



West Dunbartonshire Leisure Trust

Annual Report & Financial Accounts 2015/2016



Company Number: SC413707
Charity Number: SC042999



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Introduction from the Chair

On behalf of the Trustees of West Dunbartonshire Leisure Trust (WDLT) I am delighted to report on our fourth successful year of operation and present our Annual Report and Accounts for the year ended 31st March 2016.

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. Continued increases in attendances in conjunction with further investment, have maintained a positive contribution to the area and the continuous improvement of WDLT.

The year saw the Trust not only operate within budget but also achieve an operating surplus of £267,941. In addition there is also a surplus in our Retirement Benefit Scheme of £2,035,000 which must also be taken into account, which has turned the operating profit into an overall net surplus of £2,302,941. The net surplus, excluding the pension provision of the Company, stood at £267,941 at 31 March 2016 compared to £400,881 (As restated) 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.

WDLT now generates an increased income of £359,339 (15%) in comparison to WDLT's first year of operation back in 2012 and has provided real term savings of £2.459 million to West Dunbartonshire Council since its inception. WDLT has also made on-going efficiencies of £200,000 during 2015/16 in addition to the £180,000 already made in 2014/15, this has been achieved by continuing to critically review its systems and processes.

Our achievements to date are helping to meet the challenges ahead and the continued delivery and achievement of Key Performance Indicators also provides the measurement of our ongoing success and commitment to deliver and contribute towards Council priorities.

These achievements and performance are not possible without the ongoing commitment and hard work of our employees, the effective leadership, expertise and innovation of our managers and Board members and the support of West Dunbartonshire Council and all our partners. We sincerely thank them all for their contribution and support.

My final thanks must go to our valued customers who continue to use the facilities in increasing numbers. Over 1.23 million visits to WDLT facilities and programmes was achieved in 2015/16 and focusing on continuing to meet and exceed our customers' needs will again remain our key priority over the coming year.



Tony Waclawski
Chair of West Dunbartonshire Leisure Trust



Reference and Administrative Details

Trustees (Directors):

Anthony Waclawski (Chair)
David McBride (Vice Chair)
Kath Ryall
James Finn
David Smith
Charles Gibson

General Manager:

John Anderson

Company Secretary:

Fiona McGuigan

Registered Office:

Alexandria Community Centre
Main Street
Alexandria
G83 0NU

Charity Number: SC042999

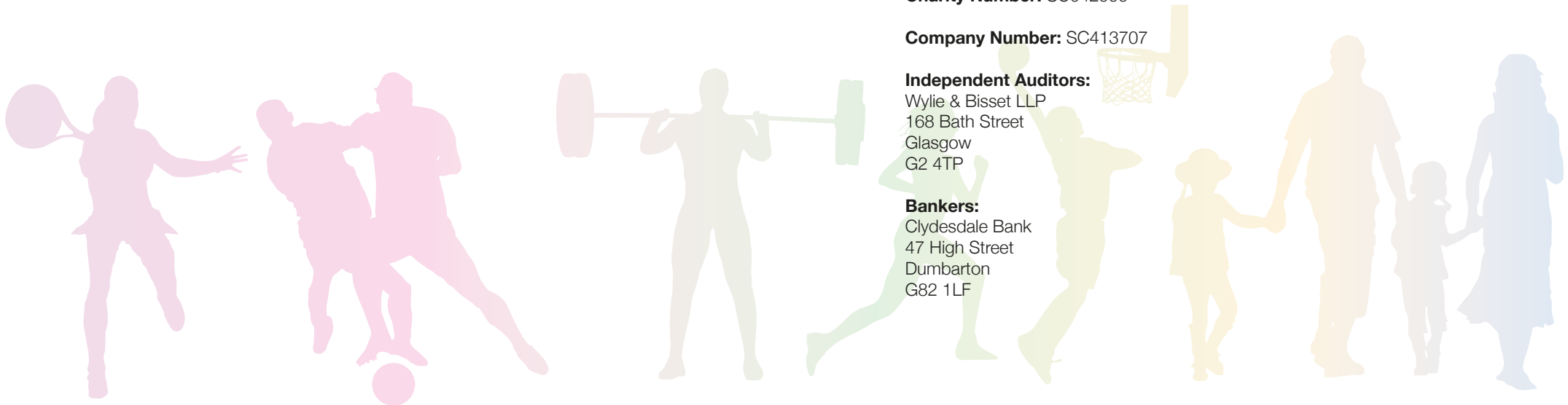
Company Number: SC413707

Independent Auditors:

Wylie & Bisset LLP
168 Bath Street
Glasgow
G2 4TP

Bankers:

Clydesdale Bank
47 High Street
Dumbarton
G82 1LF



Trustees Report

The Trustees present their annual report and financial statements of the charity for the year ended 31 March 2016.

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 Memorandum and Articles of Association, 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 from page four (4) forms part of this report.

Objects, Mission, Values, Strategic Outcomes & Priorities

Our Charity Objects

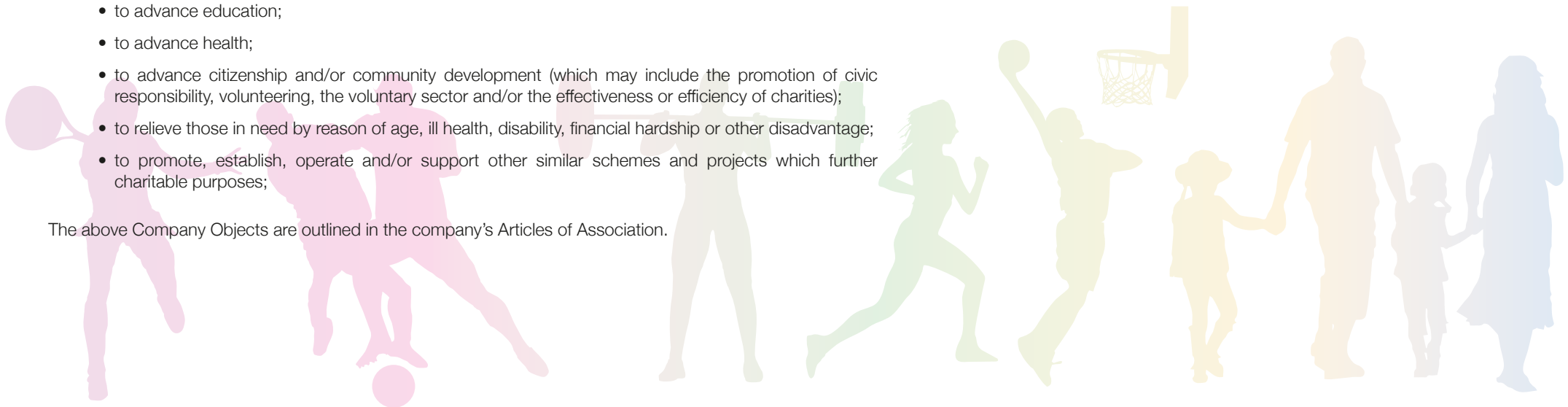
The purposes (Charity Objects) of the Trust are as follows:

- 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.

“Inspiring Active
&
Healthier
Communities”

WDLT Mission Statement



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:

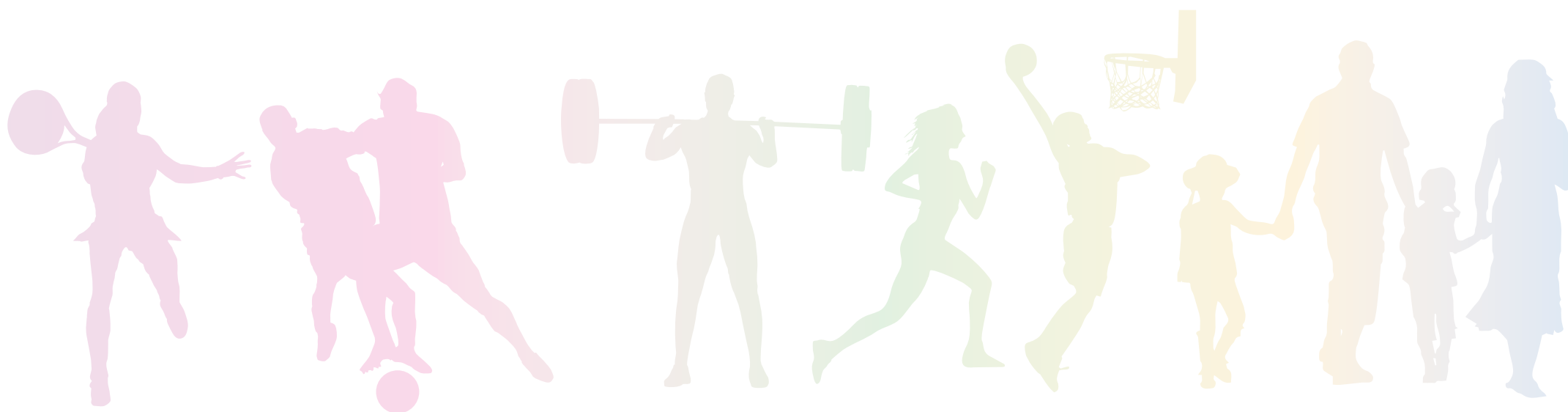
- Empowerment** ...by encouraging and helping you achieve your potential;
- Excellence** ...by striving to be better at everything we do;
- Inclusiveness** ...by removing barriers to participation;
- Innovation** ...by developing new ways to offer a fun and inspirational customer experience;
- Partnerships** ...by working with others towards shared goals and objectives; and
- Reliability** ...by ensuring we deliver on, and exceed our promises to our customers, staff and partners.

Key Strategic Outcomes & Priorities

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

Strategic Outcomes	Key Priorities
<p>Increasing Participation: More people taking part in leisure, sport and physical activities in WDLT facilities and programmes</p>	<p>Targeted Groups: Improve opportunities for children, older people and people with disabilities to participate in leisure, sport and physical activity;</p> <p>2014 Legacy: Increase local participation in leisure and sport through programmes/activities linked to the Commonwealth Games and the Ryder Cup;</p> <p>Wetside Activities: Increase usage of casual swimming, health suite and swimming programmes/activities; and</p> <p>Community Facilities: Increase usage of Community Facilities by local groups/clubs and structured programmes of activities.</p>
<p>Customer Satisfaction: Meeting the needs and expectations of service users (residents of West Dunbartonshire)</p>	<p>Research / Feedback: Identifying the needs and expectations of the service users and informing them of our proposed actions; and</p> <p>Enhance Customer Service: Striving to continually provide the best customer experience available.</p>
<p>Quality Staff / Facilities: 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>Workforce Development: Continue to develop our employees to ensure they deliver all services effectively and efficiently;</p> <p>Facility Development/Maintenance: Invest and support improvements in all leisure / community facilities; and</p> <p>Health & Safety: Continue to ensure all our operations meet health & safety legislation.</p>

Strategic Outcomes	Key Priorities
<p>Developing Partnerships: To maximise resources in the delivery of our services</p>	<p>Coaching / Volunteering: Recognising the contribution of coaches and volunteers and develop a sustainable volunteer infrastructure;</p> <p>Club Development: Supporting local clubs to deliver sporting opportunities and pathways from participation to performance; and</p> <p>Business Partners: Identifying and engaging with business partners to achieve our strategic outcomes.</p>
<p>Increasing Our Profile: Residents of West Dunbartonshire are aware of the full range of services and facilities that WDLT operate</p>	<p>Branding / Marketing: Continue to develop and incorporate the WDLT logo and brand in all areas of marketing and promotional work; and</p> <p>Events & Festivals: 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>Financial Sustainability: 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>Business/Service Development: Continue to identify and implement new business opportunities;</p> <p>Sound Governance: Continue to develop strong organisational processes to meet our legal obligations; and</p> <p>Management of Financial Resources: Review and develop all financial processes to improve efficiency and ensure value for money.</p>



Our Services, Achievements and Performance

WD Leisure Centres

Over **629,000 Attendances** at Leisure Centres which is a **2.1% decrease** from 2014/15.

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

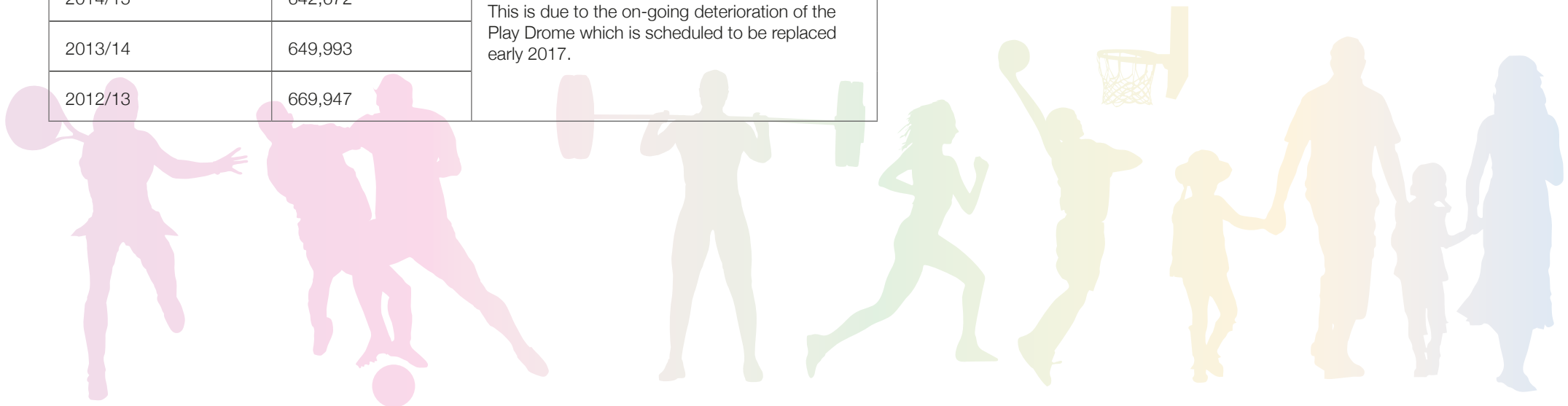
Leisure pool with wave machine and water slide; 8 badminton court sized sports hall; dance studio; health suite, spin studio, training/meeting room and gym.

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.



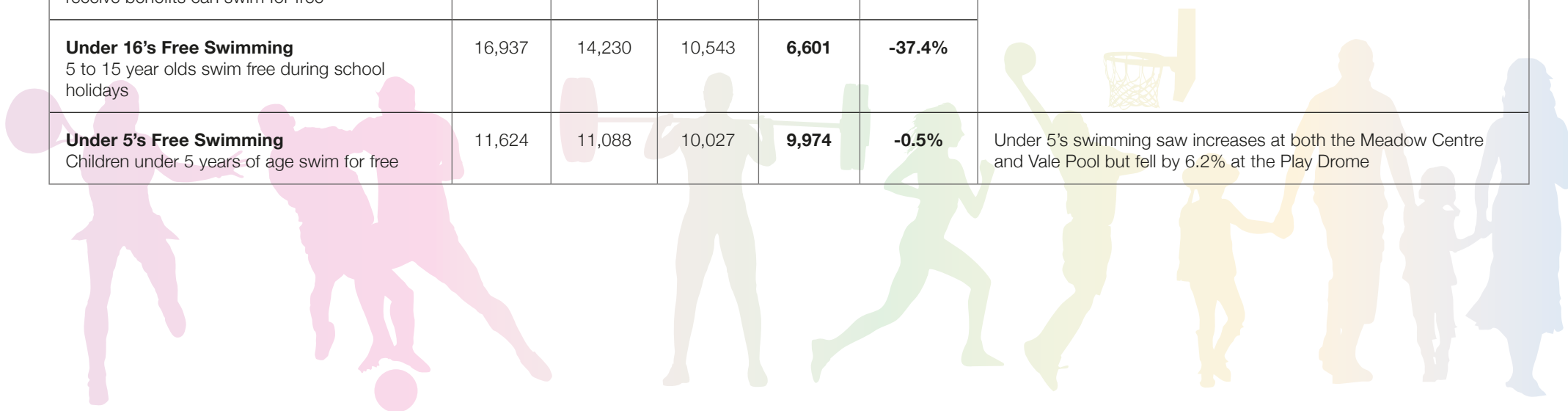
Attendances at Leisure Centres for the last four years		Comments
2015/16	629,049	Leisure centre attendances have continued to fall, despite increased attendances at the Vale of Leven Swimming Pool and the Meadow Centre. This is due to the on-going deterioration of the Play Drome which is scheduled to be replaced early 2017.
2014/15	642,672	
2013/14	649,993	
2012/13	669,947	



Specific Programmes	2012/13	2013/14	2014/15	2015/16	Variation from 14/15	Comments
Swimming The number of visits to swimming pools	370,796	373,051	371,128	380,644	2.6%	General swims at all 3 leisure centres have seen an increase along with an upturn in swimming lessons
Fitness Suite The number of visits to the Fitness Suite (Gym)	122,810	135,058	127,977	118,041	-7.8%	The bulk of the shortfall was at the Play Drome which saw a 34% decrease in fitness attendances
Fitness Classes The number of visits to group fitness classes	60,702	90,196	95,649	90,838	-5%	As with visits to the fitness suite, the Play Drome saw a decrease at group fitness classes of 19.5%
Vitality Classes 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	3.0%	The Vitality classes continue to grow in popularity and are a key tool utilised by the Health Advisors to improve the health and well-being of referred clients.
Passport to Leisure (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	-19.6%	Many customers that previously used the concessionary scheme now utilise the discounted memberships that were introduced in 2015-16.
Over 50's Access The number of visits by over 50's to all activities	117,551	128,700	129,234	124,007	-4.0%	There has been a slight fall in the number of users within this age category; some of this can be attributed to the overall fall in use at the Play Drome.
Under 16's Access The number of visits by under 16's to all activities	108,116	101,158	140,773	91,820	-34.8%	Although there has been a fall in usage for this age group, the figure reported in 2014/15 incorrectly included some Active Schools usage.
Live Active Access The number of visits of Live Active users	14,318	10,436	13,696	11,988	-12.5%	The referral and consultation process has been modified which has resulted in a reduction of clients.
Direct Debit Members Those paying monthly by direct debit for our membership packages	740	1,219	1,118	1,120	0.2%	Although the Meadow Centre and Vale Pool have both increased memberships the Play Drome has continued to decrease.

Specific Programmes	2012/13	2013/14	2014/15	2015/16	Variation from 14/15	Comments
Passport to Leisure Card Holders The number of Passport to Leisure Cards issued	12,015	16,569	16,364	13,070	-20.1%	A data cleanse exercise carried out in 2015/16 has smartened the data on active P to L card holders.
Live Active Number of people referred to WDLT for an exercise referral programme	1,073	1,620	1,768	1,384	-21.7%	The referral process has been modified which has resulted in a reduction of clients.
Free Fitness Assessments The number of Free Fitness Assessments carried out	742	982	844	366	-56%	As of 1st April 2015, Free Assessments were removed and a £20 charge was introduced. The figures shown for 2015/16 reflect the usage on the new charge.

Specific Programmes (Swimming)	2012/13	2013/14	2014/15	2015/16	Variation from 14/15	Comments
60+ Free Swimming West Dunbartonshire residents who are 60 years old or over can swim for free	19,638	20,216	20,489	17,253	-15.8%	As of 1st April 2015, Free Swimming was removed and a discounted charge of £1 was introduced. The figures shown for 2015/16 reflect the usage on the new discounted rate
Concessionary Free Swimming West Dunbartonshire adult residents who receive benefits can swim for free	5,368	6,205	7,795	4,300	-44.8%	
Under 16's Free Swimming 5 to 15 year olds swim free during school holidays	16,937	14,230	10,543	6,601	-37.4%	
Under 5's Free Swimming Children under 5 years of age swim for free	11,624	11,088	10,027	9,974	-0.5%	Under 5's swimming saw increases at both the Meadow Centre and Vale Pool but fell by 6.2% at the Play Drome



The Vale of Leven Swimming Pool

The Vale of Leven Swimming Pool saw a 2.6% increase in usage and a 9% increase in income generated from 2014/15.

The refurbishment of the entrance to the Health Suite Area was completed in April 2015. Four fire doors were replaced, a new lowered ceiling with new energy efficient lighting was installed and signage was upgraded. Total cost for this final part of the project was approx. £5,000. This completed the upgrading of the Health Suite area at a total cost of £45,000 which has resulted in significant increased usage and income since reopening in January 2015. Customers have been delighted with the new facility and many new customers have visited the centre as a direct result.

Following a number of years of piloting various months and combination of services the Vale of Leven Pool has now incorporated summer early morning opening into its standard yearly programming. These early morning sessions run through the three summer months from June to the end of August. The centre operates the swimming pool for early morning swimmers at 7.00am and an express fitness class runs from 7.00am for the early morning workout enthusiasts. These sessions continue to grow in popularity.

Signage outside the Vale Pool and directional signage to the centre has been upgraded to new modern signage which includes the Leisure Trust logo and information on the new upgraded facilities available within the centre. This completes the centres planned internal and external signage renewal programme.

The Meadow Centre

The Meadow Centre saw a 0.2% increase in usage and a 9.5% increase in income generated from 2014/15.

During 2015-16 the Meadow Centre has hosted a number of successful large events. One of these events was a display wrestling event that had previously been held at the Dumbarton Burgh Hall for a number of years before its closure. This bi-annual event was successfully transferred to the Meadow Centre and due to this successful transfer has hopefully been secured for future years. Other events that were hosted at the centre included the Athletics and Rugby annual festivals.

It also hosted WD Leisure's health; sport and fitness show where the leisure trust showcased a range of activities and initiatives from across the whole organisation. Free swimming for all customers was provided on the day. Finally Active Schools netball championships were also held at the Meadow Centre.

The Meadow Centre has benefitted from some redecoration work in the Gym, main stairway, Dance Studio and some office areas during the month of March. The Meadow staff room also got a much needed refurbishment.

Some new additional equipment has been purchased for the gym and for group fitness classes following a number of requests from customers. The new equipment has been very well received by Meadow gym customers; we look to continually improve our service by listening and responding to customer feedback.





The Play Drome

The Play Drome saw a 7.5% decrease in usage and a 4% decrease in income generated from 2014/15.

During 2015-16 the Play Drome hosted a number of successful large events and had a number of unique bookings during the year. In April, the centre hosted the Kiltwalk, being both a midway rest/food stop and the starting point for the smaller walk. Approximately 11,500 people took part in this increasingly iconic and well supported annual charitable event.

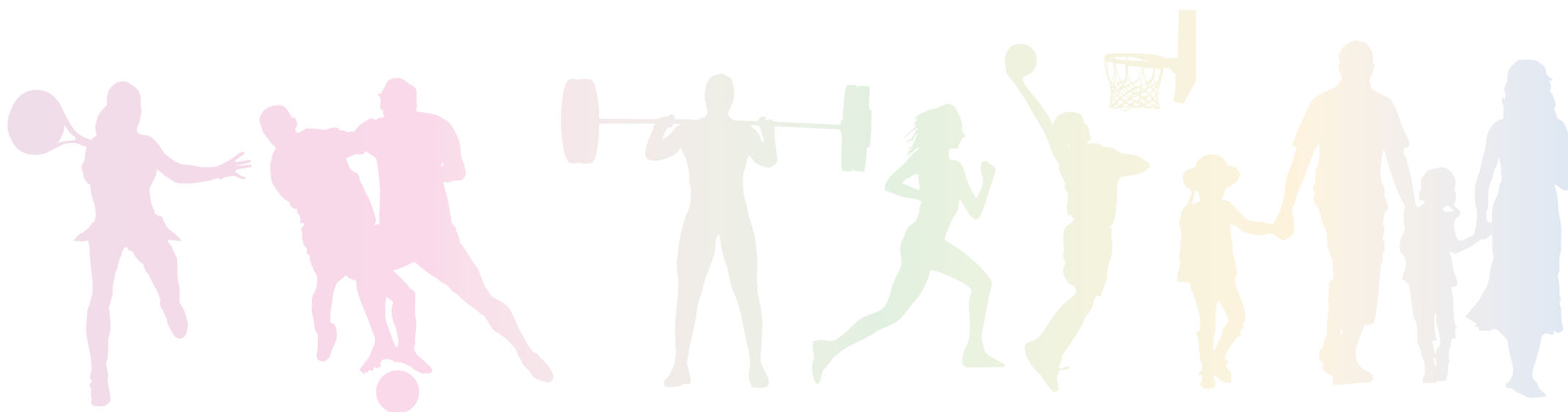
The Big Kid Circus booked the side car park for a week of performances in May 2015. This popular attraction does not involve any performing animals. Taylor's funfair also booked the side car park for two weeks of fair rides and attractions in July 2015.

A very successful Muay Thai event was held in June which attracted over 400 spectators and the ever popular WDL Active Schools dance festival was also hosted in June.

A large Kokusai karate event was held in October and a series of 'Jack and Jill' market events were also held throughout the year. These bring in around 500 people on each occasion.

The centre also hosted a large Sports Development event for Kilpatrick School in February 2016 and the blood transfusion service booked the sports hall for dates in September and January.

A large Scottish Gymnastics event took place in March 2016 with approximately 300 attending. Taylor's funfair returned to the Play Drome in March 2016. The Play Drome was also the count venue for the UK parliamentary election in May 2015.



WD Communities

Over **279,000 Attendances** at Community Facilities which is a **0.6% decrease** from 2014/2015. 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

Dumbarton Cluster

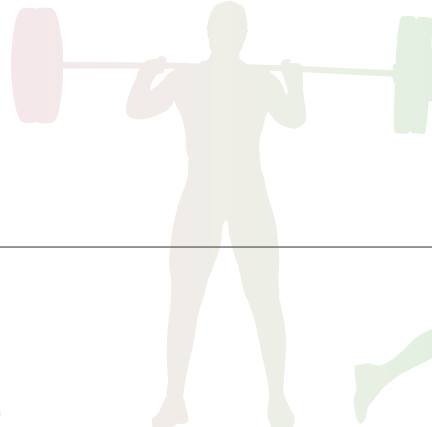
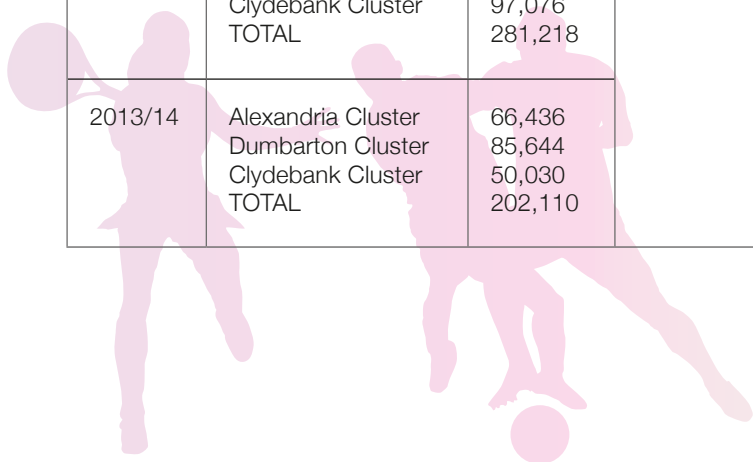
Concord Community Centre
The West Dumbarton Activity Centre
Bowling Hall
West Bridgend Hall
Denny Civic Theatre

Clydebank Cluster

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



Attendances at Community Facilities for the last three years			Comments
2015/16	Alexandria Cluster Dumbarton Cluster Clydebank Cluster TOTAL	79,892 80,737 98,603 259,232	Although there were increases in attendances in both the Alexandria and Clydebank Clusters, the Dumbarton Cluster saw a large reduction based on the closure of Dumbarton Burgh Hall at the end of 2014/15, for the development of the Council's new Administration Centre and the closures of Westbridgend Hall & Dalmonach Hall due to health and safety reasons.
2014/15	Alexandria Cluster Dumbarton Cluster Clydebank Cluster TOTAL	67,792 116,350 97,076 281,218	
2013/14	Alexandria Cluster Dumbarton Cluster Clydebank Cluster TOTAL	66,436 85,644 50,030 202,110	



Attendances	2013/14	2014/15	2015/16	Variation from 14/15	Comments
Sporting Activities Bookings of a sporting nature	56,778	74,200	77,686	4.7%	The area which saw the biggest increase in usage was the Alexandria cluster
Non Sporting Activities Bookings of a non-sporting nature i.e. Meetings and social activities	145,332	207,018	201,735	-2.5%	Closures in three facilities throughout 2015/16 has resulted in the decrease in non-sporting usage

Highlights and Achievements in 2015/16

Alexandria Cluster

The Dalmonach Centre in Bonhill closed due to structural problems with the roof in January 2015. This was a busy well used centre, however 77% of the bookings from the hall were successfully relocated into facilities managed by WDLT therefore satisfying customers and protecting the income for the leisure trust.

Dumbarton Cluster

The Westbridgend hall was closed in November 2015 due to structural problems. This centre was a 40+ years old temporary porta cabin and had already been utilised for many years over its intended lifespan. The three groups that used this unmanned hall for their weekly activities were successfully relocated to other facilities.

Clydebank Cluster

Skypoint - October 2015 saw the arrival of a new tenant within the Skypoint Centre. 'Spark of Genius' has recently signed a long term lease with WDLT which will secure an annual income to the Trust for years to come. Spark of Genius offer education placements for children and young people in well equipped, spacious, welcoming learning environments. Refurbishment works were carried out in a formally underused area of the centre to accommodate this new tenant. The works included new toilet facilities, office space, classrooms, lighting etc. and cost in excess of £100k. This was all paid directly by the new tenant as part of the new lease agreement and has added additional value to the centre and its surroundings.

Dalmuir CE Centre - West Dunbartonshire Leisure's Active Schools have relocated from Dalmuir Community Centre to vacant office space within the Skypoint Centre. This in turn has created an opportunity for the 'Dalmuir out of School Care' group to review their long term lease within the Dalmuir Community Centre. The Club have agreed to take on additional space and can now accommodate up to 75 children bringing in additional services and income to WDLT.

West Dunbartonshire Leisure in conjunction with Unity Enterprise secured funding to enhance Dalmuir Community Centre's Social Hall area. The funding provided equipment for groups such as the Unity Enterprise to rehearse and carry out their performances to a larger audience. It is hoped that going forward many more groups can now make use of this new feature within the Centre.



WD Sports Development

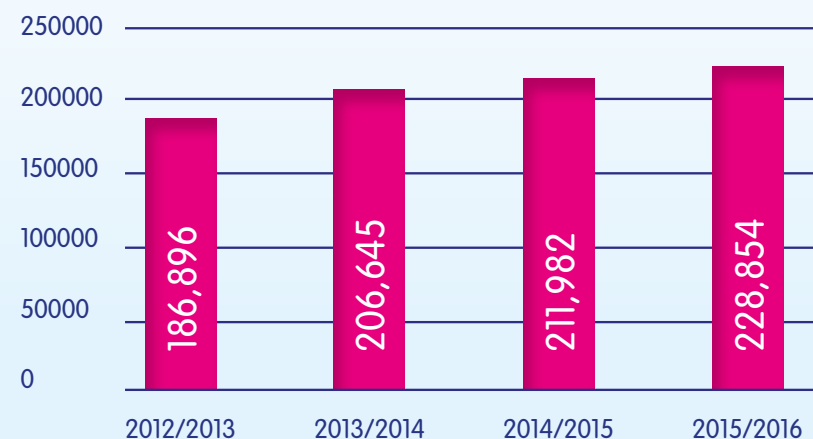
Over **228,000 Attendances** at Sports Development Programmes which is a **7.9% increase** from 2014/15

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.

Attendances at Sports Development Programmes



Attendances at Sports Development Programmes for the last four years

2015/16	228,854
2014/15	211,982
2013/14	206,645
2012/13	186,896



Specific Programmes	2012/13	2013/14	2014/15	2015/16	Variation from 14/15	Comments
School & Nursery Coaching 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	7.9%	These programmes have performed well this year, however statistical analysis of school based programmes ebb and flow alongside the school roll. The main statistic to note is that 100% of schools engage in WDLT programmes
Community Coached Programmes Number of young people participating in the various community based sports coaching programmes.	78,027	99,822	101,474	114,535	12.9%	This figure includes all sessions in the community setting, including swimming lessons. Swimming has increased by 9.5% while the other programmes have increased by 3.4%.
Learn to Swim The number of attendances on our learn to swim programmes	77,688	83,981	82,467	91,152	10.5%	The Swimming Development Officer has substantially increased participation in the Learn to Swim Scheme by expanding existing programme. This demonstrates the demand for swimming lessons in WD.
Disability Sport Number of participants taking part in Sports Development led projects that target disabled people.	1,954	3,422	3,398	3,671	8%	The disability sports programmes have been consistent over the last three years, however reduced funding from Social Work may have an impact in 2016/17.
Gymnastics Number of participants taking part in community gymnastics and ready steady roll programmes.	6,044	8,627	9,446	11,541	22.2%	The Community Sports Development Officer has consistently increased gymnastics participation over the last three years and demand remains high for this sport. The potential of a gymnastics specific facility in Dumbarton would assist in developing participation further in years to come.
Football Number of participants taking part in football programmes.	33,981	31,870	33,382	37,896	11.9%	There has been a strong increase in football participation in 2015/16 as a result of the community classes, midnight league, walking football, school delivery and coach education being further developed. Football continues to be a very popular sport.



Community Festival on Saturday 19th March 2016. The event took place in Christie Park, Vale of Leven where over one hundred children and their families participated in cycling. Balance Bikes and Helmets were provided for children that didn't have their own. The below quote provides an example of the fantastic feedback that was received on the day:

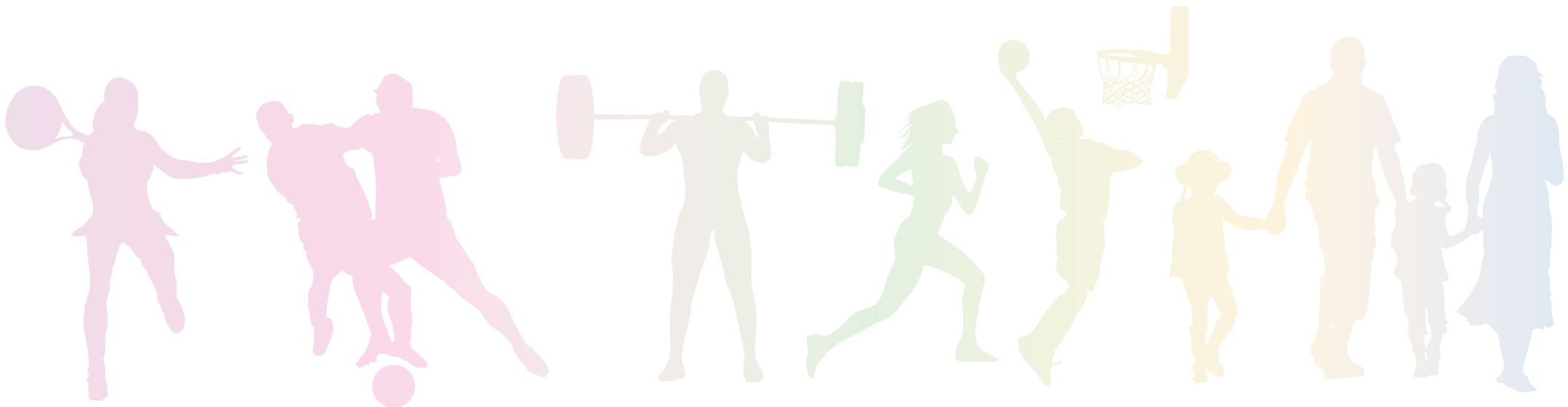
"This is exactly the type of events we need to encourage children and families to be physically active. Keep up the good work".

Sports Events and Festivals

Sports Development delivered 26 sports festivals and events in 2015/16, demonstrating the fantastic amount of activity that is being offered to young people in West Dunbartonshire. Cross Country Races, Sportshall Athletics Festivals, Football Festivals, Swimming Galas, Hockey festivals, Fun Runs and disability sports festivals are some examples of the events that were delivered last year. These events catered for over 5,670 participants. This equates to an average participate rate of 218 local young people at each event.

Community Programme & Holiday Camps

New sports and activities were introduced into the Community Sports Programme in 2015/16 resulting in a participation increase of 1.9%, which equates to 37,641 participants. Several of the new programmes were for very young children (18months >) and were introduced as a result of demand from the local community. Some new activities are Ready Steady Kick (football), Ready Steady Roll (Gymnastics), Ready Steady Swim and Ready Steady Go. The Community programme offers a variety of opportunities for local people and the key sports provided are football, athletics, gymnastics, badminton, basketball and jogscotland. Holiday camps also continue to be well received by parents during the school holiday periods, which is demonstrated by the fact that some camps have over 80 participants. Sports Development holiday camps are delivered Monday to Friday from 9am to 3pm and cost only £49.50. This equates to only £1.65 per hour. The main camps delivered are multi sports camps, football camps and Gymnastics and Dance Camps.



WD Active Schools

Over **93,000 Attendances** at Active School Programmes which is a **2.5% increase** from 2014/15

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:

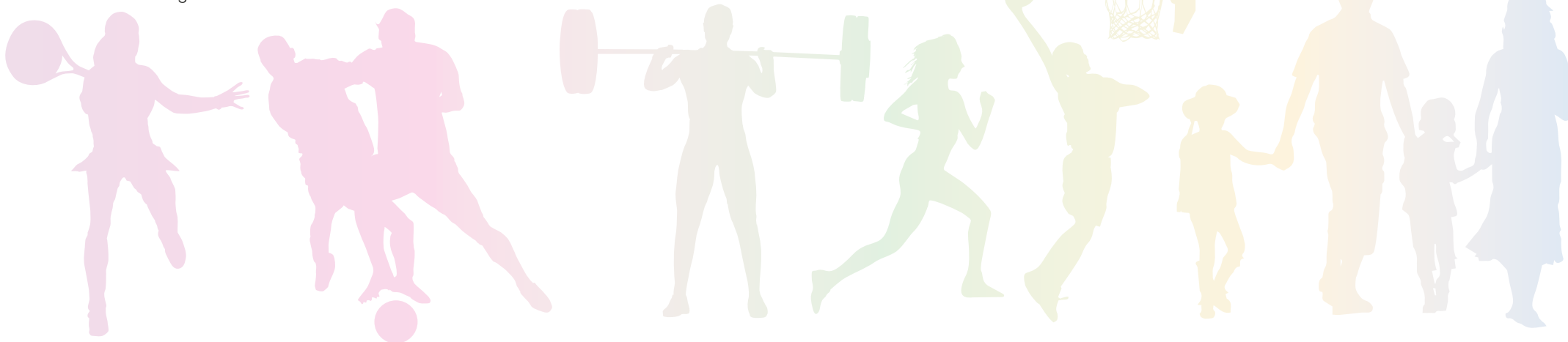
- Volunteer recruitment, development and retention (including young sports leaders).
- Provision of sport sessions before school, at lunchtimes and after school in all primary and secondary schools.
- Sports festivals.
- Programmes aimed at particular target groups e.g. girls & young women, young people with a disability.
- School to sports club/community sports 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 420 individuals giving of their time in 2015-16 to support our school sport, community sport and health & fitness programmes.

The vast majority of our volunteers (408) worked within the school sector in the provision of extra-curricular sports activities for school children. These volunteers are supported by our Active Schools Team - 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 (417) had the role of sports coach and delivered/ supported sport sessions for our Active Schools or Sports Development services but we also have a small number (3) who volunteer as Live Active Motivators within the Leisure Services Live Active scheme.

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 netball club. 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 Active School Programmes for the last four years

2015/16	93,144	2015-16 saw a 2.5% increase in Active Schools usage (participation) - via extra-curricular clubs in schools, community programmes and sports festivals.
2014/15	90,860	
2013/14	92,254	
2012/13	77,745	

Specific Programmes	2012/13	2013/14	2014/15	2015/16	Variation from 14/15	Comments
No. of Sessions Extra-Curricular sport & physical activity sessions co-ordinated/ directly supported by Active Schools.	4,397	5,176	4,980	5,436	9%	A good increase after a 4% drop last year. Filling vacancies has had a positive impact.
Participant Sessions Visits children & young people have made to Active Schools extra-curricular sport & physical activity sessions.	77,745	92,254	83,135	91,412	10%	Attendances have gone up in line with sessions.
Primary Schools Delivering ClubGolf ClubGolf is the national junior golf development scheme.	31	32	31	31	0%	91% of primary schools give pupils opportunities to experience golf. There are 36 Primary Schools within West Dunbartonshire.
9 Year-Olds Introduced to Golf Primary 5 pupils are the target age group for the ClubGolf scheme.	877	896	852	827	-3%	Drop in P5 school roll.
Attendances at training courses Volunteer and paid coaches attending coach education courses.	199	193	306	151	-51%	A huge 59% increase in 2014-15 saw many volunteers / coaches trained therefore not required as much this year.
No. Sports Clubs with links to schools Local sports clubs who are promoted in schools to establish a pathway for participation from school to club.	28	24	26	28	8%	Strong links continue with our local sports clubs and a few new links have been established.

Highlights and Achievements in 2015/16

West Dunbartonshire School Games 'inspiring school sport'

This year has seen a lot of work focussed on this new flagship legacy programme for school sport, in partnership with Sports Development. This pulled together 72 events/tournaments in 11 different sports under one banner of West Dunbartonshire School Games with the moto: 'inspiring school sport'. The 3 aims were to (i) increase the profile of school sport (ii) encourage, enable & inspire more young people to participate in school sport (iii) to leave a lasting legacy of school sport competition and we are confident we have met these 3 aims. A calendar of events for academic year 2015-16 was produced for both primary and secondary schools, alongside school handbooks and the exciting new website www.activeschools.wix.com/wdschoolgames – all of which were very well received by schools. A scoring system was devised and implemented, giving primary schools the opportunity to compete on an equal footing with those of a similar school roll. Unfortunately a large proportion of the planned secondary school tournaments had to be cancelled due to the EIS dispute and strikes and so there will be no winning secondary schools this year. West Dunbartonshire wide primary school finals have been held for Golf, Rugby, Sports hall Athletics and Tennis, with Netball and Swimming finals taking place in June. It has been great to see such a great turnout of parents, Head Teachers etc. at the finals to cheer on their children and school. The climax of this project will be the West Dunbartonshire School Games awards evening on 15th June in Clydebank Town Hall.

Active Schools Sports Leadership

Our Active Schools Sports Leadership training programme was updated for 2015-16 and was very successful, with 68 senior secondary school pupils attending a variety of sports coaching training courses and achieving entry-level qualifications in Badminton, Basketball, Football and Netball. In a change to the format of previous years and with the support of Head Teachers, we ran the training during curriculum time

in late October/early November rather than during the October school holidays. This, we hoped, would enable us to have more young people trained as sports leaders in each high school (a small group for each sport). This proved to be the case as the number of secondary school pupils trained in 2014-15 was just 16. The Sports Leaders have been supported by their Active Schools Coordinator into voluntary coaching roles in schools to either enhance existing provision or lead new opportunities. The success of this project is of interest to our colleagues in WDC Education Department who are looking to incorporate this into the choices for senior phase for academic year 2016-17.

Active Schools Volunteer of the Month

Since its launch in March 2015, our Active Schools Volunteer of the Month scheme has been a great success and very well received by volunteers and the general public alike. Celebrating and recognising the effort and commitment of our volunteers is a priority for the Active Schools service. Each month an individual (or small group of individuals) within our extensive volunteer delivery network is awarded the title of Volunteer of the Month and is given a formal letter of thanks from the Active Schools Manager and a free 1 month all-inclusive WDLT membership as a small token of our thanks for their hard work in getting more young people, more active, more often. Celebrated by posts on our facebook pages, it continues to be very well received with several thousand people being reached by the posts and many friends and family adding positive comments of support.

Mountain Biking Competition

November saw the inaugural West Dunbartonshire Primary Schools Mountain Bike Competition, held at Auchnacraig Woods near Faifley, Clydebank. The development of a schools mountain biking competition is a key action of the West Dunbartonshire Legacy Plan that Active Schools have taken on now that there is no longer an Outdoor Education Service within West Dunbartonshire Council. With social media promotion and all P5-7 pupils within the authority being given an entry form, we had 60 entries which was a very positive response to this new programme.





However the weather on the day was torrential rain and this affected the number of entrants who participated, but despite this 30 children took part and had great fun on the 3km route around the woodland. The competition was greatly received by both parents and pupils alike despite the weather. A number of parents came forward on the day and since to volunteer and help us develop more mountain biking opportunities and events, which is fantastic. The next schools mountain biking competition will be in June or early July at Balloch Country Park.

Community Programmes

Our Active Schools community programmes which provide opportunities beyond the before school, lunchtime and after-school arenas, have been developed further in 2015-16 with opportunities in Basketball, Dodgeball, General Games, Netball and Mini-Tennis all proving popular in the early evenings/weekends. Our links with Glasgow Fever Basketball Club and Kirktonhill Tennis Club have been strengthened and the community programmes in these sports feed directly into the clubs, strengthening the school to club pathway for children and young people.

Dodgeball continues to prove very popular in Clydebank and a partnership with UK Dodgeball Association [the first area in Scotland to have this] has been very positive and due to the demand for this sport, Active Schools arranged for the 8 volunteers who assist with the Clydebank dodgeball community programme to gain a UKCC Level 2 Award in Dodgeball. We now have 9 fully qualified Level 2 dodgeball coaches in the local authority, which is unique for Scotland. These coaches are now being challenged to go on and develop the community programme into a formal sports club.

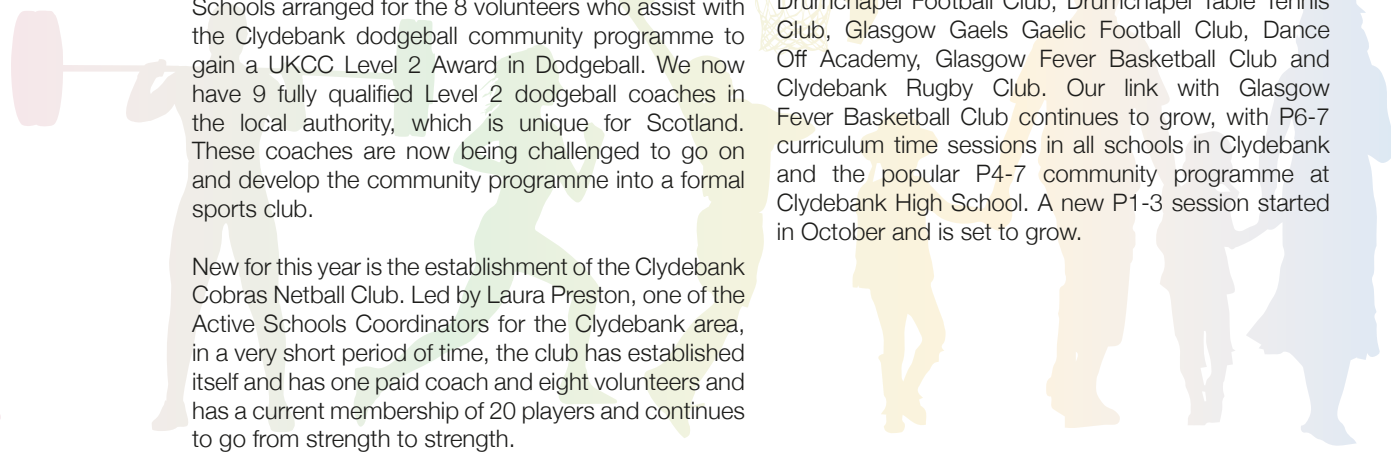
New for this year is the establishment of the Clydebank Cobras Netball Club. Led by Laura Preston, one of the Active Schools Coordinators for the Clydebank area, in a very short period of time, the club has established itself and has one paid coach and eight volunteers and has a current membership of 20 players and continues to go from strength to strength.

School to Club Links

We continue to have very strong links with local sports clubs, creating partnerships between them and schools to enable and encourage children and young people to move along the school to sports club pathway. 28 local sports clubs had strong links with schools.

In the Vale of Leven area Loch Lomond Rugby Club continue to be very proactive with sessions in schools and providing their coaches for our P4 Rugby festival at the Meadow Centre. They also support our new S1-S6 rugby club at the Vale Academy. We re-established a link with Vale of Leven Cricket Club, who delivered a block of curriculum time sessions in schools and will host an Active Schools Cricket festival in May. A new addition this year is Renton Bowling Club who will also deliver sessions in schools. A partnership has also been created with Clydeside Orienteers who are working with Active Schools to map Balloch Park and plan a schools Orienteering festival or competition later in 2016. In Dumbarton, school pupils received input from a range of clubs including Dumbarton Football Club, Funk Forever Street Dance and Kirktonhill Tennis Club, allowing pupils to experience new sports that they can continue to participate in at local sports clubs in their community.

Within the Clydebank area we continued to have strong links with local sports clubs including Drumchapel Football Club, Drumchapel Table Tennis Club, Glasgow Gaels Gaelic Football Club, Dance Off Academy, Glasgow Fever Basketball Club and Clydebank Rugby Club. Our link with Glasgow Fever Basketball Club continues to grow, with P6-7 curriculum time sessions in all schools in Clydebank and the popular P4-7 community programme at Clydebank High School. A new P1-3 session started in October and is set to grow.



WD Events

There were almost **50,000** attendances at the range of Outdoor Events managed by WDLT on behalf of WDC.

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

Pro-Am Golf – 23 May 2015

WDLT events team organised another successful Pro-Am golf tournament this year on 23 May. This event is a key date on the golfing professional calendar and is one of only a few such events to be hosted on a municipal golf course. The event includes an informal reception organised by WDLT on the evening prior to the event. This year the evening reception was attended by around thirty of the event participants and was hosted by West Dunbartonshire Council's Provost Douglas McAlister. In total thirty-six teams took part and the event was lucky yet again this year (five years in a row) in enjoying good weather. This year a new Dalmuir Golf Course record was also set by Professional golfer Graham Fox, his score of 8-under-par (60) won the 2015 West Dunbartonshire Council Pro Am tournament.

Loch Lomond Highland Games – 18 July 2015

The Loch Lomond Highland Games (LLHG) annual event was held on 18 July at the Moss 'O' Balloch Park. There was extreme weather in the days leading up to the event which resulted in some adjustments being made to the event set-up and activities to ensure the event could go ahead.

The drainage work that WDC have carried out on this event field in the past few years certainly made a huge difference and even though there was heavy rainfall prior to the date the event still went ahead. There was however good weather throughout the day of the actual event which attracted a high turnout of approximately 9,000 local people and visitors to the area. The event involved a Highland Dancing

competition, Pipe Band and Solo Piping competitions, trader stalls and a variety of catering outlets as well as most of the usual highland games activities you would expect within the arena. Overall the event was a huge success with much credit going to the WDC Greenspace staff as well as the WDLT events team in ensuring this popular and important local event went ahead despite the previous week's weather.

WDLT organise the infrastructure of the event on behalf of WDC with assistance from the WDC Greenspace team and the LLHG Committee organise the Highland Games competitions within the games arena.

Scottish Pipe Band Championships – 25 July 2015

The Scottish Pipe Band Championships were held in Levensgrove Park on 25 July this year with good weather for most of the day which added to the enjoyment of all who attended and worked at the event. There were record attendances at the event estimated at 27,000 people including spectators and participants.

This year the event attracted over 100 pipe bands for the pipe band competition, the event also hosts a Highland Dancing competition in which there were well over 100 individual dancers this year. For the spectators as well as the spectacle of the pipers there are funfair rides, a variety of trade stalls, a beer tent and a choice of food outlets as well as a hospitality tent for WDC invited guests. For the first time we also had a mobile banking service available within the event grounds.

Again this year WDLT ran the popular free 'Sports Zone' with activities including inflatables, Beat the Goalie and fun races, this proved popular with visiting families and around 120 kids took part in the activities on offer. WDLT also had a manned interactive stall at the event which promoted the service and memberships we have to offer.

The income raised from car/bus parking, programme





and advertising sales, general traders and food and drink traders totalled approximately £28k. WDLT collects this income for WDC who are the main funding agent of the event. The event has been secured for West Dunbartonshire for the next three years following a bidding process with the Royal Scottish Pipe Band Association (RSPBA) which WDLT assisted with.

WDLT organise the infrastructure of the event on behalf of WDC with assistance from the WDC Greenspace team and the Pipe Band Association organise the Pipe Band arena competitions.

Firework Displays – 4 & 5 November 2015

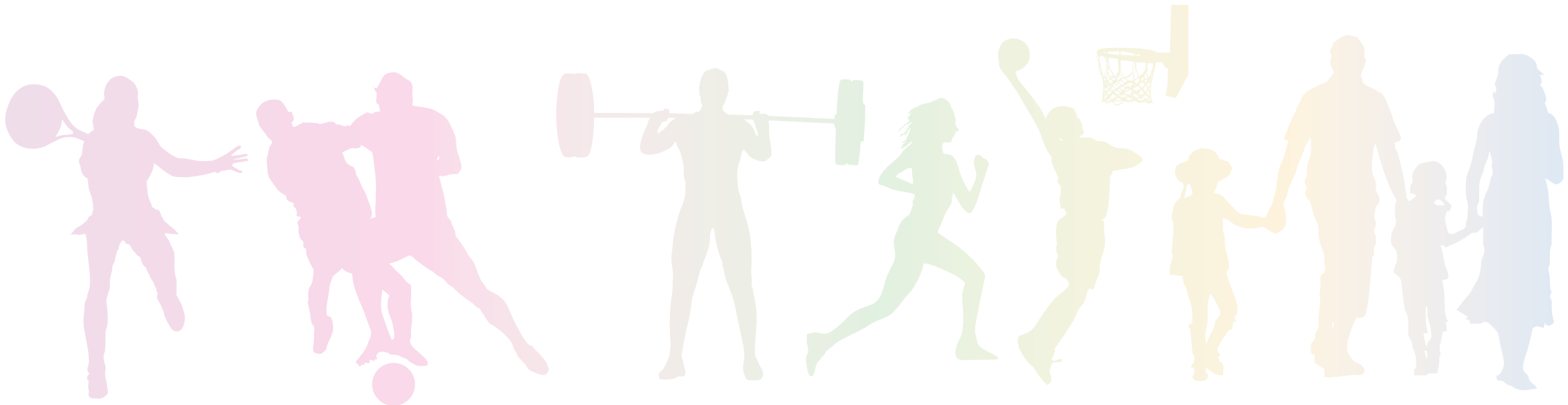
The annual firework displays took place on 4 November at Levensgrove Park, Dumbarton and 5 November at Dalmuir Park, Clydebank.

More than 5,000 fireworks lit up the sky at each event which was accompanied by musical entertainment, funfair rides and a variety of stalls serving hot food and drinks. The events are organised by West Dunbartonshire Leisure on behalf of West Dunbartonshire Council and attracted over 5,000 spectators per event.

Christmas Lights Switch-Ons – 28 & 29 November 2015

WDLT organised two Christmas events for West Dunbartonshire Council featuring the switching on of the festive lights. These afternoon events were held in Alexandria Main Street on 28 November and in Dumbarton High Street on 29 November.

The events hosted a fantastic line up of musical entertainment including local singer-songwriters. The family filled celebrations included a children's funfair, Children's entertainers, magicians and Disney characters and despite the adverse weather conditions throughout the weekend a large crowd was in attendance at each event.



Performance



Overall Attendances

Over **1.23million attendances** at WDLT facilities and programmes which is a **0.3% increase** from 2014/15.












Services	2012/13	2013/14	2014/15	2015/16	Variation from 2014/15
Leisure Centres	669,947	649,993	642,672	629,049	-2.1%
Community Facilities	No Data	202,110	281,218	279,421	-0.6%
Sports Development	186,896	206,645	211,982	228,854	7.9%
Active Schools	77,745	92,254	90,860	93,144	2.5%
Totals	934,588	1,151,002	1,226,732	1,230,468	0.3%







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

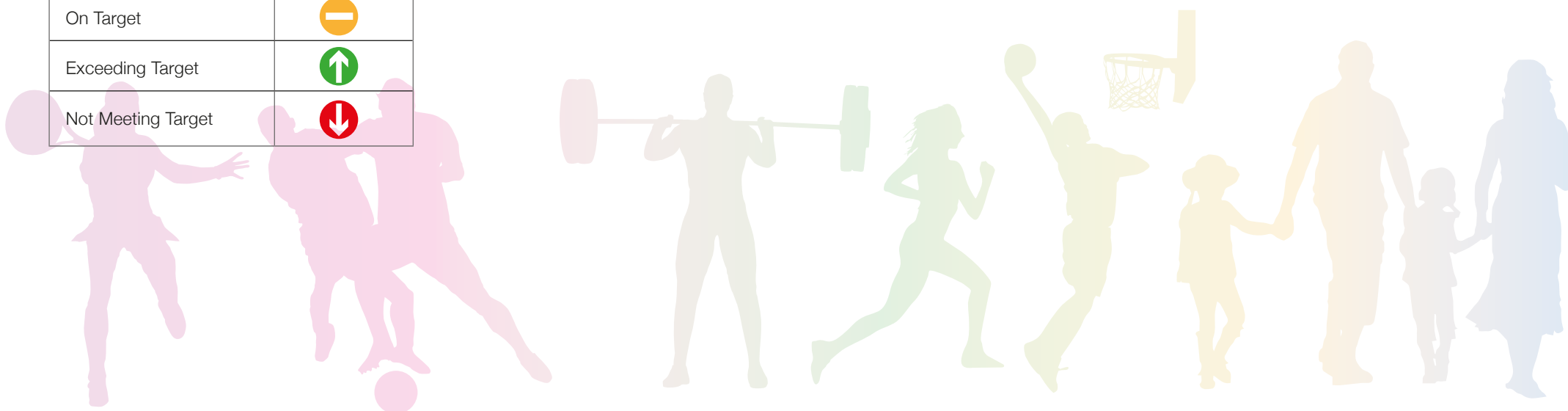
Indicator	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	On Target	Comments
CC1 Wet Activities. No. of attendances per 1,000 population for pools	4,078	4,128	4,107	4,294	4,213		2% short of target but a 2.6% increase from last year.
CC2 Dry Activities. No. of attendances per 1,000 population for indoor sports & leisure	4,172	4,788	4,966	5,179	4,829		6.8% short of target and a 2.8% decrease from last year

Performance Indicators

Indicator	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	On Target	Comments
How likely is it that you would refer our company to a friend or colleague	No Data	49	53	51	65		27% ahead of target and a 23% increase from last year
Staff Absence (Days lost against FTE)	6.52	7.35	12.83	7.0	8.60		1.6 FTE days short of target but 4.23 FTE days decrease from last year
Unplanned Facility Downtime (hours)	No Data	371	59.5	180	111.5		38% below target but a 87% increase from last year
Number of GP Referral Consultations	1,514	1,620	1,768	1,500	1,384		8% below target and a 22% decrease from last year
Number of Clubs engaging with WDLT	No Data	88	102	105	108		3% ahead of target and a 6% increase from last year
Number of Website Hits	No Data	314,631	339,693	345,000	340,904		1% short of target but a 0.4% increase from last year
New Facebook Likes	No Data	No Data	No Data	1,550	1,919		24% ahead of target
Total Facebook Likes	No Data	No Data	No Data	3,250	3,563		10% ahead of target
Facebook Visits	No Data	No Data	No Data	7,475	8,704		16% ahead of target
Number of Unique Active On Line Booking Users	No Data	1,212	1,885	2,000	2,621		31% ahead of target and a 39% increase from last year
Expenditure – Against Budget	(£186,847)	(£433,273)	(£260,178)	0	(£218,432)		100% ahead of target but a 16% reduction from last year

Indicator	2012/13 Actual	2013/14 Actual	2014/15 Actual	2015/16 Target	2015/16 Actual	On Target	Comments
Income – Against Target	(£45,605)	(£150,729)	(£146,617)	0	(£27,904)		100% ahead of target but a 81% reduction from last year
Net (Profit) / Loss	(£130,034)	(£584,002)	(£406,795)	0	(£246,336)		100% ahead of target but a 39% reduction from last year
% Income (Mgt Fee)	61.9%	61.2%	59.1%	59%	58.7%		0.5% ahead of target and a 0.7% decrease from last year
% Income (Customer Receipts)	38.1%	38.8%	40.9%	41%	41.3%		0.7% ahead of target and a 1% increase from last year
Cost Per Visit (Mgt Fee)	£4.30	£3.61	£ 3.32	£3.32	£3.26		1.8% below target and a 1.8% reduction from last year
Customer Spend per User	£2.65	£2.40	£ 2.30	£2.31	£2.29		0.9% below target and a 0.4% reduction from last year

Key	
On Target	
Exceeding Target	
Not Meeting Target	



Our Achievements against Strategic Outcomes at a glance

Strategic Outcome: Increasing Participation



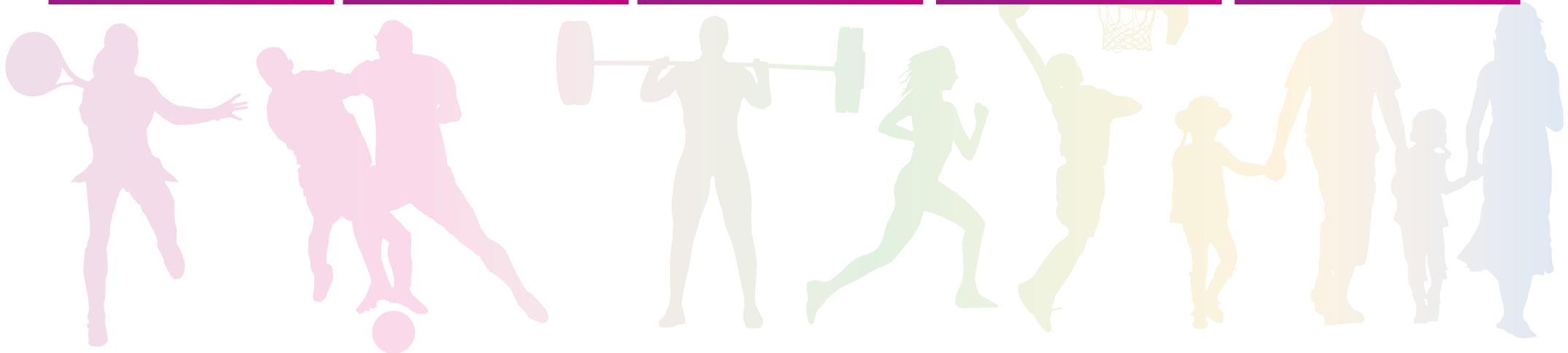
Strategic Outcome: Customer Satisfaction



Strategic Outcome: Quality Staff / Facilities



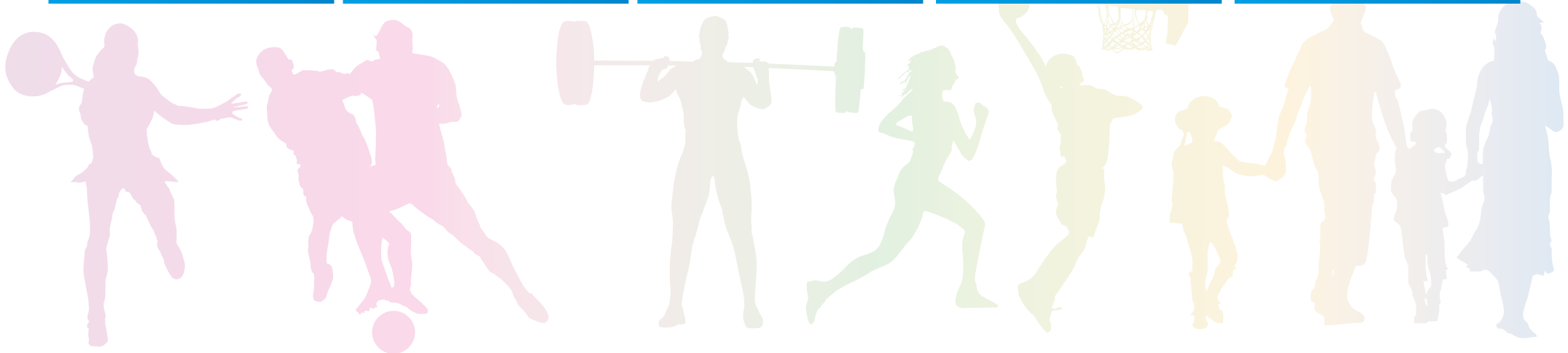
Strategic Outcome: Developing Partnerships



Strategic Outcome: Raising Our Profile



Strategic Outcome: Financial Sustainability



Financial Review

Financial Summary 2015/16

The Trust is pleased to report that despite the current economic climate in which we have operated in our fourth 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 2015/16 is noted below:

	Unrestricted / Restricted Fund	Pension Fund	Total Fund
Total income	6,848,995	(85,000)	6,763,995
Total spend on charitable activities	(6,581,054)	(234,000)	(6,815,054)
Net Movement in Funds	267,941	(319,000)	(51,059)
Actuarial gain/ loss	0	2,354,000	2,354,000
Net Movement in Funds (after retirement benefit scheme loss)	267,941	2,035,000	2,302,941

Funds held at 31 March 2016:

	31 March 2016	31 March 2015
Total	1,115,096	(£1,187,845)

The Unrestricted surplus was £267,941 but at the year end the multi-employer defined benefit pension scheme is in surplus by £2,035,000 and therefore the net surplus for the year is £2,302,941.

Following the fourth 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 £1,920,307 and membership fees £902,787, as well as income from West Dunbartonshire Council (Management Fee) for our work in managing the leisure services £4,005,650 within the local area.

The principle sources of expenditure remain within staffing £5,290,561 with elements of spend on property £836,213, transport £29,949, administration £554,882 and payments to other bodies £103,449.

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

	Income	Expenditure	Surplus/(Deficit)
Leisure Facilities	1,781,927	(4,064,310)	(2,282,383)
Community Facilities	370,117	(1,221,354)	(851,237)
Sports Development	425,304	(863,942)	(438,638)
Active Schools	245,746	(431,448)	(185,702)
Management Fee	4,005,650	0	4,005,650
Total	6,828,744	(6,581,054)	247,690

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.

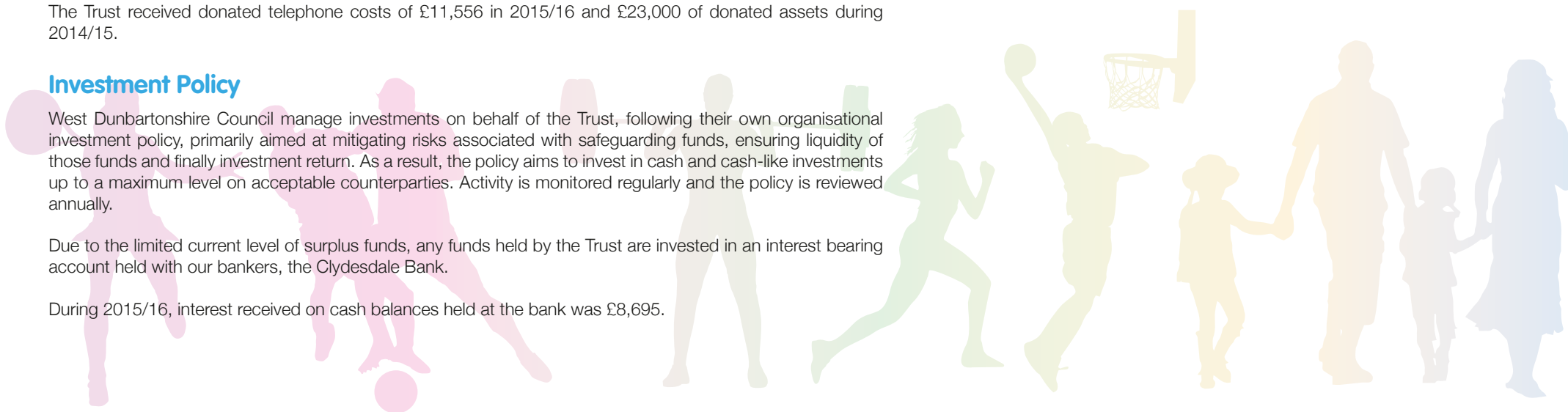
The Trust received donated telephone costs of £11,556 in 2015/16 and £23,000 of donated assets during 2014/15.

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 2015/16, interest received on cash balances held at the bank was £8,695.





Reserves Policy

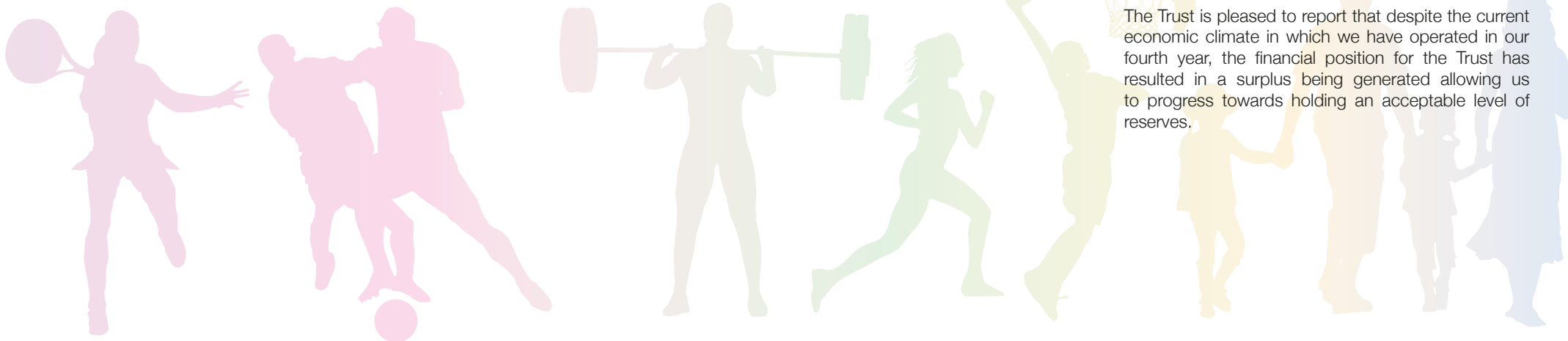
During 2012/13, the Trust agreed a prudential reserves target of £250,000 to enable the Trust to manage financial risk and help deliver the Trust's commitments. It was recognised that this was a target to work towards and not a minimum limit, therefore the target would be monitored regularly and reviewed 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 2016, the Trust had general reserves held of £695,367.

The reserves figure represents our total unrestricted funds of £1,526,096 less designated funds as follows:

- Small Projects fund of £35,447 is set aside for a number of partially completed projects which are likely to be completed during the next financial year, a small amount of equipment purchased in April 2016 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 2016 – 2017.
- Equipment replacement fund of £350,000 is set aside to fund the replacement of the gym equipment on a rolling basis. The first spend is planned to be spent during 2018 / 2019 with a further spend planned for 2020 / 2021 and 2022 / 2023.
- Service Development Projects fund of £250,000 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 will be agreed by the Trust Board in 2016 and the first of these projects is expected to be completed in 2016/ 2017.

The Trust is pleased to report that despite the current economic climate in which we have operated in our fourth 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.

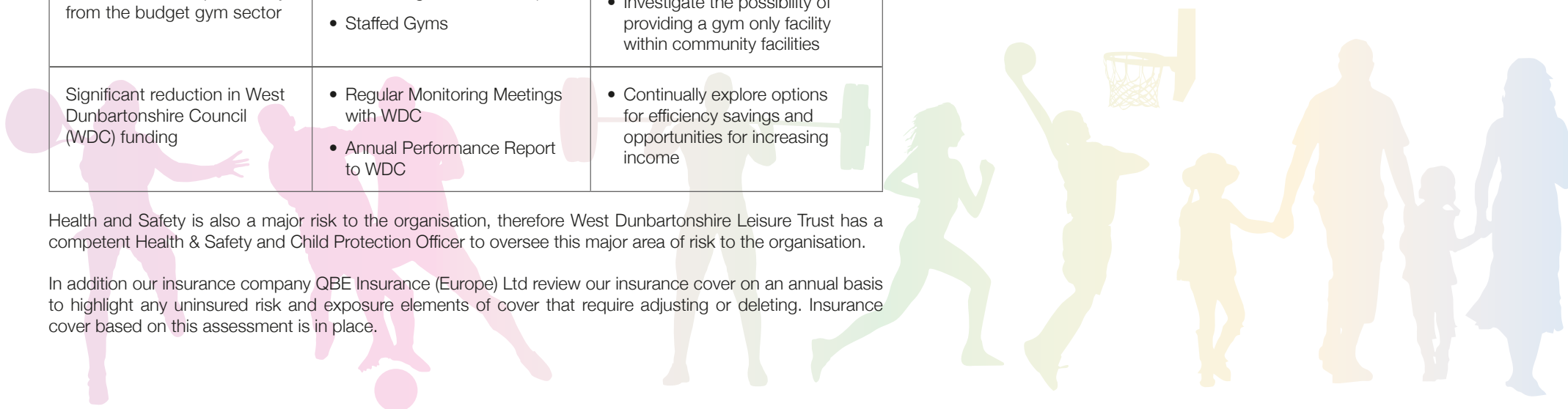
Therefore the management team ensures an annual risk analysis is undertaken and a Risk Register with appropriate actions is identified to minimise the impact on service delivery and overall performance. This register is reviewed on a six monthly basis and reported to the Audit and Risk Committee who scrutinise the progress of the register and where appropriate report to the Board to assist in managing the risks to the Trust.

The top two external risks detailed within the Risk Register for 2015/16 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"> All Inclusive DD Membership (Gym, Fitness Classes, Swimming & Health Suite) Staffed Gyms 	<ul style="list-style-type: none"> Investigate a new membership pricing structure Investigate the possibility of providing a gym only facility within community facilities
Significant reduction in West Dunbartonshire Council (WDC) funding	<ul style="list-style-type: none"> Regular Monitoring Meetings with WDC Annual Performance Report to WDC 	<ul style="list-style-type: none"> Continually explore options for efficiency savings and opportunities for increasing income

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 plans for the forthcoming year.

Development of a Three Year Business Strategy (2017– 2020)

Having previously created our first three year Business Plan (2014 – 17) management and the Board of Directors will now look at developing a three year Business Strategy (2017 – 2020) to assist the Trust to continue to develop and grow.

To assist in this process the Board of Directors will undertake a Strategic Planning Workshop to gain further understanding of the process of identifying and setting the strategic direction for the organisation over the next three years.

In addition we will engage with our workforce to identify our Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis) to assist us develop our Business Strategy.

Development of an Aquatics Strategy

Due to a previous downward trend in usage within swimming facilities, WDLT in partnership with Scottish Swimming will devise an Aquatics Strategy.

Development of a Community Centres Development Plan

Following the review of the Management Structure and the subsequent appointment of a Community Facilities Officer, WDLT will carry out a review of its Community Facilities' operation and identify a Development Plan to increase usage and ensure the service is operated efficiently and effectively.

Development of a Workforce Plan

As our workforce are our biggest asset and largest expenditure we will be developing a Workforce Plan to ensure that we have the appropriate, trained and

knowledgeable employees available to deliver our services and meet our long term aspirations.

Review of the Board's Functions

The Board of Directors have agreed to review the Terms of Reference of their Audit & Risk; Health & Safety; and Nominations & Individual Committees and in addition their Articles of Association during 2016/17 to ensure that they are still fit for purpose and assist the Board to meet their responsibilities.

Clydebank Leisure Centre

WDLT continues to work closely with WDC on the development of a new £23.8M leisure centre in Clydebank, to replace the current Play Drome facility. WDLT will manage the facility on behalf of the Council which is scheduled to be completed and opened to the public before the end of the 2016/17 financial year.

Transfer of the Council's Outdoor Recreation Service to WDLT

WDLT continues to work closely with WDC on the transfer of the Council's outdoor recreation services (sports pitches, pavilions and bowling greens). WDLT would manage the bookings, collection and retention of all income and would be responsible for the operational elements of the service. Therefore during 2016/17 the Board of Directors will analyse the proposed transfer and take the decision whether to approve the transfer or not. Should they approve the transfer it will be carried out prior to the end of the financial year (2016/17).

Reinvestment of Surplus Funds

Now that WDLT has been operating successfully for the last four years, and are financially in a position to consider reinvesting surplus funds back into the services we deliver, we will be developing an appropriate process/criteria for the approval of such works.



Structure, Governance and Management

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).

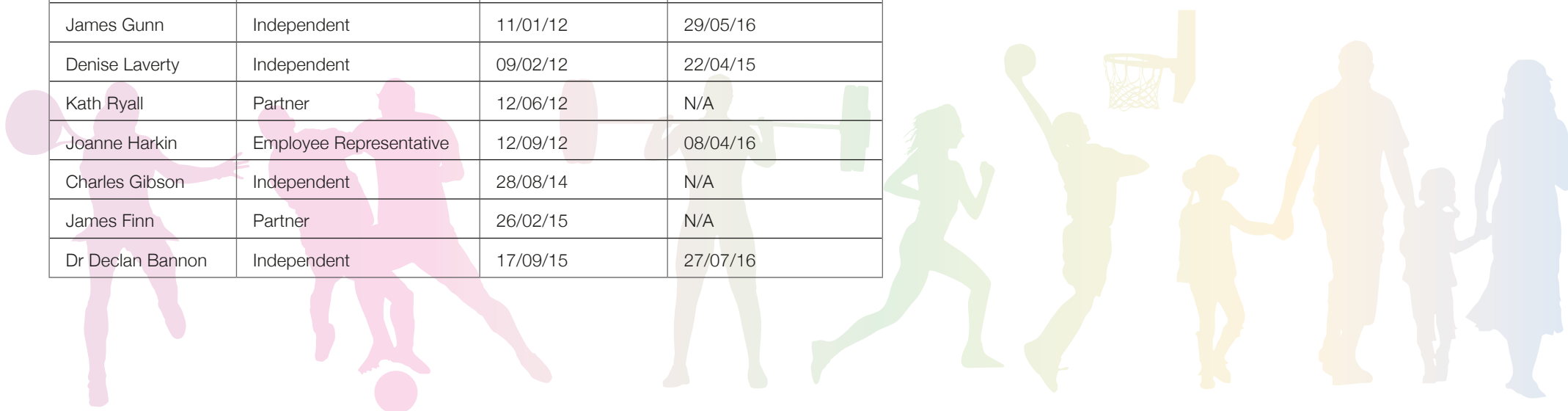
The company was incorporated in December 2011 and started trading on 5th April 2012 and is responsible for the strategic and operational management of West Dunbartonshire Council's Sport and Leisure Facilities; Community Facilities; Sports Development; Active Schools; and Outdoor Events.

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 2015/16 is detailed below:

Name	Trustee (Director) Role	Appointed	Resigned
Anthony Waclawski	Independent (Chair)	11/01/12	N/A
David McBride	Partner(Vice Chair)	11/01/12	N/A
David Smith	Independent	11/01/12	N/A
James Gunn	Independent	11/01/12	29/05/16
Denise Laverty	Independent	09/02/12	22/04/15
Kath Ryall	Partner	12/06/12	N/A
Joanne Harkin	Employee Representative	12/09/12	08/04/16
Charles Gibson	Independent	28/08/14	N/A
James Finn	Partner	26/02/15	N/A
Dr Declan Bannon	Independent	17/09/15	27/07/16





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. No appointments were made during the period 1 April 2015 to 31 March 2016.

Authority and responsibility for the recruitment of Independent Trustees is delegated by the Board of Directors to the Nominations Committee. Denise Laverty tendered her resignation on 22 April 2015 and was subsequently replaced by Dr Declan Bannon on 17 September 2015.

The selection of the Employee Representative Trustee is completed in consultation with the unions representing employees in the Leisure Trust (Unite, Unison, and GMB). A Union Convenor is formally selected following an interview process. No appointments were made during the period 01 April 2015 to 31 March 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 carryout their duties. This training includes the following:

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

Specific Training Undertaken during 2015/16:

- **Sporta Board Governance Fit for the 21st Century (19th May 2015)**

The conference looked at where good governance draws the line between strategic input and operational direction? What are the differences between non-executive board members and executives? What are the respective roles and what is expected of both in a successful business?

Attended by Employee Representative Director Joanne Harkin and Independent Director Tony Waclawski.

- **Wylie & Bisset Annual Charity Accounts Seminar (27th October 2015)**

This seminar provided an update on the Trustees' Report and 'what you need to know' in relation to the new SORP 2015.

Attended by Independent Directors Tony Waclawski and Jim Gunn both members of the Audit & Risk Committee.



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.

The workshop programme included 4 main activities:-

- What are the benefits of the Board undertaking an appraisal?
- How well have we done as Board members?
- Looking at our challenges
- Personal reflection

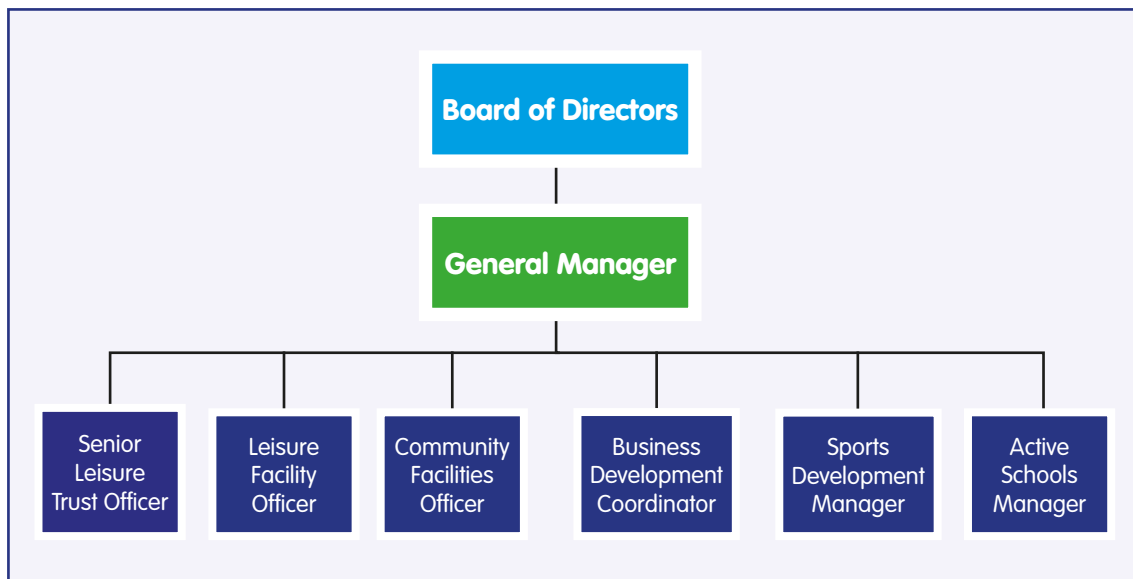
The workshop allowed reflection and feedback on past performance but also had a primary focus on future and forward plans. It allowed everyone the opportunity to have an open and honest conversation and facilitate ownership and responsibility with each individual for performance and personal development.

The workshop was attended by and involved all nine Directors and was facilitated by a member of staff from the Organisational Development & Change Section of West Dunbartonshire Council.

Following this workshop the Board of Directors at their Board Meeting on 25 February 2016 agreed that two of the areas identified by Directors namely Improved Knowledge of WDLT; and Strategic Planning should be addressed during 2016/17.

Therefore a Strategic Planning session for Directors will be delivered and Management will present a fifteen (15) minute presentation as part of each of the four (4) Board Meetings during 2016/17. Each presentation will highlight how certain aspects of the organisation is managed, operated and developed to provide Directors with a better understanding.





Management Arrangements

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.

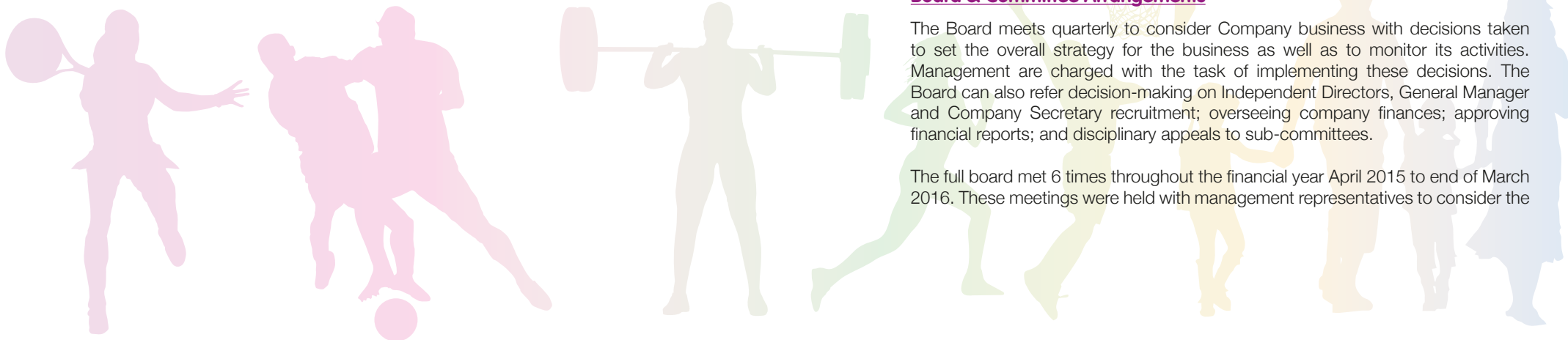
West Dunbartonshire Leisure Trust is committed to ensuring a fair, open, transparent and legally compliant approach to the evaluation of jobs and ensuring equal pay for work of equal value. The Trust's Job Evaluation Policy has been developed to ensure consistency in the evaluation of new jobs and the 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 6 times throughout the financial year April 2015 to end of March 2016. These meetings were held with management representatives to consider the

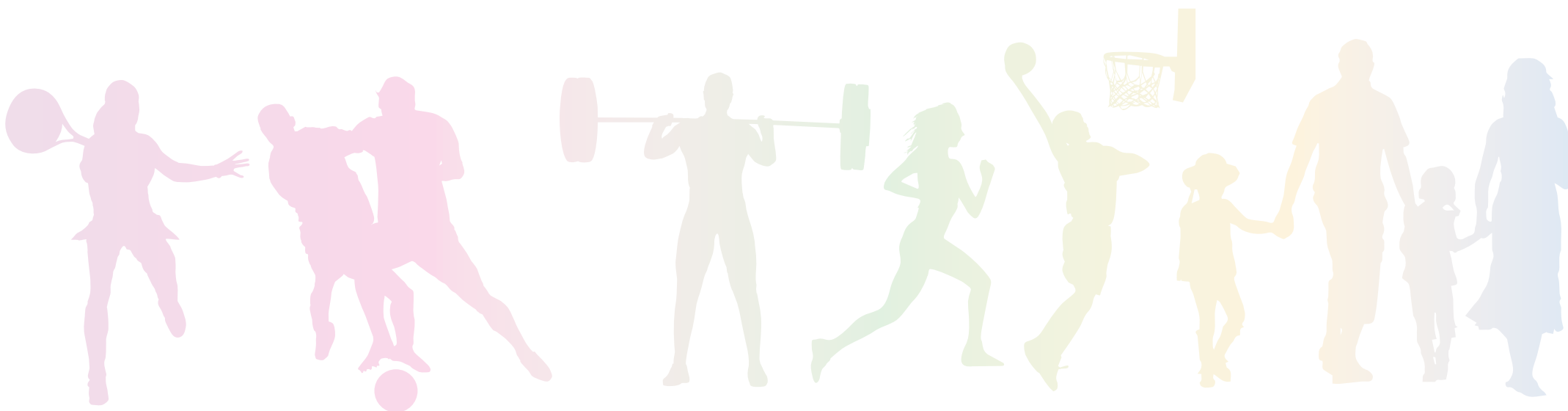




Trustee representation on Board Committees and dates Committees were held:

Committee	Audit & Risk	Appeals	JCF	H&S	Nominations & Individual Performance
Member	A Waclawski; D McBride; J Gunn;	A Waclawski; D McBride; D Smith; K Ryall; J Gunn	D Smith; J Gunn; J Finn;	J Harkin	A Waclawski; D McBride
Dates	14 May 2015 20 Aug 2015 12 Nov 2015 11 Feb 2016	There was no requirement to convene this Committee during 2015/16	26 Oct 2015	24 Apr 2015 21 Aug 2015 30 Oct 2015 29 Jan 2016	24 Jun 2015 30 Jul 2015 12 Nov 2015

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.





INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF WEST DUNBARTONSHIRE LEISURE TRUST FOR THE YEAR ENDED 31 MARCH 2016

We have audited the financial statements of West Dunbartonshire Leisure Trust for the year ended 31 March 2016 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 auditor's 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 charity and the charity's trustees 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 page 41, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of financial statements which 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.

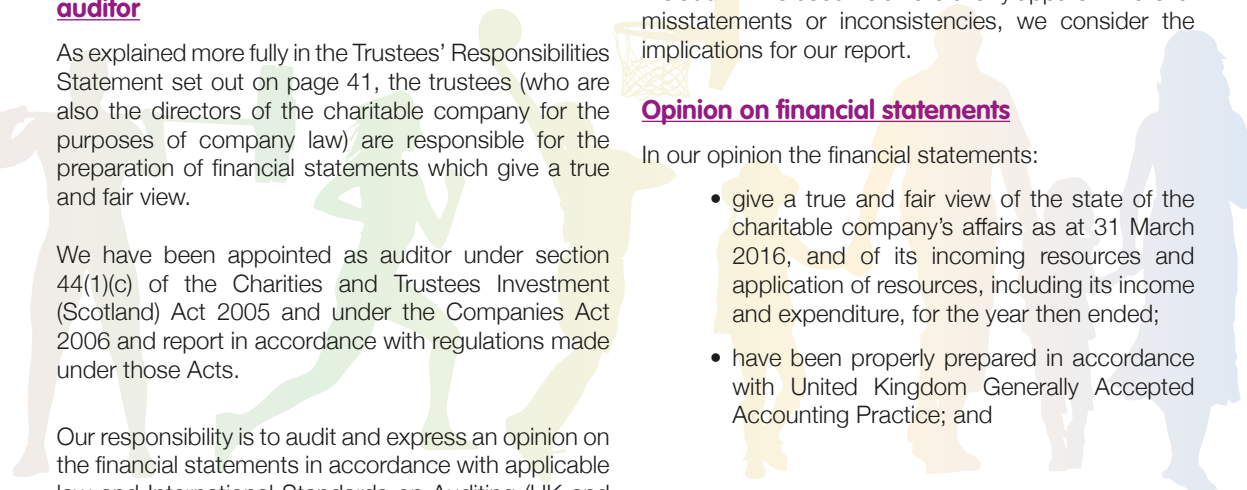
Scope of the audit of the financial statements

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 charity'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 2016, 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



INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF WEST DUNBARTONSHIRE LEISURE TRUST FOR THE YEAR ENDED 31 MARCH 2016

- 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

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; or

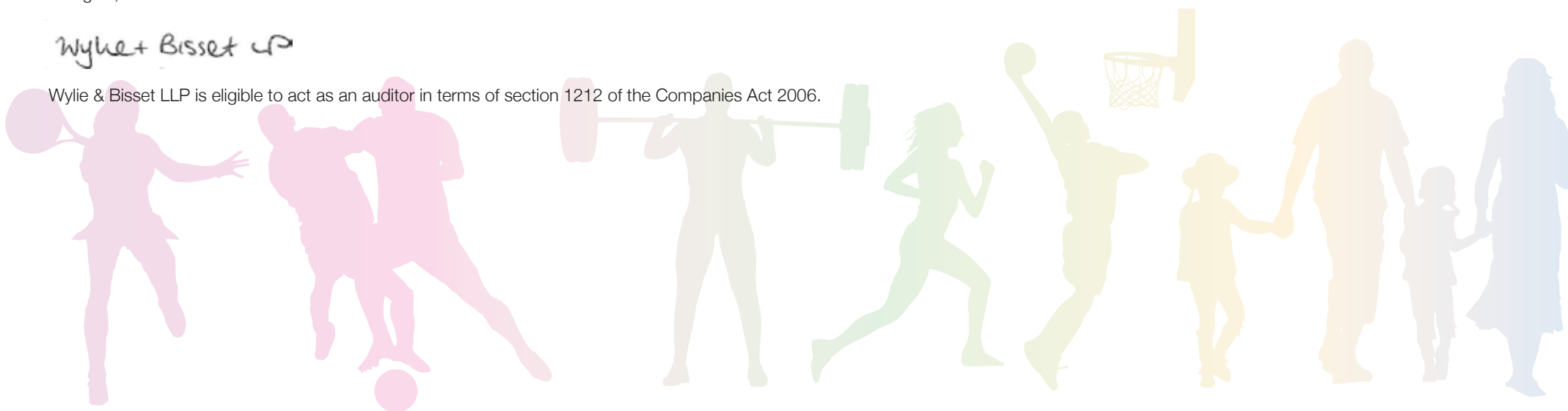
Jenny Simpson
Senior Statutory Auditor
For and on behalf of Wylie & Bisset LLP, Statutory Auditor, 3 October 2016

168 Bath Street
Glasgow, G2 4TP



Wylie + Bisset LLP

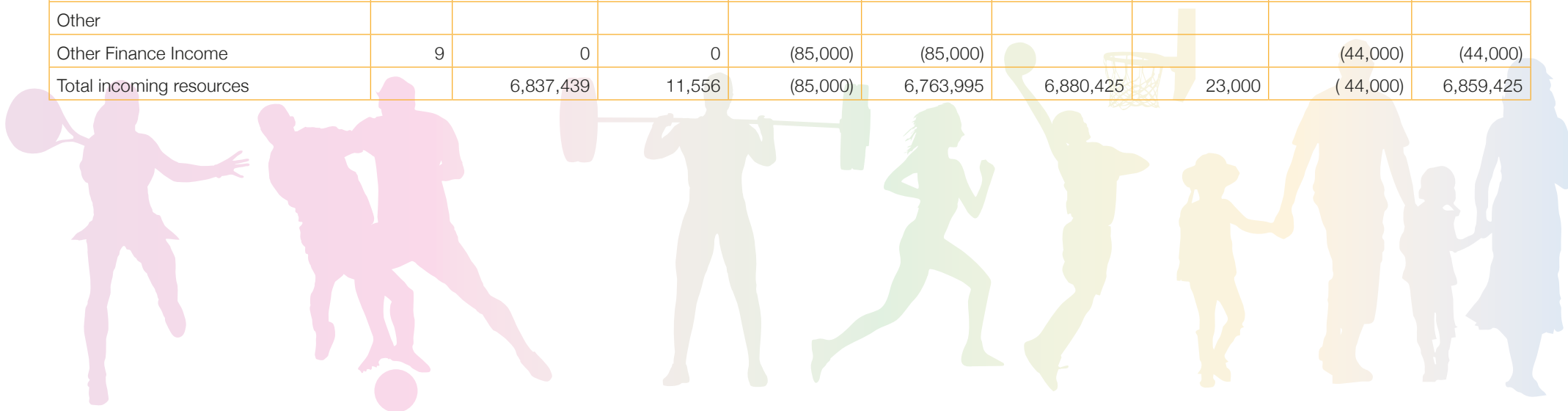
Wylie & Bisset LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.



4.0 Statement of Financial Activities

Statement of Financial Activities (incorporating the Income and Expenditure Account) for the year ended 31 March 2016.

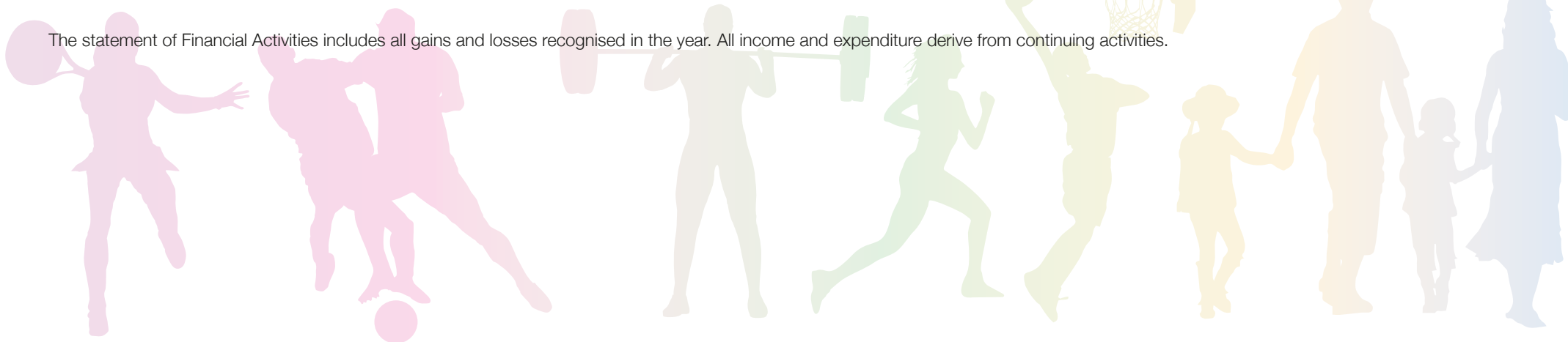
	Notes	Unrestricted Fund 2016	Restricted Fund 2016	Pension Fund 2016	Total Funds 2016	Unrestricted Fund 2015	Restricted Fund 2015	Pension Fund 2015	Total Funds 2015
		£	£	£	£	£	£	£	£
Income and endowments from:									
Donations and legacies									
Voluntary Income		0	11,556	0	11,556		23,000		23,000
Investments									
Investment Income	3	8,695	0	0	8,695	6,970			6,970
Income from Charitable Activities:									
Management Service Fee	2	4,005,650	0	0	4,005,650	4,073,902			4,073,902
Membership Fees	2	902,787	0	0	902,787	899,234			899,234
Charitable Activities	2	1,920,307	0	0	1,920,307	1,900,319			1,900,319
Other									
Other Finance Income	9	0	0	(85,000)	(85,000)			(44,000)	(44,000)
Total incoming resources		6,837,439	11,556	(85,000)	6,763,995	6,880,425	23,000	(44,000)	6,859,425



Statement of Financial Activities (incorporating the Income and Expenditure Account) for the year ended 31 March 2016.

	Notes	Unrestricted Funds 2016	Restricted Funds 2016	Pension Fund 2016	Total Funds 2016	Unrestricted Funds 2015	Restricted Funds 2015	Pension Fund 2015	Total Funds 2015
Expenditure on:		£	£	£	£	£	£	£	£
Charitable Activities	4	(6,581,054)	0	531,000	(6,050,054)	(6,502,544)	0	499,000	(6,003,544)
Current and past service cost	6	0	0	(765,000)	(765,000)	0	0	(693,000)	(693,000)
Total Expenditure		(6,581,054)	0	(234,000)	(6,815,054)	(6,502,544)	0	(194,000)	(6,696,544)
Net income / (expenditure) for the year before transfers		256,385	11,556	(319,000)	(51,059)	377,881	23,000	(238,000)	162,881
Transfer between funds		11,556	(11,556)	0	0	23,000	(23,000)	0	0
Net incoming/(outgoing) resources		267,941	0	(319,000)	(51,059)	400,881	0	(238,000)	162,881
Actuarial gain/(loss) on retirement benefit scheme	9	0	0	2,354,000	2,354,000	0	0	(1,291,000)	(1,291,000)
Net movement in funds (after retirement benefit scheme gain/loss)	18	267,941	0	2,035,000	2,302,941	400,881	0	(1,529,000)	(1,128,119)
Total Funds brought forward	18	1,283,835	0	(2,446,000)	(1,162,165)	877,040	0	(917,000)	(39,960)
Prior Year Adjustment	18	(25,680)	0	0	(25,680)	(19,766)	0	0	(19,766)
Total Funds brought forward	18	1,258,155	0	(2,446,000)	(1,187,845)	857,274	0	(917,000)	(59,726)
Total Funds carried forward	18	1,526,096	0	(411,000)	1,115,096	1,258,155	0	(2,446,000)	(1,187,845)

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



5.0 Balance Sheet as at 31 March 2016

As Restated

	Notes	2016	2016	2015
		£	£	£
Fixed Assets				
Tangible Assets	10		195,282	267,940
Total Fixed Assets			195,282	267,940
Current Assets				
Stock	11	10,729		10,060
Debtors	12	217,145		239,161
Cash at bank and in hand	20	2,572,250		2,251,308
Total Current Assets		2,800,124		2,500,529
Liabilities:				
Creditors falling due within one year	13	(1,469,310)		(1,510,314)
Net Current Assets			1,330,814	990,215
Total assets less current liabilities – excluding retirement benefit scheme			1,526,096	1,258,155
Retirement benefit scheme deficit	9		(411,000)	(2,446,000)
Total Net Assets			1,115,096	(1,187,845)
The Funds of the Charity:				
Funds – Unrestricted	18		1,526,096	1,258,155
Funds – Restricted	18		0	0
Funds – Pension Reserve	18		(411,000)	(2,446,000)
			1,115,096	(1,187,845)

The financial statements were authorised for issue by the Board on 17 September 2016

Councillor David McBride Vice Chair

David McBride

Anthony Waclawski Chair

Anthony Waclawski

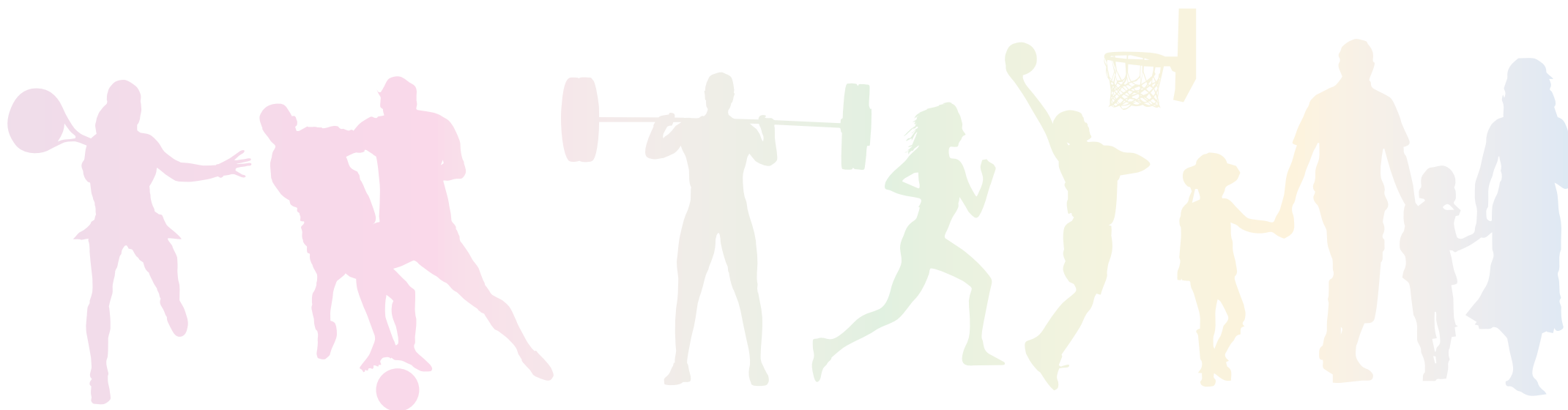
6.0 Cash Flow Statement

Cash Flow Statement for the year to 31 March 2016

	Notes	2016	2015
		£	£
Net cash inflow from operating activities	19	329,637	572,982
Interest Received		8,695	6,970
Increase in cash		320,942	566,012

Reconciliation of net cash flow to movement in debt

	£
Net cash as at 31 March 2015	2,251,308
Net increase in cash	320,942
Net cash at 31 March 2016	2,572,250



7.0 Notes to the Financial Statements for the Year ended 31 March 2016

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.

In preparing the accounts the trustees have considered whether in applying the accounting policies required by FRS102 and the Charities SORP FRS102 a restatement of comparative items was needed. The date of transition to FRS102 was 1 April 2014. An explanation of how the transition to FRS102 has affected the reported financial position is given in note 22.

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.

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 £4,005,650 (2015: £4,073,902) was received from West Dunbartonshire Council for the period. Membership fees is income collected by direct debit membership of the Trust's leisure facilities.

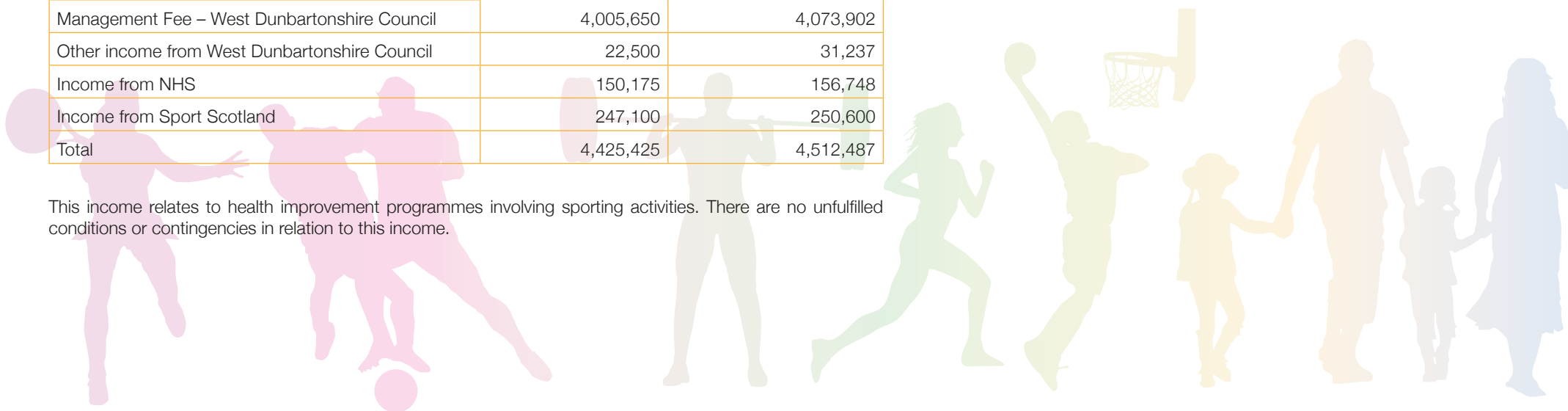
Total incoming resources from charitable activities for the period are detailed as follows:

	2016	2015
	£	£
Leisure Facilities	1,781,927	1,728,639
Community Facilities	370,117	370,273
Sports Development	425,304	460,103
Active Schools	245,746	240,538
Management Fee	4,005,650	4,073,902
Total Incoming Resources from Charitable Activities	6,828,744	6,873,455

Government Grants included in income for the year to 31 March 2016 were as follows:

	2015-2016	2014-2015
Management Fee – West Dunbartonshire Council	4,005,650	4,073,902
Other income from West Dunbartonshire Council	22,500	31,237
Income from NHS	150,175	156,748
Income from Sport Scotland	247,100	250,600
Total	4,425,425	4,512,487

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





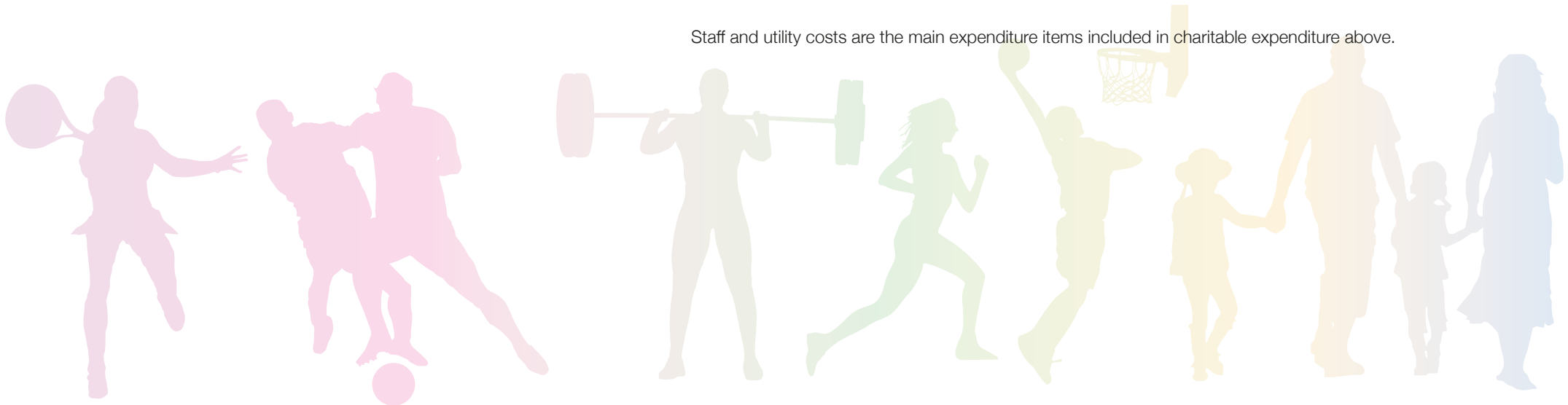
3. Investment Income

	2016	2015
	£	£
Interest on cash deposits	8,695	6,970
Total Investment Income	8,695	6,970

4. Charitable Expenditure

	2016	2015
	£	£
Leisure Facilities	4,064,310	3,988,684
Community Facilities	1,221,354	1,244,115
Sports Development	863,942	841,703
Active Schools	431,448	428,042
Total Charitable Expenditure	6,581,054	6,502,544
Less Pension cost	(531,000)	(499,000)
Total	6,050,054	6,003,544

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



5. Support Costs

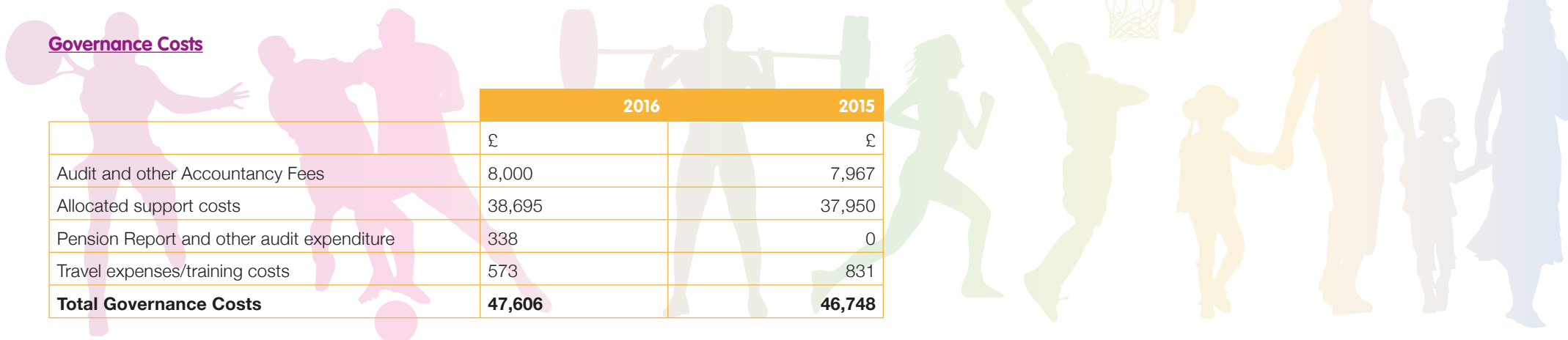
Support costs have been allocated to the following areas of resources expended.

	Leisure	Community Facilities	Sports Development	Active Schools	Governance
	£	£	£	£	£
Salary	250,596	112,576	39,921	39,921	34,651
Training	9,692	4,354	1,544	1,544	1,340
Property	0	0	0	0	0
Insurance	58,882	16,634	15,512	6,936	0
Supplies	43,275	12,225	11,400	5,098	0
Other	135,680	25,053	13,632	14,555	2,704
Total	498,125	170,842	82,009	68,054	38,695

	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

	2016	2015
	£	£
Audit and other Accountancy Fees	8,000	7,967
Allocated support costs	38,695	37,950
Pension Report and other audit expenditure	338	0
Travel expenses/training costs	573	831
Total Governance Costs	47,606	46,748





Allocation of Governance and other support costs

As restated

	Support Costs	Governance	2016	2015
	£	£	£	£
Leisure	498,125	£26,929	525,054	519,977
Community Facilities	170,842	£12,097	182,939	187,993
Sports Development	82,009	£4,290	86,299	93,631
Active Schools	68,054	£4,290	72,344	74,443
Total	819,030	47,606	866,636	876,044

6. Current and past pension service cost

As restated

	2016	2015
	£	£
Pension – Past Service Cost	0	0
Pension – Pension Current Service Cost	765,000	693,000
Total Pension Service Costs	765,000	693,000

7. Staff Costs and Numbers

As restated

	2016	2015
	£	£
Wages and Salaries	4,256,820	4,156,990
Social Security costs	246,432	249,683
Other Pension costs	762,217	683,178
Other Staff costs	25,092	24,166
Total Staff Costs	5,290,561	5,114,017

Only one employee earned more than £60,000 for the year to 31 March 2016. (2015:1)

	Number of employees	Number of employees
	2015-2016	2014-2015
Between £60,000 and £69,999	1	1

There were no redundancy or termination payments during the year.

Key Management Personnel

	2016	2015
	£	£
Salaries and wages	297,768	292,921
Social Security costs	26,228	25,441
Employer contribution to defined pension scheme	56,581	55,553
Total staff costs and employee benefits	380,577	373,915

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

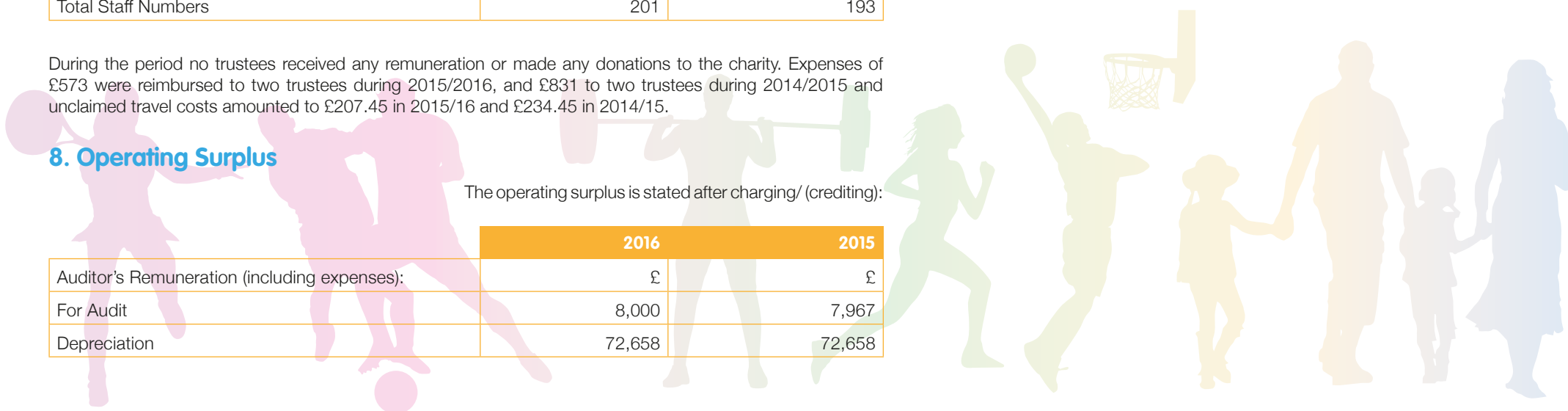
	2016	2015
	Number	Number
Total Staff Numbers	201	193

During the period no trustees received any remuneration or made any donations to the charity. Expenses of £573 were reimbursed to two trustees during 2015/2016, and £831 to two trustees during 2014/2015 and unclaimed travel costs amounted to £207.45 in 2015/16 and £234.45 in 2014/15.

8. Operating Surplus

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

	2016	2015
	£	£
Auditor's Remuneration (including expenses):		
For Audit	8,000	7,967
Depreciation	72,658	72,658





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 2016 amounted to £528,218.

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 2016 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 2016	31 March 2015
	% per annum	% per annum
Inflation / Pension Increase Rate	2.2%	2.5%
Salary Increase Rate	4.2%	4.4%

	31 March 2016	31 March 2015
	% per annum	% per annum
Expected Return on Assets	N/A	3.3%
Discount Rate	3.6%	3.3%

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 2016	31 March 2015
	%	%
Equities	72	75
Bonds	16	13
Property	12	11
Cash	0	1

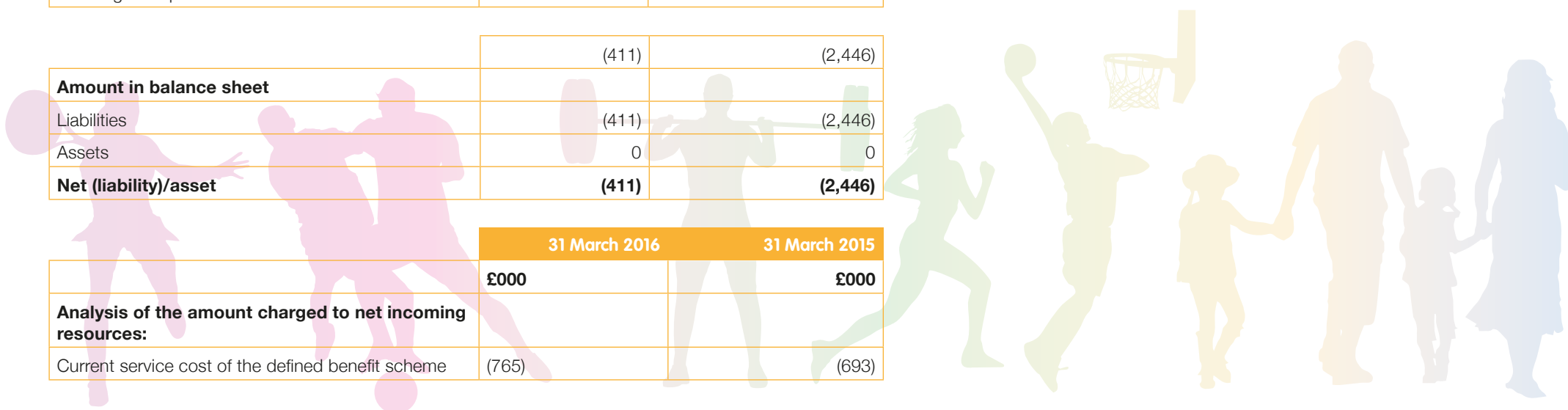
The actuarial estimated employer contributions for the year to 31 March 2017 are £525,000.

The amounts recognised in the balance sheet are as follows:

	31 March 2016	1 April 2015
	£000	£000
Present value of funded liabilities	(13,566)	(14,650)
Fair value of plan assets	13,304	12,370
	(262)	(2,280)
Present value of unfunded obligations	(149)	(166)
Unrecognised past service cost	0	0

	(411)	(2,446)
Amount in balance sheet		
Liabilities	(411)	(2,446)
Assets	0	0
Net (liability)/asset	(411)	(2,446)

	31 March 2016	31 March 2015
	£000	£000
Analysis of the amount charged to net incoming resources:		
Current service cost of the defined benefit scheme	(765)	(693)





Analysis of amount credited to incoming resources:		
Expected return on employer assets	(567)	(581)
Interest on pension scheme liabilities	503	460
Net return	(64)	(121)

Analysis of amounts included in other recognised gains and losses:	31 March 2016	31 March 2015
	£000	£000
Actuarial Gains/(losses)	(2,679)	(1,456)
Actuarial gain recognised in net movement of funds	(2,679)	(1,456)
Cumulative Actuarial Gains and Losses	(5,536)	(2,857)

Changes in fair value of the scheme assets are as follows:	31 March 2016	31 March 2015
	£000	£000
Opening fair value of employer assets	12,370	9,382
Expected return on assets	0	581
Contributions by members	158	150
Contributions by the employer	525	493
Contributions in respect of unfunded benefits	6	6
Actuarial gain	330	1,793
Estimated Benefits paid	(79)	(29)
Estimated Unfunded Benefits paid	(6)	(6)
Closing fair value of employer assets	13,304	12,370

Reconciliation of defined benefit obligation:	31 March 2016	31 March 2015
	£000	£000
Opening defined benefit obligation	14,816	10,299
Current service cost	765	693
Interest cost	503	460
Contributions by members	158	150

Reconciliation of defined benefit obligation:	31 March 2016	31 March 2015
Present value of unfunded liabilities	0	0
	£000	£000
Actuarial losses	(2,442)	3,249
Past service costs	0	0
Estimated Benefit Paid	(79)	(29)
Estimated unfunded benefits paid	(6)	(6)
Closing defined benefit obligation	13,715	14,816

Amounts for the current period:	2016	2015
	£000	£000
Present Value of Defined Benefit Obligation	(13,566)	(14,650)
Present Vale of Unfunded Liabilities	(149)	(166)
Fair Value of Employer Assets	13,304	12,370
(Deficit)	(411)	(2,446)
Experience gains / (losses) on assets	330	1,793
Experience gains / (losses) on liabilities	(22)	1,171

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
	£	£
Cost at 1 April 2015	375,566	375,566
Additions	0	0
Disposals	0	0
As at 31 March 2016	375,566	375,566
Depreciation at 1 April 2015	107,626	107,626





	Furniture & Equipment	Total
Charge for the year	72,658	72,658
On disposals	0	0
As at 31 March 2016	180,284	180,284
Net Book Value at 31 March 2015	267,940	267,940
Net Book Value at 31 March 2016	195,282	195,282

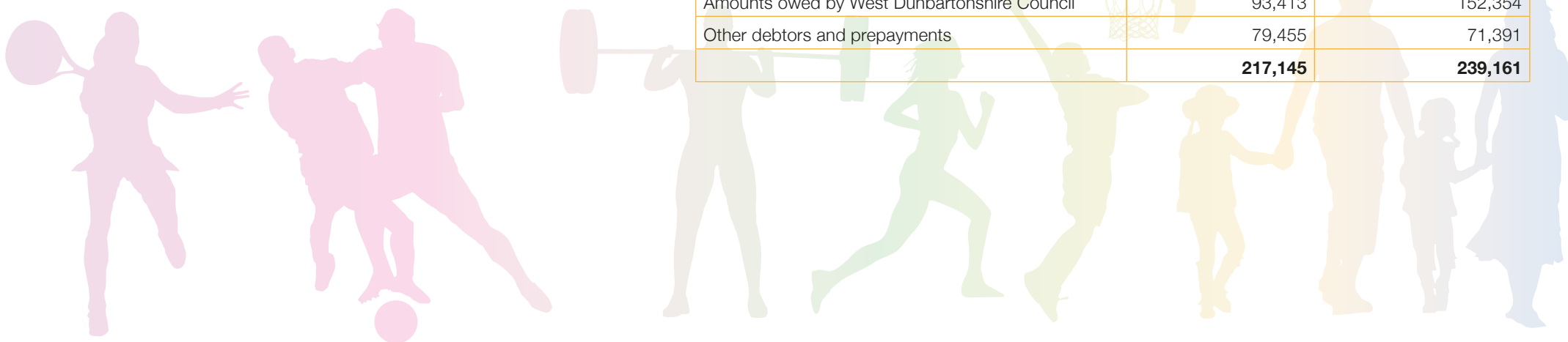
At 31 March 2016 all fixed assets are used for charitable purposes.

11. Stock

	2016	2015
	£	£
Goods for Resale and uniforms	10,729	10,060

12. Debtors

	2016	2015
	£	£
Trade Debtors	44,277	15,416
Amounts owed by West Dunbartonshire Council	93,413	152,354
Other debtors and prepayments	79,455	71,391
	217,145	239,161



13. Creditors: Amounts falling due within one year

As restated

	2016	2015
	£	£
Trade Creditors	2,272	10,218
Tax and Social Security Creditors	108,719	108,239
Amounts owed to West Dunbartonshire Council	651,287	690,269
Other Creditors	314,468	271,625
Accruals and Deferred Income (note 14)	392,564	429,963
	1,469,310	1,510,314

14. Deferred Income

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

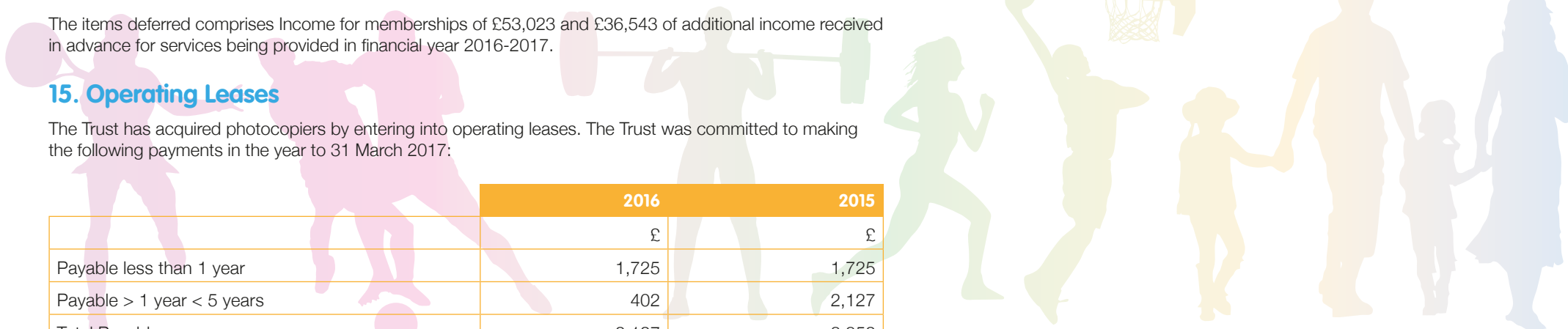
	2016	2015
	£	£
Balance b/f	87,628	123,655
Released in year	(87,628)	(123,655)
Deferred in year	89,566	87,628
	89,566	87,628

The items deferred comprises Income for memberships of £53,023 and £36,543 of additional income received in advance for services being provided in financial year 2016-2017.

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:

	2016	2015
	£	£
Payable less than 1 year	1,725	1,725
Payable > 1 year < 5 years	402	2,127
Total Payable	2,127	3,852



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

As restated

Unrestricted Funds	Balance at 31 March 2015 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2016 £
Unrestricted	576,802	6,830,533	(6,503,524)	(208,444)	695,367
Designated					
Small Projects	13,413	6,906	(4,872)	20,000	35,447
Equipment Replacement	250,000	0	0	100,000	350,000
Service Development Projects	150,000	0	0	100,000	250,000
Tangible Fixed Assets	267,940	0	(72,658)	0	195,282
Total Designated	681,353	6,906	(77,530)	220,000	830,729
Total	1,258,155	6,837,439	(6,581,054)	11,556	1,526,096

In 2015/2016 the Trustees have designated funds of £830,729 which comprises tangible fixed assets (£195,282), other small projects to deliver sporting activities (£35,447), future equipment replacement (£350,000) and Service Development Projects (£250,000).

The **Small Projects** fund consists of a number of partially completed projects which are likely to be completed during the next financial year, and a small amount of equipment which will be purchased in April 2016. The fund has been increased by £20,000 to fund a number of minor upgrade projects to Community Halls and Main Site Leisure Facilities. This includes a match funded project to improve the toilet facilities at the Concord Centre expected to be completed in 2016/17.

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 will open in 2017 equipped with new gym equipment and will therefore be due for replacement of equipment from 2022/23.

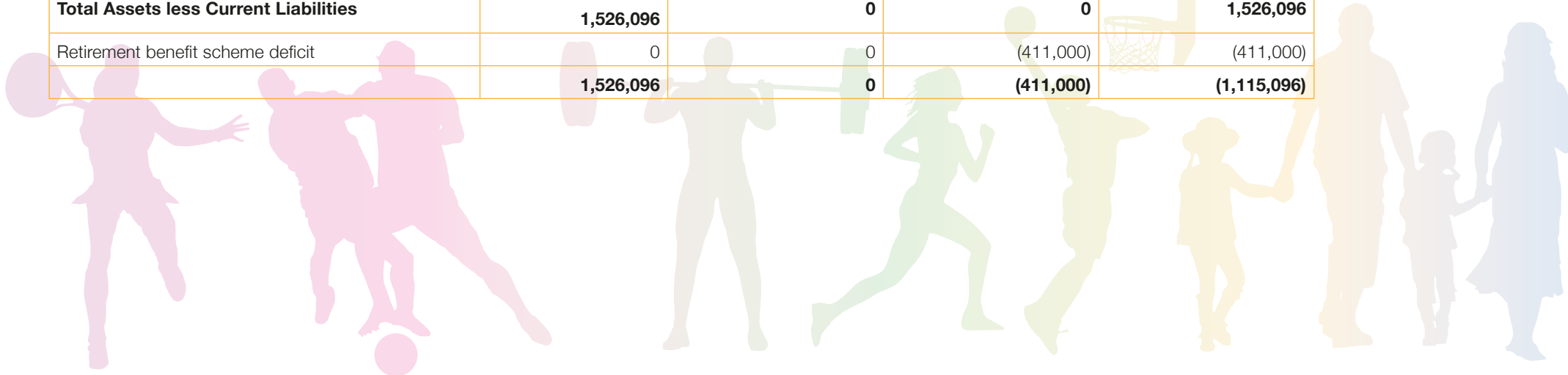
The **Service Development Projects** fund has been built up to be used for larger projects within the service as per our charitable objectives that will improve the service and/or generate additional income. A process for allocating these funds to specific projects will be agreed by the Trust Board in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

Restricted Funds	Balance at 31 March 2015 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2016 £
Telephones	0	11,556	0	(11,556)	0
Total	0	11,556	0	(11,556)	0

A contribution of £11,556 was made by West Dunbartonshire Council to modernise telephone contracts which has reduced the Trust's revenue expenditure.

Analysis of Net Assets Over Funds

Funds Balance at 31 March 2016 Represented by:	Unrestricted Funds £	Restricted Funds £	Pension Reserve £	2016 Total £
Fixed assets	195,282	0	0	195,282
Current Assets				
Stock	10,729	0	0	10,729
Debtors	217,145	0	0	217,145
cash	2,572,250	0	0	2,572,250
Total Current Assets	2,800,124	0	0	2,800,124
Creditors				
Amounts falling due within one year	(1,469,310)	0	0	(1,469,310)
Net Current Assets	1,330,814	0	0	1,330,814
Total Assets less Current Liabilities	1,526,096	0	0	1,526,096
Retirement benefit scheme deficit	0	0	(411,000)	(411,000)
	1,526,096	0	(411,000)	(1,115,096)





19. Notes to the cash flow statement

	2016	2015
	£	£
Net incoming resources	(51,059)	162,881
Investment income	8,695	6,970
Depreciation	72,658	72,658
Donated Assets	0	(23,000)
Net Pension charge	319,000	238,000
(Increase) in stock	(669)	1,146
(Increase)/Decrease in debtors	22,016	53,634
Increase/(Decrease) in creditors	(41,004)	60,693
Net cash inflow from operating activities	329,637	572,982

20. Cash at bank and in hand

	31 March 2016	1 April 2015
	£	£
Cash at bank and in hand	2,572,250	2,251,308

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	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 £57,846. 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 2016 is £8,170.

West Dunbartonshire Leisure Trust had transactions during the year as follows:	2015-2016	2014-2015
Income received from West Dunbartonshire Council	£5,531,270	£5,687,529
Expenditure paid to West Dunbartonshire Council	£156,962	£150,236

As at 31 March 2016 the outstanding balances were as follows:	2015-2016	2014-2015
Due from West Dunbartonshire Council	£93,413	£152,354
Due to West Dunbartonshire Council	£651,287	£690,269

22. Reconciliation on adoption of FRS102

Reconciliation of Reserves	1 April 2014	31 March 2015
Reserves as previously reported	(39,960)	(1,162,165)
Adjustment for holiday pay accrual	(19,766)	(25,680)
	(59,726)	(1,187,845)
Reconciliation of deficit		2015
Deficit under previous UK GAAP		(1,122,205)
Adjustment for movement in holiday pay accrual		(5,914)
		(1,128,119)

Map



Alexandria Area

- 1. Vale Pool
- 14. Bonhill Centre
- 15. Alexandria Centre
- 16. Dalmonach Centre

Dumbarton Area

- 2. Meadow Sports Centre
- 11. West Dum Activity Centre
- 12. Denny Civic Centre
- 13. Concord Centre

Clydebank Area

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

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





West Dunbartonshire Leisure Trust

Alexandria Community Centre
Main Street, Alexandria, G83 0NU

Tel: **01389 757806** Fax: **01389 751557**

Email: leisureservicesadmin@west-dunbarton.gov.uk

www.wdleisure.net

Delivering services on behalf of West Dunbartonshire Council