

Supplementary Agenda

Corporate Services Committee

Date: Wednesday, 7 February 2024

Time: 14:00

Format: Hybrid Meeting

Contact: Scott Kelly, Committee Officer
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Dear Member

ITEMS TO FOLLOW

I refer to the agenda for the above Meeting of the Corporate Services Committee which was issued on 25 January 2024 and now enclose for your attention copies of the documents relating to the undernoted items of business which were not available for issue at that time.

Yours faithfully

PETER HESSETT

Chief Executive

Note referred to:-

6 MINUTES OF JOINT CONSULTATIVE FORUM

71 – 74

Submit for information and where necessary ratification, the Minutes of Meeting of the Joint Consultative Forum held on 14 December 2023.

8/

Submit report by the Chief Education Officer providing an update on the West Dunbartonshire Leisure Trust Business Plan for 2024/25.

Distribution:-

Councillor Daniel Lennie (Chair)
Councillor Ian Dickson
Councillor David McBride
Councillor Jonathan McColl
Councillor James McElhill
Councillor Michelle McGinty (Vice-Chair)
Councillor June McKay
Councillor Karen Murray Conaghan
Councillor Lawrence O'Neill
Councillor Martin Rooney
Councillor Gordon Scanlan
Councillor Clare Steel

Chief Executive
Chief Officers

Date of issue: 1 February 2024

JOINT CONSULTATIVE FORUM

At a Meeting of the Joint Consultative Forum held in Council Chambers, Clydebank Town Hall, 5 Hall Street, Clydebank on Thursday, 14 December 2023 at 2.00 p.m.

- Present:** Councillors David McBride, Michelle McGinty and Martin Rooney; James Halfpenny (EIS); Paul Carey and David Scott (GMB); Claire MacKenzie (SSTA); Susan Shannon and David Smith (UNISON); and Margaret Wood (Unite).
- Attending:** Victoria Rogers, Chief Officer – People and Technology; Gail Macfarlane, Chief Officer – Roads and Neighbourhood; Andrew Brown, Senior Education Officer – Policy, Performance & Resources; Claire Cusick, Senior Education Officer; John Duffy, People, Quality and Governance Lead; Gillian Gall, Head of Human Resources, West Dunbartonshire Health & Social Care Partnership (HSCP); Alison McBride, Strategic People and Change Manager; Michael McDougall, Principal Solicitor; and Scott Kelly, Committee Officer.
- Apologies:** Apologies for absence were intimated on behalf of Councillors Daniel Lennie, Karen Murray Conaghan and Hazel Sorrell; Shirley Furie and John Wagner (GMB); Alan Douglas, Chief Officer – Regulatory and Regeneration; Amanda Graham, Chief Officer – Citizen, Culture and Facilities; Laura Mason, Chief Education Officer; Laurence Slavin, Chief Officer – Resources; Sylvia Chatfield, Head of Service for Mental Health, Addictions and Learning Disabilities, HSCP; and Fiona Taylor, Head of Health and Community Care, HSCP.

Mr David Smith in the Chair

DECLARATIONS OF INTEREST

It was noted that there were no declarations of interest in any of the items of business on the agenda.

MINUTES OF PREVIOUS MEETING

The Minutes of Meeting of the Joint Consultative Forum held on 7 September 2023 were submitted and approved as a correct record, subject to David Smith (UNISON) being removed from the list of those who had been in attendance at the meeting and who had voted in relation to the item under the heading 'Annual Monitoring Report 2022/23 – Employment Equalities'.

EQUAL PAY AUDIT 2023/24

A report was submitted by the Chief Officer – People & Technology providing an update on the findings and actions following the Council's triennial Equal Pay Audit for the period 2023/24

After discussion and having heard the Chief Officer and the People, Quality and Governance Lead in further explanation and in answer to Members' questions, the Forum agreed to note the contents of the report and the associated action plan.

TRADES UNION ISSUES

'Job Profiles' (item requested by Joint Trades Union)

It was noted that Mrs Wood, Unite, had provided the undernoted statement in advance of the meeting in relation to the above issue.

"Changing job profile without employees being aware, managers misrepresenting the duties at job evaluation panel too force Learning Assistants to administer medication i.e. intermittent catheterisation, peg feeding etc. Raised with Education and at conveners meeting."

Following discussion and having heard Mrs Wood in further explanation, and officers in response, the Forum agreed:-

- (1) to note that it was Education officers' understanding that the correct procedures in relation to job evaluation had been followed in the past but that they would ensure that relevant employee(s) would be invited to attend future job evaluation (to be determined by the analysts);
- (2) to note that a working group had been established in order that Education officers and trades union representatives could discuss the resourcing and training of employees who would carry out tasks including the administering of medication to children; and
- (3) to note that if any employees considered that they may benefit from re-attending any training in this regard then this would gladly be accommodated.

'HS1s' (item requested by Unite)

It was noted that Mrs Wood, Unite, had provided the undernoted statement in advance of the meeting in relation to the above issue.

"HS1's not being completed within Education other employees being disciplined for not completing no consistency. Raised consistently with Education and Conveners."

Following discussion and having heard Mrs Wood in further explanation, and officers in response, the Forum agreed:-

- (1) to note that HS1 forms could be completed by employees, but ideally in conjunction with their managers; and
- (2) to note that a pilot project in relation to HS1 processes, using Google Forms, would be taking place in Education in the near future and that it would be reviewed following its conclusion.

'HSCP Failing to Adhere to WDC Change Policies' (item requested by UNISON)/
'HSCP Issues with Consulting with Trade Unions' (item requested by UNISON)

It was noted that Mr Smith, UNISON, had provided the undernoted statements in advance of the meeting in relation to the above issues.

"WD JTU have recently brought to JCF the HSCP for a similar issue, during this meeting HSCP gave assurances that they would follow the correct procedure for local government workforce which is the Change management process and supporting organisational change documentation.

"It was our expectation that after this meeting that the HSCP would move to follow this process, this did not happen, HSCP continued to utilise the 4 D approach to service re-design. WD JTU has raised this as an issue at the Convener meeting for community care and we have also discussed this at the HSCP's JSF."

"WD JTU had been aware for some time that a document was produced detailing information about the care at home re-design. WDC policies and procedures would dictate that TU's would be involved with this, we were not. Repeatedly at various meetings WD JTU had asked for this information to be shared with us, including the data behind it. When agreement was reached to share it came to the trade unions only a few days before a meeting was arranged to discuss said document. We are confused as to why this is the case. Issues raised at meetings."

Following discussion and having heard Mr Smith in further explanation, and the Head of Human Resources, HSCP, in response, the Forum agreed:-

- (1) to note that a consultation process had recently taken place in relation to the review of the Integration Joint Board;

- (2) to note that it was necessary for West Dunbartonshire Council terms, conditions and policies to be applied to Council employees.

VALEDICTORY – MARGARET WOOD (UNITE)

Having heard Mr Smith, Chair, it was noted that this would be the final meeting of the Forum which Mrs Wood would attend as she was ending her time as both the UNITE Convenor and a trade union representative. Mr Smith, on behalf of the Forum, expressed his thanks to Mrs Wood and wished her well for the future, stating that her standing down would be a big loss to the Joint Trades Union. The Chief Officer – People and Technology echoed these sentiments.

The meeting closed at 3.45 p.m.

WEST DUNBARTONSHIRE COUNCIL**Report by Chief Officer – Education****Corporate Services Committee: 7 February 2024**

Subject: West Dunbartonshire Leisure Trust Business Plan 2024/25**1. Purpose**

- 1.1** The purpose of this report is to update members on the West Dunbartonshire Leisure Trust Business Plan for 2024/25.

2. Recommendations

- 2.1** It is recommended the Committee:
- approves the report and the 2024/25 West Dunbartonshire Leisure Trust Business Plan;
 - agrees that the WDLT management fee set out in this report is included in the Council's 2024/25 revenue budget considerations for the March budget-setting meeting

3. Background

- 3.1** West Dunbartonshire Leisure Trust (the Trust) is a company limited by guarantee with charitable status. 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).
- 3.2** West Dunbartonshire Leisure Trust was incorporated as a company in December 2011 and started trading on 5th April 2012.
- 3.3** There are nine members of the company who serve as trustees comprising of three (3) West Dunbartonshire Councillors (Partner Trustees), an Employee Representative Trustee and five (5) Independent Trustees. The board of Trustees (who are also directors of West Dunbartonshire Leisure Trust for the purposes of company law) has control of the company subject to providing and operating the services in accordance with the Legal Agreement reached with West Dunbartonshire Council and provides strategic direction to the General Manager and his Management Team.
- 3.4** West Dunbartonshire Leisure Trust is responsible for the strategic and operational management of West Dunbartonshire Council's Sport and Leisure Facilities, Community Facilities, Sports Development, Active Schools, Outdoor Recreation facilities and for event delivery on behalf of the Council.
- 3.5** In order to ensure that the Council meets its obligations to provide adequate provision of facilities for the residents of the area for recreational, sporting, cultural and social activities in terms of Section 14 of the Local Government

and Planning (Scotland) Act 1982, there is a Services Agreement in place between the Council and the Leisure Trust. The Trust is paid a management fee for delivery of the services through an annual funding commitment.

- 3.6** The Services Agreement states that the Leisure Trust should bring a draft Business Plan forward for the coming financial year that illustrates the resources which WDLT intends to use to deliver its services. It should also include information on the expected expenditure required to provide those services, and the amount of funding required from the Council in the form of the management fee. This report and the accompanying Business Plan (Appendix 1) fulfils this requirement.
- 3.7** This report is presented to Committee on behalf of WDLT by the Chief Officer for Education who is the senior officer responsible for monitoring WDLT activity on behalf of the Council.
- 3.8** The 2023/24 Management fee was £4,699,721 and incorporated an extension of a £200,000 one-off saving to the Council as part of the use of reserves.

4. Main Issues

- 4.1** At the Council budget setting meeting on 20 December, as part of a suite of required savings to offset a financial gap of approximately £17million, it was agreed to reduce the management fee provided by the Council to the Leisure Trust by 20%, a reduction of £939,940.
- 4.2** A number of budget savings have been implemented within the accounts where possible to achieve the current anticipated budget expenditure including savings from the recently completed Active Schools and Sports Development restructure; the anticipated staff cost savings from the Community Facilities Review; and the decision to re-let Floor 1 at Clydebank Leisure Centre. Additional Income has also been built into the budget based on service charge increases; however, the Trust is still required to provide another one-off use of £621,288 of reserves to close the budget gap.
- 4.3** The use of reserves will result in a break even position for 2024/25

Projected Trust costs 2024/25	£
Operating and Expenditure Costs	-8,468,858
Total Projected Costs	-8,468,858
Projected Trust income	
Draft Management Fee	3,658,373
Income (Customer Receipts)	3,907,270
Income (3rd Party Funding & Misc)	281,927
Total Projected Income	7,847,570
Gap	621,288

- 4.4** The Leisure Trust proposes to deliver the following in the coming year as per the Business Plan at Appendix 1:

4.5 Sport & Leisure

The strategic and operational management of the Council's three wet and dry leisure centres, Vale of Leven Swimming Pool; the Meadow Centre; and Clydebank Leisure Centre

4.6 Community Services

The strategic and operational management of the council's Community Facilities (5); Theatre; Grass Pitches (16); Synthetic Pitches (3); Bowling Greens (2) Tennis Courts (3); and the new Athletics Track in Posties Park, Dumbarton.

4.8 Sports Development

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. With the opening of the new Athletic Track at Posties Park the Trust will work with athletic clubs to generate usage and programme opportunities for residents to participate in athletics.

4.9 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.

We will continue to work closely with the Council's Education department to investigate how best we can increase pupil physical activity participation.

4.10 Major Outdoor Events

We will continue to deliver an annual programme of outdoor events for the Council. This Events Calendar includes the Loch Lomond Highland Games; the Scottish Pipe Band Championships; and Firework Display.

In addition to delivering outdoor events for the Council, we will also manage and deliver the Run Loch Lomond 10k & 5k Road Races..

4.11 Key Performance Indicators

To allow the Council monitor Trust service delivery during the year a number of Key Performance Indicators are set and reported on. The agreed suite for the 2024/25 Business Plan is included in Appendix 1.

5. People Implications

5.1 There are no direct people implications for the Council arising from this report

6. Financial and Procurement Implications

6.1 As outlined in this report and the Business Plan, the Trust's proposed service delivery would allow for a management fee from the Council to the Leisure Trust of £3,658,373 in 2024/25.

6.2 If agreed the WDLT management fee set out in this report will be included in the Council's 2024/25 revenue budget considerations in March.

6.3 There are no procurement implications from this report

7. Risk Analysis

7.1 There is a risk that the Trust may not achieve the income levels that have been targeted. If that is the case then the Trust could allocate further funds from reserves up to a limit to mitigate issues in the first instance. If it goes beyond this then a further report could be brought to Council in 2024/25.

8. Equalities Impact Assessment (EIA)

8.1 An EIA was undertaken on the 2024/25 Business Plan. This identified the Plan would have a positive impact and benefits to the local area. The Business Plan has a stated commitment to equality and inclusion. Participation is lower for some groups, women, disabled people and BAME People, so explicit note of the centrality of equalities can help inform planning and practice. WDLT will continue to prioritise this in the coming year and beyond.

9. Consultation

9.1 Consultation on this report has taken place with WDLT management, Finance, Procurement, Legal and Assets.

10. Strategic Assessment

10.1 This report supports the following Strategic Plan objectives:

- Efficient and effective frontline services that improve the everyday lives of residents

Laura Mason
Chief Officer – Education
7 February 2024

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Appendices: Appendix 1: WDLT Business Plan 2024/25
Appendix 2: EIA for the WDLT Business Plan 2024/25

Background Papers: None

Wards Affected: All



BUSINESS PLAN

2024-2025

“Inspiring Active
&
Healthier
Communities”

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Message from the General Manager

2023/24 continued to be a challenging year, continuing to recover the trading performance of the business post pandemic and coping with the extraordinary effects of soaring energy costs and the cost-of-living crisis.

I am delighted to report that despite these challenges, we are projecting another successful year with projected increases in attendances across a number of service and activity areas:

- Active School participation with approximately a 25% increase;
- Free Swim and Gym holiday initiatives with a 37% increase;
- Swimming Lesson programme with approximately a 24% increase;
- Indoor Dryside Activities with approximately a 9% increase; and
- Overall Usage with approximately a 9% increase.

West Dunbartonshire Council (WDC) have already agreed a 20% saving to the WDLT Management Fee and although a number of budget savings have been identified, additional income through increased fees and charges for services is necessary to assist in achieving a balanced budget as is the proposed allocation of £621,288 from reserves.

We will continue to operate our popular Access to Leisure concessionary scheme providing around a 35% discount off a number of activities within leisure facilities; provide concessionary rates for eligible groups accessing community facilities; and provide juvenile rates for leisure facilities and outdoor facilities to support those in most need to continue to access facilities and services.

Although a balanced budget has been prepared for 2024/25 it is important to note that early discussions for the 2025/26 Management Fee will need to be undertaken as the current £621k gap that reserves will cover for this year will need to be addressed before considering any further management fee reductions moving forward. Through careful financial management, WDLT has managed over the years to generate funds for designating to a range of service improvements as well as a general reserve fund suitable for the cash flow and size of the organisation. However all excess reserves will be utilised in 2024/25.

WDLT's business plan for 2024-25 outlines the activities we will undertake to achieve our mission of **"Inspiring Active and Healthier Communities"** and is framed around our three strategic objectives: Health & Wellbeing Opportunities for All; a Thriving Not for Profit Charity; and Financial Sustainability.

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.

There is no doubt that West Dunbartonshire Leisure is in a good position to manage and overcome these challenges thanks to the support of our employees, customers, Board of Directors and West Dunbartonshire Council.

John Anderson
General Manager

Introduction

WDLT is a company limited by guarantee with charitable status and was incorporated in December 2011 and started trading in April 2012. WDLT is responsible for the strategic and operational management of the council's Sport and Leisure Facilities; Community Facilities; Outdoor Pitches & Bowling Greens (transferred to WDLT 3 April 2017); Sports Development; Active Schools; and the delivery of the Council's major Outdoor Events.

This Business Plan outlines the activity planned in the coming year and the financial budget required to deliver these services in 2024/25. This includes the level of Management Fee from WDC.

Trust Activity

WDLT proposes to deliver the following on behalf of the Council in 2024/25:

Sport & Leisure

The strategic and operational management of the Council's three wet and dry leisure centres, Vale of Leven Swimming Pool; the Meadow Centre; and Clydebank Leisure Centre.

Community Services

The strategic and operational management of the Council's Community Facilities (5); Theatre; Grass Pitches (16); Synthetic Pitches (3); Bowling Greens (2) Tennis Courts (3); and the new Athletics Track in Posties Park, Dumbarton.

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.

With the opening of the new Athletic Track at Posties Park we will work with athletic clubs to generate usage and programme opportunities for residents to participate in athletics.

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.

We will continue to work closely with the Council's Education department to investigate how best we can increase pupil physical activity participation

Major Outdoor Events

We will continue to deliver an annual programme of outdoor events for the Council. This Events Calendar includes the Loch Lomond Highland Games; the Scottish Pipe Band Championships; and a Firework Display.

In addition to delivering outdoor events for the Council, we also manage and deliver the Run Loch Lomond 10k & 5k Road Races.

Staffing

To deliver the vast array of services/programmes (**145.77 FTE**) employees (excluding casual workers/coaches/instructors) are required to be utilised by WDLT. The tables below provide a breakdown of the FTE for each service area

Business Development (13.66 FTE)	
Designation	FTE
General Manager	1
Business Development Coordinator	0.6
Development Officer	1.86
Customer Services & Support Officer	1
Information & Systems Officer	1
Training Officer	1
Live Active Officer	3
Clerical Assistants	4.2

Sport & Physical Activity (26.61 FTE)	
Designation	FTE
AS, Sport & Physical Activity Manager	1
Active Schools Coordinator	6
Sport & Physical Activity Coordinator Aquatics	1
Sport & Physical Activity Coordinator	2.9
Assistant Sport & Physical Activity Officer	1
Assistant Swimming Dev Officer	4
Lead Coach	5.25
Assistant Coach	5.46

Leisure Services (78.89 FTE)	
Designation	FTE
Senior Leisure Trust Officer	1
Leisure Facility Officer	1
Fitness Officer	2
Technical Officer	2
Duty Officer	8.4
Leisure Attendant	33.9
Fitness Attendant	8.83
Receptionist	11.96
Membership Advisor	0.08
General Operative	9.72

Community Services (26.61 FTE)	
Designation	FTE
Community Facilities Officer	1
Duty Officer	2
Facility Assistant	20.9
General Operative	2.71

Financial Budget 2024/25

To deliver the programme outlined above, with the resources as listed, WDLT forecasts the following financial requirements, however this position may require to be updated following the council's completion of the review of Community Facilities:

Management Fee

The following key adjustments have been applied to the calculation of the 2024/2025 Management Fee:

Key Adjustments

➤ Base Subsidy (Management Fee 2023/24)	£4,669,721
➤ Employee Costs (Additional Pay Award 2023/24)	£241,886
➤ Employee Costs Uplift 2024/25 (Estimated at 3%)	£156,706
➤ Reduction on Employer Pension Contribution	(£500,000)
➤ WDC Budget Saving (20%)	(£939,940)
➤ Draft Management Fee 2024/25	£3,658,373

This would represent a decrease in the management fee from the Council of £1,010,348 (approximately 22%) from 2023/24.

Income

	2023/24 Budget (£)	Proposed 2024/25 Budget (£)	Change in Budget (£)
Management Fee	4,668,721	3,658,373	-1,010,348
Customer Receipts	2,932,134	3,907,270	975,136
Grant Funding	381,095	281,927	-99,168
Income Total	7,981,950	7,847,570	-134,380

Expenditure

	2023/24 Budget (£)	Proposed 2024/25 Budget (£)	Change in Budget (£)
Expenditure Totals	8,290,147	8,468,858	178,711

A number of budget savings have been implemented within the accounts where possible to achieve the current anticipated budget expenditure including savings from the recently completed Active Schools and Sports Development restructure; the anticipated staff cost savings from the Community Facilities Review; and the decision to re-let Floor 1 at Clydebank Leisure Centre. Additional Income has also been built into the budget based on service charge increases; however, the Trust is still required to provide another one-off use of £621,288 of reserves to close the budget gap.

It is important to note that early discussions for the 2025/26 Management Fee will need to be undertaken as the current £621k gap that reserves will cover for this year will need to be addressed before considering any further management fee reductions.

Five Year Strategic Plan & Annual Delivery Plan

This Strategic Plan sets out our Strategic Objectives & Priorities for the next five years (2023 – 2028). It has been developed to provide a focus and strategic approach to ensure WDLT continues to maintain and develop services aiming to meet our Company Objects and compliment National Strategies and West Dunbartonshire’s Strategic Plan.

The following Infographic demonstrates how our Strategic Plan Objectives align with our Company Values and Missions Statement. We are an organisation that aspires to the highest standards in everything we do, and we adopt six core values, which will underpin how we deliver on our three strategic objectives and priorities to achieve our mission.



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The following table highlights our Strategic Priorities against our Objectives:

Objectives:	Health & Wellbeing Opportunities for All	A Thriving Not For Profit Charity	Financial Sustainability
Priorities:	Facilities Programmes Partnerships	People Profile Technology	Income Financial Resources Sound Governance

Our full Strategic Plan can be accessed [here](#)

WDLT have also developed a Delivery Plan for 2024/25 identifying the key actions we will undertake to assist achieve the Strategic Priorities within our Strategic Plan.

Key Performance Indicators

Following a review of the previous Key Performance Indicators (KPIs) with the Council's WDLT Partnership Officer, the following KPIs for 2024/25 have been agreed:

Strategic Priority – Health & Wellbeing Opportunities for All

Performance Indicator	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Target
CC1 Wet Activities (per 10,000)	3,047	3,535	3,794	3,908
CC2 Dry Activities (per 10,000)	3,810	4,981	5,438	5,521
Overall Usage	1,098,121	1,124,745	1,232,834	1,202,450
Individual Participants - All Memberships	10,781	12,236	14,500	15,000

Priority – Programmes

Performance Indicator	2021/22 Actual	2022/23 Actual	2023/24 Projected	2024/25 Target
% of local population who have been/are active participants in WDLT activities	New Indicator	New Indicator	22%	24.5%
Total No. H&F Members	4,698	5,774	6,000	6,600
No. of Learn to Swim Visits	66,266	93,334	116,490	120,000
No. of Community Sport Programme Visits	33,715	30,654	27,032	28,500
No. of Holiday Activity Visits	6,449	5,827	4,718	4,750*

* Reduction over the last two years due to the introduction of free access to holiday activities in 2022/23 via the Cost of Living Fund.

Priority – Partnerships

Performance Indicator	2021/22 Actual	2022/23 Actual	2022/23 Projected	2024/25 Target
Targeted Active Schools Participants - SIMD 1 & 2	588	472	800	1,000
Targeted Active Schools Participants – ASN	1,100	1,061	2,200	2,300
Total Targeted Active Schools Participants	1,038	2,414	3,000	3,300
% of Primary School Roll participating in Active Schools Sessions	8%	19%	33%	40%
% of Secondary School Roll participating in Active Schools Sessions	4%	3%	13%	18%
% of Total School Roll participating in Active Schools Sessions	6%	11%	24%	29%
No. Sports Clubs/Organisations linked to Schools	16	16	18	22
Free access to Holiday Activities	New Indicator	10,598	14,522	15,000

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Strategic Objective – A Thriving Not For Profit Charity

Priority – People

Performance Indicator	2021/22 Actual	2022/23 Actual	2022/23 Projected	2024/25 Target
Number of Workshops / Training Sessions / Courses delivered	448	523	570	600
No. of delivers for Active Schools Sessions	New Indicator	New Indicator	195	210

Priority – Profile

Performance Indicator	2021/22 Actual	2022/23 Actual	2022/23 Projected	2024/25 Target
MobilePro Club Hits	New Indicator	849,177	900,000	1,000,000
Social media posts that promotes opportunities; celebrates success and demonstrates impact the Trust delivers	New Indicator	New Indicator	800	1,000

Priority – Technology

Performance Indicator	2021/22 Actual	2022/23 Actual	2022/23 Projected	2024/25 Target
MobilePro Users	25,472	31,109	36,000	40,000
% of on-line customer transactions	New Indicator	New Indicator	15%	20%

Strategic Objective – Financial Sustainability

Priority – Income

Performance Indicator	2021/22 Actual	2022/23 Actual	2022/23 Projected	2024/25 Target
Income	£3,232,720	£3,548,448	£4,004,872	£4,189,197
Income Generated from Gym Use/Memberships	£687,372	£1,164,034	£1,545,560	£1,624,000
Income generated from Swimming Activities	£435,997	£710,619	£810,000	£884,500
Average Income Generated Per Hour (Community Centres)	£17.11	£11.70	£8.39	£16.32

Priority – Financial Resources

Performance Indicator	2021/22 Actual	2022/23 Actual	2022/23 Projected	2024/25 Target
% Income (Mgt Fee)	56.2%	55.8%	50%	46.6%
% Income (Receipts)	43.8%	44.2%	50%	53.4%
% of DD Gym Memberships sustained over a 12 Month period or more	80%	85%	85%	87%
Expenditure	£7,167,863	£8,122,237	£9,185,399	£8,468,858
Cost of Community Centres per Resident (87,790 population)	£8.78	£10.54	£11.33	£8.12
Cost per Visit (Mgt Fee)	£3.77	£3.98	£3.30	£2.96

Priority – Sound Governance

Performance Indicator	2021/22 Actual	2022/23 Actual	2022/23 Projected	2024/25 Target
Completion of all agreed recommendations following all Internal Audits	New Indicator	New Indicator	95%	100%
Achievement of Unqualified Accounts following the annual external audit	Unqualified Accounts	Unqualified Accounts	Unqualified Accounts	Unqualified Accounts

This document is also available in other languages, large print and audio format on request.

Arabic

هذه الوثيقة متاحة أيضا بلغات أخرى والأحرف الطباعية الكبيرة وبطريقة سمعية عند الطلب.

Hindi

अनुरोध पर यह दस्तावेज़ अन्य भाषाओं में, बड़े अक्षरों की छपाई और सुनने वाले माध्यम पर भी उपलब्ध है

Punjabi

ਇਹ ਦਸਤਾਵੇਜ਼ ਹੋਰ ਭਾਸ਼ਾਵਾਂ ਵਿਚ, ਵੱਡੇ ਅੱਖਰਾਂ ਵਿਚ ਅਤੇ ਆਡੀਓ ਟੇਪ 'ਤੇ ਰਿਕਾਰਡ ਹੋਇਆ ਵੀ ਮੰਗ ਕੇ ਲਿਆ ਜਾ ਸਕਦਾ ਹੈ।

Urdu

本文件也可應要求，製作成其他語文或特大字體版本，也可製作成錄音帶。

Chinese (Cantonese)

درخواست پر یہ دستاویز دیگر زبانوں میں، بڑے حروف کی چھپائی اور سننے والے ذرائع پر بھی میسر ہے۔

Polish

Dokument ten jest na życzenie udostępniany także w innych wersjach językowych, w dużym druku lub w formacie audio.



British Sign Language

BSL users can contact us via [contactSCOTLAND-BSL](https://www.scotlandscotland.gov.uk/contact-scotland-bsl), the on-line British Sign Language interpreting service.

☎ 01389 737527

✉ West Dunbartonshire Council, 16 Church Street, Dumbarton, G82 3PU

💻 communications@west-dunbarton.gov.uk



West Dunbartonshire Leisure Trust

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Main Street
Alexandria
G83 0NU

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Fax: 01389 751557

Email: leisureservicesadmin@west-dunbarton.gov.uk

Website: www.wdleisure.net

West Dunbartonshire Leisure is a recognised Scottish Charity: SC 042999;
VAT Registered: GB 129 7502; and Company Registered: SC 413707
delivering services on behalf of West Dunbartonshire Council

Assessment No	882	Owner	bkerr	
Resource	Transformation		Service/Establishment	CCCCF
	First Name	Surname	Job title	
Head Officer	John	Anderson	WDLT General Manager	
	(include job titles/organisation)			
Members	Bobby Kerr, Development Officer			
	<i>(Please note: the word 'policy' is used as shorthand for strategy policy function or financial decision)</i>			
Policy Title	WDLT Business Plan 2024/25			
	The aim, objective, purpose and intended outcome of policy			
	To clearly set out the financial and staffing resources required to deliver the key actions and performance indicators throughout 2024/25			
	Service/Partners/Stakeholders/service users involved in the development and/or implementation of policy.			
	Strategic Leadership Group. Potentially Convenors and Committee.			
Does the proposals involve the procurement of any goods or services?			Yes	
If yes please confirm that you have contacted our procurement services to discuss your requirements.			No	
SCREENING				
<i>You must indicate if there is any relevance to the four areas</i>				
Duty to eliminate discrimination (E), advance equal opportunities (A) or foster good relations (F)			Yes	
Relevance to Human Rights (HR)			Yes	
Relevance to Health Impacts (H)			Yes	
Relevance to Social Economic Impacts (SE)			Yes	
Who will be affected by this policy?				
WDC and WDLT staff, WDLT Service users and potential service users. By providing services on behalf of a public body (WDC) WDLT is a duty bearer in terms of Human Rights Act 1998, and is bound by the Public Sector Equality Duty, detailed in Section 149 of the Equality Act 2010, this means that WDLT must when providing services on behalf of the Council, must have due regard to: A) eliminating discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act; (b) advancing equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; (c) fostering good relations between persons who share a relevant protected characteristic and persons who do not share it.				
Who will be/has been involved in the consultation process?				
WDC / WDLT				

Please outline any particular need/barriers which equality groups may have in relation to this policy list evidence you are using to support this and whether there is any negative impact on particular groups.

	Needs	Evidence	Impact
Age	WDLT is covered by	The leisure centres	Positive, as well as
	the Public Service Equality Duty.	host a range of suitable classes for all ages from preschool football and beginner swimming lessons to 60+ tia chi and aqua aerobics classes. The centres are also well located in each of the main towns within West Dunbartonshire and opened from early morning to late in the evening.	ensuring access for all ages for exercise for mental and physical wellbeing, the centres offer vital local access 7 days per week. The impact, specifically for older and young people, is of huge benefit.
Cross Cutting	WDLT is covered by the Public Service Equality Duty. It is important that all WDLT staff are aware of the PSED and Human Rights Act and what they mean in practice. WDC has an equality outcome on increasing representation of underrepresented groups in participation, ensuring that venues and services are accessible supports this. It also includes offering other forms of exercise such as outdoor classes and community based classes.	Where people and communities are members of several disadvantaged groups this can multiply barriers and disadvantage Members of the WDLT have participated in EIA training and processes.	Service restart and redesign provides an excellent opportunities to embed Equalities and Human rights approaches for the benefit of staff and service users. New online training resources have been created by WDC and these are shared with WDLT staff
Disability	WDLT services must be accessible to disabled people, the duty is anticipatory. WDLT also has a duty to make reasonable adjustments for service users and staff.	WDLT have adopted a proactive approach in relation to accessibility of services for disabled people, and BSL users. Walkthrough videos have been produced for each of the 3 main leisure centres with audio and subtitles to assist customers.	Explicit recognition of the centrality of equality helps support accessible and inclusive service design and provision.

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Social & Economic Impact	<p>For people to participate in sport and physical activity, and all the services W.D.L.T. offer, resources need to be available in the area, and they need to be affordable and accessible.</p>	<p>WDLT is a significant Employer in the WD area. WDLT is a significant provider of services. The greatest focus on socio-economic status in sport and physical activity relates to health. Health research links poorer health and wellbeing, including lower levels of physical activity, to lower economic status.</p>	<p>There is explicit recognition of the need to have due regard to socioeconomic impacts of strategic decisions This supports the proper execution of this duty by the Council in its relationship with WDLT</p>
Sex	<p>WDLT is covered by the PSED.</p>	<p>In Scotland more men participate in sport than women. More men are members of sports clubs than women, and women often participate in different sports from men. Lower participation by women in sport begins at around 13 to 15 years old Evidence suggest that during lockdown, women have taken on the main burden of home schooling, opportunities for women to participate in physical activity are therefore more important than ever.</p>	<p>Providing services in an inclusive manner, will always be of benefit</p>

Gender Reassign	WDLT is covered by the PSED. Gender reassignment is a projected characteristic There is extensive and clear guidance from the EHRC on accessible services.	Some people who have re assigned or are re assigning their gender can face stigma accessing services.	Explicit recognition of the centrality of equality helps support accessible and inclusive service design and provision
Health	Health considerations cross cut with other protected groups and human rights	Mental and physical health are intertwined. Some groups have suffered increased disadvantage during the Covid 19 lockdowns.	Explicit recognition of Equality and Human rights as core considerations that cross cut in service design and delivery can improve inclusion.
Human Rights	WDLT is a Human Rights Duty bearer	Considering participation from a Human Rights perspective can help ensure an inclusive approach.	Ensuring that everyone can participate supports the exercise of peoples human rights.
Marriage & Civil Partnership	In terms of needs, this area cross cuts with sex and sexual orientation	Tends to cross cut with sex and sexual orientation, in terms of services provision and employment	No evidence available of likely differential impact around marriage and civil partnership
Pregnancy & Maternity	Staying active has health benefits	Cross cuts with sex.	Explicit recognition of the centrality of equality helps support accessible and inclusive service design and provision
Race	Staying active has health benefits	During lockdown evidence suggests that BAME groups have suffered worse health outcomes, including health outcomes.	As noted we have made health and safety for all as a priority

Religion and Belief	Staying active has health and mental benefits	This can cross cut with sex especially in the area of demand for women only services, therefore access to for example swimming for women only may often meeting needs around sex and religion and belief	Providing services in an inclusive manner will always be of benefit
Sexual Orientation	Staying active has health benefits	<p>Data on sports participation in Scotland indicates that lesbian, gay and bisexual participants are not significantly different from heterosexuals in activity levels.</p> <p>However, adults who identified as having an 'other' sexual orientation were significantly less likely to meet activity recommendations than the national average. It is important to treat these findings with caution however, due to anticipated under reporting of LGB people who are not 'out' within surveys.</p>	Providing services in an inclusive manner will always be of benefit

Actions
Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.
None identified
Will the impact of the policy be monitored and reported on an ongoing bases?
Yes
Q7 What is you recommendation for this policy?
Introduce
Please provide a meaningful summary of how you have reached the recommendation
The business plan has a stated commitment to equality and inclusion; participation is lower for some groups, women, disabled people and BAME people so explicit note of the centrality of equalities can help inform planning and practice.