

WEST DUNBARTONSHIRE COUNCIL

Report by Strategic Lead – Communication, Culture, Communities & Facilities

Corporate Services Committee: 13 November 2019

Subject: Annual Performance of West Dunbartonshire Leisure Trust for year to 31 March 2019

1. Purpose

- 1.1** The purpose of this report is to present to Members the annual performance of West Dunbartonshire Leisure Trust (the Trust) during the period 01 April 2018 to 31 March 2019.

2. Recommendations

- 2.1** The Committee is asked to note the contents of this report.

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. In 2018/19 the management fee paid to the Trust was £3.897m.
- 3.6** Council Officers work closely with the Trust to ensure that the organisation delivers services in line with the Council expectations. A variety of Performance Indicators have been agreed between the Leisure Trust and the Council. These cover issues such as participation, customer experience, online engagement, and financial performance. These are reported on by the Trust in their Annual Report.
- 3.7** All Scottish Charities (Trusts) are required by law to prepare annual accounts and submit these to Companies House and to the Office of the Scottish Charity Regulator (OSCR). West Dunbartonshire Leisure Trust complies with this requirement and their audited accounts are submitted accordingly. A copy of the accounts can be found within the Trust's 2018/19 Annual Report (as attached as Appendix 1) and also available to download from the Council's website.
- 3.8** This report is presented to Committee on behalf of WDLT by the Strategic Lead for Communications, Culture, Communities and Facilities (CCCF). The Strategic Lead for CCCF was recently appointed as the senior officer responsible for monitoring WDLT activity on behalf of the Council.

4. Main Issues

Performance Review: April 2018 to March 2019

- 4.1** Annual Performance of the Leisure Trust has been measured against the Strategic Outcomes and associated priorities outlined on pages 7 – 9 of WDLT's Annual Report (Appendix 1). Examples include:
- i) Refurbished the gyms at the Meadow Centre and Vale Pool including a full replacement of CV (Cardio Vascular) equipment at a cost of over £198k;
 - ii) Secured £20,000 for a residential disability sports camp in partnership with Dunbartonshire Disability Sports Club;
 - iii) Achieved 12% increase in health & fitness activities;
 - iv) Delivered the Vitality Programme in care homes resulting in 3,840 attendances;
 - v) Installed a self-service kiosk at the Meadow Centre, resulting in all three main sites now having this facility

- vi) Played a key role in the development of the £3.87M Clydebank Community Sports Hub facility that opened in December 2018;

4.2 In addition, the Trust's delivery of services is measured against a range of performance indicators agreed with the Council.

Overall, the indicators for 2018/19 show positive performance by the Leisure Trust with 76% of Indicators showing that targets have been exceeded however there were 6 Indicators (24%) where targets were not met. A few examples are outlined below however all the indicators can be seen on pages 11-13 of the aforementioned Annual Report.

4.2.1 The two Indicators shown here are Statutory Performance Indicators which are reported to Audit Scotland each year.

a) CC1 Wet Activities

	Target	Actual	Variance
Overall Usage	435,000	391,368	-43,632
Per 1,000 Population	4,855	4,368	-487

Comparison to Last Year:	2017/18	2018/19	Variance
Overall Usage	416,555	391,368	-25,187
Per 1,000 Population	4,650	4,368	-282

Year on Year:	2014/15	2015/16	2016/17	2017/18	2018/19	5 Year Ave.
Overall Usage	371,128	380,644	370,597	416,555	391,368	386,058
Per 1,000 Population	4,107	4,213	4,136	4,650	4,368	4,295

Comments:

- 10% short of target and a 6% decrease from last year.
- When the 2018/19 figure is compared to the average for the previous 5 years it represents a 1.4% increase.
- Swimming attendances at Clydebank Leisure Centre fell following the huge increase in the centre's first 18 months of trading. Attendances were lower by 19% however both the Meadow Centre and Vale of Leven Swimming Pool saw increases. The Meadow Centre increased by 4.5% and the Vale of Leven Swimming Pool by 0.6% over the year. The Learn to Swim scheme saw an increase of 2% compared to the previous year.

b) CC2 Dry Activities

	Target	Actual	Variance
Overall Usage	565,000	638,342	73,342
Per 1,000 Population	6,307	7,014	707

Comparison to Last Year:	2017/18	2018/19	Variance
Overall Usage	555,238	638,342	83,104
Per 1,000 Population	6,198	7,014	816

Year on Year:	2014/15	2015/16	2016/17	2017/18	2018/19	5 Year Ave.
Overall Usage	448,727	436,302	410,038	555,238	638,342	497,729
Per 1,000 Population	4,966	4,829	4,577	6,198	7,014	5,517

Comments:

- 13% ahead of target and a 15% increase from last year
- When the 2018/19 figure is compared to the average for the previous 5 years it represents a 28% increase.
- Gym attendances at all three leisure centres were very similar to the previous year. Usage in the sports halls at the Meadow Centre and Clydebank Leisure Centre increased by 18%.
- The biggest growth in dryside attendances came from the group fitness class programme where a 20% increase was recorded. Both the Sports Development and Active Schools services which are held in the facilities also recorded increases in attendances.

4.2.2 Overall Usage

	Target	Actual	Variance
Overall Usage	1,525,403	1,565,890	40,487

Comparison to Last Year:	2017/18	2018/19	Variance
Overall Usage	1,457,453	1,565,890	108,437

Year on Year:	2014/15	2015/16	2016/17	2017/18	2018/19	5 Year Ave.
Overall Usage	1,226,732	1,230,468	1,187,614	1,457,453	1,565,890	1,333,631

Comments:

- 2.7% ahead of target and a 7.4% increase from last year
- When the 2018/19 figure is compared to the average for the previous 5 years it represents an increase of 17.4% .
- Attendances within the three main leisure centres experienced growth of 4.9% overall. Individually the Clydebank Leisure Centre increased by 2.2%, the Meadow Centre by 8.3% and the Vale of Leven Swimming Pool by 5%.

- The use of Community Facilities within Clydebank increased slightly however within Dumbarton and Alexandria areas the centres experienced a slight decrease in use.
- The Sport Development service overall experienced a slight decrease of 1.2% despite attendances within the leisure centres increasing however the Active Schools service experienced an increase in participation of 8.1%. Usage of Outdoor Recreation Pitches increased by 17.1%

4.2.3 Staff Absence. The tables below show days lost per Full Time Equivalent employee.

Staff Absence	Target	Actual	Variance
2018/19	7.00	10.55	3.55

	2017/18	2018/19	Variance
Comparison to Last Year	8.42	10.55	2.13

	2014/15	2015/16	2016/17	2017/18	2018/19	5 Year Ave.
Year on Year:	12.83	8.60	7.58	8.42	10.55	9.60

Comments

- Absence is recorded as a 25% increase from last year.
- When the 2018/19 figure is compared to the average for the previous 5 years it represents a 9.9% increase.
- Ninety-nine (99) staff out of 216 employees had 100% attendance during the financial year 2018/19.
- The majority of absence is predominantly long-term and actions in line with the Attendance Management Policy are ongoing in order to promote improved attendance.

4.3 Financial monitoring of the Trust's performance takes place at regular monitoring meetings held between Council officers and Trust management. Financial performance is evaluated by analysing income and expenditure information as compared against the agreed budgets.

Income

4.3.1 The budgeted income target for the Leisure Trust in 2018/19 was £3,525,550. The actual Income achieved was £3,761,055 therefore the Trust achieved £235,505 income over budget. This improved performance was due mainly to increased membership sales across the 3 main sites and the success of the increased swimming lesson programme which included a Direct Debit subscription scheme.

Expenditure

4.3.2 The Trust had a budgeted expenditure figure of £7,423,270 for 2018/19 however actual expenditure outturned at £7,485,415. The increased expenditure was mainly due to additional staffing costs.

Surplus

4.3.3 Given the overachievement of income, less the increased expenditure and some accountancy adjustments, a resulting surplus balance of £159k was achieved for the financial year 2018/19. This sum was allocated into designated funds for future expenditure on equipment replacement and service improvements.

Further detail of the Leisure Trust's financial performance for 2018/19 is shown at pages 17-19 of the Leisure Trust's Annual Report - a copy of which is attached as Appendix 1 of this report and is also available to download from the Council's website.

- 4.4 This concludes the review of activity in 2018/19. The next annual review, which will be for 2019/20 will be presented to Committee approximately 12 months from now.
- 4.5 With regards to activity planned for 2020/21, this will come before Corporate Services Committee in February 2020 when the Trust brings forward its annual Business Plan for approval. This plan will set out what activity it will deliver on behalf of the Council based on its funding commitment for 2020/21, the views of the Trust Board, and discussions with senior Council officers.

5. Options Appraisal

5.1 No options appraisal was required for this report.

6. People Implications

6.1 There are no people implications relating to this report.

7. Financial and Procurement Implications

- 7.1 The Trust is paid a Management Fee for delivery of the Services through an annual Funding Commitment from the Council. The Funding Commitment is identified from an annual Delivery Plan that both the Trust and Council agree, and which sets out the resources required by the Trust to deliver the Services.
- 7.2 The Trust Management Fee for 2018/2019 was agreed at £3,897,720. There was no capital allocation to the Trust for 2018/19.
- 7.3 Financial monitoring to date indicates that the Trust's financial performance is in line with the agreed Funding Commitment and this is supported by the Trust's independently Audited Accounts.

8. Risk

- 8.1** There is a risk that performance of the Trust may decline due to a number of factors, many external. Adequate monitoring and scrutiny by the Council ensures that performance issues are identified early and, where possible, actions are put into place to mitigate risk.
- 8.2** There is a risk that performance monitoring of the Trust is undermined by an inadequate suite of Performance Indicators. This has been mitigated against by undertaking regular review of PIs. The next review will feed into the annual Business Plan for the Trust which will be brought for approval to Committee in February 2020.

9. Equalities Impact Assessment (EIA)

- 9.1** An equalities impact assessment is not appropriate as this report is a performance review of West Dunbartonshire Leisure Trust.

10. Consultation

- 10.1** The General Manager of the Leisure Trust has been consulted in relation to this report.
- 10.2** Council Legal, Financial and Procurement officers have been consulted in relation to this report.

11. Strategic Assessment

- 11.1** This report supports the following strategic priorities:
- Efficient and effective frontline services that improve the everyday lives of residents
 - Supported individuals, families and carers living independently and with dignity

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Date: 10 October 2019

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Appendices: West Dunbartonshire Leisure Trust Annual Report 2018/19
<http://www.west-dunbarton.gov.uk/leisure-parks-events/west-dunbartonshire-leisure/about-west-dunbartonshire-leisure/wdl-annual-reports/>

Background Papers: None

Wards Affected: All