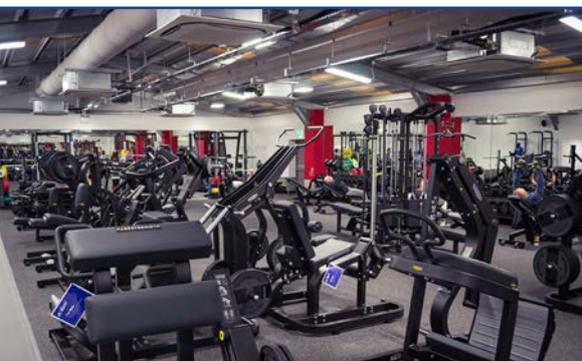


West Lothian Leisure
XCITE
 Business Plan 2018-2019

West Lothian Leisure (known as Xcite) is a Scottish Charity, SC027470.

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1. Introduction

We are delighted to present West Lothian Leisure's Business Plan for financial year 2018/19. 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 'golden thread') between these plans and the Business Plan.

A four year plan from 2019/20 to 2022/23 will be developed during the first quarter of the year to ensure the Trust's longer term sustainability.



*Dr Cindy Brook
Chair*



*Robin Strang
Chief Executive*



2. About Us

West Lothian Leisure Limited

West Lothian Leisure 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.

In April 2017 fourteen further facilities and services were transferred from West Lothian Council to West Lothian Leisure in recognition of the success of the Trust and the impact it makes in 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 Local Outcome Improvement Plan (LOIP) 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 and enjoy cultural activities. 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.

The Aim: To build a sustainable charity that improves the lives of West Lothian people.

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 embracing equality and diversity

Accountability

Standing up and taking responsibility for our actions

5. Review of 2017/18



We had a challenging year in 2017/18 during which there was continued competition from private sector budget gyms, however, despite this the number of attendances at our sites and activities held up well, and importantly we furthered our charitable objectives as an organisation set up to benefit the community.

We have furthered our charitable objectives (to improve the health and social wellbeing of our communities) by increasing attendances at most of our activities, activities designed to improve health and wellbeing primarily through physical activity. The total number of visits to West Lothian Leisure venues and activities during the year was nearly 2.7 million, the highest ever number of annual visits that we have experienced. This was boosted by the transfer of the management of additional facilities and services from West Lothian Council to West Lothian Leisure in April 2017. These included Howden Park arts centre, Low Port outdoor education centre, the golf course and driving range at Polkemmet Country Park and the sports and cultural facilities at West Lothian 11 secondary schools.

During the year time was taken to understand and embrace the new services. Development of them will begin in 2018/19 in line with our transfer plan.

Of particular note was a 6% increase in attendances by over 60 year olds and the 86% increase in attendance by people in receipt of benefits, two key target groups.

Attendances at our group fitness classes increased by 9% to 302,610. This is an increasingly popular way to exercise, particularly for women. During the year Learn to Swim attendances increased by 5% to 292,714 as we teach more people to swim than ever before. Usage by sports clubs increased by 21% as we support more clubs than ever to grow and develop.

Exercise Referrals from GP's and acute care health professionals in West Lothian into our 'First and Further Steps' to health and wellbeing programmes continue to grow beyond expectations.

We are now receiving over 300 referrals per month as we support local people to improve their health through structured and supported exercise programmes.

Our main investment project during the year was the extension of the gym at Xcite Bathgate. The new gym opened in March 2018 and is now the biggest gym we have at 700 square metres with over 100 pieces of the latest Technogym equipment.

Key to this success has been our well trained and dedicated team of people who have supported more people than ever to be regularly physically active, and these customers have reported consistently high levels of satisfaction with the services they receive.



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 180,130 accounting for 3.4% 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 3% by 2025.
- 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 and modern businesses (e.g medical technologies).
- 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. Transferred Services

On 1 April 2017 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 Driving Range Whitburn
- Sports & Cultural
Facilities at West Lothian's
11 Secondary Schools including the
community high schools at Deans
and Inveralmond

The aim during 2018/19 is to fully integrate staff, facilities and functions into West Lothian Leisure and deliver the benefits associated with the transfer, in particular to drive growth in attendance and income.



During 2018/19 there will be a management restructure to facilitate this integration and to ensure that all services are operated using the same processes and reporting methods.

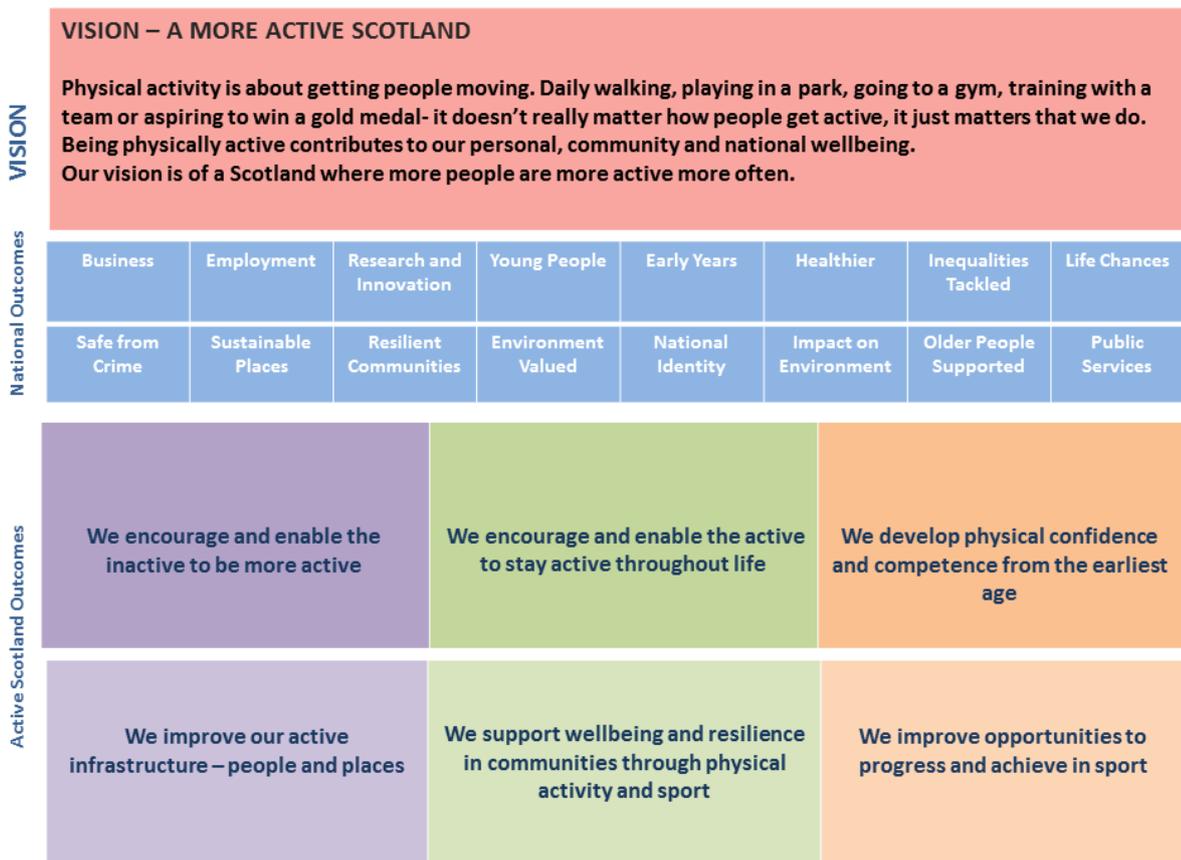
In liaison with stakeholders we will develop an arts and culture strategy for West Lothian that will set out the long term vision, priorities and outcomes for the service.

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. Key to this is engaging with the Culture Strategy for Scotland.

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 Local Outcome Improvement Plan

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

Priority 1 – Improving attainment and positive destinations

Priority 2 – Delivering positive outcomes and early interventions for early years

Priority 3 – Minimising poverty, the cycle of deprivation and promoting equality

Priority 4 – Improving the quality of life for older people

Priority 5 – Improving the employment position in West Lothian

Priority 6 – Delivering positive outcomes on health

Priority 7 – Reducing crime and improving community safety

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 2018/19.



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 Transform Services

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 Local Outcome Improvement Plan, 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, Creative Scotland and sportscotland.

We are committed to support

our key partner, West Lothian Council, to deliver the eight priorities in its Corporate Plan 'Transforming Your Council'.

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 2018/19 we aim to further develop our internal quality systems to drive improvement.

West Lothian Leisure prides itself on being at the forefront of new ideas and technology amongst Leisure Trusts in Scotland. To this end we have created an innovation and programme development plan which will be introduced in 2018/19.

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 business plan is supported by annual department and facility

plans. There is a clear link (a 'golden thread') between these plans and the business plan so that our actions throughout the organisation are aimed at delivering the outcomes described in section 8 above.

Each year the Board of Directors (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 improving community engagement.

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 2018/19 and we are working with the Council to develop a 4 year financial plan from 2019/20. 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 and utility costs which account 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.

An upgraded financial management system (Exchequer SQL) was introduced at the end of 2017/18 which will allow us to integrate the recently transferred facilities and services into our finance systems from April 2018.

Financial Objectives

We have had a sustainable business model for several years, but over the past year this has been challenged as several private budget gyms have entered the market. It is vital that we keep a strong focus on the sustainability of our 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.

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.

To ensure that we have a sustainable budget for the next 4 years a whole service review is being carried out.

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 2018/19 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 of 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 waste and increase prices where 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 transferred facilities, as

part of the transfer plan. 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 2018/19 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.

Supporting 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 2018/19 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 in 2017 provided many challenges including the transfer of IT from the Council network to our network. This was successfully achieved and we now look to developing a wider IT and online plan for the business to drive growth.

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 our leisure management system and other core systems linked to it was renegotiated and during 2018 and has now been extended to the transferred sites.

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. We aim to increase awareness that we are a charity as we continue to sell the brand more widely and highlight the benefits we provide as a Charity through a variety of marketing techniques.

The marketing requirements for the transferred facilities will be delivered by West Lothian Leisure from 2018/19. Online marketing at these venues will provide additional benefits as will the introduction of new marketing methods to help drive up sales and customer visits.

The Business Development Plan for 2018/19 will include the actions and targets for the department for the year ahead.

14. Action Plan for 2018/19

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	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	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	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 17) within budget and timescale	Implement the plan Projects successfully delivered	Ongoing By March 2019
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	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.	Implement the plan Training carried out	Ongoing Ongoing

14. Action Plan for 2018/19

Key Aim	Action	Measure	Timescale
6. To provide attractive and affordable cultural, sports and physical 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)	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	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.	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.	'Active West Lothian' Plan in place	March 2019
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.	Implement the plan	From January 2019
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)	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	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.	Ongoing Ongoing Ongoing March 2019 Ongoing Ongoing

14. Action Plan for 2018/19

Key Aim	Action	Measure	Timescale
<p>13. To maximise opportunities that arise or are created to develop and grow the business</p>	<p>To have in place a process so that suggestions are presented to decision makers quickly, are properly assessed and (where approved) quickly actioned</p>	<p>Suggestions presented to the SMT for decision</p>	<p>Ongoing</p>
<p>14. To further reduce the impact our business has on the environment through good practices, education and measurement systems</p>	<p>Reduce energy consumption per visit</p>	<p>Achieve target set</p>	<p>March 2019</p>
<p>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</p>	<p>Ensure our procurement policy is being applied across the organisation and market test larger contracts</p> <p>Continue Xcite Improvement (X) via the EMT</p> <p>Review key business processes</p> <p>Explore opportunities for closer working/shared services with West Lothian Council, West Lothian College and other charities</p>	<p>Regular monitoring of compliance and highest priority contracts tested.</p> <p>EMT to meet bi-monthly and agree actions</p> <p>Processes reviewed and updated as necessary</p> <p>Regular meetings to discuss new ways of working</p>	<p>Ongoing</p> <p>Bi-monthly</p> <p>March 2019</p> <p>Ongoing</p>

16. 2018/19 Revenue Budget

2018/19 Budget	
Income	
Donations & Legacies	(62,644)
Membership	(4,771,253)
Leisure Services	(3,614,358)
Catering Sales	(702,406)
Stock Sales	(104,239)
NHS Management Services	(98,262)
WLC Management Services	(3,917,077)
Investments	(2,268)
Financial Income	(271,605)
Total Income	(13,544,111)
Expenditure	
Salaries	6,534,873
Social Security Costs	8,392
National Insurance Costs	421,147
Pension Costs	574,288
Employee Costs	7,538,700
Energy	1,101,026
Cleaning	153,813
Maintenance	655,432
Rent Rates & Insurance	243,394
Transport Costs	132,578
I.T. & Comms	316,633
Marketing & P.R.	186,353
Equipment & Clothing	311,052
Office Supplies	41,839
Conferences & Courses	72,126
Human Resources	207,349
Professional Services	669,320
Catering	412,625
Stock Purchases	51,729
Irrecoverable VAT	293,253
Depreciation of Assets	1,067,526
Bank Charges	42,296
Bad Debt	(812)
Discounts	15,937
Loss on Disposal of Assets	27
Governance Costs	31,111
Total Expenditure	13,543,307
(Surplus) Deficit	(804)

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.

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 four years from 2019/20 to 2022/23. This will be linked to overarching Active West Lothian and Creative West Lothian strategies.



Planned Projects for 2018/19

During the year we will integrate the transferred facilities into West Lothian Leisure's IT systems and introduce an updated financial management system across the business. This will enable better and more consistent performance reporting.

18. Our Key Result Targets

	2017/18 actual	2018/19 target
Customer Results		
Net Promoter Score	64	64
Total Number of Customer Visits	2,690,672	2,690,672
E-Communication: Website Visits	702,871	738,014
Facebook Followers	13,862	14,139
Number of Members (the number people who have a membership package paying by direct debit or annually in advance)	19,621	20,209
People Results		
Employee Turnover (The proportion of employees with contracted hours that have left the organisation)	18.23%	17%
Sickness Absence Rate (The proportion of hours that staff have reported sick of the hours scheduled)	4.08%	4%
Society Results		
Number of Concessionary Scheme Visits	39,106	40,729
Energy consumption: Kwh per visit	7.91	7.85
Exercise Referrals that continue beyond 12 weeks	33%	25%
Number of Outreach STEP's visits per month (the number of visits to our health & wellbeing classes out-with the buildings we manage)	23,041	23,732

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.

19. Monitor and Review

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 West Lothian Leisure Advisory Committee.

An Annual Report is presented to colleagues and partners and is made available to our 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	-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!

Physical activity for children and young people (5 – 18 Years)



BUILDS
CONFIDENCE &
SOCIAL SKILLS



MAINTAINS
HEALTHY
WEIGHT



DEVELOPS
CO-ORDINATION



STRENGTHENS
MUSCLES
& BONES



IMPROVES
SLEEP



IMPROVES
CONCENTRATION
& LEARNING



IMPROVES
HEALTH
& FITNESS

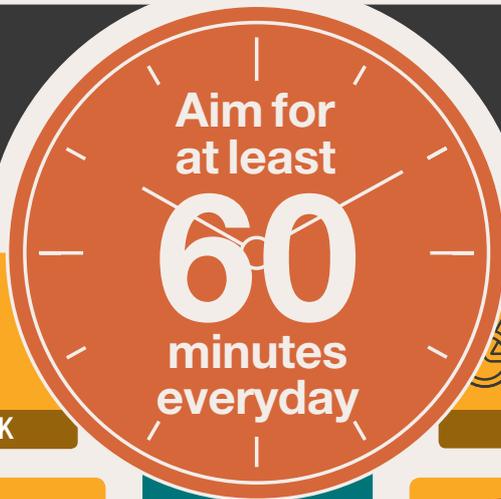


MAKES
YOU FEEL
GOOD

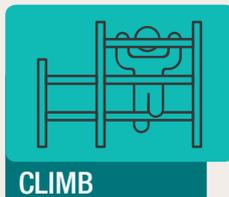
Be physically active

Spread activity
throughout
the day

All activities
should make you
breathe faster
& feel warmer



Include muscle
and bone
strengthening
activities
**3 TIMES
PER
WEEK**



Sit less



Move more

Find ways to help all children and young people accumulate
at least 60 minutes of physical activity everyday

UK Chief Medical Officers' Guidelines 2011 Start Active, Stay Active: www.bit.ly/startactive

Physical activity for early years (birth – 5 years)

Active children are healthy, happy,
school ready and sleep better



BUILDS
RELATIONSHIPS
& SOCIAL SKILLS



MAINTAINS
HEALTH &
WEIGHT



CONTRIBUTES TO
BRAIN DEVELOPMENT
& LEARNING



IMPROVES
SLEEP

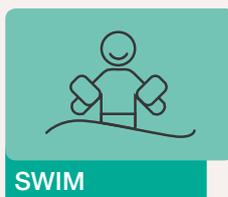


DEVELOPS
MUSCLES
& BONES



ENCOURAGES
MOVEMENT
& CO-ORDINATION

Every movement counts



Move more. Sit less. Play together

For more info visit
our website

www.westlothianleisure.com