



West Lothian Leisure  
**XCITE**  
 Business Plan 2019-2020

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

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## 1. Introduction

I am delighted to present West Lothian Leisure's Business Plan for financial year 2019/20. 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 three year financial plan from 2019/20 to 2021/22 is in place to ensure the Trust's long term sustainability to a backdrop of reducing public funding and other income and cost pressures.



*Dr Cindy Brook  
Chair*



## 2. About Us

**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 eleven 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 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 8 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

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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 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.

### 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 embracing equality and diversity

##### **Accountability**

Standing up and taking responsibility for our actions



## 5. Review of 2018/19

We had a challenging year in 2018/19 during which there was continued competition from private sector budget gyms, however, despite this the number of attendances at our sites and activities increased, 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 over 2.8 million, the highest ever number of annual visits that we have experienced. This was boosted by an increase in memberships and attendances and health and fitness classes.

Of particular note was a 30% increase in health referrals and a 40% increase in attendance by people in receipt of benefits, two key target groups.

Attendances at our group fitness classes increased by 3% to 313,061. This is an increasingly popular way to exercise, particularly for women. During the year Learn to Swim attendances increased by 7% to 313,875 as we teach more people to swim than ever before. Usage by sports clubs increased by 70% as we support more clubs than ever to grow and develop.



We generated a trading surplus for the year which will be reinvested to improve facilities and services for the communities we serve.

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. In 2018 we won gold in the UK Customer Experience Awards, the only leisure operator in Scotland to receive a gold award.

During the year we were nominated by Scottish Swimming as a finalist for the Scottish Water 'Learn to Swim' provider of the year. The nomination recognises the exceptional work and commitment of the team who deliver the programme and highlights the quality of delivery. Our Learn to Swim programme is extensive with over 5,000 local children attending each week and over 300,000 visits to the programme each year.

Our three cafes were awarded the Healthy Living Award supported by the Scottish Government and NHS Health Scotland. This recognises our commitment to offering healthy

food. Our next step is to aim for Healthy Living Plus status.

We were delighted to be invited by the Council to operate the sports facilities at the New West Calder High School from the start of the 2018/19 academic year. These facilities are open for club and community use outside of schools hours.

During the year we developed a Three Year Financial Plan (2019/20 to 2021/22) to address reducing public funding and increasing cost pressures. The implementation of the plan, which will ensure the long term financial sustainability of the charity, started in January 2019 with the restructuring of head office and the management team. On 31 March 2019 we stopped operating a gym service at Fauldhouse Partnership Centre as usage had dropped considerably since the gym opened in 2011 and had become unviable. Customers were offered alternative facilities in Whitburn.

Towards the end of the financial year the Chief Executive announced his plans to retire in September 2019. His key focus before retiring is to implement a wider restructuring programme, a key part of the Three Year Plan.



## 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 177,150 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 experienced a downturn due to the global recession and unemployment has risen as a result. However the unemployment rate is currently below the national average.

### Inequalities

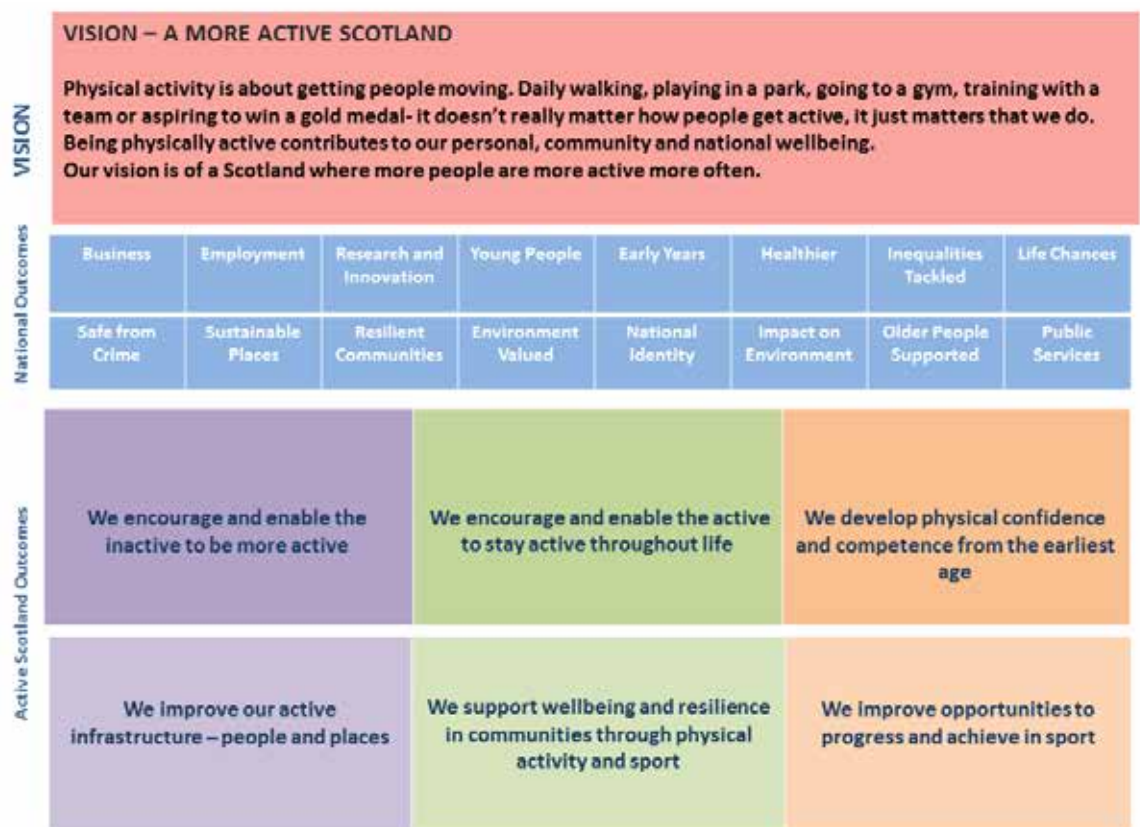
- Almost 9,000 people in West Lothian live within some of the most deprived areas in Scotland. This accounts for around 5% of the West Lothian population.
- The proportion of children in families dependent on out of work benefits or child tax credit is 47%, which is higher than the Scottish average.



## 7. Strategic Context

### National

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



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

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

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

sportscotland are reviewing their corporate strategy so we will engage with them during the review and contribute where we can to the outcomes that emerge from it.

We will discuss with the Council and Creative Scotland their 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 shown in bold type.

### **West Lothian Community Planning Partnership's Local Outcomes Improvement Plan 2013 – 2023**

*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 – 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 2019/20.



## **The Community Leisure Scotland Pledge**

Scottish Community Cultural and Leisure Trusts (through Community Leisure Scotland, 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.

Community Leisure Scotland 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.

# the Value of the TRUST MODEL



## NON-PROFIT DISTRIBUTING

with no shareholders and all profit generated being reinvested to cross-subsidise programmes, access and facilities

inclusive  
**SUPPORTING**  
& welcoming

environments for people from all pockets of the community

## Independent TRANSPARENT organisations

governed by skill-based Trustee boards made up of local people

Increased access to charitable and grant  
**FUNDING**  
AND SOCIAL INVESTMENT

**Quality**  
FACILITIES  
and services

conveniently located, with experienced and professional staff

## LOCAL JOBS

**TRAINING & CAREER PATHWAYS**  
supporting the local economy and population

Charitable organisations with commitment



**passion**

to improving social, physical and mental wellbeing

**AGILE**  
**INNOVATIVE & COLLABORATIVE**

aligned to support local and national government priorities, with strong local and national partnerships



**Commercial astuteness & greater resilience**

through agile decision making to react to market forces

**ROOTED**  
in local communities

providing bespoke opportunities and programmes to meet the needs of the local population



**Community leisure trusts are legally formed as:**  
Company Limited by Guarantee & registered charity.  
Society with charitable status.  
Community Interest Company (CIC).  
Charitable Incorporated Organisation (CIO) /  
Scottish Charitable Incorporated Organisation (SCIO).

[communityleisureuk.org](http://communityleisureuk.org)  @CommLeisureUK

**Community  
Leisure UK**



## 8. Key Aims and Outcomes

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

| Strategic Outcomes   | Local Outcomes  | Key Aims  |
|--|---|---|
| We encourage and enable the inactive to be more active.  | Increased engagement and participation in sport and physical activity by inactive communities   | 1. To provide opportunities and easy access for inactive members of our communities to join in, get started, stay active and to set and reach their own personal goals  |
| We encourage and enable the active to stay active throughout life  | Our services are attractive, affordable and meet the needs of the community, across all life stages and that the physical activity habit is sustained through the key transitions in life<br><br>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<br><br>3. To continually improve, innovate and provide attractive programmes of activities for our customers<br><br>4. To regularly engage with our customers and other members of our communities so that we can ensure that we deliver what they need<br><br>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<br><br>We continually develop our buildings and ‘active spaces’ to meet our communities needs<br><br>Our employees and volunteers are well trained and motivated to provide an excellent customer service<br><br>Our employees and volunteers are fully engaged with our customers, our business plan and our vision and values<br><br>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<br><br>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<br><br>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<br><br>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.<br>We have greater reserves for reinvestment and are able to plan for long term sustainability<br><br>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<br><br>We have an environmentally aware workforce who take ownership and personal responsibility for playing their part in meeting our targets<br><br>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<br><br>13. To maximise opportunities that arise or are created to develop and grow the business<br><br>14. To further reduce the impact our business has on the environment through good practices, education and measurement systems<br><br>15. To have in place processes that ensure that the principles of best value and continuous improvement are applied to all areas of the organisation                   |

## 9. Corporate Strategy



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

### Working with our Partners to Deliver Better Outcomes

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

With our partners, we contribute to West Lothian's LocalOutcomes 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' to sportscotland's priorities set out in their corporate plan 'Raising the Bar' and to Creative Scotland's priorities.

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 'Delivering Better 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 18 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 2019/20 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 will continue to look at new technology and introduce it where there is a clear business case to do so.

### **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 presented 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 7 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 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 Directors 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 Directors are provided with training and development.





## 10. Financial Strategy

The Finance and Administration department provides the full range of finance support service including production of management reports, budget management, making statutory and regulatory returns, payroll (supported by West Lothian Council's payroll service), 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 perhaps other Partners. We have agreed the management fee from West Lothian Council for 2019/20 and developed, with the Council, a three 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.

The local economy is relatively static and remains a real concern. We also anticipate that many costs will keep rising, in particular employee costs which accounts for 55% of the 2019/20 budget.

This together with pressure on customer receipts makes for continued financial challenges. 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 in 2018 which allowed us to integrate the recently retransferred facilities and services into our finance systems.

### Financial Objectives

We had a sustainable business model for many years, but over the past three years this has been challenged as several private budget gyms 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.

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 2019/20 will include the actions and targets for the department for the year ahead.

## 11. Operations Strategy

Operations includes the management of facilities and 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 to 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 our new service plan 'Total Wellness Journey' is key to ensuring that 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 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.

The Operations Plan for 2019/20 will include the actions, budget and performance targets for the department for the year ahead.





## 12. Human Resources Strategy

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

### Human Resource Objectives

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

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

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

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

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

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

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

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



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

Supporting and informing 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 of 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.

A key challenge for the service will be supporting our workforce through a period of significant change as we implement our Three Year Plan.

The Human Resources Plan for 2019/20 will include the actions and targets for the department for the year ahead.



## 13. Business Development Strategy

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

### Business Development Objectives

The transfer of 11 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 our online activity, the recently launched new mobile app 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. We have reviewed our practices to ensure GDPR compliance.

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

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 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 @ West Lothian Leisure is a more readily recognised brand to become the first 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 was delivered by West Lothian Leisure from 2018/19. From April 2019 this will include the marketing and programming of Howden Park Arts Centre. 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 2019/20 will include the actions and targets for the department for the year ahead.

## 14. Action Plan for 2019/20

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 | Engage and work with other public/voluntary sector physical activity providers, so there is a joined up approach and pathway for lifelong participation   | Chief Executive            | Regularly engage with other providers such as WL Council, the WL Youth Foundation, WL College and the NHS. Engage with West Lothian Community Planning Partnership and the Integration Joint Board. | Ongoing       |
|  | Develop joint Active West Lothian Strategy with partners  | Head of Operations         | Plan written and adopted by partners  | February 2020 |
|  | To develop a mental health action plan in liaison with SAMH   | Head of Operations         | Plan written and approved by the Board  | December 2019 |
| 2. To develop greater and speedier communication channels and access to our services and people through investment in on-line and social technology                    | Continue online development to improve the two way communication with customers   | Head of Corporate Services | Implement action plans  | Ongoing       |
| 3. To continually improve, innovate and provide attractive and affordable programmes of activities for our customers   | Identify best practice and new developments so that we can remain at the forefront of the industry  | Head of Corporate Services | Bring ideas to the Leadership Team  | Ongoing       |
|  | Manage approved investment projects for the year within budget and timescale  | Head of Corporate Services | Projects successfully delivered   | March 2020    |
|  | Develop a joint Creative West Lothian Strategy with partners  | Head of Operations         | Plan written and adopted by partners  | February 2020 |
| 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  | Head of Corporate Services | Market intelligence shared with the EMT and any necessary actions agreed and implemented  | Ongoing       |
|  | Through analysis of recent customer surveys and social media contact build a picture of customer needs and feed results to the Innovation/Programming Group   | Head of Corporate Services | Pass analysed data to the Innovation/Programming Group  | 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. | Head of Corporate Services | Implement the plan  | Ongoing       |
|  | And ensure our frontline colleagues are trained to share this with customers.   | HR Manager                 | Training carried out  | Ongoing       |



## 14. Action Plan for 2019/20

| Key Aim  | Action  | Lead   | 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)   | Head of Operations   | 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   | Head of Corporate Services   | Plan in place  | April 2019  |
| 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.<br><br>To 'Live the Values' of the charity   | HR Manager<br><br>Leadership Team  | Working agreement in place<br><br>Leading by example   | Ongoing<br><br>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.   | Head of Operations   | Active membership on the Board of the Foundation<br>'Active West Lothian' Plan in place  | April 2019<br>February 2020   |
| 10. To work with partner organisations to deliver (physical and mental) health improving activities and services   | Review how we monitor and develop the health and wellbeing service to ensure it meet partner needs  | Head of Operations   | Share the review with the Board and implement agreed actions   | December 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, reduced rate swimming and other activities)   | Head of Operations   | 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'<br><br>Reduce cancellations by improving the customer experience<br><br>To have in place a sustainable financial model (The Three Year Financial Plan)<br><br>Explore opportunities for other funding streams so that we are not so reliant on the management fee and membership income<br><br>Promote what we do and our successes to funding partners; And raise the profile of WLL locally and nationally<br><br>To continue to drive down cost, mainly through robust procurement | Head of Corporate Services<br>Head of Operations<br>Chief Executive<br>Head of Finance<br>Chief Executive<br>Leadership Team | Carry out any necessary actions to ensure we remain competitive<br><br>Implement the Total Wellness Journey service plan<br><br>To implement the plan<br><br>Explore opportunities and share with the Leadership Team<br><br>Regular meetings/events with WL Council, NHS Lothian/Integration Joint Board, sportsScotland, Creative Scotland, Community Leisure Scotland etc.<br><br>Tendering implemented | Ongoing<br><br>Ongoing<br>April 2019<br><br>Ongoing<br><br>Ongoing<br><br>Ongoing |

## 14. Action Plan for 2019/20

| 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 | Head of Operations | Suggestions presented to the Leadership Team 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  | Head of Operations | Achieve target set  | March 2020     |
| 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 regularly market test larger contracts                                    | Head of Finance    | Regular monitoring of compliance and highest priority contracts tested. | Ongoing        |
|  | Continue Xcite Improvement (Xl) via the Extended Management Team   | Chief Executive    | EMT to meet bi-monthly and agree actions                                | Bi-monthly     |
|  | Review key business processes and simplify/streamline them   | Leadership Team    | Processes reviewed and updated as necessary                             | March 2020     |
|  | Explore opportunities for closer working/shared services with West Lothian Council, West Lothian College and other charities                         | Chief Executive    | Regular meetings to discuss new ways of working                         | September 2019 |

## 15. 2019/20 Revenue Budget

|                                     | 2018/19<br>Actual | 2019/20<br>Budget |
|-------------------------------------|-------------------|-------------------|
| <b>Income</b>                       |                   |                   |
| Membership                          | (5,261,153)       | (5,300,000)       |
| Leisure Services                    | (2,956,103)       | (3,222,000)       |
| Catering Sales                      | (747,934)         | (733,000)         |
| Stock Sales                         | (115,830)         | (125,000)         |
| NHS Management Services             | (108,342)         | (108,000)         |
| WLC Management Services             | (4,073,860)       | (2,592,000)       |
| Investments                         | (6,960)           | (2,000)           |
| Financial Income                    | (499,906)         | (130,000)         |
| <b>Total Income</b>                 | (13,770,088)      | (12,213,000)      |
| <b>Expenditure</b>                  |                   |                   |
| Salaries                            | 6,738,487         | 6,052,000         |
| National Insurance Costs            | 432,820           | 385,000           |
| Pension Costs                       | 727,530           | 483,000           |
| <b>Employee Costs</b>               | 7,898,837         | 6,920,000         |
| Utilities                           | 1,207,087         | 1,241,000         |
| Cleaning                            | 203,252           | 200,000           |
| Maintenance                         | 692,964           | 680,000           |
| Rent Rates & Insurance              | 243,048           | 241,000           |
| Transport Costs                     | 113,930           | 92,000            |
| I.T. & Comms                        | 287,638           | 317,000           |
| Marketing & P.R.                    | 163,212           | 184,000           |
| Equipment & Clothing                | 287,475           | 283,000           |
| Office Supplies                     | 57,068            | 50,000            |
| Conferences & Courses               | 72,126            | 52,000            |
| HR, Staff Costs & Employee Benefits | 415,628           | 308,000           |
| Professional Services               | 289,568           | 285,000           |
| Catering                            | 403,852           | 416,000           |
| Stock Purchases                     | 74,308            | 70,000            |
| Irrecoverable VAT                   | 207,991           | 418,000           |
| Depreciation of Assets              | 428,153           | 374,000           |
| Bank Charges                        | 58,604            | 40,000            |
| Discounts                           | 26,107            | 15,000            |
| Governance Costs                    | 38,529            | 21,000            |
| <b>Total Expenditure</b>            | 13,382,411        | 12,207,000        |
| <b>(Surplus) Deficit</b>            | (387,677)         | (6000)            |



## 16. Investment Plans

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



### **Planned Projects for 2019/20**

Aspects of the Three Year Financial Plan require investment. Business cases will be developed throughout the year and brought to the Board for scrutiny. If approved funding will be requested from the council by submitting the business case.

An example of this is the proposal to introduce computerised drowning detection systems at the pools we operate. If approved it will be trialed at Xcite Whitburn.

## 17. Our Key Result Targets

|   | 2018/19 actual | 2019/20 target |
|---|----------------|----------------|
| <b>Customer Results</b>   |                |                |
| Net Promoter Score  | 68             | 64             |
| <b>Total Number of Customer Visits</b>  | 2,805,864      | 2,660,981      |
| E-Communication: <b>Website Visits</b>  | 747,186        | 738,014        |
| <b>Facebook Followers</b>   | 14,548         | 14,700         |
| <b>Number of Members</b> (the number people who have a membership package paying by direct debit or annually in advance)                    | 21,011         | 21,160         |
| <b>People Results</b>   |                |                |
| <b>Employee Turnover</b> (The proportion of employees with contracted hours that have left the organisation)                                | 21.24%         | 20%            |
| <b>Sickness Absence Rate</b> (The proportion of hours that staff have reported sick of the hours scheduled)                                 | 4.59%          | 4%             |
| <b>Society Results</b>  |                |                |
| <b>Number of Concessionary Scheme Visits</b>  | 54,913         | 55,000         |
| <b>Energy consumption: Kwh per visit</b>  | 5.85           | 5.85           |
| <b>Exercise Referrals that continue beyond 12 weeks</b>   | 43.4%          | 43%            |
| <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) | 30,544         | 31,000         |

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.

The implementation of the Three Year Plan will result in a reduction in resources, and this will impact upon performance. We will endeavour to maintain performance at as high a level as possible, however, some performance measures may fall below those achieved in 2018/19. We will also seek to introduce health and safety performance targets to ensure that risks continue to be robustly monitored.

## 18. Monitor and Review

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The Business Plan is owned by the Leadership Team (LT) and actions and performance tracked at monthly LT meetings. This will include progress towards the goals within the Three Year Financial Plan.

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 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 **-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



RUN

MODERATE



WALK



SPORT



CYCLE



STAIRS



SWIM



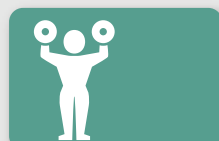
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SOFA



COMPUTER



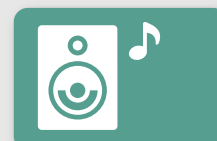
GYM



YOGA



CARRY BAGS



DANCE



TAI CHI



BOWLS

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

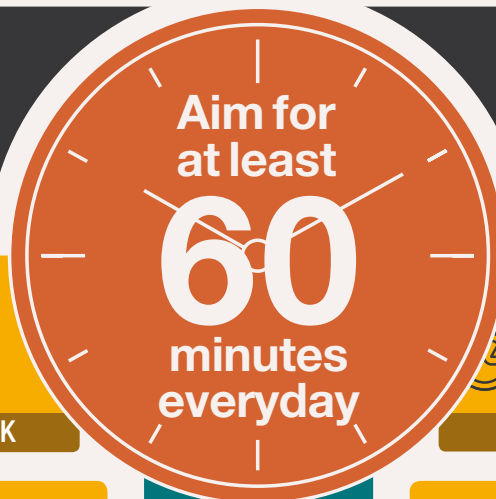


MAKES  
YOU FEEL  
GOOD

## 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](http://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

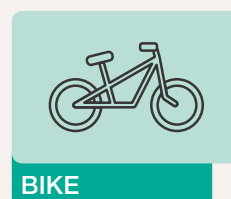
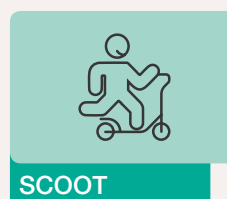
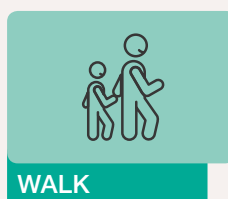
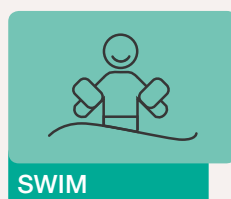
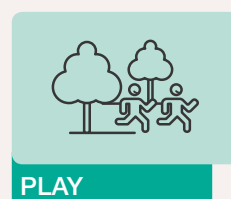
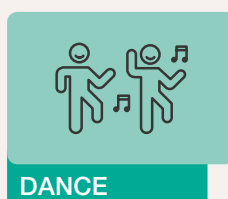
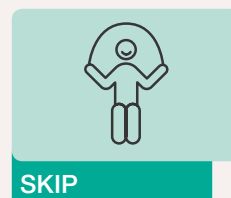
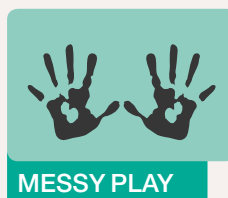
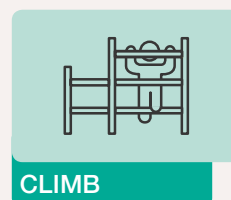
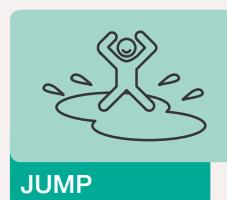
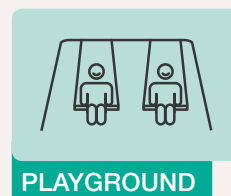


DEVELOPS  
MUSCLES  
& BONES



ENCOURAGES  
MOVEMENT  
& CO-ORDINATION

## Every movement counts



## Move more. Sit less. Play together



For more info visit  
our website

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