



West Dunbartonshire Leisure Trust  
**ANNUAL REPORT** 2021/22  
and Financial Accounts





# CONTENTS

Introduction from the Chair	4
Reference & Administrative Details	5
<b>Trustee's Report</b>	<b>6</b>
Our Services:	7
Our Key Achievements	8 - 12
Financial Review	13 - 14
Risk Management	15
Plans for Future Periods	16
Structure, Governance & Management:	17 - 19
Statement of Trustees' Responsibilities	20
Statement to Auditors	20
<b>Independent Auditor's Report</b>	<b>21 - 25</b>
<b>Balance Sheet</b>	<b>26</b>
<b>Cash Flow Statement</b>	<b>27</b>
<b>Notes to the Financial Statements</b>	<b>28 - 37</b>



# INTRODUCTION FROM THE CHAIR

It is a great pleasure to provide this introduction and share with you our 2021/22 Annual Report. I would like to thank our previous Chair, William Hendrie for his contribution in leading the organisation through the COVID pandemic and the many restrictions we faced when we reopened our services at the end of April 2021.

The last financial year was the 10th anniversary of the organisations incorporation in April 2012, since then, over 11.5 million activity attendances have been recorded even though over the last two years we like the rest of the world have been faced with prolonged closures and many restrictions due to the global COVID pandemic.

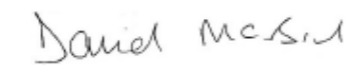
The year saw the Trust not only operate within budget but also achieve an operating surplus of £103,916. This is despite the economic disruption caused by the COVID pandemic in the backdrop of which we have been operating a severely impacted service for the majority of the year. As a non-profit registered charity we will reinvest 100% of surplus funds which will allow the Board to look at potential reinvestment into West Dunbartonshire Leisure Trust over the coming years.

In addition there is also a surplus in our Retirement Benefit Scheme of £3,400,000 which must also be taken into account, which has turned the operating profit into an overall net surplus of £3,503,916.

Our focus continues to be providing the best possible service to the residents of West Dunbartonshire as we continue to recover

from the pandemic and face the impact of the many financial challenges we will encounter in the coming years. The pandemic has and will continue, to impact how we operate therefore we will continue to seek out new and novel ways to provide our services. 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 recover and continue to be able to achieve our mission of 'Inspiring Healthy and Active Communities'.

To conclude I would like to take this opportunity to thank our employees, Board of Directors, West Dunbartonshire Council and all strategic partners for their dedication and commitment over the previous 12 months, as well as our valued customers for all their ongoing loyalty and support.



David McBride  
Chair of West Dunbartonshire  
Leisure Trust



# REFERENCE AND ADMINISTRATIVE DETAILS

Trustees (Directors): William Hendrie (Chair) – Resigned 5 May 2022  
David Marshall (Vice Chair)  
James Finn – Resigned 5 May 2022  
David McBride Appointed Chair – 26 May 2022  
Clare Steel – Appointed 26 May 2022  
Gordon Scanlon – Appointed 26 May 2022  
Charles Gibson  
Anthony Waclawski  
David Smith  
David McCowan – Appointed 26 May 2022  
Anthony Dempster (Employee Representative)

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  
Chartered Accountants  
168 Bath Street Glasgow  
G2 4TP

Bankers: Clydesdale Bank  
Clydebank Shopping Centre  
32 Kilbowie Rd, Clydebank  
G81 1RP





# REPORT OF THE TRUSTEES

for the year ended 31 March 2022

The Trustees present their annual report and financial statements of the charity for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's trust deed, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland published 1 January 2019.

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

## Our Objects, Mission & Values

### Our Charity Objects

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

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

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

## WDLT Mission Statement

“ **Inspiring** & **Active** **Healthier** **Communities** ”

### Values

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

### Empowerment...

by encouraging and helping you achieve your potential;

### Excellence...

by striving to be better at everything we do;

### Inclusiveness...

by removing barriers to participation;

### Innovation...

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

### Partnerships...

by working with others towards shared goals and objectives; and

### Reliability...

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

## 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**

### 1 ENTERTAINMENT THEATRE

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

### 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.

### 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

### 12 COMMUNITY FACILITIES

A range of Community Facilities based within three Cluster Areas:

**Clydebank, Dumbarton,**  
**Alexandria**

### 34 OUTDOOR PITCHES & PAVILLIONS

**3** Synthetic Pitches

**19** Grass Pitches

**10** Pavilions

**2** Outdoor Bowling Greens / Pavilions

### 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.

### OUTDOOR EVENTS

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



## Our Key Achievements

### Overall Attendances

Over **1 million attendances** at WDLT facilities and programmes which is a **446% increase** from 2020/21

Services	2017/18	2018/19	2019/20	2020/21	2021/22	Variation from 2020/21
Leisure Centres	770,835	809,274	807,777	68,399	512,698	<b>649%</b>
Community Facilities	247,204	298,851	305,273	74,624	304,269	<b>307%</b>
Sports Development	248,321	245,336	243,469	17,383	143,173	<b>723%</b>
Active Schools	128,703	139,311	123,511	0	17,227	<b>100%</b>
Outdoor Recreation	62,390	73,118	74,472	40,823	120,754	<b>196%</b>
<b>Totals</b>	<b>1,457,453</b>	<b>1,565,890</b>	<b>1,554,502</b>	<b>201,229</b>	<b>1,098,121</b>	<b>446%</b>

### Performance Indicators

#### Strategic Outcome - Grow the business

Indicator	2019/20 Actual	2020/21 Actual	2021/22 Target	2021/22 Actual	On Target	Comments
CC1 Wet Activities. No. of attendances per 1,000 population for pools	4,387	399	3,196	<b>3,222</b>		0.8% above target and 707% increase from last year
CC2 - Dry Activities. No. of attendances per 1,000 population for indoor sports & leisure	6,999	601	5,137	<b>3,810</b>		25.8% short of target and 534% increase from last year
Overall Usage	1,554,502	201,229	1,171,345	<b>1,098,121</b>		6.2% short of target and 446% increase from last year
Individual Participants (All Memberships / Subscriptions)	21,750	7,598	25,000	<b>10,781</b>		57% short of target, however is a 42% increase from last year
Individual Participants (Active Schools)	6,221	625	4,600	<b>412</b>		91% short of target and a 34% reduction from last year
DD Memberships Gold	New Indicator	1,542	2,950	<b>2,038</b>		31% short of target but a 32% increase from last year
DD Memberships Silver	New Indicator	61	90	<b>121</b>		34.4% ahead of target and a 98% increase from last year
DD Memberships Bronze	New Indicator	206	290	<b>297</b>		2.4% ahead of target and a 44% increase from last year
DD Memberships Total	New Indicator	1,809	3,330	<b>2,456</b>		26% short of target but a 35.7% increase from last year

Indicator	2019/20 Actual	2020/21 Actual	2021/22 Target	2021/22 Actual	On Target	Comments
% of DD Gym Memberships sustained over a 12 month period	New Indicator	72%	40%	<b>80%</b>		100% ahead of target and a 11% increase from last year
Occupancy Levels – Sports Halls	New Indicator	6%	28%	<b>29%</b>		3.6% ahead of target and a 383% increase from last year
Occupancy Levels – Community Centres	New Indicator	17%	24%	<b>24%</b>		On target and a 41% increase from last year
Occupancy Levels – Fitness Classes	New Indicator	79%	54%	<b>55%</b>		1.8% ahead of target but a 30% decrease from last year

#### Strategic Outcome - Improve customer experience

Indicator	2019/20 Actual	2020/21 Actual	2021/22 Target	2021/22 Actual	On Target	Comments
Facebook Post Engagement	349,491	195,063	340,000	<b>107,069</b>		68.5% below target and a 45.1% decrease from last year
No. of Mobile Pro Users	9,800	15,987	16,000	<b>25,472</b>		59% ahead of target and a 59% increase from last year

#### Strategic Outcome - Financial Sustainability

Indicator	2019/20 Actual	2020/21 Actual	2021/22 Target	2021/22 Actual	On Target	Comments
Income	£3,808,730	£3,749,907	£2,929,764	<b>£3,232,720</b>		10% ahead of target, but a 16% reduction from last year
Income Generated from Gym Memberships	New Indicator	£202,424	£1,100,000	<b>£687,372</b>		37.5% short of target, however a 240% increase from last year
Average Income Generated Per Hour (Community Centres)	New Indicator	£7.03	£10.10	<b>£17.11</b>		69% ahead of target and 143% increase from last year
% Income (Mgt Fee)	50.2%	56.2%	58.5%	<b>55.9%</b>		2.6% below target and a 0.3% reduction from last year
% Income (Customer Receipts)	49.8%	43.8%	41.5%	<b>44.1%</b>		2.6% ahead of target and a 0.3% increase from last year
Cost Per Visit (Mgt Fee)	£2.42	£18.89	£3.53	<b>£3.77</b>		7.4% ahead of target, however a 80% reduction from last year
Expenditure	£7,499,141	£6,516,841	£7,638,811	<b>£7,167,863</b>		6% below target, however a 10% increase from last year
Cost of Community Centres per Resident (89,590 population)	New Indicator	£7.24	£11.27	<b>£8.78</b>		28% below target, however a 21% increase from last year

## 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:

What We Want to Achieve	Our success will be measured if by 2023, we have:	2nd Year Performance
<b>Financial Re-investment</b>	<ul style="list-style-type: none"> <li>£200k surplus funds invested back into our services and projects</li> </ul>	<ul style="list-style-type: none"> <li>£30,595, has been spent / committed to a small number of projects. Only three projects were delivered in 2021/22 due to COVID Lockdown.</li> </ul>
<b>Increase Participation</b>	<ul style="list-style-type: none"> <li>increased overall attendances by a minimum of <b>15%</b>; and</li> <li>increased the number of individual participants by a minimum of <b>10%</b></li> </ul>	<ul style="list-style-type: none"> <li>Overall due to COVID lockdown and restrictions there has been a <b>34% reduction</b> in attendances from the base line data, however there has been a <b>411% increase</b> from the previous year.</li> <li>Due to COVID Lockdown we have seen a <b>50% reduction</b> in individual participants throughput 2021/22, however this is a <b>15% increase</b> from the previous year.</li> </ul>
<b>Growth in Clydebank Leisure Centre</b>	<ul style="list-style-type: none"> <li>Attracted an additional 1,000 Direct Debit members; and</li> <li>Increased overall attendances by a minimum of 20%</li> </ul>	<ul style="list-style-type: none"> <li>Clydebank Leisure Centre has now seen a loss of <b>597 DD members</b> through to 2021/22 due to the pandemic.</li> <li>Due to COVID lockdown and restrictions Clydebank Leisure Centre has seen a <b>44% reduction</b> in attendance from the base line data, however there has been a <b>646% increase</b> from the previous year.</li> </ul>
<b>Growth in Community Facilities &amp; Outdoor Recreation</b>	<ul style="list-style-type: none"> <li>increased Community Facilities attendances by a minimum of <b>20%</b>; and</li> <li>increased Outdoor Recreation attendances by a minimum of <b>35%</b></li> </ul>	<ul style="list-style-type: none"> <li>Community Facilities have seen a <b>7% increase</b> in attendances from the base line data and a <b>308% increase</b> from the previous.</li> <li>Outdoor Recreation has seen a <b>62% increase</b> in attendances from the base line data and a <b>62% increase</b> from the previous year</li> </ul>
<b>Improved Marketing</b>	<ul style="list-style-type: none"> <li>Increased our organic reach on facebook post by <b>15%</b>; and</li> <li>Attracted an additional <b>2,000</b> new customers accessing our Mobile App</li> </ul>	<ul style="list-style-type: none"> <li>With the growth of the use of our Mobile App more and more customers are engaging in our services via this medium rather than Facebook.</li> <li>This measure of success was successfully achieved last year due to the need caused by COVID for a more digital approach from customers with regards to information and bookings - with numbers continuing to grow</li> </ul>
<b>Healthy Lifestyles</b>	<ul style="list-style-type: none"> <li>Delivered a minimum of <b>6</b> health campaigns;</li> <li>Achieve <b>4,500</b> new referrals onto the Live Active Programme; and</li> <li><b>45%</b> of Live Active members remain on programme for a minimum of 12 months</li> </ul>	<ul style="list-style-type: none"> <li>Due to COVID little development in this area has been carried out in 2021/22</li> <li>Due to COVID Lockdown it has not been possible to take on this level of new referrals in 2021/22 however has seen an <b>increase of 639</b> from last year.</li> <li>The figures are calculated by NHS and are based on a rolling year however with basically no referrals for a 9 month period, the calculation provides a low level.</li> </ul>
<b>Effective Partnership Working</b>	<ul style="list-style-type: none"> <li>Ensure that all new partnerships have agreements in place</li> </ul>	<ul style="list-style-type: none"> <li>All current partnerships have agreements in place except with West College where we are awaiting legal approval for partnership agreement to be confirmed.</li> </ul>

## 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:

What We Want to Achieve	Our success will be measured if by 2023, we have:	2nd Year Performance
<b>Excellent Customer Care Standards</b>	<ul style="list-style-type: none"> <li>achieved a <b>5%</b> increase in our Net Promoter Scores; and</li> <li>increased overall attendances by a minimum of <b>15%</b></li> </ul>	<ul style="list-style-type: none"> <li>The NPS analysis is no longer implemented by WDLT to assess service quality. In the final year of the strategy the management team will decide whether to implement a NPS analysis for services or whether a more effective method of assessing service quality and customer satisfaction is available.</li> <li>Overall due to COVID lockdown and restrictions there has been a <b>34% reduction</b> in attendances from the base line data, however there has been a <b>411% increase</b> from the previous year.</li> </ul>
<b>Effective Customer Consultation</b>	<ul style="list-style-type: none"> <li>delivered our <b>Customer Consultation Strategy</b></li> </ul>	<ul style="list-style-type: none"> <li>Review of the 2014-17 Community Customer Engagement Plan completed and recommendations presented to SMT. Development of a new framework for both Community and Customer engagement now to be developed.</li> </ul>
<b>Equality of Access</b>	<ul style="list-style-type: none"> <li>ensuring <b>all leisure centres</b> have an appropriate <b>Video Access Guide</b> in place; and</li> <li>ensuring <b>all facilities</b> have an <b>Access Review</b> undertaken and an appropriate <b>Action Plan</b> in place</li> </ul>	<ul style="list-style-type: none"> <li>All three leisure centres now have a high quality Video Access Guide. This task is part of WDC's BSL Action Plan and will be widely publicised in 22/23.</li> <li>Access reviews of facilities completed. Action plan detailing accessibility improvements required produced.</li> </ul>
<b>Provision of Equipment &amp; Technology</b>	<ul style="list-style-type: none"> <li>technology advances in a minimum of <b>3</b> areas of the business; and</li> <li>achieving a <b>5%</b> increase in participation as a result of provision of new equipment &amp; technology</li> </ul>	<ul style="list-style-type: none"> <li>WDLT began to process of moving our management system to a hosted environment and this should improve the front of house system performance once this project is complete.</li> <li>Currently as there has not been any new equipment/technology purchased that would directly increase participation there has been no progress at present.</li> </ul>
<b>To be an Employer of Choice</b>	<ul style="list-style-type: none"> <li>increasing <b>staff satisfaction</b> (Employee Survey)</li> <li>reducing <b>Staff Absenteeism</b>;</li> <li>delivering the <b>Workforce Development Plan</b>; and</li> <li>delivery of a minimum of <b>three employee workshops</b> on an annual basis</li> </ul>	<ul style="list-style-type: none"> <li>Staff survey was distributed Nov 21 and results were analysed by SMT Dec 21. It was focussed on WDLs support / info to staff during the pandemic and their return to the workplace. Feedback was very positive.</li> <li>Staff absence has been severely impacted by the COVID pandemic and this is reflected in the number of staff absences related to COVID, either by being infected or self-isolation due to other family members.</li> <li>Due to the COVID pandemic the Workforce Development Plan will now not be implemented until the first quarter of the 2022/23 financial year.</li> <li>No Employee Workshops undertaken this financial year due to COVID restrictions on staff meetings etc.</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:

What We Want to Achieve	Our success will be measured if by 2023, we have:	2nd Year Performance
<b>Maximise Income Opportunities</b>	<ul style="list-style-type: none"> <li>increased total operating income (net of the management fee from WDC) by <b>15%</b>; and</li> <li>increased the total number of direct debit memberships by <b>15%</b></li> </ul>	<ul style="list-style-type: none"> <li>Although services have reopened, restrictions have remained in place which has resulted in a 15% decrease in income levels due to the Job Retention and Loss of Income Schemes no longer being available.</li> <li>Due to COVID Lockdown we have seen a loss of 39% of DD memberships as of the end of 2021/22</li> </ul>
<b>Maximise External Funding Opportunities</b>	<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>Although our main external funders confirmed and honoured their external funding COVID has had an impact on our ability to generate additional external funding in 2021/22</li> </ul>
<b>Successful Control of Expenditure</b>	<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>A surplus of £103,916 for 2021/22 was generated.</li> </ul>

## SO4: Sound Governance

We will focus on developing existing and new governance arrangements in order to make informed decisions and meet our legal obligations:

What We Want to Achieve	Our success will be measured if by 2023, we have:	2nd Year Performance
<b>Effective Policies and Procedures</b>	<ul style="list-style-type: none"> <li>reviewed all appropriate <b>Policies and Procedures</b></li> </ul>	<ul style="list-style-type: none"> <li>Library of Policies &amp; Procedures in Leisure X drive accessible by all line managers in Leisure and Community Services</li> </ul>
<b>Measured Risk Management</b>	<ul style="list-style-type: none"> <li>produced an Annual Risk Register; and</li> <li>reduced overall risk rating by 5%</li> </ul>	<ul style="list-style-type: none"> <li>Annual Risk Register agreed and implemented for 2021/22</li> <li>Reduced average Risk Rating Score by 10% in 2021/22</li> </ul>
<b>Proper Accountability &amp; Scrutiny</b>	<ul style="list-style-type: none"> <li>held a minimum of 4 Audit &amp; Risk Committee Meetings a year;</li> <li>carried out annual Governance Checks; and</li> <li>recommendations from annual schedule of Internal Audits completed</li> </ul>	<ul style="list-style-type: none"> <li>Four Audit &amp; Risk Committee meetings were held throughout 2021/22</li> <li>New Annual Governance Checks Report presented to the Board on 11th November 2021</li> <li>Not all recommendations were completed due to the COVID pandemic but these as well as those completed were reported to the Audit &amp; Risk Committee.</li> </ul>

## Financial Review

### Financial Summary 2021/22

The Trust can report that in our tenth year (2021/22); the financial position for the Trust has realised a surplus of funds for this year. This is despite the economic disruption caused by the COVID-19 Global Pandemic in the back drop of which we have been operating a severely impacted service for the majority of the year. The budget profile had initially been projected to utilise a large amount of reserve funds (in the region of £800k) to achieve a balanced outturn. The unanticipated major factors that have changed this outturn to a positive one have been the £184k JRS grant received due to further imposed lockdown; £212k of additional income in halls due to NHS hires for vaccination and test centres and a range of one-off savings made within the year predominantly in main sites (in the region of £600k). These savings were made due to unplanned staff shortages and running restricted/reduced services for the majority of the year.

In summary, the financial position during 2021/22 is noted below:

	Unrestricted / Restricted Fund	Pension Fund	Total Funds
Total income	7,267,145	(78,000)	7,189,145
Total spend on charitable activities	(7,163,229)	(1,195,000)	(8,358,229)
Net Movement in Funds	<b>103,916</b>	<b>(1,273,000)</b>	<b>(1,169,084)</b>
Actuarial gain	0	4,673,000	4,673,000
Net movement in funds (after retirement benefit scheme loss)	<b>103,916</b>	<b>3,400,000</b>	<b>3,503,916</b>

### Funds held at 31 March 2022:

	31 March 2022	31 March 2021
<b>Total funds</b>	<b>3,468,392</b>	<b>(35,523)</b>

The Unrestricted surplus was £103,916 but at the year end the multi-employer defined benefit pension scheme is in surplus by £3,400,000 and therefore the net surplus for the year is £3,503,916.

Following the tenth 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 £2,025,419, investment income of £19,378 and membership fees £1,023,350, as well as income of £4,015,047 from West Dunbartonshire Council (Management Fee) for our work in managing the leisure facilities and provision within the local area. We have also received a central government grant of £183,951 from the Job Retention Scheme.

The principle sources of expenditure remain within staffing £5,482,987 with elements of spend on property £1,033,489, transport £17,115, administration £472,604 and payments to other bodies £71,553.



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

	Income	Expenditure	Surplus/(Deficit)
Leisure Facilities	1,758,196	(4,245,107)	(2,486,911)
Community Facilities	494,965	(1,276,947)	(781,982)
Sports Development	519,342	(888,015)	(368,673)
Active Schools	252,641	(458,069)	(205,428)
Outdoor Recreation	207,576	(295,091)	(87,515)
Management Fee	4,015,047	0	4,015,047
<b>Total</b>	<b>7,247,767</b>	<b>(7,163,229)</b>	<b>84,538</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 £500,000 with West Dunbartonshire Council on 25 February 2022 at a fixed rate of 1.92% for two years with a break opportunity at one year. A further £250,000 was invested on 25 February 2022 for one year at a rate of 1.75%, £250,000 was re-invested for 6 months at a fixed rate of 1.05% and a further £250,000 was invested on a 1 month rolling investment at a current rate of 0.45%.

During 2021/22, interest received on cash balances held at the bank, and the investment with West Dunbartonshire Council was £19,378 (£19,814 2020/2021).

#### Reserves Policy

The reserves policy was reviewed in 2021 by the Audit and Risk Committee as part of the agreed bi-annual review cycle. Following recommendations from the Committee, the Board agreed in November 2021 to continue with the percentage based reserves target of 7.5% of total budgeted expenditure. The target for general reserves would be £580k under the policy however the fund is sitting at £1,445,699 as at 31 March 2022.

A further amendment to the policy was agreed, with reference being included within the policy to the creation of a surplus reserve fund, which could be created in exceptional circumstances (such as the COVID -19 Global Pandemic) where a major event affects finances. The surplus reserves fund currently sits at £750,448 as of 31 March 2022. It had been planned that this fund would be utilised to offset the expected budget shortfall in 2021/22 however given the unanticipated variables within that exceptional financial year this fund has not yet been utilised. It is however anticipated that this fund will be required to balance the budget in 2022/23 as full services and normal associated expenditure have recommenced and income is still in a recovery phase.

#### Pension Reserve

The balance sheet shown on page 26 features an assessed pension fund asset of £0.173m based on the valuation of the fund at 31 March 2022 and results in the Trust's Balance Sheet showing a net assets position. Further information on the pension fund is provided in note 9 of the accounts.

## 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.

The Trust developed and implemented a Risk Management Strategy which provides the framework as to how the Trust will manage Business Risks which includes the requirement for a Risk Register.

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.

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.

The top external risks including those that are related to the COVID pandemic are detailed within the Risk Register for 2021/22 and how they have been managed are as follows:

Key Risk	Existing Control Measures	Risk Management Actions
<b>Significant reduction in West Dunbartonshire Council funding</b>	<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>
<b>Reduction of level of reserves due to financial constraints to achieve a balanced budget</b>	<ul style="list-style-type: none"> <li>Regular Partnership Meetings with WDC</li> <li>Annual agreement of Management Fee</li> <li>Reserves Policy</li> <li>Regular meetings with WDC Finance Business Partner</li> </ul>	<ul style="list-style-type: none"> <li>Continue with regular Partnership Meetings with WDC</li> <li>Ongoing regular meetings with WDC Finance Business Partner</li> </ul>
<b>Potential outbreak of further phases of the COVID-19 virus resulting in further lockdown of services / facilities</b>	<ul style="list-style-type: none"> <li>Communication database for all employees / workers</li> <li>Business Interruption Plan</li> <li>Previous COVID-19 Plans</li> <li>Remote Working opportunities</li> <li>Library of On-Line Fitness Classes</li> </ul>	<ul style="list-style-type: none"> <li>Create additional on-line fitness class videos to increase the library of classes</li> <li>Identify and create a library of alternative physical activity on-line videos</li> </ul>
<b>Existing delivery provision / model not financially viable following the COVID-19 pandemic</b>	<ul style="list-style-type: none"> <li>Regular meetings with the Council's Partnership Manager</li> <li>Annual discussion to agree management fee against what services are delivered</li> <li>Service Level Agreement</li> <li>Budget Control Reports</li> </ul>	<ul style="list-style-type: none"> <li>Carry out a review of the Active Schools and Sports Development Teams</li> <li>Implement Quarterly Reviews of Business</li> </ul>





## Plans for the Future

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

### Implementation of our current Three Year Strategies (2020– 2023)

We will implement the Key Actions highlighted in the final year Delivery Plan and Action Plan associated with our Business Strategy and Aquatics Strategy respectively.

### Development of a Five Year Strategic Plan (2023– 2028)

As we are coming to the end of our current three year Business Strategy (2020 – 23) management and the Board of Directors will now look at developing a five year Strategic Plan (2023 – 2028) in alignment with the Council's Strategic Plan following the recent local elections to assist the Trust to continue to develop and grow.

### Development of New and Existing Facilities

The Trust will continue to identify and implement the appropriate infrastructure to manage the new Athletics Track at Posties Park

The Trust will work with the Council to identify development options for the Concord Community Centre while at the same time the refurbishment of the Denny Civic Theatre including the install of new AV & Lighting equipment.

### Consultation Framework

The Trust will continue to identify, develop and implement a Consultation Framework to ensure appropriate and meaningful consultation is undertaken.

### Reinvestment of Surplus Funds

Now that WDLT has been operating successfully for the last seven years, and are financially in a position to consider reinvesting surplus funds back into the services we deliver, we will encourage applications through our Surplus Funds Framework to assist us achieve our minimum spend of £200k by 2022.

The Equipment Replacement Fund is set aside to fund the replacement of equipment with the potential replacement of Spin Bikes in 2022/23 at Clydebank Leisure Centre at a cost of approximately £25k.

## 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 2021/22 and since is detailed below:

Name	Income	Appointed	Resigned
Anthony Waclawski	Independent	11/01/12	N/A
David McBride	Partner (appointed Chair 26/05/22)	11/01/12	N/A
David Smith	Independent	11/01/12	N/A
Charles Gibson	Independent	28/08/14	N/A
James Finn	Partner	26/02/15	05/05/22
David Marshall	Independent (appointed Vice Chair 10/09/20)	24/11/16	N/A
William Hendrie	Partner (appointed Chair 10/09/20)	25/05/17	05/05/22
Tony Dempster	Employee Representative	24/06/19	N/A
Clare Steele	Partner	26/05/22	N/A
David McCowan	Independent	26/05/22	N/A
Gordon Scanlon	Partner	26/05/22	N/A

## Recruitment and Training of Trustees

### Recruitment

Authority and responsibility for the appointment of Partner Trustees sits with West Dunbartonshire Council, (WDC) who allocate this responsibility to three WDC Councillors. West Dunbartonshire Council appointed Clare Steele & Gordon Scanlon to replace the outgoing elected members Provost William Hendrie and Jim Finn on the Board of Directors taking up their position as of 26 May 2022.

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 2021 to 31 March 2022, however David McCowan was appointed as an Independent Director taking up his appointed on 26 May 2022.





## Recruitment and Training of Trustees continued

The selection of the Employee Representative Trustee is completed in consultation with the unions representing employees in the Leisure Trust (Unite, Unison, and GMB). No appointments were made during the period 1 April 2021 to 31 March 2022.

### Induction

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

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

### Training

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

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

# 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 5 times throughout the financial year April 2021 to end of March 2022. 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 2021/22:

- 27 May 2021;
- 26 August 2021;
- 16 September 2021 (Annual General Meeting);
- 25 November 2021; and
- 24 February 2022

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
Dates	13 May 2021 19 Aug 2021 11 Nov 2021 10 Feb 2022	1 Sep 2021	There was no requirement to convene this Committee during 2021/22	23 Apr 2021 13 Aug 2021 29 Oct 2021 10 Feb 2022	There was no requirement to convene this Committee during 2021/22

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



## Statement of Trustees' Responsibilities

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

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

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

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

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

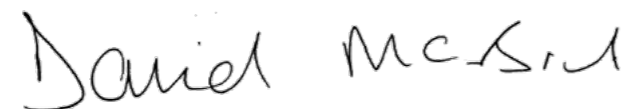
## Statement to Auditors

In so far as the Trustees are aware:

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

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

Approved by the Trustees and signed on their behalf by:



Name: David McBride, Chair of West Dunbartonshire Leisure Trust  
Date: 8 September 2022

# INDEPENDENT AUDITORS REPORT

To The Trustees And Members Of West Dunbartonshire Leisure Trust For The Year Ended 31 March 2022

### Opinion

We have audited the financial statements of West Dunbartonshire Leisure Trust (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of Financial Activities (incorporating an Income and Expenditure Account), Balance Sheet, the Statement of Cash Flow and related 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 2022, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

### 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

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate. Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### Other information

The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and trustees report thereon. The trustees are responsible for the other information contained within the Annual Report and Financial Statements. 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.

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 course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. 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 purpose of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors report has been prepared in accordance with applicable legal requirements.





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

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the 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 Charities Accounts (Scotland) Regulations 2006 require us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' 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 prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the directors' report and from the requirements to prepare a strategic report.

### Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 20, the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 charitable company'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 charitable company 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 regulations made under those Acts.

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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

### Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

We identify and assess risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we have considered the following:

- The nature of the charitable company and the sector it operates in; and
- Our enquiries of management about their identification and assessment of the risks of irregularities.

Based on our understanding of the charity and the industry we identified that the principal risks of non-compliance with laws and regulations related to, but were not limited to;

- Regulations and legislation pertinent to the charitable company's sector; and
- UK tax and Employment legislation;

We considered the extent to which non-compliance might have a material impact on the financial statements. We also considered those laws and regulations which have a direct impact on the preparation of the financial statements, such as the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, and the Charities Accounts (Scotland) Regulations 2006. We evaluated management and trustees' incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of management override of controls), and determined that the principal risks were related to;

- Posting inappropriate journal entries; and
- Management bias in accounting estimates; and
- Compliance with Coronavirus Job Retention Scheme

### Audit response to the risks identified;

Our procedures to respond to the risks identified included the following:

- Gaining an understanding of the legal and regulatory framework applicable to the charity and the sector in which it operates;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- Enquiring of management, the audit committee, the internal auditors and legal advisors concerning actual and potential litigation and claims;
- Reading minutes of meetings of those charged with governance, reviewing internal audit reports and reviewing correspondence with HMRC;
- In addressing the risk of fraud as a result of management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether judgements made in making accounting estimates are indicative of a potential bias; and, evaluating rationale of any significant transactions that are unusual or outside the normal course of business;
- Substantive testing of Coronavirus Job Retention Scheme claims.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx> This description forms part of our auditor's report.

### Use of our report

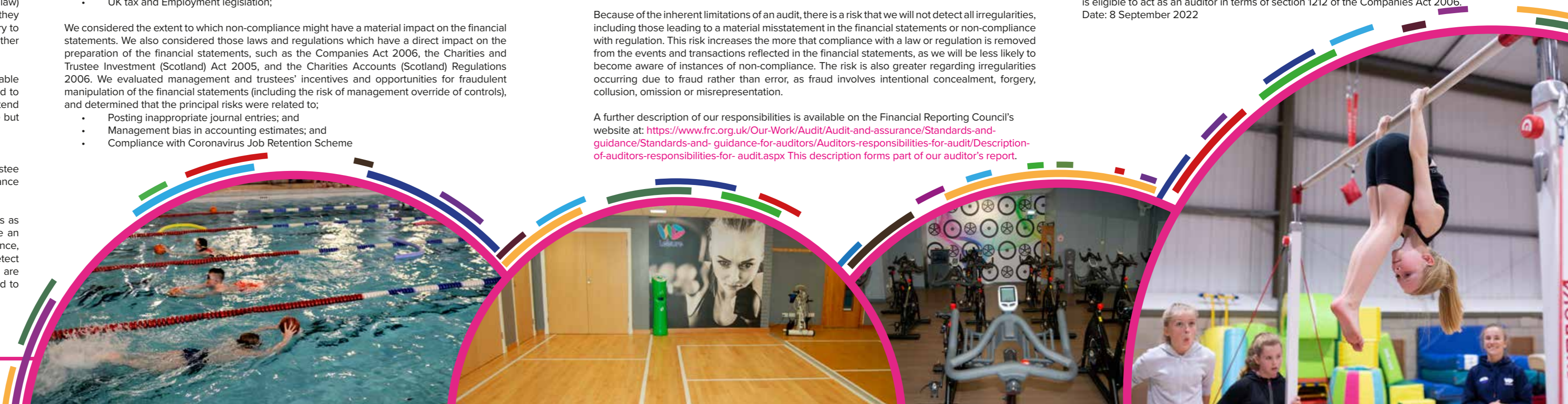
This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report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

*Wylie + Bisset*

Jenny Simpson  
Senior Statutory Auditor  
For and on behalf of Wylie & Bisset (Audit) Limited, Statutory Auditor

168 Bath Street  
Glasgow  
G2 4TP

Wylie & Bisset (Audit) Limited  
is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.  
Date: 8 September 2022





Statement of Financial Activities (incorporating the Income and Expenditure Account) for the year ended 31 March 2022

<b>Other</b>									
- Gain on sale of Fixed Assets		0	0	0	0	2,000	0	0	2,000
- Job Retention Scheme		0	183,951	0	183,951	0	2,292,252	0	2,292,252
- WDC Loss of Income Grant		0	0	0	0	434,000	0	0	434,000
- Other Finance Income	9	0	0	(78,000)	(78,000)	0	0	(14,000)	(14,000)
<b>Total Incoming resources</b>		<b>7,083,194</b>	<b>183,951</b>	<b>(78,000)</b>	<b>7,189,145</b>	<b>5,257,867</b>	<b>2,292,252</b>	<b>(14,000)</b>	<b>7,536,119</b>

Statement of Financial Activities (incorporating the Income and Expenditure Account) for the year ended 31 March 2022

	Notes	Unrestricted Fund 2022	Restricted Fund 2022	Pension Fund 2022	Total Funds 2022	Unrestricted Fund 2021	Restricted Fund 2021	Pension Fund 2021	Total Funds 2021
		£	£	£	£	£	£	£	£
<b>Expenditure on:</b>									
Charitable Activities	4	(6,979,278)	(183,951)	718,000	(6,445,229)	(4,224,589)	(2,292,252)	742,000	(5,774,841)
Current and past service cost	6	0	0	(1,913,000)	(1,913,000)	0	0	(1,289,000)	(1,289,000)
<b>Total Expenditure</b>		<b>(6,979,278)</b>	<b>(183,951)</b>	<b>(1,195,000)</b>	<b>(8,358,229)</b>	<b>(4,224,589)</b>	<b>(2,292,252)</b>	<b>(547,000)</b>	<b>(7,063,841)</b>
<b>Net income / (expenditure) for the year before transfers</b>		<b>103,916</b>	<b>0</b>	<b>(1,273,000)</b>	<b>(1,169,084)</b>	<b>1,033,278</b>	<b>0</b>	<b>(561,000)</b>	<b>472,278</b>
Transfer between funds		0	0	0	0	0	0	0	0
<b>Net incoming / (outgoing) resources</b>		<b>103,916</b>	<b>0</b>	<b>(1,273,000)</b>	<b>(1,169,084)</b>	<b>1,033,278</b>	<b>0</b>	<b>(561,000)</b>	<b>472,278</b>
Actuarial gain / (loss) on retirement benefit scheme	9	0	0	4,673,000	4,673,000	0	0	(2,341,000)	(2,341,000)
<b>Net movement in funds (after retirement benefit scheme gain/loss)</b>	20	<b>103,916</b>	<b>0</b>	<b>3,400,000</b>	<b>3,503,916</b>	<b>1,033,278</b>	<b>0</b>	<b>(2,902,000)</b>	<b>(1,868,722)</b>
<b>Total Funds brought forward</b>	20	<b>3,191,477</b>	<b>0</b>	<b>(3,227,000)</b>	<b>(35,523)</b>	<b>2,158,199</b>	<b>0</b>	<b>(325,000)</b>	<b>1,833,199</b>
<b>Total Funds carried forward</b>	20	<b>3,295,393</b>	<b>0</b>	<b>173,000</b>	<b>3,468,393</b>	<b>3,191,477</b>	<b>0</b>	<b>(3,227,000)</b>	<b>(35,523)</b>

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







# NOTES TO FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

## 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) effective 1 January 2019 and the Charities Accounts (Scotland) Regulations 2006.

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

Following the second national shutdown (from December 2020 to April 2021) the centres and services re-opened on 26th April 2021 with a range of limited and restricted services. Throughout the majority of the year there have been a variety of restrictions to services to contend with in the eleven months that the centres and services have been open. Close to full previous services really only recommenced from mid February 2022. As a result income has been affected as anticipated however expenditure has been significantly lower than budgeted particularly in main sites due to the variety of restrictions and limited services being operated. The momentous task of income recovery is however on track and will continue in 2022/23 with full (or close to) recovery not anticipated until well into 2023/24.

The Council have provided a letter of comfort and has committed to working with the Trust over the next 12-18 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 hand 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.

The Trustees are satisfied that the accounting policies are appropriate and applied consistently. Key sources of estimation have been applied as follows:

Estimate	Basis of estimation
Depreciation of fixed assets	Fixed assets are depreciated over the useful life of the asset. The useful lives of fixed assets are based on the knowledge of senior management with reference to assets expected life cycle.
Bad debt provision	Trade debtors are reviewed by appropriately experienced senior management on a case by case basis with the balance outstanding and the aging of the debtor taken into consideration.
The obligations under the Strathclyde Pension Scheme	The actuarial assumptions are prepared by a qualified actuary. The Trustees review these assumptions to ensure they are reasonable.

Allocation of expenditure between activities Expenditure is allocated between each charitable activity.





## 2. Incoming Resources

Income is attributable to sporting activity fees and other sales throughout the Trust. In addition, a management service fee of £4,015,047 (2021: £3,800,212) 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:

	2022	2021
	£	£
Leisure Facilities	1,758,196	2,202,833
Community Facilities	494,965	541,682
Sports Development	519,342	450,107
Active Schools	252,641	400,808
Outdoor Recreation	207,576	132,663
Management Fee	4,015,047	3,800,212
<b>Total Incoming Resources from Charitable Activities</b>	<b>7,247,767</b>	<b>7,528,305</b>

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

	2021-2022	2020-2021
Management Fee – West Dunbartonshire Council	4,015,047	3,800,212
Other income from West Dunbartonshire Council	23,000	434,000
Income From Govt Covid 19 Job Retention Scheme	183,951	2,292,252
Income from NHS	88,770	84,770
Income from Sport Scotland	271,203	262,332
<b>Total</b>	<b>4,581,971</b>	<b>6,873,566</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

	2022	2021
	£	£
Interest on cash deposits	19,378	19,814
<b>Total Investment Income</b>	<b>19,378</b>	<b>19,814</b>

## 4. Charitable Expenditure

	2022	2021
	£	£
Leisure Facilities	4,136,642	2,425,595
Community Facilities	1,249,243	772,894
Sports Development	859,652	534,590
Active Schools	445,174	313,485
Outdoor Recreation	288,567	178,025
<b>Total Charitable Expenditure</b>	<b>6,979,278</b>	<b>4,224,589</b>
Less Pension cost	(718,000)	(742,000)
Plus Job Retention Scheme	183,951	2,292,252
<b>Total</b>	<b>6,445,229</b>	<b>5,774,841</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.

	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

	Leisure	Community Facilities	Sports Development	Active Schools	Outdoor Recreation	Governance
	2021 £	2021 £	2021 £	2021 £	2021 £	2021 £
Salary	270,040	81,012	56,751	56,751	27,004	48,521
Training	0	0	0	0	0	0
Insurance	38,480	11,515	10,909	5,583	2,325	0
Supplies	21,343	6,387	6,050	3,097	1,289	0
Other	99,352	8,180	7,226	9,699	1,812	1,271
<b>Total</b>	<b>429,215</b>	<b>107,094</b>	<b>80,936</b>	<b>75,130</b>	<b>32,430</b>	<b>49,792</b>

	Leisure	Community Facilities	Sports Development	Active Schools	Outdoor Recreation	Governance
	2022 £	2022 £	2022 £	2022 £	2022 £	2022 £
Salary	255,706	77,324	53,546	51,507	25,775	51,637
Training	0	0	0	0	0	0
Insurance	48,286	14,592	13,115	6,119	3,155	0
Supplies	52,176	15,767	14,172	6,612	3,409	0
Other	138,389	23,818	8,779	9,314	4,508	2,108
<b>Total</b>	<b>494,557</b>	<b>131,501</b>	<b>89,612</b>	<b>73,552</b>	<b>36,847</b>	<b>53,745</b>

## Governance Costs

	2022	2021
	£	£
Audit and other Accountancy Fees	10,525	11,050
Allocated support costs	53,745	49,792
Pension Report and other audit expenditure	480	480
Travel expenses/training costs	0	0
<b>Total Governance Costs</b>	<b>64,750</b>	<b>61,322</b>

## Allocation of Governance and other support costs

	Support Costs	Governance	2022	Support Costs	Governance	2021
	£	£	£	£	£	£
Leisure	497,557	35,694	533,251	429,215	33,688	462,903
Community Facilities	131,501	10,794	142,295	107,094	10,106	117,200
Sports Development	89,612	7,475	97,087	80,936	7,080	88,016
Active Schools	73,552	7,190	80,742	75,130	7,080	82,210
Outdoor Recreation	36,847	3,597	40,444	32,430	3,368	35,798
<b>Total</b>	<b>829,069</b>	<b>64,750</b>	<b>893,819</b>	<b>724,805</b>	<b>61,322</b>	<b>786,127</b>

## 6. Current and past pension service cost

	2022	2021
	£	£
Pension – Pension Current Service Cost	1,913,000	1,289,000
<b>Total Pension Service Costs</b>	<b>1,913,000</b>	<b>1,289,000</b>

## 7. Staff Costs and Numbers

	2022	2021
	£	£
Wages and Salaries	4,404,518	4,332,516
Social Security costs	342,643	323,348
Other Pension costs	1,902,048	1,215,396
Other Staff costs	28,778	3,897
<b>Total Staff Costs</b>	<b>6,677,987</b>	<b>5,875,157</b>

Only two employees earned more than £60,000 for the year to 31 March 2021. (2020:2)

	Number of employees	Number of employees
	2021-2022	2020-2021
Between £90,000 and £99,999	1	1
Between £80,000 and £89,999	0	0
Between £70,000 and £79,999	1	1
Between £60,000 and £69,999	0	0





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;



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



During the period no Trustees received any remuneration or made any donations to the charity nor were any expenses reimbursed (£0 in 2020/21) and there were no unclaimed travel costs in 2021/22 (£0 in 2020/21).

There were no redundancy or termination payments during the financial year (2021 £0).

## 8. Operating Surplus

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



## 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 2020 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 2022 amounted to £707,048.

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 2022 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:



### Mortality

Life expectancy is based on the Fund's Vita Curves with improvements in line with the CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% pa. Based on these assumptions, the average future life expectancies at age 65 are summarised below:



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



The actuarial estimated employer contributions for the year to 31 March 2023 are £711,000.

The amounts recognised in the balance sheet are as follows:

	31 March 2022	31 March 2021
	£000	£000
Present value of funded liabilities	(29,248)	(29,865)
Fair value of plan assets	29,618	26,819
	370	(3,046)
Present value of unfunded obligations	(197)	(181)
	173	(3,227)
<b>Amount in balance sheet</b>		
Liabilities	0	(3,227)
Assets	173	0
<b>Net (liability)/asset</b>	<b>173</b>	<b>(3,227)</b>

	31 March 2022	31 March 2020
	£000	£000
<b>Analysis of the amount charged to net incoming resources:</b>		
Current service cost of the defined benefit scheme	(1,913)	(1,289)
<b>Total Service Cost</b>	<b>(1,913)</b>	<b>(1,289)</b>
<b>Analysis of amount credited to incoming resources:</b>		
Expected return on employer assets	(557)	(483)
Interest on pension scheme liabilities	635	497
<b>Net return</b>	<b>78</b>	<b>14</b>

	31 March 2022	31 March 2021
	£000	£000
<b>Analysis of amounts included in other recognised gains and losses:</b>		
Actuarial (Loss) / gain	(4,673)	2,341
Actuarial (loss) / gain recognised in net movement of funds	(4,673)	2,341
Cumulative Actuarial Gains and Losses	(147)	4,526

	31 March 2022	31 March 2021
	£000	£000
Opening fair value of employer assets	26,819	20,646
Expected return on assets	557	0
Contributions by members	216	226
Contributions by the employer	711	736
Contributions in respect of unfunded benefits	7	6
Actuarial gain	1,545	5,406
Estimated Benefits paid	(230)	(195)
Estimated Unfunded Benefits paid	(7)	(6)
<b>Closing fair value of employer assets</b>	<b>29,618</b>	<b>26,819</b>

Reconciliation of defined benefit obligation:	31 March 2022	31 March 2021
	£000	£000
Opening defined benefit obligation	29,865	20,812
Current service cost	1,913	1,289
Interest cost	635	497
Contributions by members	216	226
Present value of unfunded liabilities	181	159
Actuarial (loss)/gain	(3,128)	7,264
Past service costs	0	0
Estimated benefit paid	(230)	(195)
Estimated unfunded benefits paid	(7)	(6)
<b>Closing defined benefit obligation</b>	<b>29,445</b>	<b>30,046</b>

Amounts for the current period:	2022	2021
	£000	£000
Present value of Defined Benefit Obligation	(29,445)	(30,046)
Fair Value of Employer Assets	29,618	26,819
Surplus (Deficit)	173	(3,227)

	2022	2021
Experience gains / (losses) on assets	1,545	5,406
Experience gains / (losses) on liabilities	(83)	114

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. The sum of £181k relating to present value of unfunded liabilities was not reported separately in last years report from Hymans resulting in a difference above between last years closing defined benefit obligation and this years opening defined benefit obligation



10. Intangible Fixed Assets	Software		Total	
	£	£	£	£
Cost at 1 April 2021	25,432		25,432	
Additions	0		0	
Disposals	0		0	
<b>As at 31 March 2022</b>	<b>25,432</b>		<b>25,432</b>	
Depreciation at 1 April 2021	14,059		14,059	
Charge for the year	5,087		5,087	
On disposals	0		0	
<b>As at 31 March 2022</b>	<b>19,146</b>		<b>19,146</b>	
<b>Net Book Value at 31 March 2021</b>	<b>11,373</b>		<b>11,373</b>	
<b>Net Book Value at 31 March 2022</b>	<b>6,286</b>		<b>6,286</b>	

11. Tangible Fixed Assets	Furniture & Equipment		Total	
	£	£	£	£
Cost at 1 April 2021	507,622		507,622	
Additions	27,220		27,220	
Disposals	0		0	
<b>As at 31 March 2022</b>	<b>534,842</b>		<b>534,842</b>	
Depreciation at 1 April 2021	273,827		273,827	
Charge for the year	80,370		80,370	
On disposals	0		0	
<b>As at 31 March 2022</b>	<b>354,197</b>		<b>354,197</b>	
<b>Net Book Value at 31 March 2020</b>	<b>233,795</b>		<b>233,795</b>	
<b>Net Book Value at 31 March 2021</b>	<b>180,645</b>		<b>180,645</b>	

At 31 March 2022 all fixed assets are used for charitable purposes.

12. Stock	2022		2021	
	£	£	£	£
Cleaning materials, first aid materials and uniform stock	30,088		16,218	

13. Debtors	2022		2021	
	£	£	£	£
Trade Debtors	179,381		64,953	
Amounts owed by West Dunbartonshire Council	82,549		612,411	
Other debtors and prepayments	111,440		305,890	
	<b>373,370</b>		<b>983,254</b>	

14. Investment	2022		2021	
	£	£	£	£
Fixed Term 2 year Investment with West Dunbartonshire Council until 25 February 2024.	500,000		506,182	
Fixed term 12 months Investment with West Dunbartonshire Council until 25 February 2023.	250,000		0	
Fixed term 6 months Investment with West Dunbartonshire Council	250,000		250,000	
<b>Total Investment</b>	<b>1,000,000</b>		<b>756,182</b>	

15. Creditors: Amounts falling due within one year	2022		2021	
	£	£	£	£
Trade Creditors	16,755		9,317	
Tax and Social Security Creditors	74,956		31,878	
Amounts owed to West Dunbartonshire Council	1,024,567		927,283	
Other Creditors	371,766		536,464	
Accruals and Deferred Income (note 16)	367,136		456,813	
	<b>1,855,180</b>		<b>1,961,755</b>	

16. Deferred Income	2022		2021	
	£	£	£	£
Included in the Accruals and deferred income figure in note 15 is deferred income of:				
Balance b/f	155,238		87,726	
Released in year	(155,238)		(87,726)	
Deferred in year	121,741		155,238	
	<b>121,741</b>		<b>155,238</b>	

The items deferred comprises Income for memberships of £53,880, direct debits £11,992 and £56,869 of additional income received in advance for services being provided in financial year 2022-2023.

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 2022:

	2022		2021	
	£	£	£	£
Payable less than 1 year	3,871		1,441	
Payable > 1 year < 5 years	0		0	
<b>Total Payable</b>	<b>3,871</b>		<b>1,441</b>	

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 2020	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2021	Incoming Resources	Resources Expended	Transfers	Balance at 31 March 2022
		£	£	£	£	£	£	£	£	£
	Unrestricted - general	735,338	5,257,867	(4,106,519)	(515,530)	1,371,156	7,083,194	(6,882,239)	(126,411)	1,445,700
	<b>Designated</b>									
	Small Projects	63,070	0	(14,117)	14,117	63,070	0	(11,582)	11,582	63,070
	Equipment Replacement	562,367	0	(22,714)	22,714	562,367	0	0	0	562,367
	Service Development Projects	286,877	0	(3,935)	3,935	286,877	0	0	0	286,877
	Fixed Assets	281,708	0	(77,304)	40,764	245,168	0	(85,457)	27,220	186,931
	Surplus Reserves	228,839	0	0	434,000	662,839	0	0	87,609	750,448
	<b>Total Designated</b>	<b>1,422,861</b>	<b>0</b>	<b>(118,070)</b>	<b>515,530</b>	<b>1,820,321</b>	<b>0</b>	<b>(97,039)</b>	<b>126,411</b>	<b>1,849,693</b>
	<b>Total unrestricted</b>	<b>2,158,199</b>	<b>5,257,867</b>	<b>(4,224,589)</b>	<b>0</b>	<b>3,191,477</b>	<b>7,083,194</b>	<b>(6,979,278)</b>	<b>0</b>	<b>3,295,393</b>
	<b>Restricted - Gov JRS</b>	<b>0</b>	<b>2,292,252</b>	<b>(2,292,252)</b>	<b>0</b>	<b>0</b>	<b>183,951</b>	<b>(183,951)</b>	<b>0</b>	<b>0</b>
	<b>Total</b>	<b>2,158,199</b>	<b>7,550,119</b>	<b>(6,516,841)</b>	<b>0</b>	<b>3,191,477</b>	<b>7,267,145</b>	<b>(7,163,229)</b>	<b>0</b>	<b>3,295,393</b>

In 2020/2021 the Trustees have designated funds of £1,820,321 which comprises tangible fixed assets £245,168, other small projects to deliver sporting activities £63,070, future equipment replacement £562,367, Service Development Projects £286,877 and Surplus Reserves £662,839.





# NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

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. £11,582 was spent from the fund in 2021/22 to kit out the new Dalmonach Community Centre (a new community hall managed by WDLT) which opened in September 2021. Funds of £11,582 from the 2021/22 surplus have been used to replenish the 2021/22 actual spend. The fund therefore remains at £63,070 in 2022/23.

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 was due for replacement in 2020/2021, however due to COVID and the facilities being closed for the majority of the year this was postponed. This replacement will now be considered as part of the project in 2023/24 which will also look at the replacement of CV gym equipment at Clydebank Leisure Centre. It is planned to replace the Clydebank Centre Spin Bikes in 2022/23 at a projected cost of £25k. No spend has occurred in this fund in 2021/22 therefore

the fund remains at £562,367 in 2022/23.

**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. There has been no spend from this fund in 2021/22 therefore the fund remains at £286,877 in 2022/23.

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

**Surplus Reserves** - It had been planned to utilise the remaining surplus reserves fund balance of £662,839 to balance the budget with the anticipated reduction in income in 2021/22, however due to a number of unanticipated

expenditure/income variables within the year (as detailed earlier in the report) a surplus was achieved in 2021/22. Therefore £87,609 has been added to the surplus reserves fund which now totals £750,448. It is planned for this fund to be fully utilised in 2022/23 to balance the budget now that full expenditure is being incurred and income is still in recovery mode. It is projected that fully recovery of previous income levels will take a further 12 to 18 months from April 2022.

**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 2021 Represented by:	Unrestricted Funds £	Restricted Funds £	Pension Reserve £	2021 Total £	Unrestricted Funds £	Restricted Funds £	Pension Reserve £	2022 Total £
<b>Fixed assets</b>	<b>245,168</b>	<b>0</b>	<b>0</b>	<b>245,168</b>	<b>186,931</b>	<b>0</b>	<b>0</b>	<b>186,931</b>
<b>Current Assets</b>								
Stock	16,218	0	0	16,218	30,088	0	0	30,088
Debtors	763,774	219,480	0	983,254	373,370	0	0	373,370
Investment	756,182	0	0	756,182	1,000,000	0	0	1,000,000
Cash	3,371,890	(219,480)	0	3,152,410	3,560,184	0	0	3,560,184
<b>Total Current Assets</b>	<b>4,908,064</b>	<b>0</b>	<b>0</b>	<b>4,908,064</b>	<b>4,963,642</b>	<b>0</b>	<b>0</b>	<b>4,963,642</b>
<b>Creditors</b>								
Amounts falling due within one year	(1,961,755)	0	0	(1,961,755)	(1,855,180)	0	0	(1,855,180)
<b>Net Current Assets</b>	<b>2,946,309</b>	<b>0</b>	<b>0</b>	<b>2,946,309</b>	<b>3,108,462</b>	<b>0</b>	<b>0</b>	<b>3,108,462</b>
<b>Total Assets less Current Liabilities</b>	<b>3,191,477</b>	<b>0</b>	<b>0</b>	<b>3,191,477</b>	<b>3,295,393</b>	<b>0</b>	<b>0</b>	<b>3,295,393</b>
Retirement benefit scheme deficit	0	0	(3,227,000)	(3,227,000)	0	0	173,000	173,000
<b>Total</b>	<b>3,191,477</b>	<b>0</b>	<b>(3,227,000)</b>	<b>(35,523)</b>	<b>3,295,393</b>	<b>0</b>	<b>173,000</b>	<b>3,468,393</b>

## 21. Notes to the cash flow statement

Reconciliation of operating surplus to net cash inflow from operating activities	2022 £	2021 £
Net (outgoing)/incoming resources	(1,169,084)	472,278
Investment income	(19,378)	(19,814)
Gain on disposal of fixed assets	0	(2,000)
Depreciation	85,457	77,304
Net Pension charge	1,273,000	561,000
(Increase)/Decrease in investments	(243,818)	0
(Increase)/Decrease in stock	(13,870)	(4,583)
Decrease/(Increase) in debtors	609,884	(453,982)
(Decrease)/Increase in creditors	(106,575)	384,791
<b>Net cash provided by operating activities</b>	<b>415,616</b>	<b>1,014,994</b>

22. Cash at bank and in hand	31 March 2022 £	1 April 2021 £
Cash at bank and in hand	3,560,184	3,152,410

## 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.

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

	2021-2022 £	2020-2021 £
Income received from West Dunbartonshire Council	£5,705,680	£5,127,728
Expenditure paid to West Dunbartonshire Council	£70,536	£81,285

	2021-2022 £	2020-2021 £
Due from West Dunbartonshire Council	£82,549	£612,411
Due to West Dunbartonshire Council	£1,024,567	£927,283











## 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)



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

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