



# West Dunbartonshire Leisure Trust

## **ANNUAL REPORT** 2019/20 and Financial Accounts

West Dunbartonshire Leisure Trust is a recognised Scottish Charity: SC 042999;  
VAT Registered: GB 129 7502; and Company Registered: SC413707



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# INTRODUCTION FROM THE CHAIRMAN

On behalf of West Dunbartonshire Leisure Trust (WDLT), I am delighted to deliver our 8th Report of the Trustees as part of the organisation's Annual Report for the year 2019/20.

Firstly the emergence of the COVID-19 virus is the biggest global challenge that humanity has faced for generations. Internationally, we have seen people and governments across the globe face similar challenges and choices.

The World Health Organisation was notified of the first cases of a new disease - COVID-19 and declared the Coronavirus disease (COVID-19) a global pandemic on 11 March 2020.

All WDLT facilities and services (following Government instruction) closed / stopped from end of business on Friday 20 March 2020 and subsequently Scotland, with the other three UK nations, entered lockdown on 23 March 2020.

We took the decision to take advantage of the Government's Coronavirus Job Retention Scheme and furloughed approximately 95% of our total workforce and ensured that everyone continued to receive 100% of their normal pay.

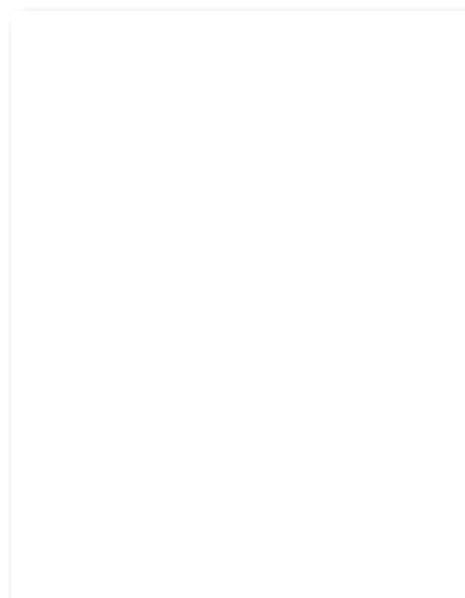
The closure of our facilities and services only came into effect at the end of this financial year however it has still had an impact on our financial accounts and unfortunately will have a huge impact over the coming years. Although these financial challenges that COVID-19 will bring, I am confident as an organisation and with support from the local authority we will meet these challenges head on and through making difficult decisions we will eventually recover and continue to be able to achieve our mission of **'Inspiring Healthy and Active Communities'**.

2019/20 out with COVID-19 has still been a challenging year for WDLT, but we are delighted to report that despite the challenges, in the main we have had another successful year and within this report, we will highlight how as a charity

we have made a difference to the lives of the people and communities that we serve in West Dunbartonshire.

It is heartening to see that in a competitive market with challenging local demographics, WDLT continues to deliver service improvements and exceed targets, agreed in partnership with West Dunbartonshire Council to increase participation in physical activity and sport. Although we saw our facilities close before the end of the financial year we only recorded a minimal reduction in overall attendances by 0.7% from last year, however we did see our community centres and outdoor recreation services attendances increase by 2% each from the previous year.

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



Charles Gibson  
Chair of West Dunbartonshire Leisure Trust

# REFERENCE AND ADMINISTRATIVE DETAILS

**Trustees (Directors):** Charles Gibson (Chair)  
James Finn (Vice Chair)  
William Hendrie  
David McBride  
Anthony Waclawski  
David Smith  
David Marshall  
Samantha Baird (Resigned 28 May 2020)  
Tony Dempster  
(Employee Representative, appointed 24 June 2019)

**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

# REPORT OF THE TRUSTEES

for the Year Ended 31 March 2020

The Trustees present their annual report and financial statements of the charity for the year ended 31 March 2020.

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

The legal and administrative information on page four (4) forms part of this report.

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## Objects, Mission & Values

### 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.

A graphic featuring a large, vibrant pink triangle pointing downwards, set against a background of overlapping, semi-transparent purple and blue triangles. The text is centered within the pink triangle.

WDLT Mission Statement  
“Inspiring Active  
&  
Healthier  
Communities”

## Values

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



# Strategic Outcomes & Priorities

The following highlights what our Key Strategic Outcomes and Priorities are and what we have achieved during 2019/20:

## Strategic Outcome: Grow the Business

We will build on our previous successes and maximise new opportunities to increase our business

### Financial Re-Investment

- Replacing the Server Hardware and installing a new 2012+ SQL version at a cost of £15k;
- Refurbishment of the Vale Pool Spinning Studio and the purchase of new Spinning bikes at a total cost of approximately £30k; and
- Over the last three years approximately £368k reinvested back into our services.

### Increase Participation

- Over 74,000 attendances on our Outdoor Pitches resulting in a 2% increase from last year;
- WDLT's Run Loch Lomond 10k sold out in June 2019 with 1,000 entrants; and
- Over 1.5M visits during 2019/20 resulting in an overall 29% increase over the period of the Strategy.

### Increase Health Opportunities

- Delivery of the Vitality Programme in Care Homes resulting in 4,100 attendances;
- Delivery of the physical activity element of the Improving Cancer Journey programme which is a cancer support service for patients living in West Dunbartonshire and
- Delivered the highest retention figures for Live Active GP Referral programme across the whole of the Greater Glasgow & Clyde area.

### Clydebank Leisure Centre

- Final draft was produced for the launch of a high quality access video that includes subtitles, BSL interpreter and voice over;
- Income increased overall by 3.4% from 2018/19 and 126% increase over the last 3 years; and
- Approximately 24,500 (7%) increase in attendances from last year and 165,700 (85%) increase over the last 3 years

### Community Facilities

- A number of new full time tenants within a number of Community Facilities; and
- Over 300,000 visits during 2019/20 a 2% increase from last year and 71,000 (30%) increase over the last 3 years.

### Partnership Working

- Supported Dunbartonshire Disability Sports Club & WD Gymnastics Club to secure £55,000 & £58,000 external funding;
- Supporting schools to achieve sportscotland's School Sport Awards – 4 more schools achieved Gold; and
- Successfully organising, planning and hosting Major Events on behalf of WDC alongside various partner organisations.



## New Services / Opportunities

- Management and commissioning of the new Mountblow Synthetic Pitch and Pavilion; and
- Introduction of a new Direct Debit scheme for Gymnastics Community programmes.

## Strategic Outcome: Improve Customer Experience

We will make continuous improvements to our customer journey by focusing on customer satisfaction, quality of service and genuinely caring about our customers

### New Technology

- Installation of a new Voice Gateway Telephone System within WDLT Headquarters;
- Launch of the WD Club Hub App that will benefit clubs, groups and school sport;
- Invested in a Joint Server Migration upgrade with WDC at a cost of approximately £15k.

### Standards, Policies & Procedures

- Working with WDC for the implementation of an authority-wide BSL Plan;
- Creation and launch of new booking procedures for Community Facilities; and
- Created in liaison with WDC a new Event Application process for Traders/Contractors.

### Research & Feedback

- An achievement of a NPS Score of 85 and increase of 9% from last year;
- Engaged an external Mystery Customer research company to analysis our service provision and sales processes; and
- Assisting WDC in hosting Community Engagement sessions as part of a WDC Community Facilities review.

### Workforce Development

- Invested in Personal Trainer Qualifications for Fitness Staff;
- Management Training courses via the Levy Fund delivered by West College Scotland to 44 supervisory staff across the organisation; and
- 244 courses/workshops were delivered with overall staff attendance of 1,431.

### Marketing

- Number of customers signed up to the WDLT App has risen to 9,800 a 51% increase from last year;
- The WDLT App has an average monthly customer interaction figure of 39,000
- Developed a new channel on Instagram social media platform with a current following of 1,994.



## Strategic Outcome: Financial Sustainability

We will achieve continuous improvement in the operation of the Trust and will focus on developing existing and new business opportunities in order to fulfil our strategic and charitable objectives

### Maximise Income Opportunities

- The Run Loch Lomond 10k Road Race attracted over £7,000 in sponsorship;
- A 7% increase in health suite income following recent refurbishments; and
- Refurbishment of Vale Pool Spin Studio and purchase of new Spin Bikes at a cost of approximately £30k.

### Work Efficiently

- Over 450 volunteers were supported by WDLT;
- Implemented various efficiency savings following the Review of Community Services resulting in delivering £190k of savings; and
- A wide range of Active Schools and Sports Development programmes including WD School Games held in leisure and community centres.

### Maximise External Funding

- Secured £21,000 for a residential disability sports camp in partnership with Dunbartonshire Disability Sports Club;
- Working with Community Groups in securing over £190k funding; and
- Secured £30,000 from the Flexible Workforce Development Fund (FWDF). The funding was used to deliver training to up skill staff.

### Sound Governance

- Created a bespoke Governance Checklist to supplement the Annual Governance reporting process;
- Reviewed and updated our Reserves Policy as approved by the Board; and
- Achieved unqualified audited accounts for 2019/20



# Our Services

**3**  
LEISURE  
CENTRES

Multi-purpose wet/dry leisure centres, one based in each main population area of West Dunbartonshire:

- Clydebank Leisure Centre • Meadow Centre, Dumbarton • Vale of Leven Swimming Pool

Over **800,000** attendances which is a **0.2%** decrease from 2018/19

**12**  
COMMUNITY  
FACILITIES

A range of Community Facilities based within three Cluster Areas:

- Clydebank • Dumbarton • Alexandria.

Over **300,000** attendances which is a **2%** increase from 2018/19

**1**  
ENTERTAINMENT  
THEATRE

The Denny Civic Theatre located in Dumbarton has a seated auditorium for 340 people and hosts many local productions.

Over **20,000** attendances which is a **12%** decrease from 2018/19

**40**  
OUTDOOR  
PITCHES &  
PAVILIONS

- 2 Synthetic Pitches
- 23 Grass Pitches
- 12 Changing Pavilions
- 3 Outdoor Bowling Greens / Pavilions

Over **74,000** attendances which is a **2%** increase from 2018/19

**SPORTS  
DEVELOPMENT**

Our Sports Development team is focused on widening opportunities for all residents to participate in sport. This is achieved via the provision of community and school sports programmes, club and coach development initiatives and the delivery of various mass participation sports events across the area.

Over **243,000** attendances which is a **2%** decrease from 2018/19

**ACTIVE  
SCHOOLS**

Our Active Schools team aim to provide more and higher quality opportunities for children and young people to take part in sport and physical activity before, during lunchtime and after school. In addition, they work to develop effective pathways between schools and sports clubs in the local community.

Over **123,000** attendances which is a **11%** decrease from 2018/19

**6**  
TRAINING  
COURSES

- First Aid at Work • First Aid at Work Renewal • Emergency First Aid at Work
- Paediatric First Aid • Emergency Paediatric First Aid • National Pool Lifeguard Qualification

Over **150** attendances which is a **40%** decrease from 2018/19

**8**  
OUTDOOR  
EVENTS

- ProAm Golf • Loch Lomond Highland Games
- Scottish Pipe Band Championships • Fire Work Displays (2)
- Christmas Lights Switch On Events (2)

Approximately **51,000** attendances

# Our Key Achievements

Following the outbreak of COVID-19 and the forced closure of our facilities from 20 March 2020 and the reduction of customers throughout the month of March has resulted in an overall reduction in our attendances; failure to achieve a number of our Performance Indicators; and being able to successfully deliver a number of our Business Strategy priorities. However we have still seen a small increase in our Community Facilities and Outdoor activities from last year; we have been able to either successfully achieve a number of our Performance Indicators or at least improved on the previous year; and successfully delivered on a number of our Business Strategy Priorities which is demonstrated in the tables below.








## Overall Attendances

Over **1.5 million attendances** at WDLT facilities and programmes which is a **7% increase** from 2017/18.

Services	2015/16	2016/17	2017/18	2018/19	2019/20	Variation from 18/19
Leisure Centres	629,049	614,348	770,835	809,274	<b>807,777</b>	<b>-0.2%</b>
Community Facilities	279,421	234,079	247,204	298,851	<b>305,273</b>	<b>2%</b>
Sports Development	228,854	224,457	248,321	245,336	<b>243,469</b>	<b>-1%</b>
Active Schools	93,144	114,730	128,703	139,311	<b>123,511</b>	<b>-11%</b>
Outdoor Recreation	-	-	62,390	73,118	<b>74,472</b>	<b>2%</b>
<b>Totals</b>	<b>1,230,468</b>	<b>1,187,614</b>	<b>1,457,453</b>	<b>1,565,890</b>	<b>1,554,502</b>	<b>-0.7%</b>

## Performance Indicators

Strategic Outcome – Grow the Business

Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	2019/20 Actual	On Target	Comments
CC1 - Wet Activities. No. of attendances per 1,000 population for pools	4,650	4,368	4,594	<b>4,387</b>		4.5% short of target however a 0.4% increase from last year.
CC2 - Dry Activities. No. of attendances per 1,000 population for indoor sports & leisure	6,198	7,014	7,154	<b>6,999</b>		2% short of target and a 0.2% decrease from last year.
Overall Usage	1,457,453	1,565,890	1,610,507	<b>1,554,502</b>		3.5% short of target and a 0.7% decrease from last year.
Individual Participants (All Memberships / Subscriptions)	19,845	21,437	25,000	<b>21,750</b>		13% short of target however a 1.5% increase from last year
Individual Participants (Active Schools)	5,982	6,032	6,500	<b>6,221</b>		4.3% short of target however a 3.1% increase from last year
DD Memberships	5,354	6,481	8,000	<b>5,299</b>		34% below target and a 18% decrease from last year
Number of GP Referral Consultations	1,724	1,811	1,500	<b>1,724</b>		14.9% ahead of target however a 4.8% decrease from last year








## Performance Indicators

Strategic Outcome – Improve Customer Experience

Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	2019/20 Actual	On Target	Comments
How likely is it that you would refer our company to a friend or colleague	74	78	82.6	*	*	*Information currently not available due to the COVID-19 pandemic resulting in Facilities and Services closed. However a score of 85 was achieved by the 3rd Quarter of the year.
Number of Website Hits	541,461	405,834	425,000	<b>288,856</b>		32% below target and a 28.8% decrease from last year
Facebook Post Engagement	New Indicator	330,478	315,000	<b>349,491</b>		11% ahead of target and a 5.8% increase from last year
Number of Unique Active On Line Booking Users	4,398	5,195	5,900	<b>6,035</b>		2.3% ahead of target and a 16.2% increase from last year
No. of Mobile Pro Users	2,865	6,480	9,000	<b>9,800</b>		9% ahead of target and a 51% increase from last year
% of P7 Pupils that can Swim 10m	71%	85%	85%	**	**	**Information currently not available due to the COVID-19 pandemic resulting in Facilities and Services closed and School Swimming stopped
% of P7 Pupils that can Swim 25m	45%	48%	48%	**	**	**Information currently not available due to the COVID-19 pandemic resulting in Facilities and Services closed and School Swimming stopped
% of Live Active Referrals still active after 3 months	74%	79%	60%	<b>76%</b>		16% ahead of target however 3% lower than last year
% of Live Active Referrals still active after 6 months	58%	67%	47%	<b>71%</b>		24% ahead of target and 4% higher than last year
% of Live Active Referrals still active after 12 months	38%	49%	39%	<b>56%</b>		17% ahead of target and 7% higher than last year
No. of Clubs WDLT Accredited	18	24	30	<b>27</b>		10% below target however a 12.5% higher than last year

## Performance Indicators

Strategic Outcome – Financial Sustainability

Indicator	2017/18 Actual	2018/19 Actual	2019/20 Target	2019/20 Actual	On Target	Comments
Income – Against Target	(£136,478)	(£235,505)	£0	<b>(£65,590)</b>		100% above target
Expenditure – Against Budget	(£135,488)	£62,145	£0	<b>(£70,629)</b>		100% below target
Net (Profit) / Loss	(£271,966)	(£159,634)	£0	<b>£5,039</b>		100% below target
% Income (Mgt Fee)	52.5%	50.0%	50.4%	<b>50.2%</b>		0.4% below target but a 0.4% increase from last year
% Income (Customer Receipts)	47.5%	50.0%	49.6%	<b>19.8%</b>		0.4% above target but a 0.4% decrease from last year
Cost Per Visit (Mgt Fee)	£2.69	£2.42	£2.46	<b>£2.49</b>		1.2% above target and a 2.9% increase from last year
Staff Absence (Days lost against FTE)	8.42	10.55	7.0	<b>11.78</b>		68% above target and a 11.6% increase from last year



## Final Year: Business Strategy 2017-20

### SO1: Grow the Business

We will build on our previous successes and maximise new opportunities to increase our business. Over the next three years we will set out to achieve the following:

Our Priorities	Our success will be measured if by 2020, we have:	3rd Year Performance
<p><b>Financial Re-investment:</b> We will commit surplus funds to enhance future service delivery</p>	<ul style="list-style-type: none"> <li>invested a minimum of £250k surplus funds in our services</li> </ul>	<ul style="list-style-type: none"> <li>An additional £117,953 has either been spent or committed above the £250,000 three year target.</li> </ul>
<p><b>Increase Participation:</b> We will attract more people and ensure our active customers access our services more often</p>	<ul style="list-style-type: none"> <li>increased overall attendances by a minimum of 25% over 3 years; and</li> <li>increased the number of individual participants (by service area) by a minimum of 20% utilising our services</li> </ul>	<ul style="list-style-type: none"> <li>A 29% overall increase has been achieved, which is attributed to a 6% increase in wetside attendances; a 53% increase in Dryside Activities; a 30% increase in attendances within Community Facilities; a 8% increase in Active Schools activities; and a 8% increase in Sports Development activities</li> <li>The 20% increase in individual participates has been exceeded and has achieved a 164% increase.</li> </ul>
<p><b>Increase Health Opportunities:</b> We will raise awareness of the benefits of physical activity and ensure as many opportunities as possible are made available</p>	<ul style="list-style-type: none"> <li>10% growth of sustainable programmes across the services</li> </ul>	<ul style="list-style-type: none"> <li>We are working in partnership with the Council and MacMillan Cancer with a three year project of Improving the Cancer Journey in West Dunbartonshire which has resulted in a 10% growth in programmes.</li> </ul>
<p><b>Clydebank Leisure Centre:</b> We will ensure the new centre achieves its potential through effective planning and by delivering an operationally sound facility.</p>	<ul style="list-style-type: none"> <li>as a minimum, achieved budget and participation targets</li> </ul>	<ul style="list-style-type: none"> <li>2017/18 achieved an operating surplus of £30,294. Participation approximately 54,000 below Target however approximately 134,000 (68%) increase from the previous year.</li> <li>2018/19 achieved an operating surplus of £2,725. Participation approximately 1,000 above Target and approximately 7,000 (2%) increase from the previous year.</li> <li>2019/20 sustained an operating loss of £36,575. Participation approximately 23,000 above Target and approximately 24,500 (7%) increase from the previous year. The facility suffered a reduction in attendances throughout the month of March due to COVID-19 including a full closure from 20/3/20.</li> </ul>
<p><b>Community Facilities:</b> We will look to reduce centre downtimes and utilise our own facilities for as many of our programmes as practicably feasible</p>	<ul style="list-style-type: none"> <li>increased non-sporting usage by 20%; and</li> <li>increased sporting usage by 20%</li> </ul>	<ul style="list-style-type: none"> <li>There has been a 36% increase in Non-sporting participation which has exceeded the 20% three year target.</li> <li>There has been a 13% increase in Sporting participation, falling 7% short of the 20% target</li> </ul>
<p><b>Partnership Working:</b> We will get the maximum value out funded programmes to grow self-sustaining activities for the future</p>	<ul style="list-style-type: none"> <li>documented Agreements with all key partner agencies</li> </ul>	<ul style="list-style-type: none"> <li>A full documented list of current partners has been generated. All current partnership agreements have been critically reviewed to ensure maximum value to WDLT and any new partnership proposals will go through this process before agreements are signed.</li> </ul>
<p><b>New Services / Opportunities:</b> We will keep in touch with industry trends with a view to developing and expanding services proactively</p>	<ul style="list-style-type: none"> <li>introduced at least 36 new programmes / projects / events / services</li> </ul>	<ul style="list-style-type: none"> <li>23 new programmes;</li> <li>1 new project;</li> <li>6 new events; and</li> <li>10 new services have been introduced</li> </ul> <p>In total 40 new programmes, projects, events and services have been introduced across all services</p>

## SO2: Improve Customer Experience

We will make continuous improvements to our customer journey by focusing on customer satisfaction, quality of service and genuinely caring about our customers. Over the next three years we will set out to achieve the following:

Our Priorities	Our success will be measured if by 2020, we have:	3rd Year Performance
<p><b>New Technology:</b> We will embrace digital technology to transform the way we do business</p>	<ul style="list-style-type: none"> <li>increased the use of digital technology across all services, improving customer experiences</li> </ul>	<ul style="list-style-type: none"> <li>There has been a continual increase in new technology (22 in total) throughout the three year period including a full floor of interactive technology on the first floor of the new Clydebank Leisure Centre; the introduction of the Learn2 software allowing a customer interactive module to showcase swimming lessons; self-service kiosks in the Vale of Leven Pool and Clydebank LC to enhance customer service.</li> </ul>
<p><b>Standards, Policies and Procedures:</b> We will develop, update and amend our processes and systems of work to ensure high/consistent quality of service</p>	<ul style="list-style-type: none"> <li>delivered the Consultation Plan</li> </ul>	<ul style="list-style-type: none"> <li>A range of feedback has been obtained throughout the year including quarterly (only three quarters) Net Promoter Questionnaires (across all services) resulting in an annual score of 85; Telephone Satisfaction Surveys which resulted in a 88% satisfaction with Leisure Centres and Community Centres throughout 2019/20; and regular feedback from Customer Comment forms.</li> </ul>
<p><b>Research and Feedback:</b> We will provide opportunities for staff and volunteers to develop the skills and knowledge necessary to deliver quality services</p>	<ul style="list-style-type: none"> <li>delivered Staff Training and Workforce Plan</li> </ul>	<ul style="list-style-type: none"> <li>Funding, gained via the Apprentice Levy Fund, was utilised to deliver Customer Care training to key frontline staff. The training also up skilled our training officers to carry on the delivery of this specialised training. In addition a number of management training courses were delivered to supervisory staff</li> </ul> <p>The Generic training programme was also redesigned to ensure it has the maximum benefit to all staff within WDLT.</p> <p>Over the three year period 794 workshops/training sessions/courses were delivered with 5,260 attendees</p>
<p><b>Workforce Development:</b> We will ensure a dynamic joined up approach to the promotion of our services to achieve maximum reach</p>	<ul style="list-style-type: none"> <li>delivered annual marketing plans;</li> <li>increased overall attendances by 25%; and</li> <li>increased total operating income (net of the management fee from WDC) by 30%</li> </ul>	<ul style="list-style-type: none"> <li>WDLT engaged with WDC communications team to develop a new digital media plan by maximising the potential of social media and giving a real focus to this marketing medium.</li> <li>Marketing / Digital Plans have been delivered over the three year period assisting increase usage by 29%</li> <li>Marketing / Digital Plans have been delivered over the three year period assisting in an increase in income of 36%</li> </ul>



## SO3: Financial Sustainability

We will achieve continuous improvement in the operation of the Trust and will focus on developing existing and new business opportunities in order to fulfil our strategic and charitable objectives. Over the next three years we will set out to achieve the following:

Our Priorities	Our success will be measured if by 2020, we have:	3rd Year Performance
<p><b>Maximise Income Opportunities:</b> We will develop existing income streams and generate new income</p>	<ul style="list-style-type: none"> <li>• increased total operating income (net of the management fee from WDC) by 30%; and</li> <li>• increased the total number of direct debit memberships by 100%</li> </ul>	<ul style="list-style-type: none"> <li>• Total operating income generated was £3,836,172 a 2% increase.</li> <li>• The opening of the new Clydebank LC; the ongoing success of the introduction of new direct debit membership packages (Gold, Silver and Bronze) at leisure centres; and the introduction of the direct debit swimming lessons has substantially over achieved (371%) the 100% success measure set</li> </ul>
<p><b>Maximise External Funding Opportunities:</b> We will identify and apply for external funding to enhance new and existing programmes/projects.</p>	<ul style="list-style-type: none"> <li>• generated <b>£1M</b> of operating income from external funding.</li> </ul>	<ul style="list-style-type: none"> <li>• date £1,860,388 external funding has been generated over the last three years</li> </ul>
<p><b>Work Efficiently:</b> We will share resources across all services.</p>	<ul style="list-style-type: none"> <li>• achieved a balanced or surplus budget across all services year on year.</li> </ul>	<ul style="list-style-type: none"> <li>• Overall a £271,966 surplus was achieved in 2017/18.</li> <li>• Overall a £159,634 surplus was achieved in 2018/19.</li> <li>• Overall a £5,039 loss was sustained in 2019/20, mainly due to redundancy costs and compounded by the Covid-19 pandemic.</li> </ul>
<p><b>Sound Governance:</b> We will continue to develop strong organisational processes to make informed decisions and meet our legal obligations.</p>	<ul style="list-style-type: none"> <li>• achieved unqualified audited accounts year on year.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved unqualified audited accounts for 2017/18</li> <li>• Achieved unqualified audited accounts for 2018/19</li> <li>• Achieved unqualified audited accounts for 2019/20</li> </ul>



# Financial Review

## Financial Summary 2019/20

The Trust can report that despite the current economic climate in which we have operated in during our eighth year including the recent COVID-19 outbreak, the financial position for the Trust has realised a small deficit which will be covered by our reserves and for this year will therefore not allow for the replenishing of designated funds for future reinvestment projects.

In summary, the financial position during 2019/20 is noted below:

	Unrestricted / Restricted Fund	Pension Fund	Total Funds
Total income	7,783,520	(59,000)	7,724,520
Total spend on charitable activities	(7,788,559)	(711,000)	(8,499,559)
Net Movement in Funds	<b>(5,039)</b>	<b>(770,000)</b>	<b>(775,039)</b>
Actuarial gain	0	2,374,000	2,374,000
Net movement in funds (after retirement benefit scheme loss)	<b>(5,039)</b>	<b>1,604,000</b>	<b>1,598,961</b>

## Funds held at 31 March 2020:

	31 March 2019	31 March 2018
Total funds	<b>1,833,199</b>	<b>234,238</b>

The Unrestricted deficit was £5,039 but at the year end the multi-employer defined benefit pension scheme is in surplus by £1,604,000 and therefore the net surplus for the year is £1,598,961.

Following the eighth 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 £2,323,945, investment income of £26,389 and membership fees £1,484,785, as well as income of £3,873,790 from West Dunbartonshire Council (Management Fee) for our work in managing the leisure facilities and provision within the local area.



The principle sources of expenditure remain within staffing £6,759,252 with elements of spend on property £1,013,293, transport £32,170, administration £537,473 and payments to other bodies £157,372.

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

	Income	Expenditure	Surplus/(Deficit)
Leisure Facilities	2,401,173	(4,377,652)	(1,976,479)
Community Facilities	426,294	(1,404,102)	(977,808)
Sports Development	606,887	(1,043,499)	(436,612)
Active Schools	276,481	(510,810)	(234,329)
Outdoor Recreation	97,895	(378,938)	(281,043)
Management Fee	3,873,790	0	3,873,790
<b>Total</b>	<b>7,682,520</b>	<b>(7,715,001)</b>	<b>(32,481)</b>

## Fixed Assets

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

## 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. In order to increase investment income for the Trust the board agreed to reinvest a sum of £506,181 with West Dunbartonshire Council on 29 February 2020 at a fixed rate of 2.55% for two years with a break opportunity at one year. An additional £250,000 was re-invested on 29 February 2020 for 6 months at a fixed rate of 0.8%.

During 2019/20, interest received on cash balances held at the bank, and the investment with West Dunbartonshire Council was £26,389 (£16,883 2018/2019).

During 2018/19, interest received on cash balances held at the bank, and the investment with West Dunbartonshire Council was £16,883, (£7,608 2017/2018).



## Reserves Policy

Total funds at year end were £1,833,199 however this includes the pension liability and as such total unrestricted funds were £2,158,199. The total of £1,422,861 has been designated as per Note 20 and therefore at the year end the general fund balance is £735,338. The reserves policy was reviewed in 2019 by the Audit and Risk Committee and a new percentage based target of 7.5% of total expenditure was agreed by the board in November 2019. The target general reserves would be £584,000 under the new policy however it sitting at £735,338 as at 31st March 2020. The intention of the planned review had been

to reduce the reserves target which was considered to be too high and release funds that could be utilised as a one off saving to WDC in 2021/22 with a one off reduction to the management fee planned for that year. The released funds and a substantial amount of the remaining general reserve fund are however now planned to be used in 2020/21 to offset the loss of income that is projected due to the Covid-19 closure and planned reopening with service restrictions and reduced turnover. The general reserves will therefore sit at under the new target by 31st March 2021.

## 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 external risks detailed within the Risk Register for 2019/20 and how they have been managed are as follows:

Key Risk	Existing Control Measures	Risk Management Actions
Significant reduction in West Dunbartonshire Council funding	<ul style="list-style-type: none"> <li>Regular Monitoring Meetings with WDC</li> <li>Annual Performance Report to WDC Infrastructure Committee</li> <li>On an annual basis explore options for efficiency savings and opportunities for increasing income.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to explore options for efficiency savings and opportunities for increasing income.</li> </ul>
Asset portfolio does not receive necessary investment from WDC	<ul style="list-style-type: none"> <li>Annual maintenance budget for Leisure Centres of £115k and for Community Facilities of £95k; and £40k Pavilions (not increased since beginning of Trust)</li> <li>WDC Capital Programme</li> <li>WDC Spend to Save</li> </ul>	<ul style="list-style-type: none"> <li>Review Asset portfolio and agree with WDC what projects to be forwarded to WDC's Capital Programme for consideration</li> <li>Submit applications to WDC's Capital Programme</li> </ul>

Key Risk	Existing Control Measures	Risk Management Actions
Adverse PR following the implementation of the Council's recommendations from their Review of Community Facilities	<ul style="list-style-type: none"> <li>N/A</li> </ul>	<ul style="list-style-type: none"> <li>Agreement of any press releases to protect reputation of WDLT &amp; West Dunbartonshire Council</li> </ul>
Insufficient (WDC CRA) funds to carry out an effective repair and maintenance programme for premises and equipment / plant	<ul style="list-style-type: none"> <li>Maintenance Contracts in place including outdoor and 3G pitches</li> <li>Maintenance &amp; Repairs Budget in place</li> <li>PAT carried out</li> <li>Preventative Maintenance programmes in place</li> <li>Effective management of the large WDC repair and maintenance budgets. These are reviewed at regular meetings between WDLT Operational Managers and WDC maintenance officers</li> </ul>	<ul style="list-style-type: none"> <li>Review of (WDC) Maintenance Budgets</li> </ul>
Potential increase in competition for leisure activities, including budget gym sector and private operators	<ul style="list-style-type: none"> <li>All inclusive DD Membership (Gym, Fitness Classes, Swimming &amp; Health Suite)</li> <li>Staffed Gyms</li> <li>Range of Memberships</li> <li>A pricing Policy has been developed and approved by the Board (August 2016)</li> <li>Competitive Pricing Policy</li> <li>High quality service delivery</li> </ul>	<ul style="list-style-type: none"> <li>Continue to review external competitors</li> <li>To continue to identify market trends</li> </ul>

## COVID-19 Risks

A review of the Trust's Risk Register was carried out by Internal Audit in 2019/20 which highlighted that opportunities existed to strengthen internal controls and enhance the service provided. The review recommended for the introduction of a Risk Strategy Policy – documenting the Trust's Leisure Risk Management Strategy which was developed and approved by the Board on 20 February 2020 for implementation in 2020/21.

With the outbreak of COVID-19 and the closure of our facilities and services a COVID-19 Risk Register was developed and agreed by the Board on 28 May 2020. The Register considered risks during lockdown and post-lockdown. The top risks detailed within the COVID-19 Risk Register and how they have/will be managed are as follows:



Key Risk	Existing Control Measures
Existing delivery provision / model not financially viable	<ul style="list-style-type: none"> <li>• Review profitability of all services taking into consideration the impact of social distancing measures</li> <li>• Identify appropriate recommendations to the Board &amp; the Council with regards to potential changes to the current delivery provision / model in line with the Services Agreement</li> <li>• Identify appropriate changes to our current delivery provision / model that would not require approval from the Council in line with the Services Agreement.</li> <li>• Ensure staff have taken an appropriate amount of annual leave before reopening to prevent an unmanageable backlog of holidays requiring to be taken and covered once the service reopens.</li> </ul>
Depleted Reserves	<ul style="list-style-type: none"> <li>• Develop a Cash Flow Projection spreadsheet</li> <li>• Investigate and if appropriate make claims to the Government's Job Retention Scheme</li> <li>• Reduce Utility Usage in all facilities</li> <li>• Identify whether a Business Interruption Claim can be made against our Insurance Policy</li> <li>• Identify if any "Holiday" arrangements that can be put in place for contracts</li> <li>• Identify if any contract discounts are available</li> <li>• Release £250k from Investment Portfolio</li> <li>• Identify whether additional Investment funds are required to be released</li> <li>• Identify if WDLT are eligible to make any claims for grants etc. and where appropriate make such claims</li> </ul>
Cash Flow pressures after lockdown	<ul style="list-style-type: none"> <li>• Monitor Cash Flow on a weekly basis</li> <li>• Identify whether additional Investment funds are available and required to be released</li> <li>• Review all expenditure and take necessary steps to reduce overall expenditure</li> </ul>

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

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



## Plans for the Future

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

### Development and implementation of the Trust's Recovery Strategy

Following the COVID-19 outbreak the Trust will develop and implement Key Actions to assist the organisation to be financially secure and work towards recovering to its original financial position before COVID-19.

### Reinvestment of Surplus Funds

Due to the financial challenges that WDLT are facing due to COVID-19 we may have to restrict the number of applications to our Surplus Funds framework and only process applications that will assist us meet financial targets. Once WDLT are in a more financially sustainable position we will then encourage applications to assist us achieve our minimum spend of £200k by 2023.

### Implementation of our Three Year Business Strategy (2020– 2023)

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

### Implementation of our Aquatics Strategy (2020– 2023)

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

### Development and implementation of our Football Strategy (2020– 2023)

We will develop and implement the first year's Key Actions within our new Football Strategy to assist us increase participation with Sports Development football programmes and usage of our outdoor football pitches.

### Development and implementation of a three year Clydebank LC Development Plan

We will develop and implement the first year's Key Actions within our new Clydebank LC Development Plan to assist us increase participation and income in particular via the redevelopment of the Queens Quay site.



# 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 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 2019/20 and since is detailed below:

Name	Income	Appointed	Resigned
Anthony Waclawski	Independent	11/01/12	N/A
David McBride	Partner	11/01/12	N/A
David Smith	Independent	11/01/12	N/A
James Finn	Partner (Vice Chair since 13 September 2018)	26/02/15	N/A
Charles Gibson	Independent (Chair since 13 September 2018)	28/08/14	N/A
Samantha Baird	Independent	24/11/16	28/05/20
William Hendrie	Partner	25/05/17	N/A
David Marshall	Independent	24/11/16	N/A
Tony Dempster	Employee Representative	24/06/19	N/A





## Recruitment and Training of Trustees

### Recruitment

Authority and responsibility for the appointment of Partner Trustees sits with West Dunbartonshire Council, (WDC) who allocate this responsibility to three WDC Councillors. No appointments were made during the period 1 April 2019 to 31 March 2020.

Authority and responsibility for the recruitment of Independent Trustees is delegated by the Board of Directors to the Nominations Committee. No appointments were made during the period 1 April 2019 to 31 March 2020.

The selection of the Employee Representative Trustee is completed in consultation with the unions representing employees in the Leisure Trust (Unite, Unison, and GMB). James Docherty resigned from his role as Employee Representative Director on 19/2/2019. Tony Dempster was appointed into the role on 24 June 2019.

### 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 Strategy
- WDLT Partnership Book
- Health & Safety Policy
- Anti-Bribery Policy
- Last Annual General Meeting Papers
- Last 4 Board Meeting Papers

### Training

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

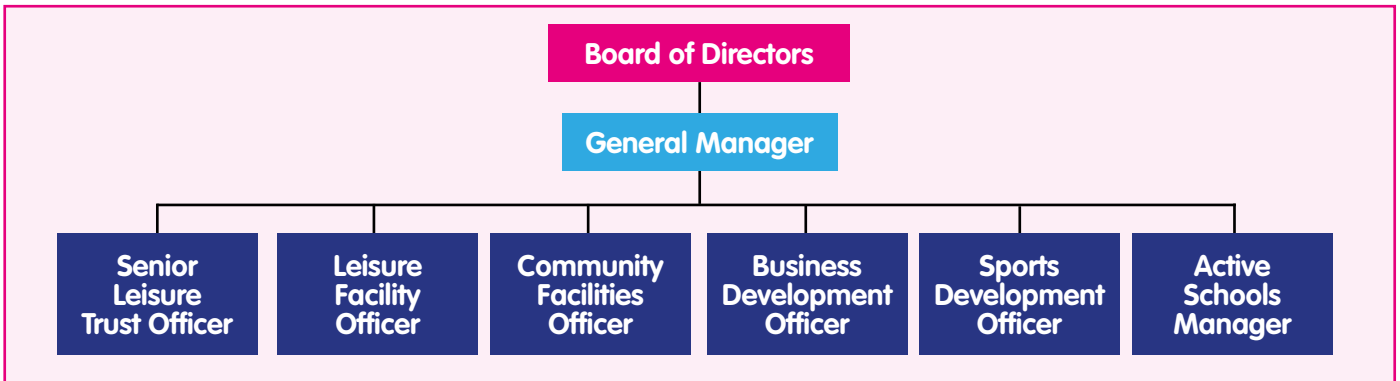
- Discipline and Grievance Procedures
- Finance (annual finance reporting regulations and Charity Accounting)
- Health & Safety



## 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 2019 to end of March 2020. These meetings were held with management representatives to consider the business of the Company.

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

The full Board met on the following dates during 2018/19:

- 23 May 2019;
- 29 August 2019;
- 12 September 2019 (Annual General Meeting);
- 28 November 2019; and
- 20 February 2020

In addition a Special Board Meeting was held on 24 January 2020 to approve a number of voluntary Early Retirement Requests as part of the recommendations of the Community Facilities Review.

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

Board Committees exist in the following areas:

- **Audit & Risk Committee** – Responsible for monitoring the financial performance of the Trust; for the recruitment and appointment of an external auditor to audit final annual accounts for submission to Companies House and OSCR; the review of the governance of the Trust (including the Articles of Association and Financial Regulations); and the review of major risks with management and agree and scrutinise the annual risk register.

- **Appeals Committee** – Responsible for hearing and determining appeals against dismissal and appeals against all disciplinary action taken by the General Manager and to consider and reach decisions on Stage 3 Grievances by employees in terms of the Trust's Grievance Procedures.
- **Joint Consultative Forum (JCF)** – Responsible for exchanging information between Management and Employees and securing the greatest possible measure of joint action between West Dunbartonshire Leisure Trust and its employees.
- **Health & Safety Committee** – To act as the focal point for all matters relating to the management of Fire, Security and Health and Safety.
- **Nominations & Individual Performance Committee** – Responsible for recommending appropriate individuals for appointment as Independent Trustees and Employee Representative to form the Board. Responsible for the recruitment and appointment of the General Manager and Company Secretary and formally oversees the performance management system for the General Manager.

Trustee representation on Board Committees and dates Committees were held:

Committee	Audit and Risk	Appeals	Joint Consultative Forum (JCF)	Health and Safety	Nominations & Individual Performance
Member	A Waclawski; D McBride; D Marshall; C Gibson	A Waclawski; D McBride; D Smith; S Baird	D Smith; J Finn; J Docherty	T Dempster	C Gibson; J Finn
Dates	9 May 2019 15 Aug 2019 14 Nov 2019 06 Feb 2020	There was no requirement to convene this Committee during 2019/20	There was no requirement to convene this Committee during 2019/20	10 May 2019 09 Aug 2019 22 Nov 2019 24 Jan 2020	There was no requirement to convene this Committee during 2019/20

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

## Statement of Trustees' Responsibilities

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

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

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

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

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

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## Statement to Auditors

In so far as the Trustees are aware:

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

This report has been prepared in accordance with the provisions applicable to companies'

subject to the small companies' regime of the Companies Act 2006.

Approved by the Trustees and signed on their behalf by:



Charles Gibson,  
Chair of West Dunbartonshire Leisure Trust  
10 September 2020

# INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF WEST DUNBARTONSHIRE LEISURE TRUST FOR THE YEAR ENDED 31 MARCH 2020

## Opinion

We have audited the financial statements of West Dunbartonshire Leisure Trust (the 'charitable company') for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

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 2020, and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2016; Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

## Other information

The other information comprises the information included in the report and financial statements, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.



### Other information (continued)

If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the report of the trustees, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors report included within the report of the trustees has been prepared in accordance with applicable legal requirements.

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

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

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



- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; 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
- the trustees were not entitled to take advantage of the small companies' exemptions in preparing the report of the trustees and from the requirement to prepare a strategic report.

### Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 25, 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 and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.



## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Our audit work has been undertaken so that we might state to the charitable company's members and trustees 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 charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*Wylie + Bisset LP*

Jenny Simpson

*Senior statutory auditor*

For and on behalf on Wylie & Bisset LLP, Statutory Auditor  
168 Bath Street, Glasgow G2 4TP

*Date: 10 September 2020*



# STATEMENT OF FINANCIAL ACTIVITIES

Statement of Financial Activities (incorporating the Income and Expenditure Account)  
for the year ended 31 March 2019

	Notes	Unrestricted Fund 2020	Restricted Fund 2020	Pension Fund 2020	Total Funds 2020
		£	£	£	£
<b>Income and endowments from: Donations and legacies</b>					
- Voluntary Income					
<b>Investments</b>					
- Investment Income	3	26,389	0	0	26,389
<b>Income from Charitable Activities:</b>					
- Management Service Fee	2	3,873,790	0	0	3,873,790
- Membership Fees	2	1,484,785	0	0	1,484,785
- Charitable Activities	2	2,323,945	0	0	2,323,945
<b>Other</b>					
- Gain on sale of Fixed Assets		1,053	0	0	1,053
- Job Retention Scheme		0	73,558	0	73,558
- Other Finance Income	9	0	0	(7,000)	(7,000)
<b>Total Incoming resources</b>		<b>7,709,962</b>	<b>73,558</b>	<b>(59,000)</b>	<b>7,724,520</b>

	Notes	Unrestricted Fund 2019	Restricted Fund 2019	Pension 2019	Total Funds 2019
		£	£	£	£
<b>Income and endowments from: Donations and legacies</b>					
- Voluntary Income					
<b>- Investments</b>					
- Investment Income	3	16,883	0	0	16,883
<b>Income from Charitable Activities:</b>					
- Management Service Fee	2	3,897,720	0	0	3,897,720
- Membership Fees	2	1,505,805	0	0	1,505,805
- Charitable Activities	2	2,228,101	0	0	2,228,101
<b>Other</b>					
- Gain on sale of Fixed Assets		10,266	0	0	10,266
- Job Retention Scheme		0	0	0	0
- Other Finance Income	9	0	0	(7,000)	(7,000)
<b>Total Incoming resources</b>		<b>7,658,775</b>	<b>0</b>	<b>(7,000)</b>	<b>7,651,775</b>



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

	Notes	Unrestricted Fund 2020	Restricted Fund 2020	Pension Fund 2020	Total Funds 2020
		£	£	£	£
Expenditure on:					
Charitable Activities	4	(7,715,001)	(73,558)	821,000	(6,967,559)
Current and past service cost	6	0	0	(1,532,000)	(1,532,000)
<b>Total Expenditure</b>		<b>(7,715,001)</b>	<b>(73,558)</b>	<b>(711,000)</b>	<b>(8,499,559)</b>
Net income / (expenditure) for the year before transfers		(5,039)	0	(770,000)	(775,039)
Transfer between funds		0	0	0	0
Net incoming / (outgoing) resources		(5,039)	0	(770,000)	(775,039)
Actuarial gain / (loss) on retirement benefit scheme	9	0	0	2,374,000	2,374,000
Net movement in funds (after retirement benefit scheme gain/loss)	20	(5,039)	0	1,604,000	1,598,961
<b>Total Funds brought forward</b>	20	<b>2,163,238</b>	<b>0</b>	<b>(1,929,000)</b>	<b>234,238</b>
<b>Total Funds carried forward</b>	20	<b>2,158,199</b>	<b>0</b>	<b>(325,000)</b>	<b>1,833,199</b>

	Notes	Unrestricted Fund 2019	Restricted Fund 2019	Pension Fund 2019	Total Funds 2019
		£	£	£	£
Expenditure on:					
Charitable Activities	4	(7,499,141)		682,000	(6,817,141)
Current and past service cost	6	0	0	(1,647,000)	(1,647,000)
<b>Total Expenditure</b>		<b>(7,499,141)</b>	<b>0</b>	<b>(965,000)</b>	<b>(8,464,141)</b>
Net income / (expenditure) for the year before transfers		159,634	0	(972,000)	(812,366)
Transfer between funds		0	0	0	0
Net incoming / (outgoing) resources		159,634	0	(972,000)	(812,366)
Actuarial gain / (loss) on retirement benefit scheme	9	0	0	(1,181,000)	(1,181,000)
Net movement in funds (after retirement benefit scheme gain/loss)	20	159,634	0	(2,153,000)	(1,993,366)
<b>Total Funds brought forward</b>	20	<b>2,003,604</b>	<b>0</b>	<b>224,000</b>	<b>2,227,604</b>
<b>Total Funds carried forward</b>	20	<b>2,163,238</b>	<b>0</b>	<b>(1,929,000)</b>	<b>234,238</b>


# BALANCE SHEET

Balance Sheet as at 31 March 2019

	Notes	2020 £	2019 £
<b>Fixed Assets:</b>			
Intangible Assets	10	16,460	21,546
Tangible Assets	11	<u>265,248</u>	<u>285,846</u>
<b>Total Fixed Assets</b>		<b>281,708</b>	<b>307,392</b>
<b>Current Assets:</b>			
Stock	12	11,635	17,273
Debtors	13	529,272	520,474
Investments	14	756,182	756,182
Cash at bank and in hand	22	<u>2,156,366</u>	<u>2,307,907</u>
<b>Total Current Assets</b>		<b>3,453,455</b>	<b>3,601,836</b>
<b>Liabilities:</b>			
Creditors falling due within one year	15	(1,576,964)	(1,745,990)
<b>Net Current Assets</b>		<b>1,876,491</b>	<b>1,855,846</b>
<b>Total assets less current liabilities – excluding retirement benefit scheme</b>		<b>2,158,199</b>	<b>2,163,238</b>
Retirement benefit scheme asset/(liability)	9	<u>(325,000)</u>	(1,929,000)
<b>Total Net Assets</b>		<b>1,833,199</b>	<b>234,238</b>
<b>The Funds of the Charity:</b>			
Funds – Unrestricted	20	2,158,199	2,163,238
Funds – Restricted	20	0	0
Funds – Pension Reserve	20	<u>(325,000)</u>	<u>(1,929,000)</u>
		<b>1,833,199</b>	<b>234,238</b>

The financial statements were authorised for issue by the Board on 10 September 2020.

Charles Gibson  
Chairman



Councillor Jim Finn  
Vice Chairman



**Company No: SC413707**

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 and for circulations to the members of the company.

# CASH FLOW STATEMENT

## Cash Flow Statement for the year to 31 March 2020

	Notes	2020	2019
		£	£
Net cash (used in / provided by operating activities)	21	(135,967)	387,340
Cash invested		(0)	(256,182)
Interest received		26,389	16,883
Proceeds from the sale of tangible assets		1,053	10,266
Purchase of intangible fixed assets		(0)	(6,000)
Purchase of tangible fixed assets		(43,016)	(237,616)
<b>(Decrease) / increase in cash</b>		<b>(151,541)</b>	<b>(85,309)</b>

## Reconciliation of net cash flow to movement in debt.

	2020	2019
	£	
Net cash as at 31 March 2018	2,307,907	2,393,216
Net (decrease in cash)	(151,541)	(85,309)
<b>Net cash at 31 March 2019</b>	<b>2,156,366</b>	<b>2,307,907</b>

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OFFER ENDS 15TH JANUARY 2020  
Terms and Conditions apply

# NOTES TO THE FINANCIAL STATEMENTS

## for the Year ended 31 March 2020

### 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.

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

Following the government imposed shut down of the service on 21st March 2020 due to the Covid-19 pandemic the Leisure Trust has experienced significant loss of income. This has been partially offset on the short term by accessing Government support schemes such as the Corona Virus Job Retention Scheme and the Corona Virus Business Grant. On reopening it is anticipated that a significant downturn in income will be experienced for the next 18 to 24 months. The Council have provided a letter of comfort and has committed to working with the Leisure Trust over the next 18-24 months to regain financial stability.

The Trustees consider that there are no material uncertainties about West Dunbartonshire Leisure Trust's ability to continue as a going concern.

#### 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.

#### Intangible Fixed Assets

Software costs are capitalised and amortised over a useful life of 5 years.

#### 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.

## Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

## 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 Corporation 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.

## Judgements and key sources of estimation uncertainty

In the application of the Trust's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

## 2. Incoming Resources

Income is attributable to sporting activity fees and other sales throughout the Trust. In addition, a management service fee of £3,873,790 (2019: £3,897,720) 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:

	2020	2019
	£	£
Leisure Facilities	2,401,173	2,414,216
Community Facilities	426,294	407,502
Sports Development	606,887	549,617
Active Schools	276,481	262,401
Outdoor Recreation	97,895	100,170
Management Fee	<u>3,873,790</u>	<u>3,897,720</u>
<b>Total Incoming Resources from Charitable Activities</b>	<b><u>7,682,520</u></b>	<b><u>7,631,626</u></b>

Government Grants included in income for the year to 31 March 2020 were as follows:

	2019-2020	2018-2019
Management Fee – West Dunbartonshire Council	3,873,790	3,897,720
Other income from West Dunbartonshire Council	23,000	23,000
Income From Govt Covid 19 Job Retention Scheme	73,558	0
Income from NHS	95,970	100,609
Income from Sport Scotland	<u>250,472</u>	<u>245,600</u>
<b>Total</b>	<b><u>4,316,790</u></b>	<b><u>4,266,929</u></b>

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

## 3. Investment Income

	2020	2019
	£	£
Interest on cash deposits	<u>26,389</u>	<u>16,883</u>
<b>Total Investment Income</b>	<b><u>26,389</u></b>	<b><u>16,883</u></b>



## 4. Charitable Expenditure

	2020	2019
	£	£
Leisure Facilities	4,377,653	4,377,653
Community Facilities	1,404,102	1,404,102
Sports Development	1,043,498	1,043,498
Active Schools	510,810	510,810
Outdoor Recreation	378,938	378,938
<b>Total Charitable Expenditure</b>	<b>7,715,001</b>	<b>7,715,001</b>
Less Pension cost	(821,000)	(821,000)
Plus Job Retention Scheme	73,558	73,558
<b>Total</b>	<b>6,967,559</b>	<b>6,967,559</b>

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

## 5. Support Costs

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

	Leisure	Community Facilities	Sports Development	Active Schools	Outdoor Recreation	Governance
	2019 £	2019 £	2019 £	2019 £	2019 £	2019 £
Salary	250,858	92,224	49,341	49,341	21,159	38,793
Training	0	0	0	0	0	0
Insurance	40,365	12,139	11,479	4,916	2,703	0
Supplies	22,936	6,898	6,523	2,793	1,536	0
Other	159,485	38,297	22,088	14,814	10,777	1,641
<b>Total</b>	<b>473,644</b>	<b>149,558</b>	<b>89,431</b>	<b>71,864</b>	<b>36,175</b>	<b>40,434</b>

	Leisure	Community Facilities	Sports Development	Active Schools	Outdoor Recreation	Governance
	2020 £	2020 £	2020 £	2020 £	2020 £	2020 £
Salary	261,057	78,317	56,001	56,001	26,106	44,632
Training	0	0	0	0	0	0
Insurance	37,785	12,242	10,921	4,947	2,915	0
Supplies	47,801	15,488	13,816	6,259	3,688	0
Other	140,818	31,201	17,363	13,085	11,012	1,575
<b>Total</b>	<b>487,461</b>	<b>137,248</b>	<b>98,101</b>	<b>80,292</b>	<b>43,721</b>	<b>46,207</b>

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

## Governance Costs

	2020	2019
	£	£
Audit and other Accountancy Fees	11,200	8,190
Allocated support costs	46,207	40,434
Pension Report and other audit expenditure	480	480
Travel expenses/training costs	75	108
<b>Total Governance Costs</b>	<b>57,962</b>	<b>49,212</b>

## Allocation of Governance and other support costs

	Support Costs	Governance	2020	Support Costs	Governance	2019
	£	£	£	£	£	£
Leisure	487,461	31,690	519,151	473,644	26,669	500,313
Community Facilities	137,248	9,507	146,755	149,558	9,804	159,362
Sports Development	98,101	6,798	104,899	89,431	5,245	94,676
Active Schools	80,292	6,798	87,090	71,864	5,245	77,109
Outdoor Recreation	43,721	3,169	46,890	36,175	2,249	38,424
<b>Total</b>	<b>846,821</b>	<b>57,962</b>	<b>904,785</b>	<b>820,672</b>	<b>49,212</b>	<b>869,884</b>

## 6. Current and past pension service cost

	2020	2019
	£	£
Pension – Past Service Cost	(164,000)	352,000
Pension – Pension Current Service Cost	1,696,000	1,295,000
<b>Total Pension Service Costs</b>	<b>1,532,000</b>	<b>1,647,000</b>

## 7. Staff Costs and Numbers

	2020	2019
	£	£
Wages and Salaries	4,891,666	4,821,263
Social Security costs	355,694	315,534
Other Pension costs	1,453,569	1,327,148
Severance Payments	50,785	0
Other Staff costs	7,538	7,225
<b>Total Staff Costs</b>	<b>6,759,252</b>	<b>6,471,170</b>

Only two employees earned more than £60,000 for the year to 31 March 2020. (2019:1)



	Number of employees 2019-2020	Number of employees 2018-2019
Between £70,000 and £79,999	1	0
Between £60,000 and £69,999	1	1

## Key Management Personnel

	2020	2019
	£	£
Salaries and wages	337,398	326,617
Social Security costs	38,220	36,852
Employer contribution to defined pension scheme	64,452	62,335
Other Staff costs	440,070	425,804

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

Pension	120,478	109,813
Lump Sum	159,857	154,946

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

	2020	2019
	Number	Number
<b>Total Staff Numbers</b>	<b>222</b>	<b>200</b>

During the period no Trustees received any remuneration or made any donations to the charity. Expenses of £75 were reimbursed to one Trustee during 2019/2020 and £108 to one Trustees during 2018/2019 and unclaimed travel costs amounted to £243 in 2020/21 and £272 in 2018/19.

Redundancy payments totalling £48,178 were made during the financial year in respect of 7 employees (2019 nil).

## 8. Operating Surplus

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

	2020	2019
	£	£
Auditor's Remuneration (including expenses):	11,200	8,190
Profit on Disposal of Fixed Assets	1,053	10,266
Depreciation – Intangible Fixed Assets	5,086	3,886
Depreciation – Tangible Fixed Assets	63,614	66,567

## 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 2020 amounted to £742,569.

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 2020 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 2020	31 March 2019
	% per annum	% per annum
Inflation / Pension Increase Rate	1.8%	2.4%
Salary Increase Rate	2.9%	3.6%
Discount Rate	2.3%	2.5%

### Mortality

Life expectancy is based on the Fund's Vita Curves with improvements in line with the CMI 2018 model with an allowance for smoothing of recent mortality experience and long term rates of 1.5% p.a. 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	20.7years	22.9 years
Future Pensioners	22.2 years	24.6 years

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

	31 March 2020	31 March 2019
	%	%
Equities	62%	64%
Bonds	25%	24%
Property	12%	10%
Cash	1%	2%

The actuarial estimated employer contributions for the year to 31 March 2021 are £779,000.

The amounts recognised in the balance sheet are as follows:

	31 March 2020	1 April 2019
	£000	£000
Present value of funded liabilities	(20,812)	(22,349)
Fair value of plan assets	20,646	20,605
	(166)	(1,744)
Present value of unfunded obligations	(159)	(185)
Unrecognised past service cost	0	0
	<b>(325)</b>	<b>(1,929)</b>
<b>Amount in balance sheet</b>		
Liabilities	(325)	(1,929)
Assets	0	0
<b>Net (liability)/asset</b>	<b>(325)</b>	<b>(1,929)</b>

	31 March 2020	1 April 2019
	£000	£000
Analysis of the amount charged to net incoming resources:		
Current service cost of the defined benefit scheme	<b>(1,696)</b>	<b>(1,295)</b>
Past service (credit)/cost (including curtailments)	<b>164</b>	<b>(352)</b>
<b>Total Service Cost</b>	<b>(1,532)</b>	<b>(1,647)</b>
Analysis of amount credited to incoming resources:		
Expected return on employer assets	<b>(527)</b>	<b>(515)</b>
Interest on pension scheme liabilities	<b>586</b>	<b>522</b>
Net return	<b>59</b>	<b>7</b>

	31 March 2020	1 April 2019
	£000	£000
Actuarial (Loss) / gain	2,374	(1,181)
Actuarial (loss) / gain recognised in net movement of funds	2,374	(1,181)
Cumulative Actuarial Gains and Losses	(189)	992

Changes in fair value of the scheme assets are as follows:

	31 March 2020	1 April 2019
	£000	£000
Opening fair value of employer assets	20,605	18,692
Expected return on assets	0	0
Contributions by members	235	202
Contributions by the employer	815	676
Contributions in respect of unfunded benefits	6	6
Actuarial gain	(894)	1,134
Estimated Benefits paid	(115)	(99)
Estimated Unfunded Benefits paid	(6)	(6)
Closing fair value of employer assets	<b>20,646</b>	<b>20,605</b>

Reconciliation of defined benefit obligation:

	31 March 2020	1 April 2019
	£000	£000
Opening defined benefit obligation	22,349	18,468
Current service cost	1,532	1,647
Interest cost	586	522
Contributions by members	235	202
Present value of unfunded liabilities	185	0

	31 March 2020	1 April 2019
Actuarial losses	(3,795)	1,800
Past service costs	0	0
Estimated benefit paid	(115)	(99)
Estimated unfunded benefits paid	(6)	(6)
Closing defined benefit obligation	20,971	22,534

Amounts for the current period:

	31 March 2020	1 April 2019
	£000	£000
Present value of Defined Benefit Obligation	(20,971)	(22,534)
Present value of Unfunded Liabilities	20,646	20,605
Fair Value of Employer Assets	(325)	(1,929)
(Deficit)	(1,929)	224
Experience gains / (losses) on assets	(894)	1,134
Experience gains / (losses) on liabilities	83	4

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. Intangible Fixed Assets

	Software	Total
	£	£
Cost at 1 April 2019	25,432	25,432
Additions	0	0
Disposals	0	0
As at 31 March 2020	<b>25,432</b>	<b>25,432</b>
Depreciation at 1 April 2019	3,886	3,886
Charge for the year	5,086	5,086
On disposals	0	0
As at 31 March 2020	8,972	8,972
Net Book Value at 31 March 2019	<b>21,546</b>	<b>21,546</b>
Net Book Value at 31 March 2020	<b>16,460</b>	<b>16,460</b>

## 11. Tangible Fixed Assets

	Furniture & Equipment	Total
	£	£
Cost at 1 April 2019	446,842	446,842
Additions	43,016	43,016
Disposals	(11,000)	(11,000)
As at 31 March 2020	<b>478,858</b>	<b>478,858</b>
Depreciation at 1 April 2019	160,996	160,996
Charge for the year	63,614	63,614
On disposals	(11,000)	(11,000)
As at 31 March 2020	<b>213,610</b>	<b>213,610</b>
Net Book Value at 31 March 2019	<b>285,846</b>	<b>285,846</b>
Net Book Value at 31 March 2020	<b>265,248</b>	<b>265,248</b>

At 31 March 2020 all fixed assets are used for charitable purposes.



## 12. Stock

	2020	2019
	£	£
Cleaning materials, first aid materials and uniform stock	11,635	17,273

## 13. Debtors

	2020	2019
	£	£
Trade Debtors	28,426	60,464
Amounts owed by West Dunbartonshire Council	309,386	231,487
Other debtors and prepayments	191,460	228,523
	<b>529,272</b>	<b>520,474</b>

## 14. Investment

	2020	2019
	£	£
Fixed Term 2 year Investment with West Dunbartonshire Council until 29 February 2022.	506,182	506,182
Fixed term 6 months Investment with West Dunbartonshire Council on a rolling basis.	250,000	250,000
Total Investment	<b>756,182</b>	<b>756,182</b>

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

	2020	2019
	£	£
Trade Creditors	4,622	3,714
Tax and Social Security Creditors	33,673	179,183
Amounts owed to West Dunbartonshire Council	684,593	613,569
Other Creditors	256,192	207,925
Accruals and Deferred Income (note 16)	597,884	741,599
	<b>1,576,964</b>	<b>1,745,990</b>



## 16. Deferred Income

Included in the Accruals and deferred income figure in note 15 is deferred income of:

	2020	2019
	£	£
Balance b/f	89,104	84,963
Released in year	(89,104)	(84,963)
Deferred in year	<u>87,726</u>	<u>89,104</u>
	<b>87,726</b>	<b>89,104</b>

The items deferred comprises Income for memberships of £58,632, direct debits £16,555 and £12,539 of additional income received in advance for services being provided in financial year 2020-2021.

## 17. 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 2020:

	2020	2019
	£	£
Payable less than 1 year	3,871	3,749
Payable > 1 year < 5 years	<u>1,441</u>	<u>2,609</u>
Total Payable	<u>5,312</u>	<u>6,358</u>

## 18. Share Capital

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



## 19. 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).

## 20. Funds

Unrestricted Funds	Balance at 31 March 2018 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2019 £
Unrestricted - general	880,000	7,652,775	(7,148,787)	(503,988)	880,000
Designated					
Small Projects	90,641	6,000	(10,716)	(20,000)	65,925
Equipment Replacement	586,720	0	(225,428)	220,000	581,292
Service Development Projects	312,014	0	(43,757)	60,372	328,629
Fixed Assets	134,229	0	(70,453)	243,616	307,392
<b>Total Designated</b>	<b>1,123,604</b>	<b>6,000</b>	<b>(350,354)</b>	<b>(503,988)</b>	<b>1,283,238</b>
<b>Total unrestricted</b>	<b>2,003,604</b>	<b>7,658,775</b>	<b>(7,499,141)</b>	<b>0</b>	<b>2,163,238</b>
Restricted	0	0	0	0	0
<b>Total</b>	<b>2,003,604</b>	<b>7,658,775</b>	<b>(7,499,141)</b>	<b>0</b>	<b>2,163,238</b>

In 2018/2019 the Trustees have designated funds of £1,283,238 which comprises tangible fixed assets (£307,392), other small projects to deliver sporting activities (£65,925), future equipment replacement (£581,292) and Service Development Projects (£328,629).

Unrestricted Funds	Balance at 31 March 2019 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2020 £
Unrestricted - general	880,000	7,709,962	(7,495,988)	(358,636)	735,338
Designated					
Small Projects	65,925	0	(2,855)	0	63,070
Equipment Replacement	581,292	0	(18,925)	0	562,367
Service Development Projects	328,629	0	(41,752)	0	286,877
Fixed Assets	307,392	0	(68,700)	43,016	281,708
<b>Total Designated</b>	<b>0</b>	<b>0</b>	<b>(86,781)</b>	<b>315,620</b>	<b>228,839</b>
<b>Total unrestricted</b>	<b>1,283,238</b>	<b>0</b>	<b>(219,013)</b>	<b>358,636</b>	<b>1,422,861</b>
Restricted	2,163,238	7,709,962	(7,715,001)	0	2,158,199
<b>Total</b>	<b>2,163,238</b>	<b>7,783,520</b>	<b>(7,788,559)</b>	<b>0</b>	<b>2,158,199</b>

In 2019/2020 the Trustees have designated funds of £1,422,861 which comprises tangible fixed assets £281,708, other small projects to deliver sporting activities £63,070, future equipment replacement £562,367, Service Development Projects £286,877 and Surplus Reserves £228,839.



The **Small Projects** fund consists of a number of partially completed projects which are likely to be completed during the next financial year. The fund has been increased in previous years to fund a number of minor upgrade projects to Community Halls and Main Site Leisure Facilities. The only project completed utilising this fund in 2019/20 was the engagement of a mystery shopper service for a further year at a cost of £2,586 to test our sales processes and our customer journey at main sites.

The **Equipment Replacement** fund is being built up to fund the replacement of the gym and fitness equipment at the main sites on a rolling basis. Cardio Vascular (CV) equipment is recommended to be replaced every 5 – 6 years and resistance equipment every 7 – 9 years. As planned a major equipment replacement project was completed in 2018/19 with CV equipment being replaced at the Vale Pool and Meadow Centre. The resistance equipment at these two sites is therefore due to replacement in 2020/2021 and this will be the next large spend from this fund. The new Clydebank Leisure Centre opened in 2017 equipped with all new gym equipment which will therefore be due for replacement from 2022/23. The planned project to replace the spin bikes at the Vale Pool was completed in September 2019 at a cost of £18,928. It is planned to replace the spin bikes at the Meadow Centre in 2020/21.

**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 number of projects have been completed in 2019/20 including the refurbishment of the Vale Pool spin studio at a cost of £10,928; installing a new telephone system in the Leisure Trust at a cost of £7,200 and a server migration project at a cost of £14,951.

**Fixed Assets** fund represents the amounts the trust has invested in fixed assets.

Following the application of the new reserves policy a sum of £315,620 was released and designated in the accounts as Surplus Reserves. The related costs of the redundancies (£86,781) which is associated with the Community Facilities Review has been allocated to the surplus reserves fund leaving a balance of £228,839.

**Restricted Funds** - this represents income and expenditure relating to furloughed staff costs from the Governments Job Retention Scheme.



## Analysis of Net Assets Over Funds

Funds Balance at 31 March 2019 Represented by:	Unrestricted Funds £	Restricted Funds £	Pension Reserve £	2019 Total £
Fixed assets	307,392	0	0	307,392
Current Assets				
Stock	17,273	0	0	17,273
Debtors	520,474	0	0	520,474
Investment	756,182	0	0	756,182
Cash	<u>2,307,907</u>	<u>0</u>	<u>0</u>	<u>2,307,907</u>
<b>Total Current Assets</b>	<b><u>3,601,836</u></b>			<b><u>3,601,836</u></b>
Creditors				
Amounts falling due within one year	(1,745,990)	0	0	(1,745,990)
Net Current Assets	<b><u>1,855,846</u></b>	0	0	<b><u>1,855,846</u></b>
Total Assets less Current Liabilities	<b><u>2,163,238</u></b>	0	0	<b><u>2,163,238</u></b>
Retirement benefit scheme deficit	0	0	(1,929,000)	(1,929,000)
<b>Total</b>	<b><u>2,163,238</u></b>	<b>0</b>	<b><u>(1,929,000)</u></b>	<b><u>234,238</u></b>

Funds Balance at 31 March 2020 Represented by:	Unrestricted Funds £	Restricted Funds £	Pension Reserve £	2020 Total £
Fixed assets	281,708	0	0	281,708
Current Assets				
Stock	11,635	0	0	11,635
Debtors	455,714	73,558	0	529,272
Investment	756,182	0	0	756,182
Cash	<u>2,229,924</u>	<u>(73,558)</u>	<u>0</u>	<u>2,156,366</u>
<b>Total Current Assets</b>	<b><u>3,449,277</u></b>	<b>0</b>	<b>0</b>	<b><u>3,453,455</u></b>
Creditors				
Amounts falling due within one year	(1,576,964)	0	0	(1,745,990)
Net Current Assets	<b><u>1,876,491</u></b>	0	0	<b><u>1,876,491</u></b>
Total Assets less Current Liabilities	<b><u>2,158,199</u></b>	0	0	<b><u>2,158,199</u></b>
Retirement benefit scheme deficit	0	0	(325,000)	(325,000)
<b>Total</b>	<b><u>2,158,199</u></b>	<b>0</b>	<b><u>(325,000)</u></b>	<b><u>1,833,199</u></b>

## 21. Notes to the cash flow statement

Reconciliation of operating surplus to net cash inflow from operating activities

	2020	2019
	£	£
Net (outgoing)/incoming resources	(775,039)	(812,366)
Investment income	(26,389)	(16,883)
Depreciation	(1,053)	(10,266)
Loss on disposal of fixed assets	68,700	70,453
Net Pension charge	770,000	972,000
(Increase) in stock	5,638	12,483
(Increase)/Decrease in debtors	(8,798)	52,172
Increase/(Decrease) in creditors	(169,026)	119,747
Net cash (used in) / provided by operating activities	<b>(135,967)</b>	<b>387,340</b>

## 22. Cash at bank and in hand

	31 March 2020	1 April 2019
	£	£
Cash at bank and in hand	<u>2,156,366</u>	<u>2,307,907</u>

## 23. 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
William Hendrie	West Dunbartonshire Council	Councillor	25/05/17	N/A

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

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

During the year the Trust entered into purchase transactions with Admin Design and Print Ltd, a related party, totalling £425, (2019 £3,094). 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 2020 is £0, (2019 £0).

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

	2019-2020	2018-2019
	£	£
Income received from West Dunbartonshire Council	£5,500,410	£5,052,351
Expenditure paid to West Dunbartonshire Council	£126,900	£147,530

	2019-2020	2018-2019
	£	£
Due from West Dunbartonshire Council	£309,386	£231,487
Due to West Dunbartonshire Council	£684,593	£613,569



**West Dunbartonshire Leisure Trust**  
(Company Limited by Guarantee)

Alexandria Community Centre  
Main Street, Alexandria, G83 0NU

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

Email: [leisureservicesadmin@west-dunbarton.gov.uk](mailto:leisureservicesadmin@west-dunbarton.gov.uk)



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

[www.wdleisure.net](http://www.wdleisure.net)