

# Report

Report to:	<b>Executive Committee</b>
Date of Meeting:	<b>29 May 2019</b>
Report by:	<b>Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Cross Party Working Group and Business Plan - South Lanarkshire Leisure and Culture</b>
----------	--

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval on the terms of reference, programme of work and membership of the Cross Party Working Group on South Lanarkshire Leisure and Culture (SLLC)
- ◆ request approval of the SLLC Business Plan for 2019/2020

## 2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendation(s):-

- (1) that the terms of reference, work plan and frequency of meetings of the Cross Party Working Group on Leisure and Culture be approved;
- (2) that the membership of the Working Group be finalised reflecting the current arrangements for Council Forums with 10 members on the Group based on the political composition of the Council;
- (3) that the Chief Executive be authorised to finalise the membership of the Working Group, in liaison with political Group Leaders, as set out in Paragraph 5.1 of the report, with a report on the finalised membership being submitted to this Committee for noting;
- (4) that EKOS Research and Consultancy Services providing support and advice to the Cross Party Working Group throughout this process be agreed; and
- (5) that the South Lanarkshire Leisure and Culture Limited Business Plan for 2019/2020 be approved.

## 3. Background

- 3.1. The establishment of a Cross Party Working Group on Leisure and Culture was agreed at the Full Council meeting of 27 February 2019 and the Executive Committee of 13 March 2019.
- 3.2. Following nominations from each party leader, an initial meeting of the Cross Party Working Group was held on 15 April 2019 where EKOS presented the findings contained within their report 'Leisure and Culture in South Lanarkshire', dated March 2019.
- 3.3. At that meeting it was agreed that proposals for a terms of reference, a programme of work and membership of the Group would be developed and presented to the next available Executive Committee for its consideration.

#### **4. Terms of Reference and Work Plan**

- 4.1. The EKOS review proposed a significant shift in the delivery of leisure and cultural services in South Lanarkshire with the aim of improving efficiency and having a greater alignment and contribution to the objectives of the Council and the Community Planning Partnership.
- 4.2. At the initial Cross Party Working Group meeting, members recognised the need for a change in service delivery and that this will take time and effort, requiring commitment from all stakeholders to affect change. The primary purpose of the working group is, therefore, to develop and agree a detailed transformation plan for leisure and cultural services. To reflect this purpose, the following terms of reference are proposed.
- 4.3. Terms of Reference
- ◆ to consider SLLC and leisure and cultural services by activity, providing guidance on which activities require to be expanded, reduced, introduced or discontinued and determining what delivery model is required to achieve this
  - ◆ to consider the leisure and culture asset base, taking account of the current condition of buildings and equipment and of future asset management plans
  - ◆ to consider proposals for the future SLC/SLLC relationship including its management, governance and monitoring arrangements
  - ◆ to consider the need for future investment, and the extent to which SLLC can be expected to contribute to the Council's future efficiency requirements
  - ◆ to consider a communication and stakeholder engagement plan to develop and include the wider partnerships that will contribute to and support the transformation process
- 4.4. This will build on the approach recommended within the EKOS review of March 2019 and will be progressed through the following specific work streams which are a reflection of the proposed terms of reference:-
- 4.4.1. Work Stream 1 – Operational Review  
A detailed operational review of SLLC and leisure and cultural services by activity, including guidance on which activities require to be expanded, reduced, introduced or discontinued, and identifying opportunities for more efficient delivery models including workforce planning, low cost delivery models, use of new technology etc.
- 4.4.2. Work Stream 2 – Asset Review  
A review of the leisure and culture asset base, including the current condition of buildings and equipment and consideration of future asset management plans.
- 4.4.3. Work Stream 3 – Governance, Management and Monitoring  
Examination of, and proposals for, the future SLC/SLLC relationship including consideration of management, governance and monitoring arrangements.
- 4.4.4. Work Stream 4 – Investment and Efficiencies  
Determination of the need for future investment, and the extent to which SLLC can be expected to contribute to the Council's future efficiency proposals.

#### 4.4.5. Work Stream 5 – Communication and Engagement

Production of a communication and stakeholder engagement plan to develop and include the wider partnerships that will contribute to and support the transformation process.

4.5. It is anticipated that this transformation plan will take approximately eight months to complete based on the programme of work proposed by EKOS in Appendix 1.

4.6. At that point the completed transformation plan will be presented to the Council for its consideration and, if approved, will be followed by the implementation phase of a new strategic framework for leisure and cultural services.

### **5. Membership and Frequency of Meetings**

5.1. It is proposed that the membership of the Cross Party Working Group is finalised in line with the current arrangements in place for the operation of Council Forums in that the Group would comprise 10 members with a political balance reflecting the political composition of the Council (4 SNP, 3 Labour, 2 Conservatives and 1 from Independent Group). It is also proposed that membership be restricted to Councillors not currently serving on the Board of SLLC as those members will be fully involved in the process through their work on the Board. In order to take the arrangements for membership of the Group forward, it is proposed that the Chief Executive be authorised to finalise the membership of the Working Group in liaison with political group leaders, and that a further report on the finalised membership be submitted to a future meeting of this Committee for noting.

It is recommended that the group will meet on an approximately four weekly basis for the estimated eight month period required to develop and agree the detailed transformation plan.

5.2. The Executive Director and Operations Manager of Community and Enterprise Resources, with supporting officers, will coordinate and inform the work of the Cross Party Working Group, lead on the delivery of the work streams and liaise with EKOS throughout the life of the working group.

5.3. As part of this work the Group will also propose an appropriate governance and management structure for the subsequent implementation phase of the transformation programme.

5.4. It is proposed that EKOS provide support and advice to the Cross Party Working Group throughout the period of the production of the transformation plan.

### **6. SLLC Business Plan 2019/2020**

6.1. Members may recall that there is a requirement for the Council to consider and approve the SLLC business plan each year. The reporting of the 2019/2020 business plan to Committee has been delayed to allow the EKOS review to be progressed and reported to Committee.

6.2. Now that the EKOS review has been reported to Committee and a way forward has been established it is appropriate to report the business plan to Committee.

- 6.3. The Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources) have reviewed the draft SLLC business plan for 2019/2020 and consider that the objectives are consistent with the strategic policies of the Council, whilst recognising that the work of the Cross Party Working Group will result in changes to future business plans. A copy of the draft plan has been made available in the Members' areas for inspection prior to the committee. Therefore, it is recommended that the business plan be approved.

## **7. Employee Implications**

- 7.1. Employee implications at this stage are not yet defined, however, this will be an integral consideration as the new strategic framework develops.

## **8. Financial Implications**

- 8.1. Financial implications at this stage are not yet defined, however, this will be an integral consideration as the new strategic framework develops.
- 8.2. The cost of services provided by EKOS in support of this process will be met from existing resources.

## **9. Other Implications**

- 9.1. None at this stage.

## **10. Equality Impact Assessment and Consultation Arrangements**

- 10.1. Consultation with Elected Members, SLLC's Board, SLLC's management team and employees and other stakeholders is ongoing and will continue throughout this process.

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

8 May 2019

### **Link(s) to Council Values/Ambitions/Objectives**

- ◆ Encourage participation in physical and cultural activities
- ◆ Deliver better health and social care outcomes for all
- ◆ Support our communities by tackling disadvantage and deprivation and supporting aspiration;
- ◆ Improve health, care and wellbeing

### **Previous References**

- ◆ South Lanarkshire Council, 27 February 2019
- ◆ Executive Committee, 13 March 2019

### **List of Background Papers**

- ◆ Report to Executive Committee of 13 March 2019 - 'Review of South Lanarkshire Leisure and Culture Ltd – Update'
- ◆ EKOS report 'Leisure and Culture in South Lanarkshire', dated March 2019
- ◆ South Lanarkshire Leisure and Culture Limited Draft Business Plan 2019/20

**Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

David Booth, Operations Manager

Ext: 5302 (Tel: 01698 455302)

E-mail: [david.booth@southlanarkshire.gov.uk](mailto:david.booth@southlanarkshire.gov.uk)