1,923,530	1,875,078	1,696,760
Transport	3,593	6,582	7,355
VAT & Finance Charges	1,716,267	1,570,175	1,614,858
Expenditure	10,818,251	10,516,130	10,494,502
Surplus/(Deficit)	11,493	(110,989)	282



16. Investment Plans

Investment has been a key part of our business and has been integral in providing excellent facilities to help grow and develop the number of active participants in our community. New or improved facilities and services boost income, encourage greater participation and provide better facilities for the community. The continued growth in the number of members, for example, is directly linked to investment in our health and fitness facilities.

We are now in a period of unprecedented pressure on local government spending and we are directly impacted by this. As a result of this and with our current borrowing levels we feel it is prudent not to undertake any new capital investment which require prudential borrowing for at least the next 3 years.

To enable us to make informed decisions and to plan more effectively it is proposed that a strategic capital development plan is put together in liaison with West Lothian Council for the next five years,. This work will be undertaken throughout 2016-17 with a view to linking into the Council's 5 years investment period where we can proactively plan together any facility development of improvements

required to their buildings.

Xcite West Lothian Leisure has a 50 year lease (from 1998) with West Lothian Council for a number of buildings and sports pitches, and with the stability of the introduction of a 3 year rolling Funding Agreement this will enable us to jointly plan capital and investment works.

A list of the projects that are planned plus those being considered is shown below. The plan is to focus investment in areas that will protect or improve activity levels and income generation. The projects listed are ones that have already been approved and a few others require further investigation.

Planned Projects for 2016/17

The capital programme for the next 12 months will deliver already agreed projects and in addition to this a number of other potential projects will be assessed during the year.

These projects are shown in the table on page 22.

16. Investment Plans (Cont.)

Site	Project	Status
Head Office	New online system to continue to grow the expansion in online users. A new more interactive website which links seamlessly with our social media platform will be developed for customers. We continue to strive to integrate our partners systems to have a fully integrated system. This will enable our customers to access their online bookings and visit information as well as accessing their wellness programme.	Approved
	Implement the IT disaster recovery server room to enable continued business operation if the main server room is unavailable.	Approved
Xcite Armadale	No Planned development	
Xcite Bathgate	No Planned development	
Xcite Broxburn Pool	To finalise with West Lothian Council a position on sport and leisure provision in Broxburn and jointly plan future provision for the medium to long term. Our main aim still remains to have joint swimming and sports provision under one roof with easy access and sufficient parking for customers.	Discussion
	To make improvements to the swimming pool changing areas to enable them to be continued to be used in the short term.	Feasibility
Xcite Broxburn Centre	We are working with West Lothian Council to replace the roof at the centre. Following the roof replacement we will undertake refurbishment in most areas of the building to enhance the customer experience.	Approved
Xcite Craigswood	The gym CV equipment is due to be replaced and as part of this we will carry out minor decorative works in the gym. As part of this project we will listen to customers to see if the equipment mix needs to be altered in any way to meet customer needs for the next 3 years	Approved
Xcite East Calder	The gym CV equipment is due to be replaced and as part of this we will carry out minor decorative works in the gym.	Approved
	To liaise with West Lothian Council to discuss the potential to extend Xcite East Calder in order to cope with the increasing demands created by the extensive house building currently underway in several locations within the town.	Discussion
Xcite Linlithgow	Changing pavilion extension to service the demand created by the new full size 3g pitch.	Approved
Xcite Livingston	The gym is due for full kit replacement. We will examine the best layout by listening to customers as we try and offer the best possible gym service.	Approved
Xcite Whitburn	The gym CV equipment is due to be replaced and as part of this we will carry out minor decorative works in the gym.	Approved

17. Our Key Result Targets

	2015/16 Projected	2015/16 Target	2016/17 Target	Variance
Customer Results				
Quarterly Mystery Visit Score (the average score for all sites)	79%	80%	-	
Net Promoter Score	-	-	TBC	
Number of Customer Visits (the total number of visits by people undertaking an activity. This does not include spectators)	2,331,317	2,331,317	2,377,943	+2%
E-Communication: Website Visits	587,509	551,373	646,260	+10%
Facebook Followers	11,000	10,000	12,000	+9%
Number of Members (the number people who have a membership package paying by direct debit or annually in advance)	19,600	22,525	20,000	+2%
Average Length of Membership	11 months	11 months	12 months	+9%
People Results				
Employee Turnover (The proportion of employees with contracted hours that have left the organisation)	14%	14%	14%	-
Sickness Absence Rate (The proportion of hours that staff have reported sick of the hours scheduled)	3.6%	4.40%	3.5%	-3%
Employee Stability Index (the number of employees in their present position longer than 12 months divided by total number of employees)	-	75 to 80%	-	
People perception: the perception of our employees on how much they Trust the organisation and senior management	-	-	Annual measurement compared to previous years (trend)	
Society Results				
Number of Concessionary Scheme Visits (the number of visits by people in receipt of certain benefits)	10,610	15,706	11,140	+5%
Energy consumption (the total gas and electricity consumption, measured in Kilowatt Hours, per visit)	11.00	10.50	10.50	-5%
Exercise Referrals that continue beyond 12 weeks (the percentage of people referred to us for physical activity who are still active with us after the initial 12 week free period)	34%	36%	36%	+6%
Number of Outreach STEP's visits (the number of visits to our health & wellbeing classes out-with the buildings we manage)	2,300	2,000	2,350	+2%
Business Results				
Income: Membership	£5,539,651	£5,910,069	£5,593,225	
Pay per visit	£2,254,363	£2,508,013	£2,345,661	
Café and Vending	£560,418	£497,068	£563,816	
Total	£10,868,085	£11,242,476	£10,943,863	
Expenditure: Total	£10,979,074	£11,230,983	£10,943,581	
Projected Year End surplus (deficit)	(£110,989)	£11,493	£282	
Cost per visit	£4.71	£4.82	£4.70	

The Key Results above are designed to provide measures that link to our key aims and outcomes. These are supported by a range of other indicators measured and monitored locally.

From April 2016 benchmarking with other Scottish Trusts will begin and be included in our performance reporting. We will also seek opportunities to benchmark out-with the leisure industry.

From April 2016 we will begin to measure and report three year trends.

18. Monitor and Review



The Corporate Strategy is 'owned' by the Senior Management Team (SMT) and actions and performance tracked at monthly SMT meetings.

Bi-monthly performance reports, including progress towards key result targets, are reported to the Board.

Bi-monthly finance reports are reported to the Audit and Finance Sub Committee.

Bi-monthly results are shared with the Extended Management Team (EMT) and any necessary actions are discussed and agreed.

Quarterly Performance Reports are presented to the relevant West Lothian Council Committee.

An Annual Report is presented to colleagues and partners and is made available to the community via our website.

Appendix A: Action Plans for Top Priorities

Short life working groups have been set up to devise an action plan for each of the five priority actions noted below. The action plans will be presented to the Senior Management Team for approval.

Key Aim: To develop greater and speedier communication channels and access to our services and people through investment in on-line and social technology.

Priority Action 1: Online development to improve the two way communication with customers.
Lead: *Shona Houston*

Key Aim: To continually improve, innovate and provide attractive and affordable programmes of activities for our customers.

Priority Action 2: Set up a process for innovation and programme development.
Lead: *Kirstin Purdie*

Key Aim: To promote our values, that we are a local charity and our unique selling points to our communities .

Priority Action 3: 'Sell the brand' and our uniqueness to our communities. (i.e. 'Buy locally and ethically', 'we reinvest every £ profit to benefit the local community', 'we are your local charity'.) through social media, advertising campaigns, our website, etc. and ensure our frontline colleagues are trained to share this customers.
Lead: *Mark Chambers*





Key Aim: To work with partner organisations to deliver (physical and mental) health improving activities and services.

Priority Action 4: Carry out a review to ensure: (a) that we are properly structured given the growth in health and wellbeing and health and fitness and the increasing importance of these to the organisation, and (b) that systems are in place to develop and monitor our health and wellbeing service to meet partner needs.
Lead: *Billy Key*

Key Aim: To further build and maintain a successful business that meets and exceeds financial expectations.

Priority Action 5: Review our membership sales and retention practices, including a review of membership packages, pricing and 'our offer'.
Lead: *Gary Orr*

Physical activity benefits for adults and older adults

-  **BENEFITS HEALTH**
-  **IMPROVES SLEEP**
-  **MAINTAINS HEALTHY WEIGHT**
-  **MANAGES STRESS**
-  **IMPROVES QUALITY OF LIFE**

- REDUCES YOUR CHANCE OF**
- Type II Diabetes -40%**
 - Cardiovascular Disease -35%**
 - Falls, Depression and Dementia -30%**
 - Joint and Back Pain -25%**
 - Cancers (Colon and Breast) -20%**

What should you do?

For a healthy heart and mind

To keep your muscles, bones and joints strong

To reduce your chance of falls

Be Active

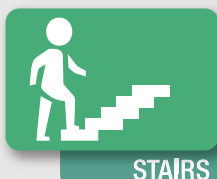
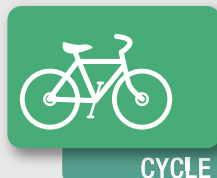
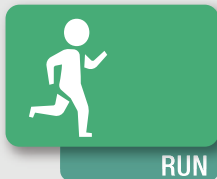
Sit Less

Build Strength

Improve Balance

VIGOROUS

MODERATE



MINUTES PER WEEK

75 OR 150

VIGOROUS INTENSITY

(BREATHING FAST
DIFFICULTY TALKING)

MODERATE INTENSITY

(INCREASED BREATHING
ABLE TO TALK)

OR A COMBINATION OF BOTH

BREAK UP SITTING TIME



2 DAYS PER WEEK

Something is better than nothing.

Start small and build up gradually: just 10 minutes at a time provides benefit.

MAKE A START TODAY: it's never too late!

For more info visit
our website

www.westlothianleisure.com