
Integrated Culture and Sport Trust

Extract from Report by Corporate Transformation and Services Director

Scottish Borders Council

7 October 2015

1 PURPOSE AND SUMMARY

- 1.1 This report provides Members with details of the outcome of dialogue with Borders Sport and Leisure Trust (BSLT) on the feasibility of an Integrated Culture and Sport Trust and seeks approval for the formation of an Integrated Culture and Sport Trust with BSLT.**
- 1.2 Council considered a report on 19 February 2015 on the Culture Trust, where an approach to joint working with BSLT to consider an Integrated Culture and Sport Trust was agreed including the terms of reference for the work. An update report was presented to Council in 25 June 2015.
- 1.3 A Reference Group made up of Elected Members and BSLT Trustees has met monthly between May and September 2015 to review proposals.
- 1.4 A Joint Officer Working Group has produced a report on the feasibility of an Integrated Culture and Sport Trust. This report shows that an Integrated Trust is feasible, offering a range of potential benefits. For the avoidance of doubt, this report uses the phrase "Integrated Trust". It should be noted that this term refers to BSLT (the limited charitable company) assuming the role of the provider of Cultural Services together with those existing services in respect to Sport.
- 1.5 The Joint Officer Working Group recommends that an Integrated Culture and Sport Trust should be established.

2 RECOMMENDATIONS

- 2.1 **I recommend that Council:-**
 - (a) **Notes the findings of the feasibility report.**
 - (b) **Agrees to the formation of an Integrated Culture and Sport Trust with Borders Sport and Leisure Trust.**
 - (f) **Agrees to recommend to the Community Planning Strategic Board to adopt the Integrated Trust as a CPP Partner, represented at Strategic Board level and on the Joint Delivery Team.**

3 BACKGROUND

- 3.1 On 27 February 2014 Council considered the output of a detailed options appraisal exercise and approved, in principle, the transfer of Cultural Services to a Trust.
- 3.2 On 20 November 2014 a report was presented to Council on the Culture Trust requesting time to investigate the feasibility of an Integrated Culture and Sport Trust before deciding to go ahead with a separate Culture Trust.
- 3.3 Creating an Integrated Trust by transforming the existing BSLT organisation rather than creating a new organisation was the only option considered in this most recent work because it builds on the experience and track record of BSLT and minimises disruption to customers and staff.
- 3.4 On 19 February 2015 Council agreed the terms of reference for joint working with BSLT to consider an Integrated Culture and Sport Trust. This included the setting up of a Joint Officer Working Group to carry out the feasibility exercise and a Reference Group consisting of a small number of Elected Members and BSLT Trustees to provide feedback on proposals.

5 GOVERNANCE OF AN INTEGRATED TRUST

- 5.1 The issue of the appropriate control and ownership of an Integrated Trust by SBC has been discussed during the feasibility study. BSLT is an independent organisation owned by its own trustees. Procurement regulations do not prevent SBC from awarding a contract to the existing BSLT company to run Cultural Services.
- 5.2 Appropriate control of an independent organisation such as BSLT or an Integrated Trust delivering services on SBC's behalf is best managed through a robust partnership agreement, a strong Performance Management Framework, regular performance reporting and oversight against agreed outcomes. This ensures that the trust are given sufficient latitude to run their business appropriately, and maintain their independence which is a requirement for continued charitable status with the Office of the Scottish Charity Regulator (OSCR) whilst also allowing the Trust to be held to account by the Council for the services it is contracted to deliver.

6 POTENTIAL BENEFITS AND OPPORTUNITIES OF INTEGRATION

- 6.6 The feasibility study identified a significant number of opportunities which an integrated trust could take advantage of. These were broadly around opportunities that avoid duplication of effort and avoid direct competition between Sport and Culture activities. In addition, from officers' dialogue with partner organisations and other Trusts, there was significant emphasis placed on how an integrated trust can help in the attainment of local outcomes. The area particularly highlighted was the complementary fit between cultural and sporting activities in relation to how they can benefit the delivery of the Health & Wellbeing outcomes. As well as this positive effect on outcomes there were a number of opportunities relating to improved service delivery. Many of these opportunities would be of primary benefit to the users of each of the services, with secondary benefits to the organisation through increased membership, participation and user satisfaction.

7 SCOPE OF SERVICES

- 7.1 All of the current Cultural Services business areas are recommended to be included in an Integrated Trust:-

- Libraries and Information Services (excluding Schools library service, run via Schools section)
- Museums and Galleries Service
- Archives and Local History Services
- Arts Development
- Heart of Hawick
- Public Halls
- Community Centres
- 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)

All of the current BSLT business areas are recommended to be included in an Integrated Trust:-

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

12 COMMUNITY PLANNING PARTNERSHIP

- 12.1 There is a requirement under the Community Empowerment Act to have sport and leisure as statutory partners. Sport Scotland is the statutory partner. Para 6.6 above sets out clear potential benefits that could accrue from an integrated trust in delivering the Partnership's priorities. In order to ensure this happens in a planned and coordinated way it is recommended that BSLT becomes a Partner at Strategic Board level within the CPP. This is a matter for the CPP Strategic Board to agree but one on which the Council can make a recommendation. It is therefore recommended that the CPP Strategic Board be asked to adopt BSLT as a CPP Partner, represented at Strategic Board level and on the Joint Delivery Team. Discussions will also take place to establish if it is appropriate for the Integrated Trust to take on the Statutory role re sport.

13 NEXT STEPS

- 13.1 If BSLT and SBC agree to pursue integration, then detailed planning and implementation will take place between the two organisations.
- 13.2 Officers have looked at the way other organisations have approached this and took cognisance of the planning that took place for the possibility of a Culture Trust within SBC. Officers have also considered the extensive experience gained in 2014/15 and lessons learned in setting up SBCares.
- 13.3 The proposed approach is to run a partnership agreement / contractual workstream in parallel to an implementation activities workstream. 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 funding to BSLT.
- 13.4 Appendix 2 shows an outline of the work-streams that would be part of transition.
- 13.5 Officers anticipate a go-live date of 1 April 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.

Approved by

**Rob Dickson
Corporate Transformation
and Services Director**

Signature

Author(s)

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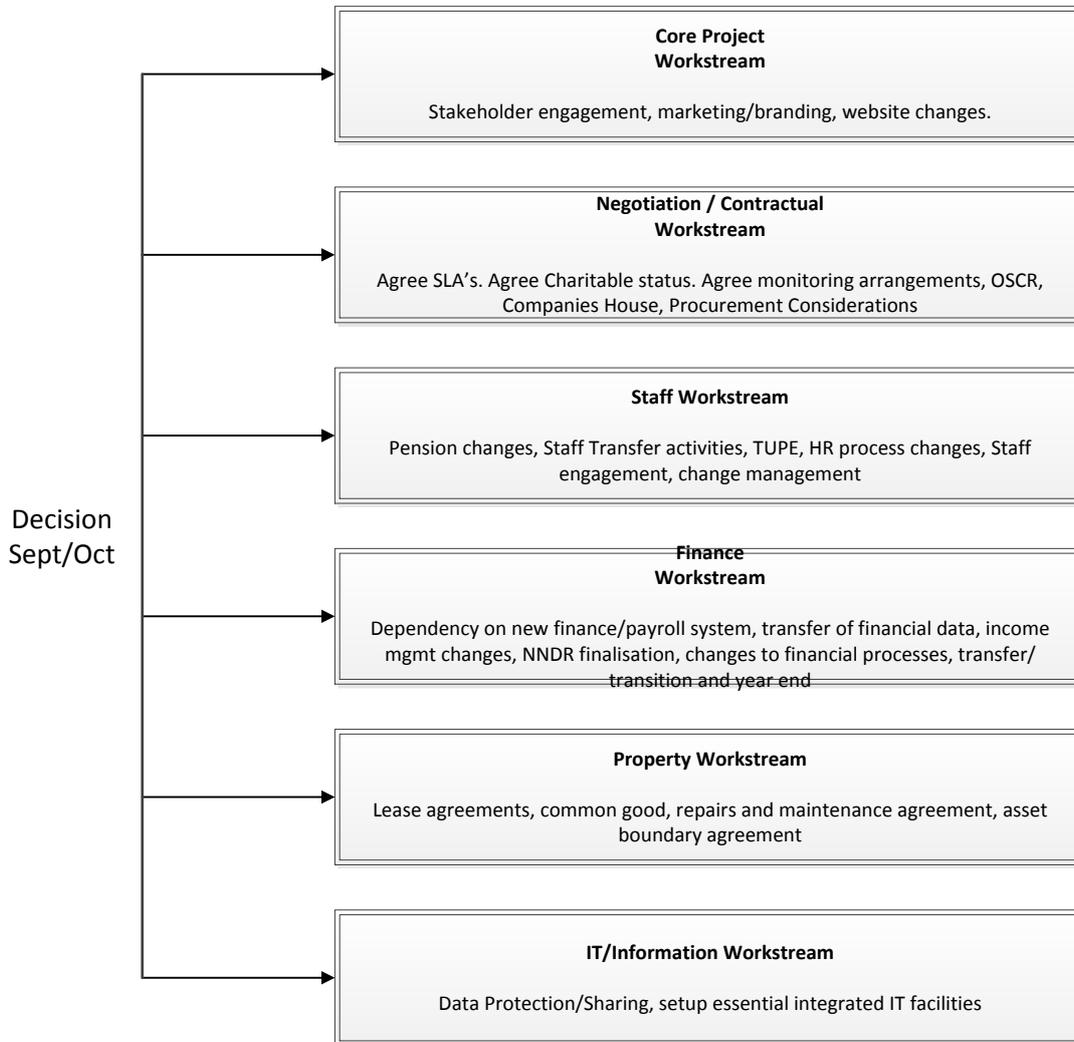
Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. Cultural Services Team can also give information on other language translations as well as providing additional copies.

Contact Stephen Roy, Project Manager, Scottish Borders Council, Council Headquarters, Newtown St Boswells, TD6 0SA, telephone 01835 824000.

APPENDIX 1 – FEASIBILITY REPORT

Latest version of feasibility will be included.

APPENDIX 2 : PROPOSED IMPLEMENTATION WORKSTREAMS



APPENDIX 3 : PERFORMANCE MANAGEMENT FRAMEWORK

