

**ANNUAL
REPORT**





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

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MESSAGE FROM THE CHAIR



Following the unprecedented circumstances of 2020/21 due to the coronavirus pandemic, I am immensely proud of what we have achieved at West Lothian Leisure throughout 2021/22. Collectively, we embarked on an ambitious two-year business plan which sets out our vision, values, goals and actions. The plan, which informs all internal activity, prioritises business recovery and a return to a sustainable financial position.

Our charitable purpose and vision – where everyone in West Lothian can live a healthier, happier, longer life – continues to be at the heart of everything that we do.

The impact of Covid remained significant at the start of this period, but in spite of that, our successes include:

- *Customer numbers exceeding expectations and membership figures for the year returning to 87% of those pre-covid*
- *Developed vital health and wellbeing services, almost doubling the levels of funding from the Health and Social Care partnership from 48k to 90k*
- *Won a 'Gold Medal Award' at the 2021 UK Member Experience Awards based on Net Promoter Score (NPS), the only trust in Scotland to receive an award*
- *And much more...*

Additionally, every penny spent with us is reinvested into our charity.

During a year when many sports and leisure companies have been forced to stop trading, we would not be here without the tremendous enthusiasm, commitment and ingenuity of our staff who have given so much. Alongside our loyal customers and partners, they have continued to support us through a challenging economic climate. Thank you.

I would also like to thank West Lothian Council for their on-going support through this

challenging economic period. Many of our achievements over the past year would not have been possible without their support.

I would also like to take this opportunity to thank our former CEO, Tim Dent, for steering the company through the challenges of the pandemic and leaving us in a much stronger financial position. Ben Lamb joins us as his successor and we wish him all the best. We also welcome Gillian Hentges as trustee director and treasurer and we look forward to welcoming additional new trustees on to the board in 2022/23.

Finally, I would also like to thank the board of directors who give up their time on a voluntary basis. Their continued support and guidance is invaluable.

There will be challenging times ahead, but thanks to the hard work and dedication of our workforce, I'm confident we will emerge stronger.

Dr Cindy Brook - Chair
November 2022

OUR VISION OUR MISSION OUR VALUES



Our Vision

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

Our Mission

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.

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 2021
31 MARCH 2022

1,654,610

visits recorded
at venues



19,369

Xcite members



25,157



Rounds of
golf played

56,740 visits



to Howden Park Centre

8,458

spacebugs
sessions



Concessionary
£2 swims
(under 5yrs / over 65yrs)

66,910



20,992

Concessionary

visits

in partnership

West Lothian Council

Health (Exercise) Referrals

1,982



34,887



Ageing Well
visits

287,986



visits to
group fitness
classes

Sports Clubs

142,654

attendances at
club sessions



278,450

Learn 2 swim
attendances



CUSTOMER COMMENTS

Very friendly atmosphere, all the staff are very helpful and welcoming. **Nichola**

Welcoming and helpful team, from first point of contact at reception and then throughout. Great facilities, very clean and well maintained. Good choice of classes. Everything I want, ticks all the boxes. **Margaret**

Friendly staff, good range of equipment, long opening hours and good price for membership. Some screens up to allow choice and comfort for Covid aware service users - **Gillian**

Very clean, staff always friendly and helpfully, nothing ever too much bother. Always a nice atmosphere. It's my favourite venue to swim by far in West Lothian - **Kirsty**

Friendly staff, clean sanitary venue, great pool, perfectly suitable opening hours, ideal for me. **Richard**

Gail in Broxburn pool is amazing, knows her stuff and arranged my membership and was just so helpful. She called me with an update and is always pleasant and friendly - **Joanna**

2021-22 TIMELINE

April 2021

Gyms reopened after a COVID-19 lockdown. Xcite Bathgate and Livingston opened at 12am to customers attending the gym.



May 2021

Indoor fitness classes return after a COVID-19 lockdown.



June 2021

Xcite cafes reopened to the public.



July 2021

Summer of play - holiday programmes in partnership with West Lothian Council.



August 2021

TRP launches and Gladstone 360 front of house goes live.



September 2021

New membership products launched.



October 2021

New Trustee Director. We welcomed Gillian Hentges to the board as our new Treasurer.



November 2021

New two-year business plan launches.



December 2021

Howden Park Centre - Pantomime returns after a years' absence.



March 2022

Xcite won gold at the 2021 UK Member Experience Awards. Broxburn pool won 'Best Swimming Pool Member Experience' in the UK for the third time in four years.



January 2022

Launched 'Step in to Sport & Leisure' course, in partnership with West Lothian College.



February 2022

New, ground-breaking collaboration with West Lothian Health & Social Care Partnership announced.



IMPROVING LIVES AND COMMUNITIES



“We want to get more people more active to improve health and reduce health inequalities”

OUR AIMS

- Scale up and improve the quality of our health and wellbeing programmes
- Put our vision and charitable purpose at the heart of all we do
- Provide more opportunities for the inactive and socially isolated to get started and stay active
- Reduce health inequalities - provide more opportunities for people of all ages, abilities and circumstance to improve their health and wellbeing



What we're doing

In February 2022 we announced a ground-breaking collaboration with West Lothian Health and Social Care Partnership with the aim of using physical activity to compliment, or to be used as an alternative to, more traditional treatments.

The innovative programme is targeted primarily at patients who have underlying conditions such as heart disease, who are an unhealthy weight, or who are coping with mental health issues. The intention is to further develop the programme to support those recovering from long-Covid.

How it works

Patients are referred by their GP, link worker or other health professional to Xcite advisors for lifestyle advice, activity programmes and nutritional guidance. They receive a one-to-one lifestyle consultation at an Xcite venue or via video call and are provided with a 12-week programme of either group exercise, gym based or other activity. They are re-assessed at six weeks and at 12 weeks and then encouraged to make a lifetime commitment to a healthier lifestyle.

Why it matters

Delivering health and wellbeing programmes to the wider population is at the heart of our charitable purpose.

Regular physical activity is proven to be effective at improving many health conditions, while inactivity is one of the leading causes of premature death. It is widely recognised that investing in programmes such as this can improve population health and reduce future costs and impact on services.

How it's going

During 2021 - 2022 we received 1550 referrals into the Health & Wellbeing team, with COVID recovery at the beginning of the year affecting anticipated numbers. Significant growth is expected for 2022 - 2023 and at its peak the programme aims to work with over 2,500 referrals per year. The initiative sits alongside other West Lothian Health and Social Care Partnership funded programmes delivered by Xcite including the Ageing Well project and healthy family lifestyle and rehabilitation sessions.

IMPROVING THE CUSTOMER EXPERIENCE



OUR AIMS

- Deliver excellent and innovative customer service
- Invest in safe, sustainable and attractive venues and activity spaces
- Develop more effective customer communications
- Better understand our customers through insight, data and feedback

“We want to provide high quality and engaging activities and ensure customers feel valued and listened to”

What we're doing

Providing high quality and engaging activities and ensuring that our customers feel valued and listened to is at the heart of what we do. To ensure we're on track, we sent over 87,500 customer experience surveys out during 2021-22 to ask our customers for their opinion.

How it works

Surveys are sent to a random selection of our customers by email the day after they have visited one of our venues.

The survey responses are then used to calculate our Net Promoter Score (NPS), a widely-used market research metric that is based on a single survey question asking respondents to rate the likelihood that they would recommend a company, product or a service to a friend or colleague.

The question all Xcite customers are asked is: Based on your visit yesterday, how likely are you to recommend Xcite West Lothian Leisure to friends and family? Score from 0 (unlikely) - 10 (extremely likely).

Why it matters

In order to deliver great customer service, we need to understand our customers. To do that most effectively - and to ensure our engagement is timely and relevant - we work with a specialist company (TRP) who monitor our NPS and provide insights and software to monitor and improve our customer experience.

How it's going

We won a 'Gold Medal Award' at the 2021 Member Experience Awards, the health and fitness industry's only awards programme based solely on NPS as an objective measure of quality. Our NPS score (62) significantly exceeded the industry benchmark (47) and improved on our Silver Medal Award in 2020.

The Member Experience Awards recognise operators for their outstanding customer service throughout the year, with results being measured from customer feedback after visiting venues and taking part in activities.

Medal Awards are earned by operators who achieve an NPS for the year within set target boundaries - Silver, Gold, or Platinum. All Medal Award winners are exhibiting above-average performance in their member experience delivery.

Additionally, Broxburn Swimming Pool - one of our venues - achieved the highest NPS in its category and was awarded 'Best Swimming Pool Member Experience in the UK' for the third time in four years.

GROWING THE BUSINESS

“We want to become a financially secure and sustainable business so we can invest more and do more to improve lives”

What we're doing

We developed a plan to review our aquatics programme and the use of water space within our venues. The primary focus of the review was to grow our Learn to Swim programme, in addition to assessing swimming club access and availability for public swimming.

How it works

We assessed the structure of our existing programme and opted to increase the space available for Learn to Swim in its current form, as well as for future programme development.

We also created an improved water management plan to determine existing use versus the most effective use of our water space.

Why it matters

The water space review presented an opportunity to redirect business to maximise profit. It also led to a new programme design which enables product growth (of the Learn to Swim programme) and individual and team development.

Key outcomes include:

- New, centralised ownership of the programme, resulting in enhanced delivery model
- Introduction of a re-induction programme for all teachers to develop skills and abilities, supporting growth and confidence
- Implementation of a mentoring programme to benefit new teachers utilising existing talent/team teaching
- Introduction of a training programme - outwith allocated CPD weeks (Continuing Professional Development) - focused on vision, values and behaviours

Based on the new structure, customers have an option to enjoy a range of wet side activities within our venues at any given time, increasing the value of their membership and maximising the impact of individual programmes.

How it's going

Our comprehensive water space review led to increased pool availability and capacity across our venues. We were able to increase club time to support local swimming clubs and increase water space access for the wider community, plus grow our Learn to Swim programme significantly.

We increased our Learn to Swim attendances by over 30% in the year, with 5.8k children in our programme by August 2022 compared with just over 4.4k at the beginning of 2021. A further 150 children also joined the programme with the opening of Winchburgh Sport & Wellbeing Hub in October 2022.

Our work to increase the number of children learning to swim in West Lothian, together with our commitment to deliver a high quality Learn to Swim environment, was subsequently recognised at the Scottish Swimming Awards 2022, where we were named as The Scottish Water Learn to Swim provider of the year.

The Scottish Swimming Awards acknowledge the outstanding achievements of individuals in aquatics, alongside those whose work within partner organisations providing essential support for the whole aquatic community. A judging panel considered submissions from all over Scotland, evaluating the effort and commitment of Leisure Trusts and aquatic providers in creating and delivering high quality Learn to Swim programmes which help children and adults become confident, competent and safer swimmers.

The Xcite West Lothian team were delighted to accept the prestigious award at the annual awards ceremony in September.

OUR AIMS

- Increase sales and the length of time our members stay with us
- Review our products, prices and programming
- Maximise use and revenue from cultural activity, outdoor venues and under-utilised venues
- Diversify our income streams
- Carefully manage and account for every pound we spend



IMPROVING THE BUSINESS



“We want to become a more efficient, more agile and more effective organisation”

What we're doing

Following the coronavirus pandemic, we took the opportunity to review and restructure our memberships, along with all other areas of our business.

The new memberships were launched in September 2021, with all existing members migrating to new packages throughout spring 2022.

How it works

The key project aims were to simplify our memberships to make buying easier; to maximise our market share within and outwith West Lothian; to maximise our income from membership sales; and to drive up monthly yield.

To do this most effectively, we conducted focus groups with our community to ensure our customers felt valued and listened to, as well as undertaking a competitor analysis to benchmark our membership and prices against other sport and leisure trusts in Scotland.

Why it matters

As a charity, all our income supports the running of local sport and leisure facilities, as well as our life-changing community health and wellbeing programmes. Covid led to a significant loss in our membership database. It was vital that we fully maximised our membership sales to return to pre-pandemic levels as soon as possible.

Our new membership packages better reflect the actual cost of providing services and ensure we remain financially viable. They help protect the quality of our venues, services, and community projects across West Lothian, while continuing to provide excellent value for money.

How it's going

We are already close to matching our pre-pandemic figures, currently 87% to our pre-COVID performance at the year end. Additionally, we have significantly reduced the number of membership options available to make selling easier; we have redesigned our old junior memberships in parallel with our new coaching frameworks; and we have successfully migrated our current members across to new membership products with minimal customer impact.

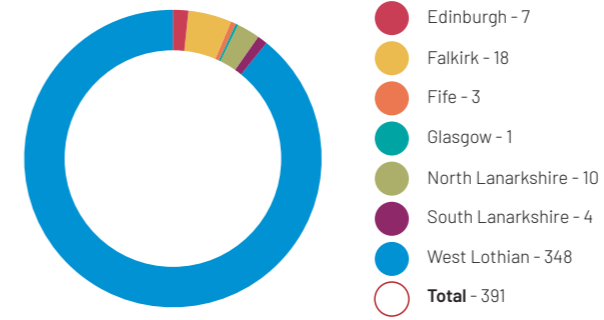
OUR AIMS

- Improve our systems and services through digital transformation projects
- Become a more environmentally responsible business
- Adopt the principles of continuous improvement in all areas of our business

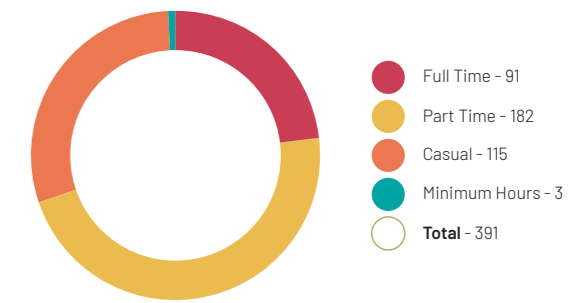


OUR PEOPLE

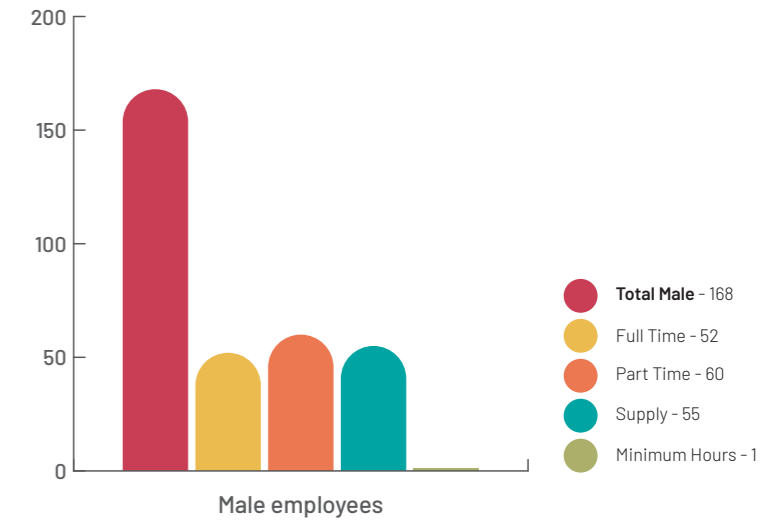
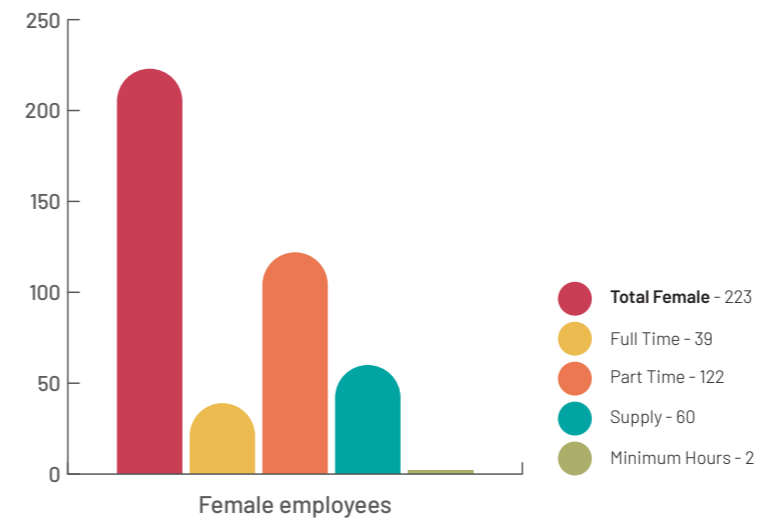
Area of residence



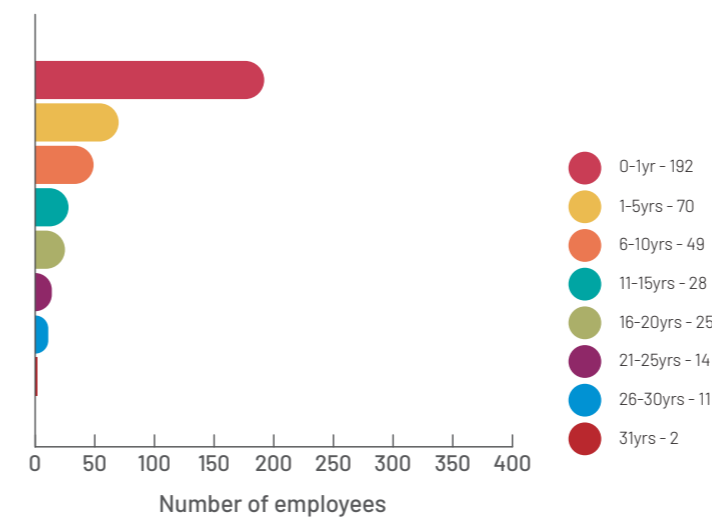
Employees



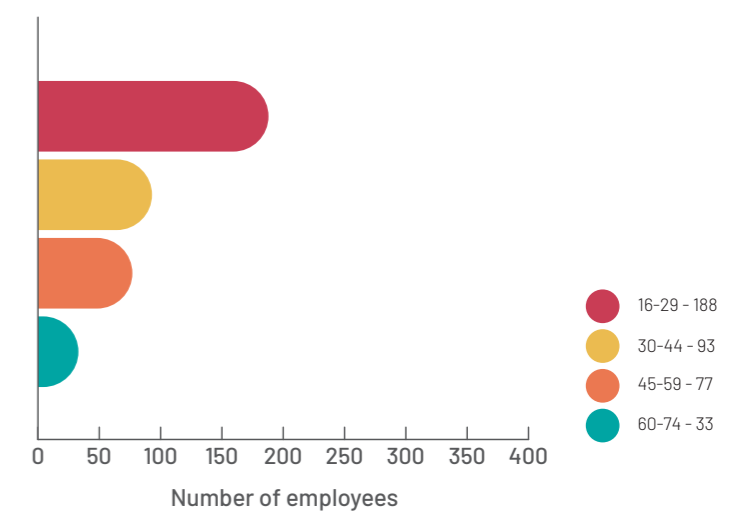
Our employees



Years of service



Employees age ranges



OUR PEOPLE



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

Dr Cindy Brook
Independent, Chair

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

Karen Anderson / Kyle Risk
Employee, Health and Safety Director

Sergio Tansini
Independent Director

Paul Williams
Independent, Treasurer

Gillian Hentges
Independent, Treasurer (from Sept 2021)

Cllr Tom Kerr
West Lothian Council

Cllr Angela Doran
West Lothian Council

Cllr Andrew Miller
West Lothian Council

Cllr Chris Horne
West Lothian Council

Cllr Tom Conn
West Lothian Council

Leadership Team

Tim Dent
Chief Executive

Karen Wernham
Head of Operations

Mark Chambers
Head of Corporate Services

Andrew Heron
Head of Finance

TREASURER'S FINANCIAL SUMMARY



The financial statements for year ending 31 March 2022 show a deficit of £149k (2021: deficit of £459k).

The financial statements for year ending 31 March 2022 report a deficit of £149k (2021: deficit of £459k). This is before an actuarial gain of £6.2m (2021: loss of £4.2m) resulting in an overall gain of £6.0m (2021: loss of £4.6m). The overall net fund balance as at 31 March 2022 is a net liability of £3.7m (2021: net liability of £9.8m).

The outbreak of the coronavirus pandemic had a severe impact on our income just prior to the end of the previous financial year. In my first annual review summary as Treasurer, I would like to thank my predecessor, Paul Williams, who helped steer the company through the most testing of times.

Due to the continued impact of Covid-19 at the start of this period, coupled with economic uncertainty and global financial challenges affecting the charity, the period 2021/22 has also been extremely difficult.

As a charity we have been resilient, agile and adaptable to cope with short-notice changes such as enforced closures and social distancing measures amidst high uncertainty. Despite such operating conditions, a balanced position was achieved by:

- Investing in sales and retention training and development
- Reviewing and relaunching membership products
- Investing in technology to ensure effective and efficient remote working
- Securing additional funding from partners at West Lothian Council and Creative Scotland
- Reducing costs by moving the outdoor learning and activity centre to Linlithgow

Our largest income stream, membership fees, continues to recover with year-end numbers 87% of pre-Covid-19 and recovering quicker than budget anticipated. Income from leisure services (room hire and pay-per-play visits) has not recovered at the same pace, ending the year at 60% of pre-pandemic levels.

The West Lothian Council management fee for the year was £3.7m, which included £1.5m of additional Covid-19 support funding.

Our business plan prioritises our recovery and a return to a sustainable financial position. We will continue to work with our partners at West Lothian Council to review the expected funding gap over the next five years. We recognise the significant financial challenges facing local authorities and we aim to work collaboratively with the Council to find solutions to ensure the financial stability of the charity.

Gillian Hentges - Treasurer
November 2022

FINANCIAL STATEMENT



	TOTAL UNRESTRICTED 2022 £	TOTAL UNRESTRICTED 2021 £
Income and endowments from:		
Donations and legacies	0	28
Charitable activities		
• Membership fees	4,188	686
• Leisure services	2,964	1,018
• Management service fee	3,659	3,526
Investments	4	4
Other		
• Coronavirus Job Retention Scheme	346	2,467
• Financial income, refunds & fees	369	1,064
Total	11,530	8,793
Expenditure on:		
Employee Costs	5,694	5,432
Property Costs	2,606	1,846
Transport Costs	69	74
Supplies and Services	1,734	867
Irrecoverable VAT	321	174
Depreciation of Assets	320	315
Other	128	47
	10,872	8,755
Pension Scheme Costs	807	497
Surplus for the year	(149)	(459)

OUR VENUES



HIGH 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 Margarets Academy
8. West Calder High School
9. Winchburgh Sports & Wellbeing Hub

