

SOUTH LANARKSHIRE
Leisure & Culture

BOARD MEETING – 13 NOVEMBER 2024, 4PM

AGENDA

Location: Hamilton Townhouse

**Agenda
Item**

1. Sederunt
2. Apologies
3. Declarations of Interest
4. Minutes of Previous Meeting
5. Action Log
6. Matters Arising
7. Board Membership
8. Performance Report
9. Revenue Budget 2024/25
10. Performance, Finance and Audit Committee Update
11. Country Parks Master Plan
12. Board Meeting Schedule 2025
13. AOCB
14. Risk Register Implications

Date of Next Board Meeting (Standard) – TBC

South Lanarkshire Leisure and Culture SCIO is Scottish Charitable Incorporated Organisation (Scottish charity number SC023549) responsible for the operation, management and delivery of leisure and cultural activities on behalf of South Lanarkshire Council.

Minutes of Meeting of the Board of Directors of South Lanarkshire Leisure and Culture SCIO held in Hamilton Townhouse on Wednesday 4 September 2024.

1. Sederunt

Chair:

Dr Avril Osborne

Vice Chair:

Cllr Maureen Devlin

Board Members:

Cllr John Anderson, Dr Angela Beggan, Neil Brown, Cllr Andrea Cowan, Craig Cunningham, Lisa Maule, Alan Morrison, Cllr Mo Razzaq (Agenda items 1-11), Stephen Smellie (Agenda items 1-11)

In Attendance:

Kay Morrison (Chief Executive)

David Carter (Head of Operations and Estates)

Martin Cryans (Head of Business Development)

Nick Lansdell (Strategy and Business Development Manager)

Ross McKie (Head of Corporate Services)

2. Apologies

Chris Goudie, Cllr Ross Lambie

David Booth (Executive Director of Community and Enterprise Resources)

3. Declarations of Interest

Craig Cunningham declared his employment with the Health and Social Care Partnership who provide funding to South Lanarkshire Leisure and Culture (SLLC).

4. Minutes of Previous Meeting

The minutes of the Board meeting held on Wednesday 29 May 2024 were submitted for Board approval as a correct record.

The Board: approved the minutes.

5. Action Log

The action log of the Board meeting held on Wednesday 29 May 2024 was submitted for Board approval as a correct record.

The Board: approved the action log.

6. Matters Arising

Staff Survey

- ◆ Following a request from Board, there is a plan in place to issue a staff survey.

- ◆ The Performance, Finance and Audit Committee includes staffing on its Terms of Reference and therefore this will be discussed at committee with a formal report to be brought to a future Board meeting.

Policy and Strategy Committee Membership

- ◆ As noted at the previous meeting, there was one note of interest to fill the vacant position on the Policy and Strategy Committee. With no other submissions from Trustees, the position has now been confirmed and Councillor Razzaq has agreed to take up this role.

7. Performance Report

The Board was guided through the report for the first quarter of 2024/25.

- ◆ Concern was raised over reports of violent incidents which was also noted at the Performance, Finance and Audit Committee. Work is ongoing with the Health and Safety Manager to identify appropriate conflict management training for staff. Following any incident, staff are offered support via their direct line manager.
- ◆ Comment was made regarding the successful physiotherapy Community Appointment Days held at the John Wrights Sports Centre in April and June which saw over 750 NHS patients being seen by physiotherapists at the centre, over 170 of whom were then referred directly on to SLLC Active Health, Physical Activity Prescription or weight management programmes for further support. This has been a fantastic piece of partnership working which has benefited both services and our communities.

The Board: noted the report.

8. Revenue Budget Update 2024/25

The Board was presented with a report providing an update on the most recent 2024/25 budget monitoring position as at 30 June 2024.

Recommendation: The Board is asked to note the content of the report.

The Board: noted the report.

9. Performance, Finance and Audit Committee Update

The Board was provided with an update from the last Performance, Finance and Audit (PFA) Committee Meeting held on 19 August 2024.

- ◆ The PFA Committee will build on the existing agenda of the Audit Committee with new items as per the new Terms of Reference to be added to a new standard reporting timetable for the year.
- ◆ There is now an opening for a Committee member to take up the role of the Board Health and Safety representative.
- ◆ South Lanarkshire Council (SLC or the Council) are overseeing the roll out and overall development of Fusion with SLLC using the same approach and processes as the Council for the finance and HR modules. SLC will launch P2P (procurement module) initially and will share learning and areas for adaptations that SLLC will then adopt when this is rolled out.
- ◆ Security at open venues will be considered for inclusion in the risk register as an ongoing risk.
- ◆ Cyber security was briefly discussed, and it was noted that this is currently being considered as part of the Business Continuity review.

The Board: noted the update.

10. Nominations Committee Update

The Board was provided with an update from two Nominations Committee Meetings held on 13 June and 15 August 2024.

- ◆ The first Nominations Committee meeting, since the SCIO was established, was held on 13 June to shortlist for the successor of an outgoing Trustee. The Committee was supported by the Chief Executive, Board Secretary and HR Manager and members identified four candidates for interview.
- ◆ Employment checks are complete with the nomination now with South Lanarkshire Council for approval in line with the Constitution.
- ◆ Details of the successful applicant will be distributed to the Board once approval has been received from the Council.

The Board: noted the update.

11. Terms of Reference

The Board was presented with a report providing an update on South Lanarkshire Council's (SLC or the Council) approach to the future commissioning of leisure and culture services with South Lanarkshire Leisure and Culture (SLLC).

Recommendations: The Board is asked to note the SLC/SLLC vision for future relationship.

- ◆ Three workstreams have been identified to shape the SLC/SLLC vision for future relationships, namely:
 - ◆ a commissioning plan for SLC which will be developed to define the Council's ask of SLLC.
 - ◆ a long-term estate strategy for SLC where the Council will undertake a long term estate strategy which will cover all Council assets and not just those managed by SLLC on the Council's behalf.
 - ◆ an agreed financial relationship between SLC and SLLC with a focus on how to move from one year funding to a more medium-term financial plan.
- ◆ The commissioning plan will be aligned to Council priorities, which the SLLC strategy is already aligned to, and will run for a similar timescale. As is more evident across the sector, the plan is expected to be outcome based rather than go into granular detail. It is not a legal document in itself but will have appended legal documentation which will be updated accordingly.
- ◆ The Board Secretary will provide a summary of the documents that sit under the Commissioning Plan.
- ◆ The estate strategy has an implementation timeframe of ten years with delivery on the strategy expected around years 2 and 3. The Council have engaged external consultants to test the criteria. Data has been sent to the consultants regarding repairs, maintenance as well as data from SLLC regarding operating costs which will be applied across the whole Council estate with a draft report expected in the new year. SLLC are feeding into this however this is a Council review of its assets.
- ◆ The Board welcomed the ten-year strategy, noted the criteria and the lack of reference to identifying areas for growth. There was discussion on whether reference should be made to protecting buildings, for example, the mausoleum and tourist attractions, which generate income. Consideration of these positive aspects would be welcomed.
- ◆ The Chief Executive will feed this back to the Council and added that there have been discussions around SIMD and there will likely be weighting for heritage sites and non-income generating facilities factored in.
- ◆ SLLC are working with the Council to develop a more financially sustainable relationship and, in considering some fundamental assumptions around utilities, pay awards, cost and prices, etc. a three-year plan has been developed based on a held management fee. Scenario planning is being worked on to illustrate to the Council what a held or reduced management fee may look to help inform decision making.
- ◆ The SLLC Chief Executive is working closely with the Review Board for the three workstreams demonstrating good joint working between the SCIO and SLC. Further to this, regular meetings between the SLC Chief Executive, Leader, Depute Leader, SLLC Chief Executive and Chair have been agreed.
- ◆ Briefing sessions will be planned for Elected Members and the Board will be kept apprised of developments on all three workstreams.

The Board: noted the report.

12. AOCB

Board Away Day

- ◆ This has been confirmed for 19 September at Low Parks Museum.
- ◆ An external facilitator has been engaged and this will be an opportunity for the Board to consider its aspirations for SLLC.

Stakeholder Day

- ◆ The second stakeholder day, where SLLC bring the annual report to life, will take place on 3 October at Hamilton Townhouse. The aim is for SLLC's stakeholders and key partners to leave the event with a good understanding of the impact SLLC services has on the wider community.
- ◆ The Chair encouraged Trustees to attend as ambassadors for SLLC.

Equalities Training

- ◆ Trustees were previously issued with a link to complete equalities training over a 12-month period. The Learn On Line system has been unavailable during the Fusion update and therefore updated links will be issued to Trustees when available.

13. Risk Register Implications

- ◆ The risk register has been updated and submitted to the Performance, Finance and Audit Committee and will continue to be on each Board agenda.
- ◆ As at agenda Item 9, security at open venues will be considered for inclusion in the risk register.
- ◆ There was nothing further to note in risk register as a result of this meeting.

Date of Next Meeting

The next standard Board meeting is scheduled for 3pm on Wednesday 13 November 2024 at Hamilton Townhouse.

Chair

Board Action Log

Blue – Action is complete
 Red – Action not on track with major issues
 Amber – Action mainly on track with some minor issues
 Green – Action is on track

Board Meeting – 4 September 2024				
Agenda Item	Action	Person(s) Responsible	Timescale	B/R/A/G
Agenda Item 6 Matters Arising	Staff Survey – formal report to be brought to future Board meeting.	Head of Corporate Services	26 February 2025	On track 26 February 2025
Agenda Item 9 Performance, Finance and Audit Committee Update	Security at open venues to be considered for inclusion in the risk register.	Head of Strategy and Governance (Board Secretary)	28 October 2024	Complete 28 October 2024
Agenda Item 11 Terms of Reference	The Board Secretary will provide a summary of the documents that sit under the Commissioning Plan.	Head of Strategy and Governance (Board Secretary)	13 November 2024	Complete 30 October 2024
Agenda Item 12 AOCB	Equalities Training – an updated link to training modules to be issued to Trustees once available following Fusion update.	Head of Strategy and Governance (Board Secretary)	Subject to Fusion update	On track

Actions carried over from Previous Standard Board Meetings

Board Meeting – 29 May 2024				
Agenda Item	Action	Person(s) Responsible	Timescale	B/R/A/G
Agenda Item 15 Savings Process	Elected Member briefing session to be scheduled to outline draft proposals.	Chief executive / Head of Strategy and Governance (Board Secretary)	Early 2025	On track Early 2025

Board Meeting – 28 February 2024				
Agenda Item	Action	Person(s) Responsible	Timescale	B/R/A/G
Agenda Item 9 Governance Guide	Approved with further formal review to take place in 2027.	Head of Strategy and Governance (Board Secretary)	Scheduled for 2027	On track Scheduled for 2027
Agenda Item 14 AOCB –	Consideration to be given to building a reserves	Chief Executive /	By December 2024	On track

SLLC Reserves	policy into the accounts for the next financial year.	Head of Strategy and Governance (Board Secretary) / Head of Corporate Services / Chair of Audit Committee		13 November 2024
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Actions carried over from Special Meeting

Special Board Meeting – 17 April 2024			
Agenda Item	Action	Person(s) Responsible	Comments/Outcome B/R/A/G
Agenda Item 8 Realignment of SLLC Structure	Contact details and areas of responsibility will be issued to the Board when all employees are in post.	Head of Strategy and Governance (Board Secretary)	On track December/January

South Lanarkshire
Leisure and Culture

Quarterly Report



SOUTH LANARKSHIRE
Leisure & Culture

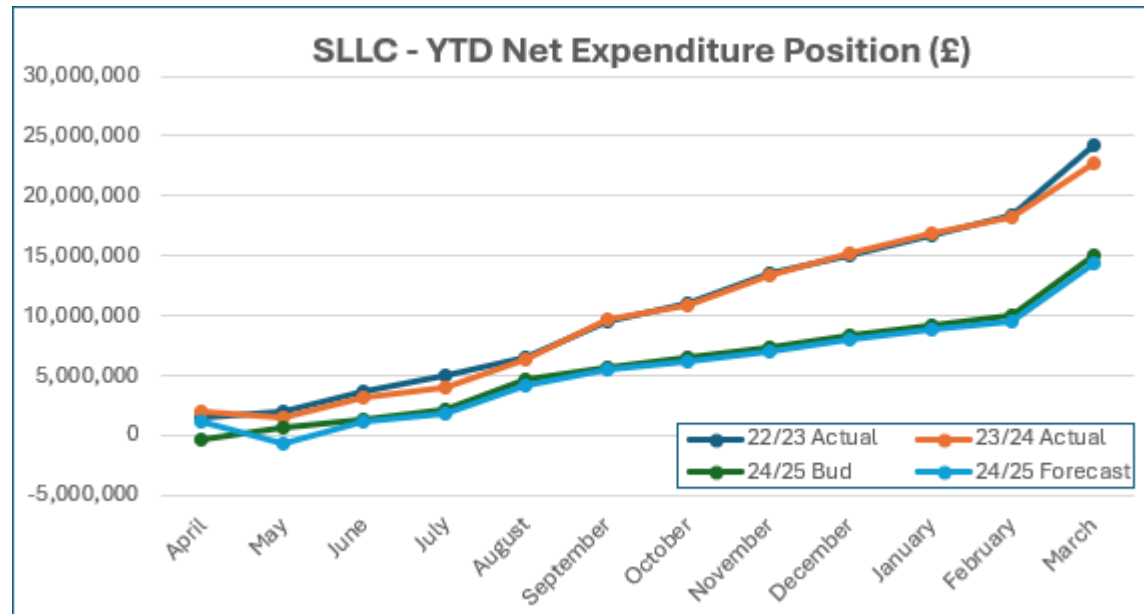
Quarter 2
July to September 2024

1. Business Perspective

Budgetary position

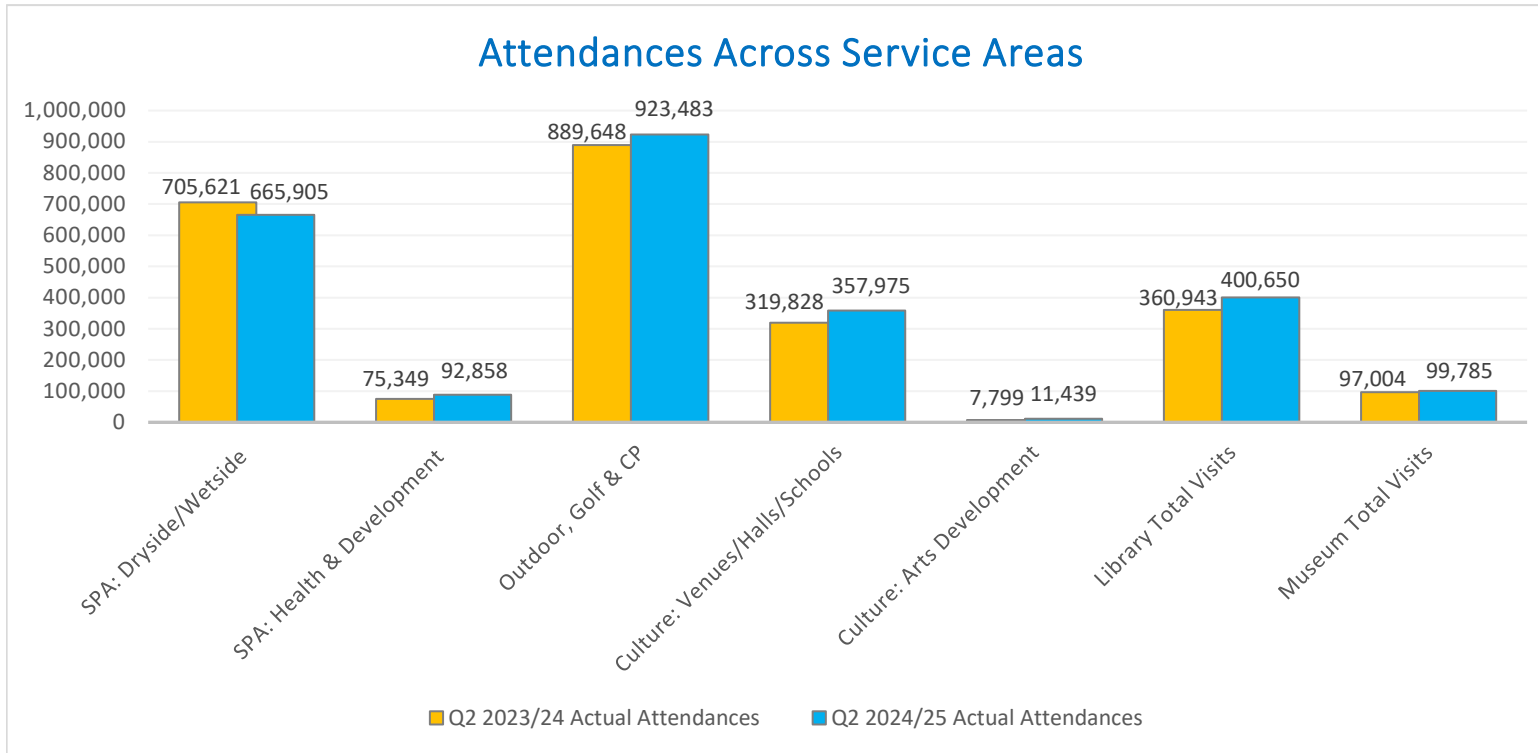
Note: Actual income is overall on target (mainly due to a shortfall in swimming, SPA, golf and Calderglen Zoo which was offset by unexpected income for outdoor (rent settlement), interest and venues). Actual expenditure was also 1.72% underspent, showing a positive position at the end of quarter one of £266k underspent, 4.80% underspent.

Measure: FINANCE	Budget (£K):	Actual (£K):	Variance (£K):	% +/-
Income (YTD)	(21,011)	(21,011)	0	0
Expenditure (YTD)	15.473	15,207	266	1.72%
Net Position (YTD)	(5,538)	(5,804)	266	4.80%



Q2 Attendances – year on year comparison

The table below provides a comparison of Q2 performance against 2023/24 attendances.



Notes:

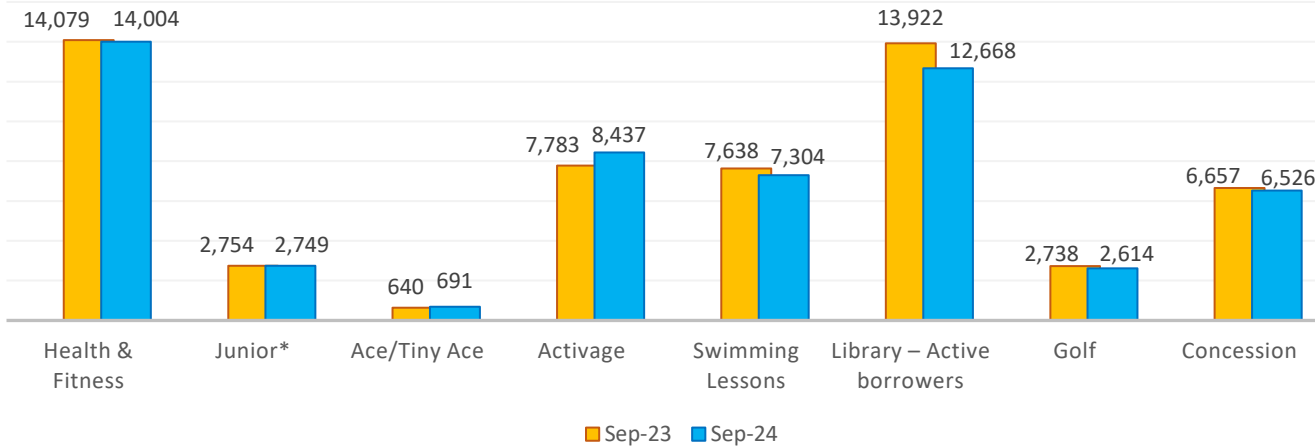
- Q2 Leisure Centres – wetside 5%↓ and dryside 7%↓, overall 6%↓ on Q2 23/24, however health and development programmes saw a 23%↑ rise over the period.
- Q2 venues 2%↑, halls 2%↓, schools 63%↑ and arts development 47%↑ on Q2 23/24. Overall 12%↑ across all cultural facilities.
- Q2 Library physical visits dropped by 1%↓, virtual visits 22%↑ on Q2 23/24, overall there has been an 11% rise on the previous year. Over 57% of customers are using online services.
- Q2 Museums physical visits 4%↑, virtual visits dropped 5%, overall, there has been a 3%↑ on Q2 23/24.
- Q2 Outdoor Recreation 18%↓, OLA 1%↑, Golf 6%↓ impacted by weather and negative PR regarding course closures and CP's 12%↑, overall increasing by 4%↑ on the Q2 23/24.

Measure: ATTENDANCES	Q2 2023/24 Actual Attendances	Q2 2024/25 Actual Attendances	% +/- Q2 Current Year vs Q2 Previous Year
Leisure Centres: Dryside/Wetside	705,621	665,905	6%↓
Leisure Centres: Health & Development	75,349	92,858	23%↑
Outdoor, Golf & CP	889,648	923,483	4%↑
Culture: Venues/Halls/Schools	319,828	357,975	12%↑
Culture: Arts Development	7,799	11,439	47%↑
Libraries: Physical visits	172,934	170,984	1%↓
Virtual visits	<u>188,009</u>	<u>229,666</u>	22%↑
Total	360,943	400,650	11%↑
Museums: Physical visits	82,940	86,372	4%↑
Virtual visits	<u>14,064</u>	<u>13,413</u>	5%↓
Total	97,004	99,785	3%↑

Note: Leisure Centres – dryside attendances dropped by 7% and wetside by 5%, impacted by some maintenance issues. **Health & Development** - development, health and inclusion programmes, and school activities have all seen significant increases over the period, some of the fluctuation in attendances is in part due to the movement of events within periods. **Outdoor, Golf & CP's** - country parks have increased attendances over the period, however outdoor activities dropped 18%, most areas have risen however 2 large scale events have moved from Sept to April which distorts the figures over the period, golf attendances dropped by 6% in part due to negative PR around the future of our courses and due to poor weather. **Culture** – Increased attendances have been recorded across venues, schools and Arts Development, with halls seeing a slight drop over the period. (As we adjust to a new reporting system there may be some fluctuation and adjustments required in the next period as reports merge across). **Library** – virtual attendances continue to rise, showing an overall increase of 11%. Museums also saw an overall rise of 3%.

Q2 Membership Packages – comparison to previous year

Current Membership Packages

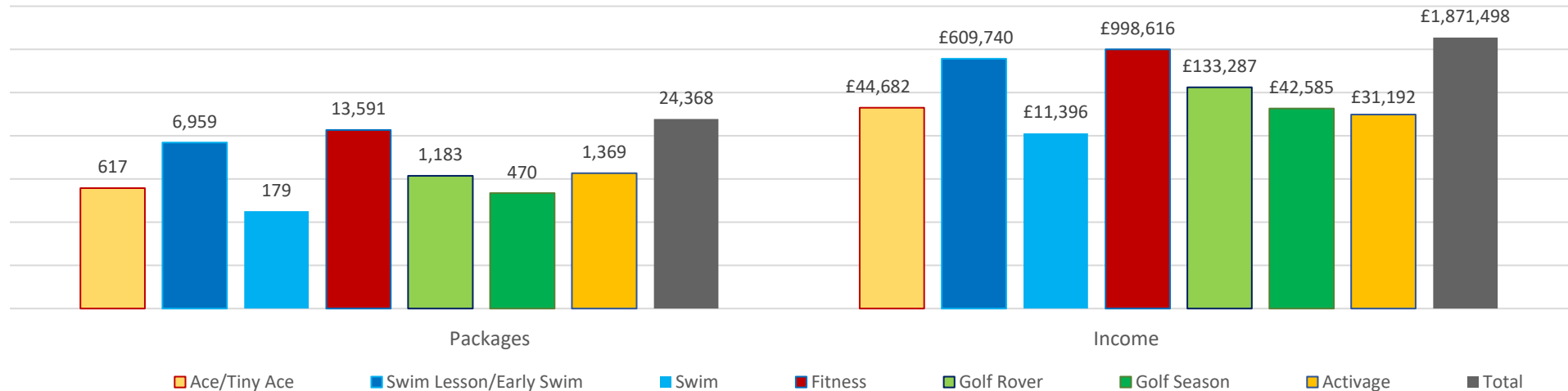


Notes:

- Health and fitness memberships (includes Juniors 2,749) is down by 1% against Q2 last year.
- Junior packages continue to grow, up 1% on the same period last year.
- Library: Active Borrowers is down 9% on the same period last year and represents members who have used the service in last 12 months.
- Golf memberships are down 5% on similar period 23/24.
- Concession members make up over 26% of our membership

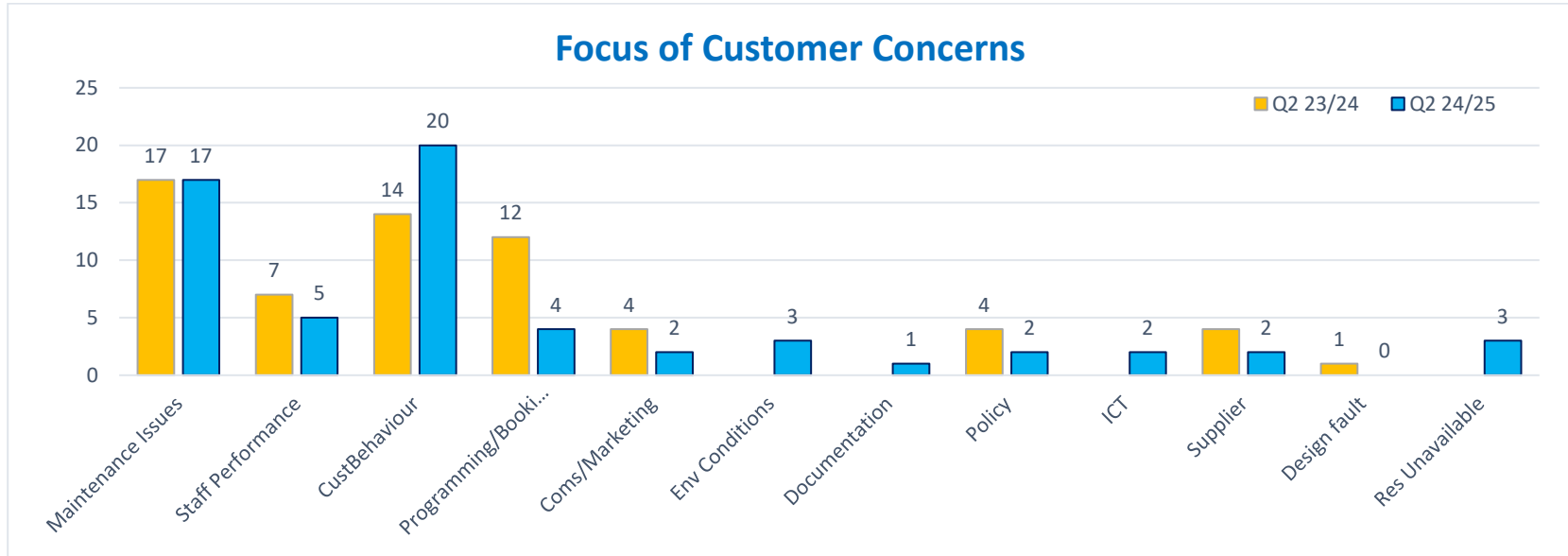
Actual DD Packages at close of Q2

Q2 Membership Direct Debit Income



Measure: Memberships	Previous Year September 2023	Current Year September 2024	%+/- Current Year vs Previous Year
Health & Fitness (inc D/D, annual & Junior*) packages	14,079	14,004	1%↓
Junior*	2,754	2,749	1%↓
Ace/Tiny Ace	640	691	8%↑
Activage	7,783	8,437	8%↑
Swimming Lessons	7,638	7,304	4%↓
Library – members Library – Active borrowers	138,429 13,922	146,046 12,668	6%↑ 9%↓
Golf	2,738	2,614	5%↓
Concession	6,657	6,526	2%↓
Notes on memberships	<ul style="list-style-type: none"> • H&F members: 1%↓ pool issues at Dollan • Junior membership packages included in the Health & Fitness package figure above and in the graph below • September was generally very good in relation to weather therefore we also had a few golfers opting to take out a reduced price season ticket to see them through the winter months. • Overall members have risen, although Active Borrowers are down, however this only relates to customers borrowing an item through Spydus and does not take account of customers visit libraries to make use of services or attend group activities. 		

Customer Focus



Measure: CUSTOMERS	Quarter 2 2023/24	Quarter 2 2024/25	% +/- Q2 Current Year vs Q2 Previous Year
Complaints	67	78	16%↑

Notes:

- Quarter 2 saw 78 recorded customer concerns across our services
- 57 were handled by the SPA service (73%), 4 by Culture (5%), 8 by Outdoor (10%), 6 by Libraries (8%) and 3 by HQ (4%)
- 66 complaints (85%) were closed off, 65 of which were fully resolved at the frontline resolution stage with 1 being resolved after further investigation
- 55 issues were closed off on time, equating to 83% completed within timescales
- 12 remain open awaiting conclusion from relevant manager

Information Security Incidents

There were no information security incidents reported this quarter.

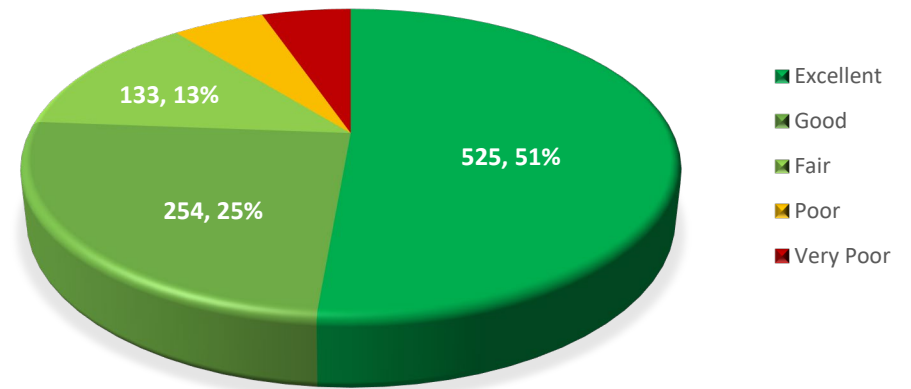
Customer Satisfaction

Overall Satisfaction

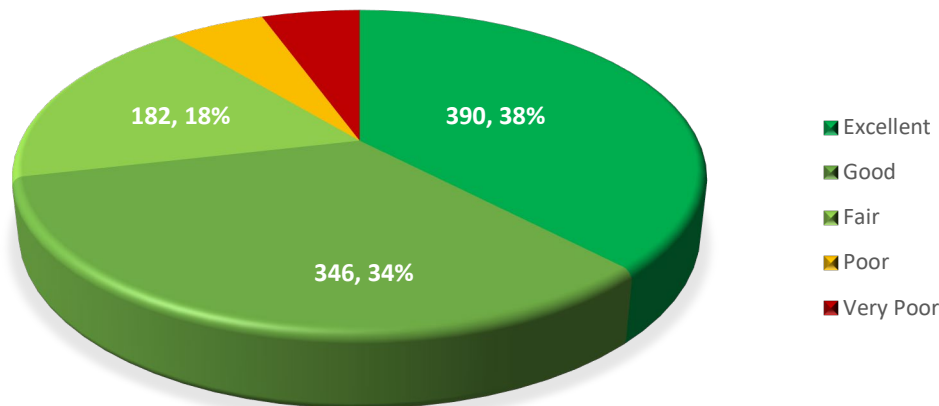
Q2 2024/25 returned over 1000 completed customer satisfaction surveys with an overall satisfaction rate of 90%. We strive to sustain this high level of satisfaction ensuring our customers receive the best possible service we can deliver. This can be broken down further into more specific aspects of service delivery: Staff Performance 95%, Cleanliness 90%, Value of Money 89%, and Quality of equipment/services 82% as displayed in the graphs below/opposite. Over the previous year we have averaged an overall satisfaction rate of 94% with staff performance averaging 97%, which shows an excellent work ethic and commitment to both SLLC and our clients. We work hard to deliver excellent services on behalf of South Lanarkshire Council.

Note: percentages shown in graphs have been rounded.

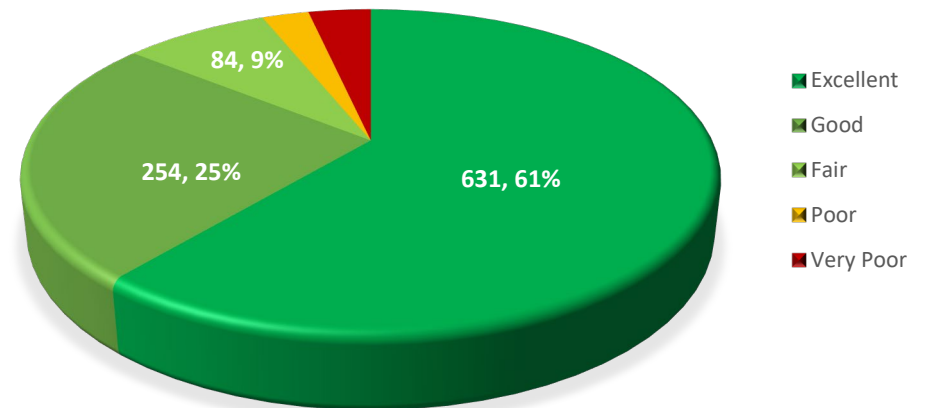
How did we perform - Value for money - Top 3 responses : 89%



How did we perform - Cleanliness - Top 3 responses: 90%



How did we perform - Staff performance - Top 3 responses: 95%



Health & Wellbeing

Why customers visited our sites

Customers visit for a variety of reasons, some to get fit, improve their health through exercise, others just to socialise, study, read a book, attend an art class or show at one of our venues or enjoy a walk or a round of golf, whatever the reason we welcome and encourage them:

- 47% said it's about improving their health
- 22% said a place to relax
- 16% said a place to socialise

How customers felt after their visit

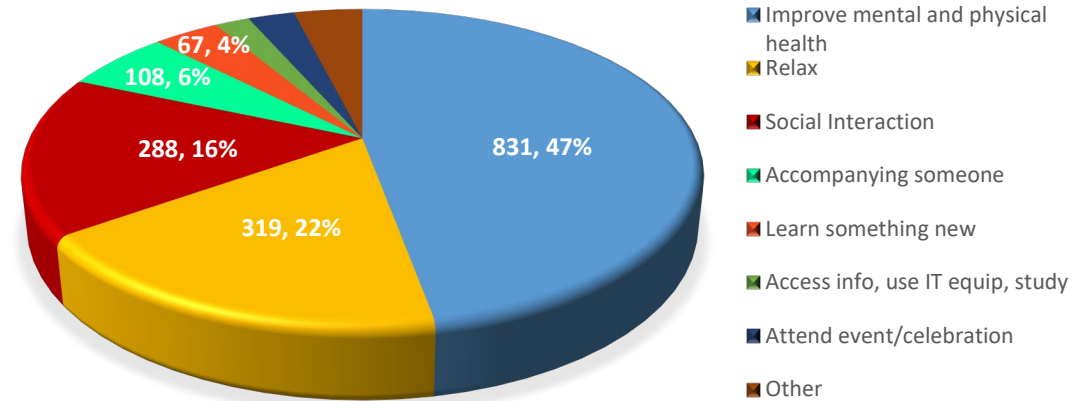
It's all about helping to improve customers lifestyles:

- 74% of respondents said they felt better, happier, achieved their goal, felt healthier, more energised and satisfied.
- 82% said their visit had a positive impact on their health and wellbeing.

Note: percentages shown in graphs have been rounded.

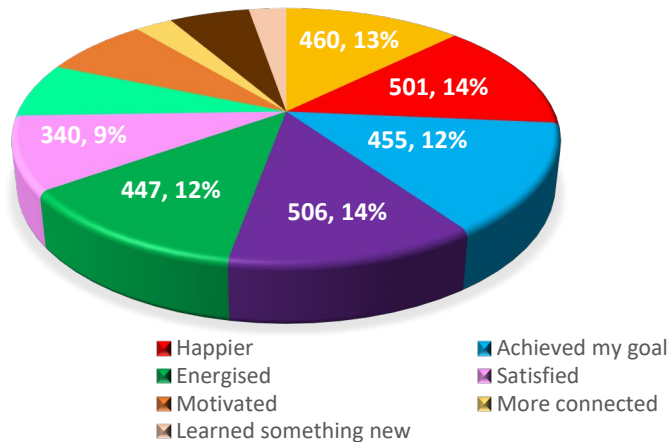
What was the reason for your visit?

Top 5 responses: 95%



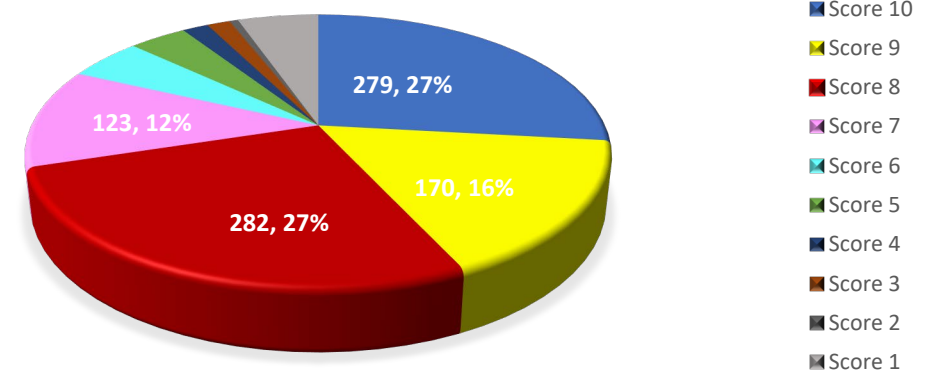
Following your visit, how did you feel?

Top 6 responses: 74%



Did your visit have a positive impact on your health and wellbeing (on a scale of 1-10)?

82% scored 7 and above



Communication

Word of mouth is always a great recommendation and 78% of customers said they would recommend us to a friend.

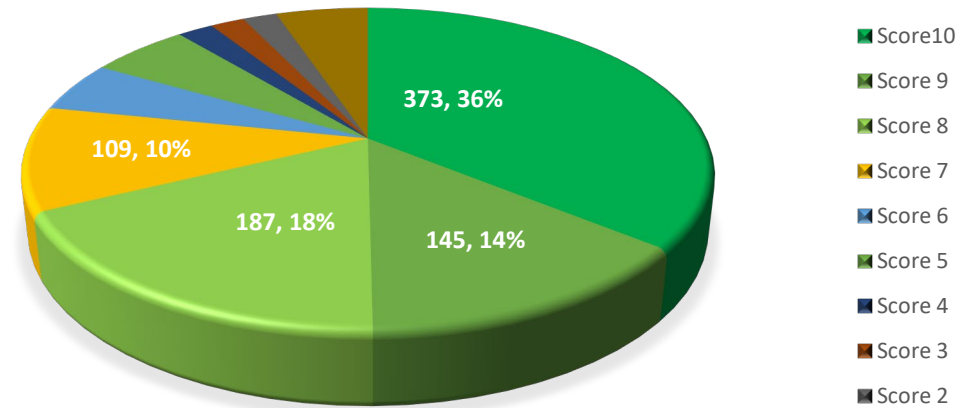
Asked how customers heard about SLLC, they responded:

- 45% word of mouth
- 34% other
- 11% website
- 5% social media

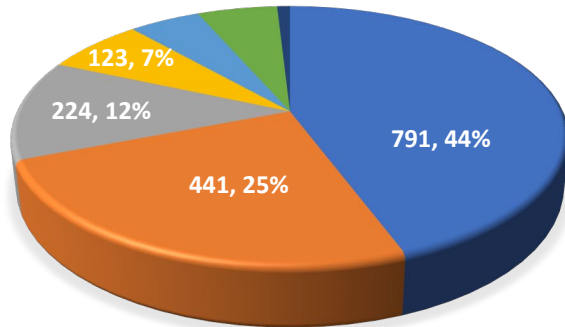
Over 85% of respondents said they found our webpage and social media pages easy to navigate and 82% said the booking process was fair - very easy to use.

Note: percentages shown in graphs have been rounded.

78% of customers said they would recommend SLLC to a friend

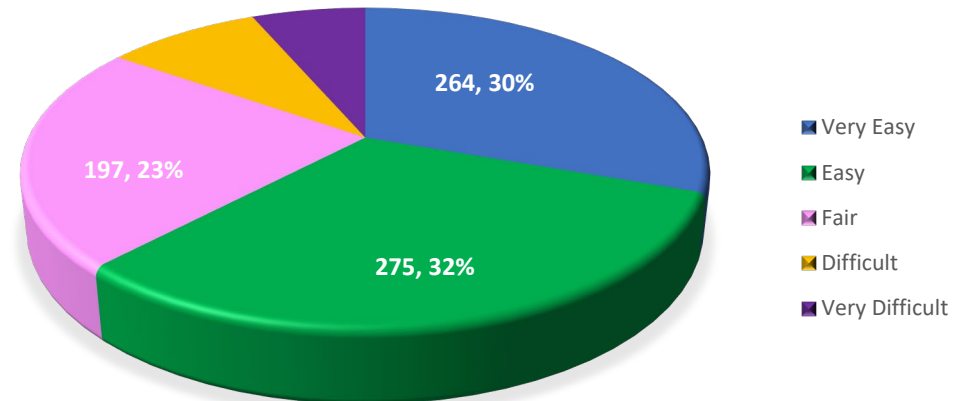


Why you chose SLLC



- Local facility
- Value for money
- Expertise and friendly staff
- Quality of our equipment/facilities
- SLLC good reputation for quality events
- Other
- Took advantage of a promotion

If you used our website or social media pages - rate your overall experience - Top 3 responses: 85%



Safety

Q2 2024/25 saw a drop in accidents/incidents against last year. Over the quarter staff were involved in 2 major and 3 minor accidents, 15 incidents, including 4 violent incidents. Customers were involved in 2 major and 9 minor accidents, and 12 incidents, including 1 violent incident.

Measure: HEALTH & SAFETY	Quarter 2: 2023/24	Quarterv2: 2024/25	% +/- Q2 Current Year Vs Q2 Previous Year
Accidents/Incidents to staff	14	20	43%↑
Accidents/Incidents to customers	45	23	49%↓
Note:	<p>13 incidents at leisure facilities, 7 at outdoor, golf and country parks, 21 within our halls and venues and 2 within libraries.</p> <p>Major accidents: 1 staff fell downstairs in leisure centre and fractured ankle, 1 staff injured while moving the pool lifeguard chair which fell, and 2 customers suffered dislocated knees while playing football.</p> <p>5 violent incidents: 2 JWSC, 2 Carluke Lifestyles, 1 Dollan.</p>		

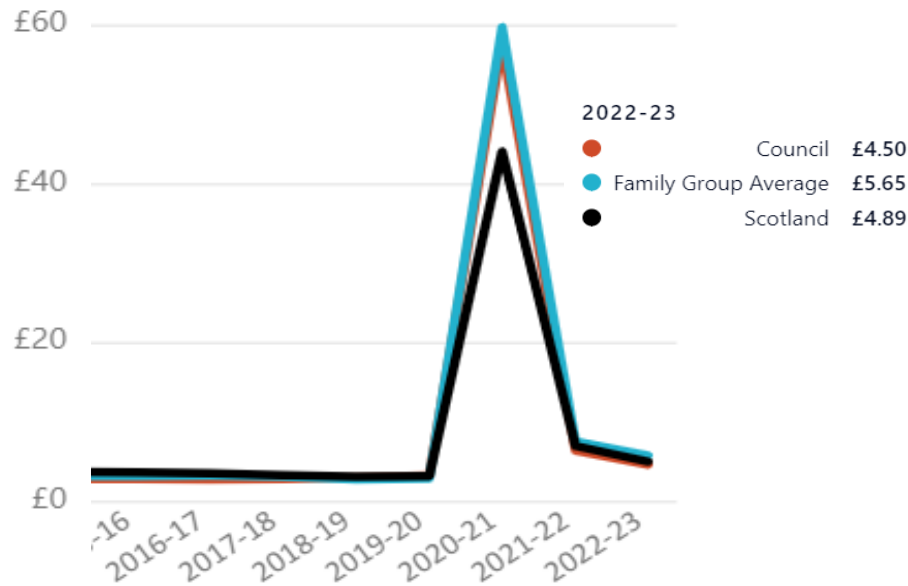
SLLC Performance: Local Government Benchmarking Forum (LGBF)

How we compare to other local authorities

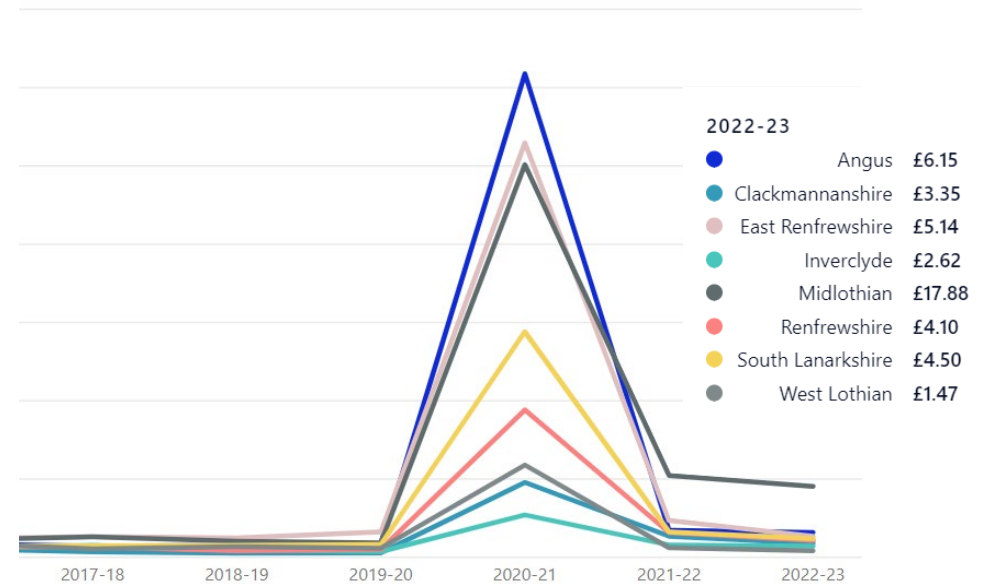
LGBF arrange councils into 'family groups' to compare councils similar in terms of the type of population they serve (relative deprivation and affluence) and the type of area they serve (urban, semi-rural, rural). LGBF also provide data on satisfaction rates (these are taken from the Scottish Household Survey 2020) and are based on people who may or may not use our services and may offer an opinion more based on what they perceive our service to be rather than factual reflection. These rates have a history of differing significantly with our own findings from actual customer surveys. Customers satisfied with sports facilities 69.7%, customers satisfied with libraries and museums 66.3%, against a Scottish average of 71%. SLLC overall customer satisfaction rate for Q2 2024/25 was 90%.

Cost per attendance at sports facilities:

Costs shown against all Scottish authorities
Rank position 17th of 32 local authorities

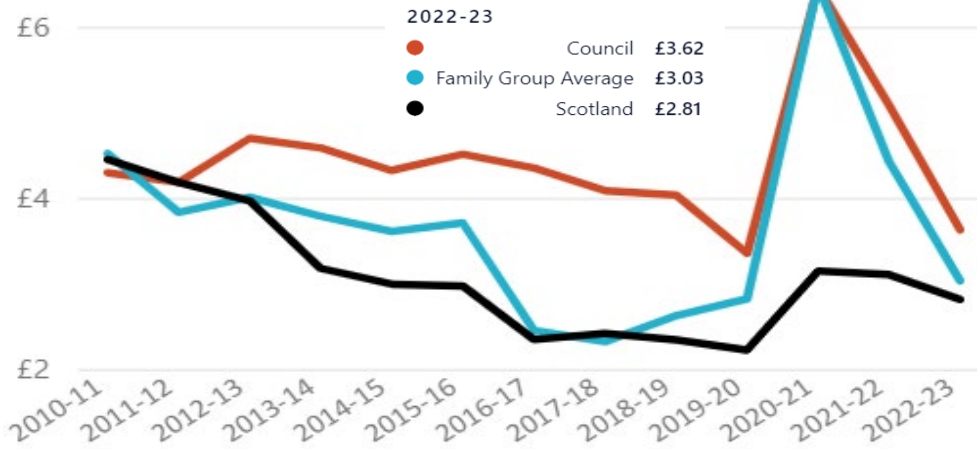


Costs shown against family grouping
Rank position 5th of 8 authorities

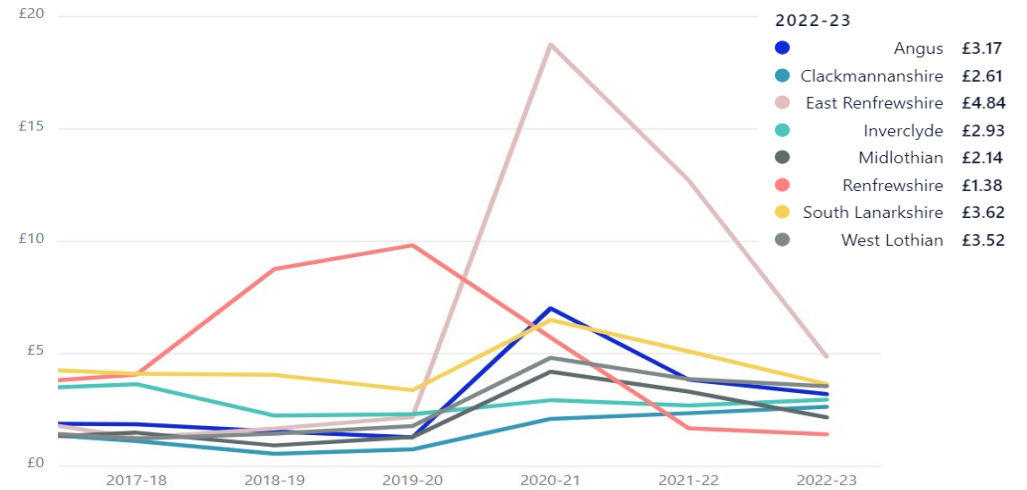


Cost per library visit:

Costs shown against all Scottish authorities
Rank position 19th of 32 local authorities

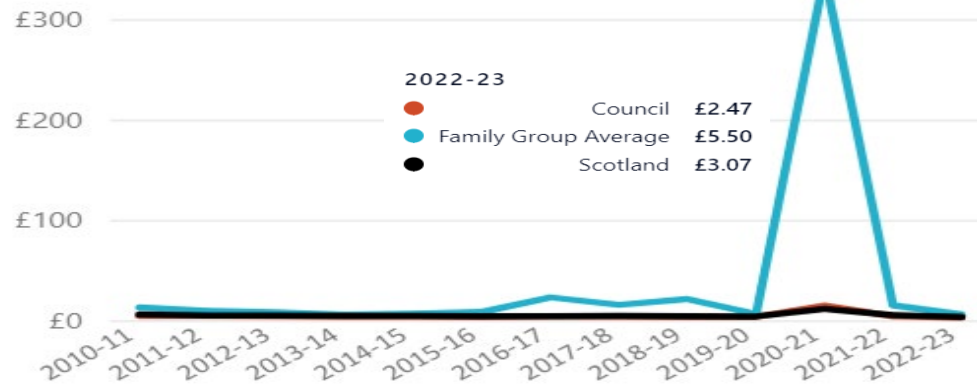


Costs shown against family grouping
Rank position 7th of 8 local authorities

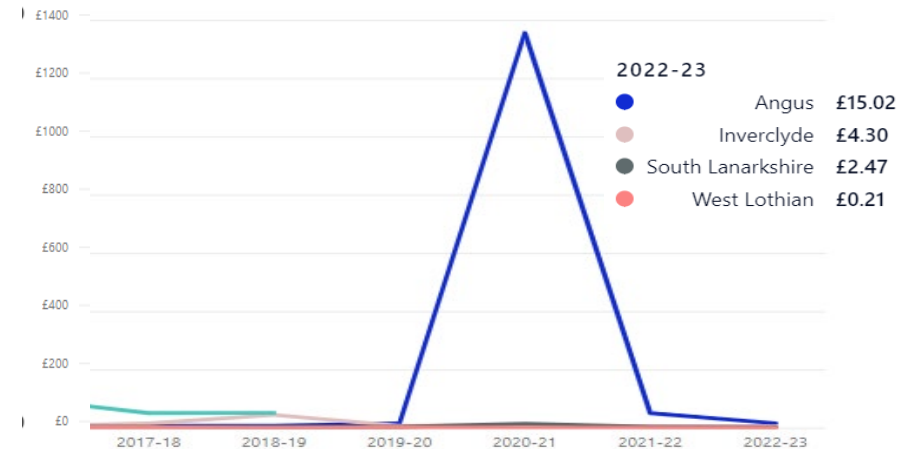


Cost per museum visit:

Costs shown against most Scottish authorities
Rank position 9th of 30 local authorities



Costs shown against family grouping
Rank position 2nd of 4 local authorities



2. Performance against SLLC Strategy 2022 - 2027

Objectives to meet Strategy Outcomes

Health and Wellbeing – We will help the people of South Lanarkshire to live healthier, happier lives with a focus on physical and mental wellbeing 2023 (Year 2) – Priorities, Activities and Achievements				
Key Priorities	Priority 1 (HWB1) Participate in a whole system approach to health and wellbeing along with our partners including the NHS, the Health and Social Care Partnership and others, to improve health and wellbeing for individuals and communities within South Lanarkshire	Priority 2 (HWB2) Encourage and support the inactive to be active with focus on positive physical health and wellbeing outcomes	Priority 3 (HWB3) Support positive mental health and deliver on health and wellbeing outcomes	Priority 4 (HWB4) Provide early intervention and prevention initiatives to address health and wellbeing matters at their root cause
Comments from Chair of Health and Wellbeing Group	<p>As we complete the second quarter of the year, it is pleasing to see us on course to meet or surpass many of our milestones. Our relevant staff now have increased awareness of our expanded referral menus allowing them to best target users specific needs across our services.</p> <p>In addition, we continue our fantastic outreach work with projects such as dementia friendly groups/suicide awareness football tournament/fall prevention workshops for older adults and sheltered housing staffing and residents - all receiving key health and wellbeing messages.</p> <p>An example of the great work we do across the entire breadth of our community from young to old, can be demonstrated within our Arts Development section who have delivered fantastic projects in local primary schools, providing opportunities for the children and also working with supporting families, through to working with in sheltered housing and care homes providing arts projects for dementia sufferers and other residents.</p>			

Health and Wellbeing successes

Pre-diabetic referral class

In partnership with Lanarkshire Weight Management Service, we introduced our very first pre-diabetic referral class. Held at Fairhill Lifestyles, we welcome referrals from local GP's, the physiotherapist team at Udston Hospital, consultants at the Neuro Rehabilitation Unit at the Queen Elizabeth University Hospital and beyond. The course sees participants undertake a weekly 90 minute educational and physical activity session over 15 weeks. Course participants, with a range of conditions including multiple sclerosis and stroke patients, have enjoyed the range of accessible equipment, tailor made programmes and friendly staff.

Family Fun Day

Sunday 4 August saw our annual Family Fun Day take place on the main lawn in Calderglen Country Park. It is always a very popular event and despite the weather there were still over three thousand people in attendance enjoying the range of family entertainment on offer including a live music stage, a pipe band, magician, face painting, and the Glasgow Caledonia basketball team offering a come and try for those interested in basketball.

Rutherglen/Cambuslang Open Art Exhibition

Arts Development presented the first Rutherglen/Cambuslang Open Art Exhibition. In partnership with Clyde Gateway this exhibition was open to all artists, amateur and professional, based in the Rutherglen and Cambuslang area. It not only gave residents the opportunity to participate in a professional exhibition (for many it was their first ever time exhibiting) but also highlighted the exhibition space available within Rutherglen Town Hall. The exhibition attracted over 89 submissions, with the youngest exhibitor being 7 years old and the eldest 91 years old. The event was deemed a huge success and will hopefully now be an annual fixture in the diary.

Macmillan Cancer Support

A new Macmillan Cancer Support group is meeting monthly at East Kilbride Central library giving people living with cancer the opportunity to meet up and share experiences. The group provides peer support and is led by staff from the Integrated Cancer Journey service, supported by one of our own library team members who has had their own cancer experience. The sessions are growing in popularity and more frequent sessions are now being planned to satisfy demand in East Kilbride Central library and Rutherglen Library.

**Connected and Engaged – We will enable people to connect with each other and with their community through the services we provide
2023 (Year 2) – Priorities, Activities and Achievements**

Key Priorities	Priority 1 (CE1) Reach out to people where they are, by providing services to all communities across South Lanarkshire	Priority 2 (CE2) Support communities to develop and build their capacity and, where appropriate, explore options for asset transfer of our resources	Priority 3 (CE3) Develop alternative delivery methods and grow our digital offerings such as online classes and access to e-books	Priority 4 (CE4) Help tackle isolation by providing initiatives that bring people together
Comments from Chair of Connected and Engaged Group	<p>SLLC continues to showcase, update, promote and seek engagement across its social platforms. Facebook follower numbers increased for the three main pages by an average of 4%. Highlights were our Calderglen Family Run of Colour post with 15.7k, free swim lessons with 15.5k and Kerry Ellis show with 26.4k. On X, following grew for Active Schools by 6% on the previous year and an increase of 3% for Sports Development.</p> <p>SLLC had a strong presence in our communities through the efforts of our Art Development section, offering a diverse range of classes to various age groups at nurseries, primary and secondary schools, care homes, sheltered housing, hospitals, community centres and culture venues. These initiatives brought together working with partners i.e. Social Care - fostering social connections, promoting learning, and helping participants develop new skills and explore new opportunities.</p> <p>Our digital connectivity and capabilities continue to advance marked by the successful launch of our SLLC app in September. The first phase rolled out across 18 leisure centres, 6 golf courses, two libraries, and East Kilbride Ice Rink, achieving 4,000 downloads within the first two weeks, with numbers continuing to grow. We promoted the launch through multiple channels, including social media, our website, internal and external marketing materials at facilities, bulk email communications, and a staff briefing. Portable podcasting in our libraries continues to expand, thanks to diverse partnerships with organisations such as Scottish Autism, LAMH (Lanarkshire Association for Mental Health), VASLan, and the Hindu Temple of Scotland.</p> <p>SLLC's third annual 'Family Run of Colour' event took place at Calderglen Country Park in July, attracting 604 participants, our highest figure to date. This inclusive event, which is non-competitive and affordable, caters to individuals of all ages and fitness levels, fostering community spirit and togetherness for families, friends, colleagues and clubs of South Lanarkshire.</p>			

Connected and Engaged successes

SLLC Probationer Academy

In September, SLLC launched the Probationer Academy training series for Newly Qualified Teachers (NQTs) of 2024/25, aimed at enhancing their skills and confidence in delivering PE and extracurricular activities. Over 30 teachers participated in eight hours of weekly training, which included workshops from national sports bodies like Scottish Rugby and Scottish Hockey. This programme will enable teachers to deliver higher quality PE and extracurricular activities in South Lanarkshire schools.

Doors Open Day summary

Doors Open Days is Scotland's largest free festival celebrating architecture, culture, and heritage, as part of European Heritage Days. On 7 September, we welcomed 378 visitors to Hamilton Mausoleum and shared online content highlighting the theme 'Routes, Networks and Connections.' The event generated positive feedback and an increase in public tour inquiries, with promotion boosted by online and social media efforts. One visitor told staff 'I don't use Facebook myself, but my son – who is working offshore on a North Sea oilrig – saw the post and advised me to come along!'

National Suicide Week

During National Suicide Prevention Week, a golf event was organised at Torrance House Golf Course to help raise awareness of suicide prevention and some of the support mechanisms which are available in Lanarkshire and beyond. Sports and outdoor activities such as golf are recognised as beneficial to both physical and mental health and this provides us with a platform for a team event which includes everyone, is a fun exciting format, with some prizes to win along the way. The event is popular with teams representing SLLC, SLC, NHS Lanarkshire, Police Scotland, and local club golfers too. 64 golfers participated in the event this year.

Marsali Taylor, crime writer at Biggar Library

Marsali Taylor, crime writer and author of the popular Shetland Sailing Mysteries visited Biggar Library on the afternoon of 12 September and spoke to an audience of 50 people about her writing techniques and her journey to becoming an author. This event was one of a series of author visits arranged in collaboration with Atkinson-Pryce Books, a local Independent bookshop who donate a portion of events income to the library.

Gym Consultation

As part of our transformation fund project, we're upgrading our gym equipment across our estate in partnership with South Lanarkshire Council. We consulted with members through our website, social media, onsite materials, email communications, and direct engagement from staff. Over 3,000 responses were collected from our members via an online consultation, with paper copies also available for those who preferred.

**Equality and Inclusion – We will provide accessible wellbeing and learning services through targeted interventions
2023 (Year 2) – Priorities, Activities and Achievements**

Key Priorities	Priority 1 (E11) Ensure equality of opportunity by making sure that our services are accessible to all	Priority 2 (E12) Target our programmes and interventions to ensure we reach those most in need of our services	Priority 3 (E13) Enable access to learning and information across our communities and support community learning	Priority 4 (E14) Provide welcoming inviting spaces where customers receive a warm reception
Comments from Chair of Equality and Inclusion Group	<p>The group have successfully captured details of all the inclusion learning programme and targeted interventions that took place in 2023/24. This will be shared with services and teams to raise awareness of the impact and scope of our delivery and inspire replication in other areas of the business. We will monitor throughout 2024/25 with a target to increase by a further 10%. The total programmes recorded in 2023/24 was 98.</p> <p>The number of Activage members taking up the option to pay their membership by direct debit has grown to 16% of all Activage members (up 10%) from previous quarter. As members renewal date approaches this will support members by allowing them to spread the cost throughout the year.</p> <p>Development Services produced a 2024/25 inclusion events calendar showcasing 35 events. These opportunities will be offered across our schools and communities. Through the delivery of Scottish Disability Sport’s inclusion training to members of the Active Schools and Sports Development teams, staff are better equipped to meet demand and offer more opportunities across a wider customer base.</p> <p>August also saw the commencement of small-scale zoo tours for students visiting from Kear Campus South Lanarkshire. Kear Campus is dedicated to extra support for pupils with ASN during education. The Calderglen Zoo tours are a new initiative aimed at providing a personal keeper-led tour of the animal areas, where students can ask questions and learn facts in a quiet and calm environment which is sometimes harder to achieve with the larger school groups. Initial feedback has been very positive.</p>			

Equality and Inclusion successes

Meldrum Gardens Fun Day

Meldrum Gardens is an SLC residential home in East Kilbride caring for 40 dementia residents. Our Arts Development team worked in partnership with Social Care to offer residents and their extended families a summer themed 'fun day' with arts and crafts for grandchildren and grandparents alike. It was fantastic to see how the inter-generational activities were enjoyed by everyone who came along on the day.

Peaceful Minecraft

Weekly Peaceful Time Minecraft sessions have been introduced at EK Central Library to give children with sensory issues the opportunity to do Minecraft in a quiet environment. This Minecraft club is open to all children, although is especially suited for those on the Autism spectrum, or with sensory processing issues. It offers a sensory-enabling environment with minimal noise and lighting, allowing children to engage at their own pace and choose whether they want to interact with others. A small blackout tent with sensory items is available for children who feel they need a break.

Stonelaw Dementia Group

Following an approach from Stonelaw Dementia Group, our Arts Development team arranged a concert of music and singing for people living with dementia and their carers. The 44 people in attendance had a fabulous day with comments including 'We had a great time - George was singing - and he never sings!' and 'Great music and we were able to get up for a wee dance - we really enjoyed that'. The group also expressed what a huge difference it made to their wellbeing to have had all these wonderful entertainers come along on the day.

GoFitbaw

The Go Fitbaw programme, in conjunction with the SFA, was delivered over four weeks during the summer holidays. Delivered across nine schools we recorded attendances of over 100 young people. A range of partners were involved in supporting the programme including Police Scotland, Scottish Fire and Rescue Service and Education Resources.

Summer holiday time also saw 'Kick about' football sessions for 12 – 16 year olds and a weekly football festival at Hamilton Palace Sports Ground run in partnership with the YCFL (Youth Community Family and Learning) team and SLC's Pathfinders. The final week tournament saw participant numbers swelling to over 100.

**Organisational Sustainability – We will develop a business model that allows sustainable provision of quality services in priority areas
2023 (Year 2) – Priorities, Activities and Achievements**

Key Priorities	Priority 1 (OS1) Develop a financially sustainable business model which optimises income and utilises diverse funding streams	Priority 2 (OS2) Develop our people ensuring staff remain highly skilled and are supported to deliver the best standard of customer service	Priority 3 (OS3) Review our facilities to ensure we have financially sustainable spaces to enable quality service provision	Priority 4 (OS4) Reduce waste and energy usage and seek new ways to be more energy efficient across our services
Comments from Chair of Organisational Sustainability Group	<p>This quarter saw a variety of work streams continuing at pace. Most of the audit work for the 2023/24 financial year and associated accounts was completed and is on schedule for presentation to the AGM in November. Linked to developing and planning forward for SLLC’s future working relationship with SLC, the SLLC Financial Business Plan draft was completed and further refined throughout the period to reflect the changing position with regards to the potential financial impact of the 2024/25 pay award and beyond. This also enabled the estimated financial position for 2025/26 to be developed with work commencing to identify and quantify potential opportunities to bridge the expected budget gap as it currently stands.</p> <p>The Fusion financial ledger system commenced in April with financial processes and practices adapted to suit. Additionally, the HR team completed a significant process of preparation, contingency planning and training for the Fusion HR system, which went live in August. Employees and managers are now adjusting to the new system with support provided by the HR team though the transition.</p> <p>Services continue to look at ways to optimise income and utilise diverse funding streams to support service delivery. Outdoor Learning and Adventure continue their funded programme with SLC Social Work Services offering bespoke outdoor experiences to young people in a social care setting.</p>			

Organisational Sustainability successes

SLIC Small Business Grant Funding

SLLC libraries successfully bid for a grant of £2,500 from the SLIC Small Business Fund. The intention is to develop services for small businesses in the Hamilton area, designating an area within Hamilton Town House Library specifically for business development purposes. The services will include affordable workshop space, private meeting space, free Wi-Fi and access to resources which will support small business creation and expansion and give small business owners opportunities to network with likeminded people in an accessible public space.

Funding will be used to purchase high-quality portable audio and video equipment to be used on site or loaned to allow people to create marketing tools such as video clips, vlogs, podcasts and other resources to enhance their social media presence and reach. This equipment will supplement the film and video resources which are already used by the libraries Information Services team which are currently used to create high quality promotional material for library services. The aim is to share this expertise with customers allowing them to make use of the equipment to promote their businesses and boost economic activity in the area.

Outdoor Learning and Adventure Positive Engagement Programme

Recently we have been working with a group of young people on the Pathfinders programme based at Calderside Academy. Pathfinders works within the school and community and identifies vulnerable young people who are care-experienced or on the 'edges' of care and through early intervention supports them and their families.

Outdoor Learning and Adventure delivered our Positive Engagement Programme for a group of eight pupils who were not attending school regularly and finding difficulties with engaging. This programme was bespoke to the individuals needs, initially engaging with the young people to discuss opportunities and agreeing what they wanted from the programme. The consultation process proved to be a success with full attendance on a multi activity programme including, mountain biking, water sports and skiing.

Filming Locations

We continue to seek commercial opportunities and this quarter we secured further filming location agreements generating over £17K in income. Hamilton Mausoleum will feature in Apple TV's period drama 'Buccaneers'. The film crew were on site for four days filming scenes for the new series yet to be broadcast.

3. Business Interruption

The following facilities experienced significant levels of service disruption during the quarter

Location	Description	Period	Estimated 24/25 Financial Impact (Additional Cost of Lost Income)	Comments
Larkhall Leisure Centre	Closure of main hall due to issues with flooring.	September 2023 - present	£37,500 (income)	SLC are investigating options. The new centre has a target date of summer 2027.
Carlisle Leisure Centre	Closure of main hall due to issues with flooring	July 2024 – present	£6,900 (income) / £400 (staff costs) total £7,300	SLC have carried out an initial assessment of what work is required on site with next steps to be clarified
Blantyre Leisure Centre	Intermittent closure of main and teaching pool due to ongoing staff shortages	April 2024 – present	£7,000 (income)	Recruitment issues in process of being resolved
Dollan Aqua Centre	Reduced functionality in main pool due to issues with the floating floor.	October 2023 - Present	£81,500 (£28,000 Costs / £7,500 per month / £8,500 Gala Day Income)	SLC have identified funding for the Dollan Inlet repairs and the aim is for the repair to be completed by quarter four.

4. Capital Projects

Transformation Fund projects (£13M)

Project briefs have been developed and Housing and Technical Resources are progressing with design and costs for the projects on the phase one list, approved by SLC's Executive Committee on May 2024, to be carried this financial year. Phase two project list is being developed to go to Executive Committee for approval in November 2024 for projects to be carried out financial year 2025/26.

Larkhall Leisure Centre (£24M)

Feasibility design is progressing well. Various consultations have taken place with elected members and key community representatives. Consultation sessions have been arranged with the local community, existing leisure centre users and school pupils for end October 2024. The findings from the consultation sessions will be used to inform the detailed design process and submissions to planning and building control in Spring next year. Meanwhile, works have commenced on the various ground and buildings surveys and preparing the area for work starting on site in Autumn 2025. The new facility is scheduled to open in Summer 2027.

Country Parks Master Plan

The Council has appointed Turner and Townsend as Project Manager led multidisciplinary design team to deliver a master plan for Chatelherault and Calderglen Country Parks. The masterplans will be utilised as a basis to explore and secure investment in the parks as external funding opportunities arise. The master plan is progressing well, consultation on both parks took place on at both sites and on social media during the summer. The commission is scheduled to conclude in December with agreed proposals designed to RIBA stage 2.

Lanark library roof and windows replacement

A recent management discussion outcome has advised that the additional funding required for this project will be sourced from the Transformational Fund. The current tender return price is being held until the end of November to allow for the committee approval of the funding source.

McKirdy 7-a-side pitch replacement

Lesmahagow Community FC have agreed to front a bid from the REF fund to progress this project. The design has already been undertaken by Amenity Services, and the next step is to progress to tender to establish overall project cost for a REF funding application. Timescales for the REF bid is for the application to be completed by 13 December 24, presenting at committee for approval in February 25.

5. Emerging Challenges

The following challenges remain

- General inflation has continued to reduce, however uncertainty remains with other cost increases.
- Inclement weather conditions continue have had a significant impact on our outdoor income generation activities, including golf and country parks.
- Utilities cost have transferred to SLC, and although the outlook is more positive in terms of potential cost reductions, this is subject to national procurement activity and the timing of purchase in advance contracts.
- The employment market remains competitive with the ability to fill vacant posts creating pressure on operations
- Some of our older facilities require investment to bring to modern standards or to halt any further deterioration.

6. What we did well

Following a tour of Hamilton Mausoleum a customer commented "we were not sure what to expect... telling everyone how wonderful our experience was. Tour guide made the day."

Coaching compliments:
... one of the best instructors I have known... passionate about teaching, making sure people are doing things correctly to avoid injury.

Compliments to JWSC's amazing staff effort who helped customer get their car started when it had a flat battery!

Enjoyed this relaxing class lots of options which is good – something to suit everyone. Great that this is a stand-alone class especially during the summer holidays. Nice supportive group and great teacher very encouraging.

Customer Recognition

Carluk Leisure Centre

Wanted to say a massive thanks to all of you for organising everything for our concert and rehearsal at the weekend, for looking after us on Friday night and for an incredibly smooth Saturday night with everything set out immaculately.

A customer at Dollan Aqua Centre complimented our Fitness Instructor who conducted her gym induction, saying he was very patient, non-judgemental, and explained everything very well.

Compliments to the cleaner at Blantyre Leisure Centre who took time to clean toilets and locker room. Immaculate because she doesn't stop!

Boogie Beats has been amazing for our children... the coach was a fantastic Boogie Beats leader; she has a wonderful manner and engages so well with the children. The activities were well paced and enjoyable.



Report

Report to:	Board of Trustees
Date of Meeting:	13 November 2024
Report by:	Ross McKie, Head of Corporate Services

Subject:	Revenue Budget 2024/25
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1. Background

1.1. The purpose of the report is to:

- ◆ Update the Board on the most recent 2024/25 budget monitoring position as at 30 September 2024.
- ◆ Update the Board on the current projected outturn for financial year 2024/25.

2. Recommendations

2.1. The Board is asked to approve the following recommendation:

- (1) That the content of the report be noted.

3. Background

3.1. This report follows a previous report to the Board on 4 September 2024 regarding the 2024/25 budget.

3.2. This report provides an update on the 2024/25 budget monitoring position as at 30 September 2024 following a robust review of income and expenditure to date across all service areas of South Lanarkshire Leisure and Culture (SLLC).

4. Current Position as of 30 September 2024

4.1. The current position is an underspend position of £0.265m which is further detailed in Appendix 1.

4.2. This relates to an overall expenditure underspend of £0.346m mainly resulting from employee cost underspends due to the level of vacancies (noting challenges in attracting candidates) and an element of posts being held for redeployment where suitable, underspends in administration due to insurance cost reductions, and offset by overspends in supplies and services related to IT and Irrecoverable VAT.

4.3. Income overall is currently showing a breakeven position, which is mainly attributable to increased golf rental income relating to Mote Hill, interest income and show ticket income. This is offset by under-recoveries in other areas such as ACE membership, Activage, swimming, golf and zoo income (both weather impacted).

5. Projected Outturn Position for 2024/25

- 5.1. The current position is a projected underspend position of £0.549m which is further detailed in Appendix 2. It should be noted that the current outturn projection includes an estimate of the current 24/25 pay award to be implemented in November and will be refined further once actual values are known and also if there are any further changes to the pay award level.
- 5.2. This relates to an overall breakeven expenditure position. This results from employee cost underspends of £0.588m due to the level of vacancies and an element of posts being held for redeployment where suitable and underspends in administration costs of £0.157m relating to insurance costs.
- 5.3. These underspends are offset by overspends in supplies and services of (£0.443m) related to irrecoverable VAT, artist fees and IT and property costs of (£0.151m) due to pool water charges. There are also overspends related to payments to other bodies of (£0.077m) and payments to contractors of (£0.108m) related to external events costs and self employed coaches.
- 5.4. Income overall is currently showing an over-recovery of £0.550m, which is mainly attributable to golf rental income relating to Mote Hill, interest income and show ticket income. This is offset by other areas under-recoveries such as ACE membership, swimming, golf and zoo income (both weather impacted) and Activage.

6. Next Steps

- 6.1. Continued monthly monitoring will be undertaken and in conjunction with budget holders across SLLC, the focus of which will be to continue to refine the outturn projection to ensure this is as accurate as possible. Staff will continue to liaise closely with SLC officers, and an updated position will be presented at the February 2025 SLLC Board meeting.
- 6.2. As highlighted as part of previous updates to board, the SLLC Finance, IT and HR teams along with the wider SLC services are continuing the process of implementing the new Oracle Fusion System. The Fusion financial system commenced in April 2024, with Fusion HR going live in August 2024. Due to technical issues that are in process of being resolved by the SLC implementation team, the Fusion e-procurement system, P2P, is now expected to go live for SLLC until December 2024. It is anticipated there will continue to be some disruption to SLLC Corporate Services during this time as staff and employees become accustomed to the new system and any associated alterations to processes. A further update will be provided to Board members at the February meeting.

7. Employee Implications

- 7.1. There are no employee implications arising from this report.

8. Financial Implications

- 8.1. The financial implications are as detailed within this report.

9. Other Implications

- 9.1. There are no other implications in terms of risk and sustainability.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. There is no requirement to carry out an impact assessment or consultation in terms of the proposals contained within this report.

Ross McKie
Head of Corporate Services

13 November 2024

Links to SLLC Objectives

- ◆ Organisational Sustainability
- ◆ Health and Wellbeing
- ◆ Connected and Engaged
- ◆ Equality and Inclusion

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

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

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South Lanarkshire Leisure and Culture - 2024/25 Quarter 2
Current Financial Position Report (Variances greater than £50k highlighted)

Objective	Budget	Phasing	Actual	Variance	Comments
SPA	£2,921,163	£1,298,214	£1,496,177	(£197,963)	Income under-recovery offset by employee cost underspends.
Libraries	£2,853,702	£1,397,528	£1,225,678	£171,850	Employee cost underspends, all non-retained properties cost and income have been removed.
Venues	£1,844,283	£839,993	£843,145	(£3,152)	No major variance.
Halls	£1,737,125	£828,396	£693,634	£134,762	Employee cost underspends, all non-retained properties cost and income have been removed.
Museums	£389,436	£197,792	£162,649	£35,143	No major variance.
ACE	£14,211	£365	£53,189	(£52,824)	Income shortfall.
Outdoor	(£317,330)	(£534,693)	(£700,398)	£165,705	Over recovery due to increased £126k rent for mote hill, reduced by under recoveries in zoo admissions and golf income.
Support	£5,542,410	£1,672,617	£1,661,352	£11,265	No major variance.
Management Fee	(£14,985,000)	(£11,238,750)	(£11,238,699)	(£51)	No major variance.
Total SLLC	£0	(£5,538,538)	(£5,803,273)	£264,735	As detailed above.

Subjective	Budget	Phasing	Actual	Variance	Comments
Employee Costs	£24,297,057	£11,487,947	£11,141,565	£346,382	Vacancies and positions held for redeployment where suitable.
Property Costs	£3,010,327	£1,222,948	£1,246,726	(£23,778)	No major variance.
Supplies and Services	£3,445,322	£1,371,119	£1,512,464	(£141,345)	Irrecoverable VAT & IT costs.
Transport Costs	£128,210	£54,843	£45,154	£9,689	No major variance.
Administration Costs	£1,658,135	£615,278	£497,702	£117,576	Insurance cost saving.
Payments to Other Bodies	£500,060	£314,095	£345,517	(£31,422)	No major variance.
Payments to Contractors	£679,170	£293,096	£311,571	(£18,475)	No major variance.
Financing Charges	£337,660	£113,324	£106,663	£6,661	No major variance.
Gross Expenditure	£34,055,941	£15,472,650	£15,207,362	£265,288	
Income	(£19,070,041)	(£9,772,438)	(£9,771,936)	(£502)	Income under-recoveries in SPA and ACE offset by over-recoveries in other areas including Outdoor (Mote Hill Rental), Support (bank interest) and Venues.
Management Fee	(£14,985,000)	(£11,238,750)	(£11,238,699)	(£51)	
Net Expenditure	£0	(£5,538,538)	(£5,803,273)	£264,735	As detailed above.

Projected Outturn Report (Variances greater than £50k highlighted)

Objective	Budget	Outturn	Variance	Comments
SPA	£2,921,163	£3,226,123	(£304,960)	Income under-recovery.
Libraries	£2,853,702	£2,524,546	£329,156	Employee cost underspends.
Venues	£1,844,283	£1,586,602	£257,681	Ticket Income over recovery.
Halls	£1,737,125	£1,360,538	£376,587	Employee cost underspends compounded by Income over recovery.
Museums	£389,436	£318,711	£70,725	Income over-recovery compounded by supplies underspend.
ACE	£14,211	£141,538	(£127,327)	Income shortfall.
Outdoor	(£317,330)	(£423,307)	£105,977	Income shortfall (golf, zoo under-recovery offsetting rental over recovery) offset by expenditure underspend across all lines.
Support	£5,542,410	£5,700,889	(£158,479)	Reflects insurance saving offset by Irrecoverable Vat & IT overspends.
Management Fee	(£14,985,000)	(£14,985,000)	£0	
Total SLLC	£0	(£549,359)	£549,359	As detailed above.

Subjective	Budget	Outturn	Variance	Comments
Employee Costs	£24,297,057	£23,708,633	£588,424	Employee vacancies and positions held for redeployment where suitable.
Property Costs	£3,010,327	£3,161,390	(£151,063)	Pool water charges and facility rental costs relating to vaccination centres recharges (offset by income).
Supplies and Services	£3,445,322	£3,888,166	(£442,844)	Irrecoverable VAT, IT Costs and artist fees (offset by income).
Transport Costs	£128,210	£103,931	£24,279	No major variance.
Administration Costs	£1,658,135	£1,500,646	£157,489	Insurance Cost saving.
Payments to Other Bodies	£500,060	£577,253	(£77,193)	Contribution to Active School's programme.
Payments to Contractors	£679,170	£787,118	(£107,948)	Self-employed coaches & external event costs in venues (offset by event income).
Financing Charges	£337,660	£329,654	£8,006	
Gross Expenditure	£34,055,941	£34,056,791	(£850)	
Income	(£19,070,941)	(£19,621,150)	£550,209	Income over recoveries in Outdoor (Rent at mote hill) & Venues show income partially offset by SPA & ACE under recoveries.
Management Fee	(£14,985,000)	(£14,985,000)	£0	
Net Expenditure	£0	(£549,359)	£549,359	As detailed above.

1. Key issues considered:
 - ◆ Internal Audit Annual Report
 - ◆ Health and Safety Annual Report
 - ◆ SLLC Procurement Update
 - ◆ Health and Safety Board Representative
 - ◆ Cash Security
 - ◆ Staff Survey
 - ◆ Information Security Incident
 - ◆ Risk Register

2. Key issues to highlight:
 - ◆ Assurance was provided that assignments in the 2024/25 Audit Plan are on track for completion by March 2025. The Committee, and by extension the Board, are invited to send any items for inclusion in the Audit Plan for 2025/26 to the Board Secretary by the end of November.
 - ◆ The Committee was assured of SLLC's compliance under all current health and safety legislation and a more detailed report will be brought to the next Committee meeting.
 - ◆ The review of 2023/24 supplier expenditure and the calculation of influenceable spend identified an increase in positively procured spend and a reduction in non-complaint spend compared to 2019/20.
 - ◆ One Trustee from the Committee membership agreed to take up the role to act as a Board conduit and signatory for health and safety matters, pending Board approval.
 - ◆ Since the last Committee meeting, there have been a series of site visits as part of Internal Audit planned activity following a cash security incident at the start of the financial year. The fieldwork is now being reviewed and a draft report being prepared by Internal Audit to identify management actions to be taken.
 - ◆ The staff survey was issued on Monday 14 October with a closing date of Friday 1 November to gather views from permanent, temporary and fixed term staff. A season/casual workforce survey will be issued later in the financial year. Action plans will be developed once the key findings of the survey have been analysed.
 - ◆ A minor non-reportable information security incident was reported which had been swiftly dealt with. The Committee will be provided with verbal updates at each meeting with a written report prepared should any significant breaches occur.

3. Any decisions/approvals taken to highlight:
 - ◆ The Committee approved that the Procurement Review Group will investigate those areas identified as potential influenceable spend in 2024/25 and procure accordingly.
 - ◆ The Committee agreed the Health and Safety representative nomination for approval at the November Board meeting.

4. Any risks identified to highlight:
 - ◆ Reputational risk, which is included in the risk register, was raised as an ongoing issue for discussion at the full Board meeting.



Report

Report to:	Board of Trustees
Date of Meeting:	13 November 2024
Report by:	Nick Lansdell, Head of Strategy and Governance

Subject:	Board Meeting Schedule 2025
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Advise the Board on a proposed schedule of Board meetings for the calendar year 2025.

2. Recommendation(s)

2.1. The Board is asked to approve the following recommendation:

- (1) That the proposed schedule of meetings for 2025, as detailed in paragraph 4.2, be approved.

3. Background

3.1. At the November meeting each year, the Board considers and approves the schedule of meetings for the next calendar year.

4. Proposal

4.1. The pattern of quarterly Board meetings is firmly established with meetings generally held in the months of February/March, May, August/September and November each year.

4.2. The following dates are proposed for 2025:

- ◆ Wednesday 26 February, 2pm
- ◆ Wednesday 21 May, 2pm
- ◆ Thursday 4 September, 2pm
- ◆ Thursday 13 November, 2pm with AGM to be confirmed

4.3. These dates have been checked with the current South Lanarkshire Council meeting diary and do not clash with known meetings.

4.4. Provision will be made for hybrid or fully online meetings in line with the requirements of the Board.

4.5. There may be the requirement for additional Board meetings. In such circumstances Board members will be given as much advanced notice as possible.

5. Employee Implications

5.1. There are no employee implications arising from this report.

6. Financial Implications

6.1. There are no financial implications arising from this report.

7. Other Implications

7.1. There are no other implications in terms of risk and sustainability.

8. Equality Impact Assessment and Consultation Arrangements

8.1. There is no requirement to carry out an impact assessment or consultation in terms of the proposals contained within this report.

Nick Lansdell

Head of Strategy and Governance

13 November 2024

Links to SLLC Objectives

- ◆ Organisational Sustainability
- ◆ Health and Wellbeing
- ◆ Connected and Engaged
- ◆ Equality and Inclusion

Previous References

- ◆ None

List of Background Papers

- ◆ SLLC Board Report – 15 November 2023: Board Meeting Schedule 2024

Contact for Further Information

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

Nick Lansdell, Head of Strategy and Governance

Ext: 8454319 (Tel: 01698 454319)

E-mail: nick.lansdell@southlanarkshireleisure.co.uk

Risk Register – 2024/25

Ref	Key Risk	Risk Description	Lead Officer	Inherent risk score	Control measures in place	Assessment of controls	Risk Treatment	Residual risk score	Sources of Assurance	Further action required
01	Lack of funding	As a result of South Lanarkshire Council efficiencies and the increased need for the Council to make savings on an annual basis due to lack of government funding, the Service Fee paid to SLLC has been reducing. Lack of funding could result in SLLC requiring to make major decisions on the viability of service provision in non-viable areas, which could lead to closure of facilities, and the loss of posts. Funds may also be required to be diverted from other areas such as investment in resources and materials/equipment and maintenance to ensure that SLLC remained within budgets. Overspending could lead to a depletion of SLLC reserves to support revenue issues leaving SLLC unable to react to future financial emergencies and may lead to poor governance.	Leadership Team	20	<ol style="list-style-type: none"> 1. Statutory financial regulations 2. Robust financial procedures 3. Annual business plan 4. Performance reporting 5. Audits 6. Regular communication with SLC 7. Implementation of efficiency savings 	Good	Mitigate	16	<ol style="list-style-type: none"> 1. Current Annual report 2. Quarterly performance reports 3. Current Annual Business Plan 4. Monthly budget monitoring 	<ol style="list-style-type: none"> 1. Efficiency savings review 2. Annual review of charges 3. Internal service reviews – identification of service priority 4. Linking with national governing bodies and agendas, sourcing external funding opportunities to support service delivery and development were appropriate 5. 3 year service plan 6. 5 year financial business plan
02	Reduction in income Competition from the private sector	<p>A reduction in the number of people using SLLC facilities as a result of competition, economic factors, the climate (weather), and post COVID recovery ongoing will result in a reduction in the level of income that is being generated. A reduction in income could have an adverse effect on the level of services being provided which in turn would result in SLLC not meeting usage and income targets. This could also lead to SLLC spending beyond approved budget levels.</p> <p>Increased levels of direct competition from other internal sources and from online alternatives and private sector competitors which are located in the close proximity to SLLC facilities and who offer similar services or products at a cheaper price could result in the viability of service provision being reviewed which could lead to SLLC withdrawing from certain business areas resulting in loss of jobs. The loss of customers to competitors could affect usage targets and will also result in a loss of income being generated. Competitors could offer better salaries and conditions and our employees leave to join them causing SLLC to be unable to deliver fitness classes and other services due to lack of staff.</p>	Head of Operations/Head of Business Development	16	<ol style="list-style-type: none"> 1. Maintain quality services in facilities – programming; courses; classes 2. Trained/qualified staff 3. Marketing and marketing team 4. Use of IT – online and social media 5. Benchmark on pricing 6. Quality assessment – audit mystery visits 7. External assessments – Visit Scotland 8. Strong partnership working – extends community engagement 9. Membership retention and promotion. Proactive customer contact. 10. Review and amend prices with benchmarking 11. Pay and conditions 	Adequate	Mitigate	12	<ol style="list-style-type: none"> 1. Competitor analysis, detail of business model and likely impact 2. Alliance contract providing industry leading marketing and sales advice 	<ol style="list-style-type: none"> 1. Review of customer contact/ engagement 2. More progressive use of IT 3. IT service Plan 4. Improve market analysis 5. Improve customer consultation 6. Implementation of Pricing Policy to react to market

Ref	Key Risk	Risk Description	Lead Officer	Inherent risk score	Control measures in place	Assessment of controls	Risk Treatment	Residual risk score	Sources of Assurance	Further action required
03	Poor condition of assets	Ageing buildings, a lack of capital investment and a failure to invest in the maintenance of physical assets could lead to unsafe, outdated and untidy facilities. This could lead to facilities being closed (temporarily, partially or permanently); or become less attractive to customers which in turn would affect the level of service that could be provided, reduce participation numbers and affect income generated. Poor condition of premises could lead to an increase in the number of accidents and resultant claims from members of staff and the public; a reduction in staff morale; and could lead to damage to further assets of SLLC e.g. heritage assets.	Head of Operations	9	1. SLA with SLC H&TR – Post 2000 Maintenance Agreement. Annual meeting with H&TR. 2. Condition surveys carried out by H&TR 3. Reporting defects process in place 4. Legislative compliance managed by H&TR 5. Business continuity plans 6. Health and Safety Management System/Safe systems of work 7. Insurance cover 8. Maintenance of specialist equipment managed through procedures (SLLC) 9. Regular inspection and audit of premises (condition and H&S) 10. Maintenance plan for fixtures and fittings. 11. Transformation Fund	Good	Mitigate	9	1. Property Condition Reports 2. Internal service Review 3. Agreement by SLC to access PIF funds 4. Transformation fund - £13m 5. SLC led Asset Review	1. Review SLLC/HTS SLA 2. Review operational procedures in line with legislation 3. Make recommendation to SLC on repairs programme. 4. Liaise with H&TR re any procedural or legislative changes.
04	Information technology	SLLC's IT systems could fail due to a lack of investment in maintenance, development (digital marketing), and upgrades to current systems; power failures; or a lack of training. This could affect the delivery of services to the public leading to a loss of income, and damage to the profile and reputation of SLLC. Failure of IT could also result in breaches to security, and loss of data. Being unable to invest in the development of modern technology could lead to SLLC being viewed as outdated.	Head of Corporate Services	12	1. SLA with SLC 2. External supplier arrangements 3. Dedicated IT team within SLLC 4. IT Service Plan 5. Business Continuity/Contingency plans in place for times when systems down 6. Tender process for new customer facing system will be complete during 2024 7. Transformation Fund	Adequate	Mitigate	9	1. Current year SLLC IT Strategy 2. Procurement of new customer facing systems	1. Maintenance, development and implementation of the various IT projects remains costly and time consuming. Budget needs to be retained to allow for continued improvements.

Ref	Key Risk	Risk Description	Lead Officer	Inherent risk score	Control measures in place	Assessment of controls	Risk Treatment	Residual risk score	Sources of Assurance	Further action required
05	Lack of staff, staff skills and the capacity to deliver the Service	<p>The Covid19 Pandemic has had an impact on ways of working as well as recruitment practices with ongoing uncertainty in recruitment, causing various issues for many Scottish businesses including our own. The pandemic has also normalised remote working for many, and our business needs to adapt to new ways of supporting hybrid workers as well as continuing the support in the workplace for those whose jobs are front-line serving our customers.</p> <p>Failure of SLLC to recognise and adapt recruitment processes and procedures could result in us failing to attract and retain talent to our business. Failure to reinstate training and personal development of all staff will result in a reduction in the quality-of-service delivered and if we fail in recruiting talent and fail in engaging with all staff groups, we could see staff morale/motivation reducing which will have a detrimental impact on overall service delivery. This may also lead to a loss of income due to an inability to attract staff and an inability to invest in the retaining of competence levels or being unable to attract and/or develop qualified staff which could have an ultimate detrimental impact to our reputation and could cause damage to the reputation and the profile of SLLC.</p> <p>Also the fact that we have an aging workforce in some areas of the SLLC could have an impact on service delivery as age related injuries or conditions could result in some staff not being able to do the full range of tasks associated with their posts.</p>	Head of Corporate Services	16	<ol style="list-style-type: none"> 1. Agile Working Policy 2. Recruitment Review 3. Reinstate Training and development programme 4. PDR 5. Performance reporting 6. Reinstate robust in-house training programme 7. HR policies and procedures 8. Audit – staff survey, Appraisal, etc 9. Workforce Plan 	Adequate	Mitigate	9	1. HR policies and procedures	<ol style="list-style-type: none"> 1. Full review of Recruitment Processes and procedures. 2. Investment to training and development reinstated. 3. Ensuring pay scales remain competitive 4. follow workforce planning action plan. 5. Identify service commonalities and develop a transferable skills programme 6. Consider an employability programme 7. Expand on the volunteer programme, providing a wider range for skills and experiences to our volunteers. 8. Staff Retention Policy

Ref	Key Risk	Risk Description	Lead Officer	Inherent risk score	Control measures in place	Assessment of controls	Risk Treatment	Residual risk score	Sources of Assurance	Further action required
06	Museum collection	<p>Poor governance of the museum collection due to a lack of a full inventory and valuations of all items could cause problems if any items are damaged or stolen. There is also an issue with the time it will take to compile an inventory.</p> <p>If this information is unable to be provided it is likely that any subsequent insurance claim would not be settled. This would result in loss of the item, replacement costs to be met by SLLC, and potential complaints from the public.</p> <p>There is a lack of resources to complete the inventory.</p> <p>There has been considerable in-roads made to cataloguing the museum's collection, however there is still considerable work to be done to reduce any associated risk i.e. damaged or stolen items. The cataloguing of the items remains dependent upon available resources.</p>	Head of Operations	12	<ol style="list-style-type: none"> 1. Inventory plan in place. To be updated for 2024. People allocated and methodology agreed. 2. Partial inventory in place for items greater than £10,000 Questions about how value assessed for some items e.g. rare photographs. 3. Items currently insured 4. Repackaging into new storage boxes – provides better protection 5. Items stored in buildings which are covered by alarms etc. Regular security checks undertaken. Higher valued items have better security in place. 6. Digital photographs of all items being taken when inventory is being completed and serial numbers allocated. 7. Trained knowledgeable staff responsible for completion of inventory 8. Feasibility study of stores being completed – appropriate environmental conditions etc. 9. Audits are now completed in the museum itself of the high value items on the display. 10. Store improvements works were completed after receiving funding from risk management. 	Adequate	Mitigate	8	1. SLC Finance's Heritage Asset Report	<ol style="list-style-type: none"> 1. Consider recommendation from the Council's Security Manager. 2. Digitisation and inventory of the collection is on going 3. Valuation of items still outstanding.
07	Information Governance	<p>Risk associated with the loss of personal data.</p> <p>Scrutiny from Information Commissioner re increased requirements to provide proof of information governance following introduction of GDPR in May 2018 could lead to SLLC being subject to increased levels of fines as well as damage to reputation.</p>	Head of Strategy and Governance	12	<ol style="list-style-type: none"> 1. Retention schedules and archiving processes in place. Confidential waste procedures in place. 2. HR procedures in place and records kept within locked cabinets 3. SLLC attend SLC Information Governance Group. 4. Social media guidelines in place. Sites restricted on SLLC IT network. 5. Training modules in place (Learn on Line) 6. Procedures for handling personal and sensitive information in place 7. IT Security policy 8. Breach log 	Adequate	Mitigate	6	1. Internal Audit Reporting to Audit Committee	<ol style="list-style-type: none"> 1. Data Processing/ sharing agreements to be put in place with all partners. SLC still outstanding 2. Review policies, processes, and procedures to reflect new data legislation standards. Many in place, others being developed and amended. 3. Design. test and implement data transfer procedures
08	Business continuity	<p>Business continuity plans are not embedded consistently throughout the SLLC. This could result in interruption to service delivery as a result of:</p> <ul style="list-style-type: none"> • Non-access to buildings • Power failures • IT failures • Loss of staff (illness etc) <p>In times of emergency this could result in SLLC being unable to provide services to members of the public; suffer loss of income; and could damage SLLC's reputation.</p>	Head of Operations	12	<ol style="list-style-type: none"> 1. Business continuity plans in place. Training and roll out of plans taken place. These are drilled down to Section Plans. 2. Emergency action plans/emergency operational procedures in place. 3. Severe weather procedure in place. 4. Emergency directory 5. SLLC dovetail into SLC's procedures. Representation on SLC teams/committees. SLLC follow SLC plans/guidance etc. 6. IT – linked to SLC IT Services; back up procedures etc 7. Vital document processes 8. Audit – contingency planning 	Adequate	Mitigate	8	<ol style="list-style-type: none"> 1. Business Continuity Plans in place for most services reflecting SLC plans. 2. Training & roll out plans in place 	<ol style="list-style-type: none"> 1. Business Continuity Plan to be reviewed and updated 2. Annual Review of plans/review of areas of non-compliance 3. Refresher training to be arranged to ensure all necessary staff are aware of procedures.

Ref	Key Risk	Risk Description	Lead Officer	Inherent risk score	Control measures in place	Assessment of controls	Risk Treatment	Residual risk score	Sources of Assurance	Further action required
09	Security/Anti-social behaviour	<p>Anti social behaviour and criminal activity could lead to damage as a result of inadequate security arrangements at SLLC premises.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Theft of lead and other precious metals • Vandalism (buildings in remote areas – football pavilions/museum store) • Fire <p>This could lead to loss of service provision, cost of repair, insurance claims, and poor reputation due to condition of assets.</p> <p>UK Terrorism threat levels being increased from substantial to severe and then to critical. This could lead to interruptions to the delivery of service, cancellation of events closure of facilities and increased facility checks.</p> <p>Antisocial behaviour presents a risk to staff particularly lone workers</p>	Head of Operations	12	<ol style="list-style-type: none"> 1. Property Security Group (looks at high incidences) 2. Physical control measures (CCTV/Alarms) 3. Building checks/surveys by Insurers 4. Engagement with Community Wardens via Area Action Teams 5. Advice and guidance from Council Security Manager 6. Fire & security checklists completed by SLC and SLLC H&S staff 7. Updated local security information from Police Scotland. 	Good	Mitigate	6	<ol style="list-style-type: none"> 1. Internal and external audits 2. Partnerships 	<ol style="list-style-type: none"> 1. Continued application of SLC advice and guidance 2. Review of CCTV provision and lone working body worn systems
10	Partnerships	<p>Risks include difficulties in funding, commitment, insourcing, agreeing priorities, decision making and lack of accountability. Also little sharing of information. All of this could impact on delivery of major partnership projects. Inappropriate sharing of information. Poor/Inadequate governance arrangements in partner organisations (risk registers).</p> <p>Service provision which relies on restricted funds could be exposed to unexpected loss of funding.</p>	Head of Business Development	9	<ol style="list-style-type: none"> 1. Local SLA's in place for individual projects 2. Regular monitoring of-Restricted Funds expenditure 3. Performance reporting/management for individual Restricted Funds 9. Communication/ Meetings with partners 	Adequate	Mitigate	6	<ol style="list-style-type: none"> 1. Monthly restricted funds monitoring spread sheet 2. SLC Strategic Commissioning Plan setting out the 'ask' from SLLC 	<ol style="list-style-type: none"> 1. Undertake risk assessment of each partnership using SLC Partnership Risk Management guidance
11	Changing demographic and socio-economic structure	<p>The changing general demographic and socio-economic structure of the South Lanarkshire population and communities could lead to a continued reduction in individual's disposable income which results in them becoming more selective about their financial outgoings. As SLLC deliver non-core services to the South Lanarkshire communities, a reduction in individuals spending could result in decreased income and participation levels across all services provided by SLLC and would also affect meeting the priorities and objectives within the Business Plan.</p>	Head of Strategy and Governance	12	<ol style="list-style-type: none"> 1. Business and marketing plans; SWOT analysis and PESTLE analysis 2. SLC policies and plans 3. Partnership working such as Seniors Together, governing bodies, SportScotland and associated research bodies 4. Performance reporting 5. Concession scheme 6. Marketing reviews; target marketing 7. Programme reviews (of activities, courses on offer etc.) 8. Internal Service reviews 	Good	Mitigate	6	<ol style="list-style-type: none"> 1. Quarterly performance reports analysis) 2. Annual Strategic Action Plan 	<ol style="list-style-type: none"> 1. Efficiency savings reviews 2. Use available resources to identify demographic breakdown patterns & trends for the future service provision.
12	Long term planning	<p>Lack of a medium term (3-5 years) business plan (to provide context for annual business plans) could result in strategic change being limited to short term or annual plans. This could affect succession planning, long term financial planning and service planning.</p>	Leadership Team	12	<ol style="list-style-type: none"> 1. Strategic Action Plans 2. Financial Business Plan 3. Asset reviews/Condition surveys 4. Capital investment plans (SLC) 	Adequate	Mitigate	6	<ol style="list-style-type: none"> 1. 5 Year Strategy 2. Individual Annual Service Plans 	<ol style="list-style-type: none"> 1. Implementation longer term strategy for the delivery the services.

Ref	Key Risk	Risk Description	Lead Officer	Inherent risk score	Control measures in place	Assessment of controls	Risk Treatment	Residual risk score	Sources of Assurance	Further action required
13	Procurement	There is no electronic procurement solution in place for SLLC which would help to ensure contract compliance and reduce the amount of manual intervention required within the invoice payment cycle. Compliance with contracts requires to be monitored to ensure there are no breaches of contract putting the Trust at risk of legal challenge and that existing framework and national arrangements continue to meet the Trusts procurement requirements.	Head of Corporate Services	12	<ol style="list-style-type: none"> Partnership working with SLC's procurement service SLLC authorised signatories SLLC Financial regulations and Standing Orders on Contracts Internal and external audit programme Staff training via SLC and SLLC Effective and improved procurement practices Procurement Policy 	Adequate	Mitigate	6	<ol style="list-style-type: none"> Regular Internal audit reports on procurement capability and supplier expenditure review Ongoing work of the Procurement Review Group Reviewed procurement procedures Up to date contract register iProc now planned for implementation during 2024/25 	<ol style="list-style-type: none"> Improve staff awareness/procedural training. Learn on Line programme in place SLLC will be included in wider SLC roll out of Oracle Fusion system
14	Libraries Service Collections	<p>Damage by water or fire to whole or part of a book collection in any library.</p> <p>Loss or damage to reference collections which are irreplaceable and unique and of significant historical value– William Smellie at Lanark library, the Hamilton Estate papers at Hamilton Town House library.</p>	Head of Operations	9	<ol style="list-style-type: none"> The Libraries' service holds a large collection of stock which would enable an element of replacement. In addition, a portion of the stock budget would be redirected to the library in questions albeit reducing the investment in the others. Maintenance of buildings would reduce the chance of flood thereby reducing the risk. Staff training in ensuring security checks and attention to potential risk being averted. These collections are stored in secure accommodation thereby reducing the risk of theft or damage. 	Adequate	Mitigate	6	<ol style="list-style-type: none"> Property Condition Reports Internal service Review 	<ol style="list-style-type: none"> Liaise with HTR re any procedural or legislative changes Investment to training and development
15	Death or serious injury to a member of staff or to a member of the public	<p>Employees and members of the public are at risk of injury, potentially fatal, as a result of:</p> <ul style="list-style-type: none"> Inadequate health and safety arrangements Unsafe working practices Non adherence to safe systems of work/OHSMS Lack of PPE Defects not being reported or repaired Poor maintenance of facilities or equipment <p>This could result in SLLC being fined for breaching H&S legislation and also open to litigation from injured parties.</p>	Head of Operations	10	<ol style="list-style-type: none"> Health and Safety policy and procedures Dedicated Health and Safety team H&S risk assessments, SSOW, COSHH assessments. Follow up H&S audits, completion of H&S action plans (external and internal audits). Including first aid arrangements. Trained/qualified and appropriate staffing Claims trend analysis; assessments post incident Record of "accidents, incidents, near misses and violent incidences" Suitable and sufficient equipment such as defibs in place PPE Each facility – audit visits dependent upon inherent risk level of each site, could be annual as with pools or every 3-5 years as with some halls plus mystery visits Poor condition of buildings – daily checklist and recording of concerns via appropriate reporting systems Water testing contracts 	Good	Mitigate	5	<ol style="list-style-type: none"> Health & Safety Policies, Procedures and working practices 	<ol style="list-style-type: none"> Review of checklists and procedures to continue in line with current policy Review Claims information to establish any existing patterns Audit programme to be resumed

Ref	Key Risk	Risk Description	Lead Officer	Inherent risk score	Control measures in place	Assessment of controls	Risk Treatment	Residual risk score	Sources of Assurance	Further action required
16	Failure to meet legislative demands	Lack of an approach in identifying, acting in accordance with and providing assurance that existing and new legislation is being complied with by SLLC, could lead to gaps existing in SLLC's approach to Health and Safety, DDA, Human Resources etc. Failure to meet legislative requirements could damage SLLC's reputation as a result of poor press coverage, or breaches could result in a fine or penalty; or improvement/prohibition notices being issued.	Leadership Team	8	<ol style="list-style-type: none"> 1. Staff in place with specific responsibilities for legislative compliance 2. External legal advisors 3. Internal and external audit processes 4. SLA arrangements with SLC 	Good	Mitigate	4	<ol style="list-style-type: none"> 1. Ongoing work of Procurement Review Group re National & European Procurement Legislation 2. Ongoing work of Information Governance working group to meet new Data protection legislation 3. Ongoing work of health & safety working group 	<ol style="list-style-type: none"> 1. Continued liaison with Shepherd and Wedderburn on legislative developments/ legal updates.
17	SLLC services/facilities do not provide value for money	If areas within SLLC do not provide value for money to SLLC or the customer this could affect the level or service usage, income, or if that service runs in a deficit (e.g. golf) The cost of hires to community groups/public could be viewed as not attractive which would affect service levels and income.	Leadership Team	9	<ol style="list-style-type: none"> 1. Business and marketing plans; SWOT analysis and PESTLE analysis 2. Performance reporting (financial and usage) 3. Internal Trust service reviews, including efficiencies 4. Benchmarking, mystery visits and audits 5. Consumer consultation, including complaints, general feedback mechanism 6. Efficient and effective marketing techniques and mechanisms; evaluation of campaigns 7. Programme reviews (of activities, courses on offer etc) 8. Staff training – customer service, selling techniques 9. Effective and improved procurement practices 10. Pricing policy allows for SLLC to control controls 	Good	Mitigate	4	<ol style="list-style-type: none"> 1. Monthly management accounts 2. Procurement Strategy 3. Reviewed procurement procedures 	<ol style="list-style-type: none"> 1. Development of Strategic direction and annual Business Plans 2. Maintain awareness of competitors, new products and services
18	Continuous improvement	SLLC may not be able to demonstrate its commitment to continuous improvement if there is a lack of robust evidence and analysis. This may be due to lack of performance information; ineffective approach to improvement including value for money; or limited self assessment. This could result in damage to reputation or external scrutiny bodies concluding that SLLC does not respond to its Best Value duties. There is a need to respond to the challenge that reduced resources will present for progressing service improvement.	Head of Strategy and Governance	9	<ol style="list-style-type: none"> 1. PIs and benchmarking 2. Audits and customer surveys 3. Quarterly Board reports 4. Business planning process 5. Mystery Visits 6. Complaints System 	Good	Accept	4	<ol style="list-style-type: none"> 1. Annual Strategic Action Plan 2. Quarterly performance reports 3. Annual Report 4. Mystery visit Reports 	<ol style="list-style-type: none"> 1. Ongoing completion of sources of assurance outlined in other sections of this report.

Ref	Key Risk	Risk Description	Lead Officer	Inherent risk score	Control measures in place	Assessment of controls	Risk Treatment	Residual risk score	Sources of Assurance	Further action required
19	Reputational Damage	<p>Examples include:</p> <ul style="list-style-type: none"> • Financial errors or misconduct • Safeguarding failures or allegations of abuse or misconduct • Data breaches • Conflicts of interest or lack of accountability/transparency of decision-makers • Non-compliance with regulations • Associations where if the other party becomes involved in a scandal or controversy inconsistent with SLLC's values • Inappropriate or offensive conduct by staff or volunteers • Negative publicity resulting from unpopular decisions • Inappropriate social media use • Environmental or social issues • Allegations of discrimination <p>Misleading or misinformed communications</p>	Head of Strategy and Governance	12	<ol style="list-style-type: none"> 1. Framework of policies and procedures – Code of Conduct; Financial Regulations etc 2. Internal Audit function 3. Compliance and regulation – Companies House and OSCR 4. Staff in place with specific responsibilities for legislative compliance 5. External legal advisors 6. Internal and external audit processes 7. SLA arrangements with SLC 8. SLLC Governance Guide for Trustees 9. Member briefings session 10. Effective Marketing and PR Strategies 	Good	Mitigate	4	<ol style="list-style-type: none"> 1. Policies and procedures and working practices 2. Service Level Agreements 	<ol style="list-style-type: none"> 1. Update and review Service Level Agreements
20	Governance arrangements	Ability to embed principles of good governance by officers and board members could seriously affect the sound reputation of SLLC.	Head of Strategy and Governance	8	<ol style="list-style-type: none"> 1. Issue information pack to Trustees on appointment which they must sign 2. Development sessions for Board as appropriate 	Adequate	Mitigate	3	<ol style="list-style-type: none"> 1. Info pack received by all Board Members 2. Governance Guide for Trustees 3. Quarterly Audit Committee 4. Board member training with Sheppard & Wedderburn. 	<ol style="list-style-type: none"> 1. Ongoing training
21	Fraud and theft	<p>Due to lack of effective controls, fraud or theft could be committed by employees or members of the public.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Theft of cash • Theft of goods • Misuse of equipment, mobile phones or vehicles • Collusion • Misuse of concessions • Using facilities without paying <p>This could result in loss of money/goods etc; staff time due to investigations by Police or Internal Audit; and damage to SLLC's reputation.</p>	Head of Corporate Services	12	<ol style="list-style-type: none"> 1. Framework of policies and procedures – Code of Conduct; Financial Regulations etc 2. Internal Audit function 3. Audit Committee 4. External Audit function 5. Compliance and regulation – Companies House and OSCR 6. Physical security measures – CCTV, alarms, and safes 	Good	Mitigate	3	<ol style="list-style-type: none"> 1. Financial Regulations and Scheme of Delegation in place and training in place. 2. Memos issued after completion of individual audit assignments (as appropriate) to ensure dissemination of information across the business on control matters 	<ol style="list-style-type: none"> 1. Memos issued after completion of individual audit assignments (as appropriate) to ensure dissemination of information across the business on control matters.