

WEST DUNBARTONSHIRE COUNCIL**Report by Strategic Lead for Communications, Culture, Communities and Facilities****Corporate Services Committee: 13 February 2020**

Subject: West Dunbartonshire Leisure Trust Business Plan 2020/21**1. Purpose**

- 1.1 The purpose of this report is to update members on the West Dunbartonshire Leisure Trust Business Plan for 2020/21.

2. Recommendations

- 2.1 It is recommended that Committee approves the report and West Dunbartonshire Leisure Trust Business Plan for 2020/21.

3. Background

- 3.1 West Dunbartonshire Leisure Trust (the Trust) is a company limited by guarantee with charitable status. In addition to being regulated by the Companies Act (2006), the company is also subject to the charities regulator in Scotland, OSCR (Office of the Scottish Charity Regulator).
- 3.2 West Dunbartonshire Leisure Trust was incorporated as a company in December 2011 and started trading on 5th April 2012.
- 3.3 There are nine members of the company who serve as trustees comprising of three (3) West Dunbartonshire Councillors (Partner Trustees), an Employee Representative Trustee and five (5) Independent Trustees. The board of Trustees (who are also directors of West Dunbartonshire Leisure Trust for the purposes of company law) has control of the company subject to providing and operating the services in accordance with the Legal Agreement reached with West Dunbartonshire Council and provides strategic direction to the General Manager and his Management Team.
- 3.4 West Dunbartonshire Leisure Trust is responsible for the strategic and operational management of West Dunbartonshire Council's Sport and Leisure Facilities, Community Facilities, Sports Development, Active Schools, for operation of Outdoor Recreation facilities and for event delivery on behalf of the Council.
- 3.5 In order to ensure that the Council meets its obligations to provide adequate provision of facilities for the residents of the area for recreational, sporting, cultural and social activities in terms of Section 14 of the Local Government and Planning (Scotland) Act 1982, there is a Services Agreement in place

between the Council and the Leisure Trust. The Trust is paid a management fee for delivery of the services through an annual funding commitment.

- 3.6** The Services Agreement states that the Leisure Trust should bring a draft Business Plan forward for the coming financial year that illustrates the resources which WDLT intends to use to deliver its services. It should also include information on the expected expenditure required to provide those services, and the amount of funding required from the Council in the form of the management fee. This report and the accompanying Business Plan (Appendix 1) fulfils this requirement.
- 3.7** This report is presented to Committee on behalf of WDLT by the Strategic Lead for Communications, Culture, Communities and Facilities (CCCF). The Strategic Lead for CCCF was appointed in August 2019 as the senior officer responsible for monitoring WDLT activity on behalf of the Council.

4. Main Issues

- 4.1** The Leisure Trust proposes to deliver the following the coming year:

Sport & Leisure

- 4.2** The strategic and operational management of the council's three wet and dry leisure centres, Vale of Leven Swimming Pool; the Meadow Centre; and Clydebank Leisure Centre. This will include building on the success of the Trust's first three year Aquatics Strategy by growing their programme of aquatic activities and casual use. In addition the Trust will continue to grow its current membership/subscription provision (approximately 20,000 at present) offering opportunities for all to access leisure facilities at affordable rates.

Community Services

- 4.3** The strategic and operational management of the council's twelve Community Facilities; Theatre; outdoor grass (23) and synthetic pitches (3); and two outdoor Bowling Greens. The Trust will work with the Council to ensure the successful commissioning and operation of new facilities at Dalmonach (Community Centre); Mountblow, Dalmuir (Synthetic Football Pitch); Postie's Park, Dumbarton (Athletics Track); and Argyll Park, Vale of Leven (Tennis Courts).

Sports Development

- 4.4** The Sports Development team will focus on widening opportunities for all residents to participate in sport. This is achieved via the provision of community and school sports programmes, club and coach development initiatives and the delivery of various mass participation sports events across the area. This will also include the development of a Football Strategy to enhance the football provision across the authority and assist increase the use of grass and synthetic pitches.

Active Schools

- 4.5** The Active Schools team will provide more and higher quality opportunities for children and young people to take part in sport and physical activity before, during lunchtime and after school. This will include working closely with the Council's Educational Services team to increase pupil physical activity participation in Active Schools programmes which currently sits at 48% of the total school roll and in particular secondary school pupils.

Major Outdoor Events

- 4.6** The Trust will deliver an annual programme of outdoor events for West Dunbartonshire Council. The Events Calendar includes a Golf ProAm; Scottish Pipe Band Championships; Highland Games; Firework Displays; and Christmas Light Switch On events. In addition the Trust will also manage and deliver the Loch Lomond 10k Road Race. Due to its success from last year the entry level will be increased to 1,200, and for the first time a 5k Road Race will also be introduced.

Efficiencies

- 4.7** As per the services agreement the Leisure Trust is committed to assisting the Council to ensure best value and continuous improvement. This includes making sure that the funding commitment through the management fee does not exceed what is necessary to cover all or part of the costs incurred in the delivery of its services.
- 4.8** Following discussions with the Council's nominated monitoring officer, the Strategic Lead for CCCF, a number of projects will be progressed in 2020/21 that will deliver a 1.9% reduction in the management fee from the Council to the Trust. These include the delivery of efficiencies within Community Services as highlighted in the Review of Community Centres approved by Corporate Services Committee in November 2019; a review of the Trust's Management and operating structure; and an income target increase funded from a growth in income streams, and the annual review of service charges.

Key Performance Indicators

- 4.9** To help the Council monitor Trust service delivery during the year a number of Key Performance Indicators are set and reported on. The monitoring officer and the Trust have reviewed the existing indicators and agreed a new suite for the 2020/21 Business Plan which is included in Appendix 1.

5. People Implications

- 5.1** There are no people implications for the Council from this report. Some of the efficiencies listed in the Business Plan will have an implication on Leisure Trust employees through structural reviews. The scale of this is not reportable

at this point until consultations with employees and trade unions have concluded and managers have a better understanding of those individuals looking to leave the Trust through VER. In a positive development an agreement has been reached between the Leisure Trust and the Council to support offers of alternative employment for anyone displaced. In the main, this is likely to be supporting displaced WDLT employees to secure potential alternative employment opportunities within the Council, however there is also the potential for WDC employees to be supported into WDLT roles.

6. Financial and Procurement Implications

6.1 As outlined in the Business Plan, the Trust's proposed service delivery would allow for a reduction in the management fee from the Council to the Leisure Trust of £73,578 (approximately 1.9%) to £3,800,212 in 2020/21.

8. Risk Analysis

8.1 No risks have been identified in relation to this report.

9. Equalities Impact Assessment (EIA)

9.1 An equality impact screening has been carried out on the Business Plan, and following this individual activity areas will be screened and assessed as appropriate.

10. Consultation

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

11. Strategic Assessment

11.1 This report supports the following Strategic Plan objectives:

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

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Date: 20 January 2020

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Appendices: WDLT Business Plan 2020/21

Background Papers: None

Wards Affected: All