



West Dunbartonshire
Leisure Trust

ANNUAL REPORT and Financial Accounts 2023/24

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





Leisure



www.wdleisure.net

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INTRODUCTION FROM THE CHAIRMAN

It is a great pleasure to provide this introduction and share with you our 2023/24 Annual Report.

The last financial year saw the Trust report that the financial position has equated to a use of reserve funds for the year of £611,211. The budget profile had initially been projected to utilise a larger amount of reserve funds (in the region of £871k) to achieve a balanced outturn. However, the unanticipated major factors that have reduced this outturn to a smaller usage of reserves include staffing savings in main sites, increased investment income and additional income from sports development.

Following our move from a three-year to a five-year Strategic Plan (2023-28) we have made great strides in our first year to achieving our objectives and priorities. Highlights within the first year included:

- Overall attendances increased by 13%;
- The Learn to Swim Scheme increased by 26%;
- Free swimming and gym for school children during School Holidays increased by 37%;
- Health & Fitness Income increased by 19%; and
- Health & Fitness memberships increased by 14%.

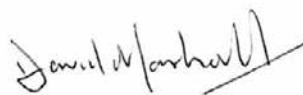
It has been a thoroughly rewarding year as the Trust has continued to make substantial progress following the Covid pandemic and then the Cost-of-Living crisis. Whilst driving improved commercial performance, essential to the sustainability of the Trust, we are proud of the range of initiatives that have been developed, using physical activity to affect not just the physical, but also the mental and social wellbeing of our communities.

Notwithstanding the growth and success of the year illustrated within this report, the prevailing financial challenges and the unceasing investment demands that a tiring portfolio of assets brings should not be under-estimated. The Board and management team have worked well to drive immediate in-year improvement and savings whilst also establishing strong strategic agility in economically challenging and uncertain times.

What remains clear is the positive impact that active well-being can have on local communities. Therefore, ongoing and more effective interventions between the health service and ourselves will have a vital role on assisting us in achieving our mission of 'Inspiring Healthy and Active Communities'

2024-25 will bring us exciting opportunities including enhanced partnership working with Education; the Health & Social Care Partnership; and sportscotland through the development of a Sport, Physical Activity & Health Strategic Working Group to ensure as an authority we plan collaboratively to deliver shared priorities for the residents of West Dunbartonshire.

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



David Marshall
Chair of West Dunbartonshire Leisure Trust



REFERENCE AND ADMINISTRATIVE DETAILS

Trustees (Directors): David Marshall (Appointed Chair – 08 September 2022)
David McBride (Appointed Vice Chair – 08 September 2022)
Clare Steel
Gordon Scanlon (Resigned 01 November 2023)
Charles Gibson
Anthony Waclawski
David Smith
David McCowan
Anthony Dempster (Employee Representative)
Jonathan McColl (Appointed – 23 November 2023)

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: Wbg (Audit Limited)
168 Bath Street
Glasgow
G2 4TP

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



REPORT OF THE TRUSTEES

for the Year Ended 31 March 2021

The Trustees present their annual report and financial statements of the charity for the year ended 31 March 2024.

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

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

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 and/or other disadvantage;
- to promote, establish, operate and/or support other similar schemes and projects which further charitable purposes.

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

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

WDLT Mission Statement
“Inspiring Active
&
Healthier
Communities”

Values

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

Empowerment...

by encouraging and helping you achieve your potential;

Excellence...

by striving to be better at everything we do;

Inclusiveness...

by removing barriers to participation;

Innovation...

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

Partnerships...

by working with others towards shared goals and objectives; and

Reliability...

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



Our Services

3 LEISURE CENTRES

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

**Clydebank Leisure Centre
Meadow Centre, Dumbarton
Vale of Leven Swimming Pool**

12 COMMUNITY FACILITIES

A range of Community Facilities based within three Cluster Areas:

**Clydebank Dumbarton,
Alexandria**

1 ENTERTAINMENT THEATRE

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

33 OUTDOOR PITCHES & PAVILLIONS

3 Synthetic Pitches
15 Grass Pitches
10 Pavilions
2 Outdoor Bowling Greens / Pavilions

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.

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.

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

OUTDOOR EVENTS

- Loch Lomond Highland Games
- Scottish Pipe Band Championships
 - Fire Work Display

Our Key Achievements

Overall Attendances





Over 1.2 million attendances at WDLT facilities and programmes which is a 13% increase from 2022/23.

Services	2019/20	2020/21	2021/22	2022/23	2023/24	Variation from 22/23
Leisure Centres	807,777	68,399	512,698	606,505	670,605	11%
Community Facilities	305,273	74,624	304,269	172,284	199,392	16%
Sports Development	243,469	17,383	143,173	194,928	196,835	1%
Active Schools	123,511	0	17,227	40,084	97,143	142%
Outdoor Recreation	74,472	40,823	120,754	110,944	109,840	-1%
Totals	1,554,502	201,229	1,098,121	1,124,745	1,273,815	13%

Performance Indicators

Strategic Objective 1 – Health & Wellbeing Opportunities for All






Strategic Priority – Facilities

Indicator	2021/22 Actual	2022/23 Actual	2023/24 Target	2023/24 Actual	On Target	Comments
CC1 - Wet Activities. No. of attendances per 1,000 population for pools	3,222	3,535	4,252	4,004		6% below target however a 13% increase from last year
CC2 - Dry Activities. No. of attendances per 1,000 population for indoor sports & leisure	3,810	4,981	6,140	5,651		8% below target however a 13% increase from last year
Overall Usage	1,098,121	1,124,745	1,328,100	1,273,815		4% below target however a 13% increase from last year
Individual Participants (All Memberships / Subscriptions)	10,781	12,236	15,000	13,234		8% below target however a 8% increase from last year











Performance Indicators

Strategic Priority – Programmes

Indicator	2021/22 Actual	2022/23 Actual	2023/24 Target	2023/24 Actual	On Target	Comments
% of Local Population who have been/are active participants in WDLT activities	New Indicator	New Indicator	24.5%	14.84%		9.66% below target
Total No. H&F Members	4,698	5,774	6,150	6,696		9% above target and a 16% increase from last year
No. of Learn to Swim Visits	66,266	93,334	94,450	115,208		22% ahead of target and a 23% increase from last year
No. of Community Sport Programme Visits	33,715	30,654	27,000	27,661		2% above target however a 10% decrease from last year
No. of Holiday Activity Visits	6,449	5,827	4,900	4,718		4% below target and a 19% decrease from last year



Strategic Priority – Partnerships

Indicator	2021/22 Actual	2022/23 Actual	2023/24 Target	2023/24 Actual	On Target	Comments
Targeted Active Schools Participants – SIMD 1 & 2	588	472	1,200	1,236		3% above target and a 162% increase from last year
Targeted Active Schools Participants – ASN	1,100	1,061	1,500	1,950		30% above of target and a 84% increase from last year
Total Targeted Active Schools Participants	1,038	2,414	2,700	3,186		18% above target and a 32% increase from last year
% of Primary School Roll participating in Active Schools Sessions	8%	19%	24%	34%		10% above of target and a 15% increase from last year
% or Secondary School Roll participating in Active Schools Sessions	4%	3%	10%	15%		5% above target and a 12% increase from last year
% of Total School Roll participating in Active Schools Sessions	6%	11%	17%	24.5%		7.5% ahead of target and a 13.5% increase from last year
No. Sports Clubs / Organisations linked to Schools	16	16	52	55		6% above target and a 244% increase from last year
Free access to Holiday Activities	New Indicator	10,598	12,000	14,522		21% ahead of target and a 37% increase from last year



Performance Indicators

Strategic Objective 2 - A Thriving Not-For-Profit Charity



Strategic Priority – People

Indicator	2021/22 Actual	2022/23 Actual	2023/24 Target	2023/24 Actual	On Target	Comments
Number of Workshops / Training Sessions / Courses delivered	448	523	500	584		17% above target and a 12% increase from last year
No. of delivers for Active Schools Sessions	New Indicator	New Indicator	195	283		45% above target

Strategic Priority – Profile




Indicator	2021/22 Actual	2022/23 Actual	2023/24 Target	2023/24 Actual	On Target	Comments
MobilePro Club Hits	New Indicator	849,177	1,000,000	1,048,117		5% ahead of target and a 23% increase from last year
Social media posts that promotes opportunities; celebrates success and demonstrates impact the Trust delivers	New Indicator	New Indicator	1,500	864		42% below target

Strategic Priority – Technology

Indicator	2021/22 Actual	2022/23 Actual	2023/24 Target	2023/24 Actual	On Target	Comments
MobilePro Users	25,472	31,109	35,000	36,951		6% ahead of target and a 19% increase from last year
% of on-line customer transactions	New Indicator	New Indicator	25%	18.5%		6.5% below target







Strategic Objective 3 - Financial Sustainability

Strategic Priority – Income



Indicator	2021/22 Actual	2022/23 Actual	2023/24 Target	2023/24 Actual	On Target	Comments
Income	£3,232,720	£3,548,448	£3,873,193	£4,103,964		6% ahead of target and a 15.7% increase from last year
Income Generated from Gym Use / Memberships	£687,372	£1,164,034	£1,580,000	£1,526,982		3% below target however a 31% increase from last year
Income Generated from Swimming Activities	£435,997	£710,619	£818,000	£813,478		0.5% below target however a 14% increase from last year
Average Income Generated Per Hour (Community Centres)	£17.11	£11.70	£13.45	£11.85		12% below target however a 1.3% increase from last year

Performance Indicators

Strategic Priority – Financial Resources

Indicator	2021/22 Actual	2022/23 Actual	2023/24 Target	2023/24 Actual	On Target	Comments
% Income (Mgt Fee)	55.9%	55.8%	53.3%	51.8%		1.5% below target and 4% decrease from last year
% Income (Customer Receipts)	41.1%	44.2%	46.7%	48.2%		1.5% ahead of target and a 4% increase from last year
% of DD Gym Memberships sustained over a 12 month period	80%	85%	85%	86.3%		1.3% ahead of target and a 1.3% increase from last year
Expenditure	£7,167,863	£8,122,237	£9,172,902	£9,142,239		0.33% below target, however a 12.55% increase from last year
Cost of Community Centres per Resident (87,790 population)	£8.71	£10.54	£11.92	£11.05		7% below target, and a 5% increase from last year
Cost Per Visit (Mgt Fee)	£3.77	£3.98	£3.33	£3.47		4% above target however a 13% decrease from last year

Strategic Priority – Sound Governance

Indicator	2021/22 Actual	2022/23 Actual	2023/24 Target	2023/24 Actual	On Target	Comments
Completion of all agreed recommendations following Internal Audits	New Indicator	New Indicator	100%	95%		5% below target
Achievement of Unqualified Accounts following the annual external audit	Unqualified Accounts	Unqualified Accounts	Unqualified Accounts	Unqualified Accounts		Target achieved for the 2022/23 Accounts



OBJECTIVE 1: HEALTH & WELLBEING OPPORTUNITIES FOR ALL

PRIORITIES	WHAT SUCCESS LOOKS LIKE	2023/24 UPDATE
Facilities Quality and accessible facilities	Facilities are accessible and inclusive for all	<ul style="list-style-type: none"> • Disabled Toilets/showers etc. available; • Swimming Pool Access Lifts available; • Induction Hearing Loops at Leisure Centre Receptions and within Group Fitness Studios; • Passenger Lifts available; • Access Videos available for all three Leisure Centres; • Denny/Concord refurbishment of toilets and shower areas including AV equipment within the Denny Theatre; and • Accessible gym equipment available for use by disabled customer.
	Facilities are well-maintained, safe, clean and welcoming to customers	<ul style="list-style-type: none"> • Leisure Centres increased usage by 11% to 670,605 for 2023/24; • Community Facilities increased usage by 16% to 199,392 for 2023/24; • Replacement of Alexandria Heating system; • Planned Preventative Maintenance programmes in place; and • 'Fussy Customer Walks' (housekeeping/cleanliness audits) in place for WDL main sites.
	Facilities assist sports clubs to increase opportunities for local residents to participate in sport and physical activity	<ul style="list-style-type: none"> • Predominantly bookings on outdoor pitches are by sports clubs (football & rugby); • Swimming Pools provide access to the local swimming clubs, with West Dunbartonshire Swimming Club having a specific access agreement in place; • A large number of sporting clubs access both leisure centres and community facilities to deliver their activities. These include Gymnastics, Martial Arts, badminton and team sports; and • Sports Development section liaise with clubs to assist club development.
	Facilities provide a wide range of physical activity opportunities	<ul style="list-style-type: none"> • Three multipurpose leisure facilities providing wet and dry activity opportunities including swimming; fitness classes; gym; and a wide range of sports hall activities; • 12 Community Facilities providing a wide range of sports hall activities; • Three Synthetic Pitches; 15 Grass Pitches; 2 Outdoor Bowling Greens; 3 Outdoor Tennis Courts all providing excellent physical activity opportunities; • Broad range of gym equipment provided suitable for adults and children; and • Activity programmes & facilities available for all age groups.
	New facilities are appropriately staffed, operated and attract programmes of activity	<ul style="list-style-type: none"> • No new facilities were opened in 2023/24; however the Denny Civic Theatre received a refurbishment and since it's reopening has seen an increase in bookings including new bookings such as Tribute Acts and Local Cinema shows.
Programmes Maximise participation opportunities	Participation in community programmes and sports events are maximised	<ul style="list-style-type: none"> • Community Sports programme with approximately 850 young people participating in the sessions every week; and • Sports Development held two Schools Cross Country events with 1,410 participants and had 1,570 participants involved in the Run Loch Lomond 10k, 5k and Fun Run event in June 2023.
	The Learn to Swim Scheme provides access for additional children	<ul style="list-style-type: none"> • The Learn to Swim Scheme increased in capacity by 26% in 2023/24; and • Weekly participation in the Learn to Swim Scheme now sits at approximately 2,150 children (2022/23 figure was approximately 1,700).

OBJECTIVE 1: HEALTH & WELLBEING OPPORTUNITIES FOR ALL

PRIORITIES	WHAT SUCCESS LOOKS LIKE	2023/24 UPDATE
Programmes Maximise participation opportunities	Targeted support programmes for those facing barriers to participation	<ul style="list-style-type: none"> • Provision of free swimming and gym for school children during School Holiday periods (Spring, Summer and October) with a 37% increase in usage to 14,25 in 2023/24; • CLC pool space provided for Kilpatrick School; • New self-referral gym session introduced in the Meadow centre offering support to clients recovering from cardiac illness; • A lead for Equality, Diversity and Inclusion has been appointed into the Active Schools Team. This post will drive EDI across Active Schools and support projects within the community; • Targeted extra-curricular programmes were delivered to ASN Units attached to Primary Schools and Kilpatrick School; • Active Schools supported the delivery of ASN holiday camps in the summer; and • Inclusion focused projects are present across schools.
	School sport festivals and events	<ul style="list-style-type: none"> • Active Schools focus on the development of additional extra-curricular activity and growth in participation; • Localised sports festivals are delivered in partnership with local clubs; and • Sports Development delivered the School's Cross Country Championships and the School's Cross Country Relay in 2023 with 1,410 young people taking part across the events.
	Denny Civic Theatre attracts a wider range of performances	<ul style="list-style-type: none"> • The Denny Civic Theatre received a refurbishment and since it's reopening has seen an increase in bookings including new-targeted attractions such as dance shows, tribute acts and cinema showings.
Partnerships Engage, establish and maintain effective partnerships	More inactive and disadvantaged people have access to physical activity	<ul style="list-style-type: none"> • 100% of Active Schools extra-curricular programmes are free to pupils across West Dunbartonshire that reduce financial barriers to participation in physical activity; • Active Schools delivered weekly free extra-curricular sport and physical activity sessions in all ASN Units in West Dunbartonshire and Kilpatrick School; • New partnership agreement with WD Carers to allow discounted memberships for all adults carers within their Valued Carer programme; • Establishment of a Sport & Physical Activity Strategic Working Group with senior officers from Education; Communities; HSCP; sportscotland; and the Leisure Trust looking to address barriers to physical activity; • WDC funded free swimming and gym use for children during holiday periods; and • Continuation of concessionary scheme.
	Provision of quality sport and Community Sports Hubs across the authority	<ul style="list-style-type: none"> • Clydebank Community Sports Hub is now supporting wider community groups and projects that focus on providing opportunities for disabled people while also delivering diversionary programmes on a Friday evening; • The creation of a Vale of Leven Community Sports Hub was progressed in 2023/24 with £500,000 of council investment being awarded to the Hub for a future development project; • WDLT's Community Sports programme provides 51 high quality sports activities for 800+ children and young people every week; and • Sports Development supported local clubs to access £190,000 funding from various agencies to aid their development, quality and future sustainability.

OBJECTIVE 1: HEALTH & WELLBEING OPPORTUNITIES FOR ALL

PRIORITIES	WHAT SUCCESS LOOKS LIKE	2023/24 UPDATE
Partnerships Engage, establish and maintain effective partnerships	Partnership working with the Council and in particular, Education; HSCP; and Working4U	<ul style="list-style-type: none"> • A Sport, Physical Activity and Health strategic board was created in 2023/24 that consists of WDLT Leads, WDC Education Leads, WDC Communities Lead, HSCP and sportscotland; • Active Schools enhanced their partnership work and joint planning with WDC Education Officers, HSCP and family support workers across 2023/24. This planning will enhance the impact of targeted programmes in 2024/25; • Partnership agreement with Working4U to fund memberships for adults seeking employment; • Partnership agreement with HSCP to fund memberships for juvenile carers; and • Modern Apprentice programme with progression to WDL employment.
	Partnership working with national organisations and in particular the NHS and sportscotland	<ul style="list-style-type: none"> • Participation in Active Schools programmes significantly improved in 2023/24, which has enhanced WDLT's relationship and future partnership work with sportscotland; • Sports Development engaged with sportscotland and Scottish Cycling to source £9,000 external funding to enable the development of Lomond Riders cycling club; • Partnership agreement with NHS to extend Live Active programme by funding Administration provision; • Facility space provided for and used by various sports/dance governing bodies; and • Continued provision of Live Active scheme programmes in WDL main sites.

OBJECTIVE 2: A THRIVING NOT FOR PROFIT CHARITY

PRIORITIES	WHAT SUCCESS LOOKS LIKE	2023/24 UPDATE
People We will provide opportunities for our workforce and volunteers to develop the skills and knowledge necessary to deliver quality services	Confident and motivated staff and volunteers	<ul style="list-style-type: none"> • Staff recognition scheme in place with managers at all levels encouraged to recognise good performance and share positive feedback with their teams; • Generic training & i-learn training opportunities for staff; and • WDC's Training programme utilised by WDL managers & duty officers.
	A cross-skilled workforce that is adaptable to meet service requirements	<ul style="list-style-type: none"> • Staff in WDL main sites with multi-posts (pool/gym/group fitness/reception/relief duty officer); and • Training provided for new activity programmes (autism quiet sessions/WCS life raft training sessions).
	Calendar of appropriate training opportunities for staff and volunteers	<ul style="list-style-type: none"> • Annual programme of i-learn essential training created for all staff skill passports; and • WDC/WCS course list published and utilised by WDL staff.
	New Swimming Teachers recruited via locally delivered SSTQ courses	<ul style="list-style-type: none"> • Two SSTQ courses were delivered in 2023/24 to twenty four local individuals; and • An efficient and effective recruitment process enabled the newly trained individuals to become WDLT Swimming Teachers who supported the growth and development of the Learn to Swim Scheme in 2023/24.
	Succession planning and career development opportunities	<ul style="list-style-type: none"> • Key roles that are business critical and the impact if they were not available have been identified; • Career development opportunities provided (e.g. NEBOSH qualification – duty officer); and • Relief duty officer role within leisure main sites, for career development and succession planning.

OBJECTIVE 2: A THRIVING NOT FOR PROFIT CHARITY

PRIORITIES	WHAT SUCCESS LOOKS LIKE	2023/24 UPDATE
Profile Residents are aware of the full range of services and facilities that the Trust as a charity operate	Facilities and activities highlighted on social media platforms	<ul style="list-style-type: none"> • 864 posts delivered across all media platforms highlighting facilities and activities; and • All WDL sections regularly showcased on our social media
	Sports specific marketing campaigns	<ul style="list-style-type: none"> • Specific marketing on community programmes and summer sports camps; • The promotion of specific sports classes and projects was delivered via social media in 2023/24 to support the uptake of spaces within community sports sessions remains consistently above 80%; and • Active Schools now have a very strong presence with local press (e.g. Lennox Herald) with weekly one or two page spreads on school sports programmes.
	Provision of Council & WDLT high profile sporting events	<ul style="list-style-type: none"> • Delivery of the WDLT 10K, 5K and Fun Run Road Races with over 1,500 runners in totals; • The Run Loch Lomond event also raised £1,180 for CHAS (Children's Hospice Across Scotland – Balloch House); • Delivery of the Loch Lomond Highland Games with approximately 10,000 spectators; • Delivery of Scottish Pipe Band Championships with approximately 15,000 – 20,000 spectators; • Delivery of the Council's Firework Display with approximately 7,500 spectators; and • Delivery of a number of school events including cross-country events.
	Social Media platforms have increased views and engagement	<ul style="list-style-type: none"> • Social media platforms including Facebook, Instagram and twitter with an reach of over 200,000 views; and • Mobile App has 36,952 users with over 1 million views.
Technology We will embrace digital technology to transform the way we do business	Enhancement of programmes with investment in technology	<ul style="list-style-type: none"> • Gladstone management system moved to cloud based platform; • Gladstone management system software upgraded to latest version in December 2023; and • WDL i-learn platform updated during 2023/24.
	Data utilised to plan and inform decisions to generate interventions	<ul style="list-style-type: none"> • New reporting software now available with Gladstone upgrade which allows easy access to live data.
	The upgrade / install of ICT equipment	<ul style="list-style-type: none"> • All staff devices upgraded to latest software version to allow access to Microsoft 365; • Clubspark system being utilised at new Posties Hub Facility; and • Wi-Fi and Network points within Dalmuir Community Centre.
	Increase in public use of the WDLT App and WD Sports Hub app	<ul style="list-style-type: none"> • Mobile App has 36,952 users, an increase of 6,000 on previous year, with over 1 million views.
	A move to cloud based systems	<ul style="list-style-type: none"> • Gladstone management system is now on a cloud-based platform; and • Tio electronic fire safety log book trialled at CLC prior to wider rollout to other WDL main sites.

OBJECTIVE 3: FINANCIAL SUSTAINABILITY

PRIORITIES	WHAT SUCCESS LOOKS LIKE	2023/24 UPDATE
Income Identify and maximise commercial and external funding opportunities; and new income streams	Growth in Health & Fitness income	<ul style="list-style-type: none"> • Health & Fitness Income increased by 19% to over £1.665m from last year; • Health Suite income increased during 2023/24 with continued closure of similar Glasgow Life facilities; • Health & Fitness memberships increased by 14% to 6,696 from last year; and • Memberships now higher than pre-pandemic levels.
	The Learn to Swim Scheme generates additional income	<ul style="list-style-type: none"> • The growth in the Learn to Swim Scheme in 2023/24 generated over £130,000 of additional income; and • Additional income has also been generated from the Adult and baby/toddler swimming lessons.
	Funding for Active Schools & Sports Hubs secured beyond 2023-24	<ul style="list-style-type: none"> • Funding has been extended for a further year covering the 2024/25 financial year.
	External funding secured for programmes	<ul style="list-style-type: none"> • Funding was secured for the delivery of various programmes: <ul style="list-style-type: none"> - Scottish FA programmes (e.g. Midnight League, Club Development, McDonald's 'At the Club' sessions, Disney Girls Football); - Early years nursery sport and physical activity programme 2023/24; and - Cycling development funded programme (creation of Lomond Riders) • External funding secured for NHS Programmes (Live Active, Vitality & Cardiac rehab).
	Reduction in facility downtime increasing usage and income	<ul style="list-style-type: none"> • New tenant HSCP within Alexandria CC; • Non-closure of facilities for weekly generic training during holiday periods, providing greater access for customers; and • Weekend sports hall event bookings during previously quiet times (32 events held in CLC during 2023/24).



OBJECTIVE 3: FINANCIAL SUSTAINABILITY

PRIORITIES	WHAT SUCCESS LOOKS LIKE	2023/24 UPDATE
Financial Resources Review and develop all financial processes to improve efficiency and ensure value for money	Performance monitoring of programmes demonstrating viability	<ul style="list-style-type: none"> Group Fitness class attendance monitored and programme adjusted accordingly where necessary.
	New pricing and discount policy for Community Facilities	<ul style="list-style-type: none"> New discount policy has been identify and approved by the Board coming into effect from 1 April 2024; and Policy is simplified and moves in line with other discount policies.
	Utilising new technology to maximise online access and sales	<ul style="list-style-type: none"> New GladstonePay software installed to allow easy ecommerce for services marketed online; and 18.5% of all received income was made through online payments.
	Resources shared with key partners	<ul style="list-style-type: none"> With NHS to provide Live Active, Vitality & Cardiac rehab Programmes; With WDC Working4U to provide memberships for adults seeking employment; With WD Carers to provide memberships for all adult carers within their Valued Carer programme; With HSCP to provide memberships for juvenile carers; With WDC (Cost of Living) to provide free swimming and gym for school children during School Holiday periods (Spring, Summer and October); and Through the establishment of a Sport & Physical Activity Strategic Working Group with senior officers from Education; Communities; HSCP; sportscotland; and the Leisure Trust looking to address barriers to physical activity
	Surplus funds applications critically reviewed for value to the organisation	<ul style="list-style-type: none"> A Surplus Funds Framework has been established and approved by the Board which highlights the Spend Objectives for which applications should ideally be aligned to one or more of the spend objectives; In addition all surplus funds applications are reviewed against the Trust's Charitable Objectives to ensure that all objectives are being fulfilled; and Requests discussed by WDL management team
Sound Governance We will develop strong organisational processes to make informed decisions and meet our legal obligations	Development of WDLT's Sport and Physical Activity Delivery Plan	<ul style="list-style-type: none"> Individual Service Plans are now in place for Active Schools and Sports Development; and Joint planning meetings are scheduled; however a joint delivery plan has not been established as yet.
	Organisational Processes for statutory checks within facilities	<ul style="list-style-type: none"> Planned Preventative Maintenance programmes with contracts in place where appropriate for all statutory checks.
	Child protection procedures so all programmes are delivered safely	<ul style="list-style-type: none"> Child Protection Officer for the organisation in place; I-learn module developed for staff training on WDL policy & procedures; and PVG checks in place for all relevant staff.
	Legislative company returns completed annually within set timeframes	<ul style="list-style-type: none"> On an annual basis, the Trust's Governance Arrangements are reviewed with a report presented to the Audit & Risk Committee outlining the Governance Arrangements Checklist before being presented and approved by the Board.

Financial Review

Financial Summary 2023/24

The Trust can report that in our twelfth year (2023/24); the financial position for the Trust has equated to a use of reserve funds for the year of £611,211. The budget profile had initially been projected to utilise a larger amount of reserve funds (in the region of £871k) to achieve a balanced outturn. The unanticipated major factors that have reduced this outturn to a smaller usage of reserves include staffing savings in main sites and additional income from outdoor recreation and sports development.

In summary, the financial position during 2023/24 is noted below:

	Unrestricted / Restricted Fund	Pension Fund	Total Funds
Total income	8,520,918	574,000	9,094,918
Total spend on charitable activities	(9,132,129)	(10,000)	(9,122,129)
Net Movement in Funds	(611,211)	584,000	(27,211)
Actuarial gain	0	1,100,000	1,100,000
Restriction on Pension Asset	0	(1,684,000)	1,684,000
Net Movement in Funds (after retirement benefit scheme gain)	(611,211)	0	(611,211)

Funds held at 31 March 2024:

	31 March 2024	31 March 2023
Total funds	2,589,854	£3,201,065

The usage of surplus reserves was £611,211 at the year-end and the multi-employer defined benefit pension scheme is in surplus by £1,684,000. The Trustees have taken the prudent view and restricted this to nil, leaving an in year net deficit of £611,211.

Following the twelfth 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 £2,483,160 investment income of £93,820 and membership fees £1,526,983, as well as income of £4,416,955 from West Dunbartonshire Council (Management Fee) for our work in managing the leisure facilities and provision within the local area.

The principle sources of expenditure remain within staffing £6,394,394 with elements of spend on property £1,876,644, transport £22,597, administration £618,918 and payments to other bodies £149,561.

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

	Income	Expenditure	Surplus/(Deficit)
Leisure Facilities	2,407,026	(5,652,320)	(3,245,294)
Community Facilities	387,377	(1,538,984)	(1,151,607)
Sports Development	807,785	(1,124,541)	(316,756)
Active Schools	202,736	(410,131)	(207,395)
Outdoor Recreation	205,218	(406,153)	(200,935)
Management Fee	4,416,955	0	4,416,955
Total	8,427,097	(9,132,129)	(705,032)

Fixed Assets

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

Investment Policy

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

Due to the limited current level of surplus funds, any funds held by the Trust are invested in an interest bearing account held with our bankers, the Clydesdale Bank. In order to increase investment income for the Trust the board agreed to reinvest a sum of £750,000 with West Dunbartonshire Council on 26 February 2024 at a fixed rate of 5.25% for one year and further £500,000 was reinvested on 26 February 2024 for 6 months at a fixed rate of 5.25%.

During 2023/24, interest received on cash balances held at the bank, and the investment with West Dunbartonshire Council was £93,820. (£40,945 2022/2023).

Reserves Policy

The reserves policy was last reviewed in November 2023. The Board agreed some changes to the reserves policy target in that the general reserves target should be either 7.5% of expenditure for running all services or £750k, whichever is the highest. They also changed the review period to annually therefore the next review will be carried out in November 2024.

Based on the budget for 2024/25 the reserves target amount would be £750k. The unrestricted general reserves currently sits at £1,606,942 as at end of March 2024. The Surplus Reserves have been netted off to zero with £611,211 being utilised to offset the year end budget shortfall.

Pension Reserve

The balance sheet shown on page 34 would have featured an assessed position pension fund asset of £13.741m based on the valuation of the fund at 31 March 2024. The Trustees have

taken cognisance of FRS102 and restricted the asset to £nil in the Trust's balance sheet. Further information on the pension fund is provided in note 9 to the accounts.



Risk Management

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

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

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

The Trust developed and implemented a Risk Management Strategy, which provides the framework as to how the Trust will manage Business Risks which includes the requirement for a Strategic Risk Register, in line with our five year Strategic Plan (2023 – 2028).

Therefore, the management team ensures an annual risk analysis is undertaken of the Strategic Risk Register. This review is 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 strategic risks are detailed within the Strategic Risk Register 2023-28 and how they have been managed, with two currently having the highest risk status which are as follows:

Key Risk	Existing Control Measures	Risk Management Actions
SR 001 Significant financial funding reductions / limitations from West Dunbartonshire Council	<ul style="list-style-type: none"> Reserves Policy Annual negotiation of Management Fee Budgetary Control Process Regular budgetary control and savings monitoring reports provided to Management Team and Board / Committees Debt collection processes Work of External Auditors (external control) Annual Governance Checklist/Statement Service Reviews Meetings with Partnership Officer 	Concerns regarding the management fee for 2025/26 have been raised with the Partnership Officer along with concerns over the increase in cost for the Clydebank District heating scheme which is negatively affecting the budget for CLC.
SR 002 Maintaining Council Assets (that are managed by the Trust) that are fit for purpose	<ul style="list-style-type: none"> WDC Corporate Asset Management Strategy WDC Capital Investment Team WDC Capital Plan Fleet Asset Implementation WDC Sustainability Policy Existence of WDC Asset Management Group with meetings held on a regular basis Detailed WDC asset database that shows relevant information on a property by property basis WDC CRA Budget 	Some facilities have major maintenance issues and as a result are having to either close or reduce services due to lack of maintenance / funds, this in turn will result in lost income, customer complaints etc.

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 Five Year Strategic Plan (2023– 2028)

We will implement the Key Actions highlighted in the second of our annual Delivery Plans (2024/25) and develop the key actions for 2025/26.

Partnership Working

- Support the formation and development of the newly formed Sport, Physical Activity and Health Strategic Group in West Dunbartonshire.
- Develop a strong and effective partnership with Education, schools and sports clubs in West Dunbartonshire to enhance the impact of Active Schools and Community Sports Hub provision across the local authority.

Development of New and Existing Facilities

- The Trust will continue to identify and implement the appropriate infrastructure to manage the new Athletics Track at Posties Park.
- Develop Denny Theatre programming through maximising partnership opportunities.
- Increase the comprehensive array of school and community sports sessions, swimming lessons and holiday camps across the local authority.

Reinvestment of Surplus Funds

Now that WDLT has been operating successfully, 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.

The Equipment Replacement Fund is set aside to fund the replacement of equipment with the replacement of gym equipment in 2024/25 at all three leisure centres.



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

Trustees (Directors)

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

The list of current and former Trustees serving in the financial year 2023/24 and since is detailed below:

Name	Income	Appointed	Resigned
Anthony Waclawski	Independent	11/01/12	N/A
David McBride	Partner (appointed Vice Chair 08/09/22)	11/01/12	N/A
David Smith	Independent	11/01/12	N/A
Charles Gibson	Independent	28/08/14	N/A
David Marshall	Independent (appointed Chair 08/09/22)	24/11/16	N/A
Tony Dempster	Employee Representative	24/06/19	N/A
Clare Steele	Partner	26/05/22	N/A
David McCowan	Independent	26/05/22	N/A
Gordon Scanlon	Partner	26/05/22	01/11/23
Jonathan McColl	Partner	23/11/23	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 Jonathan McColl to replace Gordon Scanlon on the Board of Directors taking up the position as of 23 November 2023.

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 2023 to 31 March 2024.

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 2023 to 31 March 2024.

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:

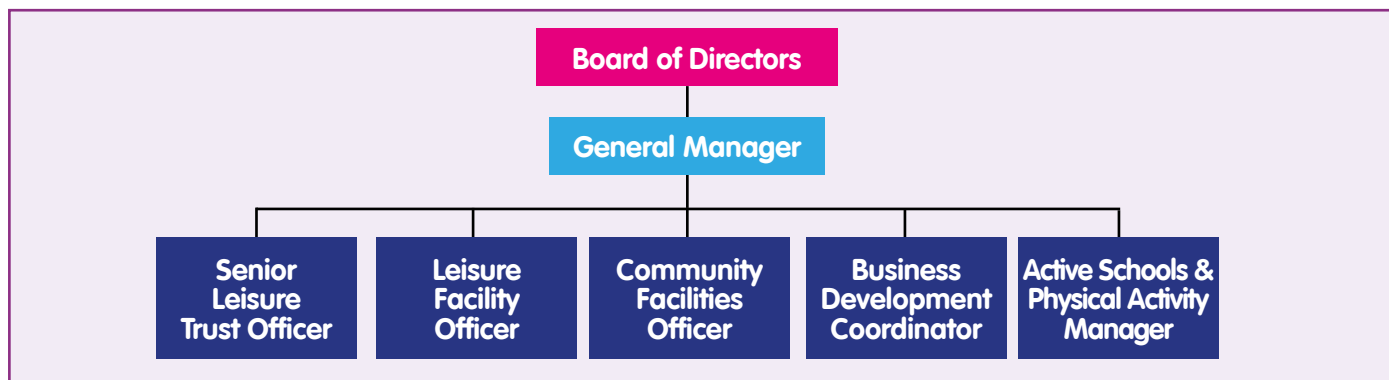
- Discipline and Grievance Procedures
- Finance (annual finance reporting regulations and Charity Accounting)
- Health & Safety



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 6 times throughout the financial year April 2023 to end of March 2024. 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 2023/24:

- 3 May 2023 – Special Board Meeting;
- 25 May 2023;
- 24 August 2023;
- 7 September 2023 – Annual General Meeting.
- 23 November 2023; and
- 22 February 2024

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.

Committee	Audit & Risk	Joint Consultative Forum (JCF)	Health & Safety	Appeals	Nominations
Member	A Waclawski; D McBride; D Marshall; G Scanlan; D McCowan; J McColl	D Smith; T Dempster; D McBride;	T Dempster	A Waclawski; D McBride; D Smith; C Gibson; G Scanlan; D McCowan;	D Marshall; A Waclawski; D McBride
Dates	11 May 2023 10 Aug 2023 8 Nov 2023 09 Feb 2024	23 May 2023 15 Aug 2023 13 Feb 2024	21 Apr 2023 26 Jan 2024	There was no requirement to convene this Committee during 2023/24	There was no requirement to convene this Committee during 2023/24

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

Statement of Trustees' Responsibilities

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

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

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

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

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



Statement to Auditors

In so far as the Trustees are aware:

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

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

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

Approved by the Trustees and signed on their behalf by:

A handwritten signature in black ink, appearing to read 'David Marshall'.

Name: David Marshall,
Chair of West Dunbartonshire Leisure Trust
Date: 05 September 2024

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF WEST DUNBARTONSHIRE LEISURE TRUST FOR THE YEAR ENDED 31 MARCH 2024

Opinion

We have audited the financial statements of West Dunbartonshire Leisure Trust (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities (incorporating an Income and Expenditure Account), Balance Sheet, the Statement of Cash Flow and related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The other information comprises the information included in the Annual Report and Financial Statements, other than the financial statements and trustees report thereon. The trustees are responsible for the other information contained within the Annual Report and Financial Statements. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.



Other information (continued)

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees, which includes the directors report prepared for the purpose of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemption in preparing the directors' report and from the requirements to prepare a strategic report.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 25, the Trustees (who are also the Directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

- Posting inappropriate journal entries; and
- Management bias in accounting estimates.



Audit response to the risks identified;

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

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

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

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

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

Use of our report

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

Wylie + Bisset CP

Scott Gillon,
BA (Hons) FCCA CA
For and on behalf of Wbg (Audit Limited),
Statutory Auditor

168 Bath Street
Glasgow
G2 4TP

Wbg (Audit Limited) is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Date: 5th September 2024

STATEMENT OF FINANCIAL ACTIVITIES

Statement of Financial Activities (incorporating the Income and Expenditure Account) for the year ended 31 March 2024

	Notes	Unrestricted Fund 2024	Restricted Fund 2024	Pension Fund 2024	Total Funds 2024
		£	£	£	£
Income and endowments from: Donations and legacies					
Investments					
- Investment Income	3	93,820	0	0	93,820
Income from Charitable Activities:					
- Management Service Fee	2	4,416,955	0	0	4,416,955
- Membership Fees	2	1,526,983	0	0	1,526,983
- Charitable Activities	2	2,483,160	0	0	2,483,160
Other					
- Gain on sale of Fixed Assets		0	0	0	0
- Job Retention Scheme		0	0	0	0
- Other Finance Income	9	0	0	574,000	574,000
Total Incoming resources		8,520,918		574,000	9,094,918

	Notes	Unrestricted Fund 2023	Restricted Fund 2023	Pension 2023	Total Funds 2023
		£	£	£	£
Income and endowments from: Donations and legacies					
- Investments					
- Investment Income	3	40,945	0	0	40,945
Income from Charitable Activities:					
- Management Service Fee	2	4,479,461	0	0	4,479,461
- Membership Fees	2	1,310,866	0	0	1,310,866
- Charitable Activities	2	2,196,637	0	0	2,196,637
Other					
- Gain on sale of Fixed Assets		0	0	0	0
- Job Retention Scheme		0		0	
- Other Finance Income	9	0	0	(9,000)	(9,000)
Total Incoming resources		8,027,909	0	(9,000)	8,018,909

Statement of Financial Activities (incorporating the Income and Expenditure Account) for the year ended 31 March 2024

	Notes	Unrestricted Fund 2024	Restricted Fund 2024	Pension Fund 2024	Total Funds 2024
		£	£	£	£
Expenditure on:					
Charitable Activities	4	(9,132,129)	(0)	834,000	(8,298,129)
Current and past service cost	6	0	0	(824,000)	(824,000)
Total Expenditure		(9,132,129)	(0)	10,000	(9,122,129)
Net income / (expenditure) for the year before transfers		(611,211)	0	584,000	(27,211)
Net (outgoing) resources		(611,211)	0	584,000	(27,211)
Actuarial gain on retirement benefit scheme	9	0	0	1,100,000	1,100,000
Restriction on Pension Asset	9	0	0	(1,684,000)	(1,684,000)
Net movement in funds (after retirement benefit scheme gain/loss)	20	(611,211)	0	0	(611,211)
Total Funds brought forward	20	3,201,065	0	0	3,201,065
Total Funds carried forward	20	2,589,854	0	0	2,589,854

	Notes	Unrestricted Fund 2023	Restricted Fund 2023	Pension Fund 2023	Total Funds 2023
		£	£	£	£
Expenditure on:					
Charitable Activities	4	(8,122,237)	(0)	770,000	(7,352,237)
Current and past service cost	6	0	0	(1,786,000)	(1,786,000)
Total Expenditure		(8,122,237)	(0)	(1,016,000)	(9,138,237)
Net income / (expenditure) for the year before transfers		(94,328)	0	(1,025,000)	(1,119,328)
Net (outgoing) resources		(94,328)	0	(1,025,000)	(1,119,328)
Actuarial gain on retirement benefit scheme	9	0	0	12,909,000	12,909,000
Restriction on Pension Asset	9	0	0	(12,057,000)	(12,057,000)
Net movement in funds (after retirement benefit scheme gain/loss)	20	(94,328)	0	(173,000)	(267,328)
Total Funds brought forward	20	3,295,393	0	173,000	3,468,393
Total Funds carried forward	20	3,201,065	0	0	3,201,065

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

BALANCE SHEET

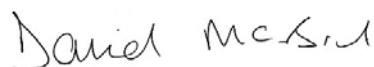
Balance Sheet as at 31 March 2024

	Notes	2024	2023
		£	£
Fixed Assets:			
Intangible Assets	10	10,188	1,200
Tangible Assets	11	95,205	146,186
Total Fixed Assets		105,393	147,386
Current Assets:			
Stock	12	30,254	38,551
Debtors	13	408,083	514,469
Investments	14	1,250,000	1,250,000
Cash at bank and in hand	22	2,607,702	2,959,393
Total Current Assets		4,296,039	4,762,413
Liabilities:			
Creditors falling due within one year	15	(1,811,578)	(1,708,734)
Net Current Assets		2,484,461	3,053,679
Total assets less current liabilities – excluding retirement benefit scheme		2,589,854	3,201,065
Retirement benefit scheme asset/(liability)	9	0	0
Total Net Assets		2,589,854	3,201,065
The Funds of the Charity:			
Funds – Unrestricted	20	2,589,854	3,201,065
Funds – Restricted	20	0	0
Funds – Pension Reserve	20	0	0

The financial statements were approved and authorised for issue by the Board on 05 September 2024.



David Marshall
Chair



David McBride
Vice Chair

Company No: SC413707

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

CASH FLOW STATEMENT

Cash Flow Statement for the year to 31 March 2024

	Notes	2024	2023
		£	£
Net cash (used in) operating activities	21	(417,486)	(346,572)
Interest received		93,820	40,945
Funds (invested) in the year		0	(250,000)
Purchase of tangible fixed assets		(28,025)	(45,164)
(Decrease) / increase in cash		(351,691)	(600,791)

Reconciliation of net cash flow to movement in debt.

	2024	2023
	£	£
Net cash as at 31 March 2023	2,959,393	3,560,184
Net (decrease) in cash	(351,691)	(600,791)
Net cash at 31 March 2024	2,607,702	2,959,393



NOTES TO THE FINANCIAL STATEMENTS

for the Year ended 31 March 2024

1. Accounting Policies

Basis of preparation and assessment of going concern

The financial statements are prepared under the historical cost convention as modified by Revaluation of Pension Asset, and in accordance with applicable accounting standards in the United Kingdom, the Companies Act 2006 and the Statement of Recommended Practice – Accounting and Reporting by Charities (FRS102) effective 1 January 2019 and the Charities Accounts (Scotland) Regulations 2006.

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

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

Incoming resources

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

Investment income is accounted for on an accruals basis.

Allocation of expenditure

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

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

Intangible Fixed Assets

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

Tangible Fixed Assets and Depreciation

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

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

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

Furniture and equipment: 5 years

Motor Vehicles: 5 years

Stock

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

Debtors

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

Cash at bank and in hand

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

Creditors and provisions

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

Contingent Liabilities

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

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

Operating Leases

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

Employee Benefits

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

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

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

Financial Instruments

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

Pensions

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

VAT

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

Taxation

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

Unrestricted funds

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

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

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

Restricted funds

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

Judgements and key sources of estimation uncertainty

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

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



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

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

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

2. Incoming Resources

Income is attributable to sporting activity fees and other sales throughout the Trust. In addition, a management service fee of £4,416,955 (2022/23: £4,479,461) 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:

	2024	2023
	£	£
Leisure Facilities	2,407,026	2,111,321
Community Facilities	387,377	344,214
Sports Development	807,785	664,829
Active Schools	205,218	187,293
Outdoor Recreation	202,736	199,846
Management Fee	4,416,955	4,479,461
Total Incoming Resources from Charitable Activities	8,427,097	7,986,964

Government Grants included in income for the year to 31 March 2024 were as follows:

	2023-2024	2022-2023
	£	£
Management Fee – West Dunbartonshire Council	4,416,955	4,479,461
Other income from West Dunbartonshire Council	5,750	17,250
Income from NHS	99,770	84,770
Income from Sport Scotland	284,672	228,691
Total	4,807,146	4,810,172

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

	2024	2023
	£	£
Interest on cash deposits	93,820	40,945
Total Investment Income	93,820	40,945

4. Charitable Expenditure

	2024	2023
	£	£
Leisure Facilities	5,652,321	4,973,578
Community Facilities	1,538,984	1,449,907
Sports Development	1,124,541	994,796
Active Schools	406,153	381,150
Outdoor Recreation	410,131	322,806
Total Charitable Expenditure	9,132,129	8,122,237
Less Pension cost	(834,000)	(770,000)
Plus Job Retention Scheme	0	0
Total	8,298,129	7,352,237

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
	2023/24	2023/24	2023/24	2023/24	2023/24	2023/24
	£	£	£	£	£	£
Salary	279,089	84,443	57,936	55,547	28,148	57,793
Training	0	0	0	0	0	0
Insurance	28,581	8,080	7,469	2,572	1,827	0
Supplies	47,966	13,560	12,534	4,317	3,066	0
Other	228,325	19,489	16,818	16,271	4,403	4,578
Total	583,961	125,572	94,757	78,707	37,444	62,371

	Leisure	Community Facilities	Sports Development	Active Schools	Outdoor Recreation	Governance
	2022/23	2022/23	2022/23	2022/23	2022/23	2022/23
	£	£	£	£	£	£
Salary	257,801	78,003	53,517	51,310	26,001	53,385
Insurance	43,768	12,373	11,437	3,939	2,798	0
Supplies	11,356	3,210	2,967	1,022	726	0
Other	180,757	38,576	15,580	12,793	7,537	3,557
Total	493,682	132,162	83,501	69,064	37,062	56,942

	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

	2023/24	2022/23
	£	£
Audit and other Accountancy Fees	13,630	10,075
Allocated support costs	62,370	56,942
Pension Report and other audit expenditure	2,000	600
Total Governance Costs	78,000	67,617

Allocation of Governance and other support costs

	Support Costs	Governance	2023/24	Support Costs	Governance	2022/23
	£	£	£	£	£	£
Leisure	583,961	42,961	626,922	493,682	37,356	531,038
Community Facilities	125,572	13,000	138,572	132,162	11,303	143,465
Sports Development	94,757	9,040	103,797	83,501	7,755	91,256
Active Schools	78,707	8,665	87,372	69,064	7,435	76,499
Outdoor Recreation	37,444	4,334	41,778	37,062	3,768	40,830
Total	920,441	78,000	998,441	815,471	67,617	883,088

6. Current and past pension service cost

	2023/24	2022/23
	£	£
Pension – Pension Current Service Cost	824,000	1,786,000
Total Pension Service Costs	824,000	1,786,000

7. Staff Costs and Numbers

	2023/24	2022/23
	£	£
Wages and Salaries	5,179,223	4,843,359
Social Security costs	410,711	394,484
Other Pension costs	824,000	1,768,915
Other Staff costs	0	(6,175)
Total Staff Costs	6,413,934	7,000,583

Three employees earned more than £60,000 for the year to 31 March 2024. (2023:2)

	Number of employees	Number of employees
	2023-2024	2022-2023
Between £100,000 and £109,999	1	0
Between £90,000 and £99,999	0	1
Between £80,000 and £89,999	1	0
Between £70,000 and £79,999	0	1
Between £60,000 and £69,999	1	0

Key Management Personnel

	2023/24	2022/23
	£	£
Salaries and wages	355,253	351,613
Social Security costs	38,407	41,703
Employer contribution to defined pension scheme	63,415	67,188
Total staff costs and employee benefits	457,075	460,504

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	169,120	150,268
Lump Sum	185,740	165,792

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

	2023/24	2022/23
	Number	Number
Total Staff Numbers	201	207

During the period no Trustees received any remuneration or made any donations to the charity nor were any expenses reimbursed (£0 in 2022/23) and there were no unclaimed travel costs in 2023/24 (£0 in 2022/23).

There were £118,550 redundancy and termination payments made during the financial year (2023 £0).

8. Operating Surplus

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

	2023/24	2022/23
	£	£
Auditor's Remuneration (including expenses)	13,630	10,075
Depreciation – Intangible Fixed Assets	1,200	5,086
Depreciation – Tangible Fixed Assets	68,818	79,623

9. Pension Costs

The company is an admitted body of the Strathclyde Pension Fund. The Superannuation Fund is a defined benefit scheme into which employee' and employer's contributions, and interest and dividends from investments are paid and from which pensions, lump sums and superannuation benefits are paid out. Employees' contributions are tiered and employer's basic contributions are assessed every three years by an actuary and are fixed to ensure the fund remains solvent and in a position to meet its future liabilities. The actuarial method used is known as Projected Unit Credit Method. The last actuarial valuation was at 31 March 2020 and following this valuation employer's contributions increased to 19.3% for the years ended 31 March 2020, 2021, 2023 and 2024 respectively. Actual employer's contributions for the period 31 March 2024 amounted to £804,460.

In accordance with FRS 102 – Retirement Benefits – a valuation of the fund was carried out at 31 March 2024 by Hymans Robertson, independent actuaries, appointed by Strathclyde Pension Fund. Hymans Robertson calculated the pension assets and liabilities as at 31 March 2024 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 2024	31 March 2023
	% per annum	% per annum
Inflation / Pension Increase Rate	2.75%	2.95%
Salary Increase Rate	3.45%	3.65%
Discount Rate	4.85%	4.75%

Mortality

Life expectancy is based on the Fund's Vita Curves with improvements in line with the CMI 2021 model, with a 10% weighting of 2021 data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% pa. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current Pensioners	17.4 years	22.2 years
Future Pensioners	19.7 years	24.2 years

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

	31 March 2024	31 March 2023
	%	%
Equities	58%	60%
Bonds	27%	28%
Property	10%	10%
Cash	5%	2%

The actuarial estimated employer contributions for the year to 31 March 2025 are £825,000.

The amounts recognised in the balance sheet are as follows:

	31 March 2024	31 March 2023
	£000	£000
Present value of funded liabilities	(19,267)	(17,714)
Fair value of plan assets	33,172	29,924
	13,905	12,210
Present value of unfunded obligations	(164)	(153)
	13,741	12,057
Amount in balance sheet		
Liabilities	0	0
Assets	13,741	12,057
Restriction on Net Assets	(13,741)	(12,057)
Net (liability)/asset	0	0

	31 March 2024	31 March 2023
	£000	£000
Analysis of the amount charged to net incoming resources:		
Current service cost of the defined benefit scheme	824	(1,786)
Total Service Cost	824	(1,786)
Analysis of amount credited to incoming resources:		
Expected return on employer assets	(1,441)	(825)
Interest on pension scheme liabilities	867	834
Net return	(574)	9

	31 March 2024	31 March 2023
	£000	£000
Actuarial gain/(loss)	1,110	(12,909)
Actuarial gain/(loss) recognised in net movement of funds	1,110	(12,909)
Restriction on Net Assets	(1,684)	12,057
Actuarial Losses/Gains	(574)	852

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

	31 March 2024	31 March 2023
	£000	£000
Opening fair value of employer assets	29,924	29,618
Contributions by members	222	228
Contributions by the employer	825	763
Contributions in respect of unfunded benefits	9	7
Actuarial Gain/(Losses)	2,551	(471)
Estimated Benefits paid	(350)	(214)
Estimated Unfunded Benefits paid	(9)	(7)
Closing fair value of employer assets	33,172	29,924

Reconciliation of defined benefit obligation:

	31 March 2024	31 March 2023
	<u>£000</u>	<u>£000</u>
Opening defined benefit obligation	17,714	29,248
Current service cost	701	1,786
Interest cost	867	834
Contributions by members	222	228
Present value of unfunded liabilities	153	197
Actuarial losses	133	(14,205)
Estimated benefit paid	(350)	(214)
Estimated unfunded benefits paid	(9)	(7)
Closing defined benefit obligation	19,431	17,867

Amounts for the current period:

	2024	2023
	<u>£000</u>	<u>£000</u>
Present value of Defined Benefit Obligation	(19,431)	(17,867)
Fair Value of Employer Assets	33,172	29,924
Restrictions on Net Assets	(13,741)	(12,057)
Surplus(Deficit)	0	0

	2024	2023
Experience gains / (losses) on assets	2,511	(471)
Experience gains / (losses) on liabilities	(2,522)	(1,268)

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 2023	25,432	25,432
Additions	10,188	10,188
Disposals	0	0
As at 31 March 2024	35,620	35,620
Depreciation at 1 April 2023	24,232	24,232
Charge for the year	1,200	1,200
On disposals	0	0
As at 31 March 2024	25,432	25,432
Net Book Value at 31 March 2023	1,200	1,200
Net Book Value at 31 March 2024	10,188	10,188

11. Tangible Fixed Assets

	Furniture & Equipment	Total
	£	£
Cost at 1 April 2023	580,007	580,007
Additions	17,837	17,837
Disposals	0	0
As at 31 March 2024	597,843	597,843
Depreciation at 1 April 2023	433,820	433,820
Charge for the year	68,818	68,818
On disposals	0	0
As at 31 March 2024	502,638	502,638
Net Book Value at 31 March 2023	146,186	146,816
Net Book Value at 31 March 2024	95,205	95,205

At 31 March 2024 all fixed assets are used for charitable purposes.

12. Stock

	2024	2023
	£	£
Cleaning materials, first aid materials and uniform stock	30,254	38,551

13. Debtors

	2024	2023
	£	£
Trade Debtors	355	152,532
Amounts owed by West Dunbartonshire Council	257,855	251,904
Other debtors and prepayments	149,873	110,033
	408,083	514,469

14. Investment

	2024	2023
	£	£
Fixed term 12 months Investment with West Dunbartonshire Council until 26 February 2025	750,000	750,000
Fixed term 6 months Investment with West Dunbartonshire Council until 26 August 2025	500,000	500,000
Total Investment	1,250,000	1,250,000



15. Creditors: Amounts falling due within one year

	2024	2023
	£	£
Trade Creditors	4,432	5,284
Tax and Social Security Creditors	82,185	83,453
Amounts owed to West Dunbartonshire Council	716,184	872,078
Other Creditors	428,138	450,585
Accruals and Deferred Income (note 16)	580,639	297,334
	1,811,578	1,708,734

16. Deferred Income

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

	2024	2023
	£	£
Balance b/f	203,134	121,741
Released in year	(203,134)	(121,741)
Deferred in year	<u>201,022</u>	<u>203,134</u>
	201,022	203,134

The items deferred comprises Income for memberships of £72,574, direct debits £15,612 and £112,836 of additional income received in advance for services being provided in financial year 2024-2025.



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 2024:

	2024	2023
	£	£
Payable less than 1 year	3,871	3,871
Total Payable	<u>3,871</u>	<u>3,871</u>

18. Share Capital

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

19. Company Limited by Guarantee

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



20. Funds 2022/23

Unrestricted Funds	Balance at 31 March 2022 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2023 £
Unrestricted - general	1,445,700	8,027,909	(7,992,364)	49,164	1,530,409
Designated					
Small Projects	63,070	0	(4,452)	4,452	63,070
Equipment Replacement	562,367	0	(40,712)	40,712	562,367
Service Development Projects	286,877	0	0	0	286,877
Fixed Assets	186,931	0	(84,709)	45,164	147,386
Surplus Reserves	750,448	0	0	(139,492)	610,956
Total Designated	1,849,693	0	(129,874)	(49,164)	1,670,656
Total unrestricted	3,295,393	8,027,909	(8,122,237)	0	3,201,065
Total	3,295,393	8,027,909	(8,122,237)	0	3,201,065

In 2022/2023 the Trustees had designated funds of £1,670,656 which comprised of tangible fixed assets £147,386, other small projects to deliver sporting activities £63,070, future equipment replacement £562,367, Service Development Projects £286,877 and Surplus Reserves £610,956.

Unrestricted Funds	Balance at 31 March 2023 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2024 £
Unrestricted - general	1,530,409	8,520,918	(8,416,105)	(28,280)	1,606,942
Designated					
Small Projects	63,070	0	(2,687)	0	60,383
Equipment Replacement	562,367	0	(5,495)	0	556,872
Service Development Projects	286,877	0	(26,613)	0	260,264
Fixed Assets	147,386	0	(70,018)	28,025	105,393
Surplus Reserves	610,956	0	(611,211)	255	0
Total Designated	1,670,656	0	(716,024)	28,025	982,912
Total unrestricted	3,201,065	8,520,918	(9,132,129)	0	2,589,854
Total	3,201,065	8,520,918	(9,132,129)	0	2,589,854

In 2023/2024 the Trustees have designated funds remaining of £982,912 which comprises of tangible and intangible fixed assets £105,393, small projects £60,383, future equipment replacement £556,872 and Service Development Projects £260,264. The Surplus Reserves fund has been depleted to zero.

The **Small Projects** fund was used this financial year for one single project which was to purchase a battery powered generator to support the WD Leisure calendar of events. The spend on this project was £2,687 with the remaining balance in the fund then being £60,383.

The **Equipment Replacement** fund is being built up to fund the replacement of the gym and fitness equipment at the main sites on a rolling basis. Cardio Vascular (CV) equipment is recommended to be replaced every 5 – 6 years and resistance equipment every 7 – 9 years. A major equipment replacement project in 2024/25 with CV and resistance equipment being replaced across all 3 main sites is underway and due to be completed in September 2024 at a cost in the region of £450k. The fund was used in 2023/24 to purchase new AED units for the main sites at a cost of £5,495. Funds of £255 were allocated to surplus reserves to offset the spend incurred in 23/24. The fund balance for 2024/25 is therefore £556,872.

Service Development Projects fund has been built up to be used for larger projects within the service as per our charitable objectives that will improve the service and/or generate additional income. A number of projects have been completed in 2023/24 utilising this fund. Those projects included an upgrade of the Gladstone MRM management system to enable the system to be cloud hosted by Gladstone, and an upgrade to the GoLearn system for the Learn To Swim programme. In total £10,188 was spent on Gladstone MRM upgrades. Stage curtains at the refurbished Denny theatre were also purchased at a cost of £4,083. The outside signage at the Meadow Centre was also upgraded and replaced at a cost of £12,342. The total spend from the fund in 2023/24 was £26,613 leaving a remaining balance of £260,264.

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

Surplus Reserves £611,211 was spent from this fund to offset the underfunding caused by the reduction of management fee from West Dunbartonshire Council. This now depletes the Surplus Reserves Funds to zero.



Analysis of Net Assets Over Funds

Funds Balance at 31 March 2020 Represented by:	Unrestricted Funds £	Restricted Funds £	Pension Reserve £	2023 Total £
Fixed assets	147,386	0	0	147,386
Current Assets				
Stock	38,551	0	0	38,551
Debtors	514,469	0	0	514,469
Investment	1,250,000	0	0	1,250,000
Cash	2,959,393	0	0	2,959,393
Total Current Assets	4,762,413	0	0	4,762,413
Creditors				
Amounts falling due within one year	(1,708,734)	0	0	(1,708,734)
Net Current Assets	3,053,679	0	0	3,053,679
Total Assets less Current Liabilities	3,201,065	0	0	3,201,065
Retirement benefit scheme deficit	0	0	0	0
Total	3,201,065	0	0	3,201,065

Funds Balance at 31 March 2021 Represented by:	Unrestricted Funds £	Restricted Funds £	Pension Reserve £	2024 Total £
Fixed assets	105,393	0	0	105,393
Current Assets				
Stock	30,254	0	0	30,254
Debtors	408,083	0	0	408,083
Investment	1,250,000	0	0	1,250,000
Cash	2,607,702	0	0	2,607,702
Total Current Assets	4,296,039	0	0	4,296,039
Creditors				
Amounts falling due within one year	1,811,578	0	0	1,811,578
Net Current Assets	2,484,461	0	0	2,484,461
Total Assets less Current Liabilities	2,589,854			2,589,854
Retirement benefit scheme deficit	0			0
Total	2,589,854			2,589,854

21. Notes to the cash flow statement

Reconciliation of operating surplus to net cash inflow from operating activities

	2024	2023
	£	£
Net (outgoing)/incoming resources	(27,211)	(1,119,328)
Investment income	(93,820)	(40,945)
Depreciation	70,018	84,709
Loss on disposal of fixed assets	(584,000)	1,025,000
Net Pension charge	8,297	(8,463)
(Increase) in stock	106,386	(141,099)
(Increase)/Decrease in debtors	<u>102,845</u>	<u>(146,446)</u>
Increase/(Decrease) in creditors	<u>(417,486)</u>	<u>(346,572)</u>
Net cash (used in) / provided by operating activities	1,014,994	(135,967)

22. Cash at bank and in hand

	31 March 2024	1 April 2023
	£	£
Cash at bank and in hand	<u>2,607,702</u>	<u>2,959,393</u>

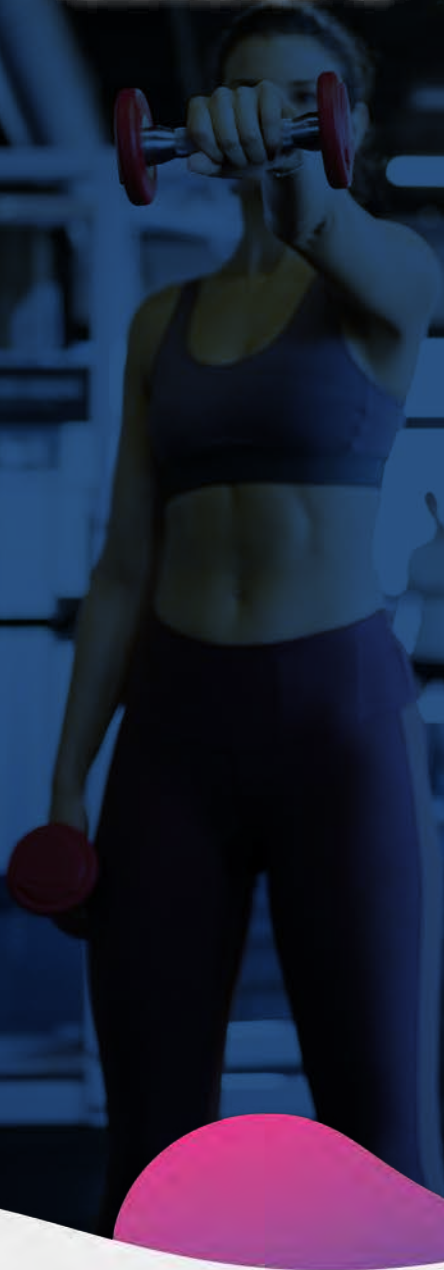




CLYDEBANK LEISURE CENTRE







West Dunbartonshire Leisure Trust
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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