

MINUTES of the MEETING OF THE BOARD OF DIRECTORS of WEST LOTHIAN LEISURE HELD IN PERSON ON WEDNESDAY 5<sup>th</sup> MARCH 2025 **5.30PM**.

**Present:** Sergio Tansini (Chair), Craig Campbell, Gillian Hentges, Cllr Danny Logue, Cllr Tom Conn, Beverley Greer and Suzanne McAdam

**Apologies:**, Michelle Chambers-Cran

**In Attendance** – Ben Lamb, Mark Chambers, Karen Wernham and Susie Crawford (Josh Mabon Item 6 only)

<b>1.</b>	<b>QUORUM</b>  The Chair advised that a quorum was present.	
<b>2.</b>	<b>ADDITIONAL OR ANY OTHER COMPETENT BUSINESS TO BE CONSIDERED AT THE END OF THE MEETING</b>  None	
<b>3.</b>	<b>DECLARATIONS OF INTEREST</b>  No declarations of interest were received.	
<b>4.</b>	<b>MINUTES OF THE BOARD MEETING HELD ON 14<sup>th</sup> DECEMBER 2024</b> The minutes were accepted as a true and accurate record.	
<b>5.</b>	<b>MINUTES OF THE AUDIT AND FINANCE COMMITTEE HELD ON 6<sup>TH</sup> NOVEMBER 2024</b> The minutes were accepted as a true and accurate record.	
<b>6.</b>	<b>Acquisition of Whitburn Academy and Bathgate Academy (REP –0979)</b>  Josh Mabon (Schools Business Development Manager) presented an overview of the proposal.  The report asks for Board approval for the acquisition and integration of Whitburn Academy and Bathgate Academy into the Xcite portfolio and outlines the strategic rationale, financial implications, and anticipated benefits of this proposal.  Cllr Tom Conn asked whether this would lead to rates relief for the council and what was the benefit to the Council of this proposal. Alan Colquhoun provided a response from a council point of view  <b>Decision: Board approved the integration of Whitburn Academy and Bathgate Academy into the Xcite portfolio</b>	
<b>7.</b>	<b>PERFORMANCE REPORT (REP-0980)</b>  <u>CHIEF EXECUTIVE REPORT</u>  The Chief Executive reflected on performance to end December noting earned income continues to exceed target, as does usage and subsidy per visit KPIs.	

In December, we achieved another record for monthly direct debit revenue and sales for January were strong.

It was noted that Nourish at Xcite Craigswood has been nominated for Best Café at the 2025 Scotland's Business Awards and additional funding has been secured to further enhance our health and wellbeing services.

It was noted that WLL continues to face significant risks, as outlined in the Board pack and the 25/26 budget papers (Item 8), which will necessitate further difficult decisions in the near term. However, with robust financial and strategic planning, and the continued support of the Board and our partners at the Council, WLL remain confident in their ability to navigate these challenges and continue to deliver our vision.

### FINANCIAL PERFORMANCE

Membership income across all membership types (including coaching, Learn 2 Swim and health) is ahead of budget by the end of December and usage levels remain high, Pay per Visit (PPV) and Club Income combined are also ahead of budget to date.

Salary costs continue to rise above budgeted levels and include key leadership positions brought in to help accelerate growth and an expansion of the coaching programme.

Maintenance spend is currently forecast to come in over budget as a number of budgeted pre-planned items have not been postponed until next year.

The forecast outturn for 2024/25 is now an operating surplus of subject to year end accounting adjustments for accruals and prepayments and bad debt.

### PERFORMANCE AGAINST COMPANY GOALS & HIGHLIGHTS REPORT

Growing new business through strengthening our partnership with the Chamber of Commerce to drive business growth and since joining forces with the Chamber, we have welcomed six new businesses to our corporate membership.

Gym usage has continued to increase with visits for January hitting 53,816. This is the first time our gyms have seen over 50,000 visits in one month. Family Fitness Factory was launched.

Lives continue to be impacted through Health & Wellbeing services with new funding agreed to deliver a new face to face Falls Prevention physical activity programme as well as the launch of the new Parkinson's programme at the end of October.

The current leisure management system contract is due for renewal in June 2025 and procurement exercise is nearing completion. An update will be provided to A&F sub in April.

Board noted the report and update.

8.	<p><b>BUDGET 2025/26 (REP-0981, 0982, 0983)</b></p> <p>The Head of Finance provided an overview of the draft budget for 2025/26 which included separate papers on the pay award and pricing strategy.</p> <p>The report notes that the normal objective is to set a break-even budget, but it continues to be a challenging environment in which to do this. With a further reduction to the WLC core management fee, continued high energy costs and salary and cost pressures.</p> <p>A 3-year financial forecast for the period 2025/26-2027/28 was included as appendix 2 to this report. This is an indicative forecast and it was noted that work to incorporate further income and expenditure growth was ongoing. .</p> <p>The CEO referred to the Strategic Plan (Item 9) as setting out the key actions being taken.</p> <p>It was noted that the budget was realistic, with neither the aspirational upside nor potential downside (e.g. major repairs) included.</p> <p>Following further discussion, the Chair put the budget to a vote: 5 trustees approved; Cllr Conn and Cllr Logue opposed.</p> <p><b>Decision: Board approved the 2025/26 budget</b></p>	
9.	<p><b>STRATEGIC PLAN (REP 0984)</b></p> <p>The CEO introduced the report seeking Board approval for the 2025/26 – 2026/27 Strategic Plan, which provides a clear framework to align actions with financial targets, drive growth, and ensure long-term sustainability.</p> <p>It outlines key priorities, implementation plans, and performance measures to support decision-making.</p> <p>To deliver the vision, the plan focuses on three strategic priorities:</p> <ol style="list-style-type: none"> <li>1. Strengthening our core business</li> <li>2. Driving revenue growth</li> <li>3. Investing in people and partnerships</li> </ol> <p>These priorities will be delivered through a number of key initiatives/strategic actions noted within the report</p> <p>The CEO noted how success would be measures and the performance measurement framework trustees would use to monitor.</p> <p>It was noted that an update against each of the strategic actions would be presented to Board in September.</p> <p><b>Decision: Board approved 2025/26 – 2026/27 Strategic Plan</b></p>	

10.	<p><b>FUTURE MEETING DATES &amp; 25/26 BOARD AGENDA PLAN (REP 0984)</b></p> <p>The CEO presented future meeting dates from September 2025 to February 2026 and presented the 25/26 agenda plan.</p> <p>The agenda plan reflects the areas of Board responsibility noted in the West Lothian Leisure Standing Orders, Operating Guidelines and Code of Conduct, also summarised in the updated Scheme of Delegation as approved by Board December 2023.</p> <p>It was noted that there are no proposed changes from the 2024/25 plan.</p> <p><b>Decision: Board approved the future dates and 2025/26 agenda plan</b></p>	
11.	<p><b>AOB</b></p> <p>None</p>	
12.	<p><b>DATE OF NEXT MEETINGS</b></p> <p><b>Audit and Finance Sub Committee:</b> (3.30pm Head Office)</p> <ul style="list-style-type: none"> <li>• Wednesday 23<sup>rd</sup> April 2025</li> <li>• Wednesday 6<sup>th</sup> August 2025</li> </ul> <p><b>Board</b> (5.30pm Head Office)</p> <ul style="list-style-type: none"> <li>• Thursday 5<sup>th</sup> June 2025</li> <li>• Thursday 18<sup>th</sup> September 2025</li> </ul>	