



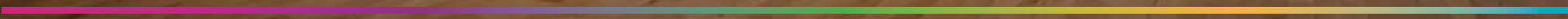
strong fit toned *sweat* strengthen **high energy** challenge  
action **lean** motivate **cardio fitness** calm centred flexible  
**core** focus *strength* achieve goal **fitter** strong inspiration

West Dunbartonshire Leisure Trust

**ANNUAL REPORT** 2016/17  
and Financial Accounts

Company Number: SC413707  
Charity Number: SC042999

toned *sweat* strengthen high *energy* challenge  
lean motivate cardio fitness calm control flexible  
mus strength achieve goal fitter strong inspiration



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## INTRODUCTION FROM THE CHAIR

It is a great pleasure to introduce this fifth annual review as the new Chair, a role which I took on in May 2017 when Kath Ryall stepped down. I would like to thank Kath for the contribution she made to the development of West Dunbartonshire Leisure Trust (WDLT). Under Kath's leadership, the Board supported the management team in developing an ambitious new Business Strategy 2017 - 2020.

Our mission is to "Inspire Healthy and Active Communities" and I am pleased to say that we continue to deliver on this commitment through the services and programmes we deliver to the residents of West Dunbartonshire. Our new Business Strategy will not only provide the Trust with a clear focus and path for growth and development over the next 3 years, but continue to assist us to achieve our mission.

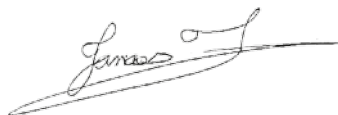
The highlight of the year was the opening of the new £23.8M Clydebank Leisure Centre on the banks of the River Clyde. This new modern facility provides the local community and beyond, state of the art facilities, some never seen before in the industry with outstanding views of the natural beauty on its doorstep. I very much look forward to its development and it becoming part of the local communities' daily lifestyle.

Once again during a continuing tough and challenging financial climate WDLT has delivered service improvements and exceeded targets agreed in partnerships with West Dunbartonshire Council. It is clear that public sector spending will continue to reduce over the coming years, and our challenge will be to balance

the high quality services that our customers expect with the level of funding available. I believe that the steps we have already taken to review every area of our business will enable this to be achieved.

The year saw the Trust not only operate within budget but also achieve an operating surplus of £205,542. In addition there is a deficit in our Retirement Benefit Scheme of £3,209,000 which must also be taken into account, which has turned the operating profit into an overall net deficit of £3,003,458. The Unrestricted Funds, excluding the pension provision of the Company, stood at £1,726,238 at 31 March 2017 compared to £1,526,096 in the previous year. Our Reserves will continue to be developed to allow the Board to look at potential reinvestment into West Dunbartonshire Leisure Trust over the forthcoming years.

Finally, I would like to thank everyone who has contributed to the continued success of WDLT during the year: our Trustees, staff, volunteers, funders and partners and in particular West Dunbartonshire Council. Above all I would like to thank the local community, whose interests we serve, for their support and engagement over the past year. I am confident that WDLT has an exciting future ahead.



James Finn  
Chair of West Dunbartonshire Leisure Trust



# REFERENCE AND ADMINISTRATIVE DETAILS

## Trustees (Directors):

James Finn (Chair)  
Charles Gibson (Vice Chair)  
David McBride  
William Hendrie  
Anthony Waclawski  
James Docherty  
David Smith  
Samantha Baird  
David Marshall

## Registered Office:

Alexandria Community Centre  
Main Street  
Alexandria  
G83 0NU

## Charity Number:

SC042999

## Company Number:

SC413707

## General Manager:

John Anderson

## Independent Auditors:

Wylie & Bisset LLP  
168 Bath Street  
Glasgow  
G2 4TP

## Company Secretary:

Fiona McGuigan

## Bankers:

Clydesdale Bank  
47 High Street  
Dumbarton  
G82 1LF



# REPORT OF THE TRUSTEES

## for the year ended 31 March 2017

The Trustees present their annual report and financial statements of the charity for the year ended 31 March 2017.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's trust deed, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published on 16 July 2014.

The legal and administrative information on page five (5) forms part of this report.

## Objects, Mission, Values, Strategic Outcomes & Priorities

### Our Charity Objects

The purposes (Charity Objects) of the Trust are as follows:

- to advance public participation in sport;
- to provide recreational facilities, and organise recreational activities with such facilities and activities being made available to members of the public at large with the object of improving their conditions of life;
- to advance education;
- to advance health;
- to advance citizenship and/or community development (which may include the promotion of civic responsibility, volunteering, the voluntary sector and/or the effectiveness or efficiency of charities);
- to relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage;
- to promote, establish, operate and/or support other similar schemes and projects which further charitable purposes;

The above Company Objects are outlined in the company's Articles of Association.

### WDLT Mission Statement

“Inspiring Active  
&  
Healthier  
Communities”

### Values

West Dunbartonshire Leisure Trust is an organisation that aspires to the highest standards in everything we do, and we adopt the following six core values to assist us achieve our mission:

#### Empowerment...

by encouraging and helping you achieve your potential;

#### Excellence...

by striving to be better at everything we do;

#### Inclusiveness...

by removing barriers to participation;

#### Innovation...

by developing new ways to offer a fun and inspirational customer experience;

#### Partnerships...

by working with others towards shared goals and objectives; and

#### Reliability...

by ensuring we deliver on, and exceed our promises to our customer, staff and partners.

## Key Strategic Outcomes & Priorities

The following highlights what our Key Strategic Outcomes and Priorities are:

Strategic Outcomes	Key Priorities
<p><b>Increasing Participation:</b> More people taking part in leisure, sport and physical activities in WDLT facilities and programmes</p>	<p><b>Targeted Groups:</b> Improve opportunities for children, older people and people with disabilities to participate in leisure, sport and physical activity;</p> <p><b>2014 Legacy:</b> Increase local participation in leisure and sport through programmes/activities linked to the Commonwealth Games and the Ryder Cup;</p> <p><b>Wetside Activities:</b> Increase usage of casual swimming, health suite and swimming programmes/activities; and</p> <p><b>Community Facilities:</b> Increase usage of Community Facilities by local groups/clubs and structured programmes of activities.</p>
<p><b>Customer Satisfaction:</b> Meeting the needs and expectations of service users (residents of West Dunbartonshire)</p>	<p><b>Research / Feedback:</b> Identifying the needs and expectations of the service users and informing them of our proposed actions; and</p> <p><b>Enhance Customer Service:</b> Striving to continually provide the best customer experience available.</p>
<p><b>Quality Staff / Facilities:</b> Employees are fully engaged in the operation and development of our business and where opportunities are provided for them to realise their potential. Providing accessible facilities that are well maintained, safe, clean and welcoming</p>	<p><b>Workforce Development:</b> Continue to develop our employees to ensure they deliver all services effectively and efficiently;</p> <p><b>Facility Development / Maintenance:</b> Invest and support improvements in all leisure / community facilities; and</p> <p><b>Health &amp; Safety:</b> Continue to ensure all our operations meet health &amp; safety legislation.</p>
<p><b>Developing Partnerships:</b> To maximise resources in the delivery of our services</p>	<p><b>Coaching / Volunteering:</b> Recognising the contribution of coaches and volunteers and develop a sustainable volunteer infrastructure;</p> <p><b>Club Development:</b> Supporting local clubs to deliver sporting opportunities and pathways from participation to performance; and</p> <p><b>Business Partners:</b> Identifying and engaging with business partners to achieve our strategic outcomes.</p>
<p><b>Increasing Our Profile:</b> Residents of West Dunbartonshire are aware of the full range of services and facilities that WDLT operate</p>	<p><b>Branding / Marketing:</b> Continue to develop and incorporate the WDLT logo and brand in all areas of marketing and promotional work; and</p> <p><b>Events &amp; Festivals:</b> Maximise the use of WDLT branding and marketing material during special events / festivals by providing a physical presence and utilising branded products / equipment at these events.</p>
<p><b>Financial Sustainability:</b> We will achieve continuous improvement in the operation of WDLT and will focus on developing existing and new business opportunities in order to fulfil our strategic and charitable objectives</p>	<p><b>Business / Service Development:</b> Continue to identify and implement new business opportunities;</p> <p><b>Sound Governance:</b> Continue to develop strong organisational processes to meet our legal obligations; and</p> <p><b>Management of Financial Resources:</b> Review and develop all financial processes to improve efficiency and ensure value for money.</p>

# Our Services, Achievements and Performance

## WD Leisure Centres

Over **614,000** Attendances at Leisure Centres which is a **2.3% decrease** from 2015/16

The Trust's portfolio provides a strong infrastructure of facilities that includes three wet and dry leisure centres

### Vale of Leven Swimming Pool, Alexandria

25m competition pool; teaching pool; health suite; dance studio; spin studio; and gym.

### The Meadow Sports Centre, Dumbarton

Leisure pool with wave machine and water slide; 8 badminton court sized sports hall; dance studio; health suite, spin studio, training/meeting room and gym.

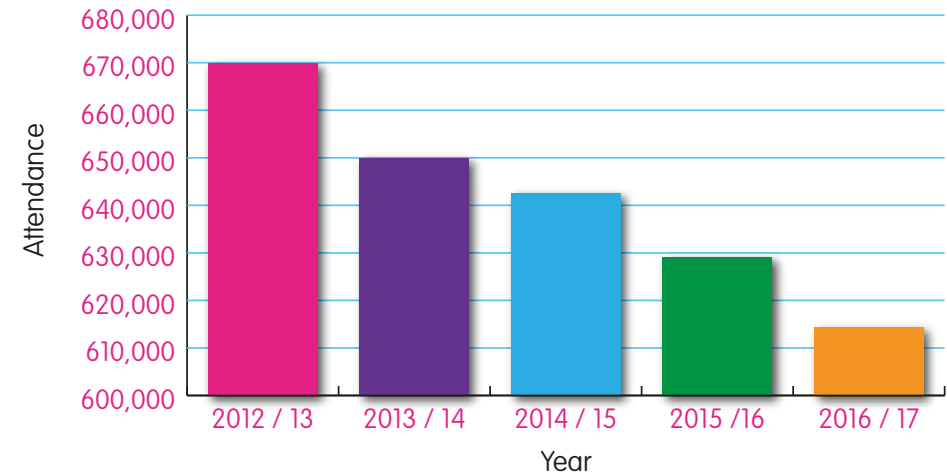
### The Play Drome, Clydebank

Leisure pool with wave machine and water slides; 25m competition pool; teaching pool; 8 badminton court sized sports hall; indoor bowls; squash court; dance studio; spin studio; health suite, training/meeting room and gym.



Attendances at Leisure Centres for the last five years		Comments
2016/17	614,348	Leisure centre attendances have continued to fall, despite increased attendances at the Meadow Centre. This is due to the on-going deterioration of the Play Drome. The closure of the Play Drome resulted in over four weeks where no leisure facility was available in the Clydebank area until the opening of the new facility on 31 March 2017 and this also contributed to the reduction in usage.
2015/16	629,049	
2014/15	642,672	
2013/14	649,993	
2012/13	669,947	

Leisure Centre Attendance





Specific Outcomes	2012/13	2013/4	2014/15	2015/16	2016/17	Variation from 15/16	Comments
<b>Swimming</b> The number of visits to swimming pools	370,796	373,051	371,128	380,644	<b>370,597</b>	<b>-2.6%</b>	The wetside usage for the Vale Pool was down by just over 1,000 from the previous year however the Meadow Centre was up by over 5,000. The majority of the shortage in wetside usage was caused by the closure of the Play Drome Centre in February / March.
<b>Fitness Suite</b> The number of visits to the Fitness Suite (Gym)	122,810	135,058	127,977	118,041	<b>112,547</b>	<b>-4.7%</b>	Vale Pool usage was very similar to the previous year and the Meadow centre usage was up. Therefore the majority of this downturn in usage was caused by the Play Drome closure as mentioned above.
<b>Fitness Classes</b> The number of visits to group fitness classes	60,702	90,196	95,649	90,838	<b>92,494</b>	<b>1.8%</b>	Classes usage for both the Vale Pool and Meadow Centre was up. The closure of the Play Drome had little impact on this usage figure as a number of classes were relocated into halls during the closure period.
<b>Vitality Classes</b> Number of visits to Vitality/Rehab Classes which are designed for people with different physical abilities and medical conditions	8,338	9,079	10,058	10,361	<b>11,009</b>	<b>6%</b>	Vitality class figures continue to increase, however, some classes are at capacity and there is a requirement to either increase capacity numbers for each class or introduce more classes. W.D.L.T. are currently discussing this issue with the NHS partner and other local authorities taking part in the scheme.
<b>Passport to Leisure</b> (Concessionary) Access The number of visits to all activities by concessionary scheme card holders. This scheme offers reduced rate access for those in receipt of certain benefits	110,486	99,813	94,633	76,073	<b>93,276</b>	<b>22.6%</b>	The new 6 & 12 month 60+ swim & health suite passes and the 60+ all-inclusive concessionary memberships have generated additional visits from this age group. Therefore contributing to the overall increased concessionary usage.
<b>Over 50's Access</b> The number of visits by over 50's to all activities	117,551	128,700	129,234	124,007	<b>147,127</b>	<b>18.6%</b>	The number of classes for over 50's has been slightly increased and some capacity numbers for these classes has also been increased. The number of 60+ memberships has also increased since the introduction of the reduced price membership category in 2015.

Specific Outcomes	2012/13	2013/4	2014/15	2015/16	2016/17	Variation from 15/16	Comments
<b>Under 16's Access</b> The number of visits by under 16's to all activities	108,116	101,158	140,773	91,820	<b>92,610</b>	<b>0.9%</b>	Holiday programming in Summer 2016 was more co-ordinated across the sites and services and this generated some of this increase in usage for this age group.
<b>Live Active Access</b> The number of visits of Live Active users	14,318	10,436	13,696	11,988	<b>13,212</b>	<b>10.2%</b>	Live Active Advisors focus on customer engagement as a method to drive retention on the scheme. This method ensures clients attend activities and utilise the support offered by the advisors. This is also the main reason the retention figures for West Dunbartonshire are so high compared to other local authorities within Greater Glasgow & Clyde NHS area.
<b>Direct Debit Members</b> Those paying monthly by direct debit for our membership packages	740	1,219	1,118	1,120	<b>1,914</b>	<b>70.9%</b>	The presale of memberships for the new Clydebank centre in February and March 2017 generated the majority of the increase in memberships.
<b>Passport to Leisure Card Holders</b> The number of Passport to Leisure Cards issued	12,015	16,569	16,364	13,070	<b>13,767</b>	<b>5.3%</b>	This increase is related to the increase in memberships for the new CLC as all lifestyle memberships require an up to date passport membership.
<b>Live Active</b> Number of people referred to WDLT for an exercise referral programme	1,073	1,620	1,768	1,384	<b>1,333</b>	<b>-3.7%</b>	Referral numbers have declined across all local authority areas and this is an action that the NHS are focusing on. As GP's are self-employed, NHS cannot instruct them to refer however every effort is being made to influence them to take this action.
<b>Free Fitness Assessments</b> The number of Free Fitness Assessments carried out	742	982	844	366	<b>388</b>	<b>6%</b>	As of 1st April 2015, Free Assessments were removed and a £20 charge was introduced. The figures shown before 2015/16 reflect free access and for 2015/16 and beyond reflects the usage on the new charge.

Specific Outcomes	2012/13	2013/4	2014/15	2015/16	2016/17	Variation from 15/16	Comments
<b>60+ Swimming</b> West Dunbartonshire residents who are 60 years old or over	19,638	20,216	20,489	17,253	<b>19,360</b>	<b>12.2%</b>	As of 1st April 2015, Free Swimming was removed and a discounted charge of £1 was introduced. The figures shown before 2015/16 reflect free access and for 2015/16 and beyond reflects the usage on the new discounted rate.
<b>Concessionary Swimming</b> West Dunbartonshire adult residents who receive benefits	5,368	6,205	7,795	4,300	<b>3,977</b>	<b>-7.5%</b>	As of 1st April 2015, Free Swimming was removed and a discounted charge of £1 was introduced. The figures shown before 2015/16 reflect free access and for 2015/16 and beyond reflects the usage on the new discounted rate.
<b>Under 16's Swimming</b> 5 to 15 year olds swim for a discounted rate during school holidays	16,937	14,230	10,543	6,601	<b>5,074</b>	<b>-23.1%</b>	As of 1st April 2015, Free Swimming was removed and a discounted charge of £1 was introduced. The figures shown before 2015/16 reflect free access and for 2015/16 and beyond reflects the usage on the new discounted rate.
<b>Under 5's</b> Free Swimming Children under 5 years of age swim for free	11,624	11,088	10,027	9,974	<b>8,740</b>	<b>-12.4%</b>	Under 5's swimming saw increases at both the Meadow Centre and Vale Pool but fell by approx. 6.2% at the Play Drome. The Play Drome closure also contributed to the reduced usage in this age category.



## WD Leisure Centres Highlights and Achievements in 2016/17

### The Vale of Leven Swimming Pool

The Vale of Leven Swimming Pool saw a 2.3% decrease in usage and a 2.3% increase in income generated from 2015/16.

#### Polling Station

During elections/referendums many of the trust facilities including the Vale Pool are utilised by WDC as polling stations. The Vale Pool has been a designated polling station for around 10 years however following some re-evaluation of the polling station requirements the centre now still operates most of the service (pools, health suite, spin studio & gym) during election days. Only the use of the dance studio is lost for one day now to accommodate the centre serving as a polling station. Having managed to negotiate this with WDC election staff over the past year has reduced the inconvenience and disruption for our customers caused by the various polling days that were held throughout 2016-17. This is a big step forward as the full closure of the centre for polling days had caused much frustration with our customers in previous years.

#### West Dunbartonshire School Swimming Festival - Finals.

The Vale Pool hosted the school swimming festival final organised by Sports Development on the 13th of December 2016. Three local schools (Jamestown, Christie Park and St Ronans) took part in the final

following a number of heats in which the majority of the local primary schools took part in over the year. There were over 100 competitors and spectators at the event with a great atmosphere and the day was very much enjoyed by everyone.

#### Replacement spin bikes

The Vale Pool benefitted from the closure of the Play Drome by replacing their five year old spin bikes with the Play Dromes two year old bikes. Customers and instructors have been happy with this update and the centre has also benefitted from a number of other additional pieces of kit for classes from the Play Drome. As the new Clydebank Centre was being commissioned with all new kit this was an opportunity to upgrade and supplement equipment at the other sites with any good condition pieces.

#### March Gala

On Saturday the 18th March 2017 the West Dunbartonshire Amateur Swimming Club hosted round two of the 'Clyde Coast Mini League' competition at the Vale of Leven Swimming Pool. This is an annual event and is for swimmers under 12 years of age. WDASC club and 3 other Teams took to the water for this exciting event. Around 120 children from all over were swimming competitively and all showed great team spirit in this challenge; around 120 spectators were also in attendance cheering the youngsters on.





## The Meadow Centre



The Meadow Centre saw a 4.6% increase in usage and a 2.8% increase in income generated from 2015/16.

### Centre Refurbishment Projects

The changing village showers had a further refurbishment which was completed in June 2016. This involved fitting new wet wall and plumbing fittings in the shower areas and putting in new ceilings. Some retiling work was also done on the floor in the female shower to finally complete this project.

The Dance Studio was refreshed with some painting works and a wall of contemporary graphics installed. This gave the studio a more modern feel and coordinates well with the modern feel of the spin studio.

The sports hall was refurbished in December 2016. A complete repaint was done including rebound wall, skirtings, doors and walls, giving a fresh new look. Lighting was replaced at a cost of £22k which was allocated from the Repair & Maintenance main budget; this lighting is energy efficient and will also generate an on-going saving as well as improving the look of the hall. While the hall was closed for this work the heating system was also serviced and repaired. This was achieved with only a one week shutdown of the hall.

The centre reopened its refurbished Health Suite the first week in January 2017. As well as installing a new larger sauna the relaxation area was updated with redecoration and new furniture. The lighting in the area was replaced with energy efficient modern fittings which also improved the look of the Health Suite. These improvements have been well received by customers and the income in the area continues to grow.

### Events

The Meadow Centre hosted a number of one-off events over this period including two very successful British Premier Wrestling events in May and November with over 300 spectators at each event. This event has been relocated from the Burgh Hall where it had been part of the annual wrestling event schedule for many years. This is a large event for the centre to host and the promoters were very happy with the venue and the service they received in the booking, organising and running of this event. They have indicated they will continue to book this event twice a year at the Meadow Centre.

### Holiday Programming

The holiday programming at the Meadow Centre has been revamped over the past year and this new approach has increased usage across a range of activities.

The main sites Fun Camp (week long activity programme for 8 – 12yr olds) was re-launched in Summer 2016 and was very successful, this has now been built into the subsequent October and Easter holiday programmes.

The summer Family Night offer was very successful, vouchers were distributed to parents at mini-movers, jungle fun, fun camp etc. and the return was high. The Jungle fun session for 5 – 8 year olds got much busier; the combined ticket was popular along with coordinating this session with the mini-movers for preschool kids. Mini Movers pre-school activity session during the holiday periods was very busy following a review of the session. An additional term time afternoon mini-movers session was launched on the back of this success in November 2016 following several customer requests; this session has been running well since.

## The Play Drome

The Play Drome saw an 11.7% decrease in usage and a 6.0% decrease in income generated from 2015/16.

The Play Drome continued to host a number of sporting and non sporting events throughout the year. These included:

- Jack and Jill' Markets
- Access to Employment' Test Centre
- Parliamentary Election & Referendum Counts
- Scottish Blood Transfusion Service
- Feeding Stop and the Starting Point for the smaller walk of the Kiltwalk
- Swimming Galas and Festivals
- Gymnastic Events
- Annual Active Schools Dance Show
- Thai Boxing events
- Karate Competitions & Festivals
- Basketball and Netball tournaments
- Athletics School Festivals

The Play Drome finally closed its doors to the public on Sunday 26 February 2017 after serving the local community for over 23 years. Subsequently the new Clydebank Leisure Centre opened to the general public on Friday 31 March 2017.



## WD Communities

Over **234,000 Attendances** at Community Facilities which is a **16.2% decrease** from 2015/16.

The Trust's portfolio provides a strong infrastructure of facilities that includes community centres and an entertainment venue all of which provide a diverse range of activities and events to meet the needs and wants of the residents of West Dunbartonshire.

### Alexandria Cluster:

Alexandria Community Centre  
Dalmonach Community Centre  
Bonhill Community Centre

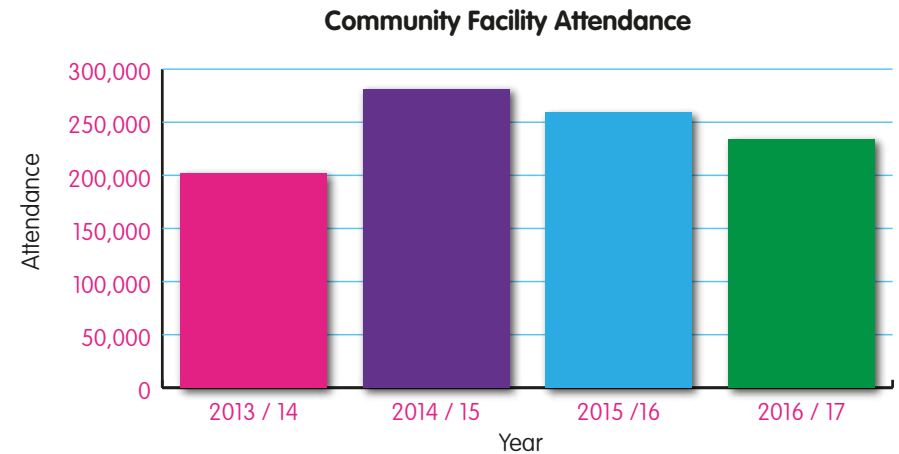
### Clydebank Cluster:

Clydebank East Community Centre  
Napier Hall  
Dalmuir Community Centre  
Glenhead Community Centre  
Hub Community Centre  
Skypoint Community Centre

### Dumbarton Cluster:

Concord Community Centre  
The West Dumbarton Activity Centre  
Bowling Hall  
West Bridgend Hall  
Denny Civic Theatre

Year	Cluster	Attendance	Total	Comments
2016/17	Alexandria Cluster	50,050		<p>Although there was an increase in attendances in the Clydebank Cluster, the Alexandria Cluster saw a large reduction based on the closure of the Dalmonach Centre which will be replaced by a new facility in 2018.</p> <p>The decrease in attendees in the Dumbarton cluster is due to the closure of West Bridgend Hall for health &amp; safety reasons.</p> <p>Overall there has been a decrease in WDC Working for U bookings throughout the portfolio of Community facilities.</p>
	Dumbarton Cluster	74,998		
	Clydebank Cluster	109,031		
	<b>TOTAL</b>	<b>234,079</b>		
2015/16	Alexandria Cluster	79,892		
	Dumbarton Cluster	80,737		
	Clydebank Cluster	98,603		
	<b>TOTAL</b>	<b>259,232</b>		
2014/15	Alexandria Cluster	67,792		
	Dumbarton Cluster	116,350		
	Clydebank Cluster	97,076		
	<b>TOTAL</b>	<b>281,218</b>		
2013/14	Alexandria Cluster	66,436		
	Dumbarton Cluster	85,644		
	Clydebank Cluster	50,030		
	<b>TOTAL</b>	<b>202,110</b>		



Attendances	2013/14	2014/5	2015/16	2016/17	Variation from 15/16	Comments
<b>Sporting Activities</b> Bookings of a sporting nature	56,778	74,200	77,686	<b>59,479</b>	<b>-23%</b>	The Clydebank area saw a slight increase in usage but both the Dumbarton and Alexandria clusters saw decreases. A number of regular football bookings were lost during the year as local youth clubs found new premises or wound up.
<b>Non Sporting Activities</b> Bookings of a non sporting nature i.e. Meetings and social activities	145,332	207,018	201,735	<b>174,600</b>	<b>-13%</b>	As with sporting usage, the Clydebank area saw a slight increase in attendances but usage in both the Dumbarton and Alexandria clusters recorded decreases as some regular lets have ceased such as Community Learning Development.

## WD Communities Highlights and Achievements in 2016/17

### Alexandria Cluster

The Alexandria Cluster saw a 37% decrease in usage and a 3.4% decrease in income generated from 2015/16. Some of the bookings transferred from the Dalmonach centre, which closed in 2015, have moved to new premises.

A new £1.15m Dalmonach Community Centre and nursery will be built after the plans were agreed by West Dunbartonshire Council. The existing Dalmonach CE Centre in Bonhill, was forced to close following serious damage to its flat-roof. Since the closure, West Dunbartonshire Leisure has assisted those groups affected in finding alternative accommodation, but now they will be provided with a fantastic new facility. The new centre will also include additional nursery space to meet the increased future demand that is predicted to be needed in the nearby Dalmonach Early Learning & Childcare Centre. West Dunbartonshire Leisure is continuing to work alongside WDC throughout the process.

Around 100 youngsters aged 4-15 competed in the WD Leisure 16th annual Highland Dancing Competition, held in Alexandria Community Centre. The annual event included a charity fundraising dance in which dancers of all ages, parents, teachers and siblings of dancers paid a donation to take part. This year the charity dance raised £226.15 for Cardiac Risk in the Young (CRY).

### Dumbarton Cluster

The Dumbarton Cluster saw a 7.1% decrease in usage and a 6.2% decrease in income generated from 2015/16.

Improvement works started within the Denny Civic Theatre. The main auditorium seating has now been fully refurbished and plans to continue the improvement works will continue into 2017/18.

Refurbishment works were also carried out to the Concord Community Centre. The centres main hall has been painted, ceiling repaired and the flooring both lined

and varnished. This project will continue into 2017/18.

### Clydebank Cluster

The Clydebank Cluster saw a 10.6% increase in usage and a 19.7% increase in income generated from 2015/16.

Extensive Roof repairs in the region of £10k were carried out to the main hall roof at Dalmuir Community Centre. The essential works were carried out with little to no disruption to current users. Additional improvements have also been added to the Centre with new window panelling and glazing to the entrance of the facility.

West Dunbartonshire Leisure's Active Schools have kindly relocated their offices within the Skypoint Centre to offices upstairs within the facility making way for additional space for current tenants 'Spark Of Genius'. This in turn will see additional income for the facility.



Dalmonach Community Centre



Denny Civic Theatre



Dalmuir Community Centre



## WD Sports Development

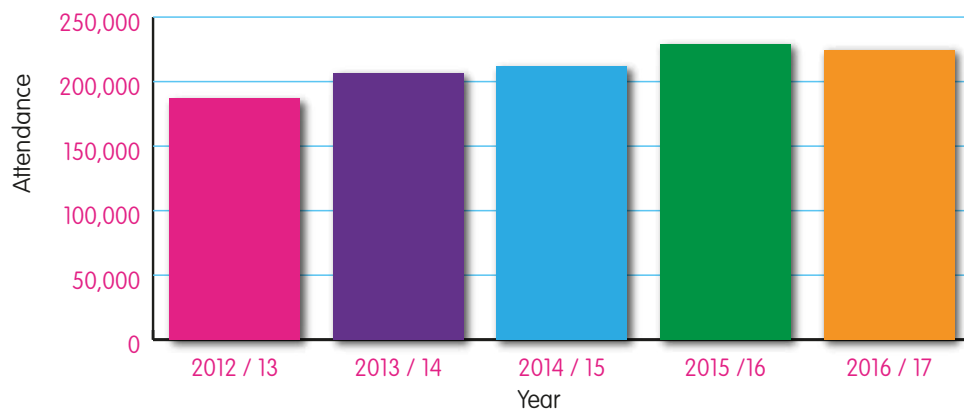
Over **224,000 Attendances** at Sports Development Programmes which is a 1.9% decrease from 2015/16

West Dunbartonshire Leisure's Sports Development team are focused on widening opportunities for all residents (aged 2 years to adult) to participate in school, club and community sport, while also supporting individuals to develop their performance to a level that they aspire. This is delivered through the following five areas of development that are linked and interdependent and complete West Dunbartonshire's Quality Sporting System:

- School & Community Sport
- Club Sport
- Coaching & Volunteering
- Sports Events
- Sports Facilities

These key areas of development have the ability to enhance all sports in West Dunbartonshire; however the service has a specific focus on developing swimming, football, athletics, gymnastics, badminton, hockey and basketball. In addition, high profile generic initiatives include disability sport, early year's fundamental sport and Community Sports Hubs.

WD Sports Development Attendance



Attendances at Leisure Centres for the last five years		Comments
2016/17	224,457	The closure of the Play Drome prior to the opening of the new Clydebank Leisure Centre is the main reason for this reduction. There has been no reduction in service provision; in fact the number of available programmes has increased.
2015/16	228,854	
2014/15	211,982	
2013/14	206,645	It is expected that Sports Development will experience further growth in 2017/18 with the provision of the new Clydebank Leisure Centre.
2012/13	186,896	



Specific Programmes	2012/13	2013/4	2014/15	2015/16	2016/17	Variation from 15/16	Comments
<b>School &amp; Nursery Coaching</b> Number of nursery, primary and secondary school pupils engaged in sports specific coaching sessions and events during curriculum time.	95,003	120,541	100,465	108,448	<b>110,271</b>	<b>1.7%</b>	The school based programmes have performed well this year with a 1.7% increase in participation, however statistical analysis of school based programmes ebb and flow alongside the school roll. A key success measure here is to highlight that 100% of schools engage with WDL Sports Development programmes and events.
<b>Community Coached Programmes</b> Number of young people participating in the various community based sports coaching programmes.	78,027	99,822	101,474	114,535	<b>110,970</b>	<b>-3.1%</b>	This figure includes all sessions in the community setting, including swimming lessons. Swimming participation figures was impacted upon as a result of the closure of the Play Drome before the Clydebank Leisure Centre opened. It can be noted below that swimming has experienced a reduction of 4.7% however the reduction for all coached programmes is 3.1% (1.6% less) indicating that there has been an increase in other programmed activities.
<b>Learn to Swim</b> The number of attendances on our learn to swim programmes	77,688	83,981	82,467	91,152	<b>86,894</b>	<b>-4.7%</b>	The Swimming Development Officer has substantially increased the number of swimming lessons available in the Learn to Swim Scheme by introducing the new National Framework in all three sites. Participation is however down in 2016/17 due to the closure of the Play Drome. It is expected that participation will increase in 2017/18 as a result of the full implementation of the new framework that makes better use of the pool space available.



Specific Programmes	2012/13	2013/4	2014/15	2015/16	2016/17	Variation from 15/16	Comments
<b>Disability Sport</b> Number of participants taking part in Sports Development led projects that target disabled people.	1,954	3,422	3,398	3,671	<b>3,812</b>	<b>3.8%</b>	These programmes has seen a steady increase over the last few years, however reduced funding from Social Work does make the sustainability of several programmes more challenging. There has also been a lot of support work with other organisations that provide services for people that have or are affected by a disability, however their figures are not reflected in these statistics.
<b>Gymnastics</b> Number of participants taking part in community gymnastics and ready steady roll programmes.	6,044	8,627	9,446	11,541	<b>11,373</b>	<b>-1.5%</b>	We have consistently increased gymnastics participation over the previous three years and demand remains high for this sport. The programme has maintained service provision in 2016/17 and has experienced a slight decrease in participation over the course of the last year. This is mainly due to participants progressing in the pathway into local clubs, so they are not lost to the sport, but they don't appear in these statistics. The proposed gymnastics specific facility in Dumbarton would assist in developing participation further in years to come.
<b>Football</b> Number of participants taking part in football programmes.	33,981	31,870	33,382	37,896	<b>37,350</b>	<b>-1.4%</b>	There was a large increase in football participation in 2015/16 that has largely been maintained in 2016/17 albeit there has been a slight decrease. This is mainly due to changes that were made to the midnight league programme that resulted in their being three thousand less participants this year. In more positive terms, there has been a large increase of one thousand nine hundred and thirty participants in WDLT's walking football programme. Football continues to be in high demand with excellent feedback on the quality of provision by WDLT.



# WD Sports Development Highlights and Achievements in 2016/17

## Disability Sport and Leisure

Some examples of the successful disability sport and leisure projects in 2016/17 are as follows:

- Sports Development supported a funding application to Children In Need for Dunbartonshire Disability Sports Club, which was successful in being awarded £48,000! In addition, WD Leisure's Sports Development Coordinator worked in partnership with Dunbartonshire Disability Sports Club to develop a Sports Leaders Award programme for young people affected by disability. The aim of the programme is to provide young people with the skills required to assist the lead sports coaches in the delivery of high quality sport and physical activity sessions for children that are affected by disability.
- West Dunbartonshire Leisure Trust's disability officer supported Dunbartonshire Disability Sports Club to secure £12,400 funding package to organise a Sports Stars Apprenticeship Scheme. The Sports Stars Apprenticeship Scheme is a training programme for young people with additional support needs. It will provide a platform for the chosen young people to learn sports leadership skills, to gain National Governing Body qualifications and to experience working in a sporting environment over a period of one year.
- Sports Development has now established a 4th Community Sports Hub project that focuses on disability sport. This project will see local disability sports clubs and organisation working together to enhance disability sport and leisure opportunities in West Dunbartonshire.

## Summer Holiday Sports Camps

The summer of 2016 saw exceptional numbers of children aged 3 – 14 years taking part in Sports Development holiday camps. The camps were delivered across West Dunbartonshire and included multi sports, football, gymnastics and dance activities. A total of eight hundred and fifty four participants took part in the six weeks of activity. The camps provided children with an opportunity to participate in variety of new sports in a fun and safe environment and it's hoped that from this experience they will stay involved in sport within the Sports Development community programme, at school and/or with local clubs. Three hundred and eighty five customers were surveyed during this period using the Net Promoter Score as the means for testing customer satisfaction. Three hundred and fifty four customers stated that they would highly recommend the service to others (promoters). The Sports Development Service scored a score of 92, highlighting the exceptional standard of service provided by Development Officers, coaches and volunteers.



## Community Sports Hub Projects

- The Clydebank Community Sports Hub is a £3.5million project that will be delivered in 2017/18. The success in 2016/17 was the leadership and co-ordination work performed by WDLT's Club and Coach Development Co-ordinator who was instrumental in sourcing over £2million worth of external funding for the project. There are exciting times ahead for this Community Sports Hub that is based in Whitecrook, Clydebank.
- Sports Development were also instrumental in the DUnit Combat Sports Hub being awarded £125,000 from the WDC Community Sports Fund for a project that will purchase, upgrade and develop a new combat sports facility in the Vale of Leven industrial estate.





## Swimming

WDLT Swimming lessons are on average at 85-90% capacity for all class levels highlighting the quality and accessibility of the service. To enable additional space to become available the new National Learn to Swim Framework was adopted by WDLT. The full impact of this change will be experienced in 2017/18; however it was implemented in Clydebank Leisure Centre with over one hundred additional spaces being created for the community. It is exciting times for Swimming due to the launch of WDLT's Aquatics Strategy accompanied by the decision from the board to progress with the Direct Debit scheme, enhanced staffing structure and new framework.

## Sports Development Events

Three thousand, six hundred and forty two young people participated in Sports Development events in 2016/17. Some examples of these successful events are described below:

- It was a record breaking year for the Primary 2 Football festivals with a total of Twenty seven schools and eight hundred and twelve Primary 2 pupils participating in the two events. Pupils

enjoyed small sided games, skill stations and beat the goalie. Both festivals received excellent feedback from teachers, helpers and parents.

- The Sports Hall Athletics Heats and Final were well received by 100% of primary schools in West Dunbartonshire in 2016/17. The final is always a fantastic showcase event with an amazing atmosphere. Over one thousand, one hundred and forty Primary 6 pupils took part across the four heats and final event.
- Sports Development's two cross country events were huge success stories again in 2016/17 with incredible attendances and engagement from primary and secondary schools. In total, the individual championship and the relay championship had one thousand, one hundred and ninety two participants from the Primary 5 to S3 age group.
- Polaroid Eyewear had delivered the Vale of Leven 10k for the last 30 years, this year was the last 10K organised by the organisation due to the announcement that they were closing in February

2017. Sports Development once again organised the Fun Run that is attached to the Vale of Leven 10K and had four hundred and fifty nine participants ranging from parents running with babies in buggies to eleven year old children.

- This year Swimming Development was part of the WD School Games and successfully ran four new festivals (heats) with over two hundred children attending. These children had previously participated in WD Leisure's School Curriculum Learn to Swim programme.
- To celebrate the highly successful Early Years Balance Ability Cycling programme a community cycling festival was delivered on Saturday 18th June 2016. The event took place at Dumbarton Common, with more than two hundred children, parents/guardians participating in cycling on the temporary cycle track that was created for the event.



## WD Active Schools

Over **114,000 Attendances** at Active School Programmes which is a **23% increase** from 2015/16.

Mainly funded by **sportscotland**, Active Schools West Dunbartonshire is part of a national network of staff working across Scotland to provide more and higher quality opportunities for children and young people to participate in sport before, during and after school.

Key areas of work include:

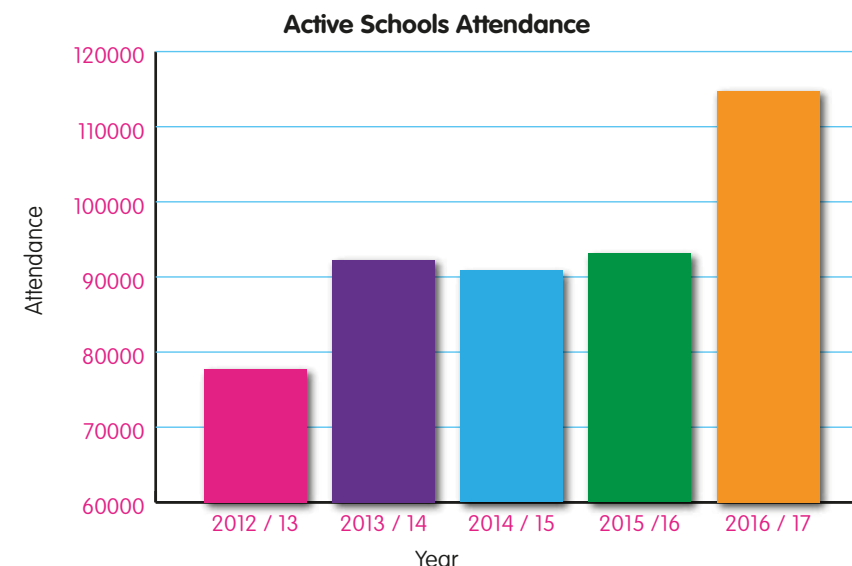
- Volunteer recruitment, development and retention (including young sports leaders).
- Provision of sport sessions before school, at lunchtimes and after school in all primary and secondary schools.
- Sports festivals.
- Programmes aimed at particular target groups e.g. girls & young women, young people with a disability.
- School to sports club/community sport links.
- Inspirational programmes linked to London 2012, Glasgow 2014 and Ryder Cup 2014.
- **sportscotland** led initiatives e.g. Positive Coaching Scotland.

## Role Played by Volunteers

Volunteers play a significant role in West Dunbartonshire Leisure, with 424 individuals giving of their time in 2016-17 to support our school sport, community sport and health & fitness programmes. The vast majority (406) of our volunteers worked within the school sector in the provision of extra-curricular sports activities for school pupils. These volunteers are supported by our Active Schools Coordinators - who as part of a national, government funded programme are tasked with growing and developing the network of volunteers in school sport. Most of our volunteers had the role of sports coach and delivered/supported sport sessions.

In the main, volunteers give an hour or two per week although it should be noted that not all volunteers work for the full year – some will volunteer for a short period e.g. 6 weeks for an after-school dance club in the lead up to our annual dance festival. Our volunteer network is made up of school staff, parents, secondary school pupils, college/university students, club coaches and members of the public.

Attendances at Leisure Centres for the last five years		Comments
2016/17	114,730	2016-17 saw a 23% increase in Active Schools usage (participation) which includes: <ul style="list-style-type: none"> <li>• curriculum time sessions</li> <li>• extra-curricular clubs (schools &amp; community)</li> <li>• sports festivals / competitions.</li> </ul>
2015/16	93,144	
2014/15	90,860	
2013/14	92,254	
2012/13	77,745	



Specific Programmes	2012/13	2013/4	2014/15	2015/16	2016/17	Variation from 15/16	Comments
<b>No. of Sessions</b> Extra-Curricular sport & physical activity sessions co-ordinated/directly supported by Active Schools.	4,397	5,176	4,980	5,436	<b>5,421</b>	<b>-0.3%</b>	15 less sessions than last year (-0.3%), despite significant staffing changes/issues this year: two staff on maternity leave and one long term absence Aug-Dec.
<b>Participant Sessions</b> Visits children & young people have made to Active Schools extra-curricular sport & physical activity sessions.	77,745	92,254	83,135	91,412	<b>88,628</b>	<b>-3%</b>	Changes in staff and a long term absence had a small negative impact on extra-curricular provision and therefore attendances.
<b>Primary Schools Delivering ClubGolf</b> ClubGolf is the national junior golf development scheme. There are 36 Primary Schools within West Dunbartonshire.	31	32	31	31	<b>N/A</b>	<b>N/A</b>	ClubGolf is no longer a national priority for Active Schools and so this is no longer monitored.
<b>Attendances at training courses</b> Volunteer and paid coaches attending coach education courses.	199	193	306	151	<b>126</b>	<b>-17%</b>	25 less attendances than last year due to many of our volunteers having been trained in previous years and so are confident, experienced deliverers. 75% (95) of attendances were by our volunteers.
<b>No. Sports Clubs with links to schools</b> Local sports clubs who are promoted in schools to establish a pathway for participation from school to club.	28	24	26	28	<b>30</b>	<b>7%</b>	Very strong links maintained with our local sports clubs with delivery of taster sessions in 14 different sports* mainly during the school day - 760 taster sessions delivered during curriculum time with 22,417 attendances.  In addition to regular delivery, clubs also attended school health weeks etc. to promote their sport. Some of our WD School Games qualifiers and finals are held at the clubs i.e. Golf, Tennis and Rugby.  * Athletics, Badminton, Basketball, Boccia, Bowls, Cricket, Dance, Dodgeball, Gaelic Football, Goalball, Judo, Rugby, Taekwondo and Tennis.



## WD Active Schools Highlights and Achievements in 2016/17

### West Dunbartonshire School Games – Secondary Schools involvement

Following the successful launch of the WD School Games in 2015-16, this year saw us develop a brand new programme for the secondary schools, taking account of the negative effect the EIS strikes had on their participation last year. In collaboration with the Principle Teachers of PE, it was agreed in September 2016 that we would run two large after-school festival style events, each at a high school – one in November and one in February. Each secondary school sent teams for the various sports competitions taking place. In November the sports were Basketball, Girls Football and Table Tennis. In February it was Badminton, Dodgeball and Gymnastics. We had approximately 100 pupils compete at each event which was fantastic. Gold, Silver and Bronze medals were given out at each event for the winners of each sport and the relevant School Games points were accrued by each school. It was great to see such a great turnout and cooperation between Active Schools Coordinators, PE staff and Sports Development Officers – and excellent feedback followed each event. This is something we plan to build on in 2017-18 academic year.



This year a more formal work placement scheme came into force for the HNC sport students to ensure high levels of attendance etc. These students are placed in schools one day per week from 12-4pm, to support & deliver lunchtime clubs, PE and after-school sessions. Students received generic and sports specific training e.g. Paediatric First Aid, Disability Inclusion and Basketball Getting Started to ensure the clubs they deliver are safe and of the highest possible quality so that the children who participate enjoy them as much as possible. To enable as many schools as possible to participate in our WD School Games, the students were given a delivery

### West College Scotland (WCS) Students in Sport Partnership

Our Student in Sport programme, in partnership with WCS, was another great success this year with 70 students from Level 4, Level 5 and HNC delivering lunchtime and after-school clubs in West Dunbartonshire primary schools as part of their volunteer and work placement modules. Supported by the Active Schools Coordinators, the students did an excellent job providing a range of clubs for various age groups that offer children the opportunity to try new sports and be more active.



schedule linked to the School Games calendar of events and many students helped out at our School Games events as referees, marshals etc.

### Achieving our sportscotland Targets (full academic year - ending June 2016)

As part of the national Active Schools network, we report to sportscotland on a termly basis on provision, participation, delivery network etc. and we work towards targets agreed prior to the start of each academic year. 2015-16 academic year was another good year for the Active Schools team which saw:

- a 9% increase in extra-curricular sessions - a total of 5,304 sessions (450 more than 2014-15).
- the percentage of purely voluntary led sessions steady above 70%.
- a 10% increase in Participant Sessions (attendances) - a total of 88,104 attendances (8,170 more than 2014-15)
- Increase in both Primary School & Secondary School Participant Sessions (attendances).
- 374 distinct deliverers (15 more than 2014-15) of which 91% (340) are volunteers.
- 31 local sports clubs linked to schools (4 more clubs than last year), most of them delivering taster sessions in schools.
- an 86% increase in School-Club links (clubs are linking with more schools).

We met and exceeded four of our five sportscotland Performance Indicators (PIs), which is excellent. The only PI target not quite met was the no. of qualified secondary pupils delivering activities. We had 47 in 2015-16 which is 20 more than last academic year, and a 74% increase. The PI target of 65 was probably a little too ambitious!



## School to Club Links

2016-17 once again saw us strengthen our links with local sports clubs – a key role for Active Schools nationally. 30 local sports clubs representing 14 different sports were supported to promote themselves in schools and enable children and young people to try out their sport. The vast majority of clubs were able to deliver taster sessions mainly during the school day which added up to 760 sessions and 22,417 attendances at these curriculum time sessions. In addition, clubs also attended school health days/weeks to promote their sport and some of our WD School Games qualifiers and finals were held on club grounds i.e. Golf, Tennis and Rugby.

### Clydebank Cobras Netball Club

A really exciting development this year was with the Clydebank Cobras Netball Club. This was established in 2015-16 by one of our Active Schools Coordinators for the Clydebank area due to there being a high demand and participation in primary school netball - particularly among girls – but no local club for them to progress to beyond school. Coming under the umbrella of the WDL community programme, the sessions run on a Saturday morning at Clydebank High School and with the support of the Active Schools team in 2016-17 it has seen steady growth in the number of children (boys and girls) participating, to almost 30 in the last quarter. We also supported them to run a successful summer camp which attracted 24 children. A recent development is that there is now a session for S3 pupils from the local high schools, with about 15 girls attending - so further expanding the provision, participation and reach of the club. The idea behind setting up the Cobras was always to try and establish a formal sports club. We are delighted that this vision has now come to fruition and Clydebank Cobras will be a constituted club as of August 2017. This is a great success story for the local area and we will work to support the club in the coming months and years to ensure its sustainability and impact.



### Torch Relays

Following the huge popularity of our Torch and Baton relays in 2012 and 2014, coinciding with the Olympic and Commonwealth Games, our Active Schools Torch Relays 2016 project was designed to raise awareness of the Rio 2016 Olympic and Paralympic Games; to utilise the power of the Games to motivate, engage and inspire school pupils to take part in Sport and Physical Activity; and to raise the profile of WDL and Active Schools across the region with key stakeholders and the wider community.

The torch was designed by engineering students at West College Scotland and commemorative flags were produced following a secondary school design competition jointly won by St Peter the Apostle High School pupil Joanna Naing and Dumbarton Academy pupil Sydney Ross - their two drawings were merged to become one unique flag.

Starting at the college, with their students running the first leg to OHR Primary School, over the 3 days the Torch and flags were carried to every school in West Dunbartonshire

by groups of approximately 10 torchbearers per leg of its journey – one school's torchbearers handing it onto those from the next school during a welcome ceremony. Almost 400 school pupils were torchbearers and the torch travelled about 40 miles in total – as did our Active Schools Coordinators Claire Gregory and David Molloy, who ran the whole way!

The excitement and fun generated was fantastic and it was great to see the preparations schools had made to welcome the torchbearers and torch to their school using the Rio carnival theme. Pupils had learned dance routines, created outfits, songs, banners, flags, headdresses, mini torches etc. and there was often lots of music playing to create a carnival feel. The spirit of the torch relays was captured really well on our social media channels and generated huge interest among teachers, parents and the local communities. Our posts were also shared nationally by sportscotland under their #celebratingsport social media hashtag for June. Once again, the feedback generated was excellent, and members of the public, parents, staff and young people were inspired by the event. The profile of Active Schools and West Dunbartonshire Leisure was raised significantly as a result of this project.



## WD Events

**A**lmost **50,000 Attendances** at Outdoor Events.

West Dunbartonshire Leisure Trust (WDLT) runs a programme of annual outdoor events for West Dunbartonshire Council (WDC) with the two largest being the Loch Lomond Highland games and the Scottish Pipe Band Championships.

### Pro-Am Golf – 21 May 2016

More than 150 players took to the golf course for the 30th anniversary of the West Dunbartonshire Pro-Am event on Saturday (21 May) – despite heavy rain initially delaying play.

The Council's Greenspace team worked tirelessly to make sure Dalmuir Golf Course was playable before 39 teams battled it out to win the various prizes up for grabs.

Professional Graeme Brown (Montrose Links) led the field with an impressive five under par 63 to win the individual title, while the team event went to 'Tam Ryan Memorial' who carded a 16 under par 52. The team was professional David Stein (Ranfurlly Castle) with amateurs Brian Biggins, Derek Mitchell and Alan Brown.



Other prizes on the day went to Craig McLaren (nearest the pin at the 11th), Tom Walker (nearest the pin at the 12th), Peter Hunter (longest drive), and Billy Frew (nearest the line).

Provost Douglas McAllister, who presented the prizes, said: "This year's Pro-Am was once again a fantastic event and attracted some fantastic players from across the country. The standard of play was excellent, which considering the challenging conditions is testament to the quality which was on show. While the rain poured down early on, the sun was shining by the end of the day and ensured everyone who took part thoroughly enjoyed the event. Congratulations to all the winners, and to everyone who took part. I'd recommend the Pro-Am to any keen local golfers as it's a fantastic opportunity to play alongside some extremely talented professionals. Hopefully we will see even more entries next year as the event keeps going from strength to strength."

### Loch Lomond Highland Games – 16 July 2016

Held on Saturday 16 July from 9am until 5pm at Moss O'Balloch, the event is considered one of the top competitions in Scotland with a prize fund of £15,000 up for grabs.

Spectators were entertained throughout the day with track and field events including running, jumping, cycling, wrestling, the heavyweight events of ball, hammer, weight and caber, plus the highland dancing and pipe band competitions.

The schedule also included an 80 metre Scottish Sprint Championship and the closely fought Scottish Highland



Games Association World Heavyweight Championship. West Dunbartonshire Provost Douglas McAllister said: "The Loch Lomond Highland Games offered something to keep everyone entertained and is a fantastic family day out. Visitors travelled from far and wide to enjoy the various events on show, and the 'heavies' competition always draws in the crowds".

### Scottish Pipe Band Championships – 30 July 2016

Piping talent from across the globe turned out in Dumbarton in record numbers on Saturday 30th July for the Scottish Pipe Championships.

Over 25,000 people gathered at Levensgrove Park to enjoy the spectacle of music, dancing, culture and colour hosted by West Dunbartonshire Council.

A record 141 bands and 48 Drum Majors competed this year with Inveraray and District taking the honour of the Grade 1 title under the leadership of Pipe Major Stuart Liddell.



The free event, held at Levensgrove Park for the 17th year in a row, also included Highland dancing with a number of local dancers competing and taking home the prizes. Hundreds of young people enjoyed the activities on offer at a healthy living festival being run by Diabetes UK, the British Heart Foundation and Tesco in partnership with West Dunbartonshire Leisure. The leisure team also showcased the facilities and classes on offer locally to help residents lead a more active lifestyle.

Glasgow Science Centre's Bodyworks On Tour exhibits proved popular with children seizing the opportunity to test their endurance, power, agility, speed and co-ordination, and witness live science demonstrations.

West Dunbartonshire Council's Provost and event Chieftain, Douglas McAllister, said: "The 2016 Scottish Pipe Band Championships were another hugely successful event enjoyed by visitors from across West Dunbartonshire, Scotland and beyond. Levensgrove Park is the perfect setting for the championships and the sight of the massed bands in the shadow of the rock at the culmination of the day's competition was spectacular. I want to thank all of our staff for their efforts on the day which ensured that we once again staged an event we can all be so proud of. We're set to invest almost £4million to make our park even better and I'm confident that the championships will continue to flourish as a result."

Ian Embelton, Chief Executive of the Royal Scottish Pipe Band Association, said: "I know how much our members enjoy the Scottish Pipe Band Championships and Saturday was yet another fantastic event. I want to thank the Council and residents of West Dunbartonshire for their hospitality. We know we're always guaranteed a warm welcome when we come to this area. The event went seamlessly and following some fierce competition we have a new Scottish Grade 1 champion in Inveraray and District."

The other Scottish Champions on the day were:

- Grade 2 Band - Pipes and Drums of the Police Service of Northern Ireland
- Grade 2 Drumming - Pipes and Drums of the Police Service of Northern Ireland
- Grade 3A Band - Aughtinaber
- Grade 3A Drumming - Aughtinaber
- Grade 3B Band - Marlacoo and District
- Grade 3B Drumming - Bothwell Castle
- Grade Juvenile Band - People's Ford Boghall and Bathgate Caledonia
- Grade Juvenile Drumming - George Heriot's School
- Grade 4A Band - Ullapool and District
- Grade 4A Drumming - Ullapool and District
- Grade 4B Band - Johnstone
- Grade 4B Drumming - Elgin and District
- Grade Novice A Band - Dollar Academy
- Grade Novice A Drumming - Dollar Academy
- Grade Novice B Band - Kintyre Schools
- Grade Novice B Drumming - Preston Lodge High School



## Firework Displays – 4 & 5 November 2016

Thousands of spectators attended the popular annual fireworks display at Dumbarton and Clydebank over the weekend. The spectacular pyrotechnic show was hailed a great success as more than 5,000 spectators attended both nights.

The dry weather encouraged families to arrive in plenty of time to enjoy the build up to the main event. Families enjoyed the entertainment as they eagerly waited on the start of the spectacular show. The 20-minute display sent more than 700 fireworks in to the air and out of the darkness the skies were lit up with an array of colours and sounds.

Excited spectators were thrilled with a range of fireworks, including comets, mines, spinners, hummers, whistles, strobes and dragon's eggs.

Councillor Kath Ryall, Former Chair of West Dunbartonshire Leisure Trust, said: "Once again we put on a great display and both nights were very well attended. Families took our advice and turned up early to enjoy the entertainment and great atmosphere prior to the start of the display. I would also like to thank the many staff who were working at the events for the part they played in making this year's event one of the best yet."

Cllr Lawrence O'Neill, West Dunbartonshire Council's political liaison with the Scottish Fire and Rescue Service and Leisure Trust board member, said: "What a great success yet again for our popular displays with thousands of families coming along to enjoy our great free displays. It was great to see so many people coming along and attending one of the most popular family events of the year."

## Christmas Lights Switch-Ons – 26 & 27 November 2016

West Dunbartonshire was a hive of activity once again as people arrived in their droves for the area's ever increasingly popular Christmas lights switch on events.

Thousands attended the Christmas events in Alexandria and Dumbarton when excited children patiently waited on the festive lights being switched on.

The crowds were kept entertained by a great line up of artists including former X Factor contestant, Caitlyn Van Beck, award-winning Balloch singer-songwriter Rachelle Rhienne and talented performers from Alexandria music school Singer Station. Local dance schools and primary pupils also entertained the crowds.

Each event featured a children's funfair, balloon modelling, Disney characters, and giveaways, while Your Radio's Gary Marshall kept everyone entertained as MC.

Councillor Kath Ryall, Chair of West Dunbartonshire Leisure who organised the events of behalf of West Dunbartonshire Council said: "The Christmas lights switch-on events in Alexandria and Dumbarton was another free fun day for families who enjoyed a great line up of talent in the build up to the lights being switched on. The lights being switched on is always very well attended and I'd like to thank everyone who worked at the events and also all the artists who put on a great show to start the Christmas season in West Dunbartonshire"



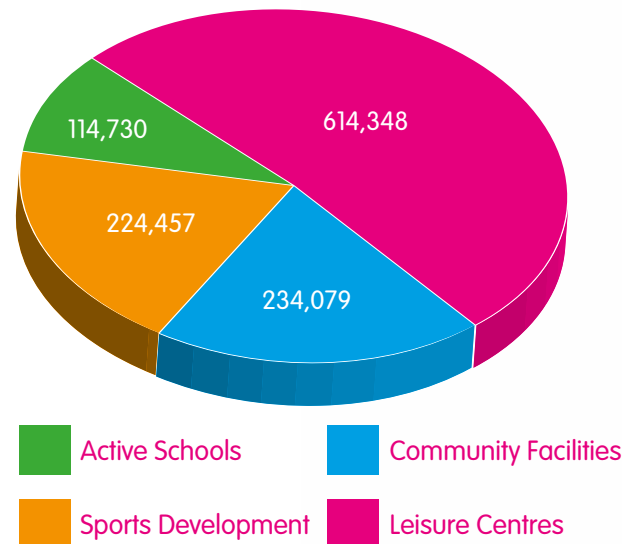
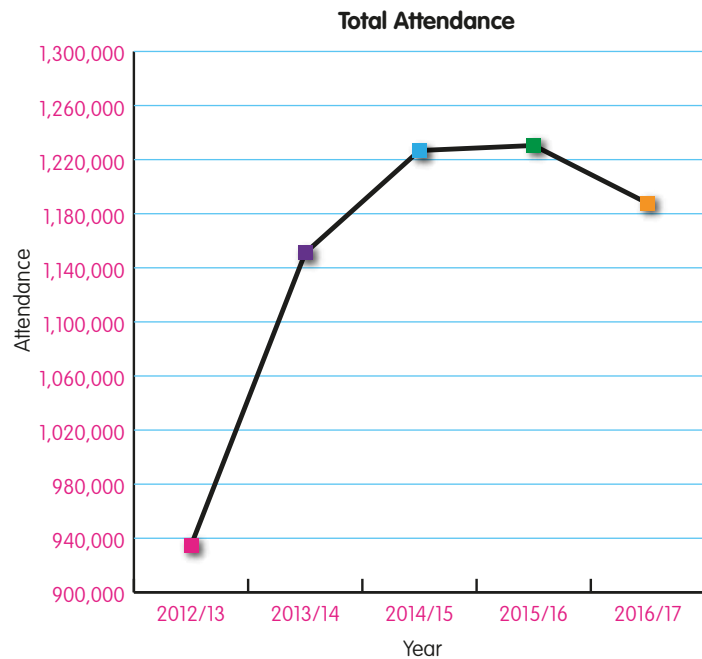


# Our Performance 2016 / 17

## Overall Attendances



Over **1.1 million attendances** at WDLT facilities and programmes which is a **3.5% decrease** from 2016/17.

Services	2012/13	2013/4	2014/15	2015/16	2016/17	Variation from 15/16
Leisure Centres	669,947	649,993	642,672	629,049	<b>614,348</b>	<b>-2.3%</b>
Community Facilities	No Data	202,110	281,218	279,421	<b>234,079</b>	<b>-16.2%</b>
Sports Development	186,896	206,645	211,982	228,854	<b>224,457</b>	<b>-1.9%</b>
Active Schools	77,745	92,254	90,860	93,144	<b>114,730</b>	<b>23.2%</b>
<b>Totals</b>	<b>934,588</b>	<b>1,151,002</b>	<b>1,226,732</b>	<b>1,230,468</b>	<b>1,187,614</b>	<b>-3.5%</b>








## Statutory Performance Indicators












West Dunbartonshire Leisure reports against two Statutory Performance Indicators (SPIs) for West Dunbartonshire Council. This information is submitted to Audit Scotland and published alongside information from all local authorities in Scotland on an annual basis.

Indicator	2012/13 Actual	2013/4 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	On Target	Comments
<b>CC1</b> Wet Activities. No. of attendances per 1,000 population for pools	4,078	4,128	4,107	4,213	4,360	<b>4,137</b>		5% short of target and a 1.8% reduction from last year.
<b>CC2</b> Dry Activities. No. of attendances per 1,000 population for indoor sports & leisure	4,172	4,788	4,966	4,829	5,018	<b>4,563</b>		9% short of target and a 5.5% decrease from last year.

## Performance Indicators

Indicator	2012/13 Actual	2013/4 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	On Target	Comments
How likely is it that you would refer our company to a friend or colleague	No Data	49	53	65	66	<b>67</b>		1.5% ahead of target and a 3.1% increase from last year.
Staff Absence (Days lost against FTE)	6.52	7.35	12.83	8.60	7.00	<b>7.58</b>		0.58 FTE days short of target but 1.02 FTE days decrease from last year.
Unplanned Facility Downtime (hours)	No Data	371	59.5	111.5	180	<b>99.75</b>		45% below target and a 10.5% decrease from last year.
Number of GP Referral Consultations	1,514	1,620	1,768	1,384	1,500	<b>1,333</b>		11% below target and a 3.7% decrease from last year.
Number of Clubs engaging with WDL	No Data	88	102	108	110	<b>111</b>		1% ahead of target and a 2.8% increase from last year.


## Performance Indicators cont.

Indicator	2012/13 Actual	2013/4 Actual	2014/15 Actual	2015/16 Actual	2016/17 Target	2016/17 Actual	On Target	Comments
Number of website hits	No Data	314,631	339,693	340,904	355,000	<b>404,767</b>		14% ahead of target and a 18.7% increase from last year.
New Facebook Likes	No Data	No Data	No Data	1,919	1,510	<b>2,503</b>		66% ahead of target and a 30.4% increase from last year.
Total Facebook Likes	No Data	No Data	No Data	3,563	5,073	<b>6,089</b>		20% ahead of target and a 71% increase from last year.
Facebook Organic Reach	No Data	No Data	No Data	No Data	708,000	<b>1,298,039</b>		83% ahead of target.
No. of unique active online booking users	No Data	1,212	1,885	2,621	3,500	<b>3,210</b>		8.3% below target but a 22.5% increase from last year.
Expenditure - against Budget	(£186,847)	(£433,273)	(£260,178)	(£218,432)	£0	<b>(£206,280)</b>		100% ahead of target but a 5.6% reduction from last year.
Income - against Target	(£45,605)	(£150,729)	(£146,617)	(£27,904)	£0	<b>(£9,264)</b>		100% ahead of target but a 66.8% reduction from last year.
Net (Profit) / Loss	(£130,034)	(£584,002)	(£406,795)	(£246,336)	£0	<b>(£215,544)</b>		100% ahead of target but a 12.5% reduction from last year.
% Income (Mgt Fee)	61.9%	61.2%	59.1%	58.7%	58.3%	<b>58.2%</b>		0.1% below target and a 0.5% increase from last year.
% Income (Customer Receipts)	38.1%	38.8%	40.9%	41.3%	41.7%	<b>41.8%</b>		0.1% ahead of target and 0.5% increase from last year.
Cost Per Visit (Mgt Fee)	£4.30	£3.61	£3.32	£3.26	£3.11	<b>£3.33</b>		7% below target and a 2.1% increase from last year.


# Our Achievements Against Strategic Outcomes At A Glance

## INCREASING PARTICIPATION

increased participation by **23%** to over **114,000**



increased concessionary participation by **22.9%** to over **93,000**



increased over 50's participation by **18%** to over **147,000**




increased 60+ swimming by **12.2%** to over **19,000**

Member of the **60+ CROWD**



increased participation by **10.2%** to over **13,000**



## CUSTOMER SATISFACTION

annual net promoter score **3%** higher than last year



review of our services **65%** of customers rate us **4★** or above



feedback resulted in **earlier opening** at leisure centres



improved **disability access**



regular positive comments **praising staff** across all services



## QUALITY STAFF / FACILITIES

**40%** of employees achieved **100%** attendance



2017/18 delivery plan **46%** of key actions influenced by staff



refurbishments at community centres at a cost of **£27k**



refurbishment projects at the meadow centre at a cost of **£58k**



opening of Clydebank Leisure Centre at a cost of **£23.8M**





## DEVELOPING PARTNERSHIPS

inspiring disability activity  
in partnership with  
**17** clubs / groups /  
organisations & individuals

DISABILITY SPORT  
FINDER

in partnership  
developed **4** community  
sports hubs



supported in partnership  
**11** talented performers



engaged with **80%**  
of **111** of local sports  
clubs



received from partners  
**£1,694,737**  
external funding



## RAISING OUR PROFILE

increased Facebook  
likes by **71%** to  
**6,089**



increased website hits by  
**18.7%** to over  
**404,000**

www. Leisure.net

**77** positive press  
articles an average of  
**1.5** articles every week



WD School games  
delivering **161** events  
across **14** sports



West Dunbartonshire  
sports awards  
recognising local people  
across **11** categories



## QUALITY STAFF / FACILITIES

increased leisure centre  
income by **0.2%**  
to over **£1.595m**



increased Meadow  
Leisure Centre income  
by **2.8%** to over  
**£800,000**



increased Vale Swimming  
Pool income by  
**2.3%** to over  
**£378,000**



increased community  
centres income by  
**7.4%** to over  
**£397,000**



generated surplus funds of  
over  
**£200,000**  
for reinvestment projects



# Financial Review

## Financial Summary 2016/17

The Trust is pleased to report that despite the current economic climate in which we have operated in our fifth year, the financial position for the Trust has resulted in a surplus being generated allowing us to progress towards holding an acceptable level of reserves.

In summary, the financial position during 2016/17 is noted below:

	Unrestricted / Restricted Fund	Pension Fund	Total Funds
Total income	6,786,204	(16,000)	6,770,204
Total spend on charitable activities	(6,580,662)	(75,000)	(6,655,662)
Net movement in funds	<b>205,542</b>	<b>(91,000)</b>	<b>114,542</b>
Actuarial (loss)	0	(3,118,000)	(3,118,000)
Net movement in funds (after retirement benefit scheme loss)	<b>205,542</b>	<b>(3,209,000)</b>	<b>(3,003,458)</b>

### Funds held at 31 March 2017:

	31 March 2017	31 March 2016
Total funds	<b>(£1,888,362)</b>	<b>£1,115,096</b>

The Unrestricted surplus was £200,142 but at the year end the multi-employer defined benefit pension scheme is in deficit by £3,209,000 and therefore the net deficit for the year is £3,003,458.

Following the fifth year of the Trust, our income has helped us to meet our charitable aims and objectives. Our year-end financial position, summarised above, provides a sound platform from which we can continue to meet our commitments.







The principle funding sources are a combination of income generated through a level of sales, fees and charges for our charitable activities £1,890,292 and membership fees £930,100, as well as income from West Dunbartonshire Council (Management Fee) for our work in managing the leisure facilities £3,957,440 within the local area.

The principle sources of expenditure remain within staffing £5,161,103 with elements of spend on property £765,727, transport £20,992, administration £568,678 and payments to other bodies £139,159.

The financial activity during the year within each of the charitable areas can be summarised:

	Income	Expenditure	Surplus/(Deficit)
Leisure Facilities	1,754,958	(3,973,380)	(2,218,422)
Community Facilities	397,436	(1,236,665)	(839,229)
Sports Development	426,995	(892,921)	(465,926)
Active Schools	241,003	(477,696)	(236,693)
Management Fee	3,957,440	0	3,957,440
<b>Total</b>	<b>6,777,832</b>	<b>(6,580,662)</b>	<b>197,170</b>

#### **Fixed Assets**

The Trust has a maintenance lease agreement with West Dunbartonshire Council for the use of the buildings linked with the charitable activities and as such the buildings do not belong to the Trust.

The Trust received donated telephone costs of £0 donated assets in 2016/2017 and £11,556 in 2015/16.

#### **Investment Policy**

West Dunbartonshire Council manage investments on behalf of the Trust, following their own organisational investment policy, primarily aimed at mitigating risks associated with safeguarding funds, ensuring liquidity of those funds and finally investment return. As a result, the policy aims to invest in cash and cash-like investments up to a maximum level on acceptable counterparties. Activity is monitored regularly and the policy is reviewed annually.

Due to the limited current level of surplus funds, any funds held by the Trust are invested in an interest bearing account held with our bankers, the Clydesdale Bank.

During 2016/17, interest received on cash balances held at the bank was £8,372.



## Reserves Policy

The Trust has a maintenance lease agreement with Reserves Policy

During 2012/13, the Trust agreed a prudential reserves target of £250,000 to enable the Trust to manage financial risk and help deliver the Trust's commitments. It was recognised that this was a target to work towards and not a minimum limit; therefore the target would be monitored regularly and reviewed annually.

In 2014 / 2015 the reserves target was reviewed by the Audit Committee and revised to £700,000 which represents 3 months of turnover minus the management fee. As at 31 March 2017, the Trust had general reserves held of £700,000.

The reserves figure represents our total unrestricted funds of £1,731,638 less designated funds as follows:

- Small Projects fund of £71,327 is set aside for a number of partially completed projects which are likely to be completed during the next financial year and £20,000 to fund a number of minor upgrade projects to Community Halls and Main Site Leisure Facilities. The majority of this fund is expected to be spent in 2017 – 2018. A further £40,000 has been designated to finance legal agreements.
- Equipment replacement fund of £500,000 is set aside to fund the replacement of the gym equipment on a rolling basis. The first spend is planned to be spend during 2018 / 2019 with a further spend is planned for 2020 / 2021 and 2022 / 2023.

- Service Development Projects fund of £324,912 is to be used for larger projects within the service as per our charitable objectives that will improve the service and/ or generate additional income. A process for allocating these funds to specific projects has been agreed by the Trust Board and the first of these projects is expected to be completed in 2017/ 2018.
- Restricted funds of £5,400 from the British Heart Foundation will be used to raise awareness of the importance of physical activity and food and nutrition at the Annual Pipe Band Championship.

The Trust is pleased to report that despite the current economic climate in which we have operated in our fifth year, the financial position for the Trust has resulted in a surplus being generated allowing us to progress towards holding an acceptable level of reserves.



# Risk Management

There are many risks to the Trust's service delivery and these risks can affect our performance, our customers and members of the public.

Managing our risks effectively is essential in achieving our strategic outcomes and targets, creating confidence among service users and the public, and ensuring effective governance. Effective Risk Management also enables us to deliver service improvements taking account of the context and

environmental factors. As the leisure business environment is customer driven and internal and external changes to that environment ultimately influence overall performance risk factors that could have an impact on service delivery require to be identified on an annual basis, with appropriate actions to minimise such risks.

Therefore the management team ensures an annual risk analysis is undertaken and a Risk Register with appropriate actions is identified

to minimise the impact on service delivery and overall performance. This register is reviewed on a six monthly basis and reported to the Audit and Risk Committee who scrutinise the progress of the register and where appropriate report to the Board to assist in managing the risks to the Trust.

The top three external risks detailed within the Risk Register for 2016/17 and how they have been managed are as follows:

Key Risk	Existing Control Measures	Risk Management Actions
Potential increase in competition for health and fitness members, particularly from the budget gym sector	<ul style="list-style-type: none"> <li>All Inclusive DD Membership (Gym, Fitness Classes, Swimming &amp; Health Suite)</li> <li>Staffed Gyms</li> <li>Range of Memberships</li> </ul>	<ul style="list-style-type: none"> <li>Review pricing structure</li> </ul>
Significant reduction in West Dunbartonshire Council funding	<ul style="list-style-type: none"> <li>Regular Monitoring Meetings with WDC</li> <li>Annual Performance Report to WDC Infrastructure Committee</li> <li>On an annual basis explore options for efficiency savings and opportunities for increasing income.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to explore options for efficiency savings and opportunities for increasing income.</li> </ul>
Declining participation levels in wetside activities adversely affecting WDLT's financial position	<ul style="list-style-type: none"> <li>Period by period income reviews with accountant and Managers</li> <li>KPI (usage) reporting to Board and WDC</li> <li>Business and Marketing plans</li> <li>Flexible pricing policy</li> </ul>	<ul style="list-style-type: none"> <li>Development of an Aquatics Plan (with an appropriate action plan) with the assistance of the National Governing Body, Scottish Swimming</li> </ul>



Health and Safety is also a major risk to the organisation, therefore West Dunbartonshire Leisure Trust has a competent Health & Safety and Child Protection Officer to oversee this major area of risk to the organisation.

In addition our insurance company QBE Insurance (Europe) Ltd review our insurance cover on an annual basis to highlight any uninsured risk and exposure elements of cover that require adjusting or deleting. Insurance cover based on this assessment is in place.

## Plans for the Future

The following outlines West Dunbartonshire Leisure Trust's (WDLT) plans for the forthcoming year.

### Implementation of our Three Year Business Strategy (2017– 2020)

We will implement the Key Actions highlighted in our first year's Delivery Plan associated with our Business Strategy.

In addition we will engage with our workforce to identify our Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis) to assist us to develop our Key Actions for the second year of our Business Strategy to assist us achieve our Strategic Outcomes, Priorities and Success Measures.

### Implementation of our Aquatics Strategy

We will implement the Key Actions highlighted in our first year's Action Plan associated with our Aquatics Strategy.

In addition we will engage with our workforce, local Swimming Clubs and Scottish Swimming to assist us develop our Key Actions for the second year of our Aquatics Strategy.

### Transfer of the Council's Outdoor Recreation Service to WDLT

The Board of Directors approved the transfer of the Council's Outdoor Recreation at their Board Meeting on 9 March 2017 with the transfer scheduled to occur on 3 April 2017. Total of 10.4 FTE employees will transfer to the trust to manage twenty three (23) Grass Pitches; two (2) Synthetic Pitches; associated Changing Accommodation; and three (3) Outdoor Bowling Greens.

WDLT would manage the bookings, collection and retention of all income and would be responsible for the operational elements of the service.

### Introduction of the New Scottish Swimming Learn to Swim Framework and Direct Debit Swimming Lessons

Scottish Swimming's new Framework will provide additional lessons, consistent movement of children through the progressing learning levels, clear criteria for each level, fluent movement into local club structures and other forms of aquatics activity and quality information for parents/guardians. In addition to this positive development, WDLT is also progressing with Direct Debit payment scheme for swimming lessons. This will provide parents/guardians with the added benefit of spreading the cost of lessons across the year as opposed to paying large lump sums four times per year in line with the existing blocks of lessons. An added benefit to the customer and an initiative that aims to progress children's swimming skills at an enhanced rate is the inclusion of free casual swimming for children while they are in the learn to swim scheme.

Report of the Trustees for the Year Ended 31 March 2017

### Implementation of our Community Facilities Development Plan

We will implement the Key Actions highlighted in our first year's Action Plan associated with our Community Facilities Development Plan to assist us increase usage and ensure the service is operated efficiently and effectively.

### Reinvestment of Surplus Funds

Now that WDLT has been operating successfully for



the last five years, and are financially in a position to consider reinvesting surplus funds back into the services we deliver, we will utilise our Surplus Funds Framework and identify appropriate investment projects.

### West Dunbartonshire Sports Strategy

WDLT will lead the process of identifying and devising a Sports Strategy for West Dunbartonshire in partnership with WDC, sportscotland and local clubs.

### Implement Auto-Enrolment (Strathclyde Pension Fund)

WDLT have chosen to delay the set staging date for auto-enrolment by three months therefore changing the set date from 1st of May 2017 to 1st August 2017. Consequently from August 2017 all WDLT employees who are not currently in the pension scheme will be auto-enrolled if they fit the qualifying criteria, i.e. earn over £10k per annum, are aged over 21 and aged under state pension retirement age. Thereafter if employees wish to opt back out they must do so themselves by contacting the wages section in WDC and completing the required opt out paperwork.



West Dunbartonshire Leisure Trust is a company limited by guarantee with charitable status and governed by its Articles of Association. In addition to being regulated by the Companies Act (2006), the company is also subject to the charities regulator in Scotland, OSCR (Office of the Scottish Charity Regulator).

The company was incorporated in December 2011 and started trading on 5th April 2012 and is responsible for the strategic and operational management of West Dunbartonshire Council's Sport and Leisure Facilities; Community Facilities; Sports Development; Active Schools; and Events.

## Trustees (Directors)

There are nine members of the company who serve as Trustees comprising of three (3) Councillors (Partner Trustees), an Employee Representative Trustee and five (5) Independent Trustees. They have the ultimate control of the company subject to providing and operating the services in accordance with the Legal Agreement reached with West Dunbartonshire Council and provide strategic direction to the General Manager and his Management Team.

The list of current and former Trustees serving in the financial year 2016/17 and since is detailed below:

Name	Income	Appointed	Resigned
Anthony Waclawski	Independent	11/01/12	N/A
David McBride	Partner	11/01/12	N/A
David Smith	Independent	11/01/12	N/A
James Gunn	Independent	11/01/12	29/06/16
Kath Ryall	Partner (Chair from 15 September to 4 May 2017)	12/06/12	25/05/17
Joanne Harkin	Employee Representative	12/09/12	08/04/16
Charles Gibson	Independent (Vice Chair since 15 September 2017)	28/08/14	N/A
James Finn	Partner (Chair since 25 May 2017)	26/02/15	N/A
Dr Declan Bannon	Independent	17/05/16	27/07/16
David Marshall	Independent	24/11/16	N/A
Samantha Baird	Independent	24/11/16	N/A
James Docherty	Employee Representative	24/11/16	N/A
William Hendrie	Partner	25/05/17	N/A

# Recruitment and Training of Trustees

## Recruitment

Authority and responsibility for the appointment of Partner Trustees sits with West Dunbartonshire Council, (WDC) who allocate this responsibility to three WDC Councillors. West Dunbartonshire Council appointed Provost William Hendrie to replace the outgoing elected member Kath Ryall on the Board of Directors taking up his position as of 25 May 2017.

Authority and responsibility for the recruitment of Independent Trustees is delegated by the Board of Directors to the Nominations Committee. During the financial year the following Independent Directors Jim Gunn (29 June 2016) and Dr Declan Bannon (27 July 2016) tendered their resignations. Subsequently the Nominations and Individual Performance Committee appointed David Marshall and Samantha Baird on 24 November 2016 as their replacements.

The selection of the Employee Representative Trustee is completed in consultation with the unions representing employees in the Leisure Trust (Unite, Unison, and GMB). During the financial year Joanne Harkin tendered her resignation (8 April 2016) with the Trade Unions appointing James Docherty (Unite) as her replacement on 24 November 2016.

## Induction

New Trustees receive a briefing on their role as Board

Trustees operating a company limited by guarantee with charitable status as per Companies Act 2006. The briefing includes background information on the Company; Business; Governance Structure; Management Structure; Partnership Working; Mission & Values; Key Strategic Outcomes; Charitable Objects; and Contact Details. In addition it also includes the following documentation:

- Briefing Note: Director's Role and Responsibilities
- Articles of Association
- Terms of Reference Sub Committees
- Latest WDLT Annual Report
- Latest WDLT Business Plan
- WDLT Partnership Book
- Health & Safety Policy
- Anti-Bribery Policy
- Last Annual General Meeting Papers
- Last 4 Board Meeting Papers

## Training

Trustees who sit on specific Committees also receive where appropriate training to allow them to effectively carry out their duties. This training includes the following:

- Discipline and Grievance Procedures
- Finance (annual finance reporting regulations and Charity Accounting)
- Health & Safety

## Board Appraisal

On Thursday 17 September 2015 the Board undertook a Board Appraisal Workshop. The workshop ensured individual objectives and plans were focused and aligned with delivering the Trust's strategic priorities and plans.

Following this workshop the Board of Directors at their Board Meeting on 25 February 2016 agreed that further knowledge of the services WDLT deliver should be addressed during 2016/17.

Therefore Management presented a fifteen (15) minute presentation as part of each of the four (4) Board Meetings during 2016/17. Each presentation highlighted how certain aspects of the organisation is managed, operated and developed to provide Directors with a better understanding and covered the following service areas:

- Sports Development;
- Active Schools;
- Events; and
- Outdoor Recreation.

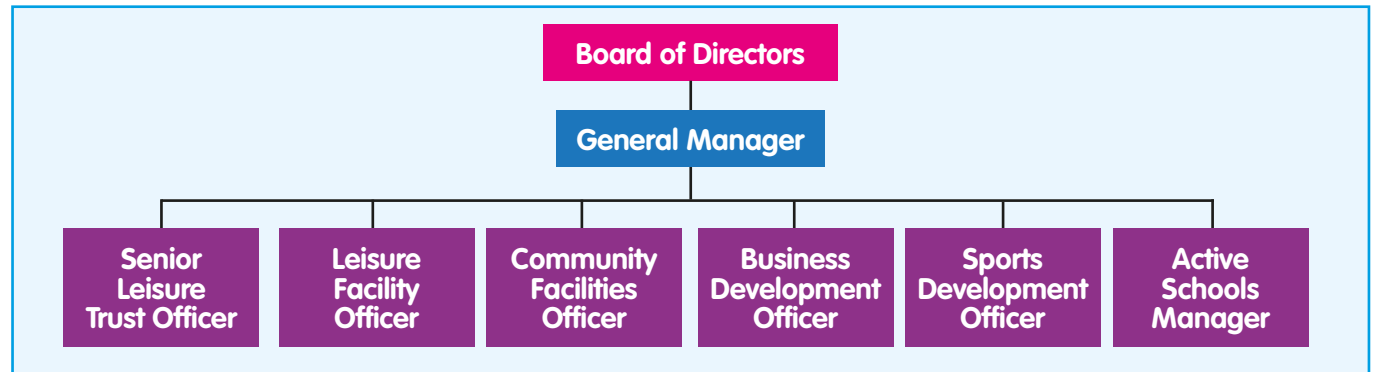




## Key Management Personnel

The Directors, who are the Trust's Trustees, and the management team, comprise the key management personnel of the charity in charge with directing and controlling, running and operating the Trust on a day to day basis.

A General Manager is appointed by the Board to manage the day to day operations of the Company. To ensure that operations are carried out effectively, the General Manager has delegated authority within an approved scheme for matters including Personnel; Finance; Procurement; and Operations.



## Remuneration of Key Management Personnel

All Trustees give their time freely and do not receive remuneration apart from reimbursement of costs incurred while serving on the board, including travel (within Scotland) and any reasonable subsistence expenses. Details of Trustee's expenses are disclosed in Note 7 to the accounts.

West Dunbartonshire Leisure Trust is committed to ensuring a fair, open, transparent and legally compliant approach to the evaluation of jobs and ensuring equal pay for work of equal value. The Trust's Job Evaluation Policy has been developed to ensure consistency in the evaluation of new jobs and the re-evaluation of existing jobs beyond the initial application of the Scottish Councils' Job Evaluation Scheme (SCJE).

The posts of General Manager and the other managers who make up the management team have all been subject to Job Evaluation to identify the appropriate grade for each post.

## Board & Committee Arrangements

The Board meets quarterly to consider Company business with decisions taken to set the overall strategy for the business as well as to monitor its activities. Management are charged with the task of implementing these decisions. The Board can also refer decision-making on Independent Directors, General Manager and Company Secretary recruitment; overseeing company finances; approving financial reports; and disciplinary appeals to sub-committees.

The full board met 5 times throughout the financial year April 2016 to end of March 2017. These meetings were held with management representatives to consider the business of the Company.

It was recognised that the organisations committee structure, roles and responsibilities had evolved over the first few years following inception of the Leisure Trust in 2012. The Board therefore felt it was prudent to undertake a review of the Articles of Association in 2016. Amendments to reflect these changes were agreed by special resolution in September 2016 and the Company

Secretary was tasked with updating Companies House and OSCR by submitting the new Articles of Association.

The full Board met on the following dates during 2016/17:

- 26 May 2015;
- 25 August 2015;
- 15 September 2016 (Annual General Meeting);
- 24 November 2016; and
- 9 March 2017

Board Committees met in the periods between Board Meetings to consider business and to make formal recommendations to the full Board of Trustees.

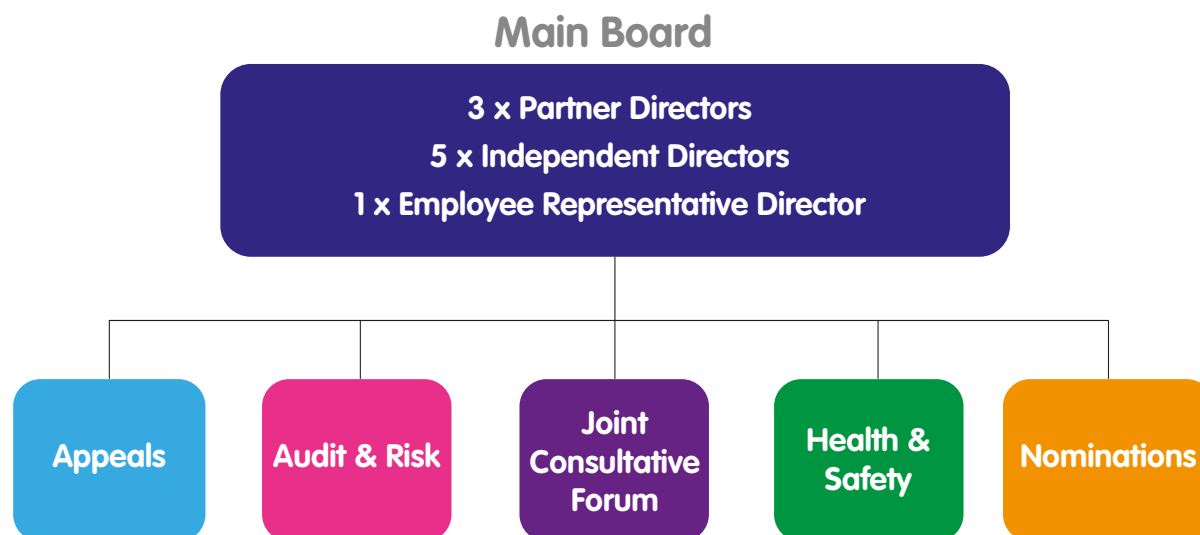
Board Committees exist in the following areas:

- **Audit & Risk Committee** – Responsible for monitoring the financial performance of the Trust; for the recruitment and appointment of an external auditor to audit final annual accounts for submission to Companies House and OSCR; the review of the governance of the Trust (including the Articles of Association and Financial Regulations); and the review of major risks with management and agree and scrutinise the annual risk register.
- **Appeals Committee** – Responsible for hearing and determining appeals against dismissal and appeals against all disciplinary action taken by the General Manager and to consider and reach decisions on Stage 3 Grievances by employees in terms of the Trust’s Grievance Procedures.
- **Joint Consultative Forum (JCF)** – Responsible for exchanging information between Management and Employees and securing the greatest possible measure of joint action between West Dunbartonshire Leisure Trust and its employees.
- **Health & Safety Committee** – To act as the focal point for all matters relating to the management of Fire, Security and Health and Safety.
- **Nominations & Individual Performance Committee** – Responsible for recommending appropriate individuals for appointment as Independent Trustees and Employee Representative to form the Board. Responsible for the recruitment and appointment of the General Manager and Company Secretary and formally oversees the performance management system for the General Manager.

Trustee representation on Board Committees and dates Committees were held:

Trustee representation on Board Committees and dates Committees were held:					

An update on all Committees in the previous quarter (including copies of notes of meetings) are presented by the General Manager at each Board Meeting.



# Statement of Trustees' Responsibilities

The Trustees (who are also directors of West Dunbartonshire Leisure Trust for the purposes of company law) are responsible for preparing the Trustee's Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue its activities.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and

hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

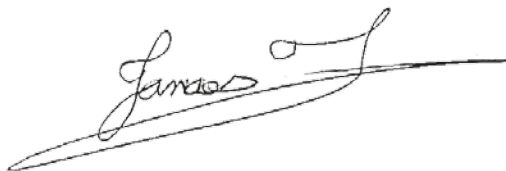
## Statement to Auditors

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (issued March 2005) and in accordance with the Companies Act 2006.

Approved by the Trustees and signed on their behalf by:



James Finn,  
Chair of West Dunbartonshire Leisure Trust  
14 September 2017



# INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF WEST DUNBARTONSHIRE LEISURE TRUST FOR THE YEAR ENDED 31 MARCH 2017



We have audited the financial statements of West Dunbartonshire Leisure Trust for the year ended 31 March 2017 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

## Respective responsibilities of Trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on pages 54 to 55 the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44(1) (c) of the Charities and Trustees Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

## Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.



## Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

## Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

## Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Jenny Simpson  
*Senior statutory auditor*  
168 Bath Street, Glasgow G2 4TP

*For and on behalf of Wylie & Bisset LLP, Statutory Auditor*  
26 September 2017

*Wylie + Bisset LP*

Wylie & Bisset LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006



# Statement of Financial Activities

## Statement of Financial Activities (incorporating the Income and Expenditure Account) for the year ended 31 March 2017.

	Notes	Unrestricted Fund 2017	Restricted Fund 2017	Pension Fund 2017	Total Funds 2017	Unrestricted Fund 2016	Restricted Fund 2016	Pension 2016	Total Funds 2016
		£	£	£	£	£	£	£	£
Income and endowments from: Donations and legacies									
- Voluntary Income		0	0	0	0	0	11,556	0	11,556
- Investments									
- Investment Income	3	8,372	0	0	8,372	8,695	0	0	8,695
Income from Charitable Activities:									
- Management Service Fee	2	3,957,440	0	0	3,957,440	4,005,650	0	0	4,005,650
- Membership Fees	2	930,100	0	0	930,100	902,787	0	0	902,787
- Charitable Activities	2	1,871,392	18,900	0	1,890,292	1,920,307	0	0	1,920,307
Other									
- Other Finance Income	9	0	0	(16,000)	(16,000)	0	0	(85,000)	(85,000)
<b>Total Incoming resources</b>		<b>6,767,304</b>	<b>18,900</b>	<b>(16,000)</b>	<b>6,770,204</b>	<b>6,837,439</b>	<b>11,556</b>	<b>(85,000)</b>	<b>6,763,995</b>



The Statement of Financial Activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

	Notes	Unrestricted Fund 2017	Restricted Fund 2017	Pension Fund 2017	Total Funds 2017	Unrestricted Fund 2016	Restricted Fund 2016	Pension 2016	Total Funds 2016
		£	£	£	£	£	£	£	£
Expenditure on:									
Charitable Activities	4	(6,567,162)	(13,500)	560,000	(6,020,662)	(6,581,054)	0	531,000	(6,050,054)
Current and past service cost	6	0	0	(635,000)	(635,000)	0	0	(765,000)	(765,000)
Total Expenditure		(6,567,162)	(13,500)	(75,000)	(6,655,662)	(6,581,054)	0	(234,000)	(6,815,054)
Net income / (expenditure) for the year before transfers		200,142	5,400	(91,000)	114,542	256,385	11,556	(319,000)	(51,059)
Transfer between funds		0	0	0	0	11,556	(11,556)	0	0
Net incoming / (outgoing) resources		200,142	5,400	(91,000)	114,542	267,941	0	(319,000)	(51,059)
Actuarial gain / (loss) on retirement benefit scheme	9	0	0	(3,118,000)	(3,118,000)	0	0	2,354,000	2,354,000
Net movement in funds (after retirement benefit scheme gain/loss)	18	200,142	5,400	(3,209,000)	(3,003,458)	267,941	0	2,035,000	2,302,941
Total Funds brought forward	18	1,526,096	0	(411,000)	1,115,096	1,283,835	0	(2,446,000)	(1,162,165)
Prior Year Adjustment	18	0				(25,680)	0	0	(25,680)
Total Funds brought forward	18	1,526,096	0	(411,000)	1,115,096	1,258,155	0	(2,446,000)	(1,187,845)
Total Funds carried forward	18	1,726,238	5,400	(3,620,000)	(1,888,362)	1,526,096	0	(411,000)	(1,115,096)



## Balance Sheet as at 31 March 2017

	Notes	2017	2017	2016
		£	£	£
Fixed Assets				
Tangible Assets	10	129,999		195,282
Total Fixed Assets		129,999		195,282
Current Assets				
Stock	11	11,547		10,729
Debtors	12	549,703		217,145
Cash at bank and in hand	20	2,536,161		2,572,250
Total Current Assets		3,097,411		2,800,124
Liabilities:				
Creditors falling due within one year	13	(1,495,772)		(1,469,310)
Net Current Assets		1,601,639		1,330,814
Total assets less current liabilities - excluding retirement benefit scheme		1,731,638		1,526,096
Retirement benefit scheme deficit	9	(3,620,000)		(411,000)
Total Net Assets		(1,888,362)		1,115,096
The Funds of the Charity:				
Funds - Unrestricted	18	1,726,238		1,526,096
Funds - Restricted	18	5,400		0
Funds - Pension Reserve	18	(3,620,000)		(411,000)
		(1,888,362)		1,115,096

The financial statements were authorised for issue by the Board on 14 September 2017.

Councillor Jim Finn



Chair

Charles Gibson



Vice Chair

Company No: SC413707



## Cash Flow Statement

Cash Flow Statement for the year to 31 March 2017.

	Notes	2017	2016
		£	£
Net cash (used in / provided by operating activities)	19	(21,028)	312,247
Interest Received		8,372	8,695
Proceeds from the sale of tangible assets		7,525	0
Purchase of tangible fixed assets		(30,985)	0
(Decrease) / Increase in cash		(36,089)	320,942



Reconciliation of net cash flow to movement in debt.

	£
Net cash as at 31 March 2016	2,575,250
Net (decrease in cash)	(36,089)
Net cash at 31 March 2017	2,536,161



# Notes to the Financial Statements for the Year ended 31 March 2017

## 1. Accounting Policies

### Basis of preparation and assessment of going concern

The financial statements are prepared under the historical cost convention as modified by Revaluation of Pension Asset, and in accordance with applicable accounting standards in the United Kingdom, the Companies Act 2006 and the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102) and the Charities Accounts (Scotland) Regulations 2006 (as amended).

West Dunbartonshire Leisure Trust constitutes a public benefit entity as defined by FRS102.

The Trustees consider that there are no material uncertainties about West Dunbartonshire Leisure Trust's ability to continue as a going concern. At 31 March 2017 the balance sheet shows net liabilities of £1,888,362, as a result of the deficit on the pension scheme of £3,620,000. Excluding this, the charity has net assets of £1,731,635. The pension liability is dependent on a number of economic factors which are outwith the control of the Trustees and it will not crystallise for the foreseeable future.

The charity has prepared budgets and cashflows which demonstrate that it will be able to pay all of its liabilities, including pension contributions, as they fall due. Accordingly the Trustees have prepared the financial statements on the going concern basis.

### Incoming resources

Membership subscriptions and income relating to Trust activity are recognised in the period in which the Trust is entitled to receipt and the amount can be measured with reasonable certainty. Income is deferred only when the Trust has to fulfil conditions before becoming entitled to it. Management fees and other incoming resources are recognised in the period to which they relate, on an accruals basis.

Investment income is accounted for on an accruals basis.

### Allocation of expenditure

Where possible, expenditure is charged direct to charitable expenditure or governance costs. Where this is not possible the expenditure is allocated on a

basis consistent with use of the resources.

Charitable expenditure comprises those costs incurred by Trust in the delivery of its activities and services for its beneficiaries. Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management and set-up of the charity. Notes to the Financial Statements for the Year ended 31 March 2017

### Tangible Fixed Assets and Depreciation

It is the policy of the Trust to capitalise expenditure of a capital nature in excess of £5,000. Any irrecoverable VAT related to the assets is capitalised and recognised as an expense in the Statement of Financial Activities (SOFA) over the depreciated life of the asset.

Assets donated to the Trust are included in the Balance Sheet and Statement of Financial Activities at deemed cost.

Depreciation is charged to write off the cost less the estimated residual value of fixed assets by equal instalments over their estimated useful lives as follows:

Furniture and equipment: 5 years  
Motor Vehicles: 5 years

### Stock

Stocks of materials and consumables are valued at the lower of cost and net realisable value in the ordinary course of activities. Net realisable value is based on estimated selling price less further costs to completion and disposal.

### Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

### Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

### Contingent Liabilities

A contingent liability is identified and disclosed for those grants resulting from:

- a possible obligation which will only be confirmed by the occurrence of one or more uncertain future events not wholly within the Trustees' control; or
- a present obligation following a grant offer where settlement is either not considered probable; or
- the amount has not been communicated in the grant offer and that amount cannot be estimated reliably.

### Operating Leases

Operating leases are charged to income and expenditure on a straight line basis over the period of the lease.

### Financial Instruments

The Trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured by their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

### Pensions

The Trust participates in the Strathclyde Pension Fund by virtue of its status as an 'admitted' body. It is a defined pension scheme and the assets are invested in external funds. In accordance with 'FRS 102 – Retirement Benefits', the operating and financing costs of pension and post retirement schemes (determined by a qualified actuary) are recognised separately in the Statement of Financial

Activities. Service costs are systematically spread over the working lives of the members and financing costs are recognised in the period in which they arise. The difference between the actual and expected returns on assets during the period and changes in the actuarial assumptions are also recognised in the Statement of Financial Activities.

### VAT

The Trust is partially exempt from VAT. Irrecoverable VAT is charged to the Statement of Financial Activities as an expense.

### Taxation

The company is a charitable company within the meaning of Section 467 of the Corporate Tax Act 2010. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 of Part 11 of the Corporation Tax Act 2010 and section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied for charitable purposes only.

### Unrestricted funds

Unrestricted funds are expendable at the discretion of the Board in furtherance of the objectives of the Trust.

Surplus revenue funds held within unrestricted funds are carried forward to meet the cost of future activities, mainly of a revenue nature.

Commitments for specific activities and needs in the future are dealt with by making allocations to designated funds.

### Restricted funds

Restricted funds are used for specific purposes as laid down by the donor. Some are restricted income funds expendable at the discretion of the Board in furtherance of a particular activity such as government grants to a particular centre or activity. Expenditure which meets the set criteria will be charged to the appropriate fund.

## 2. Incoming Resources

Income is attributable to sporting activity fees and other sales throughout the Trust. In addition, a management service fee of £3,957,440 (2016: £4,005,650) was received from West Dunbartonshire Council for the period. Membership fees is income collected by direct debit membership of the Trust's leisure facilities.

Total incoming resources from charitable activities for the period are detailed as follows:

	2017	2016
	£	£
Leisure Facilities	1,754,958	1,781,927
Community Facilities	397,436	370,117
Sports Development	426,995	425,304
Active Schools	241,003	245,746
Management Fee	3,957,440	4,005,650
<b>Total Incoming Resources from Charitable Activities</b>	<b>6,777,832</b>	<b>6,828,744</b>



Government Grants included in income for the year to 31 March 2017 were as follows:

	2016-17	2015-16
	£	£
Management Fee - West Dunbartonshire Council	3,957,440	4,005,650
Other income from West Dunbartonshire Council	22,000	22,500
Income from NHS	119,888	150,175
Income from Sports Scotland	244,076	247,100
<b>Total</b>	<b>4,343,404</b>	<b>4,425,425</b>

This income relates to health improvement programmes involving sporting activities. There are no unfulfilled conditions or contingencies in relation to this income.

## 3. Investment Income

	2017	2016
	£	£
Interest on cash deposits	8,372	8,695
<b>Total Investment Income</b>	<b>8,372</b>	<b>8,695</b>



#### 4. Charitable Expenditure

	2017	2016
	£	£
Leisure Facilities	3,973,380	4,064,310
Community Facilities	1,236,665	1,221,354
Sports Development	892,921	863,942
Active Schools	477,696	431,448
Total Charitable Expenditure	6,580,622	6,581,054
Less Pension cost	(560,000)	(531,000)
<b>Total</b>	<b>6,020,662</b>	<b>6,050,054</b>

Staff and utility costs are the main expenditure items included in charitable expenditure above.

#### 5. Support Costs

Support costs have been allocated to the following areas of resources expended.

	Leisure	Community Facilities	Sports Development	Active Schools	Governance
	£	£	£	£	£
Salary	251,948	113,241	40,515	40,515	36,074
Training	7,697	3,459	1,238	1,238	1,102
Property	0	0	0	0	0
Insurance	59,805	18,252	16,792	8,031	0
Supplies	56,704	17,306	15,921	7,614	0
Other	152,988	28,651	16,572	14,867	3,133
<b>Total</b>	<b>529,142</b>	<b>180,909</b>	<b>91,038</b>	<b>72,265</b>	<b>40,309</b>

	Basis of Allocation
Salary:	Percentage of Staff Time
Training:	Percentage of Staff Time
Property:	Percentage of Usage
Insurance:	Salary Cost
Supplies:	Salary Cost
Other:	Percentage of Usage



## Governance Costs

	2017		2016	
	£	£	£	£
Audit and other Accountancy Fees	8,000		8,000	
Allocated support costs	40,309		38,695	
Pension Report and other audit expenditure	480		338	
Travel expenses / training costs	230		573	
<b>Total Governance Costs</b>	<b>49,019</b>		<b>47,606</b>	

## Allocation of Governance and other support costs

	Support Costs	Governance	2017	2016
	£	£	£	£
Leisure	529,142	27,678	556,820	525,054
Community Facilities	180,909	12,440	193,349	182,939
Sports Development	91,038	4,451	95,488	86,299
Active Schools	72,265	4,450	76,715	72,344
<b>Total</b>	<b>873,354</b>	<b>49,019</b>	<b>922,372</b>	<b>866,636</b>

## 6. Current and past pension service cost

	2017		2016	
	£	£	£	£
Pension - Past Service Cost	0		0	
Pension - Pension Current Service Cost	635,000		765,000	
<b>Total Pension Service Costs</b>	<b>635,000</b>		<b>765,000</b>	



## 7. Staff Costs and Numbers

	2017		2016	
	£		£	
Wages and Salaries	4,224,136		4,256,820	
Social Security costs	306,436		246,432	
Other Pension costs	615,467		762,217	
Other Staff costs	15,064		25,092	
<b>Total Staff costs</b>	<b>5,161,103</b>		<b>5,290,561</b>	

### Key Management Personnel

	2017		2016	
	£		£	
Salaries and wages	304,472		297,768	
Social Security costs	34,369		26,228	
Employer contribution to defined pension scheme	58,395		56,581	
<b>Total staff costs and employee benefits</b>	<b>397,236</b>		<b>380,577</b>	

The average weekly number of persons by headcount, employed by the charity during the year was:

	2017		2016	
	Number		Number	
Total Staff Numbers	194		201	

## 8. Operating Surplus

The operating surplus is stated after charging/ (crediting):

	2017		2016	
	£		£	
Auditor's Remuneration (including expenses):				
- For Audit	8,000		8,000	
Depreciation	88,717		72,658	

Only one employee earned more than £60,000 for the year to 31 March 2017. (2016:1)

	Number of employees 2016-2017	Number of employees 2015-2016
Between £60,000 and £69,999	1	1

This change in the net defined benefit pension scheme liability arising from service of key management personnel rendered during the reporting period was as follows:

Pension	91,118	84,137
Lump Sum	145,661	144,395

During the period no Trustees received any remuneration or made any donations to the charity. Expenses of £230 were reimbursed to two Trustees during 2016/2017, and £573 to two Trustees during 2015/2016 and unclaimed travel costs amounted to £236 in 2016/17 and £207 in 2015/16.

## 9. Pension Costs

The company is an admitted body of the Strathclyde Pension Fund. The Superannuation Fund is a defined benefit scheme into which employee' and employer's contributions, and interest and dividends from investments are paid and from which pensions, lump sums and superannuation benefits are paid out. Employees' contributions are tiered and employer's basic contributions are assessed every three years by an actuary and are fixed to ensure the fund remains solvent and in a position to meet its future liabilities. The actuarial method used is known as Projected Unit Credit Method. The last actuarial valuation was at 31 March 2011 and following this valuation employer's contributions increased to 19.3% for the years ended 31 March 2013, 2014 and 2015 respectively. Actual employer's contributions for the period 31 March 2017 amounted to £540,468.

In accordance with FRS 102 – Retirement Benefits – a valuation of the fund was carried out at 31 March 2015 by Hymans Robertson, independent actuaries, appointed by Strathclyde Pension Fund. Hymans Robertson calculated the pension assets and liabilities as at 31 March 2017 by rolling forward its full actuarial valuation, allowing for the changes in financial assumptions as prescribed under FRS 102. The main assumptions used in the calculations are:

	31 March 2017	31 March 2016
	% per annum	% per annum
Inflation / Pension Increase Rate	2.4%	2.2%
Salary Increase Rate	4.4%	4.2%

	31 March 2017	31 March 2016
	% per annum	% per annum
Discount Rate	2.7%	3.6%

### Mortality

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2012 model assuming current rates of improvements have peaked and will converge to a long term rate of 1.5% for males and 1.25% p.a. for females. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current Pensioners	22.1 years	23.6 years
Future Pensioners	24.8 years	26.2 years

The major categories of plan assets as a % of the total plan assets are as follows:

	31 March 2017	31 March 2016
	%	%
Equities	73	72
Bonds	12	16
Property	10	12
Cash	5	0





The actuarial estimated employer contributions for the year to 31 March 2018 are £547,000.

The amounts recognised in the balance sheet are as follows:	31 March 2017	31 March 2016
	£000	£000
Present value of funded liabilities	(20,554)	(13,566)
Fair value of plan assets	17,109	13,304
	(3,445)	(262)
Present value of unfunded obligations	(175)	(149)
Unrecognised past service cost	0	0
	<b>(3,620)</b>	<b>(411)</b>
<b>Amount in balance sheet</b>		
Liabilities	(3,620)	(411)
Assets	0	0
<b>Net (liability) / Asset</b>	<b>(3,620)</b>	<b>(411)</b>

Analysis of the amount charged to net incoming resources:	31 March 2017	31 March 2016
	£000	£000
Current service cost of the defined benefit scheme	(635)	(765)

Analysis of amount credited to incoming resources:		
Expected return on employer assets	(490)	(418)
Interest on pension scheme liabilities	506	503
<b>Net return</b>	<b>16</b>	<b>(85)</b>

Analysis of amounts included in other recognised gains and losses:	31 March 2017	31 March 2016
	£000	£000
Actuarial (Loss) / Gain	(3,118)	(2,354)
Actuarial (loss) / gain recognised in net movement of funds	(3,118)	2,354
Cumulative Actuarial Gains and Losses	(3,443)	(325)



Changes in fair value of the scheme assets are as follows:	31 March 2017	31 March 2016
	£000	£000
Opening fair value of employer assets	13,304	12,370
Expected return on assets	0	0
Contributions by members	165	158
Contributions by the employer	554	525
Contributions in respect of unfunded benefits	6	6
Actuarial gain	3,161	330
Estimated Benefits Paid	(75)	(79)
Estimated Unfunded Benefits Paid	(6)	(6)
<b>Closing fair value of employer assets</b>	<b>17,109</b>	<b>13,304</b>

Reconciliation of defined benefit obligation:	31 March 2017	31 March 2016
	£000	£000
Opening defined benefit obligation	13,715	14,816
Current service cost	635	765
Interest cost	506	503
Contribution by members	165	158
Present value of unfunded liabilities	0	0

	£000	£000
Actuarial losses	5,789	(2,442)
Past service costs	0	0
Estimated Benefit Paid	(75)	(79)
Estimated unfunded benefits paid	(6)	(6)
<b>Closing defined benefit obligation</b>	<b>20,729</b>	<b>13,715</b>





Amounts for the current period:	2017	2016
	£000	£000
Present Value of Defined Benefit Obligation	(20,554)	(13,566)
Present Value of Unfunded Liabilities	(175)	(149)
Fair Value of Employer Assets	17,109	13,304
<b>(Deficit)</b>	<b>(3,620)</b>	<b>(411)</b>
Experience gains / (losses) on assets	3,161	330
Experience gains / (losses) on liabilities	3	(22)

Under the Transfer Agreement entered into between the Trust and West Dunbartonshire Council, the Council has undertaken to guarantee the pension scheme should the liability crystallise and insufficient funds be held by the Trust to settle their obligation.

## 10. Tangible Fixed Assets

	Furniture & Equipment	Total
	£	£
<b>Cost at 1 April 2016</b>	375,566	375,566
Additions	30,958	30,958
Disposals	(70,757)	(70,757)
<b>As at 31 March 2017</b>	<b>335,767</b>	<b>335,767</b>
<b>Depreciation at 1 April 2016</b>	180,284	180,284
Charge for the year	72,618	72,618
On disposals	(47,134)	(47,134)
<b>As at 31 March 2017</b>	<b>205,768</b>	<b>205,768</b>
<b>Net Book Value at 31 March 2016</b>	<b>195,282</b>	<b>195,282</b>
<b>Net Book Value at 31 March 2017</b>	<b>129,999</b>	<b>129,999</b>



## 11. Stock

	2017	2016
	£	£
Cleaning materials, first aid materials and uniform stock	11,547	10,729

## 12. Debtors

	2017	2016
	£	£
Trade Debtors	25,981	44,277
Amounts owed by West Dunbartonshire Council	186,368	93,413
Other debtors and prepayments	337,354	79,455
	<b>549,703</b>	<b>217,145</b>

## 13. Creditors: Amounts falling due within one year

	2017	2016
	£	£
Trade Creditors	2,246	2,272
Tax and Social Security Creditors	120,176	108,719
Amounts owed to West Dunbartonshire Council	654,024	651,287
Other Creditors	275,581	314,468
Accruals and Deferred Income (note 14)	443,745	392,564
	<b>1,495,772</b>	<b>1,469,310</b>

## 14. Deferred Income

Included in the Accruals and Deferred income figure in note 13 is deferred income of:

	2017	2016
	£	£
Balance b/f	89,566	87,628
Released in year	(89,566)	(87,628)
Deferred in year	108,997	89,566
	<b>108,997</b>	<b>89,566</b>

The items deferred comprises Income for memberships of £51,228, direct debits £8,561 and £49,208 of additional income received in advance for services being provided in financial year 2017-2018.





## 15. Operating Leases

The Trust has acquired photocopiers by entering into operating leases. The Trust was committed to making the following payments in the year to 31 March 2017:

	2,343	1,725
	4,055	402
	6,398	2,127

## 16. Share Capital

The charitable company is limited by guarantees of £1 per member and has no share capital.

## 17. Company Limited by Guarantee

The company is limited by guarantee, the Special member being West Dunbartonshire Council (entitled to 3 votes at a general meeting).

## 18. Funds

	695,367	6,767,304	(6,471,644)	(291,027)	700,000
<b>Designated</b>					
Small Projects	35,447	0	(6,801)	42,681	71,327
Equipment Replacement	350,000	0	0	150,000	500,000
Service Development Projects	250,000	0	0	74,912	324,912
Tangible Fixed Assets	195,282	0	(88,717)	23,434	129,999
<b>Total Designated</b>	<b>830,729</b>	<b>0</b>	<b>(95,518)</b>	<b>291,027</b>	<b>1,026,238</b>
<b>Total unrestricted</b>	<b>1,526,096</b>	<b>6,767,304</b>	<b>(6,567,162)</b>	<b>0</b>	<b>1,726,238</b>
<b>Restricted</b>					
British Heart Foundation	0	18,900	(13,500)	0	5,400
<b>Total</b>	<b>1,526,096</b>	<b>6,786,204</b>	<b>(6,580,662)</b>	<b>0</b>	<b>1,731,638</b>



In 2016/2017 the Trustees have designated funds of £1,026,238 which comprises tangible fixed assets (£129,999), other small projects to deliver sporting activities (£71,327), future equipment replacement (£500,000) and Service Development Projects (324,912).

The **Small Projects** fund consists of a number of partially completed projects which are likely to be completed during the next financial year. The fund has been increased in previous years to fund a number of minor upgrade projects to Community Halls and Main Site Leisure Facilities and includes a match funded project to improve the toilet facilities at the Concord centre expected to be completed in 2017/18. The fund has been increased by £40,000 this financial year to fund expected legal costs in relation to finalising lease agreements.

The **Equipment Replacement** fund is being built up to fund the replacement of the gym equipment on a rolling basis. Cardio Vascular (CV) equipment is recommended to be replaced every 5 – 6 years and resistance

equipment every 7 – 9 years. The Vale Pool and Meadow Centre CV equipment is due for replacement in 2018/2019 following the gym refurbishment and full equipment replacement project which was completed in December 2013. The resistance equipment at these two sites is therefore also due for replacement in 2020/2021. The new Clydebank Leisure Centre opened in 2017 equipped with all new gym equipment and will therefore be due for replacement of equipment from 2022/23.

The **Service Development Projects** fund has been built up to be used for larger projects within the service as per our charitable objectives that will improve the service and/or generate additional income. A process for allocating these funds to specific projects was agreed by the Trust Board in 2016/17 and a number of these projects are expected to be completed in 2017/18.

Restricted Funds of £5,400 from the British Heart Foundation will be used to raise awareness of the importance of physical activity and food and nutrition at the Annual Pipe Band Championship.



Restricted Funds	Balance at 31 March 2016	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2017
	£	£	£	£	£
<b>British Heart Foundation</b>	0	18,900	(13,500)	0	5,400
<b>Total</b>	<b>0</b>	<b>18,900</b>	<b>(13,500)</b>	<b>0</b>	<b>5,400</b>





## Analysis of Net Assets Over Funds

Analysis of Net Assets Over Funds				
<b>Balance at 31 March 2017 Represented by:</b>				
	<b>129,999</b>	<b>0</b>	<b>0</b>	<b>129,999</b>
	11,547	0	0	11,547
	549,703	0	0	549,703
	2,530,761	5,400	0	2,536,161
	<b>3,092,011</b>	<b>5,400</b>	<b>0</b>	<b>3,097,411</b>
<b>Creditors</b>				
Amounts falling due within one year	(1,495,772)	0	0	(1,495,772)
<b>Net Current Assets</b>	<b>1,596,239</b>	<b>5,400</b>	<b>0</b>	<b>1,601,639</b>
<b>Total Assets less Current Liabilities</b>	<b>1,726,238</b>	<b>5,400</b>	<b>0</b>	<b>1,731,638</b>
Retirement benefit scheme deficit	0	0	(3,620,000)	(3,620,000)
	<b>1,726,238</b>	<b>5,400</b>	<b>(3,620,000)</b>	<b>(1,888,362)</b>

## 19. Notes to the Cash Flow Statement

Reconciliation of operating surplus to net cash inflow from operating activities	2017	2016
	£	£
Net incoming / (outgoing) resources	114,542	(51,059)
Investment income	(8,372)	(8,695)
Depreciation	72,618	72,658
Loss on disposal of fixed assets	16,098	0
Net Pension charge	91,000	319,000
(Increase) in stock	(818)	(669)
(Increase) / Decrease in debtors	(332,558)	22,016
Increase / (Decrease) in creditors	26,462	(41,004)
<b>Net cash (used in) / provided by operating activities</b>	<b>(21,028)</b>	<b>312,247</b>

## 20. Cash at bank and in hand

	31 March 2017	1 April 2016
	£	£
Cash at bank and in hand	2,536,161	2,572,250

## 21. Trustees interests and related party transactions

Due to the nature of the charity's operations and composition of its Board, being comprised of individual public sector and commercial organisations, it is inevitable that transactions will take place with companies and organisations in which a Board member of the Trust has an interest. The charity works in partnership with West Dunbartonshire Council with which transactions have been undertaken during the period. The following is a list of members of the Board (Committee of Management) who held potentially connected positions during the period.

Table showing potential for Trustee's connected interests:

Trustee	Company	Occupation	Joined	Resigned
David McBride	West Dunbartonshire Council	Councillor	11/01/12	N/A
Jim Finn	West Dunbartonshire Council	Councillor	09/12/14	N/A
Kathleen Ryall	West Dunbartonshire Council	Councillor	12/06/12	25/05/17
William Hendrie	West Dunbartonshire Council	Councillor	25/05/17	N/A

West Dunbartonshire Leisure Trust is a body incorporated under the Companies Act 2006.

All transactions involving organisations in which a member of the Board of Management may have a material interest are conducted at arm's length and in accordance with normal project and procurement procedures.

During the year the Trust entered into purchase transactions with Admin Design and Print Ltd, a related party, totalling £43,237. A brother of Kevin Murphy, Business Development Co-ordinator, is a Director of Admin Design & Print. The balance owed to Admin Design and Print at 31 March 2017 is £8,563.

West Dunbartonshire Leisure Trust had transactions during the year as follows:

	2016-2017	2015-2016
Income received from West Dunbartonshire Council	£5,331,190	£5,531,270
Expenditure paid to West Dunbartonshire Council	£654,504	£651,287





## 22. Post Balance Sheet Events

The Board of Directors approved the transfer of the Council's Outdoor Recreation at their Board Meeting on 9 March 2017 with the transfer scheduled to occur on 3 April 2017. Total of 10.4 FTE employees will transfer to the trust to manage twenty three (23) Grass Pitches; two (2) Synthetic Pitches; associated Changing Accommodation; and three (3) Outdoor Bowling Greens. WDLT would manage the bookings, collection and retention of all income and would be responsible for the operational elements of the service.



# Map



## Facilities managed by West Dunbartonshire Leisure Trust on behalf of West Dunbartonshire Council

### Alexandria Area

1. Vale of Leven Swimming Pool
14. Bonhill Community Centre
15. Alexandria Community Centre
16. Dalmonach Community Centre

### Dumbarton Area

2. Meadow Sports Centre
11. West Dunbartonshire Activity Centre
12. Denny Civic Theatre
13. Concord Community Centre

### Clydebank Area

3. Clydebank Leisure Centre
4. Skypoint
5. Hub Community Centre
6. Clydebank East
7. Glenhead
8. Dalmuir Centre
9. Napier Hall
10. Bowling Hall

sweat strength high energy challenge  
ivate cardio fitness calm control flexible  
ngth achieve goal fitter strong inspiration





## West Dunbartonshire Leisure Trust

(Company Limited by Guarantee)

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West Dunbartonshire Leisure Trust is a recognised Scottish Charity: SC 042999;  
VAT Registered: GB 129 7502 04; and Company Registered: SC413707  
Delivering services on behalf of West Dunbartonshire Council