



Supplementary Agenda

Corporate Services Committee

Date: Wednesday, 17 February 2021

Time: 10:00

Venue: Zoom Video Conference

Contact: Craig Stewart, Committee Officer
craig.stewart@west-dunbarton.gov.uk

Dear Member

ITEM TO FOLLOW

With reference to the agenda for the above Meeting of the Corporate Services Committee which was issued on 4 February 2021, I now attach for your attention a copy of the undernoted report which was not available for issue at that time.

Yours faithfully

JOYCE WHITE

Chief Executive

Note referred to:- /

Submit report by the Chief Officer – Citizen, Culture & Facilities providing an update on the West Dunbartonshire Leisure Trust Business Plan for 2021/22.

Distribution:-

Councillor Ian Dickson (Chair)
Councillor Jim Brown
Councillor Jim Finn
Councillor Diane Docherty
Councillor Daniel Lennie
Councillor Caroline McAllister
Councillor David McBride
Councillor Jonathan McColl
Councillor Iain McLaren (Vice Chair)
Councillor John Mooney
Councillor Lawrence O'Neill
Councillor Martin Rooney

All other Councillors for information

Chief Executive
Chief Officers

Date of issue: 11 February 2021

WEST DUNBARTONSHIRE COUNCIL

Report by Chief Officer for Citizen, Culture, and Facilities

Corporate Services Committee: 17 February 2020

Subject: West Dunbartonshire Leisure Trust Business Plan 2021/22

1. Purpose

- 1.1** The purpose of this report is to update members on the West Dunbartonshire Leisure Trust Business Plan for 2021/22.

2. Recommendations

- 2.1** It is recommended that Committee:
- approves the report and the efficiency options outlined;
 - approves the 2021/22 West Dunbartonshire Leisure Trust Business Plan;
 - agrees that the WDLT management fee set out in this report is included in the Council's 2021/22 revenue budget considerations for the March budget-setting meeting; and
 - recommends to Council that a letter of comfort is issued to the WDLT.

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, for

operation of 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 Citizen, Culture, and Facilities (CCF) who is the senior officer responsible for monitoring WDLT activity on behalf of the Council.
- 3.8** The 2020/21 Management fee was £3,800,212 and was agreed after WDLT undertook £327,000 of savings and efficiencies. These included £130,000 from: a review of the operating model for community facilities; various additional staffing efficiencies; and a projected increase in income targets.
- 3.9** During 2020/21 as a result of the Covid-19 pandemic WDLT has been forced to close all buildings and cease services on several significant occasions. As a result it has suffered an unprecedented loss of income estimated at approximately £2,500,000(*note - these figures do not take into consideration the further impact of the closures that commenced on 27 December 2020 and is currently ongoing*). This is predicted to lead to an annual accounts position anticipated to be between the break even point and a £75,000 surplus depending on activity between now and 31 March. This projection has been achieved by WDLT utilising the Job Retention Scheme; Business Support Grants; introducing a number of short-term and one-off efficiencies (worth £435,000) along with some long-term efficiencies (worth £69,000); as well as a one-off payment from the Council of £196,000 via the Scottish Government's Loss of Income Scheme. It should be noted that the Loss of Income scheme is directly dependent on the Barnett Consequentials from the similar scheme running in England and that the totality of this will not be finalised until the end of the financial year. It is possible that the allocation could vary either upwards or downwards as a result of the finalisation of the scheme. WDLT will not require any financial assistance from the Council during 2020/21.

4. Main Issues

- 4.1** Informal discussion took place between senior officers for the Council and WDLT pre-Covid to identify a number of efficiencies/management adjustments that could be made in 2021/22. Some of these are now no longer possible due to the impact of the pandemic. Having undertaken a review WDLT still plans to deliver approximately £200,000 of the efficiencies/management adjustments previously agreed. These will come from the completion of the review into Community Services; the completion of the review of the Trust's Management and operating structure; and a reduction in overtime levels.
- 4.2** The continued disruption caused by Covid-19 means the Trust is projecting approximately a 30% loss in income in 2021/22. This is based on services being able to reopen as normal for the majority of the financial year, but with restricted participation levels, and with a drop-off in participation caused by loss of members. To reduce the impact of this in the first instance the Trust is planning a one-off use of £600,000 of reserves, on the basis that it expects the position to improve significantly once operations are hopefully back to normal in 2022/23.
- 4.3** To further mitigate this WDLT can implement the following new efficiencies/management adjustments:

New Efficiencies Built into Expenditure Budget for 2021/22	Recurring £	One Off £
1) Voluntary Early/Flexible Retirements	18,000	0
2) Removal of a vacancy	13,000	0
3) Restructure of Sports Development and Active Schools teams	48,000	0
4) Removal of the non-statutory Early Years Nursery Programme	33,000	0
5) Reprogramming of Clydebank Main Pool into programmed lane swimming. This would be Mon-Fri from 7am until 1pm – only during term-time. The family teaching pool would be open 7am to 1pm for families. <i>(from 1 October 2021 this would be Mon-Fri from 7am until 4pm – only during term-time. The family teaching pool would be open 7am to 4pm for families.)</i>	60,000	0
6) Anticipated impact of Covid-19 on swimming pool provision in 2021/22 <i>(hours would return to normal from 1 October 2021)</i>	0	22,500
7) Operate only Profitable Community Sports Development Programmes	14,000	0
8) Essential Uniform Issue	0	15,000
9) Closure of Leisure Centres on 27 December	1,500	
	187,500	37,500
	225,000	

- 4.3.1** Efficiency 4 relates to the provision of a small scale nursery programme whereby each child attending a Council nursery receives one 30 minute physical activity session per year. Currently the Trust receives no income from Education for this activity, and it is not a statutory provision. Discussions with the Education service has identified that this is not a priority activity they would have new funding available to pay for moving forward.
- 4.3.2** Efficiency 6 takes account of the significant disruption anticipated in 2021/22 by the pandemic. This assumes that the swimming pools will be closed or only partially reopened during the first six months of the financial year. This draws on the experience of 2020/21 when even when the pools were allowed to re-open the Trust operated reduced hours. In practice, this could take the form of pool closures between the hours of 1pm and 4pm when the pools are at their quietest, and provide an opportunity for additional cleaning of the changing areas and poolsides. Agreeing such as measure would allow the Trust to plan and operate with reduced lifeguard shift patterns and reduced costs in the first half of the financial year. The Trust currently has a number of lifeguard vacancies so no employees would be affected by the proposal. The Trust has confirmed that the move would cause minimal disruption with users able to make use of the pools in mornings and/or evenings. Also it is recognised that swimming use dropped by more than 50% when pools re-opened after the lockdown in 2020, so this move is anticipated to be in line with public demand. Normal swimming pool hours would be planned to return from 1 October 2021 by which time we would hope pandemic restrictions will be removed.
- 4.4** The efficiencies and use of reserves would still leave a budget shortfall of £229,358 as illustrated below:

Projected Trust costs 2021/22	£
Operating and Expenditure Costs	-7,763,811
Additional operating costs linked to the transfer of new facilities – particularly Dalmonach Community Centre (see 4.8)	-100,000
Total Projected Costs	-7,863,811
Projected Trust income	
Draft Management Fee (this includes £200,000 of efficiencies/management adjustments referenced at 4.1)	3,879,689
Income (Customer Receipts)	2,564,600
Income (3 rd Party Funding & Misc)	365,164
Total Projected Income	6,809,453
Gap	1,054,358

Planned actions to close Gap:	
One off use of WDLT reserves (4.2)	600,000
WDLT new efficiencies (4.3)	225,000
Total value of planned actions	825,000
Remaining Projected 2021/22 WDLT Deficit	<u>-229,358</u>

4.5 These actions would see WDLT take steps to find solutions for £825,000 of the gap caused by Covid in 2021/22 – approximately 75%. In the spirit of partnership it is recommended by officers that the remaining deficit in 2021/22 is balanced by the Council. The current assumption within the Long Term Finance Strategy reported to November 2020 Council is that Council expects there to be additional Scottish Government funding linked to any ongoing financial implications of Covid-19 during 2021/22 – such as lost income payments or greater flexibilities in existing funding – which it would use to support the Trust to fund this remaining gap. Should such funding not be forthcoming then the WDLT financial position will require to be further considered at a future point by the Council. As noted at 3.9 above the position with regard to 2020/21 may change as the Loss of Income Scheme is finalised. This has potential to increase (or decrease) funding from this source, which could further improve the 2020/21 position and thereby allow the Trust to reduce the reported gap above.

4.6 Should the recommendation at 4.5 proceed as recommended then the Leisure Trust proposes to deliver the following in the coming year as per the Business Plan at Appendix 1.

Sport & Leisure

4.7 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.

We will continue to build customer confidence on returning to our three leisure centres via social media and the promotion of customer testimonials. We will work towards encouraging those members who during the pandemic cancelled their memberships to re-join and attract new members to assist us establish the same level of memberships prior to the outbreak of COVID-19.

Community Services

4.8 The strategic and operational management of the council's twelve Community Facilities; Theatre; outdoor grass (23) and synthetic pitches (3); and two outdoor Bowling Greens. The Trust will work with the Council to ensure the successful commissioning and operation of new facilities at Dalmonach (Community Centre); Postie's Park, Dumbarton (Athletics Track); the new pavilion in Old Kilpatrick; and Argyll Park, Vale of Leven (Tennis Courts). Most of these facilities are expected to transfer by 1 April 2021 or soon after.

Sports Development

4.9 The Sports Development team will focus 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. This will also include the development of a Football Strategy to enhance the football provision across the authority and assist increase the use of grass and synthetic pitches.

Active Schools

- 4.10** The Active Schools team will 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. This will include working closely with the Council's Educational Services team to increase pupil physical activity participation in Active Schools programmes which currently sits at 48% of the total school roll and in particular secondary school pupils.

Major Outdoor Events

- 4.11** Decisions as to whether large outdoor events can proceed throughout 2021/22 have still to be made, however should they proceed WDLT will continue to deliver an annual programme of outdoor events for the Council.

In addition to delivering outdoor events for the Council WDLT also manage and deliver the Loch Lomond 10k Road Race and for the first time a 5k Road Race will also be introduced should Covid restrictions allow.

Key Performance Indicators

- 4.12** 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 2021/22 Business Plan is included in Appendix 1.

Letter of Comfort

- 4.13** In 2020/21 the external auditor reviewing the annual accounts for the Leisure Trust requested a Letter of Comfort confirming the Council's ongoing financial support. This was in respect of the ongoing disruptions caused by Covid-19 to the Trust's income. In June 2020 Council agreed to provide such a Letter of Comfort. The Council remains committed to the Leisure Trust model, and in anticipation of a similar future request in 2021/22 from the auditors it is recommended that another letter of comfort is provided to the WDLT.

5. People Implications

- 5.1** There are no direct people implications for the Council from the recommendations of this report. Some of the efficiencies listed will have an implication on Leisure Trust employees through structural reviews. The scale of this is not reportable at this point until consultations with employees and trade unions have concluded and managers have a better understanding of those individuals looking to leave the Trust through Voluntary Early Retirement. The recent agreement between WDLT and the Council means that anyone displaced will be supported wherever possible with alternative offers of employment from the Council.

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 £3,879,689 in 2021/22. At this stage the Trust is projecting a financial deficit in 2021/22 – due to covid-19 expectations of £229,358.
- 6.2** It is assumed at this stage that there will be further Scottish Government funding available or allowed flexibilities available for 2021/22 to deal with Covid financial implications, and it is expected that the £229,358 shortfall in the WDLT budget will be covered by such further future funding.
- 6.3** Should such funding not be forthcoming then the WDLT financial position will require to be further considered at a future point by the Council. This could require the Council to find further funds from in-year savings, Council reserves or other means.
- 6.4** If agreed the WDLT management fee set out in this report will be included in the Council's 2021/22 revenue budget considerations for the March budget-setting meeting.
- 6.5** There are no procurement implications from this report.

7. Risk Analysis

- 7.1** There is a risk that Covid-19 disruption will have a greater impact on reduced income levels than currently forecast by WDLT. 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 2021/22.
- 7.2** There is a risk that some of the efficiencies outlined could lead to employee displacement within WDLT. This will be mitigated by VER, the fact a number of vacancies have been held during the pandemic disruption, and by the recent redeployment agreement with the Council.
- 7.3** There is a risk that the efficiency options in this report could prove unexpectedly disruptive to residents. This is mitigated by the fact that the majority of savings will not impact on front line service delivery, and those measures that do are at low usage or off peak parts of the service, or only planned to last for part of the year.

8. Equalities Impact Assessment (EIA)

- 8.1** An Equalities Impact Assessment (EIA) was undertaken on the efficiencies outlined in this report. This identified that the impacts would be minimal and that introduction was acceptable. The EIA is attached to this report as Appendix 2.

8.2 An EIA was undertaken on the 2021/22 Business Plan. This identified that 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. The EIA is attached to this report as Appendix 3.

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

Malcolm Bennie

Chief Officer – Citizen, Culture, and Facilities

Date: 11 February 2021

Person to Contact:	Malcolm Bennie, Chief Officer Citizen, Culture, and Facilities, Council Offices, Church Street, Dumbarton Email: malcolm.bennie@west-dunbarton.gov.uk
Appendices:	Appendix 1 - WDLT Business Plan 2021/22 Appendix 2 - EIA for WDLT Efficiency Options Appendix 3 - EIA for the WDLT Business Plan 2021/22
Background Papers:	None
Wards Affected:	All

BUSINESS PLAN

2021 - 2022



**“Inspiring Active
&
Healthier
Communities”**



CONTENTS

MESSAGE FROM THE GENERAL MANAGER 3

4 INTRODUCTION

TRUST ACTIVITY 4-5

5 STAFFING

FINANCIAL BUDGET 2021/22 6

7 THREE YEAR BUSINESS STRATEGY & ANNUAL DELIVERY PLAN

KEY PERFORMANCE INDICATORS 8-9

10 ACCESSIBILITY STATEMENT

MESSAGE FROM THE GENERAL MANAGER

2020/21 has been a challenging year with over 7 months of closure of facilities and services across our operations due to the COVID-19 pandemic. It is now hoped for the remaining couple of months of 2020/21 we will see customers returning to our services, although still having to follow strict measures and restrictions to ensure their and our employees safety.

Our priority for the coming financial year will be to ensure as many of our existing customers return as quickly as possible and we grow our business back to somewhere near where we were prior to the outbreak of the virus. This will be challenging due to the restricted numbers we will be permitted to allow access to ensure appropriate physical distancing is maintained. However with the recent announcement of vaccines being available from December it is anticipated that by the end of 2021/22 it will have been widely distributed across the country and physical distancing measures can either be reduced or removed completely.

With restricted numbers; the apparent lack of public's confidence to return to facilities; and unfortunately a large number of residents facing many financial difficulties due to the impact of COVID-19 our biggest challenge will be generating appropriate levels of income to offset required expenditure to deliver services. Therefore a number of targeted savings have been identified and where appropriate will be implemented to assist manage the projected reduction in the level of income that can be generated.

Active engagement with our employees, customers and external partners will remain essential to ensure service delivery continues to meet needs and expectations. Consultation will be vital to deliver focused programmes and initiatives that promote inclusiveness and positivity encouraging the adoption of a physically active lifestyle which is even more paramount at this time.

Although 2021/22 will be a challenging year with regards to dealing with the impact of COVID-19 and the financial implications that it will bring I am confident it will still bring many opportunities for West Dunbartonshire Leisure Trust to deliver on its Mission Statement of "Inspiring Active & Healthier Communities".

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 2021/22. This includes the level of Management Fee from WDC.

TRUST ACTIVITY

WDLT proposes to deliver the following on behalf of the Council in 2020/21:

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.

We will continue to build customer confidence on returning to our three leisure centres via social media and the promotion of customer testimonials. We will work towards encouraging those members who during the pandemic cancelled their memberships to re-join and attract new members to assist us establish as close to the same level of memberships prior to the outbreak of COVID-19.

Community Services

The strategic and operational management of the council's twelve Community Facilities; Theatre; outdoor grass pitches (23) and synthetic pitches (3); and two outdoor Bowling Greens.

We will work with the Council to ensure the successful commissioning and operation of new facilities at Dalmonach (Community Centre); and Postie's Park, Dumbarton (Athletics Track).

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.

As with our customers of our leisure centres we will continue to build customer confidence on returning to our programmes via social media and the promotion of customer testimonials. We will work towards encouraging those customers who during the pandemic either cancelled their memberships to re-join or who did not feel comfortable in returning to resume their previous levels of activity.

We will develop a Football Strategy to enhance our football provision across the authority and assist increase the use of the grass and synthetic pitches.

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 in Active Schools programmes including the use of more digital platforms due to the COVID-19 pandemic.

Major Outdoor Events

Decisions as to whether large outdoor events can proceed throughout 2021/22 has still to be made, however should they proceed we will continue to deliver an annual programme of outdoor events for the Council. This Events Calendar includes a Golf ProAm; the Scottish Pipe Band Championships; the Highland Games; Firework Displays; and Christmas Light Switch On events.

In addition to delivering outdoor events for the Council we also manage and deliver the Loch Lomond 10k Road Race and for the first time a 5k Road Race will also be introduced should Covid restrictions allow.

STAFFING

To deliver the vast array of services/programmes **124.79 FTE** employees (excluding casual workers/coaches/instructors and Sports Development and Active Schools due to a proposed review of these services) are required to be utilised by WDLT. The tables below provide a breakdown of the FTE for each service area.

Business Development (15.06 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	1.8
Live Active Officer	3
Admin Support Officer	4.8

Community Services (31.9 FTE)	
Designation	FTE
Community Facilities Officer	1
Duty Officer	2
Facility Assistant	26.19
General Operative	2.71

Leisure Services (77.83 FTE)	
Designation	FTE
Senior Leisure Trust Officer	1
Leisure Facility Officer	1
Fitness Officer	2
Technical Officer	2
Duty Officer	8.4
Leisure Attendant	29.63
Fitness Attendant	8.8
Activity Assistants	2.66
Cashier	12.24
Membership Advisor	0.23
General Operative	9.87

The above staffing structure (not including the Sports Development and Active Schools Teams) is **10.89FTE** less from the previous financial year.

FINANCIAL BUDGET 2021/22

To deliver the programme outlined above, with the resources as listed, WDLT forecasts the following financial requirements:

Management Fee

The following key adjustments were applied to the calculation of the 2021/2022 Management Fee:

	£
Base Subsidy (Management Fee 2020/21)	£3,800,212
Employee Costs Uplift	£111,517
Utilities Uplift	£67,960
One Off WDC Increase (due to COVID-19)	£229,358
Increased Mgt Fee for Additional Services	£100,000
Previously Agreed Efficiencies	(£200,000)
Draft Management Fee 2021/22	£4,109,047

This would represent an increase in the management fee from the Council of £308,835 (approximately 8%) from 2020/21.

INCOME	2020/21 Budget (£)	Proposed 21/22 Budget (£)	Change in Budget (£)
Management Fee	3,800,212	4,109,047	308,835
Customer Receipts	3,563,800	2,564,600	-999,200
Grant Funding	390,340	365,164	-25,176
Income Total	7,713,352	7,038,811	-715,542

EXPENDITURE	2020/21 Budget (£)	Proposed 21/22 Budget (£)	Change in Budget (£)
Expenditure Totals	7,713,352	7,638,811	-74,541

To achieve the Trust's financial budget for 2021/22 a range of activities are being progressed to reduce operating costs. This includes in the first instance the Trust providing a one-off use of £600,000 of reserves, on the basis that it expects the position on generating income to improve significantly once operations are hopefully back to normal in 2022/23; and the implementation of £225,000 of additional savings.

THREE YEAR BUSINESS STRATEGY & ANNUAL DELIVERY PLAN

This Business Strategy sets out our Strategic Objectives & what we want to achieve for the next three years (2020 - 2023). 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 Local Outcome Improvement Plan.

The following table highlights our Strategic Objectives and what we want to achieve:

Objectives:	Grow the Business	Improve Customer Experience	Financial Sustainability	Sound Governance
What We Want to Achieve:	Financial Re-investment Increased Participation Growth in Clydebank Leisure Centre Growth in Community Facilities & Outdoor Recreation Improved Marketing Healthy Lifestyles Effective Partnership Working	Excellent Customer Care Standards Effective Customer Consultation Equality of Access Provision of Equipment & Technology To be an Employer of Choice	Maximise Income Opportunities Maximise External Funding Opportunities Successful Control of Expenditure	Effective Policies and Procedures Measured Risk Management Proper Accountability & Scrutiny

Our full Business Strategy can be accessed [here](#)

WDLT have also developed a Delivery Plan for 2021/22 identifying the key actions we will undertake to assist achieve the Strategic Objectives within our Business Strategy.

Our Annual Delivery Plan for 2021/22 can be accessed [here](#)



KEY PERFORMANCE INDICATORS

Following a review of the previous Key Performance Indicators (KPIs) with the Council's WDLT Partnership Officer, the following KPIs for 2021/22 have been agreed:

Strategic Objective – Grow the Business

Performance Measure	2019/20 Actual	2020/21 Target	2021/22 Target
CC1 Wet Activities (per 10,000)	4,897	4,543	3,180
CC2 Dry Activities (per 10,000)	6,999	7,302	5,111
Overall Usage	1,554,502	1,673,350	1,171,345
Individual Participants All Memberships	21,750	25,000	25,000
Individual Participants Active Schools	6,221	6,800	4,600
Gym Memberships – Gold	New Indicator	4,000	2,950
Gym Memberships – Silver	New Indicator	115	90
Gym Memberships – Bronze	New Indicator	385	290
Gym Memberships – Total	New Indicator	4,500	3,330
% of DD Gym Memberships sustained over a 12 Month period or more	New Indicator	48%	40%
Occupancy Levels (Sports Halls)	New Indicator	40%	28%
Occupancy Levels (Community Centres)	New Indicator	34%	24%
Occupancy Levels (Fitness Classes)	New Indicator	54%	54%

Strategic Objective – Improve Customer Experience

Performance Measure	2019/20 Actual	2020/21 Target	2021/22 Target
Facebook Post Engagement	349,491	360,000	340,000
MobilePro Users	9,800	12,000	16,000



Strategic Objective – Financial Sustainability

Performance Measure	2019/20 Actual	2020/21 Target	2021/22 Target
Income	£3,836,172	£3,913,140	£2,929,764
Income Generated from Gym Memberships	New Indicator	£1,558,000	£1,100,000
Average Income Generated Per Hour (Community Centres)	New Indicator	£15.45	£10.10
% Income (Mgt Fee)	50.2%	49.3%	58.4%
% Income (Receipts)	49.8%	50.7%	41.6%
Expenditure	£7,715,001	£7,713,352	£7,638,811
Cost of Community Centres per Resident (89,130 population)	New Indicator	£8.71	£11.27
Cost per Visit (Mgt Fee)	£2.49	£2.27	£3.51

Most Performance Indicator Targets for 2021/22 are lower than the 2020/21 Targets and in some cases the 2019/20 Actuals, due to the impact of the COVID-19 pandemic.



ACCESSIBILITY STATEMENT

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 formie audio.



British Sign Language

BSL users can contact us via [contactSCOTLAND-BSL](https://www.scotland-bsl.com), the online 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

Alexandria Community Centre,
Main Street, Alexandria, G83 0NU

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

Email: **wslt-training@west-dunbarton.gov.uk**
www.wdleisure.net

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

AssessmentNo	309	Owner	bkerr
Resource	Transformation		Service/Establishment CCCF
	First Name	Surname	Job title
Head Officer	John	Anderson	WDLT General Manager
	(include job titles/organisation)		
Members	Fiona McGuigan, Senior Leisure Trust Officer, 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 Savings Options		
	The aim, objective, purpose and intended outcome of policy		
	To provide a more effective and efficient operation which would also assist provide an overall balanced budget.		
	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?			
The Leisure Trust has suffered a severe reduction in income over the past year due to the Covid-19 pandemic; however, it still has to ensure a balanced budget going forward. Following careful consideration and consultation, a number of savings have been proposed which will have the least impact on disadvantaged groups and employees whilst achieving the savings required. The Leisure Trust will continue to have a large range of programmes and resources to ensure a varied and high quality service for users.			
Who will be/has been involved in the consultation process?			
Managers and Strategic Leadership Group			
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 Public Service Equality Duty.	The leisure centres host a range of suitable classes for all ages from pre school football and	The impact will be minimal due to the vast resources of the Leisure Trust. As well as ensuring

		<p>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. The mini activators sessions in the Clydebank Leisure Centre are particularly popular with pre 5 children and attract a number of local nurseries and pre school groups.</p>	<p>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. The Leisure Trust is the largest provider of leisure activities in the area and will continue to offer a wide range of activities to suit all ages and abilities</p>	
Cross Cutting	<p>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.</p> <p>West Dunbartonshire Council and West Dunbartonshire Leisure Trust 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.</p>	<p>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 during the last year. The Leisure Trust has a pricing policy that will assist the organisation to deliver the financial goals as well as meeting the needs of all sections of the community by being fair and balanced. Prices for the vast majority of activities have been held for a number of years to ensure the service is affordable, competitive as well as offering good</p>	<p>Service restart and redesign provides an excellent opportunities to embed Equalities and Human rights approaches for the benefit of staff and service users. There are no barriers to participating in any activity offered by the Leisure Trust</p>	

		value for money		
Disability	<p>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</p>	<p>WDLT have adopted a proactive approach in relation to accessibility of services for disabled people, and BSL users. Walkthrough videos currently being produced for each of the 3 main leisure centre with audio and subtitles. The centres are used by a number of disabled users. A number of successful programme are available for disabled users including swimming lessons. The Leisure Trust has an officer who has responsibilities for programming disabled activities and an officer who links with the ASN School within West Dunbartonshire.</p>	<p>Explicit recognition of the centrality of equality helps support accessible and inclusive service design and provision. The savings options proposed will have a minimal impact on the programmes delivered for disabled users.</p>	
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 West Dunbartonshire Leisure Trust. The savings options proposed will have a minimal impact on the programmes delivered for disadvantaged users.</p>	
Sex	WDLT is covered by the PSED.	In Scotland more men participate in	Providing services in an inclusive manner,	

		<p>sport than women.</p> <p>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</p> <p>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>will always be of benefit.</p>	
Gender Reassign	<p>WDLT is covered by the PSED. Gender reassignment is a projected characteristic There is extensive and clear guidance from the EHRC on accessible services</p>	<p>Some people who have re assigned or are re assigning their gender can face stigma accessing services.</p>	<p>Explicit recognition of the centrality of equality helps support accessible and inclusive service design and provision.</p>	
Health	<p>Health considerations cross cut with other protected groups and human rights</p>	<p>Mental and physical health are intertwined. Some groups have suffered increased disadvantage during the Covid 19 lockdowns. The leisure centres operate 7 days per week from early morning to late at night. The Sports Development section utilises community based facilities. The Active Schools service works closely with both primary and</p>	<p>Explicit recognition of Equality and Human rights as core considerations that cross cut in service design and delivery can improve inclusion. The Leisure Trust is the largest provider of leisure activities in the area and will continue to offer a wide range of activities to suit all ages and abilities Proposed will have a minimal impact on the programmes delivered for</p>	

		secondary schools.	disabled users.	
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. The Leisure Trust has a range of policies designed to ensure there is no discrimination of any kind.	As noted we have made health and safety for all a priority. The savings options proposed do not impact on the programmes delivered for disadvantaged users.	
Religion and Belief	Staying active has health 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. The Leisure Trust has a range of policies designed to ensure there is no discrimination of any kind.	Providing services in an inclusive manner will always be of benefit. The savings options proposed do not impact on the programmes delivered for disadvantaged users.	
Sexual Orientation	Staying active has health benefits	Data on sports participation in Scotland indicates that lesbian, gay and	Providing services in an inclusive manner will always be of benefit. The savings	

		<p>bisexual participants are not significantly different from heterosexuals in activity levels. 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. The Leisure Trust has a range of policies designed to ensure there is no discrimination of any kind.</p>	<p>options proposed do not impact on the programmes delivered for disadvantaged users.</p>
--	--	---	--

Actions

Policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

W.D.L.T. has considered carefully the impact the proposed savings may have on a variety of groups who use the facilities. The main saving in the Clydebank Leisure Centre will be the programme change in the swimming pool by restricting the pool to lane only swimming Monday to Friday during the day and during term. The Leisure Trust has a sophisticated management information system and can track usage from those with a membership of the service who are the majority of users during the day Monday to Friday. The information gathered has provided the Trust with a breakdown of usage and usage patterns at hourly intervals and it shows that the morning pattern of usage from 7.00am to 1.00pm is largely lane swimmers and families with very small children. The lane swimmers should in fact see a benefit as all 6 lanes will now be available for lane swimming instead of 2 lanes at these times. The centre will accommodate pre booked sessions for protected group. Other users will still be able to enjoy the family training pool which is unaffected. The training pool has an accessible pool hoist to enable those with physical disabilities to enter the pool. The Aqua Aerobics class which is programmed several times per week has a regular attendance of over 40 mainly older women and will be unaffected. W.D.L.T. has protected the most popular times for the majority of casual swimmers. For example evening times and weekends are unaffected where most children and families with older children enjoy the facilities.

Will the impact of the policy be monitored and reported on an ongoing bases?

Yes
Q7 What is your recommendation for this policy?
Introduce
Please provide a meaningful summary of how you have reached the recommendation
<p>W.D.L.T. don't anticipate any major effect on protected groups and where possible it will accommodate pre booked sessions by utilising staff from other areas within the centre. The savings proposed are crucial for W.D.L.T. to ensure it balances its budget and maintains a sustainable service for the Council. W.D.L.T. has given careful consideration to the proposed savings and has rejected the easy option of raising prices to increase income for the forthcoming year. Due to the impact of COVID pandemic the Leisure Trust anticipates a gradual return to growth within swimming pools over the first half of the financial year and will look to re-instate a full pool programme</p>

AssessmentNo	303	Owner	bkerr	
Resource	Transformation		Service/Establishment	CCCF
	First Name	Surname	Job title	
Head Officer	John	Anderson	WDLT General Manager	
	(include job titles/organisation)			
Members	Fiona McGuigan, Senior Leisure Trust Officer, 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 2020/21			
	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 2020/21			
	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 pre school 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 during the last year.	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.

<p>Social & Economic Impact</p>	<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>
<p>Sex</p>	<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>
<p>Gender Reassign</p>	<p>WDLT is covered by the PSED. Gender reassignment is a projected characteristic There is extensive and clear guidance from the EHRC on accessible services.</p>	<p>Some people who have re assigned or are re assigning their gender can face stigma accessing services.</p>	<p>Explicit recognition of the centrality of equality helps support accessible and inclusive service design and provision</p>

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	Data on sports participation in Scotland indicates that lesbian, gay and bisexual participants are not significantly different from heterosexuals in activity levels.	Providing services in an inclusive manner will always be of benefit

		<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>	
--	--	---	--

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 basis?

Yes

Q7 What is your 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.