

MINUTES of the MEETING of the BOARD OF TRUSTEES of WEST LOTHIAN LEISURE LIMITED held within XCITE WEST LOTHIAN LEISURE HEADQUARTERS, BATHGATE on Thursday 8th September 2016.

Present – Cindy Brook (Chair), Alan Dawson, Karen Anderson, Cllr Jim Dixon, Mo Crooks, Beverley Greer, Robert Taylor

Apologies – David Eardley, Cllr Dave King, Cllr Harry Cartmill, Steven Stewart, Jude Spence, Jim Cameron (West Lothian Council)

In Attendance – Robin Strang, Wendy Clydesdale, Mark Chambers, Billy Key, Eric Stafford, Gary Orr (West Lothian Leisure), Paul Stark (West Lothian Council).

Action

1. QUORUM
The Chair advised that a quorum of members was present and the meeting could proceed as planned.
2. ADDITIONAL OR ANY OTHER COMPETENT BUSINESS TO BE CONSIDERED AT THE END OF THE MEETING.
None
3. DECLARATIONS OF INTEREST
Cllr Jim Dixon declared a non-financial interest in the whole of the agenda as an elected member of and appointee to the Board by West Lothian Council.
4. MINUTES OF BOARD MEETING ON 30th June 2016
The minutes were accepted as a true and accurate record.

Matters arising: Robin reported that West Lothian Council need more time to develop and consult on the proposals (business case) for the transfer of further services to WLL, which we had hoped would be presented to the Board today. The Council Executive will now consider this document on 11th October. Robin suggested, therefore, that we arrange a Special Meeting of the Board to consider the proposals during the week starting 3rd October. Directors present agreed this. Robin will email suggested dates to Directors.

RS

5. MINUTES OF THE AUDIT & FINANCE SUB COMMITTEE MEETING ON 10th August 2016

Decision: The minutes were accepted as a true and accurate record.

6. PERFORMANCE REPORT APRIL - JULY 2016 (REP-0675)**OVERVIEW**

Robin went through the performance dashboard for the year to date highlighting the key points.

Finance

Wendy presented the financial position, noting that the projected year-end position is a deficit. To minimise the deficit, expenditure is being very closely managed and efforts are being focused on growing income wherever possible.

The main risk to the organisation is the increased competition from private sector gyms.

Wendy presented the proposed new layout of the trading report to complement the current report with a view to supplying Directors with clearer information, and asked Directors to feed back to her with any comments they might have.

Directors

Operations

Billy explained in detail the effect that the current competition has had on our business, detailing sales and retention figures. He also reported that our most recent NPS customer survey results showed that we have an overall score of 54 against a national average of 32.

Business Development / Marketing

Mark reported on the progress of Linlithgow Sports Pavillion extension which will be ready for use mid November. He then detailed which of our sites have recently undergone minor refurbishments and which have received new CV and resistance equipment. Mark said that all cancelled members will be contacted outlining the positive changes once everything has been completed and they will be provided with an offer to re-join.

Broxburn Pool reopened on Monday 5th September after minor refurbishment during which a village style changing area and new changing cubicles were installed.

Mark then reported on progress of the 'soft launch' of the new Access Xcite Concession scheme on 4 July. Full launch is envisaged for the end of September early October. Early figures are encouraging showing a 25% increase in usage.

HR and Training

Eric reported that 1,425 training attendances were recorded at 244 training events to July 2016. He also advised that we were now working in partnership with West Lothian College to provide e-learning opportunities in a variety of areas as an

alternative to staff taking time away from work.

A decision in principle to change the status of Group Fitness Instructors to 'Self Employed' was taken by the SMT. A full cost benefit analysis and implementation plan will be taken to the SMT for further consideration and the Board will be advised accordingly.

Given the complex and detailed nature of the new Xcite Pay and Reward Strategy which has been drafted, Eric proposed that a sub-committee of the Board is convened to consider the contents in advance of it being presented to the Board. Eric asked that any Directors interested in joining this sub-committee contact him.

Directors

7. PROGRESS ON ACTION PLANS FOR THE TOP FIVE PRIORITIES (REP-0676) attached

Robin provided an update on the progress of working groups which have been set up to devise an action plan for each of the following 5 priority actions :

Priority action 1: Online development to improve the two way communication with customers.

Priority action 2: Set up a process for innovation and Programme Development.

Priority action 3: 'Sell the brand' and our uniqueness to our communities.

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.

Priority action 5: Review our membership sales and retention practices including a review of membership packages and 'our offer'.

Robin then introduced Gary Orr who has been leading priority Action 5. Gary updated Directors on progress to date, which included:

The group has reviewed pricing, including what others Trust charge and the Scottish average pricing and proposed no change.

The group will propose the introduction of a competitive membership package for 16 to 24 year olds as a transition from the N-R-G membership.

Day, week and month passes are also being considered, and a focus on our key target groups: children, families, older people, inactive people, concessionary access and those with health conditions.

The group has also looked at how we sell memberships and recommended a drive towards more on-line sales and bookings and a centralised membership sales resource. There is also a recommendation to focus on customer engagement and the higher quality of service we provide compared to private sector budget gyms together with using TRP's retention software and rewarding loyalty.

Gary will present the groups final recommendations to the SMT as soon as possible so that agreed actions are in place by (at latest) the new calendar year. **GO**

8. AOCB

There was no additional business to be discussed.

9. Dates of Next Meetings:

Special Board Meeting : Week starting 3rd October 2016
(tbc)

Main Board: Thursday 27th October 2016, 6.30pm at Xcite Bathgate.

Audit and Finance Sub Committee : Wednesday 30th November 2016, 6.30pm at Xcite Bathgate