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**West Dunbartonshire Leisure Trust  
(Company Limited by Guarantee)**



**Annual Report  
and Financial Statements  
for the year ended 31 March 2021**

Company Number: SC413707  
Charity Number: SC042999

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## Introduction from the Chair

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It is a great pleasure as the new Chair to introduce our ninth Report of the Trustees as part of the organisation's Annual Report for the year 2020/21. I would like to thank our previous Chair, Charlie Gibson for his contribution in leading the organisation during the initial outbreak of the COVID pandemic and the months leading up to our first reopening of our services in September 2020.

The emergence of the COVID-19 virus has been the biggest global challenge that humanity has faced for generations. Internationally, we have seen people and governments across the globe face similar challenges and choices. This has been a period of time that none of us could have imagined but with the support and assistance of the Council; our partners within the industry; and our workforce we have successfully and safely reopened our services not just once but on two occasions following sustained periods of lockdown.

Although our facilities were closed for large periods throughout 2020/21 we have and continue to support the Council in the largest vaccination programme in the country's history. We have established three COVID-19 Vaccination Centres in Alexandria, Dumbarton and Clydebank to enable NHS employees to deliver vaccines to our residents. We have also initially provided support staff to assist at these centres. In addition to these three vaccination centres we have also provided facilities for the purpose of carrying out COVID-19 Tests for our residents.

Even with approximately 9/10 months of closures during 2020/21, resulting in huge losses of income, the Trust can still report that despite the COVID-19 pandemic we have still realised a surplus of funds for the year. This surplus is made up from two Loss of Income Grants received from West Dunbartonshire Council totalling £434k; the opportunity to obtain funds from the Government's Coronavirus Job Retention Scheme; and a number of savings made due to the imposed extended closure of our services. However these surplus funds are required to be utilised to balance the budget in 2021/22 and offset the anticipated downturn in customer income during our recovery period of the business.

Moving forward, in these challenging times, we will be tested in our ability to evolve, to continually mould and reshape our approach in order to meet the many challenges we will face including customer expectations. We have already seen a move towards a more digital and on-line approach with regards to bookings and payments which has been successful. We have a strong "Inspiring Active & Healthier Communities" Mission Statement, one which we will continue to embrace and commit to over the coming years.

I would like to take this opportunity to thank everyone who has contributed and assisted WDLT during the past year: our Trustees, management, staff, volunteers, funders and partners and in particular West Dunbartonshire Council.

We aim to put the customer at the heart of everything we do. Therefore the final thanks must go to our valued customers, not only have you supported us throughout the past challenging year, but you have also been patient and supportive of the measures we have had to implement to ensure the safety of our staff and others using our services.

Although we continue to work under restrictions I am sure we are now in a better position with the roll out of the vaccine that we can now concentrate on remaining open and providing much needed facilities and services to the residents of West Dunbartonshire.

William Hendrie  
Chair of West Dunbartonshire Leisure Trust

## Report and Financial Statements for the Year Ended 31 March 2021

### Reference and Administrative Details

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Trustees (Directors):

Provost William Hendrie (Chair)  
David Marshall (Vice Chair)  
David McBride  
Anthony Waclawski  
David Smith  
Charles Gibson  
Cllr James Finn  
Tony Dempster (Employee Representative)

General Manager: John Anderson

Company Secretary: Fiona McGuigan

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

Charity Number: SC042999

Company Number: SC413707

Independent Auditors: Wylie & Bisset (Audit) Limited  
168 Bath Street  
Glasgow  
G2 4TP

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

## Report of the Trustees for the Year Ended 31 March 2021

The Trustees present their annual report and financial statements of the charity for the year ended 31 March 2021.

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

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

## Our Objects, Mission & Values

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### Our Charity Objects

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

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

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

### Mission Statement

“ Inspiring Active  
&  
Healthier  
Communities ”

## Report of the Trustees for the Year Ended 31 March 2021

### Values

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

<b>Empowerment</b>	..... by encouraging and helping you achieve your potential;
<b>Excellence</b>	..... by striving to be better at everything we do;
<b>Inclusiveness</b>	..... by removing barriers to participation;
<b>Innovation</b>	..... by developing new ways to offer a fun and inspirational customer experience;
<b>Partnerships</b>	..... by working with others towards shared goals and objectives; and
<b>Reliability</b>	..... by ensuring we deliver on, and exceed our promises to our customers, staff and partners.

## Report of the Trustees for the Year Ended 31 March 2021

### Our Services

#### **3 Leisure Centres**

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

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

#### **12 Community Facilities**

A range of Community Facilities based within three Cluster Areas:

Clydebank  
Dumbarton; and  
Alexandria

#### **1 Entertainment Theatre**

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

#### **46 Outdoor Pitches & Pavilions**

3 Synthetic Pitches  
28 Grass Pitches  
11 Changing Pavilions  
2 Outdoor Bowling Greens & Pavilions

#### **Sports Development**

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

#### **Active Schools**

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

#### **6 Training Courses**

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

#### **8 Outdoor Events**

ProAm Golf  
Loch Lomond 10K Road Race  
Loch Lomond Highland Games  
Scottish Pipe Band Championships  
Fire Work Displays (2)  
Christmas Lights Switch On Events (2)

## Report of the Trustees for the Year Ended 31 March 2021

### Our Key Achievements

Following the outbreak of COVID-19 and the forced closure of our facilities and services from 20 March until 14 September 2020 and a subsequent three week closure at the end of November before closing once again from 26 December and not reopening again during 2020/21 saw huge reductions in attendances; the failure to achieve a number of our Performance Indicators; and being unable to successfully deliver a number of our Business Strategy priorities.

#### Overall Attendances

Overall attendances dropped by 87% from the previous year to only 201,229.

Services	2016/17	2017/18	2018/19	2019/20	2020/21	Variation from 2019/20
Leisure Centres	614,348	770,835	809,274	807,777	68,399	-91.5%
Community Facilities	234,079	247,204	298,851	305,273	74,624	-75.5%
Sports Development	224,457	248,321	245,336	243,469	17,383	-92.8%
Active Schools	114,730	128,703	139,311	123,511	0	-100%
Outdoor Recreation	-	62,390	73,118	74,472	40,823	-45.2%
<b>Totals</b>	<b>1,187,614</b>	<b>1,457,453</b>	<b>1,565,890</b>	<b>1,554,502</b>	<b>201,229</b>	<b>-87%</b>

#### Performance Indicators

Strategic Outcome – Grow the Business

Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Actual	On Target	Comments
CC1 Wet Activities. No. of attendances per 1,000 population for pools	4,368	4,387	4,566	399	↓	91% short of target and decrease from last year.
CC2 Dry Activities. No. of attendances per 1,000 population for indoor sports & leisure	7,014	6,999	7,340	601	↓	92% short of target and a 91% decrease from last year.
Overall Usage	1,565,890	1,554,502	1,673,350	201,229	↓	88% short of target and a 87% decrease from last year.

## Report of the Trustees for the Year Ended 31 March 2021

Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Actual	On Target	Comments
Individual Participants (All Memberships / Subscriptions)	21,437	21,750	25,000	7,598		70% short of target and a 65% decrease from last year
Individual Participants (Active Schools)	6,032	6,221	6,800	625		91% short of target and a 90% decrease from last year
DD Memberships Gold	New Indicator		4,000	1,542		61% below target
DD Memberships Silver	New Indicator		115	61		47% below target
DD Memberships Bronze	New Indicator		385	206		46% below target
DD Memberships Total	New Indicator		4,500	1,809		60% below target
% of DD Gym Memberships sustained over a 12 Month period	New Indicator		48%	72%		24% above target
Occupancy Levels – Sports Halls	New Indicator		40%	6%		34% below target
Occupancy Levels – Community Centres	New Indicator		34%	17%		17% below target
Occupancy Levels – Fitness Classes	New Indicator		56%	79%		23% above target

### Strategic Outcome – Improve Customer Experience

Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Actual	On Target	Comments
Facebook Post Engagement	330,478	349,491	360,000	<b>195,063</b>		46% below target and a 44% decrease from last year
Mobile Pro Users	6,480	9,800	12,000	<b>15,987</b>		33% ahead of target and a 63% increase from last year

## Report of the Trustees for the Year Ended 31 March 2021

### Strategic Outcome – Financial Sustainability

Indicator	2018/19 Actual	2019/20 Actual	2020/21 Target	2020/21 Actual	On Target	Comments
Income	£3,733,906	£3,808,730	£3,893,140	<b>£3,749,907</b>		3.7% below target and a 1.5% decrease from last year
Income Generated from Gym Memberships	New Indicator		£1,558,00	<b>£202,424</b>		87% below target
Average Income Generated Per Hour (Community Centres)	New Indicator		£14.04	<b>£7.03</b>		50% below target
% Income (Mgt Fee)	50.0%	50.2%	49%	<b>56.2%</b>		7.2% below target and a 6% decrease from last year
% Income (Customer Receipts)	50.0%	49.8%	51%	<b>43.8%</b>		7.2% below target and a 6% decrease from last year
Cost Per Visit (Mgt Fee)	£2.42	£2.49	£2.27	<b>£18.89</b>		732% above target and a 65% increase from last year
Expenditure	£7,499,141	£7,715,001	£7,713,352	<b>£6,516,841</b>		15.1% above target and a 15.5% reduction from last year
Cost of Community Centres per Resident (89,590 population)	New Indicator		£8.72	<b>£7.24</b>		17% below target

## Report of the Trustees for the Year Ended 31 March 2021

### 1<sup>st</sup> Year: Business Strategy 2020 - 2023

<b>SO1: Grow the Business</b> We will build on our previous successes and maximise new opportunities to increase our business. Over the next three years we will set out to achieve the following:		
What We Want to Achieve	Our success will be measured if by 2023, we have:	1 <sup>st</sup> Year Performance
<b>Financial Re-investment</b>	<ul style="list-style-type: none"> <li>• <b>£200k</b> surplus funds invested back into our services and projects</li> </ul>	<ul style="list-style-type: none"> <li>• Only one project (£11,763) was delivered in 2020/21 due to COVID Lockdown.</li> </ul>
<b>Increase Participation</b>	<ul style="list-style-type: none"> <li>• increased overall attendances by a minimum of <b>15%</b>; and</li> <li>• increased the number of individual participants by a minimum of <b>10%</b></li> </ul>	<ul style="list-style-type: none"> <li>• Overall due to COVID Lockdown there has been a <b>87% reduction</b> in attendances from last year. This reduction has been made up from a 92% in within Leisure Centres; a 76% reduction in Community Facilities; a 45% reduction in Outdoor Recreation; a 93% reduction in Sports Development ; and a 100% reduction in Active Schools</li> <li>• Again due to COVID Lockdown we have seen a 65% reduction throughput 2020/21.</li> </ul>
<b>Growth in Clydebank Leisure Centre</b>	<ul style="list-style-type: none"> <li>• Attracted an additional 1,000 Direct Debit members; and</li> <li>• Increased overall attendances by a minimum of 20%</li> </ul>	<ul style="list-style-type: none"> <li>• Due to COVID Lockdown Clydebank Leisure Centre has seen a loss of 828 DD members throughout 2020/21, even though for the majority of the year DD memberships were frozen</li> <li>• Due to COVID Lockdown Clydebank Leisure Centre has seen a 93% reduction in attendances from last year</li> </ul>
<b>Growth in Community Facilities &amp; Outdoor Recreation</b>	<ul style="list-style-type: none"> <li>• Increased Community Facilities attendances by a minimum of <b>7.5%</b>; and</li> <li>• Increased Outdoor Recreation attendances by a minimum of <b>35%</b></li> </ul>	<ul style="list-style-type: none"> <li>• Due to COVID Lockdown Community Facilities have seen a 74% reduction in attendance from last year</li> <li>• Due to COVID Lockdown Community Facilities have seen a 45% reduction in attendance from last year</li> </ul>
<b>Improved Marketing</b>	<ul style="list-style-type: none"> <li>• Increased our organic reach on facebook post by 15%; and</li> <li>• Attracted an additional 2,000new customers accessing our Mobile App</li> </ul>	<ul style="list-style-type: none"> <li>• Facebook engagement in the main has been very successful throughout 2020/21 due to ongoing engagement with customers with regards to updates on reopening etc. However the last quarter of the year saw a drop in reach due to a reduction in communication based on earlier announcements from the Scottish Government</li> <li>• This measure of success was successfully achieved by the 2<sup>nd</sup> Quarter of this year due to the need caused by COVID for a more digital approach from customers with regards to information and bookings</li> </ul>

## Report of the Trustees for the Year Ended 31 March 2021

<b>SO1: Grow the Business</b> We will build on our previous successes and maximise new opportunities to increase our business. Over the next three years we will set out to achieve the following:		
What We Want to Achieve	Our success will be measured if by 2023, we have:	1 <sup>st</sup> Year Performance
<b>Healthy Lifestyles</b>	<ul style="list-style-type: none"> <li>Delivered a minimum of 6 health campaigns;</li> <li>Achieve 4,500 new referrals onto the Live Active Programme; and</li> <li>45% of Live Active members remain on the programme for a minimum of 12 months</li> </ul>	<ul style="list-style-type: none"> <li>Due to COVID no development in this area has been carried out in 2020/21</li> <li>Due to COVID Lockdown it has not been possible to take on the this level of new referrals in 2020/21</li> <li>Although it has not been possible to take on new referrals due to Lockdown existing members have remained on the programme with on average 53% remained on the programme, 8% higher than the target</li> </ul>
<b>Effective Partnership Working</b>	<ul style="list-style-type: none"> <li>Ensure that all new partnerships have agreements in place</li> </ul>	<ul style="list-style-type: none"> <li>All current partnerships have agreements in place</li> </ul>

<b>SO2: Improve Customer Experience</b> We will make continuous improvements to our customer journey by focusing on customer satisfaction, quality of service and genuinely caring about our customers. Over the next three years we will set out to achieve the following:		
What We Want to Achieve	Our success will be measured if by 2023, we have:	1 <sup>st</sup> Year Performance
<b>Excellent Customer Care Standards</b>	<ul style="list-style-type: none"> <li>Achieved a <b>5%</b> increase in our Net Promoter Scores; and</li> <li>Increased overall attendances by a minimum of <b>15%</b></li> </ul>	<ul style="list-style-type: none"> <li>Due to COVID it has not been possible to carryout any NPS throughout 2020/21</li> <li>Overall due to COVID Lockdown there has been a <b>87% reduction</b> in attendances from last year. This reduction has been made up from a 92% in within Leisure Centres; a 76% reduction in Community Facilities; a 45% reduction in Outdoor Recreation; a 93% reduction in Sports Development ; and a 100% reduction in Active Schools</li> </ul>
<b>Effective Customer Consultation</b>	<ul style="list-style-type: none"> <li>Delivered our Customer Consultation Strategy</li> </ul>	<ul style="list-style-type: none"> <li>This project was agreed to be moved to the 2021/22 Delivery Plan due to reprioritising workload due to the COVID pandemic</li> </ul>

## Report of the Trustees for the Year Ended 31 March 2021

<b>SO2: Improve Customer Experience</b> We will make continuous improvements to our customer journey by focusing on customer satisfaction, quality of service and genuinely caring about our customers. Over the next three years we will set out to achieve the following:		
<b>What We Want to Achieve</b>	<b>Our success will be measured if by 2023, we have:</b>	<b>1<sup>st</sup> Year Performance</b>
<b>Equality of Access</b>	<ul style="list-style-type: none"> <li>Ensuring all leisure centres have an appropriate Video Access Guide in place; and</li> <li>Ensuring all facilities have an Access Review undertaken and an appropriate Action Plan in place</li> </ul>	<ul style="list-style-type: none"> <li>Due to the COVID pandemic and facilities closed for the majority of the year no Video Access Guides were produced</li> <li>WDL Facility Access reviews delayed due to COVID-19 lockdown – revised due date now December 2021</li> </ul>
<b>Provision of Equipment &amp; Technology</b>	<ul style="list-style-type: none"> <li>Technology advances in a minimum of 3 areas of the business; and</li> <li>Achieving a 5% increase in participation as a result of provision of new equipment &amp; technology</li> </ul>	<ul style="list-style-type: none"> <li>No development due to facility closures</li> <li>No development due to facility closures</li> </ul>
<b>To be an Employer of Choice</b>	<ul style="list-style-type: none"> <li>Increasing staff satisfaction (Employee Survey);</li> <li>Reducing Staff Absenteeism;</li> <li>Delivering the Workforce Development Plan; and</li> <li>Delivery of a minimum of three employee workshops on an annual basis</li> </ul>	<ul style="list-style-type: none"> <li>Due to COVID and the majority of staff on furlough the scheduled Staff Survey was not undertaken in 2020/21. The survey will therefore be carried out in 2021/22.</li> <li>Staff absenteeism has reduced significantly (-9.91 FTE days) however figures relate to periods where most staff were furloughed due to COVID</li> <li>Due to the COVID pandemic the Workforce Development Plan will be implemented within the first quarter of the 2021/22 financial year</li> <li>No Employee Workshops undertaken this financial year due to COVID Lockdown and the vast majority of the workforce on furlough leave</li> </ul>

## Report of the Trustees for the Year Ended 31 March 2021

<b>SO3: Financial Sustainability</b> We will achieve continuous improvement in the operation of the Trust and will focus on developing existing and new business opportunities in order to fulfil our strategic and charitable objectives. Over the next three years we will set out to achieve the following:		
What We Want to Achieve	Our success will be measured if by 2023, we have:	1 <sup>st</sup> Year Performance
<b>Maximise Income Opportunities</b>	<ul style="list-style-type: none"> <li>increased total operating income (net of the management fee from WDC) by <b>15%</b>; and</li> <li>increased the total number of direct debit memberships by <b>15%</b></li> </ul>	<ul style="list-style-type: none"> <li>Although COVID Lockdown has had a major impact on the Trust's ability to raise income from customers and members it is shown only a 8% decrease in income from the previous year. This is the case due to the availability of Job Retention and Loss of Income Schemes which have been included in the 2020/21 figures</li> <li>Due to COVID Lockdown we have seen a loss of 33% of DD members throughout 2020/21, even though for the majority of the year DD memberships were frozen</li> </ul>
<b>Maximise External Funding Opportunities</b>	<ul style="list-style-type: none"> <li>generated <b>£500k</b> of operating income from external funding</li> </ul>	<ul style="list-style-type: none"> <li>£399,067. Although our main external funders confirmed and honoured their external funding, COVID has had an impact on our ability to generate additional external funding in 2020/21</li> </ul>
<b>Successful Control of Expenditure</b>	<ul style="list-style-type: none"> <li>Delivered a year on year surplus or balanced budget</li> </ul>	<ul style="list-style-type: none"> <li>A surplus of £1,033,278 for 2020/21 was generated.</li> </ul>

<b>SO4: Sound Governance</b> We will focus on developing existing and new governance arrangements in order to make informed decisions and meet our legal obligations:		
What We Want to Achieve	Our success will be measured if by 2023, we have:	1 <sup>st</sup> Year Performance
<b>Effective Policies and Procedures</b>	<ul style="list-style-type: none"> <li>Reviewed <b>all</b> appropriate <b>Policies and Procedures</b></li> </ul>	<ul style="list-style-type: none"> <li>Policies and procedures reviewed and now being rolled out (delayed due to COVID Lockdown, revised due date June 2021)</li> </ul>
<b>Measured Risk Management</b>	<ul style="list-style-type: none"> <li>Produced and <b>Annual Risk Register</b>; and</li> <li>Reduced overall average risk rating by <b>5%</b></li> </ul>	<ul style="list-style-type: none"> <li>Annual Risk Register agreed and implemented for 2020/21</li> <li>Reduced average Risk Rating Score by 24% in 2020/21</li> </ul>
<b>Proper Accountability and Scrutiny</b>	<ul style="list-style-type: none"> <li>Held a minimum of <b>four</b> Audit &amp; Risk Committee meetings a year;</li> <li>Carried out annual <b>Governance Checks</b>; and</li> <li>Recommendations from annual schedule of internal audits completed</li> </ul>	<ul style="list-style-type: none"> <li>Due to the COVID pandemic only three Audit &amp; Risk Committees were held (virtually) during 2020/21. The first scheduled meeting on 14 May 2020 was cancelled</li> <li>Completed as part of the Audit of the Financial Accounts 2020/21 by our external auditor, Wylie &amp; Bisset</li> <li>Not all recommendations were completed due to the COVID pandemic but these as well as those completed were reported to the Audit &amp; Risk Committee</li> </ul>

## Report of the Trustees for the Year Ended 31 March 2021

### Financial Review

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#### Financial Summary 2020/21

The Trust can report that despite the economic disruption caused by the Covid-19 Global Pandemic in which we have operated a severely impacted service in our ninth year (2020/21); the financial position for the Trust has realised a surplus of funds for this year.

In summary, the financial position during 2020/21 is noted below:

	Unrestricted / Restricted Fund	Pension Fund	Total Funds
Total income	7,550,119	(14,000)	7,536,119
Total spend on charitable activities	(6,516,841)	(547,000)	(7,063,841)
Net Movement in Funds	<b>1,033,278</b>	<b>(561,000)</b>	<b>472,278</b>
Actuarial (loss)/ gain	0	(2,341,000)	(2,341,000)
Net Movement in Funds (after retirement benefit scheme gain)	<b>1,033,278</b>	<b>(2,902,000)</b>	<b>(1,868,722)</b>

#### Funds held at 31 March 2021:

	31 March 2021	31 March 2020
Total Funds	(35,523)	1,833,199

The Unrestricted surplus was £1,033,327 but at the year end the multi-employer defined benefit pension scheme is in deficit by £2,902,000 and therefore the net deficit for the year is £1,868,722.

Following the ninth year of the Trust, our income has helped us to meet our charitable aims and objectives. Our year-end financial position, summarised above, provides a sound platform from which we can continue to meet our commitments.

The principle funding sources are a combination of income generated through a level of sales, fees and charges for our charitable activities £780,707, investment income of £19,814 and membership fees £221,134, as well as income of £3,800,212 from West Dunbartonshire Council (Management Fee) for our work in managing the leisure facilities and provision within the local area. We have also received a grant of £434,000 to cover our loss of income due to the COVID crisis along with a central government grants of £2,292,252 from the Job Retention Scheme.

## Report of the Trustees for the Year Ended 31 March 2021

The principle sources of expenditure remain within staffing £5,908,773 with elements of spend on property £735,955, transport £13,464, administration £303,606 and payments to other bodies £102,038.

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

	Income	Expenditure	Surplus/(Deficit)
Leisure Facilities	2,202,833	(3,798,078)	(1,595,245)
Community Facilities	541,682	(1,110,719)	(569,037)
Sports Development	450,107	(874,245)	(424,138)
Active Schools	400,808	(484,189)	(83,381)
Outdoor Recreation	132,663	(249,610)	(116,947)
Management Fee	3,800,212	0	3,800,212
<b>Total</b>	<b>7,528,305</b>	<b>(6,516,841)</b>	<b>1,011,464</b>

### Fixed Assets

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

### Investment Policy

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

Due to the limited current level of surplus funds, any funds held by the Trust are invested in an interest bearing account held with our bankers, the Clydesdale Bank. In order to increase investment income for the Trust the board agreed to reinvest a sum of £506,181 with West Dunbartonshire Council on 22 February 2020 at a fixed rate of 2.55% for two years with a break opportunity at one year. An additional £250,000 was re-invested on 22 February 2020 for 6 months at a fixed rate of 0.8% and a further £250,000 was invested on 22 May 2020 on a 1 month rolling investment at a current rate of 0.05%.

During 2020/21, interest received on cash balances held at the bank, and the investment with West Dunbartonshire Council was £19,814 (£26,389 2019/2020).

## **Report of the Trustees for the Year Ended 31 March 2021**

### **Reserves Policy**

The reserves policy was reviewed in 2019 by the Audit and Risk Committee and a new percentage based target of 7.5% of total expenditure was agreed by the board in November 2019. The target general reserves would be £584,000 under the new policy however it sitting at £1,371,156 as at 31<sup>st</sup> March 2021. The intention of the planned review in 2019 had been to reduce the reserves target which was considered to be too high and release funds that could be utilised as a one off saving to WDC in 2021/22 with a one off reduction to the management fee planned for that year.

In 2020/21 WDC also allocated two loss of income grants to WDLT, £196k initially followed by an additional £238k, therefore £434k in loss of income grant. The £434k total grant has been carried forward into surplus reserves and the one off saving has been postponed by WDC to give support and recovery time to WDLT in the post pandemic period. The remainder of the previously released surplus reserves funds (£228k) and the loss of income grants (£434k) and an amount of the general reserve fund are now planned to be used in 2021/22 to offset the reduced income that is projected in the annual budget due to the COVID-19 closure and subsequent reopening with service restrictions and reduced turnover. Total unrestricted funds at year end were £3,191,477 with a total of £1,820,321 being designated as per Note 20.

### **Pension Reserve**

The balance sheet shown on page 32 features an assessed pension fund liability of £3.227m based on the valuation of the fund at 31 March 2021 and results in the Trust's Balance Sheet showing a net liabilities position. Further information on the pension fund is provided in note 9 of the accounts.

## Report of the Trustees for the Year Ended 31 March 2021

### Risk Management

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

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

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

The Trust developed and implemented a Risk Management Strategy which provides the framework as to how the Trust will manage Business Risks which includes the requirement for a Risk Register.

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

The top external risks including those that are related to the COVID pandemic are detailed within the Risk Register for 2020/21 and how they have been managed are as follows:

Key Risk	Existing Control Measures	Risk Management Actions
Significant reduction in West Dunbartonshire Council funding	<ul style="list-style-type: none"> <li>Regular Monitoring Meetings with WDC</li> <li>Annual Performance Report to WDC Corporate Services Committee</li> <li>On an annual basis explore options for efficiency savings and opportunities for increasing income.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to explore options for efficiency savings and opportunities for increasing income.</li> </ul>
Reduction of level of reserves due to financial constraints to achieve a balanced budget	<ul style="list-style-type: none"> <li>Regular Partnership Meetings with WDC</li> <li>Annual agreement of Management Fee</li> <li>Reserves Policy</li> <li>Regular meetings with WDC Finance Business Partner</li> </ul>	<ul style="list-style-type: none"> <li>Regular Partnership Meetings with WDC</li> <li>Ongoing regular meetings with WDC Finance Business Partner</li> </ul>
Potential outbreak of further phases of the COVID-19 virus resulting in further lockdown of services / facilities	<ul style="list-style-type: none"> <li>Communication database for all employees / workers</li> <li>Business Interruption Plan</li> <li>Previous COVID-19 Plans</li> <li>Remote Working opportunities</li> <li>Library of On-Line Fitness Classes</li> </ul>	<ul style="list-style-type: none"> <li>Create additional on-line fitness class videos to increase the library of classes</li> <li>Identify and create a library of alternative physical activity on-line videos</li> </ul>

## Report of the Trustees for the Year Ended 31 March 2021

Key Risk	Existing Control Measures	Risk Management Actions
Existing delivery provision / model not financially viable following the COVID-19 pandemic	<ul style="list-style-type: none"> <li>• Regular meetings with the Council's Partnership Manager</li> <li>• Annual discussion to agree management fee against what services are delivered</li> <li>• Service Level Agreement</li> <li>• Budget Control Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Following Board &amp; Council approval implement restructure of Active Schools and Sports Development Teams</li> <li>• Implement Quarterly Reviews of Business</li> </ul>

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

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

## Report of the Trustees for the Year Ended 31 March 2021

### Plans for the Future

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

#### **Development and implementation of the Trust's Recovery Strategy**

Following the COVID-19 outbreak and the closure of facilities and services for approximately 10 months the Trust will develop and implement Key Actions to assist the organisation to be financially secure and work towards recovering to its original financial position before COVID-19.

#### **Implementation of our Three Year Business Strategy (2020– 2023)**

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

#### **Implementation of our Aquatics Strategy (2020– 2023)**

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

#### **Development and implementation of our Football Strategy (2021– 2023)**

We will develop and implement the first year's Key Actions within our new Football Strategy to assist us increase participation with Sports Development football programmes and usage of our outdoor football pitches.

#### **Development and implementation of a two year Clydebank LC Development Plan**

We will develop and implement the first year's Key Actions within our new Clydebank LC Development Plan to assist us increase participation and income in particular via the redevelopment of the Queens Quay site.

#### **Review of Active Schools and Sports Development Teams**

We are taking the opportunity to review our service delivery which will allow us to consider current work practises and priorities, and make recommendations to ensure the most effective use of resources to deliver the right priorities and outcomes for Sport and Physical Activity in West Dunbartonshire's communities.

#### **Management and Development of New Facilities**

The following facilities are expected to be commissioned and/or operational in 2021/22 which WDLT will then manage on behalf of the Council:

- Dalmonach Community Centre
- Three All-Weather Floodlit Tennis Courts in Argyll Park, Alexandria
- All-Weather Athletics Track at Posties Park, Dumbarton

## Report of the Trustees for the Year Ended 31 March 2021

### Structure, Governance and Management

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West Dunbartonshire Leisure Trust is a company limited by guarantee with charitable status and governed by its Articles of Association. In addition to being regulated by the Companies Act (2006), the company is also subject to the charities regulator in Scotland, OSCR (Office of the Scottish Charity Regulator).

The company was incorporated in December 2011 and started trading on 5<sup>th</sup> April 2012 and is responsible for the strategic and operational management of West Dunbartonshire Council's Sport and Leisure Facilities; Community Facilities; Sports Development; Active Schools; and Events.

#### Trustees (Directors)

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

The list of current and former Trustees serving in the financial year 2020/21 and since is detailed below:

Name	Trustee (Director) Role	Appointed	Resigned
Anthony Waclawski	Independent	11/01/12	N/A
David McBride	Partner	11/01/12	N/A
David Smith	Independent	11/01/12	N/A
James Finn	Partner (Vice Chair 13/09/18 - 10/09/20)	26/02/15	N/A
Charles Gibson	Independent (Chair 13/09/18 - 10/09/20)	28/08/14	N/A
Samantha Baird	Independent	24/11/16	28/05/20
William Hendrie	Partner (appointed Chair 10/09/20)	25/05/17	N/A
David Marshall	Independent (appointed Vice Chair 10/09/20)	24/11/16	N/A
Tony Dempster	Employee Representative	24/06/2019	N/A

#### Recruitment and Training of Trustees

##### Recruitment

Authority and responsibility for the appointment of Partner Trustees sits with West Dunbartonshire Council, (WDC) who allocate this responsibility to three WDC Councillors. No appointments were made during the period 1 April 2020 to 31 March 2021.

Authority and responsibility for the recruitment of Independent Trustees is delegated by the Board of Directors to the Nominations Committee. No appointments were made during the period 1 April 2020 to 31 March 2021 although a vacancy existed and due to the COVID pandemic no appointment was made..

The selection of the Employee Representative Trustee is completed in consultation with the unions representing employees in the Leisure Trust (Unite, Unison, and GMB). No appointments were made during the period 1 April 2020 to 31 March 2021.

## Report of the Trustees for the Year Ended 31 March 2021

### Induction

New Trustees receive a briefing on their role as Board Trustees operating a company limited by guarantee with charitable status as per Companies Act 2006. The briefing includes background information on the Company; Business; Governance Structure; Management Structure; Partnership Working; Mission & Values; Key Strategic Outcomes; Charitable Objects; and Contact Details. In addition it also includes the following documentation:

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

### Training

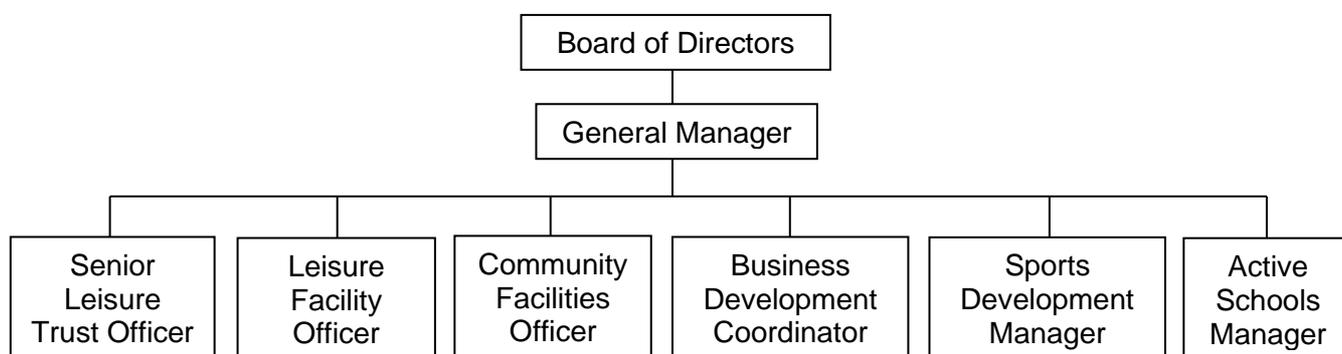
Trustees who sit on specific Committees also receive where appropriate training to allow them to effectively carryout their duties. This training includes the following:

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

## Management Arrangements

### Key Management Personnel

The Directors, who are the Trust's Trustees, and the management team, comprise the key management personnel of the charity in charge with directing and controlling, running and operating the Trust on a day to day basis.



A General Manager is appointed by the Board to manage the day to day operations of the Company. To ensure that operations are carried out effectively, the General Manager has delegated authority within an approved scheme for matters including Personnel; Finance; Procurement; and Operations.

## Report of the Trustees for the Year Ended 31 March 2021

### Remuneration of Key Management Personnel

All Trustees give their time freely and do not receive remuneration apart from reimbursement of costs incurred while serving on the board, including travel (within Scotland) and any reasonable subsistence expenses. Details of Trustee's expenses are disclosed in Note 7 to the accounts.

West Dunbartonshire Leisure Trust is committed to ensuring a fair, open, transparent and legally compliant approach to the evaluation of jobs and ensuring equal pay for work of equal value. The Trust's Job Evaluation Policy has been developed to ensure consistency in the evaluation of new jobs and the re-evaluation of existing jobs beyond the initial application of the Scottish Councils' Job Evaluation Scheme (SCJE).

The posts of General Manager and the other managers who make up the management team have all been subject to Job Evaluation to identify the appropriate grade for each post.

### Board & Committee Arrangements

The Board meets quarterly to consider Company business with decisions taken to set the overall strategy for the business as well as to monitor its activities. Management are charged with the task of implementing these decisions. The Board can also refer decision-making on Independent Directors, General Manager and Company Secretary recruitment; overseeing company finances; approving financial reports; and disciplinary appeals to sub-committees.

The full board met 6 times throughout the financial year April 2020 to end of March 2021. These meetings were held with management representatives to consider the business of the Company.

It was recognised that the organisations committee structure, roles and responsibilities had evolved over the first few years following inception of the Leisure Trust in 2012. The Board therefore felt it was prudent to undertake a review of the Articles of Association in 2016. Amendments to reflect these changes were agreed by special resolution in September 2016 and the Company Secretary was tasked with updating Companies House and OSCR by submitting the new Articles of Association.

The full Board met on the following dates during 2020/21:

- 28 May 2020;
- 27 August 2020;
- 10 September 2020 (Annual General Meeting);
- 26 November 2020; and
- 25 February 2021

In addition a Special Board Meeting was held on 4 February 2021 to approve a number of recommendations to allow for a Report to be taken to the Council's Corporate Services to secure a balanced financial budget for 2021/22.

Board Committees met in the periods between Board Meetings to consider business and to make formal recommendations to the full Board of Trustees.

Board Committees exist in the following areas:

- **Audit & Risk Committee** – Responsible for monitoring the financial performance of the Trust; for the recruitment and appointment of an external auditor to audit final annual accounts for submission to Companies House and OSCR; the review of the governance of the Trust (including the Articles of Association and Financial Regulations); and the review of major risks with management and agree and scrutinise the annual risk register.

## Report of the Trustees for the Year Ended 31 March 2021

- **Appeals Committee** – Responsible for hearing and determining appeals against dismissal and appeals against all disciplinary action taken by the General Manager and to consider and reach decisions on Stage 3 Grievances by employees in terms of the Trust’s Grievance Procedures.
- **Joint Consultative Forum (JCF)** – Responsible for exchanging information between Management and Employees and securing the greatest possible measure of joint action between West Dunbartonshire Leisure Trust and its employees.
- **Health & Safety Committee** – To act as the focal point for all matters relating to the management of Fire, Security and Health and Safety.
- **Nominations & Individual Performance Committee** – Responsible for recommending appropriate individuals for appointment as Independent Trustees and Employee Representative to form the Board. Responsible for the recruitment and appointment of the General Manager and Company Secretary and formally oversees the performance management system for the General Manager.

Trustee representation on Board Committees and dates Committees were held:

Committee	Audit & Risk	Appeals	Joint Consultative Forum (JCF)	Health & Safety	Nominations & Individual Performance
<b>Member</b>	D Marshall; A Waclawski; D McBride; C Gibson	A Waclawski; D McBride; D Smith;	D Smith; J Finn; T Dempster	T Dempster	C Gibson; J Finn; W Hendrie; D Marshall
<b>Dates</b>	13 Aug 2020 12 Nov 2020 11 Feb 2021	There was no requirement to convene this Committee during 2020/21	There was no requirement to convene this Committee during 2020/21	14 Aug 2020 23 Oct 2020 29 Jan 2021	There was no requirement to convene this Committee during 2020/21

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

## Report of the Trustees for the Year Ended 31 March 2021

### Statement of Trustees' Responsibilities

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

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

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

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

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

## Report of the Trustees for the Year Ended 31 March 2021

### Statement to Auditors

In so far as the Trustees are aware:

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

This report has been prepared in accordance with the provisions applicable to companies' subject to the small companies' regime of the Companies Act 2006.

Approved by the Trustees and signed on their behalf by:

.....

Name: William Hendrie, Chair of West Dunbartonshire Leisure Trust

Date: 16 September 2021

## **Independent auditor's report to the Members and Trustees of West Dunbartonshire Leisure Trust for the year ended 31 March 2021**

### **Opinion**

We have audited the financial statements of West Dunbartonshire Leisure Trust (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet, the Statement of Cash Flow and related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

### **Basis for opinion**

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

### **Conclusions relating to going concern**

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

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

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

### **Other information**

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

## **Independent auditor's report to the Members and Trustees of West Dunbartonshire Leisure Trust for the year ended 31 March 2021**

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

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

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

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

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

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

### **Responsibilities of Trustees**

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

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

## **Independent auditor's report to the Members and Trustees of West Dunbartonshire Leisure Trust for the year ended 31 March 2021**

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

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

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

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

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

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

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

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

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

- *Regulations and legislation pertinent to the charitable company's sector;*
- *UK tax and Employment legislation; and*
- *Compliance with the Coronavirus Job Retention Scheme.*

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

- *Posting inappropriate journal entries;*
- *Management bias in accounting estimates; and*
- *Overstated Coronavirus Job Retention Scheme claims.*

## Independent auditor's report to the Members and Trustees of West Dunbartonshire Leisure Trust for the year ended 31 March 2021

### Audit response to the risks identified;

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

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

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

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

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

## **Independent auditor's report to the Members and Trustees of West Dunbartonshire Leisure Trust for the year ended 31 March 2021**

### **Use of our report**

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

### **Jenny Simpson**

*Senior Statutory Auditor*

*For and on behalf of Wylie & Bisset (Audit) Limited, Statutory Auditor*

**168 Bath Street**

*Glasgow*

*G2 4TP*

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

*Date:*

## Statement of Financial Activities

Statement of Financial Activities (incorporating the Income and Expenditure Account) for the year ended 31 March 2021

	Notes	Unrestricted Fund 2021	Restricted Fund 2021	Pension Fund 2021	Total Funds 2021	Unrestricted Fund 2020	Restricted Fund 2020	Pension Fund 2020	Total Funds 2020
		£	£	£	£	£	£	£	£
<b>Income and endowments from:</b>									
<b>Donations and legacies</b>									
<b>Investments</b>									
- Investment Income	3	19,814	0	0	19,814	26,389	0	0	26,389
<b>Income from Charitable Activities:</b>									
- Management Service Fee	2	3,800,212	0	0	3,800,212	3,873,790	0	0	3,873,790
- Membership Fees	2	221,134	0	0	221,134	1,484,785	0	0	1,484,785
- Charitable Activities	2	780,707	0	0	780,707	2,323,945	0	0	2,323,945
<b>Other</b>									
- Gain on sale of Fixed Assets		2,000	0	0	2,000	1,053	0	0	1,053
- Job Retention Scheme		0	2,292,252	0	2,292,252	0	73,558	0	73,558
- WDC Loss of Income Grant		434,000	0	0	434,000	0	0	0	0
- Other Finance Income	9	0	0	(14,000)	(14,000)	0	0	(59,000)	(59,000)
<b>Total incoming resources</b>		<b>5,257,867</b>	<b>2,292,252</b>	<b>(14,000)</b>	<b>7,536,119</b>	<b>7,709,962</b>	<b>73,558</b>	<b>(59,000)</b>	<b>7,724,520</b>

## Statement of Financial Activities

Statement of Financial Activities (incorporating the Income and Expenditure Account) for the year ended 31 March 2021.

	Notes	Unrestricted Funds 2021	Restricted Funds 2021	Pension Fund 2021	Total Funds 2021	Unrestricted Funds 2020	Restricted Funds 2020	Pension Fund 2020	Total Funds 2020
		£	£	£	£	£	£	£	£
<b>Expenditure on:</b>									
Charitable Activities	4	(4,224,589)	(2,292,252)	742,000	(5,774,841)	(7,715,001)	(73,558)	821,000	(6,967,559)
Current and past service cost	6	<u>0</u>	<u>0</u>	<u>(1,289,000)</u>	<u>(1,289,000)</u>	<u>0</u>	<u>0</u>	<u>(1,532,000)</u>	<u>(1,532,000)</u>
<b>Total Expenditure</b>		<b><u>(4,224,589)</u></b>	<b><u>(2,292,252)</u></b>	<b><u>(547,000)</u></b>	<b><u>(7,063,841)</u></b>	<b><u>(7,715,001)</u></b>	<b><u>(73,558)</u></b>	<b><u>(711,000)</u></b>	<b><u>(8,499,559)</u></b>
<b>Net income/(expenditure) for the year before transfers</b>		<b>1,033,278</b>	<b>0</b>	<b>(561,000)</b>	<b>472,278</b>	<b>(5,039)</b>	<b>0</b>	<b>(770,000)</b>	<b>(775,039)</b>
Transfer between funds		0	0	0	0	0	0	0	0
<b>Net incoming/(outgoing) resources</b>		<b>1,033,278</b>	<b>0</b>	<b>(561,000)</b>	<b>472,278</b>	<b>(5,039)</b>	<b>0</b>	<b>(770,000)</b>	<b>(775,039)</b>
Actuarial ( loss)/gain on retirement benefit scheme	9	<u>0</u>	<u>0</u>	<u>(2,341,000)</u>	<u>(2,341,000)</u>	<u>0</u>	<u>0</u>	<u>2,374,000</u>	<u>2,374,000</u>
<b>Net movement in funds (after retirement benefit scheme gain/loss)</b>	20	<b><u>1,033,278</u></b>	<b><u>0</u></b>	<b><u>(2,902,000)</u></b>	<b><u>(1,868,722)</u></b>	<b><u>(5,039)</u></b>	<b><u>0</u></b>	<b><u>1,604,000</u></b>	<b><u>1,598,961</u></b>
<b>Total Funds brought forward</b>	20	<b><u>2,158,199</u></b>	<b><u>0</u></b>	<b><u>(325,000)</u></b>	<b><u>1,833,199</u></b>	<b><u>2,163,238</u></b>	<b><u>0</u></b>	<b><u>(1,929,000)</u></b>	<b><u>234,238</u></b>
<b>Total Funds carried forward</b>	20	<b><u>3,191,477</u></b>	<b><u>0</u></b>	<b><u>(3,227,000)</u></b>	<b><u>(35,523)</u></b>	<b><u>2,158,199</u></b>	<b><u>0</u></b>	<b><u>(325,000)</u></b>	<b><u>1,833,199</u></b>

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

## Balance Sheet as at 31 March 2021

	Notes	2021	2020
		£	£
<b>Fixed Assets</b>			
Intangible Assets	10	11,373	16,460
Tangible Assets	11	<u>233,795</u>	<u>265,248</u>
<b>Total Fixed Assets</b>		<b>245,168</b>	<b>281,708</b>
<b>Current Assets</b>			
Stock	12	16,218	11,635
Debtors	13	983,254	529,272
Investments	14	756,182	756,182
Cash at bank and in hand	22	<u>3,152,410</u>	<u>2,156,366</u>
<b>Total Current Assets</b>		<b>4,908,064</b>	<b>3,453,455</b>
<b>Liabilities:</b>			
Creditors falling due within one year	15	<u>(1,961,755)</u>	<u>(1,576,964)</u>
<b>Net Current Assets</b>		<b><u>2,946,309</u></b>	<b><u>1,876,491</u></b>
<b>Total assets less current liabilities – excluding retirement benefit scheme</b>		<b>3,191,477</b>	<b>2,158,199</b>
Retirement benefit scheme asset/(liability)	9	<u>(3,227,000)</u>	<u>(325,000)</u>
<b>Total Net Assets</b>		<b><u>(35,523)</u></b>	<b><u>1,833,199</u></b>
<b>The Funds of the Charity:</b>			
Funds – Unrestricted	20	3,191,477	2,158,199
Funds – Restricted	20	0	0
Funds – Pension Reserve	20	<u>(3,227,000)</u>	<u>(325,000)</u>
		<b><u>(35,523)</u></b>	<b><u>1,833,199</u></b>

The financial statements were authorised for issue by the Board on 16 September 2021

Provost William Hendrie ..... Chair

David Marshall ..... Vice Chair

**Company No: SC413707**

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

## Cash Flow Statement

### Cash Flow Statement for the year to 31 March 2021

	Notes	2021	2020
		£	£
Net cash provided by (used) in operating activities)	21	1,014,994	(135,967)
Interest received		19,814	26,389
Proceeds from the sale of tangible assets		2,000	1,053
Purchase of intangible fixed assets			(0)
Purchase of tangible fixed assets		(40,764)	(43,016)
<b>Increase/(Decrease) in cash</b>		<b><u>996,044</u></b>	<b><u>(151,541)</u></b>

### Reconciliation of net cash flow to movement in debt

	2021	2020
	£	£
Net cash as at 31 March 2020	2,156,366	2,307,907
Net increase/(decrease in cash)	996,044	(151,541)
<b>Net cash at 31 March 2021</b>	<b><u>3,152,410</u></b>	<b><u>2,156,366</u></b>

# Notes to the Financial Statements for the Year ended 31 March 2021

## 1. Accounting Policies

### Basis of preparation and assessment of going concern

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

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

Following the government imposed shut down of the service on 21<sup>st</sup> March 2020 and the subsequent shut downs resulting in the service being closed for over 9 months throughout 2020/21 due to the Covid-19 pandemic, the Leisure Trust has experienced significant loss of income. This has been partially offset by accessing Government support schemes such as the Corona Virus Job Retention Scheme; the Corona Virus Business Grant and the Corona Virus Loss of Income Scheme. On reopening from 26<sup>th</sup> April 2021 it is anticipated that a significant downturn in income will still be experienced for the next 18 to 24 months. The Council have provided a letter of comfort and has committed to working with the Leisure Trust over the next 18-24 months to regain financial stability.

The Trustees recognise the challenges that the post-Covid-19 operating environment will bring. However, on the basis of assurances provided by West Dunbartonshire Council, there are no material uncertainties about the charity's ability to continue as a going concern. At 31 March 2021 the balance sheet shows net liabilities of £35,523 as a result of the deficit on the pension scheme of £3,227,000. Excluding this, the charity has net assets of £3,191,477. The pension liability is dependent on a number of economic factors which are out of the control of the Trustees and it will not crystallize for the foreseeable future. Accordingly, the Trustees have prepared the financial statements on the going concern basis.

### Incoming resources

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

Investment income is accounted for on an accruals basis.

### Allocation of expenditure

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

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

### Intangible Fixed Assets

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

## **Notes to the Financial Statements for the Year ended 31 March 2021**

### **Tangible Fixed Assets and Depreciation**

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

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

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

Furniture and equipment: 5 years  
Motor Vehicles: 5 years

### **Stock**

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

### **Debtors**

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

### **Cash at bank and in hand**

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

### **Creditors and provisions**

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

### **Contingent Liabilities**

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

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

### **Operating Leases**

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

## **Notes to the Financial Statements for the Year ended 31 March 2021**

### **Employee Benefits**

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

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

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

### **Financial Instruments**

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

### **Pensions**

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

### **VAT**

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

### **Taxation**

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

### **Unrestricted funds**

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

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

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

# Notes to the Financial Statements for the Year ended 31 March 2021

## Restricted funds

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

## Judgements and key sources of estimation uncertainty

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

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

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

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

## 2. Incoming Resources

Income is attributable to sporting activity fees and other sales throughout the Trust. In addition, a management service fee of £3,800,212 (2020: £3,873,790) was received from West Dunbartonshire Council for the period. Membership fees is income collected by direct debit membership of the Trust's leisure facilities.

## Notes to the Financial Statements for the Year ended 31 March 2021

Total incoming resources from charitable activities for the period are detailed as follows:

	<b>2021</b>	<b>2020</b>
	£	£
Leisure Facilities	2,202,833	2,401,173
Community Facilities	541,682	426,294
Sports Development	450,107	606,887
Active Schools	400,808	276,481
Outdoor Recreation	132,663	97,895
Management Fee	<u>3,800,212</u>	<u>3,873,790</u>
<b>Total Incoming Resources from Charitable Activities</b>	<b><u>7,528,305</u></b>	<b><u>7,682,520</u></b>

Government Grants included in income for the year to 31 March 2021 were as follows:

	<b>2020-2021</b>	<b>2019-2020</b>
Management Fee – West Dunbartonshire Council	3,800,212	3,873,790
Other income from West Dunbartonshire Council	434,000	23,000
Income From Govt Covid 19 Job Retention Scheme	2,292,252	73,558
Income from NHS	84,770	95,970
Income from Sport Scotland	<u>262,332</u>	<u>250,472</u>
<b>Total</b>	<b><u>6,873,566</u></b>	<b><u>4,316,790</u></b>

This income relates to health improvement programmes involving sporting activities. There are no unfulfilled conditions or contingencies in relation to this income.

### 3. Investment Income

	<b>2021</b>	<b>2020</b>
	£	£
Interest on cash deposits	<u>19,814</u>	<u>26,389</u>
<b>Total Investment Income</b>	<b><u>19,814</u></b>	<b><u>26,389</u></b>

## Notes to the Financial Statements for the Year ended 31 March 2021

### 4. Charitable Expenditure

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Leisure Facilities	2,425,595	4,377,653
Community Facilities	772,894	1,404,102
Sports Development	534,590	1,043,498
Active Schools	313,485	510,810
Outdoor Recreation	<u>178,025</u>	<u>378,938</u>
<b>Total Charitable Expenditure</b>	<b><u>4,224,589</u></b>	<b><u>7,715,001</u></b>
Less Pension cost	(742,000)	(821,000)
Plus Job Retention Scheme – wages costs	<u>2,292,252</u>	<u>73,558</u>
<b>Total</b>	<b><u>5,774,841</u></b>	<b><u>6,967,559</u></b>

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

### 5. Support Costs

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

	<b>Leisure</b>	<b>Community Facilities</b>	<b>Sports Development</b>	<b>Active Schools</b>	<b>Outdoor Recreation</b>	<b>Governance</b>
	<b>2020 £</b>	<b>2020 £</b>	<b>2020 £</b>	<b>2020 £</b>	<b>2020 £</b>	<b>2020 £</b>
Salary	261,057	78,317	56,001	56,001	26,106	44,632
Training	0	0	0	0	0	0
Insurance	37,785	12,242	10,921	4,947	2,915	0
Supplies	47,801	15,488	13,816	6,259	3,688	0
Other	140,818	31,201	17,363	13,085	11,012	1,575
<b>Total</b>	<b>487,461</b>	<b>137,248</b>	<b>98,101</b>	<b>80,292</b>	<b>43,721</b>	<b>46,207</b>

## Notes to the Financial Statements for the Year ended 31 March 2021

### Support Costs (Cont'd)

	Leisure	Community Facilities	Sports Development	Active Schools	Outdoor Recreation	Governance
	2021 £	2021 £	2021 £	2021 £	2021 £	2021 £
Salary	270,040	81,012	56,751	56,751	27,004	48,521
Training	0	0	0	0	0	0
Insurance	38,480	11,515	10,909	5,583	2,325	0
Supplies	21,343	6,387	6,050	3,097	1,289	0
Other	99,352	8,180	7,226	9,699	1,812	1,271
<b>Total</b>	<b>429,215</b>	<b>107,094</b>	<b>80,936</b>	<b>75,130</b>	<b>32,430</b>	<b>49,792</b>

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

### Governance Costs

	2021	2020
		£
Audit and other Accountancy Fees	11,050	11,200
Allocated support costs	49,792	46,207
Pension Report and other audit expenditure	480	480
Travel expenses/training costs	<u>0</u>	<u>75</u>
<b>Total Governance Costs</b>	<b><u>61,322</u></b>	<b><u>57,962</u></b>

### Allocation of Governance and other support costs

	Support Costs	Governance	2021	Support Costs	Governance	2020
	£	£	£	£	£	£
Leisure	429,215	33,688	462,903	487,461	31,690	519,151
Community Facilities	107,094	10,106	117,200	137,248	9,507	146,755
Sports Development	80,936	7,080	88,016	98,101	6,798	104,899
Active Schools	75,130	7,080	82,210	80,292	6,798	87,090
Outdoor Recreation	<u>32,430</u>	<u>3,368</u>	<u>35,798</u>	<u>43,721</u>	<u>3,169</u>	<u>46,890</u>
<b>Total</b>	<b><u>724,805</u></b>	<b><u>61,322</u></b>	<b><u>786,127</u></b>	<b><u>846,821</u></b>	<b><u>57,962</u></b>	<b><u>904,785</u></b>

## Notes to the Financial Statements for the Year ended 31 March 2021

### 6. Current and past pension service cost

	2021	2020
	£	£
Pension – Past Service (Credit)/Cost	0	(164,000)
Pension – Pension Current Service Cost	<u>1,289,000</u>	<u>1,696,000</u>
<b>Total Pension Service Costs</b>	<b><u>1,289,000</u></b>	<b><u>1,532,000</u></b>

### 7. Staff Costs and Numbers

	2021	2020
	£	£
Wages and Salaries	4,332,516	4,891,666
Social Security costs	323,348	355,694
Other Pension costs	1,215,396	1,453,569
Severance Payments	0	50,785
Other Staff costs	<u>3,897</u>	<u>7,538</u>
<b>Total Staff Costs</b>	<b><u>5,875,157</u></b>	<b><u>6,759,252</u></b>

Only two employees earned more than £60,000 for the year to 31 March 2021. (2020:2)

	Number of employees 2020-2021	Number of employees 2019-2020
Between £90,000 and £99,999	1	0
Between £80,000 and £89,999	0	1
Between £70,000 and £79,999	1	0
Between £60,000 and £69,999	0	1

### Key Management Personnel

	2021	2020
	£	£
Salaries and wages	338,567	337,398
Social Security costs	38,219	38,220
Employer contribution to defined pension scheme	65,181	64,452
<b>Total staff costs and employee benefits</b>	<b><u>441,967</u></b>	<b><u>440,070</u></b>

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

Pension	129,899	120,478
Lump Sum	164,392	159,857

## Notes to the Financial Statements for the Year ended 31 March 2021

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

	2021	2020
	Number	Number
<b>Total Staff Numbers</b>	<b><u>198</u></b>	<b><u>222</u></b>

During the period no Trustees received any remuneration or made any donations to the charity nor were any expenses reimbursed (£75 reimbursed to one Trustees during 2019/2020) and there were no unclaimed travel costs in 2020/21 (£272 in 2019/20).

There were no redundancy or termination payments during the financial year (2020 £50,785).

### 8. Operating Surplus

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

	2021	2020
	£	£
Auditor's Remuneration (including expenses)	11,050	11,200
Profit on Disposal of Fixed Assets	2,000	1,053
Depreciation – Intangible Fixed Assets	5,087	5,086
Depreciation – Tangible Fixed Assets	72,217	63,614

### 9. Pension Costs

The company is an admitted body of the Strathclyde Pension Fund. The Superannuation Fund is a defined benefit scheme into which employee' and employer's contributions, and interest and dividends from investments are paid and from which pensions, lump sums and superannuation benefits are paid out. Employees' contributions are tiered and employer's basic contributions are assessed every three years by an actuary and are fixed to ensure the fund remains solvent and in a position to meet its future liabilities. The actuarial method used is known as Projected Unit Credit Method. The last actuarial valuation was at 31 March 2020 and following this valuation employer's contributions remained at 19.3% for subsequent years and up to this point. Actual employer's contributions for the period 31 March 2021 amounted to £668,396.

## Notes to the Financial Statements for the Year ended 31 March 2021

In accordance with FRS 102 – Retirement Benefits – a valuation of the fund was carried out at 31 March 2015 by Hymans Robertson, independent actuaries, appointed by Strathclyde Pension Fund. Hymans Robertson calculated the pension assets and liabilities as at 31 March 2021 by rolling forward its full actuarial valuation, allowing for the changes in financial assumptions as prescribed under FRS 102. The main assumptions used in the calculations are:

	31 March 2021	31 March 2020
	<b>% per annum</b>	<b>% per annum</b>
Inflation / Pension Increase Rate	2.80%	1.80%
Salary Increase Rate	3.50%	2.90%
Discount Rate	2.05%	2.30%

### Mortality

Life expectancy is based on the Fund's Vita Curves with improvements in line with the CMI 2020 model, with a 0% weighting of 2020 data, standard smoothing (Sk7), initial adjustment of 0.5% and a long term rate of improvement of 1.5% pa. Based on these assumptions, the average future life expectancies at age 65 are summarised below:

	Males	Females
Current Pensioners	19.8 years	22.6 years
Future Pensioners	21.2 years	24.7 years

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

	31 March 2021	31 March 2020
	<b>%</b>	<b>%</b>
Equities	66%	62%
Bonds	23%	25%
Property	9%	12%
Cash	2%	1%

The actuarial estimated employer contributions for the year to 31 March 2022 are £736,000.

## Notes to the Financial Statements for the Year ended 31 March 2021

The amounts recognised in the balance sheet are as follows:

	31 March 2021	31 March 2020
	£000	£000
Present value of funded liabilities	(29,865)	(20,812)
Fair value of plan assets	<u>26,819</u>	<u>20,646</u>
	(3,046)	(166)
Present value of unfunded obligations	(181)	(159)
Unrecognised past service cost	<u>0</u>	<u>0</u>
	<b>(3,227)</b>	<b>(325)</b>
<b>Amount in balance sheet</b>		
Liabilities	(3,227)	(325)
Assets	<u>0</u>	<u>0</u>
<b>Net (liability)</b>	<b>(3,227)</b>	<b>(325)</b>

	31 March 2021	31 March 2020
	£000	£000
<b>Analysis of the amount charged to net incoming resources:</b>		
Current service cost of the defined benefit scheme	(1,289)	(1,696)
Past service (credit)/cost (including curtailments)	0	164
<b>Total Service Cost</b>	<b>(1,289)</b>	<b>(1,532)</b>

<b>Analysis of amount credited to incoming resources:</b>		
Expected return on employer assets	(483)	(527)
Interest on pension scheme liabilities	<u>497</u>	<u>586</u>
<b>Net return</b>	<b><u>14</u></b>	<b><u>59</u></b>

<b>Analysis of amounts included in other recognised gains and losses:</b>	31 March 2021	31 March 2020
	£000	£000
Actuarial gain/(loss)	<u>2,341</u>	<u>2,374</u>
Actuarial gain/ (loss) recognised in net movement of funds	<u>2,341</u>	<u>2,374</u>
Cumulative Actuarial Gains and Losses	<u>4,526</u>	<u>2,185</u>

## Notes to the Financial Statements for the Year ended 31 March 2021

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

	31 March 2021	31 March 2020
	£000	£000
Opening fair value of employer assets	20,646	20,605
Expected return on assets	0	0
Contributions by members	226	235
Contributions by the employer	736	815
Contributions in respect of unfunded benefits	6	6
Actuarial Gain/(Loss)	5,406	(894)
Estimated Benefits paid	(195)	(115)
Estimated Unfunded Benefits paid	(6)	(6)
<b>Closing fair value of employer assets</b>	<b>26,819</b>	<b>20,646</b>

Reconciliation of defined benefit obligation:

	31 March 2021	31 March 2020
	£000	£000
Opening defined benefit obligation	20,812	22,349
Current service cost	1,289	1,532
Interest cost	497	586
Contributions by members	226	235
Present value of unfunded liabilities	159	185
Actuarial losses	7,264	(3,795)
Past service costs	0	0
Estimated benefit paid	(195)	(115)
Estimated unfunded benefits paid	(6)	(6)
<b>Closing defined benefit obligation</b>	<b>30,046</b>	<b>20,971</b>

Amounts for the current period:

	2021	2020
	£000	£000
Present value of Defined Benefit Obligation	(30,046)	(20,971)
Fair Value of Employer Assets	26,819	20,646
<b>(Deficit)</b>	<b>(3,227)</b>	<b>(325)</b>
Experience (losses)/gains on assets	5,406	(894)
Experience gains on liabilities	114	83

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

## Notes to the Financial Statements for the Year ended 31 March 2021

### 10. Intangible Fixed Assets

	<b>Software</b>	<b>Total</b>
	£	£
<b>Cost at 1 April 2020</b>	25,432	25,432
Additions	0	0
Disposals	<u>0</u>	<u>0</u>
<b>As at 31 March 2021</b>	<b><u>25,432</u></b>	<b><u>25,432</u></b>
<b>Depreciation at 1 April 2020</b>	8,972	8,972
Charge for the year	5,087	5,087
On disposals	<u>0</u>	<u>0</u>
<b>As at 31 March 2021</b>	<b><u>14,059</u></b>	<b><u>14,059</u></b>
<b>Net Book Value at 31 March 2020</b>	<b>16,460</b>	<b>16,460</b>
<b>Net Book Value at 31 March 2021</b>	<b><u>11,373</u></b>	<b><u>11,373</u></b>

### 11. Tangible Fixed Assets

	<b>Furniture &amp; Equipment</b>	<b>Total</b>
	£	£
<b>Cost at 1 April 2020</b>	478,858	478,858
Additions	40,764	40,764
Disposals	<u>(12,000)</u>	<u>(12,000)</u>
<b>As at 31 March 2021</b>	<b><u>507,622</u></b>	<b><u>507,522</u></b>
<b>Depreciation at 1 April 2020</b>	213,610	213,610
Charge for the year	72,217	72,217
On disposals	<u>(12,000)</u>	<u>(12,000)</u>
<b>As at 31 March 2021</b>	<b><u>273,827</u></b>	<b><u>273,827</u></b>
<b>Net Book Value at 31 March 2020</b>	<b><u>265,248</u></b>	<b><u>265,248</u></b>
<b>Net Book Value at 31 March 2021</b>	<b><u>233,795</u></b>	<b><u>233,795</u></b>

At 31 March 2021 all fixed assets are used for charitable purposes.

### 12. Stock

	<b>2021</b>	<b>2020</b>
	£	£
Cleaning materials, first aid materials and uniform stock	<u>16,218</u>	<u>11,635</u>

## Notes to the Financial Statements for the Year ended 31 March 2021

### 13. Debtors

	2021	2020
	£	£
Trade Debtors	64,953	28,426
Amounts owed by West Dunbartonshire Council	612,411	309,386
Other debtors and prepayments	305,890	191,460
	<b><u>983,254</u></b>	<b><u>529,272</u></b>

### 14. Investment

	2021	2020
	£	£
Fixed Term 2 year Investment with West Dunbartonshire Council until 29 February 2022.	506,182	506,182
Fixed term 6 months Investment with West Dunbartonshire Council.	250,000	250,000
Total Investment	<b><u>756,182</u></b>	<b><u>756,182</u></b>

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

	2021	2020
	£	£
Trade Creditors	9,317	4,622
Tax and Social Security Creditors	31,878	33,673
Amounts owed to West Dunbartonshire Council	927,283	684,593
Other Creditors	536,464	256,192
Accruals and Deferred Income (note 16)	<u>456,813</u>	<u>597,884</u>
	<b><u>1,961,755</u></b>	<b><u>1,576,964</u></b>

### 16. Deferred Income

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

	2021	2020
	£	£
Balance b/f	87,726	89,104
Released in year	(87,726)	(89,104)
Deferred in year	<u>155,238</u>	<u>87,726</u>
	<b><u>155,238</u></b>	<b><u>87,726</u></b>

The items deferred comprises Income for memberships of £110,169, direct debits £20,328 and £24,741 of additional income received in advance for services being provided in financial year 2020-2021.

## Notes to the Financial Statements for the Year ended 31 March 2021

### 17. Operating Leases

The Trust has acquired photocopiers by entering into operating leases. The Trust was committed to making the following payments in the year to 31 March 2020:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Payable less than 1 year	1,441	3,871
Payable > 1 year < 5 years	<u>0</u>	<u>1,441</u>
Total Payable	<u>1,441</u>	<u>5,312</u>

### 18. Share Capital

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

### 19. Company Limited by Guarantee

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

## Notes to the Financial Statements for the Year ended 31 March 2021

### 20. Funds

Unrestricted Funds	Balance at 31 March 2019 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2020 £
Unrestricted - general	880,000	7,709,962	(7,495,988)	(358,636)	735,338
<b>Designated</b>					
Small Projects	65,925	0	(2,855)	0	63,070
Equipment Replacement	581,292	0	(18,925)	0	562,367
Service Development Projects	328,629	0	(41,752)	0	286,877
Fixed Assets	307,392	0	(68,700)	43,016	281,708
Surplus Reserves	0	0	(86,781)	315,620	228,839
<b>Total Designated</b>	<b><u>1,283,238</u></b>	<b><u>0</u></b>	<b><u>(219,013)</u></b>	<b><u>358,636</u></b>	<b><u>1,422,861</u></b>
<b>Total Unrestricted</b>	<b>2,163,238</b>	<b>7,709,962</b>	<b>(7,715,001)</b>	<b>0</b>	<b>2,158,199</b>
<b>Restricted</b>	<b><u>0</u></b>	<b><u>73,558</u></b>	<b><u>(73,558)</u></b>	<b><u>0</u></b>	<b><u>0</u></b>
<b>Total</b>	<b><u>2,163,238</u></b>	<b><u>7,783,520</u></b>	<b><u>(7,788,559)</u></b>	<b><u>0</u></b>	<b><u>2,158,199</u></b>

In 2019/2020 the Trustees have designated funds of £1,422,861 which comprises tangible fixed assets £281,708, other small projects to deliver sporting activities £63,070, future equipment replacement £562,367, Service Development Projects £286,877 and Surplus Reserves £228,839

## Notes to the Financial Statements for the Year ended 31 March 2021

### Funds

Unrestricted Funds	Balance at 31 March 2020 £	Incoming Resources £	Resources Expended £	Transfers £	Balance at 31 March 2021 £
Unrestricted - general	735,338	5,257,867	(4,106,519)	(515,530)	1,371,156
<b>Designated</b>					
Small Projects	63,070	0	(14,117)	14,117	63,070
Equipment Replacement	562,367	0	(22,714)	22,714	562,367
Service Development Projects	286,877	0	(3,935)	3,935	286,877
Fixed Assets	281,708	0	(77,304)	40,764	245,168
Surplus Reserves	228,839	0	0	434,000	662,839
<b>Total Designated</b>	<b>1,422,861</b>	<b>0</b>	<b>(118,070)</b>	<b>515,530</b>	<b>1,820,321</b>
<b>Total Unrestricted</b>	<b>2,158,199</b>	<b>5,257,867</b>	<b>(4,224,589)</b>	<b>0</b>	<b>3,191,477</b>
<b>Restricted – Govt JRS</b>	<b>0</b>	<b>2,292,252</b>	<b>(2,292,252)</b>	<b>0</b>	<b>0</b>
<b>Total</b>	<b>2,158,199</b>	<b>7,550,119</b>	<b>(6,516,841)</b>	<b>0</b>	<b>3,191,477</b>

In 2020/2021 the Trustees have designated funds of £1,820,321 which comprises tangible fixed assets £245,168, other small projects to deliver sporting activities £63,070, future equipment replacement £562,367, Service Development Projects £286,877 and Surplus Reserves £662,839.

## Notes to the Financial Statements for the Year ended 31 March 2021

The **Small Projects** fund consists of a number of partially completed projects which are likely to be completed during the next financial year. The fund has been increased in previous years to fund a number of minor upgrade projects to Community Halls and Main Site Leisure Facilities. The purchase of an air extraction fan for the gym at the Vale Pool at a cost of £14,117 was completed in 2020/21 to assist with the ventilation guidelines highlighted due to COVID. Funds of £14,117 from the 2020/21 surplus have been used to replenish the 2020/21 actual spend from the Small Projects designated fund. The fund therefore remains at £63,070 in 2021/22.

The **Equipment Replacement** fund is being built up to fund the replacement of the gym and fitness equipment at the main sites on a rolling basis. Cardio Vascular (CV) equipment is recommended to be replaced every 5 – 6 years and resistance equipment every 7 – 9 years. As planned a major equipment replacement project was completed in 2018/19 with CV equipment being replaced at the Vale Pool and Meadow Centre. The resistance equipment at these two sites was due for replacement in 2020/2021, however due to COVID and the facilities being closed for the majority of the year this was not completed. This replacement will now be considered as part of the project in 2022/23 looking at the replacement of gym equipment at Clydebank Leisure Centre. The planned project to replace the spin bikes at the Vale Pool was completed in September 2019 at a cost of £23,970 as was the planned project to replace the spin bikes at the Meadow Centre in 2020/21 at a cost of £22,712. Funds of £22,712 from the 2020/21 surplus have been used to replenish the 2020/21 actual spend from the Equipment Replacement designated fund. The fund therefore remains at £562,367 in 2021/22.

**Service Development Projects** fund has been built up to be used for larger projects within the service as per our charitable objectives that will improve the service and/or generate additional income. The VOIP telephone system received a further upgrade during 2020/21 of £3,935. Funds of £3,935 from the 2020/21 surplus of have been used to replenish the 2020/21 actual spend from the Equipment Replacement designated fund. The fund therefore remains at £286,877 in 2021/22.

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

**Surplus Reserves** - It had been planned to utilise the remaining surplus reserves fund balance of £228,839 to offset a one off reduction to the WDC management fee in 2021/22 which would have created a one-off saving for WDC. This saving has now been postponed by WDC to give support and recovery time to WDLT in the post pandemic period. In 2020/21 WDC have also allocated two loss of income grants to WDLT totalling £434,000 which have been allocated to the surplus reserve fund making a total surplus reserve fund balance of £662,839. It is planned for this fund to be used along with some general reserves to offset the reduced income that is projected in the annual budget due to the COVID-19 closure and subsequent re-opening with service restrictions and reduced turnover. It is projected that full recovery of previous income levels will take from 18 to 24 months from the date of reopening in late April 2021.

**Restricted Funds** - this represents income and expenditure relating to furloughed staff costs from the Governments Job Retention Scheme.

## Notes to the Financial Statements for the Year ended 31 March 2021

### Analysis of Net Assets Over Funds

<b>Funds Balance at 31 March 2020 Represented by:</b>	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Pension Reserve £</b>	<b>2020 Total £</b>
<b>Fixed assets</b>	<b>281,708</b>	<b>0</b>	<b>0</b>	<b>281,708</b>
<b>Current Assets</b>				
Stock	11,635	0	0	11,635
Debtors	455,714	73,558	0	529,272
Investment	756,182	0	0	756,182
Cash	<u>2,229,924</u>	<u>(73,558)</u>	<u>0</u>	<u>2,156,366</u>
<b>Total Current Assets</b>	<b>3,453,455</b>	<b>0</b>	<b>0</b>	<b>3,453,455</b>
<b>Creditors</b>				
Amounts falling due within one year	(1,576,964)	0	0	(1,576,964)
<b>Net Current Assets</b>	<b><u>1,876,491</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>1,876,491</u></b>
<b>Total Assets less Current Liabilities</b>	<b><u>2,158,199</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>2,158,199</u></b>
Retirement benefit scheme deficit	<u>0</u>	<u>0</u>	<u>(325,000)</u>	<u>(325,000)</u>
<b>Total</b>	<b><u>2,158,199</u></b>	<b><u>0</u></b>	<b><u>(325,000)</u></b>	<b><u>1,833,199</u></b>

<b>Funds Balance at 31 March 2021 Represented by:</b>	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Pension Reserve £</b>	<b>2021 Total £</b>
<b>Fixed assets</b>	<b>245,168</b>	<b>0</b>	<b>0</b>	<b>245,168</b>
<b>Current Assets</b>				
Stock	16,218	0	0	16,218
Debtors	763,774	219,480	0	983,254
Investment	756,182	0	0	756,182
Cash	<u>3,371,890</u>	<u>(219,480)</u>	<u>0</u>	<u>3,152,410</u>
<b>Total Current Assets</b>	<b>4,908,064</b>	<b>0</b>	<b>0</b>	<b>4,908,064</b>
<b>Creditors</b>				
Amounts falling due within one year	(1,961,755)	0	0	(1,961,755)
<b>Net Current Assets</b>	<b><u>2,946,309</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>2,946,309</u></b>
<b>Total Assets less Current Liabilities</b>	<b><u>3,191,477</u></b>	<b><u>0</u></b>	<b><u>0</u></b>	<b><u>3,191,477</u></b>
Retirement benefit scheme deficit	<u>0</u>	<u>0</u>	<u>(3,227,000)</u>	<u>(3,227,000)</u>
<b>Total</b>	<b><u>3,191,477</u></b>	<b><u>0</u></b>	<b><u>(3,227,000)</u></b>	<b><u>(35,523)</u></b>

## Notes to the Financial Statements for the Year ended 31 March 2021

### 21. Notes to the cash flow statement

#### Reconciliation of operating surplus to net cash inflow from operating activities

	2021 £	2020 £
Net incoming/(outgoing) resources	472,278	(775,039)
Investment income	(19,814)	(26,389)
Gain on disposal of fixed assets	(2,000)	(1,053)
Depreciation	77,304	68,700
Net Pension charge	561,000	770,000
(Increase)/Decrease in stock	(4,583)	5,638
(Increase)/Decrease in debtors	(453,982)	(8,798)
Increase/(Decrease) in creditors	<u>384,791</u>	<u>(169,026)</u>
<b>Net cash provided/(used in) by operating activities</b>	<b><u>1,014,994</u></b>	<b><u>(135,967)</u></b>

### 22. Cash at bank and in hand

	31 March 2021	1 April 2020
	£	£
Cash at bank and in hand	<u>3,152,410</u>	<u>2,156,366</u>

### 23. Trustees Interests and related party transactions

Due to the nature of the charity's operations and composition of its Board, being comprised of individual public sector and commercial organisations, it is inevitable that transactions will take place with companies and organisations in which a Board member of the Trust has an interest. The charity works in partnership with West Dunbartonshire Council with which transactions have been undertaken during the period. The following is a list of members of the Board (Committee of Management) who held potentially connected positions during the period.

Table showing potential for Trustee's connected interests:

Trustee	Company	Occupation	Joined	Resigned
David McBride	West Dunbartonshire Council	Councillor	11/01/12	N/A
Jim Finn	West Dunbartonshire Council	Councillor	09/12/14	N/A
William Hendrie	West Dunbartonshire Council	Councillor	25/05/17	N/A

## Notes to the Financial Statements for the Year ended 31 March 2021

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

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

During the year the Trust entered into purchase transactions with Admin Design and Print Ltd, a related party, totalling £0, (2019 £425). A brother of Kevin Murphy, Business Development Co-ordinator, is a Director of Admin Design & Print. The balance owed to Admin Design and Print at 31 March 2020 is £0, (2019 £0).

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

	<b>2020-2021</b>	<b>2019-2020</b>
Income received from West Dunbartonshire Council	£5,127,728	£5,500,410
Expenditure paid to West Dunbartonshire Council	£81,285	£126,900

	<b>2020-2021</b>	<b>2019-2020</b>
Due from West Dunbartonshire Council	£612,411	£309,386
Due to West Dunbartonshire Council	£927,283	£684,593

## **West Dunbartonshire Leisure Trust**

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