



Integrated Culture and Sport Trust Feasibility Project

Feasibility Report - Final

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1 Executive Summary

This report examines the feasibility of creating an Integrated Culture and Sport Trust. The method for achieving this would be through retaining the existing Borders Sport and Leisure Trust (BSLT) Charitable Company but extending its charitable objects to include Cultural Services. It was completed jointly by BSLT and SBC staff with additional help from a reference group made up of SBC Elected Members and BSLT Trustees. The approach resulted in highly co-operative work between the various groups and all areas of integration have been examined to an appropriate level to judge feasibility.

It is the finding of the Joint Officer Working Group (JOWG) from BSLT and SBC that there is a significant opportunity to improve outcomes for the citizens of the Scottish Borders through an Integrated Trust. **The JOWG has concluded that an Integrated Trust should be formed to support improved delivery of outcomes making BSLT and Cultural Services stronger together.**

Our finding is that BSLT should be transformed it into an Integrated Trust that could run Culture and Sport successfully on behalf of SBC.

To make the Integrated Trust work would require the following critical success factors:-

- Strong leadership from Trustees, Elected Members and senior management of BSLT and SBC to drive forward the actions necessary to make the implementation and operation of an Integrated Trust a success
- A strong long-term partnership relationship between BSLT and SBC
- A positive attitude amongst all parties to make the Integrated Trust a success
- Trustees should consider an appropriate name for the Integrated Trust to reassure all stakeholders, including staff, that Culture is given appropriate focus
- Sufficiently funded to succeed as a strong and sustainable business for the future

Below is a summary of the findings of this feasibility study:-

Area	Finding
Vision	It is clear that an inspiring and compelling vision can be created for an Integrated Trust to improve outcomes for the citizens of the Borders. BSLT existing vision is "improved lives through physical activity, sport and leisure". It is for the Trust to establish its own vision going forward.
Benefits/Dis-benefits of Integration	<p>With the correct leadership and partnership working between all parties there are clear and potentially significant benefits to BSLT, SBC and the citizens of the Scottish Borders that could be made from the creation of an Integrated Trust.</p> <p>An Integrated Trust has the opportunity to raise its profile in the Scottish Borders, exploiting the synergies between Culture and Sport to create a set of services that better meet customer demands and have a positive impact on the lives of citizens of the Scottish Borders.</p> <p>Integration can provide the catalyst to provide stronger/more impactful outcomes together rather than Culture and Sport separately.</p>

Area	Finding
Staff	<p>From the joint work it is deemed that there is a good strategic fit between the two groups with complementary skills supporting customer-facing service provision and leisure-time activity. There will be a requirement to bring the two staff cultures together over time but BSLT have been successful in the past at achieving this and there are no barriers foreseen to achieving this again.</p>
Financial	<p>We have, wherever possible, identified the costs of integration from lessons learned from other trusts and the knowledge and experience of colleagues. There are some residual elements that will be discussed if BSLT and SBC agree to move forward with integration.</p> <p>It is anticipated that through a partnership approach the Integrated Trust can be created within the resources available to the Council and BSLT. Resources available will continue to be finite.</p> <p>The budget for Cultural Services would be transferred with the Services. The cost for support service provision cannot be costed until the model of delivery is agreed in detail.</p>
Lessons Learned	<p>Integration is often the catalyst for improved service delivery through shared vision and joint prioritisation (EKOS). There is not significant factual evidence coming from Integrated Trusts over the success or otherwise of integration due to the short amount of time such trusts have been in place. EKOS stated there was no standard trust model in terms of scope and scale. It is therefore difficult to make direct comparisons with other organisations due to the different services and facilities they offer. This report robustly analysed the benefits and risks of integration. This should provide comfort to Trustees and Elected Members that integration will bring the benefits that have been identified. Critical success factors involved in delivering these benefits will be strong leadership, management and an underpinning partnership approach.</p>
Support Services	<p>There are a number of options for the provision of support services that give the Integrated Trust the control it requires. The detail of this may vary by service. There are no barriers foreseen to achieving this.</p> <p>BSLT manage their own support services either internally or by purchase at market prices, an approach that they judge has worked well and enabled the trust to operate efficiently and effectively.</p>
Property	<p>Property is a major area of concern given the scale and potential financial risk. Having looked at this area, our findings are that it should be possible to come to an agreement between SBC and the Integrated Trust on property that gives the trust control over prioritisation of planned and reactive maintenance. Capital spend arrangements will be discussed and agreed. In addition we should be able to work in partnership and define through contract to reduce the trust's exposure to property risk to acceptable levels. The mechanism to support this will be defined through partnership working.</p>

Area	Finding
Pensions	<p>Actuarial advice has been taken on the pension implications of creating an Integrated Trust. BSLT model of pension provision is based on staff length of service and contribution rates. There are two options:-</p> <ul style="list-style-type: none"> • All staff of an Integrated Trust offered Local Government Pension Scheme (cost around £163,000 per annum) • Maintain existing BSLT arrangements (cost around £29,000 per annum) <p>Any increase would have to be met from within existing Council budgets.</p>
VAT	<p>There is a VAT impact of integration. This is quite a complex area and the cost would depend on decisions taken by the Trust. This would be a matter for partnership agreement. Indications are the impact ranges from a small saving to a £25,000 increase in annual costs assuming maximum exemptions are applied.</p>
Data Sharing	<p>A data sharing agreement would be required. The Integrated Trust would be the data owner for Cultural, Sport and Leisure Data which will facilitate engagement with a wider customer base and cross-marketing.</p>
Governance/Legal	<p>The development of a procurement strategy will support the creation of an Integrated Trust by combining Cultural Services with BSLT. Effective governance of the Integrated Trust will take place.</p>
Risk	<p>There are inevitable risks in an integration of this scale. This only emphasises the need for strong leadership, change management and partnership working to make the integration successful. Mitigations have been identified for all risks and we are confident that these are at manageable levels.</p>

2 Introduction

This report is the findings of joint work between Scottish Borders Council (SBC) and Borders Sport and Leisure Trust (BSLT) to examine the feasibility of creating an Integrated Culture and Sport Trust.

3 Consultees

The project team consulted with the following stakeholders during the production of this report:-

- A Reference Group comprised of six Elected Members from SBC along with two BSLT Trustees. Two of the Elected Members also are BSLT Trustees.
- BSLT Trustees
- Other Trust in Scotland including those in Falkirk, Perth, South Lanarkshire, Renfrewshire and Highland. Livewire Warrington and Fife Council were also consulted.
- EKOS (Economic and Social Development Consultants) who have experience of working with a number of trusts in Scotland
- The following teams within Scottish Borders Council/NHS:-
 - Community Learning and Development
 - Joint Health Improvement Team
 - Strategy and Policy team
 - Support Service teams including IT, Finance, Property and HR
- BSLT senior management team
- SBC Service Directors
- Cultural Services senior management team
- Actuarial experts on pension implications
- VAT experts on VAT implications
- SBC legal team and BSLT legal representatives for legal advice
- Trade Unions

BSLT and SBC staff were updated on progress throughout and were able to feed back to the project team.

In addition the project team was informed by the previous public consultation on the Culture Trust carried out in 2014.

4 Terms, Acronyms and Abbreviations

BSLT: Borders Sport and Leisure Trust

CPP: Community Planning Partnership

EKOS: Consultancy company who have experience in working with trusts in Scotland

FTE: Full Time Equivalent

ICT: Information Communication Technology

LGPS: Local Government Pension Scheme

PSN: Public Sector Network

SBC: Scottish Borders Council

SLA: Service Level Agreement

5 Purpose of Feasibility Study

The purpose of this feasibility study was to objectively and rationally determine if there is a compelling case to set up an Integrated Culture and Sport Trust from BSLT and Cultural Services. This report will be used by the BSLT Board and Scottish Borders Council in September and October 2015 respectively to decide whether or not an Integrated Trust is feasible and to progress to implementation.

6 Background

In early 2014 Scottish Borders Council agreed in principle to implement a Culture Trust to run Cultural Services on behalf of SBC. The business case for this was based on creating a more focused organisation that would be able to deliver a better service along with accessing rates savings on Cultural Services properties.

During the resultant project to implement a Culture Trust a suggestion was made by Councillors to consider the creation of an Integrated Trust with Borders Sport and Leisure as such a model had been employed in other Local Authority areas, and it may offer some advantages over a standalone Trust. SBC adjudged that it was worth investigating this diligently.

Reasons for considering integration with BSLT include their strength and experience as an established trust and building on this was a real opportunity for the future development of culture as well as sport in the Borders.

An Integrated Trust has the opportunity to raise its profile in the Scottish Borders, exploiting the synergies between Culture and Sport to create a set of services that better meet customer demands to have a positive impact on the lives of citizens of the Scottish Borders.

On 20th November 2014 a report was presented to Council requesting time to investigate the feasibility of an Integrated Culture and Sport Trust prior to any further work to form an independent Culture Trust.

A formal approach was made to BSLT in December 2014 requesting dialogue on an Integrated Culture and Sport Trust.

A number of initial meetings between BSLT and SBC took place between January and March 2015 to discuss the request and approach. On 30th March 2015 the BSLT Board formally agreed to look at feasibility of a joint trust.

By early April 2015 BSLT and SBC had agreed to jointly undertake a feasibility study on an Integrated Trust, using the established BSLT, and had agreed terms of reference for this joint work.

A progress report on this work was presented to Council in June 2015. A variety of progress reports have been presented to the BSLT board in the intervening time.

7 Scope

The only option that this feasibility study considered was an Integrated Culture and Sport Trust with BSLT. Other options for the delivery of Cultural Services had already been examined by SBC, and rejected in favour of a trust model.

Our aim in this feasibility exercise has been to preserve the excellent track record of BSLT and to “morph” it into an Integrated Trust that could run Culture and Sport successfully on behalf of SBC.

The scope for the feasibility study was as follows:-

- Benefits/dis-benefits of integration
- Business Case for integration including financial business case
- Data sharing/information governance implications of integrating
- Formation of a reference group made up of six Elected Members and two BSLT Trustees to examine and feedback on proposals
- Governance recommendation
- Lessons learned from other Trusts
- Optimum scope of an Integrated Trust
- Outcomes/priorities for an Integrated Trust
- Pension implications of integration
- Property proposal
- Risk analysis
- Staff implications of integration
- Support services outline options and proposals
- VAT implications of integration
- Vision for an Integrated Trust

All of the Cultural Services business areas were considered for integration:-

- Admin and clerical support (NB not all staff will transfer. Some staff will be retained in SBC where the majority of their job is not supporting Cultural Services)
- Archives and Local History Services
- Arts Development
- Community Centres
- Heart of Hawick
- Libraries and Information Services (excluding Schools library service, run via Schools section)
- Museums and Galleries Service
- Public Halls

BSLT, an established charitable business, provides:-

- Active Schools
- Sports Development
- All sports facilities
- All other staff including support services

When considering support services the following main services were considered:-

- Finance
- HR
- ICT
- Payroll
- Pension Arrangements
- Property

The purpose of this report was to report on the feasibility of an Integrated Sport and Culture Trust. SBC and BSLT will decide the next steps after studying the report.

8.2 Staffing Considerations

BSLT and Cultural Services are broadly similar in terms of staff FTE as shown below:-

	BSLT	Cultural Services	Integrated Trust
Staff numbers	286 (including 128 casual staff)	263	549
Staff FTE	109	110	219

Integration would create an organisation with around 550 individuals and around 220 FTE staff.

This increase in services brings an increased support service requirement which is considered in later sections of this report.

The following points can be concluded about the staff from Cultural Services and BSLT:-

- The two staff groups are complementary in terms of skill base with little duplication of roles.
- Although their functions are to deliver distinct services, there is the basis of a strategic fit in that both groups are benefiting the health and wellbeing of the citizens of the Borders.
- There are separate administration teams supporting BSLT and Cultural Services. This is an opportunity to build an administration team that can effectively support the Integrated Trust.
- The two groups do operate within different organisational cultures and working environments at present. There is a requirement to bring the two staff cultures together over time but BSLT have been successful in the past at achieving this and there are no barriers foreseen to achieving this again.
- Cultural Services staff will transfer with their existing terms and conditions under TUPE rules. Thereafter, terms and conditions will be a matter for the Integrated Trust whilst observing the TUPE rules.

8.3 Vision for an Integrated Trust

Ultimately the definition and agreement of the vision for an Integrated Trust would be a task for the management and Trustees of the new organisation. What is provided below represents a possible vision for an Integrated Trust to highlight why integration should be pursued.

Vision – To inspire Scottish Borders citizens and visitors to lead richer, more active lives, through culture, sport and personal development.

The current BSLT vision is “improve lives through physical activity, sport and leisure”. Should an Integrated Trust be formed, this could be broadened to reflect improved lives through culture, or similar.

The vision for an Integrated Trust providing opportunities in culture and sport is one of an organisation which:

- Helps provide enriched lives.
- Helps increase wellbeing and reduces health inequalities.
- Has an enhanced reach into localities, and is better placed to respond to local needs and aspirations.
- Has an extended network of sites and venues, from which to provide opportunities to participate in activities, learning and personal development.
- Is better placed to take advantage of more funding channels, and increased opportunities for revenue generation.

- Is financially equipped to continue to provide services to those citizens who are financially disadvantaged.
- Is inspirational, and encourages participation at all levels whilst supporting those who have the potential to excel.
- Can create services that challenge perceptions of Culture and Sport being mutually exclusive, that in turn can help remove obstacles to participation.
- Can highlight the benefits of culture and sport leading to enriched and fulfilled lives.
- Is better able to reach those segments of the population who currently participate in Culture but not Sport, and vice-versa.
- Works collaboratively with its partners to deliver local, regional and national outcomes.
- Is supported by its partners in meeting shared strategic objectives, with shared responsibility in key decision-making.
- Is better placed to improve upon the collaborative working that currently exists.
- Possesses a more holistic view of the population of the Scottish Borders.
- Promotes the outstanding cultural and sporting heritage of the Scottish Borders to local, national and international audiences.
- Is a responsible custodian of the Scottish Borders' rich cultural heritage and cultural collections.
- Is better equipped to realise inter-service opportunities.
- Excels in creating a working environment that stimulates innovation, team spirit, engagement and achievement.

8.4 Lessons Learned

Our main dialogue to date has been with trusts in Falkirk, Perth, South Lanarkshire, Renfrewshire and Highland. In addition Livewire Warrington and Fife Council were consulted.

Direct comparison with these organisations is not possible. They have different services and facilities and there are a large number of factors that can influence their success or failure.

It is clear from discussions with the trusts and with independent consultants EKOS that the Integrated Trusts have not been running long enough to build a significant enough body of evidence on the success or otherwise of integration.

EKOS view is that integration is often the catalyst for improved service delivery through shared vision and joint prioritisation.

8.4.1 Lessons on the reasons for integration

Other trusts that we spoke to did not carry out extensive feasibility studies before taking the decision to integrate, and therefore there is a lack of information on the anticipated benefits of integration.

Although the initial driver for other councils appear to have been savings through business rates to protect front line services, they were also mindful of other potential benefits that integration could bring. The team have therefore pursued lessons on other benefits of integration which can be seen in section 9 below.

8.4.2 Lessons on the benefits and risks of integration

This is covered in detail in the benefits and risks sections later in this report that incorporates evidence from other trusts, where this is available.

8.4.3 Financial aspects in other Trusts

Financial savings were the main driver for the other Councils transferring services. The main consideration for the Trusts has been the need for sufficient management fee for the effective and sustainable delivery of the current and new services.

All Trusts have management agreements with the Council. Integrated Trusts run their finance as a single company. Investment priorities are made on outcome impact, rather than a purely commercial basis.

A period of stability in the management fee for new trusts was beneficial to allow them to establish themselves.

Few synergies for joint external funding between Culture and Sport have been explored by the Integrated Trusts we have spoken to up until now, but this may be simply due to the limited time that these trusts have been in operation.

Some Trusts apply to their Local Authority for capital funding with a Council process to consider what is required. Improved outcomes were the main driver for capital projects.

8.4.4 Performance management lessons

There is a range of performance information sent to the Councils by Trusts. All provide regular performance reports on financial and delivery indicators.

An analysis of performance trends for the cost per attendance (previous statutory performance indicator) has been carried out. This shows a varied position across the trusts selected, with on balance improved performance from integrated trusts when compared with services currently provided by Local Authorities or single focus trusts.

It is not possible to attribute this performance on any single factor, including integration. However from discussions with these trusts it has been possible to make efficiencies and improve service using integration as the catalyst for shared priorities and service development.

Falkirk trust did report that their performance has increased year on year since their establishment and this has been attributed to the ability to focus on discrete services, rather than being part of a larger Council service provision. There had been a much greater focus on delivery following the move from the larger Council structure.

Highland trust reported, through evidence of successful delivery, they are a “trusted partner” within the Community Planning Partnership enabling further service development and commissioning with partners to be exploited.

8.5 Property Considerations

Property is a major consideration both for an Integrated Trust and for the Council for the following reasons:-

- There is a reasonable level of management overhead for property
- There are a large number of properties involved, with a number being historic buildings along with buildings involving significant plant investment
- There is potential for significant investment being required on properties in the future to maintain their fitness for purpose

8.5.1 Assumptions

In looking at property we have made the following assumptions on the scope of the exercise:-

- All property that is currently owned by SBC will remain owned by SBC.
- All property would be leased to the Integrated Trust on a peppercorn rent basis.
- This study focuses on how an agreement on property could work, rather than the financial figures of such an agreement, which would be subject to partnership agreement.
- SBC and the Integrated Trust would work collaboratively on property matters.

8.5.2 Current situation

Cultural Services consists of 47 sites (or 8% of the Council's total built estate by floor area). BSLT consists of 15 sites (or approximately 7% of the Council's total built estate by floor area). (See Appendices A & B for list of in scope sites)

Cultural Services properties are made up of Library and Information Services, Museums and Galleries, Archives, Community Centres, Public Halls and significant cultural centres such as the Heart of Hawick.

SBC have their own property management team who manage the Cultural Services properties alongside the rest of the SBC estate. SBC typically engage contractors for maintenance.

BSLT properties are made up of leisure centres, swimming pools and outdoor sporting facilities plus a head office site.

Currently BSLT has its own property management team who manage the facilities and can call on contractors from the SBC contractor list as well as their own contractor base to undertake maintenance duties. This arrangement is not expected to change if integration is pursued.

BSLT has an annual capital allocation of £250,000 for planned maintenance i.e. work to maintain the fabric of the building. BSLT has been successful in sourcing additional funding from external sources.

8.5.3 How property could be managed in an Integrated Trust environment

It is clear that a partnership approach to property would be required between an Integrated Trust and SBC for the following reasons:-

- SBC will continue to own the buildings and therefore have a vested interest in the buildings being adequately maintained and fit for purpose
- A number of the Cultural Services properties are important and iconic historical buildings that can require specialist maintenance/repairs
- The Integrated Trust cannot be left with the sole responsibility for property as it would constitute excessive risk for the organisation. Through partnership working the position will be clarified in the contract or SLA.
- There is a wider community and political consideration with property that must be taken into account when deciding what happens with a particular building
- Some properties are managed by SBC on behalf of the Common Good
- Some properties have special circumstances such as Listed Buildings or facilities with Listed Building status as part of the site

In discussions BSLT and SBC have agreed that the prioritisation of repairs and maintenance should be the responsibility of the Integrated Trust so that they can get the responsiveness required for their business. All aspects of property management will be discussed and agreed.

SBC will work in partnership with the trust to find pragmatic solutions to property issues that arise. Risk mitigation measures will be discussed and agreed in the contract and lease terms to bring risk to the Trust and Council down to acceptable levels.

8.5.4 Planned and Reactive Maintenance Spend

It is anticipated that a sum would be transferred to the integrated trust to form their planned and reactive revenue maintenance budget for the Cultural Services properties. This would cover the essential maintenance of assets experiencing breakdown, failure, vandalism or weather damage, or maintenance that is necessary to meet an urgent business need. This would be subject to partnership agreement.

There is a backlog of maintenance issues on all properties, proposed for the integrated trust, with budget available to maintain at an acceptable level. The lease arrangements will confirm requirements. It is unlikely a full condition survey would be undertaken, due to cost and the findings would not be financially viable.

8.5.5 Capital spend to address the condition of the estate

The capital spend requirements of the Trust will be part of an ongoing assessment via the councils Capital Planning process and linked to meeting the strategic outcomes of the Trust.

8.6 Heritage Collections

Heritage collections would remain the property of the council with a management agreement being put in place between SBC and the Integrated Trust.

8.7 Pension Considerations

Actuarial advice has been taken on the pension implications of creating an Integrated Trust. Different options were assessed and the implications of these have been considered by SBC officers. Areas considered included the equality impact on staff, staff turnover, the impact on the council's Pension Fund arrangements and any potential underwriting arrangements.

Currently BSLT operate a model of pension provision allowing choice to staff. These include membership of the Local Government Pension Scheme (LGPS), Friends Life and auto enrolment. The LGPS is a defined benefits scheme* the others are defined contribution scheme*. Membership of LGPS is available to employees with 5+ years' service, others are available immediately.

The BSLT schemes attract different employer contribution rates, which vary from 2% to 15.5%. The employer contribution for the single SBC LGPS scheme is 18% (LGPS rates may vary subject to actuarial evaluations).

*Defined Benefit Scheme : Benefits to an employee on retirement are defined within the scheme and are not related to the investment returns/valuation up to retirement date.

*Defined Contribution Scheme : Investment returns/valuation at retirement date define the amount of money available to provide for retirement benefits.

A defined benefits scheme provides a much more robust and stable retirement provision than a defined contribution scheme which is significantly affected by market movements.

SBC officers concluded that 2 options would be considered:

1. All staff of an Integrated Trust offered Local Government Pension Scheme (LGPS)
2. Maintain existing arrangements

Option 1 has significant benefits in terms of fairness and equality as all staff would be on the same terms and conditions in terms of pension arrangements, there would also be no impact on the pension fund. The cost of option 1 to BSLT is estimated at around £163k per annum. This would need to be funded. Should all Friends Life pension arrangements transfer there would be no cost to closure of existing BSLT schemes.

Option 2 continues the existing pension arrangements of BSLT. For former BSLT employees in the Integrated Trust who are members of the LGPS scheme, the employer contribution rate increases from 15.5% to 18%, due to the service and age profile of all integrated staff. The cost of this option is estimated at £29k. This will increase as more staff hit the 5 year point at which they are entitled to the higher contribution rate. There will also be gradual dilution of the Pension Fund membership as long term employees leave and are replaced by staff in alternative schemes.

Agreement of a recommendation will be reached and put forward to the Pension Sub Committee for approval.

8.8 VAT considerations

VAT advice has been sought from SBC's specialist advisors Price Waterhouse Cooper. They carried out the work on the basis that the Integrated Trust would be eligible for the maximum exemptions available which are Leisure, Culture and Education using the 2014/15 actual expenditure and income detail. Exemptions are available for consideration.

To transfer services as they currently stand on this basis would incur an estimated cost of around £25k.

PWC were asked to consider alternative options, the detail of which would be discussed in the partnership working.

8.9 Support Service Considerations

There are a range of support services that Cultural Services can access through the Council, including, but not exclusively Finance, HR, Fleet Management, Procurement and Legal Advice.

The way in which these support services are provided within the Integrated Trust will be dealt with in implementation.

The effort required to support Cultural Services will be examined and agreement reached on the appropriate financial and staff transfer arrangements.

8.10 IT Considerations

BSLT has a relatively simple IT setup. There is no dedicated IT staff within BSLT and all IT support is provided by a third party. The number and breadth of IT systems is relatively low. The number of networked sites is also relatively low.

Cultural Services is by contrast quite complex in IT terms. It has a much larger number of networked sites, and many more IT systems in use. There is also the complication of integrated contact centres where staff and the public need access to council and cultural services systems.

	Cultural Services	Border Sport & Leisure
Networked Sites	<ul style="list-style-type: none"> • 3 Mobile Libraries • 7 Libraries • St Mary's Mill • 5 Integrated Contact Centres • 13 Museums • Heart of Hawick • Archives/Heritage Hub • 10 Community Centres • 12 Public Halls <p>Total : 53 networked sites</p>	<ul style="list-style-type: none"> • HQ • 6 Swimming Pools • 7 Sports Facilities <p>Total : 14 networked sites</p>
Networked PC's	265	70
Applications Used	30	6
Tablets/eReaders/MP3	61	20

SBC is currently reviewing its IT provision.

It is key that any IT solution for an Integrated Trust should meet its requirements both in the short, medium and long term.

From discussions we have had with BSLT and SBC, the following findings can be drawn with respect to IT:-

- The ultimate outcome will be a fully integrated IT system/provision for the trust
- At Integrated Trust start-up, the IT solution is likely to be a blended one, with SBC continuing to provide the IT service for Cultural Services and the current 3rd party supplier providing the IT service for Sport and Physical Activity. A short-term shared solution could be sought for email, website and file sharing. Access to core systems such as the finance and HR systems will be required. This blended approach could be for a limited time period.
- Once established, the Integrated Trust could work to establish its IT requirements taking into account the new scale of operations and the links it will need in the future to partner

organisations (including SBC). The Integrated Trust could then look at the best way to meet the IT requirements of the organisation going forward.

- SBC make use of the Public Sector Network (PSN) to allow public sector bodies to exchange information securely. The PSN regularly check SBC's security compliance. There is an assumption that PSN approval will be given to allow the Integrated Trust to continue to make use of the SBC network for initial integration purposes.

8.11 Finance Support Service Considerations

BSLT run their own finance service including their own finance system, payroll and purchase order system and see this as a key element they need to control in order to manage the business effectively. It has been acknowledged that the BSLT finance and payroll system needs upgraded, whether or not integration takes place.

SBC Finance team offer all financial services required by Cultural Services.

It is our finding that finance should be run by the Integrated Trust to give the necessary level of control in order to manage the business effectively. This would mean augmenting the existing finance arrangements within BSLT to be able to cope with the additional effort of an Integrated Trust. The method to achieve this would be part of partnership agreement work.

There would be a number of transitional tasks that would need to take place, which in themselves are not insurmountable or particularly costly.

8.12 Data Sharing Considerations

The SBC legal team were consulted on data sharing considerations.

While a data sharing agreement would be required there were no barriers found to the sharing of Cultural Services and Sports and Leisure data within an Integrated Trust.

The Integrated Trust would be the data owner for Cultural, Sport and Leisure Data which will facilitate engagement with a wider customer base and cross-marketing. Appropriate agreements would need to be in place between SBC and the Integrated Trust.

8.13 Performance Management Considerations

BSLT have performance monitoring arrangements through the BSLT Board and through the existing management contract.

SBC have a performance management framework for all of its departments and companies delivering major services. BSLT and SBC are already working on implementing a new framework for performance monitoring and we would see this work being carried forward to the Integrated Trust.

8.14 Accommodation Considerations

There would be little movement of staff required initially. There are a small number of staff in SBC HQ who would most likely move to another location.

8.15 HR/Payroll Support Service Considerations

BSLT currently don't have an HR system. They have their own payroll system and operate their own payroll using their own payroll officer.

SBC have an integrated HR/Payroll system used for all staff including Cultural Services staff.

An Integrated Trust would need to have access to an HR system due to the increased establishment.

The issue of HR systems would be addressed during implementation and would be a decision for the Trust.

9 Potential Benefits/Dis-benefits of Integration

Managers from BSLT and SBC took part in a workshop to consider the potential benefits and dis-benefits of integration. During this exercise there were no specific dis-benefits identified that could be attributable to integration. However, there were a number of risks identified which are noted in the risk section later in this report. In addition to the benefits identified, there were a significant number of opportunities highlighted that were felt could be realised through the creation of an integrated trust delivering both Sport and Cultural Services to Scottish Borders' citizens and visitors.

With the correct leadership and partnership working between all parties there are clear and potentially significant benefits to BSLT, SBC and the citizens of the Scottish Borders that could be made from combining services to focus on service improvement and consequently outcomes in the most efficient way. Integration can provide the catalyst to provide stronger/more impactful outcomes together rather than the sum of BSLT and Cultural Services.

Where possible the benefits have been tested via learning points from existing trusts and through dialogue with partner organisations.

Potential Organisational Benefits

- Increased scale would facilitate obtaining and exploiting
 - Economies of scale
 - Greater impact and profile within the Borders
 - Greater profile with SBC and other partner organisations
 - Increased membership/customer base
 - Greater number of physical contact points with customers, providing opportunities to promote services
 - Stronger support service
- Increased long-term stability of the organisation

Potential Opportunities

The evidence presented to us suggests that the existence of an Integrated Trust could ease the attainment of such opportunities as one organisation would have responsibility for developing and managing the activities as well as the resources required to realise the opportunities.

- Opportunities for cross-selling / cross-marketing to a bigger audience to increase participation in Culture and Sport

Example: High Life Highland's You Time initiative - is a brand new programme of events and activities taking place in a number of High Life Highland sites. The programme provides lots of interesting opportunities to improve your health, keep your mind active and have a good time.

A range of activities are on offer including outdoor walks, local author talks, trace your family tree, local history sessions, spinning, aerobics, Zumba and more! All of the activities

are intended to be fun filled and suitable for adults, regardless of fitness levels and they aim to be interesting, stimulating and challenging both physically and mentally.

- Synergies between Culture and Sport – e.g. links between BSLT and Libraries on the Health and wellbeing agenda and between Culture and Sport for developing shared programming of summer activities for children
- Opportunity to co-ordinate service delivery avoiding direct competition between Culture and Sport and making the best use of facilities
- Allowing Culture and Sport to reach each other's hard to reach groups, e.g.
 - i. Older people resistant to visiting a leisure centre may be more likely to visit a community centre to participate in activity
 - ii. Younger people who are hard for Cultural Services to reach (16-35 age group) could be reached through the link with Sport
- Collaborative and complementary development of the school holiday activity programmes for the benefit of participants of both sport and cultural activities
- Develop a joint Leadership Programme for youths and young adults. Positive discussions have taken place with BSLT and SBC staff on this.
- Could assist in the attainment of local and national strategic health outcomes for both mental and physical well-being. Positive discussions have been held with the Health Improvement Team on this.
- New volunteer recruitment areas to discover and expand.
- Can create a "one stop shop" that is simpler for the customer.
- Opening up of networks/contacts to both Culture and Sport.
- Community re-generation outcomes could be achieved through better use/development of property estate.
- Opportunities for future co-location with partner organisations.
- Share expertise in making successful funding applications.

During discussions with partner organisations the importance of collaborative working to deliver local and national outcomes was regularly underlined, as was the feeling that an integrated trust could enhance the attainment of these outcomes. The predominant argument stated that the strategies needed to achieve outcomes, particularly associated with health, wellbeing and personal development, have an ever increasing degree of crossover between what BSLT currently deliver and what Cultural Services currently deliver.

The trust would provide services on behalf of Scottish Borders Council, therefore the contribution to the Corporate Plan has been considered.

The Council approved a Corporate Plan in April 2013, with 8 priorities, and this supports the Scottish Borders Community Planning Partnership (CPP) Single Outcome Agreement (signed in September 2013). Cultural Services and Borders Sport and Leisure make a huge contribution to the Scottish Borders and therefore support the priorities of both SBC and the CPP. Below is shown how an integrated trust could align with these priorities.

Corporate Plan Priority 1 (Encourage sustainable economic growth)

The rich cultural assets that we have in the Scottish Borders already contribute significantly to the economy of the Scottish Borders (a key priority for the Community Planning Partnership). With improved connectivity through the Borders Railway and the integration of public transport, there is significant scope to widen out audiences for both sporting and cultural events/attractions. By integrating both the sporting and the cultural calendars of the Borders more closely, the Scottish Borders becomes a very attractive proposition for those living within the Edinburgh catchment, as well as visitors from the north of England. Currently these two elements are not that well linked from a "tourism offer" perspective.

Corporate Plan Priority 2 (attainment and achievement)

With a focus now on inclusion, our Children and Young People's service is keen to ensure that all pupils get as wide a range of opportunities as possible alongside their formal education. The cultural assets and the sporting opportunities offered within the Scottish Borders provide for these opportunities, enriching the lives of our young people and contributing to reducing inequalities (a key priority for the CPP)

Corporate Plan Priority 3 (high quality support, care and protection)

A key priority for the Community Planning Partnership is to reduce inequalities in health and wellbeing, improving outcomes for early years, children and young people, with a focus on those living in areas of greater deprivation. The development of an integrated trust model could directly contribute to continuing and safeguarding provision and enable our communities to live in good health for longer and enjoy active and fulfilling lives.

Corporate Plan Priority 4 (building community capacity)

Both culture and sport are a key part of communities across the Scottish Borders, and the development of an integrated trust model helps us to build capacity within communities, empowering them to make decisions about the things that affect them (a key element of the forthcoming Community Empowerment Bill)

Corporate Plan Priority 8 (excellent accessible public services)

Through an Integrated Trust model, access to services and facilities could be enhanced and customers shared between the two areas. With the opportunity to attract additional funding, and explore alternative ways of delivering services e.g. libraries, the Integrated Trust can support fully the delivery and development of our future services.

During the course of the feasibility study it became apparent that whilst closer collaboration between the two separate entities could provide a means to realise some of the opportunities noted above, the fact that they have existed for some time and are acknowledged as not being fully optimised leads to a conclusion that some form of catalyst may be required to take advantage of such opportunities.

10 Governance / Legal Considerations

10.1 Trustee make-up

BSLT has a maximum of 15 trustees under its current constitution made up of:-

- 3 Elected Members
- 1 NHS representative
- 1 Employee
- 10 independent (one of which is vacant)

There are a variety of valuable skills amongst the trustees and they should not be looked at as purely having sporting interest. These skills would be valuable to an Integrated Trust. Trustees are recruited on the basis of the skills required by the Board.

It is essential to ensure that culture is well represented on the board of the Integrated Trust to ensure that it is given appropriate focus at board level and to assist the board in the running of an Integrated Trust.

There would therefore be an expectation on the board of the Integrated Trust to bring in this cultural interest over a relatively short period of time. Hopefully this can be done through managing vacancies when trustees come to the end of their involvement in the trust.

The Integrated Trust will be governed effectively.

10.2 Procurement route to creation of an Integrated Trust

Our aim is to preserve the excellent track record of BSLT and to transform it into an Integrated Trust that could run Culture and Sport successfully on behalf of SBC.

As part of the Partnership Agreement/Contractual work stream SBC will develop a detailed procurement strategy to underpin the award of Cultural Services to the BSLT organisation. At the same time the contract with BSLT will be renegotiated.

10.3 Trust ownership considerations

During the feasibility exercise the ownership arrangements for BSLT have been considered as part of the procurement discussions. The question was whether BSLT would have to change to become owned by SBC in order to be awarded the Cultural Services contract.

What is clear is that BSLT does not need to change its ownership arrangements in order to be awarded Cultural Services from a procurement perspective.

Ownership can therefore be uncoupled from the feasibility of an Integrated Trust.

Ownership will be discussed between SBC and the Trust in the future.

11 Risk Commentary

Risk sessions were carried out with BSLT staff and SBC staff and risks have been discussed with the Reference Group. Below are the major risks identified during this process and mitigation recommendations.

Risk	Mitigating Actions	Residual risk
Risk of a lack of focus on either culture or sport at board or senior management level meaning objectives are not met.	Appropriate changes to Trust board. Appropriate senior management structure within Trust. TUPE. Effective SBC performance management of Trust.	Low/Medium
Risk of integrating two different staff groups/cultures affecting productivity.	Change management processes embraced. Cultural change acknowledged and planned for both during and after integration. BSLT have done this before.	Low/Medium
Risk of insufficient infrastructure and resources to support the Integrated Trust	Cultural Services brings skills that can be used to enhance support services capacity within BSLT. Support services staff may TUPE or resources transfer. Some of the rates savings planned to be used to fill gaps where necessary. SBC will help the trust wherever possible during transition. Further partnership discussions will	Low

Risk	Mitigating Actions	Residual risk
	identify gaps and ways in which they can be filled.	
Risk of major property issues being overwhelming for the Trust	SBC will work in partnership with the trust to find pragmatic solutions to issues that arise. Contract will protect both trust and Council.	Low
Risk of focus on income generation affecting services that are provided for free or at a reduced cost	SLA will stipulate outcomes and Trust will deliver and balance activities accordingly.	Low
Risk of different terms and conditions amongst staff within the Integrated Trust creating issues for management of the Trust.	Harmonisation of terms and conditions will be worked towards over time by the Trust	Low
Risk of procurement challenge	A robust and legislatively compliant procurement strategy will be developed to mitigate the risk of procurement challenge.	Low
Risk of legal framework around business rates change following changes in charity law, risking the savings in perpetuity.	Joint officer working group not aware of any moves to change charity law.	Low
Risk of Cultural Services losing connection with the Council	Partnership working a key aspect of SBC strategy going forward and therefore strategies to effectively work with partners are the norm.	Low

12 Financial implications of integration

It is not possible to identify the full and final financial implications of integration at this stage as it is subject to partnership agreement between SBC and the Trust. It is anticipated that if the feasibility report is accepted then detailed partnership discussions would take place on key items such as:-

- Management Fee
- Service budgets
- Support services provision
- Start-up costs
- Property maintenance and capital costs
- Ongoing costs

The budget set for Cultural Services and approved annually as part of the Council's financial planning process would be transferred to the Trust alongside the Services it is designed to fund. The budget will be based on the current service delivery less agreed savings.

The financial budget for 2016/17 will be approved in February 2016 following discussion with the Trust. Future budgets will be subject to discussion and revision in line with the finite resources available to the Council and agreed spending priorities.”

The cost for support service provision cannot be costed until the model of delivery is agreed in detail, which will be done after feasibility.

What is clear is that a partnership approach will be required to find the best way forward, and if this approach is adopted there is confidence amongst officers that the Integrated Trust can be created within the resources available to the Council and BSLT.

One-off setup costs

The level of one-off costs required to setup an Integrated Trust are not seen as a barrier. One off costs will be around £140,000. Effort will be made to utilise resources and experience within SBC and BSLT where appropriate to minimise costs.

Recurring costs

The following recurring costs have been identified. There may be other costs that come up during partnership discussions and these will be managed during the implementation process to find a solution within current Council budgets.

Item	Cost
VAT costs of integration	Between 0 and £25,000
Pension costs of integration	Between £29,000 and £163,000
IT recurring costs for email, file sharing	£5000
Contribution to recurring cost of new finance/payroll system resulting from integration	£25,000

Arrangements will be made within SBC on how the contract with the Integrated Trust will be monitored and this will most likely result in a post or part-post being established.

Recurring savings

Projected rates savings from transferring Cultural Services properties to a charitable organisation are currently estimated at £385,000 per annum.

12.1 Cultural Services and BSLT finances

The 2015/16 base budget for Cultural Services and BSLT are shown below

	Cultural services	BSLT	Total
Expenditure	£5.440m	£5.607m	£11.047m
Income	£0.818m	£3.151m*	£3.969m
Net	£4.622m	£2.456m	£7.078m

*£2.313m via SBC Management Fee

12.2 Forecasting the future

Short term (1 year)

Trust will be focused on integrating the new staff into the new organisation, ensuring an appropriate mix of trustees, and the practicalities of creating an integrated organisation. There may be little opportunity in the short term for increased income or economies of scale. The Integrated Trust will focus on looking at the staffing structure it needs for the future, its strategic plan, and its requirements for support services.

The trust will consider an appropriate organisation name to reflect the integration of culture and sport.

Medium term (2-3 years)

Revised offerings should start to come through for customers that should offer a more attractive set of services to a wider group of customers in a wider set of locations than at present. Some rationalisation where there may be overprovision will start to come through and enhancement of areas where there is under-provision.

Support services are likely to be changed to meet the trusts long term requirements and should offer greater effectiveness and efficiencies than at present.

A restructure would potentially take place within the Integrated Trust to create the correct structure to deliver on the Trust's strategic aims.

Within the Cultural Services opportunities for improved service delivery and income generation will be examined and some initiatives will have started. The Integrated Trust will be balancing this with any principles from the council, an example of which is free museum entry and universal access to Library services.

Some economies of scale will start to come through the restructure.

Long term (3-5 years)

Support services and the processes around them will have been streamlined.

The staff structure will be stable.

Economies of scale will be delivered.

Income generation possibilities will have been explored and implemented.

12.3 Assumptions

In order to lay out the financial implications of integration, a number of assumptions have been made, shown below:-

- BSLT and SBC will approach integration discussions in a spirit of partnership with pragmatic choices on support services being taken to allow integration to proceed followed by a period of assessing the Integrated Trust's long term requirements and then working towards satisfying these requirements in the most appropriate way
- The cultural services transfer will bring skills that will contribute to the enhancement of the support services of the Integrated Trust
- SBC will continue to supply project management and business analysis skills to the project without recharge
- Initial implementation will utilise a blended approach for the IT support service for at least one year.
- The supply of IT services to the Integrated Trust for an initial blended service will not require any material changes to the SBC IT infrastructure.
- BSLT will implement a new finance system irrespective of whether integration takes place or not and that this new system will be sufficient to operate an Integrated Trust. The new finance system will be in place in time for integration.
- Software licenses will be able to be transferred from SBC to BSLT at little or no cost and that BSLT will be treated as a subsidiary by software license suppliers and therefore allow BSLT to share license agreements or other IT frameworks put in place by SBC.

- The Integrated Trust will be set up in an initial form which means an organisation that has a staffing structure, set of facilities and support services that allow the organisation to operate effectively but are not necessarily the optimal solution.
- Blended solutions where SBC and the trust share supply of a particular support service are acceptable. For example, SBC may supply the library system but the trust may supply the facility booking system.
- The Integrated Trust will work towards an optimal solution for support services over the initial years of operation. This work will take into account the need of the trust to have support services where they can control the prioritisation of work and ensure the support services meets the trusts requirements.
- The initial management fee for the Integrated Trust will be the current BSLT Management Fee + Cultural Services Revenue Budget less agreed savings. SBC may agree to some budget being utilised for further start-up costs, enhancement of service provision or to invest in support services.
- The Integrated Trust will work within this management fee. If a situation arises where the trust has a major issue that risks delivery of an aspect of its services that cannot be met through the management fee SBC and the trust will work together to resolve the issue in a spirit of partnership and as set out in the contract.

13 Outline Transition Plan

If BSLT and SBC agree to pursue integration, then detailed planning will take place between the two organisations.

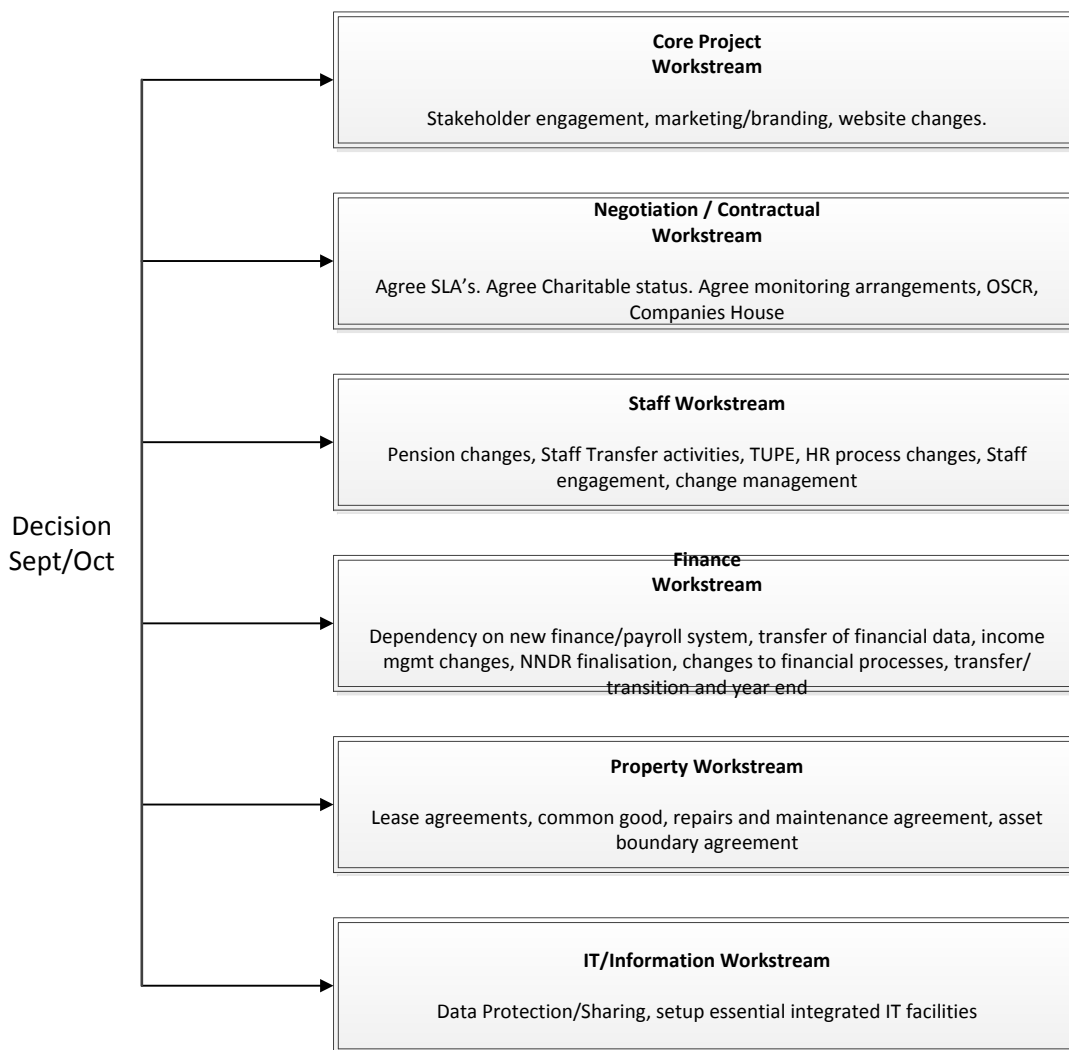
We have looked at the way other organisations have approached this and took cognisance of the planning that took place for the Culture Trust within SBC.

Our proposed approach is to run a partnership agreement/contractual workstream in parallel to implementation activities. This is because the detail of the implementation activities is required to fully inform the discussions. For example, the decisions on how IT will be provided and managed will influence the cost of this support service and subsequently the management fee.

Below is an outline of the work-streams that would be part of transition.

We anticipate a go-live date of 31st March 2016, subject to successful partnership agreement between BSLT and SBC. The aim would be to have an Integrated Trust up and running in its initial form with staff and property transferred by this date with an initial set of support services to support an Integrated Trust.

Post April 2016 the Integrated Trust would look at the best long term IT solution.



14 Findings

It is the finding of the Joint Officer Working Group (JOWG) from BSLT and SBC that there is a significant opportunity to improve outcomes for the citizens of the Scottish Borders through an Integrated Trust. **The JOWG has concluded that an Integrated Trust should be formed.**

Our finding is that BSLT should be “morphed” it into an Integrated Trust that could run Culture and Sport successfully on behalf of SBC.

To make the Integrated Trust work would require the following critical success factors:-

- Strong leadership from Trustees, Elected Members and senior management of BSLT and SBC to drive forward the actions necessary to make the Integrated Trust a success
- A strong partnership approach between BSLT and SBC
- A positive attitude amongst all parties to make the Integrated Trust a success
- Trustees should consider an appropriate name for the Integrated Trust to reassure all stakeholders, including staff, that Culture is given appropriate focus
- Sufficiently funded to succeed

Below are more detailed findings. Please note these are the same as the findings section in the executive summary.

Area	Finding
Vision	<p>It is clear that an inspiring and compelling vision can be created for an Integrated Trust to improve outcomes for the citizens of the Borders. BSLT existing vision is “improved lives through physical activity, sport and leisure”. It is for the Trust to establish its own vision going forward.</p>
Benefits/Dis-benefits of Integration	<p>With the correct leadership and partnership working between all parties there are clear and potentially significant benefits to BSLT, SBC and the citizens of the Scottish Borders that could be made from the creation of an Integrated Trust.</p> <p>An Integrated Trust has the opportunity to raise its profile in the Scottish Borders, exploiting the synergies between Culture and Sport to create a set of services that better meet customer demands and have a positive impact on the lives of citizens of the Scottish Borders.</p> <p>Integration can provide the catalyst to provide stronger/more impactful outcomes together rather than Culture and Sport separately.</p>
Staff	<p>From the joint work it is deemed that there is a good strategic fit between the two groups with complementary skills supporting customer-facing service provision and leisure-time activity. There will be a requirement to bring the two staff cultures together over time but BSLT have been successful in the past at achieving this and there are no barriers foreseen to achieving this again.</p>
Financial	<p>We have, wherever possible, identified the costs of integration from lessons learned from other trusts and the knowledge and experience of colleagues. There are some residual elements that will be discussed if BSLT and SBC agree to move forward with integration.</p> <p>What is clear is that a partnership approach will be required to find the best way forward, and if this approach is adopted there is confidence amongst SBC and BSLT officers that the Integrated Trust can be created within the resources available to the Council and BSLT. Resources available will continue to be finite.</p> <p>The budget for Cultural Services would be transferred with the Services. The cost for support service provision cannot be costed until the model of delivery is agreed in detail.</p>
Lessons Learned	<p>Integration is often the catalyst for improved service delivery through shared vision and joint prioritisation (EKOS). There is not significant factual evidence coming from Integrated Trusts over the success or otherwise of integration due to the short amount of time such trusts have been in place. EKOS stated there was no standard trust model in terms of scope and scale. It is therefore difficult to make direct comparisons with other organisations due to the different services and facilities they offer. This report robustly analysed the benefits and risks of integration. This should provide comfort to Trustees and Elected Members that integration will bring the benefits that have been identified. Critical success factors involved in delivering these benefits will be strong leadership, management and an underpinning</p>

Area	Finding
Support Services	<p>partnership approach.</p> <p>There are a number of options for the provision of support services that give the Integrated Trust the control it requires. The detail of this may vary by service. There are no barriers foreseen to achieving this.</p> <p>BSLT manage their own support services either internally or by purchase at market prices, an approach that they judge has worked well and enabled the trust to operate efficiently and effectively.</p>
Property	<p>Property is a major area of concern given the scale and potential financial risk. Having looked at this area, our findings are that it should be possible to come to an agreement between SBC and the Integrated Trust on property that gives the trust control over prioritisation of planned and reactive maintenance. Capital spend arrangements will be discussed and agreed. In addition we should be able to work in partnership and define through contract to reduce the trust's exposure to property risk to acceptable levels. The mechanism to support this will be defined through partnership working.</p>
Pensions	<p>Actuarial advice has been taken on the pension implications of creating an Integrated Trust. BSLT model of pension provision is based on staff length of service and contribution rates. There are two options:-</p> <ul style="list-style-type: none"> • All staff of an Integrated Trust offered Local Government Pension Scheme (cost around £163,000 per annum) • Maintain existing BSLT arrangements (cost around £29,000 per annum) <p>Any increase would have to be met from within existing Council budgets.</p>
VAT	<p>There is a VAT impact of integration. This is quite a complex area and the cost would depend on options selected. This would be a matter for partnership working. Indications are the impact ranges from a small saving to a £25,000 increase in annual costs.</p>
Data Sharing	<p>A data sharing agreement would be required. The Integrated Trust would be the data owner for Cultural, Sport and Leisure Data which will facilitate engagement with a wider customer base and cross-marketing.</p>
Governance/Legal	<p>There are no legal or procurement barriers to the creation of an Integrated Trust by combining Cultural Services with BSLT. Effective governance of the Integrated Trust will take place.</p>
Risk	<p>There are inevitable risks in an integration of this scale. This only emphasises the need for strong leadership, change management and partnership working to make the integration successful. Mitigations have been identified for all risks and we are confident that these are at manageable levels.</p>

APPENDIX A - CULTURAL SERVICES SITES

Libraries

Ref	Property	Address	Common Good Y/N	Project comment(s)
1	Eyemouth Library	Manse Rd, Eyemouth	N	
2	Galashiels Library	Lawyers Brae, Galashiels	N	
3	Hawick Library	North Bridge St, Hawick	N	
3.1	Rooms/ Office, Hawick Library	North Bridge St, Hawick	N	
4	Melrose Library	Market Square, Melrose	N	
5	Peebles Library	Chambers Institution Peebles	N	Part of larger Chambers Institution site. (See also refs 17 & 30) Other site occupants include: <ul style="list-style-type: none"> • Visit Scotland • John Buchan Museum Trust • Burgh Hall • Tweeddale Museum and Art Gallery • SBC Contact Centre • Citizens Advice Bureau
6	Selkirk Library	Ettrick Terrace, Selkirk	N	
7	Library Headquarters	St Mary's Mill, Selkirk	N	

Notes:

1. There are 3 mobile library vehicles servicing communities where no static library is available.

Museums

Ref	Property	Address	Common Good Y/N	Project comment(s)
8	Harestanes Countryside Visitor Centre	Ancrum	N	
9	Coldstream Museum	Market Sq, Coldstream	Y	
10	Jim Clark Room	Newtown St, Duns	N	Main stakeholder = The Jim Clark Trust
11	Old Gala House	Galashiels	Y	Incorporating Museum and three main spaces catering for Fine Art and historical exhibitions. See entry under "Halls" below
12	Border Textile Towerhouse	Drumlanrig's Tower, Hawick	N	
13	Hawick Museum	Wilton Lodge Park, Hawick	N	Incorporating Scott Art Gallery
14	St Ronan's Wells	Innerleithen	N	
15	Jedburgh Castle Jail	Castle Gate, Jedburgh	N	
16	Mary Queen of Scots House	Jedburgh	Y	
17	Tweeddale Museum & Art Gallery	Chambers Institution, Peebles	N	Part of larger Chambers Institution site. (See also refs 5 & 30) Other site occupants include: <ul style="list-style-type: none"> • Visit Scotland • John Buchan Museum Trust • Burgh Hall • Peebles Library • SBC Contact Centre • Citizens Advice Bureau
18	Halliwell's House	Market Place, Selkirk	N	
19	Museum HQ	Municipal Buildings, Selkirk	N	
20	Sir Walter Scott's Courtroom	Market Place, Selkirk	Y	

Halls

Ref	Property	Address	Common Good Y/N	Project comment(s)
21	Volunteer Hall	Galashiels	N	
22	Old Gala House	Galashiels	Y	
23	Hawick Town Hall	34-44 High Street Hawick	Y	
24	Memorial Hall	Innerleithen	Y	
25	Jedburgh Town Hall	Abbey Place, Jedburgh	N	
26	Tait Hall	Kelso	Y	
27	Lauder Town Hall	Lauder	N	
28	Corn Exchange Hall	Melrose	N	
29	Ormiston Institute	Melrose	N	
30	Burgh Hall	Chambers Institution Peebles	N	Part of larger Chambers Institution site. (See also refs 5 & 17) Other site occupants include: <ul style="list-style-type: none"> • Visit Scotland • John Buchan Museum Trust • Peebles Library • Tweeddale Museum & Art Gallery • SBC Contact Centre • Citizens Advice Bureau
31	Office Old Jail	Selkirk	N	
32	Victoria Halls	Selkirk	Y	
33	Stow Hall	Stow	N	
34	Graham Institute	West Linton	N	

Community Centres

Ref	Property	Address	Common Good Y/N	Project comment(s)
35	Southfield Community Centre	Duns	N	Citizens Advice Bureau occupy an office within this site
35.1	Southfield Annexe	Duns	N	
36	Eyemouth Community Centre	Eyemouth	N	Shared site with SBC Social Work and Registrars
37	Focus Community Centre	Galashiels	N	This site incorporates the Focus Ability Centre which is considered out of scope.
38	Langlee Community centre	Marigold Drive, Galashiels	N	This site encompasses a number of buildings and services. The proposal is limited to the Community Centre and therefore excludes: <ul style="list-style-type: none"> • Langlee Centre (Social Work, Education and Police) • ManShed – Portacabin Industrial Units
39	Abbey Row Community Centre	Kelso	N	
39.1	Abbey Row Workshop /Canoe Store	Kelso	N	
39.2	Abbey Row - The Rezz (Clubroom)	Kelso	N	
40	Newcastleton No 8 Club	Newcastleton	N	
41	Newtown Community Centre	Newtown St Boswells	N	
42	Drill Hall Community Centre	Peebles	N	
43	Argus Community Centre	Selkirk	N	This site encompasses a number of buildings and services. The proposal is limited to the Community Centre and therefore excludes: <ul style="list-style-type: none"> • Pipe Band Hall • Boxing Club • Tweed Valley Mountain Rescue Store • Schools use of the canoe store
44	Tweedbank Community Centre	Tweedbank	N	

Notes:

1. Each community centre has its own management committee.

Heart of Hawick

Ref	Property	Address	Common Good Y/N	Project comment(s)
45	Civic Space	Kirkstile Hawick	N	
46	Heritage Hub	Kirkstile, Hawick	N	
47	HOH Cinema	Tower Mill, Hawick	N	
47.1	HOH Café	Tower Mill Hawick	N	
47.2	HOH Units 101, 201,202,203,204,205,206 301,302,303,304,305,306	Tower Mill, Hawick	N	

Appendix B - BORDERS SPORT & LEISURE TRUST SITES

Ref	Property	Address	Common Good Y/N	Project comment(s)
1	Eyemouth Leisure Centre	North Street, Eyemouth	N	
2	3G Arena	Nether Road, Galashiels	N	
3	BSLT Head Office	Melrose Road, Galashiels	N	
4	Borders Tennis Centre	Livingstone Place, Galashiels	N	
5	Queens Leisure Centre	Melrose Road, Galashiels	N	
6	Galashiels Swimming Pool	Livingstone Place, Galashiels	N	
7	Tri Fitness	Netherdale, Galashiels	N	
8	Teviotdale Leisure Centre	Mansfield Road, Hawick	N	
9	Kelso Swimming Pool	Inch Road, Kelso	N	
10	Gytes Leisure Centre	Walkershaugh, Peebles	N	
11	Peebles High School Sports Centre	Springwood Road, Peebles	N	
12	Peebles Swimming Pool	Port Brae, Peebles	N	
13	2G Pitch	Selkirk	N	
14	Selkirk Leisure Centre	Victoria Park, Buccleuch Road, Selkirk	N	
15	Tweedbank Sports Complex	Tweedbank, Galashiels	N	Incorporating Bowls Hall and Studio