

MINUTES of the MEETING OF THE BOARD OF DIRECTORS of WEST LOTHIAN LEISURE HELD IN PERSON ON THURSDAY 12th DECEMBER 2024 **5.30PM.**

Present: Sergio Tansini (Chair), Craig Campbell, Gillian Hentges, Cllr Danny Logue, Michelle Chambers-Cran, Beverley Greer and Suzanne McAdam

Apologies:, Cllr Tom Conn, Andrew Heron

In Attendance – Ben Lamb, Mark Chambers, Karen Wernham and Susie Crawford

1.	QUORUM The Chair advised that a quorum was present.	
2.	ADDITIONAL OR ANY OTHER COMPETENT BUSINESS TO BE CONSIDERED AT THE END OF THE MEETING None	
3.	DECLARATIONS OF INTEREST No declarations of interest were received.	
4.	MINUTES OF THE BOARD MEETING HELD ON 19th SEPTEMBER 2024 Removal of 'online' from the list of those present noted The minutes were accepted as a true and accurate record.	
5.	MINUTES OF THE AUDIT AND FINANCE COMMITTEE HELD ON 6TH NOVEMBER 2024 The minutes were accepted as a true and accurate record.	
6.	DATA DRIVEN INSIGHTS: GUIDING OUR STRATEGIC DIRECTION Susie Crawford, Head of Commercial Development, presented an overview of the market and product growth opportunities available to us. This was set in the context of a 3-year financial plan (which will be presented to Board in February 2025) and subsequent strategy development. Following an overview of the national and local context, WLL current performance was shared, noting a penetration rate of 8.82% (against average public sector of 6.5% and private 10%). Current and future latent demand (the unmet need or desire for a product or service) was noted with observations of growth opportunities in Winchburgh, East Calder and Craigswood. A financial estimate was applied to the latent demand figures and improved retention opportunity to help quantify the opportunity available to us. An overview of opportunities were noted against market penetration, product development, market development and diversification.	

	<p>Questions were asked on a number of matters, including penetration rate changes overtime, the latent demand model and SIMD data. Further information will be provided to Board on these.</p> <p>The CEO then shared the 3 key strategic priorities that had emerged from this work (strengthen the core, drive revenue growth, and invest in people and partnerships). A further update on strategic planning will be presented to Board in February.</p> <p>Decision: Board noted the update</p>	
7.	<p>6 MONTH HEALTH & SAFETY REPORT (REP-0974)</p> <p>The Head of Corporate Services presented the paper noting an update on the critical incident management procedure, the continued delivery of audit and inspections and that both staff and customer accidents are down compared to the same period last year.</p> <p>There was some discussion around testing of the critical incident management plan which will follow once approved and a link to the relevant person within WLC was noted.</p> <p>Decision: Board noted the report and update.</p>	
8.	<p>PROJECTS UPDATE (REP-0975)</p> <p>The Head of Corporate Services provided an update on current projects with an overview of the process from concept to completion.</p> <p>The paper highlighted approval process for projects and which require Board approval (as per the Scheme of Delegation) and noted the project planning, review and implementation process. The report noted all projects are managed within internal resources in order to drive cost efficiency. The report also provided an update on current project progress.</p> <p>The Chair acknowledged the internal delivery of all projects and complimented MC and the team on the running of projects.</p> <p>There was a question raised around developer contributions for future projects to which SC updated on her contact and liaison with developers.</p> <p>Decision: Board noted the report.</p>	

9.	<p>PERFORMANCE REPORT (REP-0976) - Please note the number on the report itself was incorrect – REP 0976 is the correct number</p> <p>The Chair commended the executive team on the detail contained within the report.</p> <p><u>CHIEF EXECUTIVE REPORT</u></p> <p>The Chief Executive reflected on performance to end October noting that earned income and usage continued on a positive trajectory with another record direct debit collection for October leading to a strong year end position.</p> <p>However, it was noted that looking ahead there are many significant risks around the corner including NI and pay award pressures, unrealised VAT savings and a £500k management fee reduction, all taking effect next April.</p> <p><u>FINANCIAL PERFORMANCE</u></p> <p>The Chief Executive presented the performance to end October 2024, noting current financial risks, detailed income and expenditure performance (including venue specific performance) and the cash flow forecast.</p> <p>A question was asked on managers involvement in the 2025/26 budget planning process and an update was provided.</p> <p><u>PERFORMANCE AGAINST COMPANY GOALS & HIGHLIGHTS REPORT</u></p> <p>Improving access to community spaces through potential acquisition of further secondary schools and continued delivery of community events.</p> <p>Growing new business through development of catchment profiles and engaging with community planning and local chamber of commerce as well as new sources of organic income such as Nourish, the new Menopause product and further growing gym usage.</p> <p>Improving lives and communities through health and wellbeing services, including the Canalympics, falls awareness week, open days and new partnerships as well as increasing awareness of our charitable status through councillor invitations, attendance at community council meetings and a focussed PR campaign securing national media coverage and opinion pieces.</p> <p>Improving the customer experience by investing in our people following staff survey feedback, continuing to deliver customer service standard workshops for teams and developing a two year retention strategy.</p> <p>Sweat our assets by investing in areas such as the new Xcite Whitburn and Xcite Bathgate gym extensions and a new BOX-12 product, as well as progressing leisure management system procurement and net zero plans.</p> <p>Decision: Board noted the performance update</p>	
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10.	<p>WINCHBURGH SPORTS HUB PROPERTY LEASE (REP 0977)</p> <p>The Head of Corporate Services presented Head of Terms for the Winchburgh Sport and wellbeing hub lease for Board to approve. Currently there are no lease arrangements in place which differs from other Xcite and school venues.</p> <p>Decision: Board approved the Head of Terms</p>	
11.	<p>AOB</p>	
12.	<p>DATE OF NEXT MEETINGS</p> <p>Audit and Finance Sub Committee: (3.30pm Head Office)</p> <ul style="list-style-type: none"> • Wednesday 22nd January 2025 • Wednesday 23rd April 2025 <p>Board (5.30pm Head Office)</p> <ul style="list-style-type: none"> • Thursday 20th February 2025 • Thursday 22nd May 2025 	