



West Dunbartonshire Leisure Trust

**ANNUAL REPORT**  
and Financial Accounts

2017/18



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# INTRODUCTION FROM THE CHAIRMAN

On behalf of West Dunbartonshire Leisure Trust (WDLT), I am delighted to deliver our 6th Report of the Trustees as part of the organisation's Annual Report for the year 2017/18.

WDLT now has a high profile in West Dunbartonshire providing ever increasing support to the local authority, organisations, schools and other groups to deliver health and wellbeing improvements to its local communities.

Through our diverse range of services, WDLT provides significant public benefit, encouraging more people to either become active or to be more active, with increased feelings of wellbeing and improved quality of life, at prices that are affordable to all.

Our continued work in the local area with partners including West Dunbartonshire Council (WDC), Education, Health Boards and others, along with increasing memberships has helped us to continue to work towards achieving our mission to "Inspire Healthy and Active Communities".

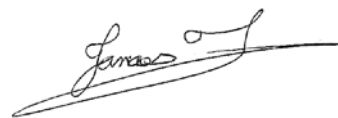
It has been an extremely positive year with WDLT delivering on many of the priorities within the first year of our ambitious three year Business Strategy. We also remain committed to delivering on all strategic outcomes and priorities within our Business Strategy (2017 – 2020) over the next two years.

The last year can be defined as a year of expansion for WDLT as we took on the responsibility of the management of all WDC outdoor pitches, pavilions and several bowling greens.

In addition to the operation of the outdoor facilities, the trust opened the new £23.8M leisure centre in Clydebank, replacing the previous facility in the area, The Play Drome. The first year of operation of this amazing new facility has seen participation increase by 68%; income increase by 90% and direct debit memberships increase by 595%.

Once again during a continuing tough and challenging financial climate WDLT has delivered service improvements and exceeded targets agreed in partnerships with WDC. It is clear that public sector spending will continue to reduce over the coming years, and our challenge will be to balance the high quality services that our customers expect with the level of funding available.

In conclusion, 2017/18 has been both a very positive and exciting year. This is a testament to the hard work, dedication, vision and creativity of the Trusts staff, volunteers and management, as well as the continuous commitment of the Trustees of the organisation who offer their time on a voluntary basis. Externally this has also been achieved by the support of our funders and partners and in particular West Dunbartonshire Council. However above all I would like to thank the local community, whose interests we serve, for their support and engagement over the past year and I am confident that with this support WDLT will continue to have an exciting future ahead.



James Finn  
Chair of West Dunbartonshire Leisure Trust



# REFERENCE AND ADMINISTRATIVE DETAILS

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

**General Manager:** John Anderson

**Company Secretary:** Fiona McGuigan

**Registered Office:** Alexandria Community Centre  
Main Street  
Alexandria  
G83 0NU

**Charity Number:** SC042999

**Company Number:** SC413707

**Independent Auditors:** Wylie & Bisset LLP  
168 Bath Street  
Glasgow  
G2 4TP

**Bankers:** Clydesdale Bank  
47 High Street  
Dumbarton  
G82 1LF

# REPORT OF THE TRUSTEES

## for the year ended 31 March 2018

The Trustees present their annual report and financial statements of the charity for the year ended 31 March 2018.

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

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

## Objects, Mission & Values

### Charity Objects

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

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

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

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.



# Strategic Outcomes & Priorities

The following highlights what our Key Strategic Outcomes and Priorities are and what we have achieved during 2017/18:

## Strategic Outcome: Grow the Business

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

### Financial Re-Investment

- Over £127k reinvested back into our services during 2017/18;
- Investment into Swimming Development (Learn2 Software and Direct Debit Scheme); and
- Installation of staff and public Wi-Fi at the Meadow Centre, Vale Pool and Head Office.

### Increase Participation

- West Dunbartonshire School Games delivering 78 festivals & finals with over 6,000 attendances;
- 20% expansion of sports programmes for children and adults in Clydebank Leisure Centre and Community Facilities; and
- Over 100k attendances (46% of school roll) took part in Active Schools programmes.

### Increase Health Opportunities

- Walking Football sessions delivered into 6 care centres with 3,694 attendances;
- Delivery of Vitality programme within Care homes with 625 attendances; and
- Increased number of weekly Health walks from 3 to 5 attracting on average 36 people every week.

### Clydebank Leisure Centre

- 56% expansion of swimming lesson provision;
- The relocation of all West College Scotland (Clydebank Campus) sport and leisure courses; and
- Street Leagues delivering Employment Development Skills programmes from the centre.

Priority





## Community Facilities

- Development of a Gymnastics Centre with West Dunbartonshire Gymnastics Club within West Dumbarton Activity Centre;
- Creation and Implementation of Community Facilities Development Plan 2017- 2020; and
- Securing £177k WDC Capital spend within the Concord and Denny Civic Theatre.

## Partnership Working

- In partnership with West College Scotland started a student placement project providing HND Sports Coach students an opportunity to improve their coaching skills and to deliver sports sessions to 400 local nursery children;
- Successfully organising, planning and hosting major events on behalf of WDC alongside various partner organisations; and
- Supporting schools to achieve **sportscotland's** School Sport Award with 3 primary schools achieving the Gold Award.

## New Services / Opportunities

- Introduction of Direct Debit payments for the Learn to Swim Scheme resulting in 1,881 signing up;
- The successful transfer of facilities, pitches and employees for Outdoor Recreation Services from West Dunbartonshire Council; and
- The introduction of new cutting edge interactive children's activities at Clydebank Leisure Centre.



## Strategic Outcome: Improve Customer Experience

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

### New Technology

- WDLT phone App launch that includes booking facilities along with a range of other functions. In the first three months of its launch 2,865 customers signed up for the App with 200,000 hits during this period;
- Self-Service Kiosks installed at Clydebank and Vale of Leven Swimming Pool; and
- The provision for customers to join online with our new Join@home product.

### Standards, Policies and Procedures

- Creation and launch of WDLT's first ever three year Business Strategy;
- Creation and launch of WDLT's first ever three year Aquatics Strategy; and
- Creation and launch of a Community Facilities Development Plan 2017- 2020.

### Research & Feedback

- An achievement of a NPS Score of 74 an increase of 4 from last year;
- A Customer Satisfaction (Telephone Survey) rating of 96%, a 9% increase from last year; and
- A pilot pupil survey was rolled out to identify target non-participants (in school and community sport).

### Workforce Development

- 213 courses/workshops were delivered with overall staff attendance of 1,347;
- Delivery of Customer Experience training for 88 key staff; and
- Creation of a new Generic Training Programme for all staff.

### Marketing

- Agreement with WDC communications team to manage digital media programme;
- On screen digital marketing within Clydebank Leisure Centre; and
- Introduced direct marketing to 2,865 app users via click notification service.

Priority

## Strategic Outcome: Financial Sustainability

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

### Maximise Income Opportunities

- Direct Debit memberships have increased resulting in a 66% growth in income;
- New direct debit payment structure for Swimming Lessons resulting in a 55% growth in income; and
- A 22% growth of income from Outdoor Recreation facilities.

### Maximise External Funding Opportunities

- In partnership with Dunbartonshire Disability Sports Club organised a four day residential sports camp for 80 people affected by disability funded by Care Scotland;
- Successfully secured £10k of Apprentice Levy Funding; and
- Raising Attainment funding secured from WDC Education Dept. for Easter and summer holiday camps in our most deprived communities attracting 1,640 attendances.

Priority

### Work Efficiently

- Aquatics Strategy providing holistic approach to developing WDLT swimming programmes and effective use of pool space;
- Over 400 volunteers were supported by WDLT; and
- A wide range of Active Schools and Sports Development programmes including WD School Games held in leisure and community centres.

### Sound Governance

- A Financial Reserves Policy devised and approved by the WDLT Board;
- A Debt Management Policy devised and approved by the WDLT Board; and
- Achieved unqualified audited accounts for 2017/18.



# 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 and Vale of Leven Swimming Pool

Over **770,000** attendances which is a **25%** increase from 2016/17

**12**  
COMMUNITY  
FACILITIES

A range of Community Facilities based within three Cluster Areas:  
Clydebank, Dumbarton, and Alexandria.

Over **247,000** attendances which is a **6%** increase from 2016/17

**1**  
ENTERTAINMENT  
THEATRE

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

Over **21,000** attendances which is a **9%** increase from 2016/17

**40**  
OUTDOOR  
PITCHES &  
PAVILIONS

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

Over **62,000** attendances in the first year since it's transfer from the Council

**SPORTS  
DEVELOPMENT**

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

Over **248,000** attendances which is a **11%** increase from 2016/17

**ACTIVE  
SCHOOLS**

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

Over **128,000** attendances which is a **12%** increase from 2016/17

**6**  
TRAINING  
COURSES

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

Over **260** attendances which is a **14%** increase from 2016/17

**7**  
OUTDOOR  
EVENTS

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

Approximately **50,000** attendances

# Our Key Achievements








## Overall Attendances

Over 1.4 million attendances at WDLT facilities and programmes which is a 23% increase from 2016/17.

Services	2013/14	2014/15	2015/16	2016/17	2017/18	Variation from 16/17
Leisure Centres	649,993	642,672	629,049	614,348	770,835	25%
Community Facilities	202,110	281,218	279,421	234,079	247,204	6%
Sports Development	206,645	211,982	228,854	224,457	248,321	11%
Active Schools	92,254	90,860	93,144	114,730	128,703	12%
Outdoor Recreation	-	-	-	-	62,390	N/A
Totals	1,151,002	1,226,732	1,230,468	1,187,614	1,457,453	23%

## Performance Indicators

Strategic Outcome – Grow the Business

Indicator	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual	On Target	Comments
CC1 Wet Activities. No. of attendances per 1,000 population for pools	4,213	4,137	4,837	4,650		3.9% short of target however a 12.4% increase from last year.
CC2 Dry Activities. No. of attendances per 1,000 population for indoor sports & leisure	4,829	4,563	6,853	6,198		9.6% short of target however a 35.8% increase from last year.
Overall Usage	1,230,468	1,187,614	1,527,050	1,457,453		4.6% short of target however a 22.7% increase from last year.
Individual Participants (All Memberships / Subscriptions)	New Indicator	New Indicator	18,000	19,845		10.3% ahead of target
Individual Participants (Active Schools)	New Indicator	New Indicator	5,800	5,982		3.1% ahead of target
DD Memberships	1,120	1,914	6,500	4,715		27.4% below target but a 239.6% increase from last year
Number of GP Referral Consultations	1,384	1,333	1,500	1,724		14.9% ahead of target and a 29.3% increase from last year

## Performance Indicators








Strategic Outcome – Improve Customer Experience

Indicator	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual	On Target	Comments
How likely is it that you would refer our company to a friend or colleague	65	67	73	74		1.4% ahead of target and a 10.4% increase from last year
Number of Website Hits	340,904	404,767	380,000	541,461		42.5% ahead of target and a 33.8% increase from last year
Facebook Organic Reach	No Data	1,298,039	1,300,000	1,351,130		3.9% ahead of target and a 4.1% increase from last year
Number of Unique Active On Line Booking Users	2,621	3,210	4,000	4,398		10% ahead of target and a 37% increase from last year
No. of Mobile Pro Users	New Indicator	New Indicator	1,000	2,865		186.5% ahead of target
% of P7 Pupils that can Swim 10m	New Indicator	New Indicator	65%	71%		6% ahead of target
% of P7 Pupils that can Swim 25m	New Indicator	New Indicator	40%	45%		5% ahead of target
% of Live Active Referrals still active after 3 months	New Indicator	New Indicator	37%	38%		1% ahead of target
% of Live Active Referrals still active after 6 months	New Indicator	New Indicator	60%	74%		14% ahead of target
% of Live Active Referrals still active after 12 months	New Indicator	New Indicator	49%	58%		9% ahead of target
No. of Clubs WDLT Accredited	New Indicator	New Indicator	20	18		10% below target



## Performance Indicators

### Strategic Outcome – Financial Sustainability

Indicator	2015/16 Actual	2016/17 Actual	2017/18 Target	2017/18 Actual	On Target	Comments
Income – Against Target	£27,904	£9,264	£0	£136,478		100% above target and a 1,373% increase from last year
Expenditure – Against Budget	£218,432	£206,280	£0	£135,488		100% above target however a 46% decrease from last year
Net (Profit) / Loss	(£246,336)	(£215,544)	£0	(£271,966)		100% above target and a 15% increase from last year
% Income (Mgt Fee)	58.7%	58.2%	53.5%	52.5%		1% above target and a 5.7% increase from last year
% Income (Customer Receipts)	41.3%	41.8%	46.5%	47.5%		1% above target and a 5.7% increase from last year
Cost Per Visit (Mgt Fee)	£3.26	£3.33	£2.56	£2.69		5% above target however a 19% decrease from last year
Staff Absence (Days lost against FTE)	8.60	7.58	7.0	8.42		20.3% above target and a 11.1% 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:

Our Priorities	Our success will be measured if by 2020, we have:	2017/18 Performance
<p><b>Financial Re-investment:</b> We will commit surplus funds to enhance future service delivery.</p>	<ul style="list-style-type: none"> <li>Invested a minimum of £250k surplus funds in our services.</li> </ul>	<ul style="list-style-type: none"> <li>£127,519, 51% of the three year targeted amount to be invested has already been spent / committed to a number of projects which are discussed at each Board Meeting.</li> </ul>
<p><b>Increase Participation:</b> We will attract more people and ensure our active customers access our services more often.</p>	<ul style="list-style-type: none"> <li>Increased overall attendances by a minimum of 25% over 3 years; and</li> <li>Increased the number of individual participants (by service area) by a minimum of 20% utilising our services.</li> </ul>	<ul style="list-style-type: none"> <li>1,457,403 attendances. Over the year there has been an increase in attendances at leisure centres mainly due to the new Clydebank Leisure Centre and the new gym membership packages; a 8% increase in sporting activity and a 5% increase in non-sporting attendances within Community Facilities; a 12% increase in Active Schools activities; and a 11% increase in Sports Development activities.</li> <li>141% increase in individual participants.</li> </ul>
<p><b>Increase Health Opportunities:</b> We will raise awareness of the benefits of physical activity and ensure as many opportunities as possible are made available.</p>	<ul style="list-style-type: none"> <li>10% growth of sustainable programmes across the services.</li> </ul>	<ul style="list-style-type: none"> <li>There was no increase in sustainable health programmes at present. However we have planned meetings with MacMillan Cancer support to look at the possibility of starting a cancer specific activity programme in the next 12 months.</li> </ul>
<p><b>Clydebank Leisure Centre:</b> We will ensure the new centre achieves its potential through effective planning and by delivering an operationally sound facility.</p>	<ul style="list-style-type: none"> <li>as a minimum, achieved budget and participation targets.</li> </ul>	<ul style="list-style-type: none"> <li>Budget not only achieved but showing a profit of £30,294.</li> <li>Participation 54,272 below Target however 133,756 (68%) increase from the previous year.</li> </ul>





## SO1: Grow the Business

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

Our Priorities	Our success will be measured if by 2020, we have:	2017/18 Performance
<p><b>Community Facilities:</b> We will look to reduce centre downtimes and utilise our own facilities for as many of our programmes as practicably feasible.</p>	<ul style="list-style-type: none"> <li>• increased non-sporting usage by 20%; and</li> <li>• increased sporting usage by 20%.</li> </ul>	<ul style="list-style-type: none"> <li>• 183,065 Non-sporting participation has increased from the last year, however further growth is required to meet the 20% increase by 2020. However with the opening of the new Dalmonach Community Centre in late 2018/19 this is anticipated to increase participation in this area.</li> <li>• 64,139 Sporting usage has increased and it is expected a similar growth will be demonstrated year on year until 2020 to achieve the agreed success measure of 20%.</li> </ul>
<p><b>Partnership Working:</b> We will get the maximum value out of funded programmes to grow self-sustaining activities for the future.</p>	<ul style="list-style-type: none"> <li>• documented Agreements with all key partner agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• A full documented list of current partners has been generated. A full review of each partnership will now commence and any new partnership agreements will be critically reviewed to ensure maximum value to WDLT.</li> </ul>
<p><b>New Services / Opportunities:</b> We will keep in touch with industry trends with a view to developing and expanding services proactively.</p>	<ul style="list-style-type: none"> <li>• introduced at least 36 new programmes / projects / events / services.</li> </ul>	<ul style="list-style-type: none"> <li>• A number (24) of new programmes / projects / events / services have already been introduced across all services.</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:

Our Priorities	Our success will be measured if by 2020, we have:	2017/18 Performance
<p><b>New Technology:</b> We will embrace digital technology to transform the way we do business.</p>	<ul style="list-style-type: none"> <li>increased the use of digital technology across all services, improving customer experiences.</li> </ul>	<ul style="list-style-type: none"> <li>There has been a continual increase in new technology throughout the first year of this Strategy including a full floor of interactive technology on the first floor of the new Clydebank Leisure Centre; the introduction of the Learn2 software allowing a customer interactive module to showcase swimming lessons; self-service kiosks in the Vale of Leven Pool and Clydebank LC to enhance customer service.</li> </ul>
<p><b>Standards, Policies and Procedures:</b> We will develop, update and amend our processes and systems of work to ensure high/consistent quality of service.</p>	<ul style="list-style-type: none"> <li>achieved 100% completion of all processes, which have been reviewed and updated.</li> </ul>	<ul style="list-style-type: none"> <li>Draft corporate operating procedures produced and being distributed within WDL service areas for comments before implementation. Facility/service-specific procedures still under development.</li> </ul>
<p><b>Research and Feedback:</b> We will engage with customers both current and potential to ensure continuous improvement.</p>	<ul style="list-style-type: none"> <li>delivered the Consultation Plan.</li> </ul>	<ul style="list-style-type: none"> <li>A range of feedback has been obtained throughout the year including quarterly Net Promoter Questionnaires (across all services) resulting in an annual score of 74; Telephone Satisfaction Surveys which resulted in a 96% satisfaction with Leisure Centres and Community Centres throughout 2017; and regular feedback from Customer Comment forms.</li> </ul>
<p><b>Workforce Development:</b> We will provide opportunities for staff and volunteers to develop the skills and knowledge necessary to deliver quality services.</p>	<ul style="list-style-type: none"> <li>delivered Staff Training and Workforce Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Funding, gained via the Apprentice Levy Fund, was utilised to deliver Customer Care training to key frontline staff. The training also up skilled our training officers to carry on the delivery of this specialised training.</li> <li>The Generic training programme was also redesigned to ensure it has the maximum benefit to all staff within WDLT.</li> </ul>
<p><b>Marketing:</b> We will ensure a dynamic joined up approach to the promotion of our services to achieve maximum reach.</p>	<ul style="list-style-type: none"> <li>delivered annual marketing plans;</li> <li>increased overall attendances by 25%; and</li> <li>increased total operating income (net of the management fee from WDC) by 30%.</li> </ul>	<ul style="list-style-type: none"> <li>WDLT engaged with WDC communications team to develop a new digital media plan by maximising the potential of social media and giving a real focus to this marketing medium. This approach was piloted in the final quarter and will now form the main content of the 2018/19 marketing plan.</li> <li>23% increase in 2017 – further detail shown above (Increase Participation).</li> <li>Total operating income generated was £3,535,278 a 25% increase from last year.</li> </ul>

## SO3: Financial Sustainability

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

Our Priorities	Our success will be measured if by 2020, we have:	2017/18 Performance
<p><b>Maximise Income Opportunities:</b> We will develop existing income streams and generate new income.</p>	<ul style="list-style-type: none"> <li>• increased total operating income (net of the management fee from WDC) by 30%; and</li> <li>• increased the total number of direct debit memberships by 100%.</li> </ul>	<ul style="list-style-type: none"> <li>• Total operating income generated was £3,535,278 a 25% increase from last year.</li> <li>• 319%, the opening of the new Clydebank LC; the introduction of the new direct debit membership packages (Gold, Silver and Bronze) at leisure centres; and the introduction of the direct debit swimming lessons has already substantially over achieved the 100% success measure set.</li> </ul>
<p><b>Maximise External Funding Opportunities:</b> We will identify and apply for external funding to enhance new and existing programmes/projects.</p>	<ul style="list-style-type: none"> <li>• generated £1M of operating income from external funding.</li> </ul>	<ul style="list-style-type: none"> <li>• A total of £385,020 of external funding was generated in 2017/18 over and above the Management Fee from West Dunbartonshire Council.</li> </ul>
<p><b>Work Efficiently:</b> We will share resources across all services.</p>	<ul style="list-style-type: none"> <li>• achieved a balanced or surplus budget across all services year on year.</li> </ul>	<ul style="list-style-type: none"> <li>• All services achieved not only a balanced budget but a profit except for Active Schools. Overall the organisation delivered a profit of £271,966.</li> </ul>
<p><b>Sound Governance:</b> We will continue to develop strong organisational processes to make informed decisions and meet our legal obligations.</p>	<ul style="list-style-type: none"> <li>• achieved unqualified audited accounts year on year.</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved unqualified audited accounts for 2017/18.</li> </ul>



# Financial Review

## Financial Summary 2017/18

The Trust is pleased to report that despite the current economic climate in which we have operated in our sixth year, the financial position for the Trust has resulted in a surplus being generated allowing us to progress towards holding our target level of reserves along with designated funds for future reinvestment projects.

In summary, the financial position during 2017/18 is noted below:

	Unrestricted / Restricted Fund	Pension Fund	Total Funds
Total income	7,449,888	(104,000)	7,345,888
Total spend on charitable activities	(7,177,922)	(487,000)	(7,664,922)
Net Movement in Funds	<b>271,966</b>	<b>(591,000)</b>	<b>(319,034)</b>
Actuarial gain	0	4,113,000	4,113,000
Net movement in funds (after retirement benefit scheme loss)	<b>271,966</b>	<b>3,522,000</b>	<b>3,793,966</b>

## Funds held at 31 March 2017:

	31 March 2018	31 March 2017
Total funds	<b>£1,905,604</b>	<b>(£1,888,362)</b>

The Unrestricted surplus was £277,366, and a Restricted deficit of (£5,400), but at the year end the multi-employer defined benefit pension scheme is in surplus by £3,522,000 and therefore the net surplus for the year is £3,793,966.

Following the sixth 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 £2,173,112 and membership fees £1,354,558, as well as income of £3,914,610 from West Dunbartonshire Council (Management Fee) for our work in managing the leisure facilities within the local area.

The principle sources of expenditure remain within staffing £6,067,011 with elements of spend on property £856,811, transport £25,058, administration £587,014 and payments to other bodies £129,028.

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

	Income	Expenditure	Surplus/(Deficit)
Leisure Facilities	2,279,829	(4,179,594)	(1,899,765)
Community Facilities	366,851	(1,210,543)	(843,692)
Sports Development	528,207	(945,655)	(417,448)
Active Schools	253,429	(484,223)	(230,794)
Outdoor Recreation	99,354	(357,907)	(258,553)
Management Fee	3,914,610	0	3,914,610
<b>Total</b>	<b>7,442,280</b>	<b>(7,177,922)</b>	<b>264,358</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 invest a sum of £500,000 with West Dunbartonshire Council on 23 February 2018 at a fixed rate of 1.38% for one year.

During 2017/18, interest received on cash balances held at the bank, and the investment with West Dunbartonshire Council was £7,608.



## Reserves Policy

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

In 2014/2015 the reserves target was reviewed by the Audit Committee and revised to £700,000 which represented 3 months of turnover minus the management fee.

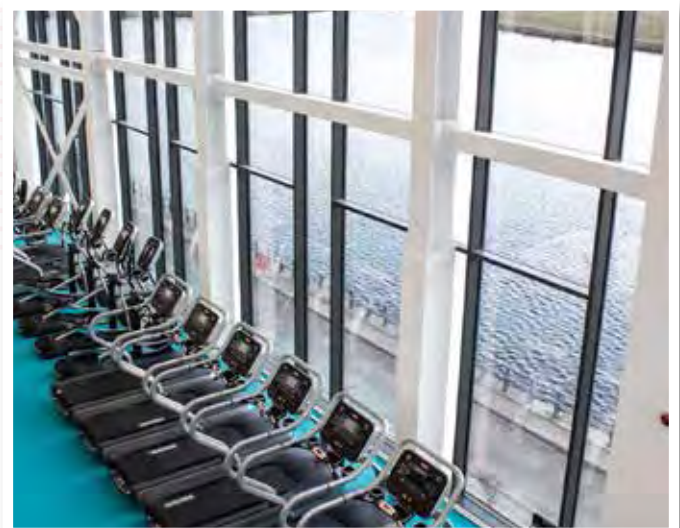
Following recommendation from external auditors a formal reserves policy was devised which was agreed by the board on February 23rd 2018. The agreed policy stated that reserves would be based on 3 months turnover minus the WDC Management Fee and would be reviewed on a two yearly basis commencing with the 2017/18 annual accounts. After implementation of the policy at 31 March 2018, the Trust now has reached a general reserves target of £880,000 which has been achieved by adding £180,000 of surplus funds from 2017/18 into the reserves fund. The next planned review of the reserves target will be based on the 2019/20 annual accounts.

The reserves figure represents our total unrestricted funds of £2,003,604 (2017, £1,731,638) less designated funds as follows:

- Small Projects fund of £90,641 (2017 £71,327) is set aside for a number of partially completed projects which are likely to be completed during the next financial year and £30,000 to fund a number of minor upgrade projects to Community Halls and Main Site Leisure Facilities. The majority of this fund is expected to be spent in 2018/2019 and £40,000 has been designated to finance legal agreements which will be finalised in 2018/19.
- Equipment replacement fund of £586,720 (2017, £500,000). This fund was set aside for the replacement of the gym equipment on a rolling basis. Some equipment has been purchased during the year and £120,000 has been added from, surplus funds leaving the balance of £586,720 available for spends planned for 2020 / 2021 and 2022 / 2023.

- Service Development Projects fund of £312,014 (2017 £324,912). With a number of projects having been completed in 2017/18 and an additional £80,000 being added to this fund from surplus achieved. This fund is to be used for larger projects within the service as per our charitable objectives that will improve the service and/or generate additional income. A process for allocating these funds to specific projects has been agreed by the Trust Board.
- Tangible Fixed Assets fund of £134,229 will provide for future depreciation of Fixed Assets.

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



# Risk Management

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

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

As the leisure business environment is customer driven and internal and external changes to that environment ultimately influence overall performance risk factors that could have an impact on service delivery require to be identified

on an annual basis, with appropriate actions to minimise such risks.

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

The top three external risks detailed within the Risk Register for 2017/18 and how they have been managed are as follows:

Key Risk	Existing Control Measures	Risk Management Actions
Significant reduction in West Dunbartonshire Council funding	<ul style="list-style-type: none"> <li>Regular Monitoring Meetings with WDC</li> <li>Annual Performance Report to WDC Infrastructure Committee</li> <li>On an annual basis explore options for efficiency savings and opportunities for increasing income.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to explore options for efficiency savings and opportunities for increasing income.</li> </ul>
Potential increase in competition for health and fitness members, particularly from the budget gym sector	<ul style="list-style-type: none"> <li>All Inclusive DD Membership (Gym, Fitness Classes, Swimming &amp; Health Suite)</li> <li>Staffed Gyms</li> <li>Range of Memberships</li> <li>A Pricing Policy has been developed and approved by the Board (August 2016)</li> </ul>	<ul style="list-style-type: none"> <li>Review performance of new membership packages</li> <li>Implement Marketing Plan</li> </ul>
Declining participation levels in wetside activities adversely affecting WDLT's financial position	<ul style="list-style-type: none"> <li>Period by period income reviews with accountant and Managers</li> <li>KPI (usage) reporting to Board and WDC</li> <li>Business and Marketing plans</li> <li>Flexible pricing policy</li> <li>Development of an Aquatics Plan (with an appropriate action plan) with the assistance of the National Governing Body, Scottish Swimming</li> </ul>	<ul style="list-style-type: none"> <li>Development of an Aquatics Plan (with an appropriate action plan) with the assistance of the National Governing Body, Scottish Swimming</li> </ul>

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

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

## Plans for the Future

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

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

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

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

### Implementation of our Aquatics Strategy

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

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

### Implementation of our Community Facilities Development Plan

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

### Reinvestment of Surplus Funds

Now that WDLT has been operating successfully for the last six 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 £250k by 2020.

The Equipment Replacement Fund is set aside to fund the replacement of the gym equipment on a rolling basis. The first spend is planned to be spent during 2018 / 2019 with the potential replacement of cardiovascular equipment at the Meadow Centre and the Vale Pool.





# 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; Outdoor Recreational Facilities 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 2017/18 and since is detailed below:

Name		Appointed	Resigned
Anthony Waclawski	Independent	11/01/12	N/A
David McBride	Partner	11/01/12	N/A
David Smith	Independent	11/01/12	N/A
Kath Ryall	Partner (Chair until 4 May 2017)	12/06/12	25/05/17
Charles Gibson	Independent (Vice Chair since 15 September 2017)	28/08/14	N/A
James Finn	Partner (Chair since 25th May 2017)	26/02/15	N/A
David Marshall	Independent	24/11/16	N/A
Samantha Baird	Independent	24/11/16	N/A
James Docherty	Employee Representative	24/11/16	N/A
William Hendrie	Partner	25/05/17	N/A
Samantha Baird	Independent	24/11/16	N/A
James Docherty	Employee Representative	24/11/16	N/A



## Recruitment and Training of Trustees

### Recruitment

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

Authority and responsibility for the recruitment of Independent Trustees is delegated by the Board of Directors to the Nominations Committee. No appointments were made during the period 1 April 2017 to 31 March 2018.

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 2017 to 31 March 2018.

### Induction

New Trustees receive a briefing on their role as Board Trustees operating a company limited by guarantee with charitable status as per Companies Act 2006. The briefing includes background information on the Company;

Business; Governance Structure; Management Structure; Partnership Working; Mission & Values; Key Strategic Outcomes; Charitable Objects; and Contact Details. In addition it also includes the following documentation:

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

### Training

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

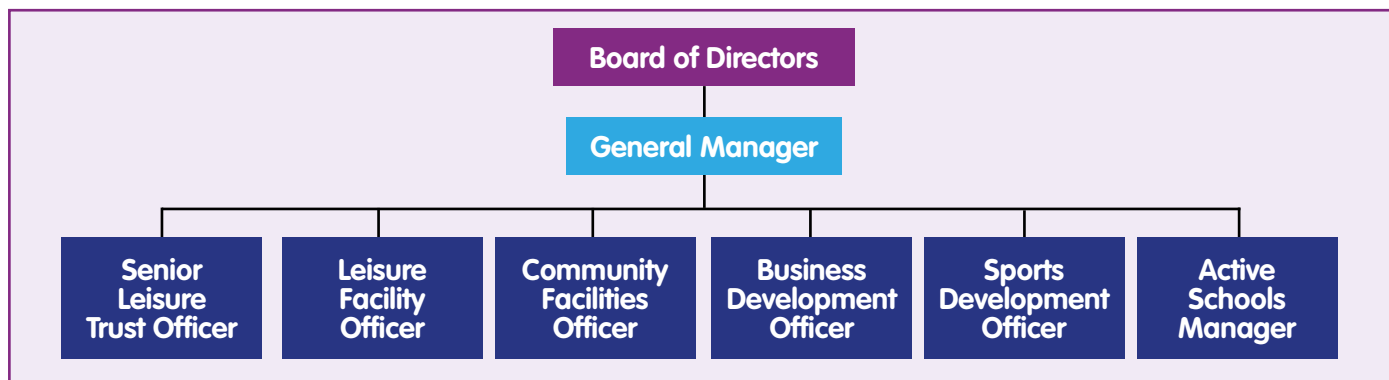
- Discipline and Grievance Procedures
- Finance (annual finance reporting regulations and Charity Accounting)
- Health & Safety



## 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 2017 to end of March 2018. 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 2017/18:

- 25 May 2017;
- 31 August 2017;
- 14 September 2017 (Annual General Meeting);
- 30 November 2017; and
- 22 February 2018

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
<b>Member</b>	A Waclawski; D McBride; D Marshall; C Gibson	A Waclawski; D McBride; D Smith; K Ryall; S Baird	D Smith; J Gunn; J Finn	J Docherty	A Waclawski; D McBride; K Ryall; C Gibson
<b>Dates</b>	11 May 2017 17 Aug 2017 16 Nov 2017 08 Feb 2018	There was no requirement to convene this Committee during 2017/18	There was no requirement to convene this Committee during 2017/18	12 May 2017 12 Aug 2017 27 Oct 2017 26 Jan 2018	There was no requirement to convene this Committee during 2017/18

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

# Statement of Trustees' Responsibilities

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

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

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

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

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



## Statement to Auditors

In so far as the Trustees are aware:

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

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (issued

March 2005) and in accordance with the Companies Act 2006.

Approved by the Trustees and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'James Finn', written over a faint grid background.

James Finn,  
Chair of West Dunbartonshire Leisure Trust

# INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES AND MEMBERS OF WEST DUNBARTONSHIRE LEISURE TRUST FOR THE YEAR ENDED 31 MARCH 2018

## Opinion

We have audited the financial statements of West Dunbartonshire Leisure Trust (the 'charitable company') for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018, and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2016; Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

## Basis for opinion

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

## Conclusions relating to going concern

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

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

## Other information

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



### Other information (continued)

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

We have nothing to report in this regard.

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

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

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

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

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

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

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to take advantage of the small companies' exemptions in preparing the report of the trustees and from the requirement to prepare a strategic report.

### Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 7, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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



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

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Act and relevant regulations made or having effect thereunder. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

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

A further description of our responsibilities for the audit of the financial statements is located

on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our report

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

Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

*Wylie + Bisset*

Jenny Simpson

*Senior statutory auditor*

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

*Date: 13th September 2018*





# STATEMENT OF FINANCIAL ACTIVITIES

Statement of Financial Activities (incorporating the Income and Expenditure Account) for the year ended 31 March 2018.

	Notes	Unrestricted Fund 2018	Restricted Fund 2018	Pension Fund 2018	Total Funds 2018
		£	£	£	£
Income and endowments from: Donations and legacies					
- Voluntary Income		0	0	0	0
- Investments					
- Investment Income	3	7,608	0	0	7,608
Income from Charitable Activities:					
- Management Service Fee	2	3,914,610	0	0	3,914,610
- Membership Fees	2	1,354,558	0	0	1,354,558
- Charitable Activities	2	2,165,012	8,100	0	2,173,112
Other					
- Other Finance Income	9	0	0	104,000	104,000
<b>Total Incoming resources</b>		<b>7,441,788</b>	<b>8,100</b>	<b>104,000</b>	<b>7,345,888</b>

	Unrestricted Fund 2017	Restricted Fund 2017	Pension 2017	Total Funds 2017
	£	£	£	£
Income and endowments from: Donations and legacies				
- Voluntary Income	0	0	0	0
- Investments				
- Investment Income	8,372	0	0	8,372
Income from Charitable Activities:				
- Management Service Fee	3,957,440	0	0	3,957,440
- Membership Fees	930,100	0	0	930,100
- Charitable Activities	1,871,392	18,900	0	1,890,292
Other				
- Other Finance Income	0	0	16,000	16,000
<b>Total Incoming resources</b>	<b>6,767,304</b>	<b>18,900</b>	<b>16,000</b>	<b>6,770,204</b>

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

	Notes	Unrestricted Fund 2018	Restricted Fund 2018	Pension Fund 2018	Total Funds 2018
		£	£	£	£
Expenditure on:					
Charitable Activities	4	(7,164,422)	(13,500)	673,000	(6,504,922)
Current and past service cost	6	0	0	(1,160,000)	(1,160,000)
Total Expenditure		(7,164,422)	(13,500)	(487,000)	(7,664,922)
Net income / (expenditure) for the year before transfers		277,366	(5,400)	(591,000)	(319,034)
Transfer between funds		0	0	0	0
Net incoming / (outgoing) resources		277,366	(5,400)	(591,000)	(319,034)
Actuarial gain / (loss) on retirement benefit scheme	9	0	0	4,113,000	(3,118,000)
Net movement in funds (after retirement benefit scheme gain/loss)	20	277,366	(5,400)	3,522,000	3,793,966
<b>Total Funds brought forward</b>	<b>20</b>	<b>1,726,238</b>	<b>5,400</b>	<b>(3,620,000)</b>	<b>(1,888,362)</b>
<b>Total Funds carried forward</b>	<b>20</b>	<b>2,003,604</b>	<b>0</b>	<b>(98,000)</b>	<b>1,905,604</b>

	Unrestricted Fund 2017	Restricted Fund 2017	Pension 2017	Total Funds 2017
	£	£	£	£
Expenditure on:				
Charitable Activities	(6,567,162)	(13,500)	560,000	(6,020,662)
Current and past service cost	0	0	(635,000)	(635,000)
Total Expenditure	(6,567,162)	(13,500)	(75,000)	(6,655,662)
Net income / (expenditure) for the year before transfers	200,142	5,400	(91,000)	114,542
Transfer between funds	0	0	0	0
Net incoming / (outgoing) resources	200,142	5,400	(91,000)	114,542
Actuarial gain / (loss) on retirement benefit scheme	0	0	(3,118,000)	(3,118,000)
Net movement in funds (after retirement benefit scheme gain/loss)	200,142	5,400	(3,209,000)	(3,003,458)
<b>Total Funds brought forward</b>	<b>1,526,096</b>	<b>5,400</b>	<b>(411,000)</b>	<b>1,115,096</b>
<b>Total Funds carried forward</b>	<b>1,726,238</b>	<b>5,400</b>	<b>(3,620,000)</b>	<b>(1,888,362)</b>


# BALANCE SHEET

Balance Sheet as at 31 March 2018

	Notes	2018	2017
		£	£
<b>Fixed Assets:</b>			
Intangible Assets	10	19,432	0
Tangible Assets	11	114,797	129,999
<b>Total Fixed Assets</b>		<b>134,229</b>	<b>129,999</b>
<b>Current Assets:</b>			
Stock	12	29,756	11,547
Debtors	13	572,646	549,703
Investments	14	500,000	0
Cash at bank and in hand	22	2,393,216	2,536,161
<b>Total Current Assets</b>		<b>3,495,618</b>	<b>3,097,411</b>
<b>Liabilities:</b>			
Creditors falling due within one year	15	(1,626,243)	(1,495,772)
<b>Net Current Assets</b>		<b>1,869,375</b>	<b>1,601,639</b>
Total assets less current liabilities – excluding retirement benefit scheme		2,003,604	1,731,638
<b>Total Net Assets</b>		<b>1,905,604</b>	<b>(1,888,362)</b>
<b>The Funds of the Charity:</b>			
Funds – Unrestricted	20	2,003,604	1,726,238
Funds – Restricted	20	0	5,400
Funds – Pension Reserve	20	(98,000)	(3,620,000)
		1,905,604	(1,888,362)

The financial statements were authorised for issue by the Board on 13 September 2018.

Councillor Jim Finn  
Chair



Charles Gibson  
Vice Chair




# CASH FLOW STATEMENT

Cash Flow Statement for the year to 31 March 2018.

	Notes	2018	2017
		£	£
Net cash (used in / provided by operating activities)	21	418,375	(21,028)
Cash invested		(500,000)	0
Interest received		7,608	8,372
Proceeds from the sale of tangible assets		0	7,525
Purchase of intangible fixed assets		(19,432)	0
Purchase of tangible fixed assets		(49,496)	(30,958)
(Decrease) / increase in cash		(142,945)	(36,089)

Reconciliation of net cash flow to movement in debt.

	£
Net cash as at 31 March 2017	2,536,161
Net (decrease in cash)	(142,945)
Net cash at 31 March 2018	2,393,216



# NOTES TO THE FINANCIAL STATEMENTS

## for the year ended 31 March 2018

### 1. Accounting Policies

#### Basis of preparation and assessment of going concern

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

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

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

For noting West Dunbartonshire Council have indicated that they will be looking for significant savings over the next two years by reducing the Leisure Trust management fee by up to 10%. Going forward a reduction in funding of that level is likely to have significant impact on the services delivered by the Leisure Trust.

#### Incoming resources

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

Investment income is accounted for on an accruals basis.

#### Allocation of expenditure

Where possible, expenditure is charged direct to charitable expenditure or governance costs. Where this is not possible the expenditure is allocated on a basis consistent with use of the resources.

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

#### Intangible Fixed Assets

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

#### Tangible Fixed Assets and Depreciation

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

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

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

Furniture and equipment: 5 years

Motor Vehicles: 5 years

#### Stock

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

#### Debtors

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

#### Cash at bank and in hand

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

## Creditors and provisions

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

## Contingent Liabilities

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

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

## Operating Leases

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

## Financial Instruments

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

## Pensions

The Trust participates in the Strathclyde Pension Fund by virtue of its status as an 'admitted' body. It is a defined pension scheme and the assets are invested in external funds. In accordance with 'FRS 102 – Retirement Benefits', the operating and financing costs of pension and post retirement schemes (determined by a qualified actuary) are recognised separately in the Statement of Financial Activities. Service costs are systematically spread over the working lives of the members and financing costs are recognised in the period in which they arise. The difference between the actual and expected

returns on assets during the period and changes in the actuarial assumptions are also recognised in the Statement of Financial Activities.

## VAT

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

## Taxation

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

## Unrestricted funds

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

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

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

## Restricted funds

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



## 2. Incoming Resources

Income is attributable to sporting activity fees and other sales throughout the Trust. In addition, a management service fee of £3,914,610 (2017: £3,957,440) 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:

	2018	2017
	£	£
Leisure Facilities	2,279,829	1,754,958
Community Facilities	366,851	397,436
Sports Development	528,207	426,995
Active Schools	253,429	241,003
Outdoor Recreation	99,354	0
Management Fee	3,914,610	3,957,440
<b>Total Incoming Resources from Charitable Activities</b>	<b>7,442,280</b>	<b>6,777,832</b>

Government Grants included in income for the year to 31 March 2018 were as follows:

	2017-2018	2016-2017
Management Fee – West Dunbartonshire Council	3,914,610	3,957,440
Other income from West Dunbartonshire Council	23,000	22,000
Income from NHS	116,420	119,888
Income from Sport Scotland	245,600	244,076
<b>Total</b>	<b>4,299,630</b>	<b>4,343,404</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

	2018	2017
	£	£
Interest on cash deposits	7,608	8,372
<b>Total Investment Income</b>	<b>7,608</b>	<b>8,372</b>

## 4. Charitable Expenditure

	2018	2017
	£	£
Leisure Facilities	4,179,594	3,973,380
Community Facilities	1,210,543	1,236,665
Sports Development	945,655	892,921
Active Schools	484,223	477,696
Outdoor Recreation	357,907	0
<b>Total Charitable Expenditure</b>	<b>7,177,922</b>	<b>6,580,662</b>
Less Pension cost	(673,000)	(560,000)
<b>Total</b>	<b>6,504,922</b>	<b>6,020,662</b>

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

## 5. Support Costs

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

	Leisure	Community Facilities	Sports Development	Active Schools	Outdoor Recreation	Governance
	£	£	£	£	£	£
Salary	233,527	87,569	43,914	43,914	19,313	38,818
Training	5,881	2,205	1,106	1,106	486	977
Insurance	48,212	14,302	13,380	6,140	4,016	0
Supplies	60,626	17,984	16,825	7,721	5,050	0
Other	134,652	28,699	16,810	11,741	10,938	1,410
<b>Total</b>	<b>482,898</b>	<b>150,759</b>	<b>92,035</b>	<b>70,622</b>	<b>39,803</b>	<b>41,205</b>

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

## Governance Costs

	2018	2017
	£	£
Audit and other Accountancy Fees	8,300	8,000
Allocated support costs	41,205	40,309
Pension Report and other audit expenditure	480	480
Travel expenses/training costs	75	230
<b>Total Governance Costs</b>	<b>50,060</b>	<b>49,019</b>



## Allocation of Governance and other support costs

	Support Costs	Governance	2018	2017
	£	£	£	£
Leisure	482,898	27,299	510,197	556,820
Community Facilities	150,759	10,237	160,996	193,349
Sports Development	92,035	5,133	97,168	95,488
Active Schools	70,622	5,133	75,755	76,715
Outdoor Recreation	39,803	2,258	42,061	0
<b>Total</b>	<b>836,117</b>	<b>50,060</b>	<b>886,177</b>	<b>922,372</b>

## 6. Current and past pension service cost

	2018	2017
	£	£
Pension – Past Service Cost	0	0
Pension – Pension Current Service Cost	1,160,000	635,000
<b>Total Pension Service Costs</b>	<b>1,160,000</b>	<b>635,000</b>

## 7. Staff Costs and Numbers

	2018	2017
	£	£
Wages and Salaries	4,568,044	4,224,136
Social Security costs	328,960	306,436
Other Pension costs	1,149,141	615,467
Other Staff costs	20,866	15,064
<b>Total Staff Costs</b>	<b>6,067,011</b>	<b>5,161,103</b>

Only one employee earned more than £60,000 for the year to 31 March 2018. (2017:1)

	Number of employees 2017-2018	Number of employees 2016-2017
Between £60,000 and £69,999	1	1

There were no redundancy or termination payments during the year.

## Key Management Personnel

	2018	2017
	£	£
Salaries and wages	310,934	304,472
Social Security costs	34,998	34,369
Employer contribution to defined pension scheme	59,431	58,395
Other Staff costs	20,866	15,064
<b>Total Staff Costs</b>	<b>6,067,011</b>	<b>5,161,103</b>

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

Pension	97,009	91,118
Lump Sum	144,694	145,661

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

	2018	2017
	Number	Number
<b>Total Staff Numbers</b>	<b>189</b>	<b>194</b>

During the period no Trustees received any remuneration or made any donations to the charity. Expenses of £75 were reimbursed to two Trustees during 2017/2018, and £230 to two Trustees during 2016/2017 and unclaimed travel costs amounted to £297 in 2017/18 and £236 in 2016/17.

## 8. Operating Surplus

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

	2018	2017
	£	£
<b>Auditor's Remuneration (including expenses):</b>		
- For Audit	8,300	8,000
Depreciation	64,698	88,717

## 9. Pension Costs

The company is an admitted body of the Strathclyde Pension Fund. The Superannuation Fund is a defined benefit scheme into which employee' and employer's contributions, and interest and dividends from investments are paid and from which pensions, lump sums and superannuation benefits are paid out. Employees' contributions are tiered and employer's basic contributions are assessed every three years by an actuary and are fixed to ensure the fund remains solvent and in a position to meet its future liabilities. The actuarial method used is known as Projected Unit Credit Method. The last actuarial valuation was at 31 March 2011 and following this valuation employer's contributions increased to 19.3% for the years ended 31 March 2013, 2014 and 2015 respectively. Actual employer's contributions for the period 31 March 2018 amounted to £662,143.

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 2018 by rolling forward its full actuarial valuation, allowing for the changes in financial assumptions as prescribed under FRS 102. The main assumptions used in the calculations are:

	31 March 2018	31 March 2017
	% per annum	% per annum
Inflation / Pension Increase Rate	2.3%	2.4%
Salary Increase Rate	3.5%	4.4%
Discount Rate	2.7%	2.7%

### Mortality

Life expectancy is based on the Fund's Vita Curves with improvements in line with the CMI 2016 model with an allowance for smoothing of recent mortality experience and long term rates of 1.5% p.a. for males and 1.25% p.a. for females. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current Pensioners	21.4years	23.7 years
Future Pensioners	23.4years	25.8 years

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

	31 March 2018	31 March 2017
	%	%
Equities	70%	73%
Bonds	18%	12%
Property	11%	10%
Cash	1%	5%

The actuarial estimated employer contributions for the year to 31 March 2019 are £666,000.

The amounts recognised in the balance sheet are as follows:

	31 March 2018	1 April 2017
Present value of funded liabilities	(18,293)	(20,554)
Fair value of plan assets	18,370	17,109
	77	(3,445)
Present value of unfunded obligations	(175)	(175)
Unrecognised past service cost	0	0
	(98)	(3,620)
Amount in balance sheet		
Liabilities	(98)	(3,620)
Assets	0	0
Net (liability)/asset	(98)	(3,620)

	31 March 2018	1 April 2017
	£000	£000
Analysis of the amount charged to net incoming resources:		
Current service cost of the defined benefit scheme	(1,160)	(635)
Analysis of amount credited to incoming resources:		
Expected return on employer assets	(472)	(490)
Interest on pension scheme liabilities	576	506
Net return	104	16

	31 March 2018	1 April 2017
	£000	£000
Actuarial (Loss) / gain	(4,113)	(3,118)
Actuarial (loss) / gain recognised in net movement of funds	(4,113)	(3,118)
Cumulative Actuarial Gains and Losses	(7,556)	(3,443)

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

	31 March 2018	1 April 2017
	£000	£000
Opening fair value of employer assets	17,109	13,304
Expected return on assets	0	0
Contributions by members	200	165
Contributions by the employer	667	554
Contributions in respect of unfunded benefits	6	6
Actuarial gain	475	3,161
Estimated Benefits paid	(81)	(75)
Estimated Unfunded Benefits paid	(6)	(6)
Closing fair value of employer assets	18,370	17,109

## Reconciliation of defined benefit obligation:

	31 March 2018	1 April 2017
	£000	£000
Opening defined benefit obligation	20,729	13,715
Current service cost	1,160	635
Interest cost	576	506
Contributions by members	200	165
Present value of unfunded liabilities	0	0

	31 March 2018	1 April 2017
Actuarial losses	(4,110)	5,789
Past service costs	0	0
Estimated benefit paid	(81)	(75)
Estimated unfunded benefits paid	(6)	(6)
Closing defined benefit obligation	18,468	20,729

## Amounts for the current period:

	31 March 2018	1 April 2017
	£000	£000
Present value of Defined Benefit Obligation	(18,293)	(20,554)
Present value of Unfunded Liabilities	(175)	(175)
Fair Value of Employer Assets	18,370	17,109
(Deficit)	(98)	(3,620)
Experience gains / (losses) on assets	475	3,161
Experience gains / (losses) on liabilities	(2,489)	3

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

## 10. Intangible Fixed Assets

	Software	Total
	£	£
Cost at 1 April 2017	0	0
Additions	19,432	19,432
Disposals	0	0
As at 31 March 2018	19,432	19,432
Depreciation at 1 April 2017	0	0
Charge for the year	0	0
On disposals	0	0
As at 31 March 2018	0	0
Net Book Value at 31 March 2017	0	0
Net Book Value at 31 March 2018	19,432	19,432

## 11. Tangible Fixed Assets

	Furniture & Equipment	Total
	£	£
Cost at 1 April 2017	335,767	335,767
Additions	49,496	49,496
Disposals	0	0
As at 31 March 2018	385,263	385,263
Depreciation at 1 April 2017	205,768	205,768
Charge for the year	64,698	64,698
On disposals	0	0
As at 31 March 2018	270,466	270,466
Net Book Value at 31 March 2017	129,999	129,999
Net Book Value at 31 March 2018	114,797	114,797

At 31 March 2018 all fixed assets are used for charitable purposes.

## 12. Stock

	2018	2017
	£	£
Cleaning materials, first aid materials and uniform stock	29,756	11,547

## 13. Debtors

	2018	2017
	£	£
Trade Debtors	30,429	25,981
Amounts owed by West Dunbartonshire Council	292,793	186,368
Other debtors and prepayments	249,424	337,354
	572,646	549,703

## 14. Investment

	2018	2017
	£	£
Fixed Term 1 year Investment with West Dunbartonshire Council until 22 February 2019.	500,000	0

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

	2018	2017
	£	£
Trade Creditors	2,246	2,246
Tax and Social Security Creditors	110,262	120,176
Amounts owed to West Dunbartonshire Council	642,743	654,024
Other Creditors	228,554	275,581
Accruals and Deferred Income (note 16)	642,438	443,745
	1,626,243	1,495,772

## 16. Deferred Income

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

	2018	2017
	£	£
Balance b/f	108,997	89,566
Released in year	(108,997)	(89,566)
Deferred in year	84,963	108,997
	84,963	108,997

The items deferred comprises Income for memberships of £44,252, direct debits £15,907 and £24,804 of additional income received in advance for services being provided in financial year 2018-2019.

## 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 2018:

	2018	2017
	£	£
Payable less than 1 year	6,214	2,343
Payable > 1 year < 5 years	6,358	4,055
Total Payable	12,572	6,398

## 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 2017 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2018 £
Unrestricted - general	700,000	7,441,788	(6,963,363)	(298,425)	880,000
Designated					
Small Projects	71,327	0	(10,183)	29,497	90,641
Equipment Replacement	500,000	0	(33,280)	120,000	586,720
Service Development Projects	324,912	0	(92,898)	80,000	312,014
Tangible Fixed Assets	129,999	0	(64,698)	68,928	134,229
<b>Total Designated</b>	<b>1,026,238</b>	<b>0</b>	<b>(201,059)</b>	<b>298,425</b>	<b>1,123,604</b>
<b>Total unrestricted</b>	<b>1,726,238</b>	<b>7,441,788</b>	<b>(7,164,422)</b>	<b>0</b>	<b>2,003,604</b>
Restricted					
British Heart Foundation	5,400	8,100	(13,500)	0	0
<b>Total</b>	<b>1,731,638</b>	<b>7,449,888</b>	<b>(7,177,922)</b>	<b>0</b>	<b>2,003,604</b>

In 2017/2018 the Trustees have designated funds of £1,123,604 which comprises tangible fixed assets (£134,229), other small projects to deliver sporting activities (£90,641), future equipment replacement (£586,720) and Service Development Projects (£312,014).





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. A number of these projects were completed in 2017/18. The fund was increased by £40,000 last financial year to fund expected legal costs in relation to finalising lease agreements but this work will now be completed in 2018/19. Additional funds of £29,497 have been designated from the 2017/18 surplus and the total available is now £90,641.

The **Equipment Replacement** fund is being built up to fund the replacement of the gym equipment on a rolling basis. Cardio Vascular (CV) equipment is recommended to be replaced every 5 – 6 years and resistance equipment every 7 – 9 years. Some equipment has been bought from this fund during 2017/18. The Vale Pool and Meadow Centre CV equipment is due for replacement in 2018/2019 which will entail a significant spend from this fund during 2018/19. The resistance equipment at these two sites is therefore also due for replacement in 2020/2021. The new Clydebank Leisure Centre opened in 2017 equipped with all new gym equipment which will therefore be due for replacement from 2022/23. Additional funds of £120,000 have been designated from the surplus created in 2017/18 and this increases the fund to £586,720.

The **Service Development Projects** fund has been built up to be used for larger projects within the service as per our charitable objectives that will improve the service and/or generate additional income. A process for allocating these funds to specific projects was agreed by the Trust Board in 2016/17 and a number of these projects have been completed in 2017/18. Additional funds of £80,000 have been added to this fund from the surplus created in 2017/18 leaving the balance of this fund at £312,014.

Restricted Funds of £13,500 from the British Heart Foundation was used to raise awareness of the importance of physical activity and food and nutrition at the Annual Pipe Band Championship.

Restricted Funds	Balance at 31 March 2017 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2018 £
British Heart	5,400	8,100	(13,500)	0	0
<b>Total</b>	<b>5,400</b>	<b>8,100</b>	<b>(13,500)</b>	<b>0</b>	<b>0</b>



## Analysis of Net Assets Over Funds

Funds Balance at 31 March 2018 Represented by:	Balance at 31 March 2017 £	Incoming Resources £	Resources Expended £	Transfers £
Fixed assets	134,229	0	0	134,229
Current Assets				
Stock	29,756	0	0	29,756
Debtors	572,646	0	0	572,646
Investment	500,000	0	0	500,000
Cash	2,393,216	0	0	2,393,216
<b>Total Current Assets</b>	<b>3,495,618</b>			<b>3,495,618</b>
Creditors				
Amounts falling due within one year	(1,626,243)	0	0	(1,626,243)
Net Current Assets	1,869,375	0	0	1,869,375
Total Assets less Current Liabilities	2,003,604	0	0	2,003,604
Retirement benefit scheme deficit	0	0	(98,000)	(98,000)
<b>Total</b>	<b>2,003,604</b>	<b>0</b>	<b>(98,000)</b>	<b>1,905,604</b>

## 21. Notes to the cash flow statement

Reconciliation of operating surplus to net cash inflow from operating activities

	2018 £	2017 £
Net (outgoing)/incoming resources	(319,034)	114,542
Investment income	(7,608)	(8,372)
Depreciation	64,698	72,618
Loss on disposal of fixed assets	0	16,098
Net Pension charge	591,000	91,000
(Increase) in stock	(18,209)	(818)
(Increase)/Decrease in debtors	(22,943)	(332,558)
Increase/(Decrease) in creditors	130,471	26,462
Net cash (used in) / provided by operating activities	418,375	(21,028)

## 22. Cash at bank and in hand

	31 March 2018 £	1 April 2017 £
Cash at bank and in hand	2,393,216	2,536,161

## 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
Kathleen Ryall	West Dunbartonshire Council	Councillor	12/06/12	25/05/17
William Hendrie	West Dunbartonshire Council	Councillor	25/05/17	N/A

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

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

During the year the Trust entered into purchase transactions with Admin Design and Print Ltd, a related party, totalling £19,138. A brother of Kevin Murphy, Business Development Co-ordinator, is a Director of Admin Design & Print. The balance owed to Admin Design and Print at 31 March 2018 is £0, (2017 £8,563).

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

	2017-2018	2016-2017
	£	£
Income received from West Dunbartonshire Council	£5,319,110	£5,331,190
Expenditure paid to West Dunbartonshire Council	£150,381	£129,020

	2017-2018	2016-2017
	£	£
Due from West Dunbartonshire Council	292,793	186,368
Due to West Dunbartonshire Council	642,743	654,504

## 24. Post Balance Sheet Events

There are no post balance sheet events

# ADULT BADMINTON

**£3** per session

Clydebank Leisure Centre  
7pm - 8pm Wednesday  
Bring a family member along! 16yrs+  
You don't need a team or equipment, just turn up and play!

**Booking & Payment Options:**  
Online via [www.wdleisure.net](http://www.wdleisure.net) (online PM required)  
Phone on 01389 756384  
In person at the  
Vale of Leven Swimming Pool, Meadow Centre  
or Clydebank Leisure Centre  
For further details call above number or email  
[sportsdevelopment@west-dunbarton.gov.uk](mailto:sportsdevelopment@west-dunbarton.gov.uk)

Company No. SC413707 VAT Registration No. GB 129 7502 04 Charity No. SC042999  
Delivering services on behalf of West Dunbartonshire Council

# LEGS, BUMS & TUMS

**£4 PER CLASS**

**EVERY WEDNESDAY**

**7PM - 8PM**

Skypoint,  
Foilley, G81 5JY

A fun total body workout suitable for all age groups

Good things come to those who **SWEAT**

**NO NEED TO BOOK - JUST TURN UP**

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

# FUN RUN

**£2** entry fee

Moss O' Balloch - Race starts 9am  
**Saturday 2nd June 2018**

REGISTRATION IS OPEN BETWEEN 8.15AM AND 8.40AM ON THE DAY OF THE EVENT OR YOU CAN PRE-REGISTER NOW AT THE ALEXANDRIA COMMUNITY CENTRE BETWEEN 9AM AND 3PM MONDAY TO FRIDAY.

The Fun Run is open to babies in buggies to Primary 7s

For further information contact **01389 753557**  
or [sports\\_development@west-dunbarton.gov.uk](mailto:sports_development@west-dunbarton.gov.uk)

Company No. SC413707 VAT Registration No. GB 129 7502 04 Charity No. SC042999  
Delivering services on behalf of West Dunbartonshire Council

# The difference between TRY & TRIUMPH Is a little UMPH

Head Office: Alexandria Community Centre, Main Street, Alexandria G83 0NU  
Clydebank Leisure Centre, Gaisens Quay, Clydebank G81 1BF  
[www.wdleisure.net](http://www.wdleisure.net)

Company No. SC413707 VAT Registration No. GB 129 7502 04 Charity No. SC042999  
Delivering services on behalf of West Dunbartonshire Council

# SPORTS DEVELOPMENT HOLIDAY CAMPS 2017

VISIT THE WEBSITE FOR FULL DETAILS  
[WWW.WDLEISURE.NET](http://WWW.WDLEISURE.NET)

# COMMUNITY SPORTS PROGRAMME

**AUG - DEC 2018**

Leisure

Football • Mini-hockers • Netball • Badminton • Table Tennis • Basketball • Rugby • Hockey • Athletics • Archery • Badminton • Basketball • Football • Hockey • Netball • Rugby • Table Tennis • Volleyball

## Leisure Centres

1. Vale Pool
2. Meadow Centre
3. Clydebank Leisure Centre

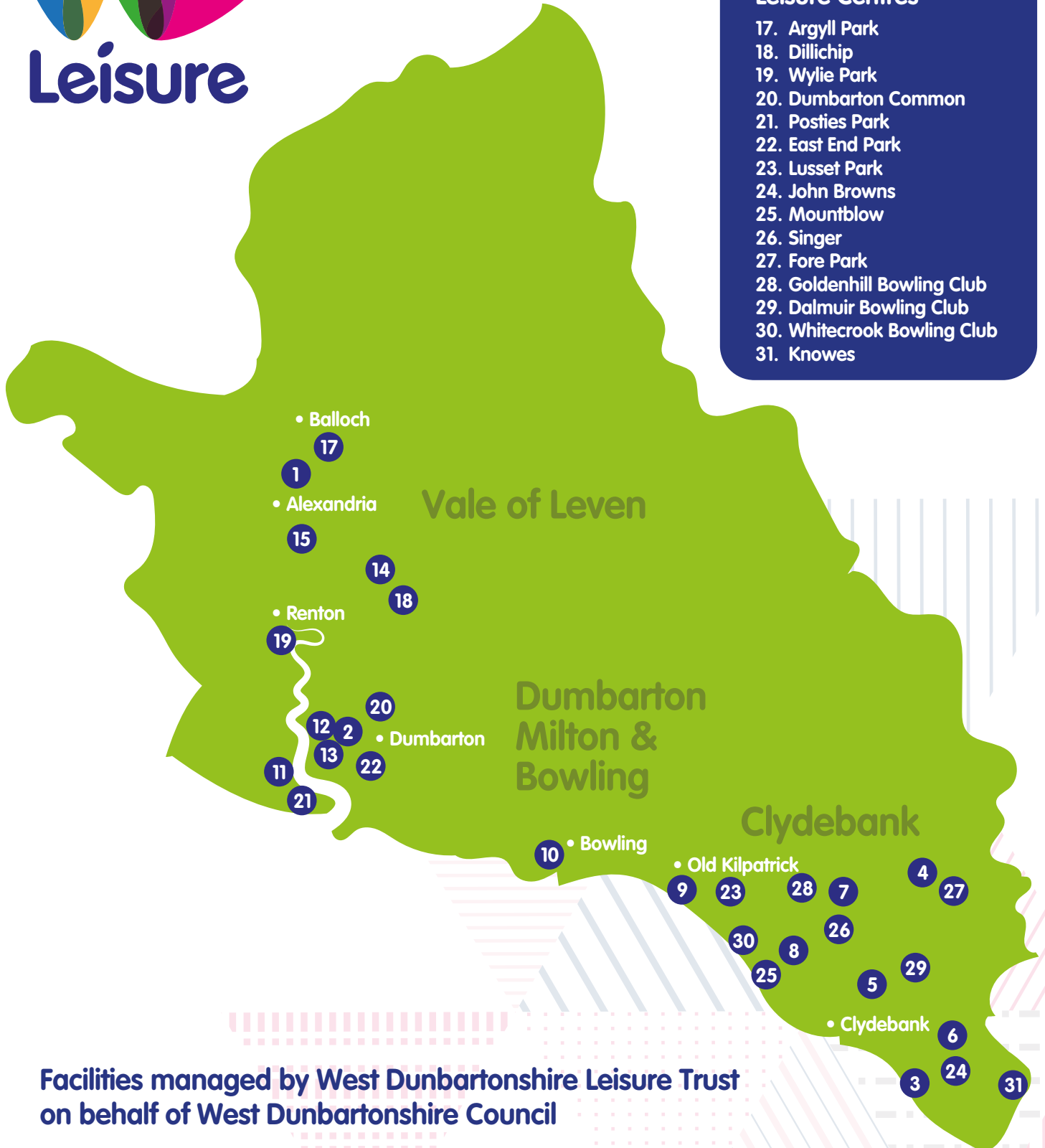
## Community Facilities

- |                              |                   |
|------------------------------|-------------------|
| 14. Bonhill Centre           | 5. Hub Centre     |
| 15. Alexandria Centre        | 6. Clydebank East |
| 11. West Dum Activity Centre | 7. Glenhead       |
| 12. Denny Civic Theatre      | 8. Dalmuir Centre |
| 13. Concord Centre           | 9. Napier Hall    |
| 4. Skypoint                  | 10. Bowling Hall  |



## Leisure Centres

17. Argyll Park
18. Dillichip
19. Wylie Park
20. Dumbarton Common
21. Posties Park
22. East End Park
23. Lusset Park
24. John Browns
25. Mountblow
26. Singer
27. Fore Park
28. Goldenhill Bowling Club
29. Dalmuir Bowling Club
30. Whitecrook Bowling Club
31. Knowes



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



CLYDEBANK LEISURE CENTRE





**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)

 Find us on:  
**facebook®**

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

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