

West Dunbartonshire Council

Leisure Trust Working Group Report

Introductions

Leisure Trusts

From atheism to a reluctant
convert!

Objectives for Today

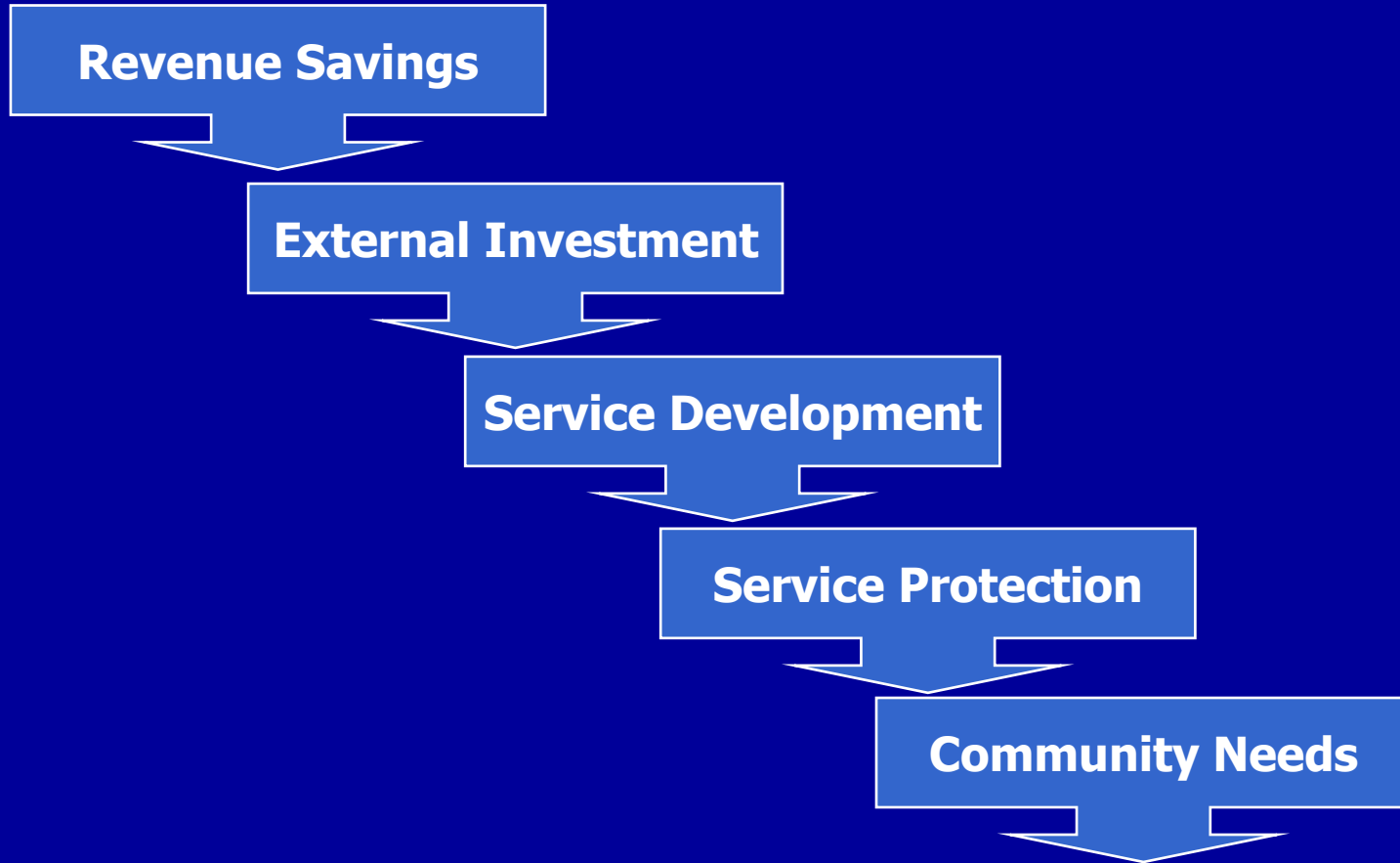
- To consider alternative models for the delivery of sport, cultural, leisure and community services in West Dunbartonshire
- To hear of the conclusions of the officers' working group
- To discuss the next steps

The Scottish Picture

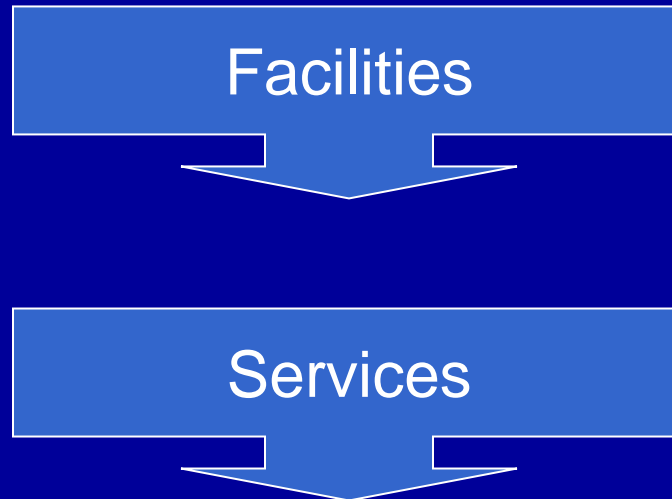
Council	Sports and Leisure Trust	Sport, Leisure and Cultural Trust	Currently considering trusts or moving beyond single facility trusts	No present Council-wide trust
Aberdeen City				X
Aberdeenshire				X
Angus				X
Argyll and Bute				X
Clackmannanshire				X
Dumfries and Galloway				X
Dundee	X			
East Ayrshire				X
East Dunbartonshire			X	
East Lothian	X			
East Renfrewshire				X
Edinburgh	X			
Falkirk			X	
Fife	X			
Glasgow		X		
Highland			X	
Inverclyde	X			
Midlothian				X
Moray				X
North Ayrshire	X			
North Lanarkshire				
Orkney			X	
Perth and Kinross	X			
Renfrewshire	X			
Scottish Borders	X			
Shetland	X			
South Ayrshire			X	
South Lanarkshire	X	Under consideration		
Stirling	X			
West Dunbartonshire			X	
West Lothian	X			
Western Isles				X

Why go down the trust route?

Why Trust?



What might be included?



Key Facts

- Councils still own the facilities
- Councils are the major investors in trusts and must set the objectives for and control their investment
- Trusts do not mean privatisation
- Elected Members have important and vital influence in the management of trusts

Strengths and Weaknesses

Strengths	Weaknesses
Rates/VAT Savings	Concerns about jobs/conditions of service
Reinvestment options	Preconceptions based on other trusts
New income - more investment	Loss of access to Council expertise
Potential to attract new funds	Financial risk
Renewed vision and focus	Attitudes of staff and elected members
Ability to borrow	Perception of too much focus on bottom line
Potential to protect services	
Simpler committee structure	
Direct control of all aspects of management	

QuickTime™ and a
decompressor
are needed to see this picture.

Strengths of Your Present Structure to Protect

- Customer relationships
- Financial performance
- Reinvestment
- Quality services
- Partnership working
- Attitudes of staff and elected members

Option Evaluation - Key Aspects

- Ability to sustain and grow **participation**
- Value for the **community**
- Future **resources**
- Ease of **implementation**
- Potential to attract **investment**

Options - Facilities

- 3 Leisure Centres
- Community Facilities
- Libraries

Options - Services

- Active Schools, Sports Development and Outdoor Education
- Community Learning and Development
- Library and Cultural Services

Options - Facilities

	Description	Rationale	Implications	Resources	Implement	Risk
Status Quo		No change	No savings =cuts	No savings	No change	Lowest but services will be lost
3 Centres		Simple, current management team	May protect basic service but lacks critical mass	NNDR £365k	Easiest	Relatively low provided subsidy can be retained
Plus community		Flexibility leading to more effective use of resources	Will sort out letting; needs rationalisation	NNDR £250k	Complicated by required rationalisation	Relatively low provided rationalisation takes place
Plus libraries		Consistency of facilities management rationalisation	Lets service focus on non-buildings issues	NNDR £90k	As above	As above

QuickTime™ and a decompressor are needed to see this picture.

Options - Services

	Description	Rationale	Implications	Resources	Implement	Risk
Active Schools, SD, OE		Development and facilities in same place to support participation	Needs a balance understanding of development and facilities	Cost reductions and increased income	Need correct management structure	Medium
CLD		Potential to make better use of facilities	Need to be able to report to HMIE	Overhead reductions	Would transfer as a unit	Medium
Libraries and culture		As CLD	External reporting needs to be sustained	Overhead reductions	As CLD	Medium

Permutations

<div>Services</div> <div>Facilities</div>	AS/SD/OE	CL&D	Libraries and Culture
3 Centres			
+ Community Facilities			
+ Libraries			

Three Practical Options

- Facilities Only
- Facilities Only plus Active Schools, Sports Development and/or CL&D
- All In

Next Steps