



REPORT TO:	Cabinet
DATE:	Tuesday, 15 November 2022
SUBJECT:	South Holland Centre Action Plan
PURPOSE:	For Cabinet to consider the draft South Holland Centre action plan
KEY DECISION:	N
PORTFOLIO HOLDER:	Portfolio Holder for Communities & Facilities
REPORT OF:	Phil Perry – Assistant Director Leisure and Culture
REPORT AUTHOR:	Emily Holmes
WARD(S) AFFECTED:	All
EXEMPT REPORT?	N

SUMMARY

This report contains in Appendix 2, an action plan for the South Holland Centre for consideration by Cabinet. This action plan has been developed following review of the Performance Monitoring Panel South Holland Centre Task Group findings and recommendations by a subgroup of Cabinet Members. The action plan supports the delivery and development of the South Holland Centre service. The action plan is presented as a 'live' document which is intended to be regularly reviewed, monitored and updated for progress.

RECOMMENDATIONS

- 1) That Cabinet consider and approve the South Holland Centre Action Plan
- 2) That the Assistant Director – Leisure and Culture, in consultation with the Portfolio Holder for Communities and Facilities be authorised to implement, update and monitor the actions within the plan

REASONS FOR RECOMMENDATIONS

To support the delivery of the South Holland Centre programme and community offer in a cost effective way to sustain arts and cultural provision within the district.

OTHER OPTIONS CONSIDERED

Do nothing – Cabinet could decide not to agree the South Holland Centre action plan. This is not recommended as having the additional plan and governance in place will assist the monitoring of progress and performance of the service.

1. BACKGROUND

- 1.1** The South Holland Centre reopened in July 2021 and began service recovery whilst the country was still tackling the COVID-19 pandemic. A new staffing structure was agreed in July 2021 to support operations to re-open on a phased approach. This was implemented to protect the service for the future by mitigating the risk of significant cost pressures and increased subsidy due to uncertainty within the leisure, culture and hospitality industry.
- 1.2** Performance Monitoring Panel established a task group to look at the future operations of the South Holland Centre and to review the operations. The task group undertook their review during the phased reopening period during a time of constant change and updates to covid restrictions and industry product availability. The task group presented their detailed findings to Cabinet on 22nd June 2022.
- 1.3** Time and landscape had moved on between the initial review and presentation of findings to Cabinet and it was agreed that a Cabinet Subgroup would be established to create an action plan and timetable for implementing the recommendations where agreed.
- 1.4** This report presents the action plan of the Cabinet Subgroup to deliver the recommendations made by the Performance Monitoring Panel South Holland Centre Task Group where agreed.

2. REPORT

- 2.1** To enable the Cabinet Subgroup to review the latest position and action plan for next steps, a number of themed review sessions took place over the Summer months. These included
 - Site visit 22.06.22
 - Initial Asset review 14.07.22
 - Communication & Digital Review 18.07.22
 - Tourism & Town Centre Review 18.07.22
 - Assets & Finance Review 08.08.22
 - Informal Cabinet update 07.10.22

The Performance and Monitoring Panel action log was updated on 19th July and 23rd August to update on the activity taking place and the Portfolio Holder attended Performance Monitoring Panel on 19th October (reconvened from 14th September) to update on the work undertaken.

2.2 Two pieces of work were undertaken. The first was a response to the PMP SHC Task Group recommendations which detail those included in the action plan, clarifies some of the industry practices and operations such as film bookings and how terms are set and provides some key industry updates since the Task Group's work. This document is presented in Appendix 1 and outlines which of the original recommendations have been included or had already been completed. The second document is the action plan presented to Cabinet for consideration and approval. This document is Appendix 2. The action plan is a 'live' document which will be updated and added to throughout the remainder of this financial year.

2.3 The action plan has been created using the key themes and headings from the PMP SHC Task Group and has been shaped to provide the information Members have expressed an interest in receiving key updates on. The action plan key areas are;

- 1) Commercial Activities and Opportunities
- 2) Marketing, Promotion and Programming
- 3) Building, Operations and Reporting
- 4) Longer Term Future Development and Opportunities

2.4 Full details are included in Appendix 2 of this report. Key actions include;

- A further review of fees and charges as part of this year's budget setting process
- Development of a Business Plan following the outcome of the two Art Council Bids (outcome due later this month) and based on business intelligence from reopening and first two quarters of trading
- Options for digital display board on the building – for enhanced marketing and sponsorship opportunities
- Website enhancements
- Strong links with developments to visitor economy and tourism
- Further marketing and promotion of the venue as a whole following refreshed decoration to hireable spaces
- Digital customer access points in reception combining Box Office, Tourism and Council information.
- A new suite of quarterly performance measures for members to review

3. CONCLUSION

3.1 The significant work under taken by the PMP SHC Task Group and further review by the Cabinet Subgroup has shaped the action plan which will support the delivery of the service.

3.2 The leisure, culture and hospitality landscape continues to change as the industries move through recovery and the action plan will remain a 'live' document, ensuring that appropriate progress continues to be made.

4. EXPECTED BENEFITS TO THE PARTNERSHIP

4.1 The South Holland Centre is a key asset to both Spalding town centre and the district. The cultural, community and leisure offer delivered through its programme in an efficient and cost effective way contributes to the South and East Lincolnshire Councils Partnership

strategic programme focus on place-based regeneration and health and leisure offer across the region.

5. IMPLICATIONS

5.1 SOUTH AND EAST LINCOLNSHIRE COUNCILS PARTNERSHIP

5.1.1 Shared learning, best practice and collaborative opportunities across the partnership's cultural and leisure venues will continue to take place.

5.2 CORPORATE PRIORITIES

5.2.1 The services provided from the South Holland Centre contribute towards the Council's priorities; 'Your Place' and 'Your Health and Wellbeing' as well as supporting the wider town centre offer.

5.3 STAFFING

5.3.1 There are no direct staffing implications from this report.

5.4 CONSTITUTIONAL AND LEGAL IMPLICATIONS

5.4.1 None.

5.5 DATA PROTECTION

5.5.1 None.

5.6 FINANCIAL

5.6.1 There are no direct financial implications from this report for expenditure or savings at this stage. Any proposals for significant investment that may come forward following further investigations through the action plan will come with bespoke rationale and budget request. The action plan supports the aspirations to deliver a cost effective service, with long term aim of continuing to reduce the subsidy. Robust budget monitoring and budget planning are included in the action plan.

5.7 RISK MANAGEMENT

5.7.1 No specific implications from this report.

5.8 STAKEHOLDER / CONSULTATION / TIMESCALES

5.8.1 This action plan has been developed using the recommendations of the PMP SHC Task Group and further discussions with Portfolio Holders through the Cabinet Subgroup.

5.9 REPUTATION

5.9.1 No direct implications.

5.10 CONTRACTS

5.10.1 No direct impacts from this report. The South Holland Centre's programme and service is delivered through agreements with a variety of people and organisations, including film distributors, hirers, artists and performers. The catering provision has an agreement with an external organisation.

5.11 CRIME AND DISORDER

5.11.1 None

5.12 EQUALITY AND DIVERSITY/ HUMAN RIGHTS/ SAFEGUARDING

5.12.1 None.

5.13 HEALTH AND WELL BEING

5.13.1 No direct implications but the programme and provision of arts and cultural activities have benefits to residents' health and wellbeing.

5.14 CLIMATE CHANGE AND ENVIRONMENTAL IMPLICATIONS

5.14.1 Actions within the action plan include considerations to climate change and energy efficiency within the operations of the South Holland Centre.

5.15 LINKS TO 12 MISSIONS IN THE LEVELLING UP WHITE PAPER

This paper contributes to the 'Pride in Place' mission contained in the Levelling Up White Paper – "By 2030, pride in place, such as people's satisfaction with their town centre and engagement in local culture and community, will have risen in every area of the UK, with the gap between the top performing and other areas closing".

6. ACRONYMS

6.1 PMP Performance Monitoring Panel

SHC South Holland Centre

ACE Arts Council England

APPENDICES

Appendices are listed below and attached to the back of the report: -

APPENDIX 1	SHC Task Group Recommendations September Update
APPENDIX 2	South Holland Centre Action Plan

BACKGROUND PAPERS

Background papers used in the production of this report are listed below: -

Document title	Where the document can be viewed
Final Report of the South Holland Centre Task Group	Cabinet Papers 07.07.22

CHRONOLOGICAL HISTORY OF THIS REPORT

A report on this specific item has not been previously considered by a Council body. The topic has been discussed at the meetings listed above.

REPORT APPROVAL	
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