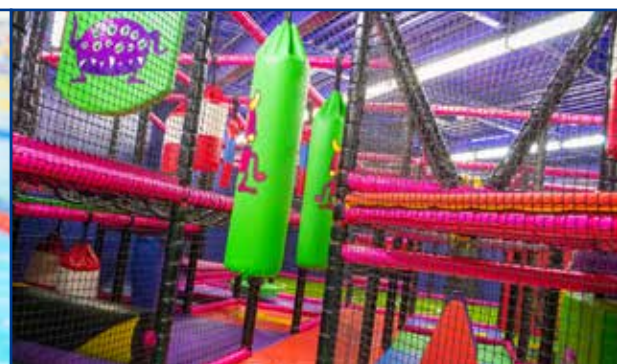


West Lothian Leisure  
**XCITE**  
Business Plan 2017-2018

West Lothian Leisure is a Scottish Charity (SC27470)

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## 1. Introduction

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We are delighted to present West Lothian Leisure's Business Plan for financial year 2017/18. The Plan 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 Business Plan is supported by annual department and facility plans. There is a clear link (a 'red thread') between these plans and the Business Plan. This plan relates mainly to the services delivered before April 2017. Those services

transferred to West Lothian Leisure on 1 April 2017 (as set out in section 7) will be integrated into the operations of the company during 2017/18 and will be fully included in business planning going forward.

A five year strategy from 2018/19 will be put into place to ensure the wider Trust's longer term sustainability.



*Dr Cindy Brook*  
*Chair*



*Robin Strang*  
*Chief Executive*

## 2. About Us



### **West Lothian Leisure Limited**

is a Company Limited by Guarantee and 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.

West Lothian Leisure was incorporated on 1 February 1998 (initially as an Industrial and Provident Society but converted to a Company Limited by Guarantee with West Lothian Council as sole member in August 2016) and provides sports, leisure, outdoor education and cultural 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.

West Lothian Leisure is responsible for the operation of the following facilities:

- [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](#)
  
- [Howden Park Centre Arts Centre Livingston](#)
- [Low Port Centre Outdoor Education Centre Linlithgow](#)
- [Polkemmet Country Park's Golf Course and Range Whitburn](#)
- [Sports & Cultural Facilities at West Lothian's 11 Secondary Schools](#)

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

In delivering its services West Lothian Leisure works with many partners including West Lothian Council, NHS Lothian,

West Lothian Health and Social Care Partnership, Creative Scotland, 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

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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 culture, education, sport and physical activity.

### 4. Our Values

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#### 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 2016/17



2016/17 was a challenging year as we faced unprecedented competition from private sector operators, particularly for gym memberships. Through developing improved sales and retention strategies and emphasising our uniqueness (i.e. that we are a local charity and that any surplus made is re-invested to benefit local communities) we contained the loss of members during the year to just 1.5%. The competition did, however, result in a loss of income which we mitigated by renegotiating our prudential borrowing with the Council to out-turn an operating surplus for the year.

This position was also helped by continuing to invest our facilities and services for our communities. During the year:

- We introduced a new, more interactive website which now links to our social media platform. This enables customers to access their online bookings and visit information as well as accessing their wellness programme

- We replaced the cardiovascular gym equipment at Xcite Craigswood, Xcite Whitburn and Xcite East Calder and carried out some minor decorative works in all three gyms
- We extended to changing pavilion at Xcite Linlithgow to service increased demand for the new full size 3G pitch
- We replaced all of the equipment at Xcite Livingston gym with the latest Technogym kit and increased the size of the gym. We also introduced the largest Queenax (multi training) frame in Europe

In August 2016 we modernised the Trust to become a Company Limited by Guarantee with West Lothian Council as sole member. This closer partnership working with the Council resulted in the transfer of further valued public services to West Lothian Leisure (as set out in section 7) in April 2017.



## 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, West Lothian has 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. Transferring Services



On 1 April the management of the following facilities and services transferred from West Lothian Council to West Lothian Leisure:

- Howden Park Centre  
Arts Centre Livingston
- Low Port Centre
- Outdoor Education Centre Linlithgow
- Polkemmet Country Park's  
Golf Course and Range Whitburn
- Sports & Cultural  
Facilities at West Lothian's  
11 Secondary Schools

The leases and service agreement set out the service to be delivered. Following transfer (phase one) on 1 April 2017, we moved to phase two which sets out to:

Develop a more detailed understanding of the new facilities and services that have been transferred.

Improve the level of integration of the staff, facilities and functions within the transfer remit.

Address consistency in terms of structures, strategy, policy, processes and procedures across the modernised trust. Begin to address any development needs of

transferring staff to ensure they have the appropriate knowledge and skills to carry out their roles successfully within the modernised trust.

Begin to look at how the anticipated benefits associated with the transfer can be maximised and how best to structure West Lothian Leisure to achieve this.

Communicate developments with customers, staff and stakeholders.

Phase three will be delivered during 2018/19:

A detailed review of West Lothian Leisure, leisure, community and cultural facilities, services, programmes and activities will be completed in liaison with West Lothian Council and other stakeholders.

Where appropriate, changes will be made, to ensure long term sustainability.

The review and programme of change, will focus on ensuring that the Modernised Trust is structured appropriately to maximise

service benefits to customers, building on and continuing the growth, development and improvements that have been a feature of West Lothian Leisure's performance in previous years.



## 8. 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

We will discuss with the Council’s Community Arts Coordinator and Creative Scotland the priorities for arts and culture within West Lothian, agree what contribution we can make to these priorities and build this into our business planning.

## 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

Together with partners an Active West Lothian Strategy and a Creative West Lothian Strategy will be developed during 2017/18.



## 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.

## 9. Key Aims and Outcomes

From the strategic context outlined in section 8 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



## 10. 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.



## 11. 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 2017/18 and we are working with the Council to determine funding arrangements for 2018/19. 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 2017/18 (as set out in section 16) we are protecting a deficit budget. Reserves will be used to address this position.

To ensure that we have a sustainable budget for the next 5 years a whole service review will be carried out early in 2017/18.

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 2017/18 will include the actions and targets for the department for the year ahead.

## 12. Operations Strategy

Operations includes the management of facility income and expenditure budgets, the delivery of a range of products and services, managing the performance our managers and other employees, implementing management processes and systems, designing and delivering our customers a wide range of attractive and innovative programmes and activities, continuously improving and meeting all obligations in relation to compliance and safety.

Financial performance of the business remains vital to the broader aspects of achievement and success of the organisation. An increasingly competitive and changing local market continues to create specific challenges for the organisation. We will focus on strengthening services to our communities and strive to be the best and most visited provider of Sport, Leisure and Culture in West Lothian.

A number of factors have resulted in budget pressures across the business and these have been factored into the future design and delivery structure of the services. However, management plans are now in place to mitigate the effects of these budget reductions and therefore achieve our business outcomes.

We will focus on expanding levels of participation across our services and maximising the levels of income generation. The management of our existing facility programmes will change, with the establishment

of clearer targets, improved and closer monitoring of activity performance. We will be more responsive to the demands of our customers, whilst always being mindful of the financial imperatives for the business.

Health, Fitness and Wellbeing are critical areas for the business and continued investment and improvement will be priority areas for the short to medium term. Changing the method in which group fitness is delivered, reducing the levels of membership cancellations, improving the customer experience and operating a sustainable exercise referral programme are key areas.

Delivering excellent customer service continues to be integral to the success of the organisation and there will be a focus on several priority areas. Delivering a revised 12 months of service structure, ensuring we maximise our ability to welcome, support and encourage customers during their visit to our facilities. Actively promoting our member options, adding value to the visit and retaining our valued customers for longer. Developing the benefits of the results and feedback from our Net Promotor Score customer

survey system. A focus on the basic service deliverables; ensuring standards are shared with both our employees and customers.

Growing the level of sales across Café Xcite remains a priority. Rising prices in some key commodities i.e. coffee has placed pressure on profitability, we will monitor this monthly and take the opportunity to reduce costs and increase prices were appropriate.

Close scrutiny of the pricing for our main supplies and contracts are particularly important during this period and there are opportunities to mitigate negative cost pressures in the supply of major equipment, energy and the supply of property maintenance.

A reallocation of resources in the creation of a centralised sales/retention and team is recognised by departments to be a highly attractive. It is a valuable solution to many of the existing challenges, around the quality and consistency of service to both new and existing customers.

A great deal of operational resources will be channelled towards the successful integration of the transferring facilities, as





part of the PW1 transfer on 1 April 2017. Whilst all aspects of the operational management function will be required to support this process, the following are deemed priority during the first 12 months of the transition; The management of all of operational income and expenditure budgets, Supporting the organisational change process, implementing the development of our performance management systems for those transferring staff. Auditing the existing systems, processes and procedures and Implementing revised integrated management and safety systems. Reviewing the current programme of activities and events, building partnerships with the users, groups and clubs and creating new programmes and opportunities for the future.

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 2017/18 will include the actions, budget and performance targets for the department for the year ahead.



## 13. 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.

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 2017/18 will include the actions and targets for the department for the year ahead.



## 14. 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**

The transfer of 14 additional facilities from West Lothian Council on 1st April will provide many challenges as we arrange the IT transfer from the Council network to our network. Additional resources will need to be provided to enable this migration to happen. Clear plans for the future use of IT in the transferring facilities will also need to be clarified so when we transfer from one network to another the long term aspirations are outlined and the transfer is set up to allow for any future development works.

We will further develop our customer communication by using electronic communications tools such as email, Facebook, twitter, mobile apps, SMS and online newsletters. We aim to automate as many communications as we possibly can and we also aim to build in a level of self-service where the customer can electronically interact with us on things that are important to them. We will continue to develop the recently launched new website platform to further grow

and develop our services online to continue to provide additional functionality and integration for customers.

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. Our IT Manager will carry out an annual IT security review and report findings and recommendations to the Board.

Accurate and real time data is essential to ensure we make the best decisions and as a result we will be building on our reporting system, iQ. A suite of iQ reports are available giving information relating to customer throughput which monitors both visit profiles, income from customers and also member movement. iQ reporting will be developed to improve links with Exchequer (our accounts package) so that the reporting of data is more comparable for both systems. The use of Gladstone's Business Process Manager will be developed further to schedule additional key customer interactions relating to their data e.g. if they haven't been visiting or if we provide any new activity or special offer they may be interested in.

We will aim to grow further the use of e-mail communication to engage with our customers on a more 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. This will through time extend where possible to include the PW1 transferring facilities so that we continue to have a single database accessible by everyone who needs access to it.

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

Our contract for the leisure management and other core systems linked to this, are up for renewal by 31st March 2018. This will examine in detail the opportunities that exist but it is further complicated by two of the transferring facilities also having Plus2 as their lead system.

The Pricing Review Group will continue to meet 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 to get provided a PR service from West Lothian Council and we aim to strengthen this relationship to encompass the additional facilities transferring.

We aim to grow our retention rate by focusing on key elements 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 Brand Development Plan will be extended so as Xcite is a more readily recognised brand to become the choice for the community when looking to improve their health and wellbeing. Charitable awareness we aim to increase as we continue to sell more widely the brand and highlight the benefits we provide as a Charity through a variety of marketing techniques.

The marketing requirements of the PW1 transferring facilities will be examined in detail to see what additional marketing support is required to deliver the services provided at the relevant sites. Online marketing at these venues may provide additional benefits as will the introduction of new marketing methods to help drive up sales and customer visits.

The Business Development Plan for 2017/18 will include the actions and targets for the department for the year ahead.

## 15. Action Plan for 2017/18

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.

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  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  RS	Pass analysed data to the Innovation/Programming Group  Increase % of referrals that continue beyond 12 weeks  Regularly engage with other providers such as WL Council, the Livingston Youth Foundation, WL College, NHS to jointly plan provision	Ongoing  Ongoing  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	Implement the plan	Ongoing
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	BK  MC	Implement the plan  Projects successfully delivered	Ongoing  By March 2018
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	'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.	MC  ES	Implement the plan  Training carried out	Ongoing  Ongoing

# 15. Action Plan for 2017/18

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	To have in place an annual maintenance plan In liaison with the Council have in place Building Condition Surveys	BK BK	Plan in place Surveys completed	
8. To be recognised by our employees as an excellent organisation to work for	Work more closely with WL College: for work placements, training and development, etc.	ES	Working agreement in place	Ongoing
9. To deliver and support sports development, active schools and community sports hub programmes	To work with and support the WL Youth Foundation and WLC Active Schools and Community Sport Team to deliver complementary programmes.	RS	'Active West Lothian' Plan in place	October 2017
10. To work with partner organisations to deliver (physical and mental) health improving activities and services	Plan 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	Implement the plan	From June 2017
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	Continue to review our membership sales and retention practices, including membership packages, pricing and 'our offer' Reduce cancellations by improving the customer experience 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 To have in place a five year strategy to secure our financial sustainability from 2018/19	MC BK EMT HD RS SMT	Carry out any necessary actions to ensure we remain competitive Improved retention figures Sustainable budget presented to SMT and Board Explore opportunities and share with SMT Regular meetings/events with WL Council, NHS Lothian/H&SC Partnership, sportscotland, SPORTA etc. Strategy approved by Board	Ongoing Ongoing Ongoing October 2017 Ongoing Ongoing February 2018

# 15. Action Plan for 2017/18

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	BK	Achieve target set	March 2018
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	WC	Regular monitoring of compliance and highest priority contracts tested.	Ongoing
	Continue Xcite Improvement (X) via the EMT	RS	EMT to meet bi-monthly and agree actions	Bi-monthly
	Review key business processes	SMT	Processes reviewed and updated as necessary	March 2018
	Explore opportunities for closer working/shared services with West Lothian Council, West Lothian College and other charities	RS	Regular meetings to discuss new ways of working	Ongoing

## 16. 2017/18 Revenue Budget

	2017/18 Budget	Transferring services through PW1	Consolidated budget 2017/18
<b>Income</b>	£	£	£
Management fee income	(1,985,459)	(469,542)	(2,455,001)
Finance income (excl mgt fee)	(86,063)		(86,063)
Leisure income	(6,830,211)		(6,830,211)
Sales income	(827,783)		(827,783)
Training income	(15,035)		(15,035)
Other income	(510)		(510)
<b>Total income</b>	<b>(9,745,061)</b>	<b>(469,542)</b>	<b>(10,214,603)</b>
<b>Cost of sales</b>	<b>437,628</b>	<b>-</b>	<b>437,628</b>
<b>Gross surplus</b>	<b>(9,307,433)</b>	<b>(469,542)</b>	<b>(9,776,975)</b>
<b>Expenditure</b>			
Communications	196,791		196,791
Development	187,221		187,221
Equipment	172,367		172,367
Office costs	59,848		59,848
Payroll costs	6,249,387		6,249,387
Professional services	340,131		340,131
Property costs	1,685,674		1,685,674
Transport	6,110		6,110
VAT & Finance charges	1,258,944		1,258,944
Management costs	-	469,542	469,542
<b>Total expenditure</b>	<b>10,156,474</b>	<b>469,542</b>	<b>10,626,016</b>
<b>Net deficit</b>	<b>849,041</b>	<b>-</b>	<b>849,041</b>

## 17. 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 3-5 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, In 2016-17 we submitted 3 bid applications to West Lothian Council's capital programme for 2022-2027. The decision on these bids will be reviewed once the outcome of the decision has

been made. The work on this joint plan will encompass all 24 facilities which will include the 14 facilities transferred on 1 April 2017. This work will be undertaken throughout 2017-18 with a view to linking into the Council's investment cycles where we can proactively plan together any facility development of improvements required to their buildings.

The need for an overarching facility strategy which clearly outlines what the leisure provision that's needed for the short and medium term to ultimately achieve the long term aim in terms of provision. Key stakeholders will need to be involved in this review including sportscotland, West Lothian Council, West Lothian Leisure, NHS and Scottish Arts Council. This review needs to clearly identify the key aims for the provision of sport, leisure and culture and needs to link with available resources to deliver the plan.

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 2017/18**

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.



## 17. Investment Plans (Cont.)

Site	Project	Status
<b>Head Office</b>	No planned development	
<b>Xcite Armadale</b>	No planned development	
<b>Xcite Bathgate</b>	Replacement of 5-a-side pitch surface for all 4 pitches under a defective surface still covered within the warranty period.  Gym equipment is due for replacement and options are being explored including a possible extension internally to create a gym on par with Xcite Linlithgow and Craigswood.	
<b>Xcite Broxburn Pool</b>	Feedback awaited on capital bid for pool replacement.	
<b>Xcite Broxburn Centre</b>	Roof repair work along with minor internal remedial works to be completed.	
<b>Xcite Craigswood</b>	No planned development	
<b>Xcite East Calder</b>	Feedback awaited on capital bid for new studio and play area.	
<b>Xcite Linlithgow</b>	No planned development	
<b>Xcite Livingston</b>	No planned development	
<b>Xcite Whitburn</b>	No planned development	
<b>Central Items Landlords Maintenance</b>	Bid submitted for annual sum for landlord's maintenance to help have a sum of investment ring fenced to do essential items to help the buildings continued operation. Buildings' are 19 years old than when West Lothian Leisure inherited them so the costs to keep them operational will continue to rise over the next 10 years.	
<b>Fitness equipment supplier</b>	The contract for the provision of fitness equipment which has been hugely instrumental in income generation is due for renewal in February 2018. A procurement process will be undertaken in line with our Procurement Policy and will involve a procurement working group due to the size and complexity of the contract.	

### Transferring Facilities

Any capital investment plans required for the transferring facilities will be reviewed and this will examine any investment outlined already in the Council Capital Programme. In addition to this we will also examine any critical items examined of capital investment required in the condition survey information that needs immediate action.

## 18. Our Key Result Targets

	2016/17 actual	2017/18 target*		
<b>Customer Results</b>				
Net Promoter Score	58			
<b>Total Number of Customer Visits</b>	2,283,051			
E-Communication: <b>Website Visits</b>	648,355			
<b>Facebook Followers</b>	12,444			
<b>Number of Members</b> (the number people who have a membership package paying by direct debit or annually in advance)	19,505			
<b>People Results</b>				
<b>Employee Turnover</b> (The proportion of employees with contracted hours that have left the organisation)	15%			
<b>Sickness Absence Rate</b> (The proportion of hours that staff have reported sick of the hours scheduled)	4.28%			
<b>Society Results</b>				
<b>Number of Concessionary Scheme Visits</b>	20,992			
<b>Energy consumption: Kwh per visit</b>	7.86			
<b>Exercise Referrals that continue beyond 12 weeks</b>	46%			
<b>Number of Outreach STEP's visits per month</b> (the number of visits to our health & wellbeing classes out-with the buildings we manage)	3,375			
<b>Business Results</b>				
<b>Income:</b> Membership Fees	£5,042,482			
Pay per visit	£2,184,570			
Café / Vending / Sales	£881,768			
Finance Income	£2,923,512			
Total	£11,032,332			
<b>Total Expenditure:</b>	£10,949,516			
<b>Projected Year End surplus (deficit)</b>	£82,816			
<b>Cost per visit</b>	£4.80			

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.

\* We will engage with our Council partner to develop a range of performance measures and targets for the wider Trust. The service specifications for the recently transferred services set out the following performance measures:

### No. Sport, Leisure and Outdoor Education Performance Measures

1.	Participation (attendances) at leisure, sport and outdoor education activities
2.	% capacity usage of leisure, sport and outdoor education estate
3.	Customer satisfaction with leisure, sport and outdoor education services
4.	Number of visits by concessionary card holders in receipt of benefits
5.	Sickness absence rate
6.	General practitioner referrals. Percentage referrals continuing after initial 12 week programme
7.	Number of complaints received
8.	% of complaints resolved at Stage 1
9.	% of complaints resolved at Stage 2
10.	% of complaints upheld and partially upheld

## 19. Monitor and Review

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The Business Plan 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 Extended Management Team (EMT) and to the Board, and bi-monthly finance reports are presented to the Audit and Finance Sub Committee.

Quarterly performance reports are presented to the relevant West Lothian Council Committees: The West Lothian Leisure Advisory Committee and the Culture and Leisure Performance and Development Scrutiny Panel (PDSP).

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

# 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	<b>-40%</b>
Cardiovascular Disease	<b>-35%</b>
Falls, Depression and Dementia	<b>-30%</b>
Joint and Back Pain	<b>-25%</b>
Cancers (Colon and Breast)	<b>-20%</b>

## 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**

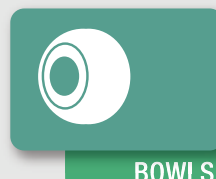
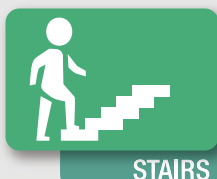
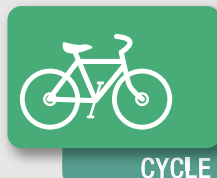
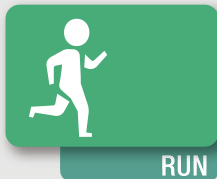
**Sit Less**

**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](http://www.westlothianleisure.com)