



ANNUAL REPORT

2019 / 2020



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

**'A West Lothian where everyone can
live a healthier, happier, longer life'**



THANK YOU FOR YOUR SUPPORT

West Lothian Leisure (WLL) was established on 1st February 1998. WLL is a company limited by guarantee registered in Scotland with registered number SC 543017 and a Scottish Charity registered number SC027470. Our Registered Office is at Xcite Bathgate, Balbardie Park, Torphichen Road, Bathgate, West Lothian, EH48 4LA.

West Lothian Leisure is your local Community Leisure Trust and is a member of Community Leisure UK. All surplus income is reinvested to benefit local communities and provide services which support everyone in West Lothian to live a healthier and happier life. We have invested over £14 million back into the Trust over the last 20 years, operating Xcite Venues and more recently Howden Park Centre, The Low Port Centre, Polkemmet Golf and Driving Range as well as leisure facilities in local secondary schools. We are one of the lowest public funded trusts in Scotland.

ANNUAL REPORT

CONTENTS

01

Administrative information

03-04

Chair's Report

5-15

Board Report

17

**Statement of Financial Activities incorporating
Income and Expenditure Account**

27

Balance Sheet



FROM THE CHAIR



2019/20 proved to be another challenging year. The year started with implementing Year 1 of the Three-Year Financial Plan which involved widespread restructuring of the charity. In October, we welcomed onboard Tim Dent, our new Chief Executive and after a period of consolidation and development of a new, bold and ambitious business plan, the company was hit hard by the Covid-19 pandemic.

The financial impact of the pandemic could be seen throughout March 2020 as coronavirus took hold and the public became increasingly reluctant to participate in enclosed spaces. On 20 March we closed all venues and ceased all outreach services. This had a dramatic effect on the business. Our earned income which accounts for about 75% of total income collapsed overnight. Support measures aimed at stabilising our financial position were agreed with West Lothian Council, but looking forward, prolonged closure, social distancing measures and loss of public confidence in indoor activity, could have a profound effect on our future financial position and how we deliver services in future.

As a result of the impact of coronavirus, we finished the year with a relatively small operating deficit which will be absorbed from company reserves. Despite this unprecedented set of circumstances and challenges, the charity moved forward on several fronts.

We continued to promote our health improvement agenda and put our charitable purpose centre stage. Delivering our vision of 'A West Lothian where everyone can live a healthier, happier and longer life' has never been more important. Increased funding from NHS Lothian will enable us to do more in this vital area.

We have strengthened our partnership working and collaboration with West Lothian Council and NHS Lothian among others and look forward to working closely with the Council on a strategy for the future delivery of services.

The first year of the Three-Year Financial Plan has been successfully delivered – prior to Covid-19 lockdown all savings targets were met. This has been a difficult period which saw 42 employees leave the company, through either early retirement or voluntary redundancy, but the reduced cost base means the business is now on a more sustainable footing.

Prior to Covid-19 lockdown, the number of attendances increased across our venues and by the end of February we had achieved a record number of year-on-year visits. The year-end total was almost 2.8 million. During the same period, we also saw record membership sales which bodes well for the future. This year social prescribing referrals from health professionals to our health and wellbeing programmes increased along with number of visits from those on benefits and low incomes – two of our target groups.

Other year end highlights include winning a Gold Award for customer service excellence; we continue to deliver an industry leading 'Learn to Swim' programme with over 5,000 children attending and over 300,000 visits per year.

Once again none of this could have been achieved without our well trained and dedicated team of people who have supported more people than ever to be active - these customers continue to report consistently high levels of satisfaction with the services they receive.

West Lothian Leisure remains one of the most efficient sport and leisure trusts in Scotland. Although the pandemic is set to change the way we work and will no doubt present further challenges ahead, I am confident that we are well positioned to recover once restrictions are eased.

Finally, I would like to thank the staff for their continuing hard work and commitment, and the Board of Directors who give up their time on a voluntary basis. Their advice and direction during the year has been invaluable.

Dr Cindy Brook - Chair
10 September 2020

BOARD REPORT

The Board of Trustees (Non-Executive Directors) presents its report and audited financial statements for the year to 31 March 2020.

Objectives and Activities

West Lothian Leisure, which converted from a Community Benefit Society to a Company Limited by Guarantee on 17 August 2016, has charitable status granted by HM Revenue and Customs in Scotland.

West Lothian Leisure was incorporated on 1 February 1998 and provides sports, cultural, outdoor education and leisure facilities to the community of West Lothian. It operates as a not for profit distributing organisation. Surplus, other than reserves, if generated is available to reinvest in the facilities to maintain and improve the service. The main facilities leased from West Lothian Council and managed by West Lothian Leisure are as follows:

Xcite Broxburn Sports Centre, Xcite Craigswood Sports Centre, Xcite East Calder Sports Centre, Xcite Linlithgow Leisure Centre, Xcite Armadale Swimming Pool, Xcite Bathgate Swimming Pool, Xcite Broxburn Swimming Pool, Xcite Livingston Leisure Centre, Xcite Whitburn Leisure Centre, Polkemmet Country Park Golf Course and Range, Low Port Outdoor Activity Centre, Howden Park Arts Centre, as well as sports and cultural facilities at two community high schools and six high schools.

The Company is governed by the Articles of Association, Standing Orders, Operating Guidelines and Code of Conduct for West Lothian Leisure Limited and these documents were most recently reviewed and updated in March 2019.



The Company's 15 strategic aims to 31 March 2020 were:

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;
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;
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;
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;
9. To deliver and support sports development, active schools and community sports hub programmes;
10. To work with partner organisations to deliver (physical and mental) health improving activities and services;
11. To have in place attractive and affordable activities and services for older people;
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; and
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.

Strategies for Achieving the Stated Aims

West Lothian Leisure’s Business Plan sets out the vision and values of the organisation together with strategies to achieve the stated aims. This document is developed in partnership with West Lothian Council and other stakeholders and approved by the Board. At each Board meeting performance against the stated success criteria is reported and where performance is below target actions to get back on track are discussed and agreed.

The Business Plan is supported by Departmental Plans and Facility Plans which have more specific action plans that relate to the stated aims.

Significant activities undertaken during the year included:

- We carried out widespread restructuring of the company to address year on year reductions in public funding and other cost pressures
- We implemented year one, of the Three-Year Financial Plan which aims to ensure the long-term sustainability of the charity by reducing the cost base and growing the business
- We re-set our relationship with West Lothian Council and identified joint priorities for collaborative working
- We re-invigorated our vision of ‘A West Lothian where everyone can live a healthier, happier, longer life’ and placed this centre stage at the heart of all we do
- Looking forward, we have revisited the organisations strengths, weaknesses, opportunities and threats and overhauled our business plan, company goals and action plan for 2020/21
- We invested in health and fitness facilities at Xcite Livingston, Xcite Whitburn and Xcite Craigswood to improve the quality and range of equipment and services for customers;
- We have committed to digitally transform the company and have continued to develop our website, app and social media platforms to enable customers to access their online bookings and wellness programme.
- In response to the Covid-19 pandemic we have upgraded our remote working capability so that staff can work more effectively and efficiently out of the office.

Up until the end of February (prior to the slowdown in business activity as a result of the Covid-19 pandemic) we furthered our charitable objects (to improve the physical and mental health and wellbeing of our communities) by increasing attendances at most of our activities.

The number of customer visits to West Lothian Leisure venues and activities for the year was around 2.8 million and would have been the highest number of annual visits recorded had we not been impacted by the Covid-19 closure at the end of March. This figure was boosted by strong health and fitness membership numbers and an increase in attendance at group exercise classes.

Of particular note was a 14% increase in social prescribing by health professionals to our exercise referral programmes and a 19% increase in attendance by people in receipt of benefits, two key target groups. Also worthy of note was a 18% increase in attendances by sports club participants and a 9% increase in attendances at our Ageing Well, over 50’s activity programme.

Customer e-communication continues to grow with 16% more web visits than last year, c. 16,000 Facebook followers (up 9% on last year) while the recently launched app was viewed on more than 1.7m occasions.

The measure we use for energy efficiency is the combined consumption of gas and electricity across all sites per visit, and in 2019/20 this was 6.41 kWh per visit, a small saving of .07 on last year.

Employee turnover was 21%, and although it improved throughout the year it is above our target and is being closely monitored. The reason for this higher than usual turnover is the upheaval experienced this year including a staff restructure and a programme of early retirement and voluntary redundancy. Despite this staff sickness absence remained relatively low at 4.6%.

Despite our Net Promoter Score (NPS), (a measure of customer satisfaction), being 63 – which was down on the previous year score of 68 - in December 2019 WLL won Gold in the UK Member Experience Awards for the second year running. This achievement rewards operators who provide a consistently high standard of member experience. We were the only Scottish leisure operator to do so. The lower score this year, reflects many of the changes introduced as part of the Three-Year Financial Plan which impacted on customers (e.g. reduced opening hours, reduced staffing and other operational changes). Despite this lower score, it remains well ahead of the UK average of 47 for sport, leisure and Culture Trusts. Service improvements have already been identified for 2020/21 to improve this critical area of the business.

Key Results / Targets

The Key Results below 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 targets for 20/21 have been adjusted to take into account the impact of the coronavirus pandemic lockdown which will result in the temporary closure of venues and services.

Table 3 – Key Performance Indicators

	2019/20 Actual	2020/21 Target
Customer Results		
Net Promoter Score	64	60
Total Number of Customer Visits	2,761,125	600,108
E-Communication:		
Website Visits	746,981	597,585
Facebook Followers	15,881	16,675
Other Social Media	3,198	3,838
App Hits	1,695,118	847,559
App Downloads	14,092	30,100
Number of Members (the number people who have a membership package paying by direct debit or annually in advance)	21,530	15,000
People Results		
Employee Turnover (The proportion of employees with contracted hours that have left the organisation)	23%	20%
Sickness Absence Rate (The proportion of hours that staff have reported sick of the hours scheduled)	4.40%	6%
Society Results		
Number of Concessionary Scheme Visits	65,360	13,577
Energy consumption: Kwh per visit	6.416%	20.9%
Exercise Referrals that continue beyond 12 weeks	41%	N/A
Number of Outreach STEP’s visits per month (the number of visits to our health & wellbeing classes out-with the buildings we manage)	33,213	

TREASURERS FINANCIAL SUMMARY

Financial Review

The financial statements for the year ending 31 March 2020 show a deficit of £211,788 (2019: deficit of £977,899). This is before an actuarial gain of £2,128,000 (2019: loss £1,011,000) resulting in an overall surplus of £1,916,212 (2019: deficit of £1,988,899). The overall net fund balance at 31 March 2020 is now a net liability balance of £5,111,677 compared to a liability balance of £7,027,899 at 31 March 2019.

During the year we continued to restructure the company to ensure its long-term financial sustainability to a backdrop of decreased public funding. Funding of £783,000 was received from West Lothian Council to allow this restructure to take place and pay for the associated severance costs. This funding is repayable by way of a deduction from future management fees. This has allowed the company to reduce salary costs to a more sustainable level and achieve a more efficient staffing structure.

The outbreak of the Covid-19 pandemic had a significant impact on our income just prior to the end of the financial year due to the enforced closure of all facilities.



Paul Williams
Treasurer

Despite the challenges, much was achieved and areas worthy of note are:

- Investment in facility improvements and new equipment
- Continued significant growth in fitness memberships after two years of falling sales. Had it not been for the forced closure this would have resulted in membership income exceeding budget by approximately £300k.
- The ongoing success of our health and wellbeing programmes and family, children's and over 60's memberships including the securing of additional NHS funding for our exercise referral programme and a new weight management programme.

West Lothian Leisure had experienced significant growth in membership figures prior to the closure. West Lothian Leisure faces significant financial challenges due to the current closure as a result of Covid-19 and concerted efforts will be required to grow membership and other income to their previous pre-Covid-19 levels.





Income

Membership income continued to grow with income for 2019-20 finishing £370k ahead of the previous year. This is down to the continued hard work of all staff, successful marketing and sales campaigns and the growth in new housing in the area.

Income from Leisure Services finished £57k down on last year. This is due to the closure of all facilities on 20th March as a result of the Covid-19 pandemic.

The West Lothian Council Management Fee for the year reduced by £287k which included a reduction of £250k of core funding. The 2019/20 fee includes £783k of funding for the restructure. The rescheduling of the reduction to the management fee for funding received previously for capital projects, resulted in a £403k increase to the management fee compared to last year. In 2018-19 £1,200k of one-off additional funding was received.

Expenditure

Salary costs decreased by £362k in the year if you exclude redundancy costs and the FRS102 pension adjustment which represents a 4.8% decrease, or 6.8% if you adjust for the 2% pay award. Salary costs include £780k (£344k 2019) for early retirement costs and a 2% pay award was made for 2019/20. Staff expenditure continues to be tightly controlled with new appointments being considered through discussions at weekly SMT meetings. Only business critical posts were replaced.

Supplies and services costs are down on prior year primarily due to savings achieved by delaying the renewal of equipment maintenance contracts for equipment that was due to be replaced.

Property costs only increased marginally on last year despite expenditure on reactive maintenance exceeding budget.

The irrecoverable VAT increased as a result of the reduction in the West Lothian Council Management Fee resulting in a significantly lower percentage of taxable sales thus reducing our input VAT recovery rate.

As part of the Three-Year Financial Plan gym equipment is now replaced after five years as opposed to the previous three for cardio and six years for strength equipment. This change in policy as well as some assets now being fully written down has resulted in a significant reduction in the depreciation charge in the year.

Investment for Growth

There were minor gym refurbishments at Xcite Craigswood, Livingston and Whitburn during the year reflecting our new practice of extending the life of fitness equipment.

Strategic Risks

We carried out a comprehensive review of the Strategic Risk Register and updated it accordingly. We also increased the number of occasions risks are reviewed and reported on each year.

Each year a strategic risk register and associated risk assessments are presented to the Audit and Finance Sub Committee and to the Board. 24 strategic risks were identified at the end of 2019/20. Risks currently scored as high priority include:

- 1. Covid-19 pandemic or a flu epidemic could temporarily and significantly affect the ability of WLL to provide services and adversely impact it's revenue - threatening financial sustainability
- 2. Significant decrease in the management fee could affect the ability to break-even
- 3. Economic downturn, recession or loss of confidence in the economy could reduce disposable income and reduce customer spend on leisure
- 4. Insufficient cash flow would mean that WLL would be unable to meet financial commitments (i.e. to pay suppliers, salaries and HMRC) and be at risk of insolvency.
- 5. Significant decrease in H&F business and membership income.
- 6. Three Year Plan not delivering the required savings

The risk assessments associated with these risks identify existing controls and further actions for risk reduction.

Investment Policy
West Lothian Leisure can use Council prudential borrowing for capital projects. This can be supplemented by lottery funding or other grant income for qualifying projects. A business case is presented to the Board for approval for any investment proposals and this includes an assessment of additional income generated (and/or costs saved), payback period (if a loan is required) and a risk assessment. It should be noted that due to previous borrowing, current repayments to the Council are significant and any future borrowing requests should consider the ability of WLL to take on more debt.

Looking Forward

We have prioritised collaborative working with West Lothian Council so that we can better align our service delivery with Council strategic objectives; our services are better co-ordinated and integrated; we can deliver excellent value for money. We will also continue to work closely with NHS Lothian, sportscotland and Creative Scotland. Our annual business planning conference with partners allows us to ensure our vision is shared and that we are focussing on the right actions to ensure we contribute to the community planning partnership's outcomes.

We will continue to focus our work in the following areas:

1

Increased Income

- Maximise income from Covid-19 relief programmes managed by government and funding agencies
- Increasing participation in key sports, leisure and health and fitness activities.
- Working in partnership with West Lothian Integration Joint Board (Health).
- Improving our sales and retention process to grow the number of members
- Reviewing membership products to improve yield per member
- Identifying and accessing new sources of funding including donations and funding for programmes from national agencies and charitable organisations
- Improving the quality of key activities and services.
- Improving the way we market and promote the Xcite Brand and services.
- Refreshing and growing our corporate membership scheme.
- Increasing participation by target groups.
- Use of flexible pricing to maximise participation and occupancy rates.
- Develop our cafe and vending service and increase sales.
- Improving customer care standards.
- Further engagement with customers to help shape future service delivery.

2

Managing Costs

- Ongoing review of staff structures to ensure that they match our business and service objectives.
- Ongoing review of staff policies to ensure that they match our business and service objectives.
- Managing the performance of employees.
- Maximising the performance of all support services.
- Maximising the performance of our buildings and physical assets.
- Ensuring we get excellent value from our suppliers.
- Investing in energy efficiency in partnership with the West Lothian Council.
- Contributing towards the Council's budget reduction plans.



Tim Dent
Chief Executive

3

Management Fee

The management fee from the Council is planned to reduce by £750k over the next three years - £250k each year. Therefore, cumulatively over this timeframe, using 2019/20 as the baseline, WLL will receive £1.5m less income from WLC. WLL is implementing a plan to address these cuts whilst continuing to deliver valued services in the communities it serves. The Covid-19 pandemic has resulted in additional unforeseen financial pressures which are likely to impact on revenue potential for some time to come.

The Council is not immune to the financial pressures of the pandemic and we understand the Council's need to reduce expenditure and will do our bit to help. It is more important than ever, that we continue to engage constructively with the Council so that a joint position on the type and level of service that the community needs is agreed together with the best delivery model and funding to achieve this.

4

Estate Strategy

This remains a challenge with the older stock of buildings. With the Company now responsible for the management of all maintenance works for the properties and with limited funds available from West Lothian Council, this will require careful management to maintain standards. WLL is keen to work with WLC to agree a facilities strategy which considers future investment and what the optimum, long-term asset portfolio might look like.

8

Reporting

We have maintained the quality of reporting of financial and performance information both to partners and the regulatory bodies. Our Annual Report seeks to highlight our achievements in meeting West Lothian Council's strategic objectives. The performance reporting to the Board has also been widened to include success measures described in the Business Plan.

5

Investment Strategy

The development of a longer-term facility and agreed joint capital investment strategy between the Company and West Lothian Council is being planned.

9

Organisational Culture

We have taken out corporate membership of CIMSPA – the chartered body for the management of sport and physical activity in an effort to 'professionalise' the workforce and access new training, learning and development opportunities. Customer excellence and promotion of our core values remain centre stage and key drivers for the business.

6

Strategic Planning

We have developed and started to implement a Three-Year Financial Plan (2019/20 to 2021/22) that brings WLL back to a financially sustainable position and secures the future of the company. The plan takes into consideration increased costs of operating the business and the reducing management fee from the council. We have already restructured management, head office and staffing at sites. Year 2 includes plans for further cost savings and business growth.

Notwithstanding financial support that may be available from WLC or government, the impact of the Covid-19 pandemic will inevitably affect the ability of WLL to deliver the second year of the plan. The plan is in the process of being reviewed.

We have also refreshed and updated the Business Plan 2020/21 and have set four company goals:

1. Improving lives and communities
2. Improving customer experience
3. Improving the business
4. Growing the business

These goals are supported by a number of key aims and actions.

10

Environmental Policy

We continue to ensure that the Company plays its part in achieving UK and EU targets for the environment. We have an energy conservation strategy, are ESOS (Energy Savings Opportunity Scheme) compliant and monitor and report energy usage to each Board meeting.

11

Organisational Culture

We are confident that the ongoing culture of service excellence as evidenced by our member experience gold award for 2019 and promotion of our Company values are correct for our service delivery.

7

Partnership Working

We have built on and extended our partnership working with key partners principally West Lothian Council, NHS Lothian, sportscotland and Creative Scotland and continue to be an active member of the West Lothian Community Planning Partnership and Integration Joint Board. WLL extends its thanks to WLL for the help and support measures provided to WLL during the Covid-19 pandemic.

12

Environmental Policy

We continue to ensure that the Company plays its part in achieving UK and EU targets for the environment. We have an energy conservation strategy, are ESOS (Energy Savings Opportunity Scheme) compliant and monitor and report energy usage to each Board meeting.



The Board has a duty to keep a strategic overview of the organisation including the approval of the corporate strategy and monitoring performance against agreed targets. The Board focusses on strategic issues and through its policy setting lays out a framework within which the Chief Executive and Senior Management Team operate. Pay and remuneration policy is set by the Board, as is the Chief Executive's pay. The Chief Executive determines the grading of staff (within the policy and arrangements set by the Board) and determines staff duties and responsibilities.

Employee Engagement

WLL takes its responsibility to engage with and inform employees about matters relating to company performance and other matters of interest seriously. Employee engagement takes many forms including:

- Quarterly employee newsletters from the Chief Executive which highlights company performance and any significant changes to company policy
- Senior Management team meetings with content cascaded down to individual site team meetings
- Staff surveys
- Employee focus groups
- Employee representative and Trade Union representative on the WLL Board of Directors
- Promoting the organisations core values when staff are inducted and reinforcing at team meetings.

Since the Covid-19 lockdown measures were introduced, we have developed new ways of keeping in touch with employees:

- Entire workforce webinars which has seen over 200 staff dial in to hear company updates and participate in a question and answer session with the Chief Executive and Leadership Team
- Regular e mail bulletins and updates
- Whole staff survey to check in on employee welfare during lockdown and understand concerns about their return to work.

STATEMENT OF FINANCIAL ACTIVITIES

		TOTAL UNRESTRICTED 2020 £	TOTAL UNRESTRICTED 2019 (Restated) £
Income and endowments from:			
Grants and donations		-	31,919
Charitable activities			
• Membership fees		5,598,795	5,229,034
• Leisure services		4,300,554	4,357,991
• Management service fee		3,390,501	3,677,568
Investments		6,137	6,971
Other			
• Financial income, refunds & fees		78,540	443,161
• CJRS Grant		88,725	
Total		13,463,252	13,746,644
Expenditure on:			
Charitable activities			
• Sports and leisure facilities	4	13,492,040	14,582,543
Other			
• Net finance cost on defined benefit pension scheme		183,000	142,000
Total		13,675,040	14,724,543
Net expenditure		(211,788)	(977,899)
Other recognised gains/(losses):			
Actuarial gain/(loss) on defined benefit pension scheme	8	2,128,000	(1,011,000)
Net movement in funds		1,916,212	(1,988,899)
Reconciliation of funds:	14		
Total funds brought forward		(7,027,889)	(5,038,990)
Total funds carried forward		(5,111,677)	(7,027,889)

The notes on pages 22 to 35 form part of these financial statements

LET'S JUMP BACK IN TOGETHER

BALANCE SHEET

	Notes	2020 £	2019 (Restated) £
Fixed Assets			
Tangible fixed assets	9	1,223,354	1,492,983
Total fixed assets		1,223,354	1,492,983
Current assets			
Stock		21,322	26,933
Debtors	10	515,843	1,105,729
Cash at bank and in hand		1,666,533	1,133,782
Total current assets		2,203,698	2,266,444
Liabilities:			
Creditors: amounts falling due within one year	11	(2,900,660)	(3,315,784)
Net current liabilities	12	(696,962)	(1,049,340)
Total assets less current liabilities		526,392	443,643
Creditors: amounts falling due after more than one year		(205,069)	(450,532)
Net assets excluding pensions liability		321,323	(6,889)
Defined benefit pension liability	8	(5,433,000)	(7,021,000)
Total net liabilities		(5,111,677)	(7,027,889)
The unrestricted funds of the charity:			
General funds		321,323	(6,889)
Pension reserve		(5,433,000)	(7,021,000)
Total charity funds	14	(5,111,677)	(7,027,889)

The financial statements were approved and authorised for issue by the Board on 10 September 2020.

Dr Cindy Brook, Chair
Paul Williams, Treasurer

Registered in Scotland – SC543017 / Charity Number – SC027470

West Lothian Leisure's Board

The Board is made up of 11 Non-Executive Directors (Trustees); five appointed by West Lothian Council, four independent Directors, one appointed by the Trade Unions and one employee (elected by employees).

Directors who have held office during the year were as follows:

Dr Cindy Brook
Independent, Chair

Tom Carr-Pollock
Trade Union (from December 2018)

Beverley Greer
Independent, Secretary and Chair of the Audit & Finance Sub Committee

Karen Anderson
Employee, Health and Safety Director

Sergio Tansini

Cllr Tom Kerr
West Lothian Council

Cllr Angela Doran
West Lothian Council

Cllr Andrew Miller
West Lothian Council

Cllr Chris Horne
West Lothian Council

Paul Williams
Independent, Treasurer

Cllr Harry Cartmill
West Lothian Council

Cllr Tom Conn
West Lothian Council

Leadership Team

Tim Dent
Chief Executive

Karen Wernham
Head of Operations

Mark Chambers
Director of Corporate Services

Andrew Heron
Head of Finance

Auditors

Scott-Moncrieff
Exchange Place 3
Semple Street
Edinburgh
EH3 8BL

Solicitors

Peter McFarlane and Co
Law House
Fairbairn Place
Livingston
West Lothian EH54 6TN

Bankers

Barclays Bank
Quay 2
Fountainbridge
Edinburgh
EH3 9QG

The Bank of Scotland
Almondvale South
Livingston
West Lothian
EH54 6SN

Royal Bank of Scotland
Livingston Branch
4 Almondvale South
Livingston
West Lothian
EH54 6NB

Registered Office

Bathgate Sports Centre
Balbardie Park
Torphichen Road
Bathgate
West Lothian
EH48 4LA

Registered in Scotland – SC543017.
Charity Number – SC27470.

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Handwriting practice lines on page 22.



www.westlothianleisure.com