

**XCITE**

# **ANNUAL IMPACT REPORT**

2022/2023



**YOUR CHARITY, INVESTING  
EVERY PENNY YOU SPEND  
BACK INTO A HEALTHIER AND  
HAPPIER WEST LOTHIAN.**

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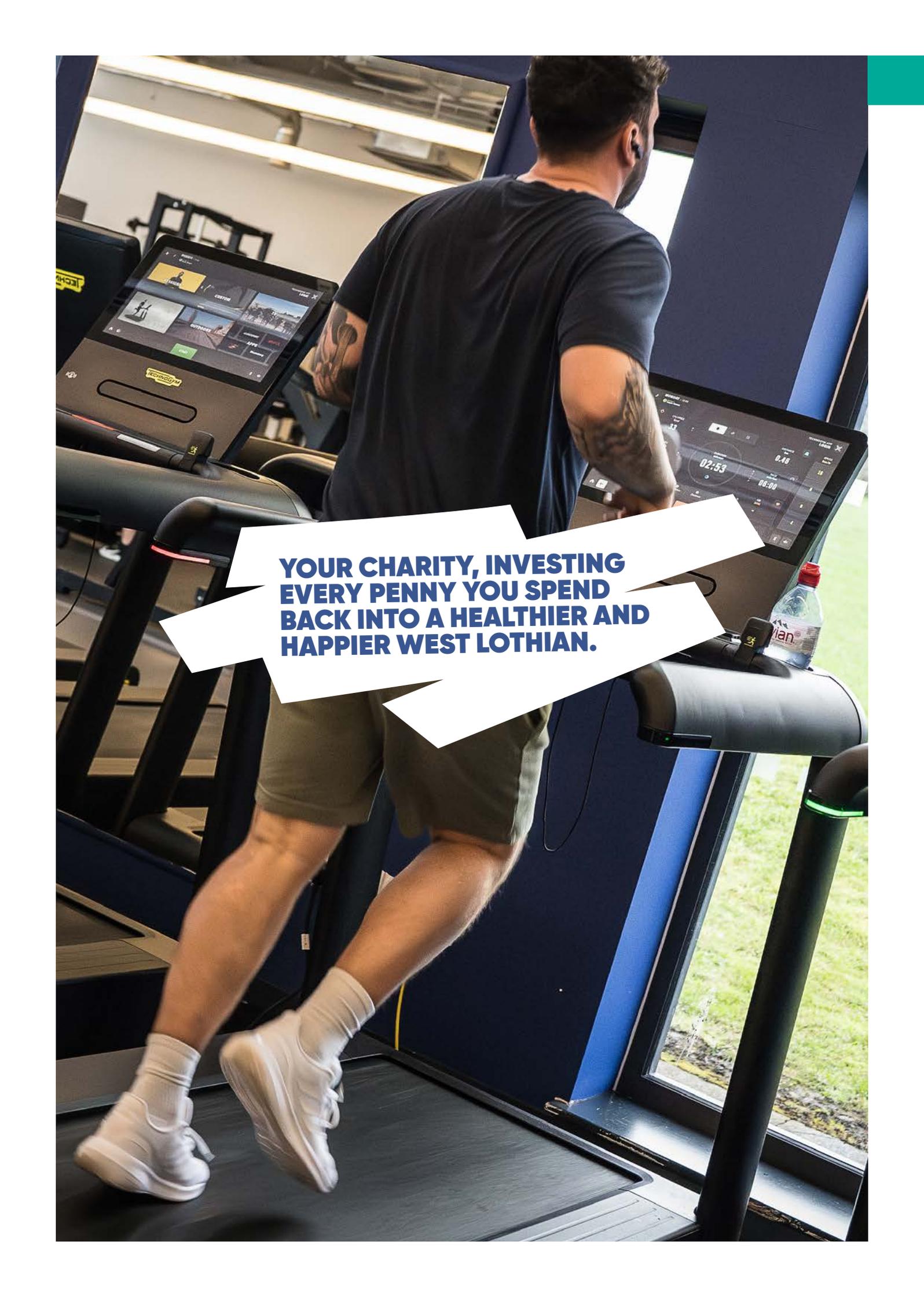
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# WELCOME FROM THE CHAIR

**My first statement as Chairman coincides with our first full year of restriction-free trading since the onset of Covid-19.**

I have been working with West Lothian Leisure since 2019, serving as a board member and as Chair of the Audit & Finance Committee, before becoming Chairman in March 2023. I would like to take this opportunity to thank my predecessor, Dr Cindy Brook, thanks to her relentless passion and determination, the charity has been able to create a West Lothian where everyone can live a healthier, happier and longer life.

It hasn't been easy. In the 2022/23 financial year, West Lothian Council reduced our core management fee by a further £259k (7%) – the final year of a £1m reduction over four years. We saw our energy costs increase a further 44%, and the cost of living increase sharply, with inflation hitting 11% in October 2022. Collectively, this had a profound impact on the business. Despite that, we should reflect on 2022/23 with a huge amount of pride. Our successes include:

- *2.45 million visits to our venues and services*
- *Opening Winchburgh Sport and Wellbeing Hub*
- *Winning 'The Scottish Water Learn to Swim Provider of the Year Award'*
- *Completing 2,175 GP patient referrals, a 40% increase on the prior year*
- *Delivering £1m investment across our Xcite gyms*
- *Growing membership revenue by 11.5% and coaching participation by a further 15%*

None of this would be possible without the dedication, passion and commitment of our employees, so thank you to all of you. Our staff continue to be our strongest asset – going above and beyond to deliver award-winning services and experiences for our customers.

a phased reduction in management fees over the next five years, West Lothian Council expects West Lothian Leisure to be self-funding by the end of 2027/28. Without intervention, this will leave a £1.75m shortfall and have significant consequences.

However, there are also many reasons to be optimistic, not least that the company has a strong foundation to drive change.

I would like to take this opportunity to thank Tim Dent, our former CEO, and Karen Anderson and Chris Horne who stepped down as Board Directors during the year. I also extend a warm welcome to new Board Directors Suzanne McAdam, Craig Campbell, Cllr Peter Heggie and Cllr Danny Logue. Thank you also to our Treasurer, Gillain Hentges, who succeeds me as Chair of the Audit & Finance Committee.

Finally, on behalf of the Board, thanks to everyone who has helped us, despite the challenging circumstances, to continue to deliver our vision and create a West Lothian where everyone can live a healthier, happier and longer life.

**Sergio Tansini**

**Chair**

January 2024

# OUR VISION OUR VALUES

## Our Vision

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

## Our Values

Our values and standards underpin all that we do.

### 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.

### Service

Listening and putting people at the heart of our decisions.





# A YEAR IN NUMBERS

1 APRIL 2022  
31 MARCH 2023

**2,453,288**

visits recorded  
at venues 

**20,775**

Xcite members 

Membership  
DD income

rose by 24%



**2,800**

number of volunteer hours

**15%**  
**increase**  
in participation



**48,569**

teen gym  
**sessions**

**77,546**  
Concessionary

**visits**  
in partnership  
West Lothian Council

**2,175**

Health (Exercise) Referrals



**43,240**

Ageing Well

**visits**



**229,102**

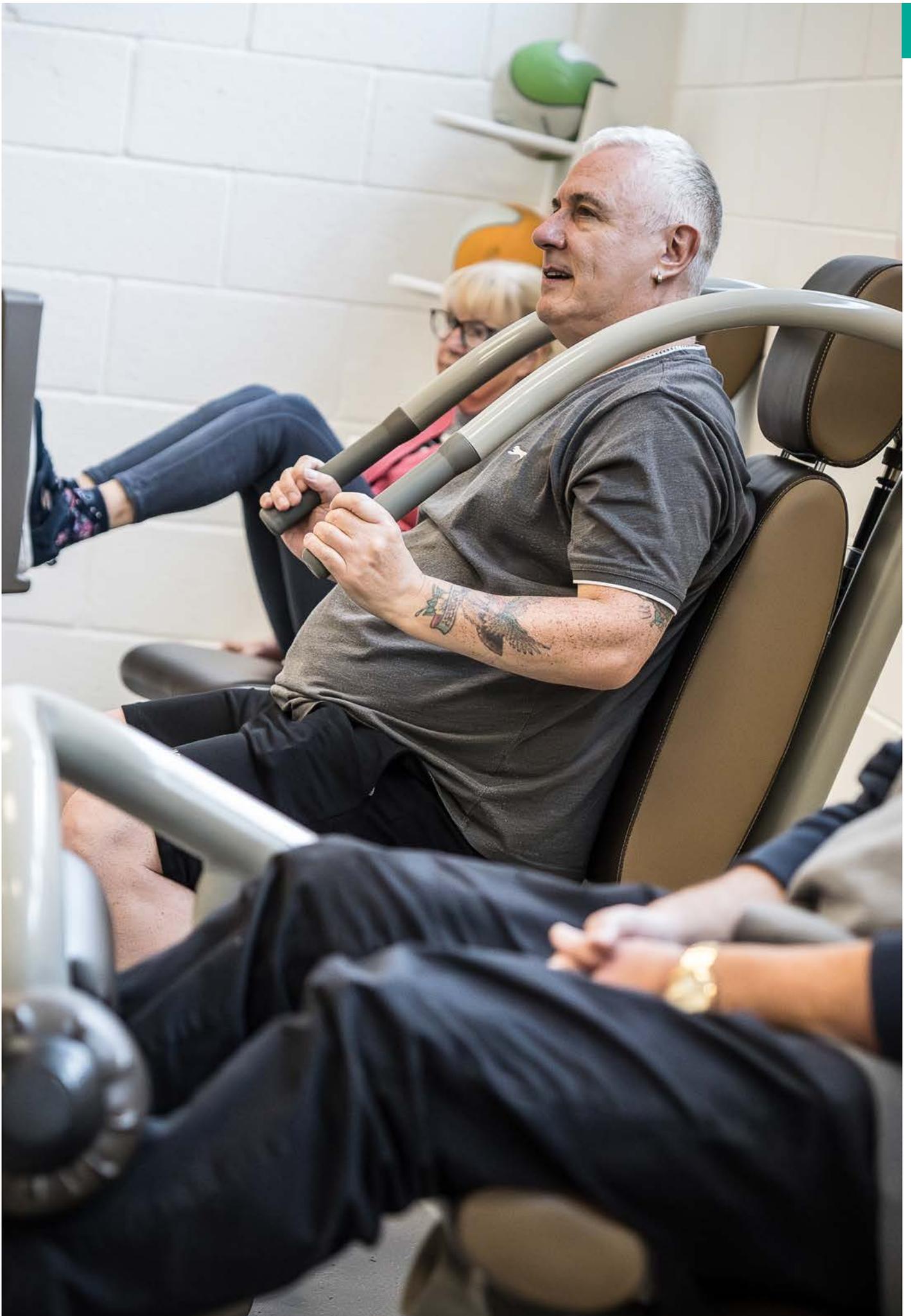


**visits to**  
group fitness  
**classes**

**574,795**  
attendances  
at club sessions  
across sports clubs

**377,884**  
Coaching  
attendances





# 2022-2023 TIMELINE



## April 2022

Our Ageing Well programme launched a series of free guided walking groups for the over 50's.



## May 2022

Xcite Craigswood hosts Paracise™ masterclass workshop, led by Sarah Goldsack, the founder of Paracise.



## June 2022

Councillor Peter Heggie and Councillor Danny Logue join the West Lothian Leisure Board of Directors.



## October 2022

Ben Lamb joins West Lothian Leisure as new Chief Executive Officer.



## November 2022

We embark on a £1 million project to refurbish and upgrade all 9 Xcite gyms.



## December 2022

We launched our 'winter warmer' initiative, encouraging the local community to enjoy our free-to-access warm spaces.



### July 2022

Launch of the first ever Xcite Outdoors summer holiday programme, based at Xcite Linlithgow.

### August 2022

Triple Olympic champion Adam Peaty hosts the AP Race Clinic at Xcite Bathgate.

### September 2022

West Lothian Leisure is crowned as the 'Learn to Swim Provider of the Year' at the 2022 Scottish Swimming Awards.



### January 2023

The Winchburgh Sport & Wellbeing Hub opens its doors to the public, with Xcite named as management operator for the brand-new venue.

### February 2023

West Lothian Leisure celebrated its 25th birthday, with customers and staff joining in with the celebrations.

### March 2023

Sergio Tansini is appointed as the new West Lothian Leisure Chair and Craig Campbell joins our Board of Directors.

# OUR COMMUNITIES



## LEARN TO SWIM PROVIDER OF THE YEAR

The Xcite coaching team undertook an ambitious plan to revolutionise our aquatics programme and optimise water space utilisation in our pools.

Once implemented, the new structure allowed for growth in all areas of the programme, including teacher development, ASN sessions, club access, and a remarkable increase of **1300 extra Learn to Swim spaces per week**, all while **maintaining a steady 90% occupancy rate**.

Our efforts were subsequently recognised at the Scottish Swimming Awards 2022, where we proudly secured the title of **'Learn to Swim Provider of the Year.'**





## GROWTH FOR OUR HEALTH & WELLBEING PROGRAMME

**Collaborating with healthcare professionals, Xcite Health & Wellbeing team is committed to supporting local individuals with long-term conditions in leading more active lives.**

Our referral programme introduces patients of all ages and abilities to regular structured activity on an individual basis, or through a variety of support classes. Last year saw a substantial **40% year-on-year increase with 2,175 referrals for West Lothian Leisure, to the Wellbeing programme.**

In September, an underutilised soft play area in Xcite Craigswood was repurposed into our first Wellbeing Hub, allowing us to broaden the programme with additional classes on our Group Fitness and Health & Wellbeing timetables.



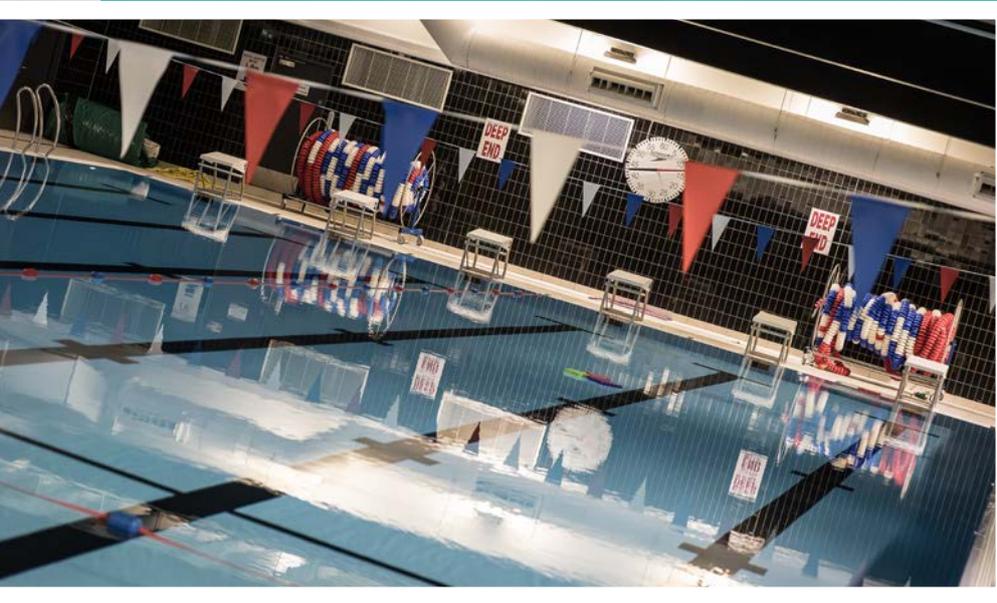
### JIM'S XCITE STORY

**Jim was referred to Xcite by his doctor due to his Chronic Obstructive Pulmonary Disease (COPD). By the end of the 12-week referral programme, he was already experiencing the positive effects of regular physical activity.**

Now, Jim is an Access Xcite member, actively participating in various classes offered by the Health & Wellbeing team, such as Easyline and Wellbeing Exercise. He also makes use of the gym facilities at Xcite Craigswood.

In addition to the physical benefits, Jim emphasises the significant social benefits he gains from his Xcite membership, describing the classes as a "lifeline" for many. This social aspect of the membership contributes to his overall wellbeing and improves his motivation to continue with his fitness routine.

# OUR PLACES



## WINCHBURGH SPORT & WELLBEING HUB

In the summer of 2022, we were announced as the chosen management operator for the state-of-the-art Winchburgh Sport & Wellbeing Hub, a brand new £16 million council owned facility.

The new venue welcomed community clubs, Xcite kids' coaching, and school users from October, with the highly anticipated public access officially launching in January 2023.

Since opening, the state-of-the-art venue has enabled us to **expand our Learn to Swim and coaching programs by more than 200 spaces, increase our group fitness offering by more than 20 additional classes per week, and grow our membership base by more than 800 new customers.**





## GYM TRANSFORMATION PROJECT

Starting November 2022, we embarked on an ambitious project, investing over £1 million to refurbish and upgrade all nine Xcite gyms with new, state-of-the-art Technogym equipment. Our aim was to enhance the customer experience by offering the very best equipment, improved digital solutions, and the latest technology available.

The transformation began in November 2022, with eight of the nine existing gyms revamped in a period of just eight weeks. The new gyms have received overwhelmingly positive feedback from customers, with **January 2023 marking a record month for sales, attracting 2,371 new members to Xcite**. The project reached completion in April 2023, with Xcite Bathgate being the final venue to undergo refurbishment.



### KATE'S XCITE STORY

**Initially referred by her doctor, Kate was sceptical and concerned about her ability to participate in activities at Xcite because she used a scooter for mobility.**

Before her first appointment, Kate was incredibly nervous and almost didn't come. However, following an assessment, she was pleasantly surprised by the positive and encouraging approach of the gym staff. They focused on her abilities and what she could do, which gave her the confidence to continue her health & wellbeing journey and has now been a dedicated member for over 6 years.

When planning the recent gym refurbishment at Xcite Linlithgow, the team kept Kate in mind. They ensured that there was a designated treadmill with adequate room for her to access with her scooter, ensuring she could continue with her programme.

Speaking of her experience, Kate commented: *"I wanted to be able to continue walking and get off the floor independently, and I got there with the help of the wonderful gym team at Xcite Linlithgow. I love it that the gym staff are relentlessly positive and refuse to accept me thinking I can't do something because it looks too difficult, because they are able to break it down into smaller stages."*

# OUR PEOPLE



## BECOME A SWIM TEACHER

Acknowledging the increasing demand for our Learn to Swim programme, we launched our first ever 'Become a Swim Teacher' campaign in September 2022. This initiative offered aspiring swim teachers a fully funded course, equipping them with the necessary qualifications to become certified swim teachers with Xcite.

Candidates underwent an extensive 12-week training programme, which included classroom work to gain the formal qualifications required for the role, followed by a mentoring programme with more experienced teachers.

Post-campaign, we proudly welcomed 8 new swim teachers into our team, allowing us to extend our programme by 600 additional spaces. Plans are already in motion for a second intake, with further coaching opportunities on the horizon in sports such as gymnastics, hockey, and football.





## WEST LOTHIAN COLLEGE COLLABORATION

This year, we established a new partnership with West Lothian College, piloting a six-month college course designed for anyone looking to take their first steps into a career in the fitness and leisure industry. The 'Step into Sport & Leisure' course provided students with the essential skills to progress into a career in leisure, while also enhancing their academic qualifications to allow progression to higher levels of study if desired.

13 students successfully passed the course, a 76% completion rate, with 10 students choosing to advance to higher education. One student also secured a part-time lifeguard position with West Lothian Leisure. Building on the success of the pilot, a second 'Step into Sport & Leisure' course will commence in January 2024.



## CATHERINE'S XCITE STORY

Commencing her swimming journey as an infant in the Xcite early years lessons, Catherine progressed through the full Learn to Swim pathway with Xcite, eventually advancing to competitive swimming with local club, Bathgate ASC. With a desire to continue within the sport, she decided that a career in swim coaching was a natural next step.

Catherine attributes her love for the water to her early memories of swimming as a fun, inclusive, and educational activity. As a coach, her favourite moments are witnessing the progression of young swimmers and experiencing the rewarding feeling of observing newfound confidence growing in the children she teaches.

Looking ahead to the future, Catherine is passionate about continuing to learn and grow as a swimming coach, expressing, "I want to try new things and make lessons as fun, inclusive, and educational as mine were all those years ago."



# TREASURER'S FINANCIAL SUMMARY

**The financial statements for the year ending 31 March 2023 – the first full year of restriction-free trading since the onset of Covid-19 – report a deficit of £341k (compared to a deficit of £149k in 2022).**

West Lothian Leisure has faced a significant period of business recovery in order to build back membership and other income to pre-pandemic levels. Considering the cost-of-living crisis, global economic problems, a reducing management fee and rising local competition, our year-end position is remarkable. This is in part due to income generated from three primary areas:

- Membership has continued to recover post-Covid with numbers for March 2023 at 97% of March 2020 and overall membership income up £1.5m on the previous year.
- Leisure service income (which includes pay per visit, club, room hire and NHS services) also recovered, with usage at 119% of pre-pandemic levels by the year end.
- West Lothian Council's annual management fee (£3.7m), which included £1.5m of additional funding to offset the impact of Covid-19.

Our expenditure was predominantly linked to salary costs, which increased by £703k in the year, our continued commitment to paying the real living wage, and the significantly increased cost of energy and maintenance spend.

We remain committed to ongoing investment to protect and grow our revenue streams and throughout the 2022-23 financial year, we have continued to develop the infrastructure of the estate, delivered £1m investment across our Xcite gyms, and diversified through new products, services and activities.

Investment in our estate remains a challenge due to the older stock of buildings and increasing maintenance costs, with only minimal landlord maintenance support from West Lothian Council. Going forward, we will work with our partners, West Lothian Council, to develop a long-term facility and agreed joint capital investment strategy.

Financial pressures on council budgets are relentless, and through a phased reduction in management fees over the next five years, West Lothian Council expects West Lothian Leisure to be self-funding by the end of 2027/28. Coupled with global economic problems, the tightening budgetary environment threatens the long-term viability of the charity without intervention.

The path forward will not be easy, but we will continue to work with our partners to find a solution for a sustainable future where everyone in West Lothian can live a healthier, happier and longer life.

**Gillian Hentges**

**Treasurer**

January 2024

# FINANCIALS



**Increase  
in income**



**Growth in  
membership  
income**



**Increase in  
leisure service  
income**

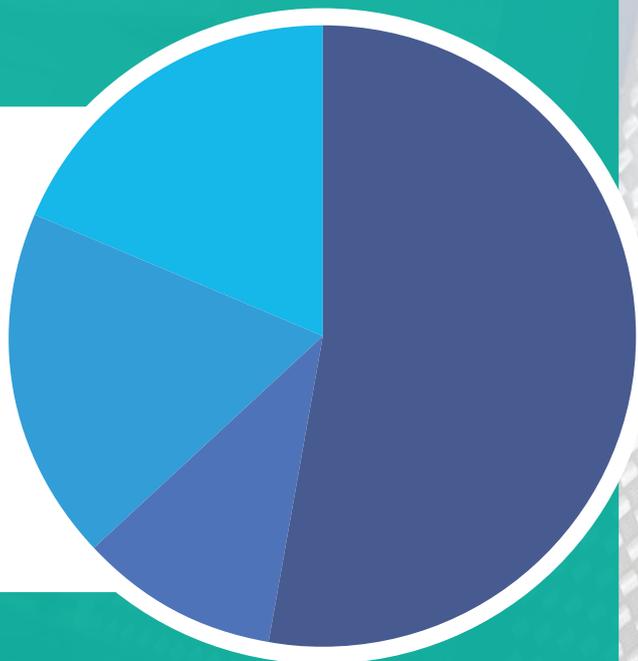
## Where our £ comes from

**Fitness Membership = 5.14m**

**Pay Per Visit Income = 1.78m**

**WLC Management Fee = 1.77m**

**Academy Membership = 1.06m**



# INCOME VS MANAGEMENT FEE



# MEMBERSHIP TRENDS



	2023 £'000 General Unrestricted Funds	2022 £'000 General Unrestricted Funds
<b>Income and endowments from:</b>		
Donations and legacies	4	0
Charitable activities		
• Membership fees	5,646	4,188
• Leisure services	4,130	2,964
• Management service fee	3,691	3,659
<b>Investments</b>	<b>50</b>	<b>4</b>
Other		
• Coronavirus Job Retention Scheme	0	346
• Financial income, refunds & fees	135	369
<b>Total</b>	<b>13,656</b>	<b>11,530</b>

**Expenditure on:**

Employee Costs	6,397	5,694
Property Costs	3,210	2,606
Transport Costs	77	69
Supplies and Services	2,534	1,734
Irrecoverable VAT	692	321
Depreciation of Assets	212	320
Other	252	128
	<b>13,374</b>	<b>10,872</b>
Pension Scheme Costs	623	807
<b>Deficit for the year</b>	<b>(341)</b>	<b>(149)</b>



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

**Dr Cindy Brook**  
Independent, Chair  
(resigned 23rd March 2023)

**Beverly Greer**  
Independent, Secretary

**Karen Anderson**  
Employee, Health and Safety Director  
(Resigned 15th September 2022)

**Suzanne McAdam**  
Employee, Health and Safety Director  
(Appointed 15th September 2022)

**Sergio Tansini**  
Independent  
(Chair from 23rd March 2023)

**Gillian Hentges**  
Independent  
Treasurer and Chair of the Audit and Finance Sub Committee

**Craig Cambell**  
Independent  
(Appointed March 2023)

**Cllr Tom Conn**  
West Lothian Council

**Cllr Chris Horne**  
West Lothian Council  
(Resigned 30th June 2022)

**Cllr Andrew Miller**  
West Lothian Council  
(Resigned 30th June 2022)

**Cllr Peter Heggie**  
West Lothian Council  
(Appointed 30th June 2022)

**Cllr Danny Logue**  
West Lothian Council  
(Appointed 30th June 2022)

## Leadership Team

**Ben Lamb**  
Chief Executive

**Karen Wernham**  
Head of Operations

**Mark Chambers**  
Head of Corporate Services

**Andrew Heron**  
Head of Finance

## OUR VENUES

### Secondary Schools

1. Armadale Academy
2. Deans Community High School
3. Inveralmond Community High School
4. James Young High School
5. Linlithgow Academy
6. St Kentigern's Academy
7. St Margaret's Academy
8. West Calder High School
9. Winchburgh Sports & Wellbeing Hub

