

SOUTH LANARKSHIRE
Leisure & Culture

BOARD MEETING – WEDNESDAY 5 MARCH 2025, 3PM

AGENDA

Location: MS Teams

**Agenda
Item**

1. Sederunt
2. Apologies
3. Declarations of Interest
4. Minutes of Previous Meeting
5. Matters Arising
6. Action Log

Items for Noting

7. Performance Report
8. Performance, Finance and Audit Committee Update
9. Revenue Budget 2024/25
10. Savings 2025/26
11. Summary Action Plan 2025/26
12. Work Streams Update (Verbal)
13. Board Health and Safety Representative Remit
14. Realignment of SLLC Structure – Update
15. Gender Pay Gap
16. AOCB
17. Risk Register Implications

Date of Next Board Meeting (Standard) – Thursday 29 May 2025

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 Trustees of South Lanarkshire Leisure and Culture SCIO held in Hamilton Townhouse on Wednesday 13 November 2024.

1. Sederunt

Chair:

Dr Avril Osborne

Vice Chair:

Cllr Maureen Devlin

Board Members:

Dr Angela Beggan (agenda items 1-7), Neil Brown, Cllr Maureen Devlin, Chris Goudie (agenda items 1-8), Dr Gordon Jack, Alan Morrison, Stephen Smellie

In Attendance:

Kay Morrison (Chief Executive)

Nick Lansdell (Head of Strategy and Governance (Board Secretary))

David Carter (Head of Operations and Estates)

Martin Cryans (Head of Business Development)

Ross McKie (Head of Corporate Services)

2. Apologies

Craig Cunningham, Lisa Maule, Cllr Mo Razzaq

David Booth (Executive Director of Community and Enterprise Resources)

3. Declarations of Interest

There were no declarations of interest.

4. Minutes of Previous Meeting

The minutes of the Board meeting held on Wednesday 4 September 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 4 September 2024 was submitted for Board approval as a correct record.

The Board: approved the action log.

6. Matters Arising

There were no matters arising.

7. Board Membership

The Board was provided with a verbal update regarding Board Membership.

- ◆ Following resignations received from Councillors Ross Lambie, John Anderson and Andrea Cowan as Trustees of SLLC, nominations were sought to fill those vacancies at South Lanarkshire Council's Executive Committee meeting on 2 October 2024, either from Elected Members or Officers of the Council.
- ◆ The Council noted that, in line with existing practice, it would be for the Scottish National Party and Scottish Conservative & Unionist Party to decide whether it wished to take up the vacant positions.
- ◆ There were no nominations from either of the parties to replace the three Councillors who recently resigned from the Board and the Council has intimated that there are no plans for Trustee replacements at this time.
- ◆ In light of this, the implications for the SCIO have been assessed. The Board Secretary has conferred with the Chair and Vice Chair and confirmed that the full range of Board responsibilities, and those of the Committees, will continue to be met under the present arrangements.

The Board: noted the update.

8. Performance Report

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

The Board: noted the report.

9. 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 September 2024 and the current projected outturn for financial year 2024/25.

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

The Board: noted the report.

10. 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 28 October 2024.

- ◆ The Committee agreed the Health and Safety representative nomination for approval at the November Board meeting.

The Board: noted the update and approved the Health and Safety representative.

11. Country Parks Masterplan

The Board was provided with a verbal update regarding the Country Parks Masterplan.

- ◆ SLLC Officers continue to support South Lanarkshire Council who are leading on the Country Parks Masterplan.
- ◆ A report is expected to be taken to Council committee in Spring 2025 to provide a shortlist of proposals for approval.
- ◆ Updates will continue to be provided to the Board as the Council progress the Masterplan,

The Board: noted the update.

12. Board Meeting Schedule 2025

The Board was presented with a report outlining the proposed schedule of Board meetings for the calendar year 2025.

Recommendations: The Board is asked to approve the proposed schedule of meetings for 2025.

The Board: approved the report.

13. AOCB

Equality and Diversity Training

- ◆ Now that Fusion has been implemented, the Board Secretary will pick up with SLLC HR to arrange Trustee access to the online system so that this training may resume.
- ◆ Updates will be sent to Trustees accordingly.

Board Away Day

- ◆ Positive feedback was received from Trustees with acknowledgement that there was a commonality of perspective regarding the key direction of SLLC.

14. Risk Register Implications

Nothing to note in risk register as a result of this meeting.

Date of Next Meeting

The next standard Board meeting is Wednesday 5 March 2025 at 2pm on MS Team.

Chair

Board Action Log

Agenda Item

6

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 – 13 November 2024				
Agenda Item	Action	Person(s) Responsible	Timescale	B/R/A/G
There were no new actions to log as a result of this meeting.				

Actions carried over from Previous Standard Board Meetings

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 29 May 2025
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 Early 2025
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 No longer requested by SLC
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

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 Early 2025

South Lanarkshire
Leisure and Culture

Quarterly Report



Quarter 3
October to December 2024

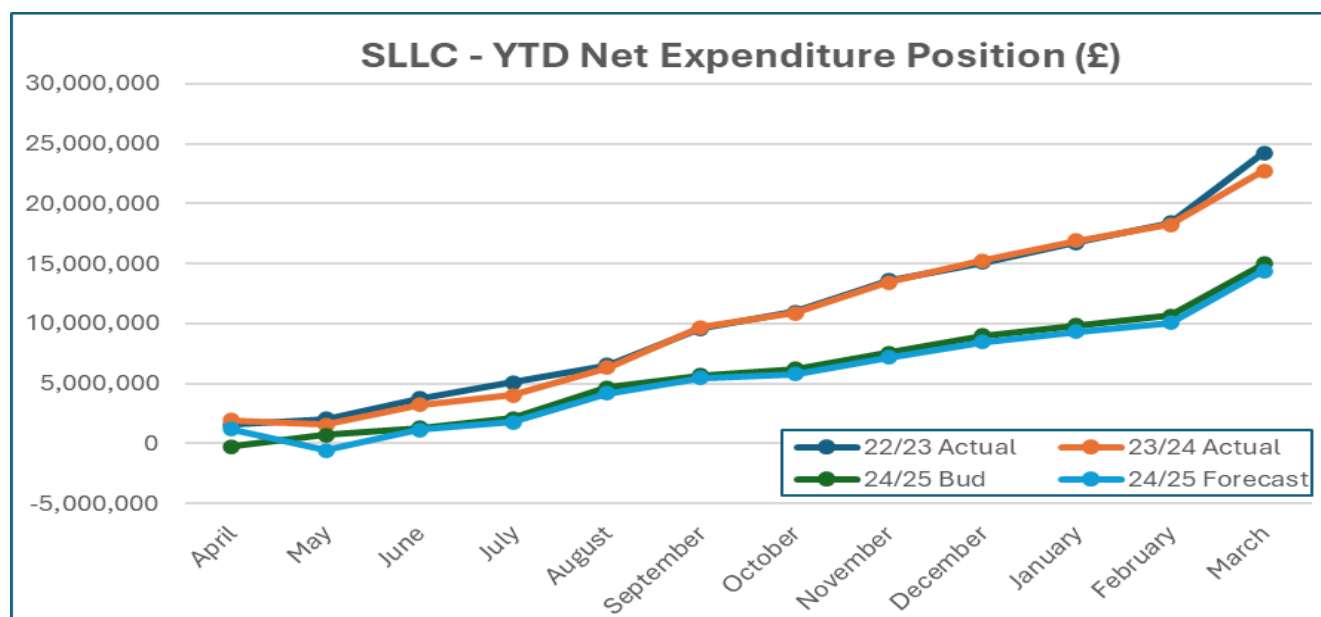
1. Business Perspective

Budgetary position

Actual Income overall is currently showing an over recovery, which is mainly attributable to increased outdoor income including one off golf rental income relating to Mote Hill, museum filming income and show ticket income. This is partially offset by under-recoveries in other areas such as ACE membership, Activage, swimming due to temporary Dollan pool closure, golf and zoo income (both impacted by poor weather earlier in the financial year).

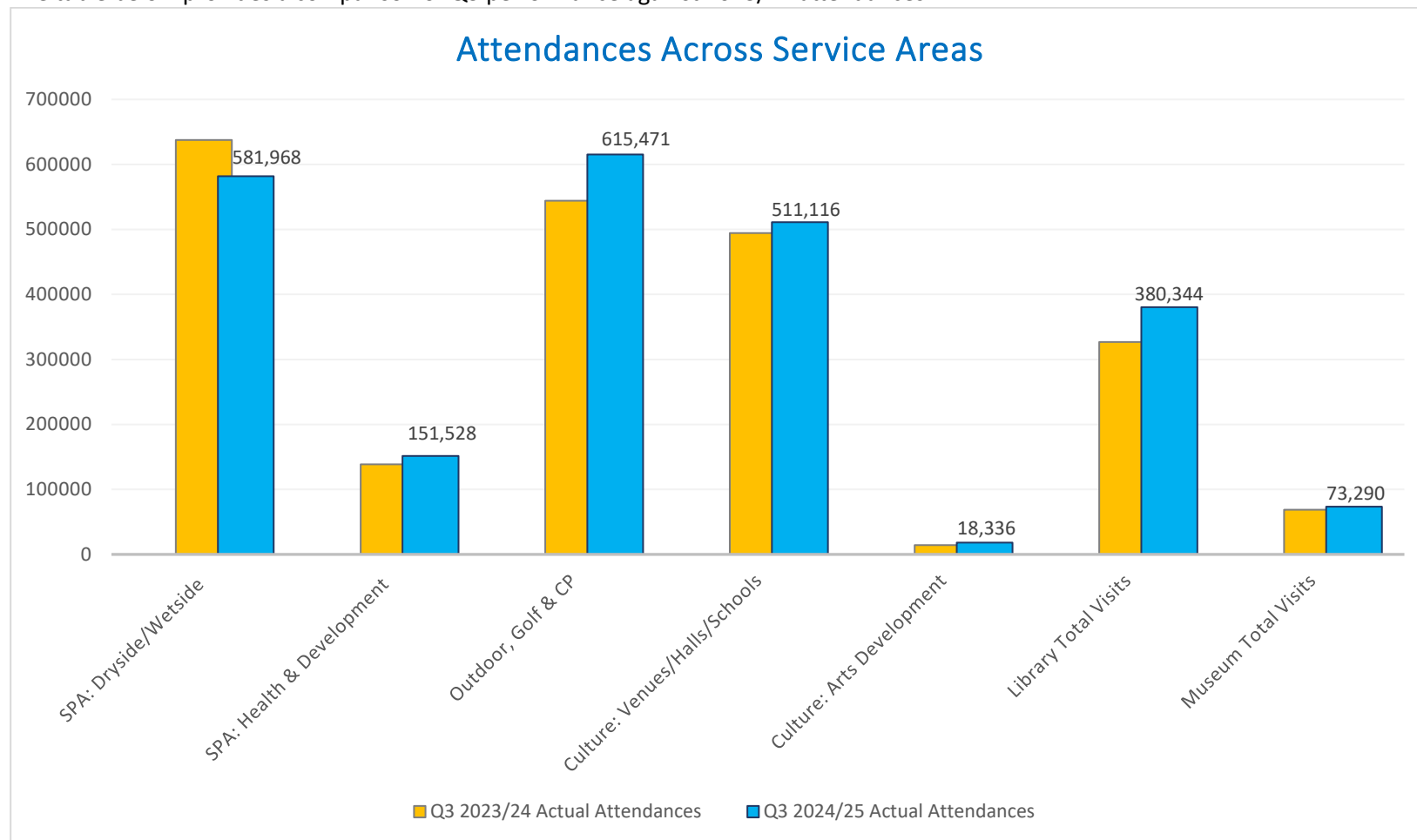
Actual expenditure was underspent, primarily from employee cost underspends due to the level of vacancies (noting challenges in attracting candidates) and an element of posts being held for redeployment where suitable, and offset by overspends in property costs of due to water and pool chemical charges and in supplies and services related to IT and irrecoverable VAT. There are also overspends related to payments to other bodies of and payments to contractors of related to external events costs.

Measure: FINANCE	Budget (£K):	Actual (£K):	Variance (£K):	% +/-
Income YTD	(29,414)	(29,946)	532	1.81%
Expenditure YTD	23,419	23,398	21	0.09%
Net Position	(5,995)	(6,548)	553	9.22%



Q3 Attendances – year on year comparison

The table below provides a comparison of Q3 performance against 2023/24 attendances.



Notes:

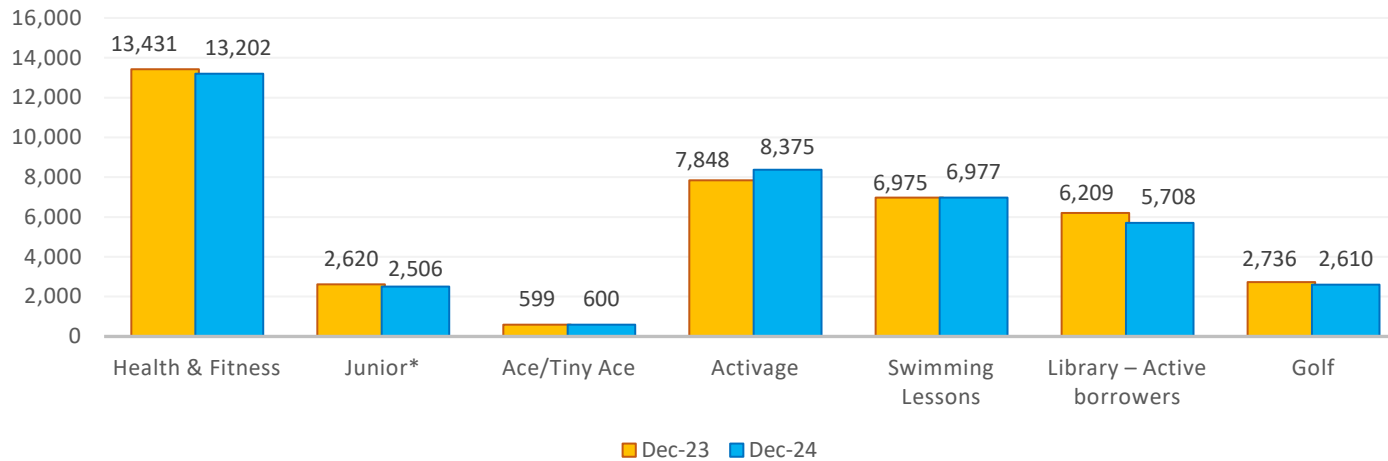
- Q3 Leisure Centres – wetside 10%↓ and dryside 7%↓, overall 9%↓ on Q3 23/24, with health and development programmes up 10%↑ over the period.
- Q3 venues 5%↑, halls 7%↓, schools 15%↑ and arts development 29%↑ on Q3 23/24. Overall 3%↑ across all cultural facilities.
- Q3 Library physical visits dropped by 3%↓, virtual visits 37%↑ on Q3 23/24, overall there has been an 16% rise on the previous year. Over 58% of customers are using online services.
- Q3 Museums physical visits 4%↑, virtual visits 23%↑, overall, there has been a 7%↑ on Q3 23/24.
- Q3 Outdoor Recreation 15%↑, OLA 63%↓, Golf 24%↑ and CP's 13%↑, overall increasing by 13%↑ on the Q3 23/24.

Measure: ATTENDANCES	Q3 2023/24 Actual Attendances	Q3 2024/25 Actual Attendances	% +/- Q3 Current Year vs Q3 Previous Year
Leisure Centres: Dryside/Wetside	637,571	581,968	9%↓
Leisure Centres: Health & Development	138,422	151,528	10%↑
Outdoor, Golf & CP	544,345	615,471	13%↑
Culture: Venues/Halls/Schools	494,364	511,116	3%↑
Culture: Arts Development	14,269	18,336	29%↑
Libraries: Physical visits	166,132	161,075	3%↓
Virtual visits	<u>160,544</u>	<u>219,269</u>	37%↑
Total	326,676	380,344	16%↑
Museums: Physical visits	57,270	59,272	4%↑
Virtual visits	<u>11,399</u>	<u>14,018</u>	23%↑
Total	68,669	73,290	7%↑

Note: **Leisure Centres** – dryside attendances dropped by 7% and wetside by 10%, impacted by maintenance issues. **Health & Development** – Ace, development, and inclusion programmes saw a drop over the quarter however school activities, health, ClubSL, events and workforce development (training activity that our team delivers/organises), have all had significant increases, resulting in an overall increase of 10%. **Outdoor, Golf & CP's** have increased attendances over the period (outdoor recreation 15%↑, Golf 24%↑, OLA 63%↓, CP's 13%↑). **Culture** – venues 5%↑, halls 7%↓, schools 15↑, arts development 29%↑. Increased attendances have been recorded across venues, schools and Arts Development. **Library** – virtual attendances continue to rise by 37%, giving an overall increase of 16%. **Museums** also saw an overall rise of 7%.

Q3 Membership Packages – comparison to previous year

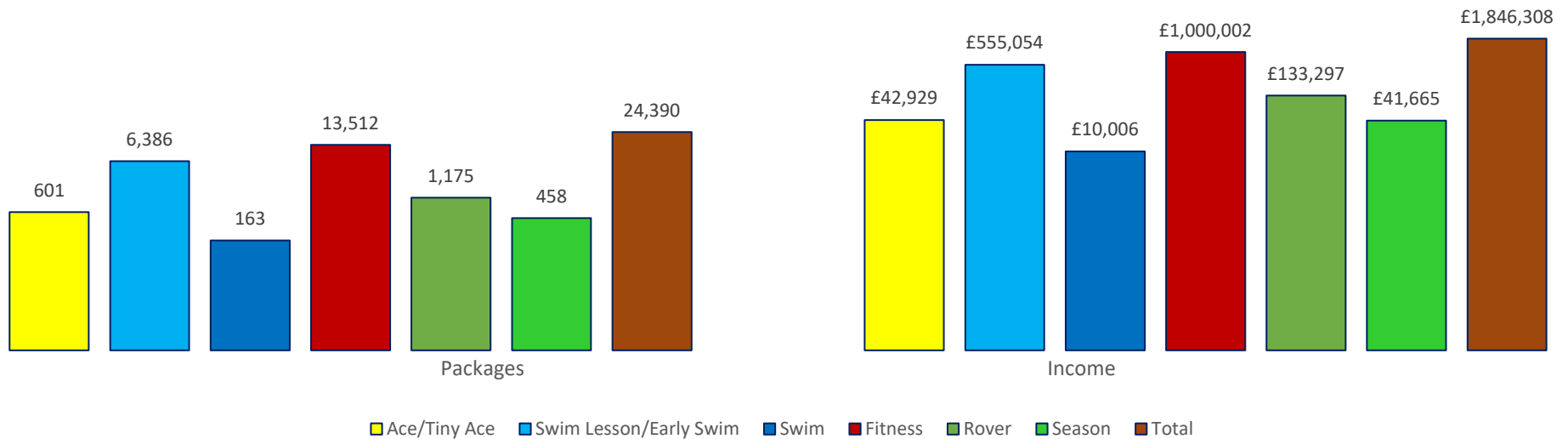
Current Membership Packages



Notes:

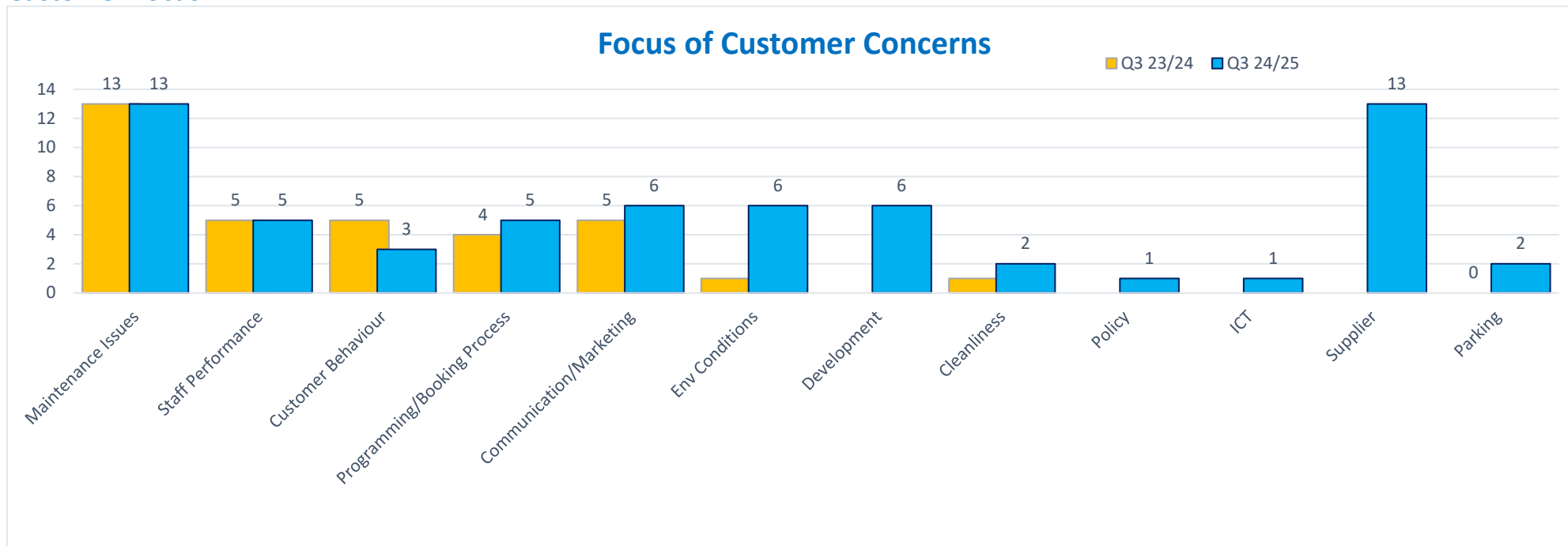
- Health and fitness memberships (includes Juniors 2,506) is down by 2% against Q3 last year.
- Junior packages down 4% on the same period last year.
- Library: Active Borrowers is down 8% on the same period last year and represents members who have borrowed an item in last 12 months, this doesn't account for customers who visit the facility but do not borrow.
- Concession members dropped by 6% on same period last year

Q3 Membership Packages and DD Income



Measure: Memberships	Previous Year December 2023	Current Year December 2024	%+/- Current Year vs Previous Year
Health & Fitness (inc D/D, annual & Junior*) packages	13,431	13,202	2%↓
Junior*	2,620	2,506	4%↓
Ace/Tiny Ace	599	600	-
Activage	7,848	8,375	7%↑
Swimming Lessons	6,975	6,977	-
Library – members Library – Active borrowers	138,429 13,922	146,046 12,668	6%↑ 9%↓
Golf	2,736	2,610	5%↓
Concession	6,186	5,798	6%↓
Notes on memberships	<ul style="list-style-type: none"> H&F members: 2%↓ pool issues at Dollan Junior membership packages included in the Health & Fitness package figure above and in the graph below 		

Customer Focus



Measure: CUSTOMERS	Quarter 3 2023/24	Quarter 3 2024/25	% +/- Q3 Current Year vs Q3 Previous Year
Complaints	36	66	83%↑

Notes:

- Quarter 3 saw 66 recorded customer concerns across our services
- 55 were handled by the SPA service (83%), 3 by Culture (5%), 2 by Outdoor (3%), 5 by Libraries (8%) and 1 by HQ (1%)
- 63 complaints (95%) were closed off, 60 of which were fully resolved at the frontline resolution stage with 3 being resolved after further investigation
- 50 issues were closed off on time, equating to 79% completed within timescales
- 3 remain open awaiting conclusion from relevant manager

Information Security Incidents

There was one security incident this quarter when the personal sensitive data of one employee was accidentally emailed to an external contractor. Not ICO reportable.

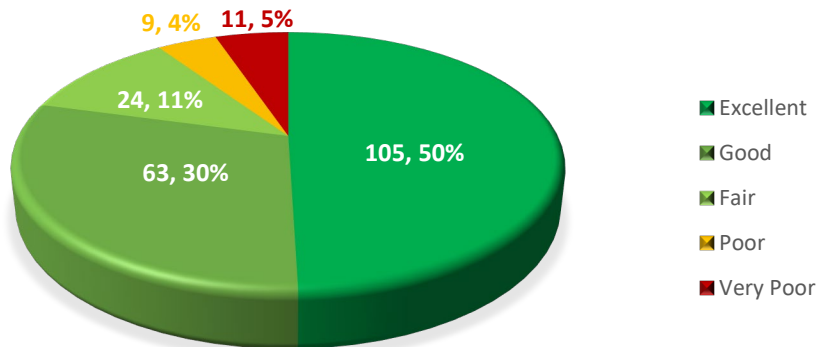
Customer Satisfaction

Overall Satisfaction

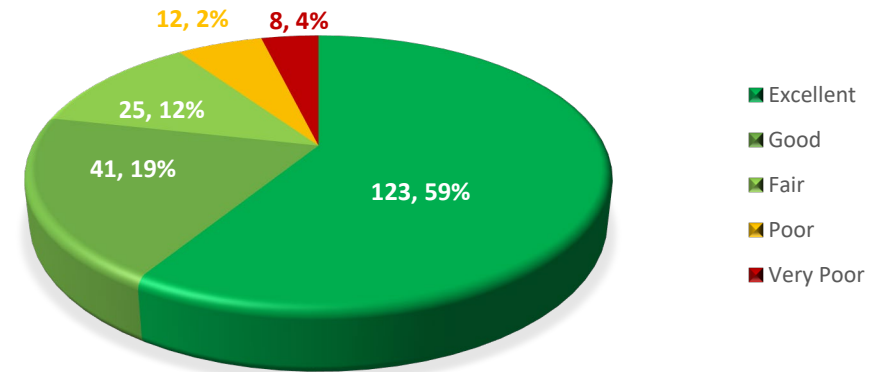
Although Q3 2024/25 returned fewer completed customer satisfaction surveys than usual, results continue to follow a consist pattern of excellent results, with an overall satisfaction rate of 94%. This shows the commitment of our staff who work tirelessly to maintain standards and provide a high level of service delivery. This can be broken down further into more specific aspects of service delivery: Staff Performance 97%, Cleanliness 91%, Value of Money 91%, and Quality of equipment/services 86% as displayed in the graphs below/opposite.

Note: percentages shown in graphs have been rounded.

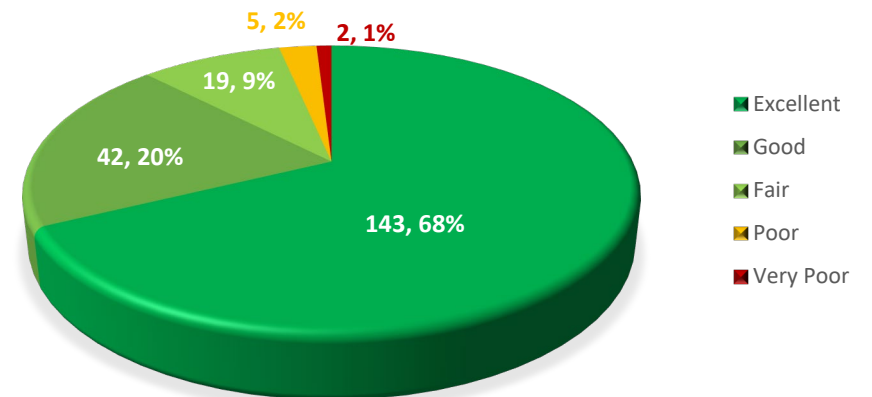
**How did we perform -
cleanliness - Top 3 responses: 91%**



**How did we perform -
Value for money - Top 3 responses : 91%**



**How did we perform -
Staff performance - Top 3 responses: 97%**



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, whatever the reason we welcome and encourage them:

- 37% said it's about improving their health
- 16% said a place to relax
- 20% said a place to socialise

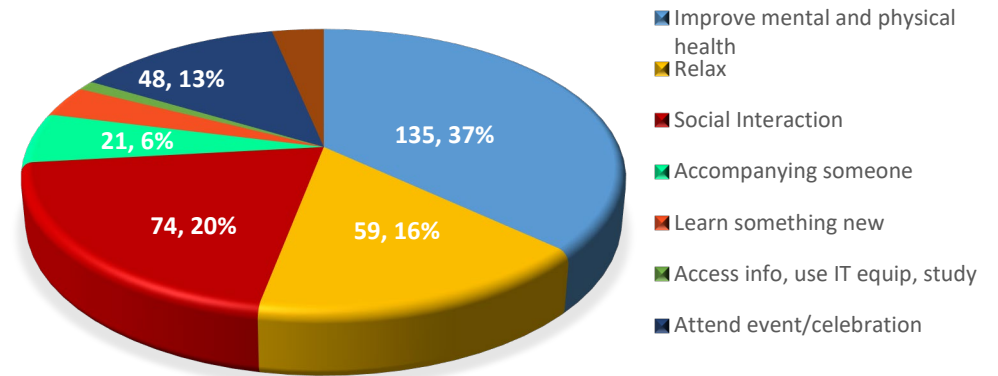
How customers felt after their visit

It's all about helping to improve customers lifestyles:

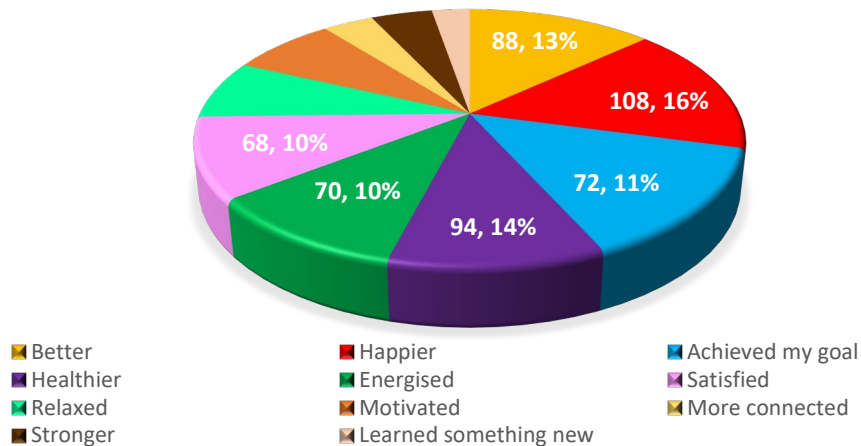
- 74% of respondents said they felt better, happier, achieved their goal, felt healthier, more energised and satisfied.
- 84% said their visit had a positive impact on their health and wellbeing.

Note: percentages shown in graphs have been rounded.

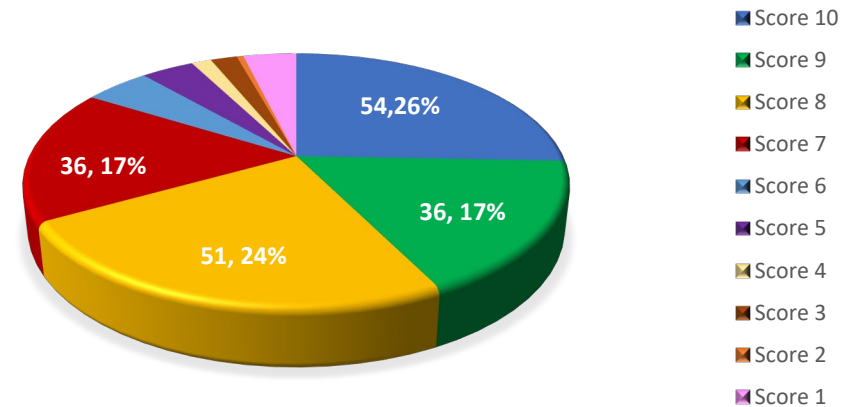
What was the reason for your visit? Top 5 responses: 92%



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)? 84% 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.

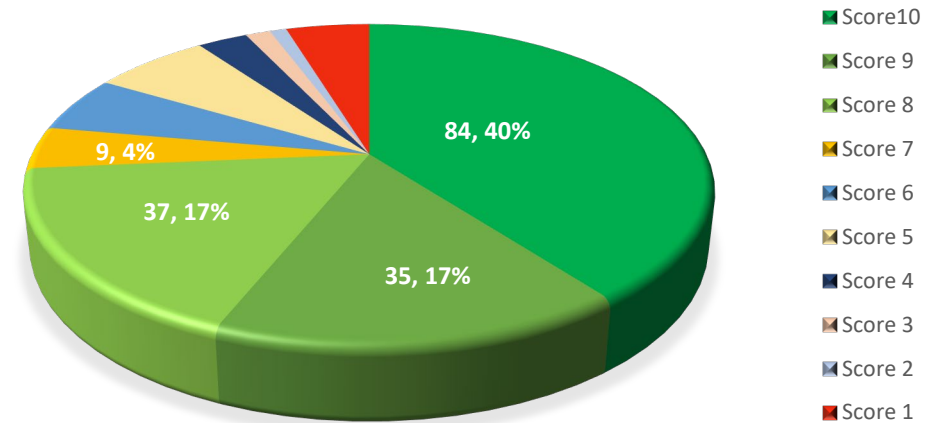
Asked how customers heard about SLLC, they responded:

- 40% word of mouth
- 24% other
- 15% website
- 11% social media
- 10% advertising

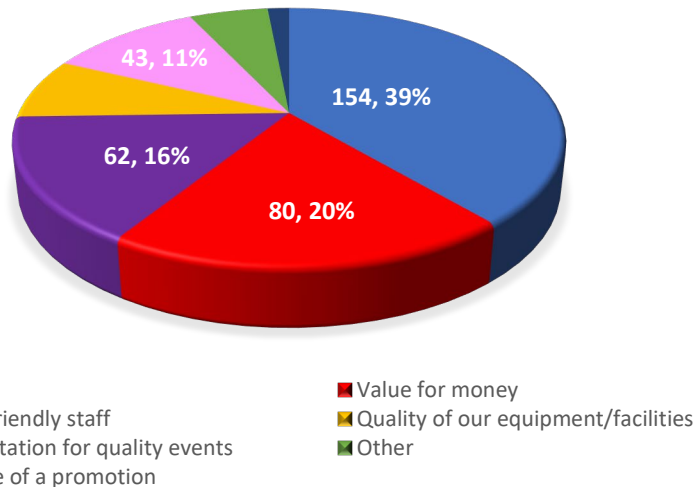
Over 92% of respondents said they found our webpage and social media pages easy to navigate and 93% said the booking process was fair - very easy to use.

Note: percentages shown in graphs have been rounded.

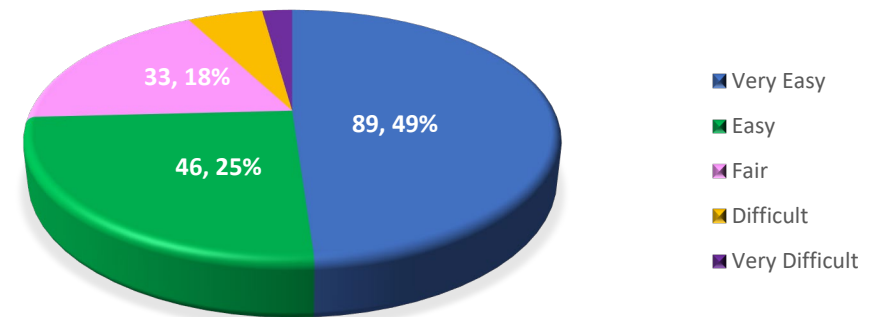
78% of customers said they would recommend SLLC to a friend



WHY YOU CHOSE SLLC



If you used our website or social media pages - rate your overall experience - Top 3 responses: 92%



Safety

Q3 2024/25 saw a rise to staff accidents/incidents but a drop in customer accidents/incidents compared to last year.

Measure: HEALTH & SAFETY	Quarter 3: 2023/24	Quarter 3: 2024/25	% +/- Q3 Current Year Vs Q3 Previous Year
Accidents/Incidents to staff	3	6	100%↑
Accidents/Incidents to customers	31	27	13%↓
Note:	Major accidents: 1 staff (leisure wet facility), and 2 customers (1 outdoor pavilion and 1 venues) Minor accidents: 1 staff and 12 customers Incidents: 4 staff and 13 customer 1 violent incident and 1 near miss.		

Staffing

In line with the new structure, we have been actively recruiting December 2024 to fill existing vacancies. This recruitment will continue into January and February 2025. By filling existing vacancies, we will be able to address any gaps in the current establishment. As a result, the number vacancies will fall during 2025 with a consequential reduction in the current underspend in employee costs.

Establishment Position (December 2024) (Full time equivalent calculated 35 hour basis, Excludes Funded Posts)			
Area	Establishment Variance FTE	Establishment Variance %	Comments
Halls	2.77	4.06%	Includes approx.. 10 FTE staff to be redeployed.
Libraries	1.05	1.34%	Includes approx. 8 FTE staff to be redeployed.
Museums	0.61	5.47%	
Outdoor	27.41	29.89%	Includes 11 FTE of seasonal posts not to be filled at this time.
Leisure Centres	39.04	12.50%	Half of vacancies relate to recreation assistants, including lifeguards which are proving difficult to recruit.
Support	-0.02	-0.06%	
Venues	3.61	5.05%	
Grand Total	74.48	11.14%	

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>The end of the third quarter for 2024/25 sees us on course to achieve some of our key targets for the year, especially in terms of health referrals where we are on course to significantly overachieve on our milestone.</p> <p>Quarter 3 demonstrated the sheer volume and diversity of our projects and offerings across all services and some great examples of partnership working. In addition, uptake in our services generally in the last quarter has increased on the previous year.</p> <p>Our Arts Development section was especially active, being involved in a great number of projects both in our own venues and in the wider communities across a number of disciplines including arts and crafts, ceramics and dance. Some of the attendances at the specific events may be small, but the impact and outcomes are significant.</p> <p>We hope to take advantage of the new SLLC management structure in Quarter 4 and beyond to build on the great work to date and the impact it has on the people of South Lanarkshire.</p>			

Health and Wellbeing successes

Weigh to Go - PREVENT

SLLC, in partnership with NHS, have introduced a new intervention programme. Weigh to Go – PREVENT is a clinically developed, referral-only programme designed to support individuals in making meaningful, long-lasting changes to their lifestyle. By setting achievable goals, participants can significantly reduce their risk of developing Type 2 diabetes and other serious health concerns, such as heart disease. The programme combines education, exercise, and group support to empower individuals on their journey to better health.

Author Visits

Libraries hosted a varied programme of author events and activities in October. Highlights for over 16s were comic book author John Lees visiting Rutherglen Library on Halloween night and a Tales for Twilight event, held in partnership with Atkinson Pryce bookshop, featuring a group of storytellers getting Biggar Library into the Halloween spirit with selection of spine-tingling tales. Children's activities included a Halloween party at Carluke Library, Harry Potter themed sessions (Defence Against the Dark Arts and Potion Making) at Uddingston Library and fancy dress Bookbugs sessions taking place across all libraries.

East Kilbride Pumpkin Trail

Calderglen Country Park hosted the above event for five days during October. We had 3,500 people attend the event which included a decorated set trail with a variety of props for picture opportunities, thousands of pumpkins to choose from, live music and games. Everyone who attended the pumpkin event was given a half price entry voucher to Calderglen Zoo and almost a third of those utilised the voucher so it was a welcome boost to the zoo during what can be a quiet period due to weather.

October week activities

Events over the October school holiday week saw our Arts Development section, in conjunction with the Rutherglen Salvation Army, organise an activity day which saw over 40 families enjoy varied activities including drumming, arts and crafts and face painting. Refreshments were available as well as the excitement of a visiting fire engine and a bouncy castle. Organisers commented that the day went really well with an unbelievable response from the community.

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>This quarter we welcomed a wide demographic of residents, from young to old, at events such as our signature outdoor event ‘Mud Madness’, Active School events, Book Bug sessions and families attending the various pantomime productions. SLLC's third annual ‘Jingle All the Way event took place at Chatelherault Country Park on 1 December attracting a record 200 participants. This inclusive event coincided with ‘Storytelling with Mrs. Claus’ and the outdoor farmers market, promoting community spirit and togetherness among families, friends, colleagues, and clubs in South Lanarkshire to kick off the festive season.</p> <p>SLLC continues to engage with over 6,700 respondents re its most recent resident consultation on proposed savings options. Facebook followers have increased (compared to same time previous year) with highest views for the quarter on our Children’s page being Paddington in Lanark (12 Oct, 136.5k) and Panto time (25 Oct, 33.9k). Top posts included ‘A Vision of Elvis’ (25 Oct, 36.7k), Paddy McGuinness at Strathaven for Children in Need (25 Nov, 36.1k) and Dollan Aqua Centre with a free toy giveaway (11 Dec, 14.3k). For X, Followers had increased 2% for SportsDevSL and 6% for ActiveSchoolsSL, and decreased 1% for SLLCisCulture and blantyrelisure.</p> <p>Working in partnership with East Kilbride Gymnastics Club and SLC, SLLC successfully handed over Stewartfield Community Centre under the Community Asset Transfer Light ensuring the residents of East Kilbride retained the capacity to build sport and physical opportunities. The health team also attended and presented at the Seniors Together assembly showcasing opportunities and sign posting to the health intervention programmes of SLLC.</p> <p>Automation continues to be rolled out across the business to best support services. Procurement for a new front of house system has completed the market engagement step and planning for the remote access project and access control are well underway. We continue to support our NHS partners by providing connectivity to the vaccination hub in Eddlewood Public Hall along with agreed support for Community Appointment Days in the new year at John Wright Sport Centre and Carluke Leisure Centre. New digital lines have been installed in Carluke Leisure Centre and Coalburn Leisure Complex with Lanark Lifestyles to follow.</p>			

Connected and Engaged successes

Rutherglen Community Carers Craft Club

Rutherglen Community Carers is an organisation which supports both older people living with dementia or mental ill health/disabling conditions and their carers. Following consultation with the club our Arts Development team run weekly sessions for a number of their service users in art activities such as glass painting and card making. These sessions encourage social interaction and communication, meeting Alzheimer Scotland's post diagnostic model of support to enable people with dementia to live as well as possible. Social isolation can become a significant problem, impacting on, for example, mood, confidence, and social skills therefore social intervention can have a positive effect on a person.

Falls prevention

SLLC health team delivered falls prevention sessions at Coalburn Miners Welfare Club and the Active Monday session's at John Wrights Sports Centre. We presented at a Community Led Support networking event in partnership with NHS colleagues at Moncrieff Church in East Kilbride, showcasing our pathways to social and physical activity.

Cameronians (Scottish Rifles)

In late October, SLLC's Museum Officer accompanied an organised tour of the battlefields of the Dutch Islands of South Beveland and Walcheren, an area of the Netherlands liberated by Scottish and Canadian forces in October to December 1944. The tour was organised by representatives of the Scottish regiments who had taken part in the campaign in 1944, including the Cameronians (Scottish Rifles) whose regimental collection is exhibited in Low Parks Museum. The visit gave a much better understanding of this important part of the regiment's history and gave us the opportunity to make and cement friendships both in the Netherlands and with the wider regimental family. A video based on the visit can be found on the Low parks Museum Facebook page to mark last years Remembrance Sunday (<https://www.facebook.com/watch/?v=531892853086185>)

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 (EI1) Ensure equality of opportunity by making sure that our services are accessible to all	Priority 2 (EI2) Target our programmes and interventions to ensure we reach those most in need of our services	Priority 3 (EI3) Enable access to learning and information across our communities and support community learning	Priority 4 (EI4) Provide welcoming inviting spaces where customers receive a warm reception
Comments from Chair of Equality and Inclusion Group	<p>Members of the group attended the first British Sign Language Local Plan for South Lanarkshire working group. This group will consist of key stakeholder representatives from the Health and Social Care Partnership, SLC's Education, Finance and Corporate, Community and Enterprise and Housing resources, and South Lanarkshire Leisure and Culture. The working group will be integral to the success of the South Lanarkshire Local Plan 2024-30 by raising awareness, setting out long-term goals and objectives, and driving change to improve equality, opportunities, and outcomes for BSL users.</p> <p>Development of Rebound therapy continues with five additional SLLC staff being trained to deliver sessions throughout South Lanarkshire. This will enable us to have more capacity and meet the growing demand. There were 42 individual sessions delivered within this quarter including a festive themed session to end the year!</p> <p>For the first time ever SLLC organised a Boccia festival at the Alistair McCoist Centre, targeting ASN primary children from across the authority. This was led in conjunction with South Lanarkshire Disability Sport, Scottish Disability Sport and Boccia Scotland. In total we had 80 plus children attend which would make it one of the highest attended local Boccia events in the country. The intention is to support and grow existing Boccia sessions at the AMC, and others which are planned in different geographical areas.</p>			

Equality and Inclusion successes

Gaelic Bookbug sessions

In partnership with Bun-sgoil Beinn Chamshroin (Mount Cameron Primary School), St Leonard's Library are now hosting Gaelic Bookbug Sessions on Tuesday afternoons. The sessions are proving very popular with around 20 families coming along each week to participate in stories, songs, and rhymes in Gaelic. The Gaelic speaking community in East Kilbride are delighted these sessions are available and such is the success there is discussion to expand provision to weekends to allow all parents and carers the opportunity to access Bookbug in Gaelic language.

Scottish Mental Health and Film Festival

Through successful funding from SMHF this year's theme was 'In/Visible' and ran from 10 to 27 October 2024. The aim of the festival is to promote positive attitudes towards mental health, mental illness, support and recovery, and to effect significant cultural change through the insights and influences of the creative arts.

Paint with wool

A six hour course set over three weeks (2hrs per week) where you can focus on improving your positive mental wellbeing by learning to 'paint with wool' and create a seasonal themed 2D picture. There were 10 participants – one with a young baby in arms who commented *'very relaxing you lose yourself while doing felting [it] has helped me relax and made it easy to talk to others especially as no one was particularly focusing on anyone but rather on the felting but at the same time just listening to one another'*

Young at Heart Dance

This project explored dance and exercise in weekly 1-hour workshops over 3 weeks of the Young at Heart festival with over 60 people attending across the two host venues. Dance improves our self-esteem and confidence and dance allows us to easily express ourselves. *'Depending on why you feel overlooked and how it's making you feel, it's possible to overcome feelings of invisibility in a few different ways. A final thought to keep in mind: It's possible your perception of invisibility is just that — a perception. You may be more seen by others than you realize.'*

British Sign Language provision

Each of our Cultural venues held a British Sign Language (BSL) friendly pantomime in December 2024. We worked closely with both BSL sign providers *'Just Sign'* and our pantomime companies to ensure that members of the deaf community could enjoy these successful annual shows.

**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>The annual strategic report and accounts for financial year 2023/24 were presented to AGM in November and approved for submission to OSCR and company's house. The draft SLLC Financial Business Plan was also presented, outlining the projected financial position for the next 3 years as well as a separate report outlining early efficiency proposals to balance the budget position for 2025/26 based on the expected gap.</p> <p>The HR team completed the significant process of preparation, contingency planning and training for the Fusion HR system, that went live in August. This included the matching and recruitment process for the new management structure which nears completion. Staff are adjusting to the new system, supported by the HR team. The Fusion e-procurement system (P2P) also commenced and is being rolled out across SLLC on a phased basis with full implementation by March 2025.</p> <p>Collaborative working across SLLC remains a primary focus to identify, plan and technologically scope out a range of system modernisation projects that will provide opportunities to enhance customer experiences, broaden income generation channels and improve operational efficiency. An example of this relates to the significant procurement activity for the SLC funded transformation projects and the considerable level of investment taking place, with the SLLC managers and procurement team providing resources to facilitate the scoping and tendering exercises.</p> <p>Services continue to look at ways to optimise income and utilise diverse funding streams to support service delivery. Country Parks had a very successful festive programme alongside a busy outdoor events programme.</p>			

Organisational Sustainability successes

SLC Transformational Change Fund

LED floodlight upgrade works have begun at Hamilton Palace Sports Grounds. This is the first of three phases of this project. The indoor sports pitch is now fully converted from 324-Watt sports lights to state of the art 103-Watt 4K Hi-Sport LED Sports Lights. The works were completed ahead of schedule with minimal disruption to facility users. The early feedback from customers is that the new lighting is impressive and a great improvement and in addition will contribute to reducing our energy costs within this facility.

Neep picking patch

Supermarket giants *Lidl* hired outdoor space at Chatelherault to launch 'Scotland's' *first ever* neep picking patch (reviving the traditional crafting of tumshie lanterns) with over 1500 people attending over the three days. The initiative was a spin on a 'pumpkin patch' but with neeps (Swedes) a Scottish tradition that precedes the American tradition of pumpkins. The event was a one-of-a kind day that took family fun back to its roots, with games including Neep Shy, Neeps and crosses, bowling with Neeps, a straw bale slide, plus a 'Tattie Bogle' trail around the Chatelherault Trails, all whilst a local accordion player played Scottish music. STV were onsite to interview the *Lidl* organisers, with Chatelherault also receiving TV coverage. The hire brought in £4K field hire income, plus secondary spend to the café & gift shop.

Sustainability: All neeps used were grown and harvested by one of their local suppliers, an independent family run business. *Lidl* also worked alongside our neighbouring farmer who removed all the waste from the land, haybales plus leftover neeps were given to the animals as food.

Festive season activities

SLLC once again produced their own Panto in November and December in conjunction with New College Lanarkshire. This year's production of Mother Goose took place over 34 shows at The Town House and Rutherglen Town Hall, attracting over 11,000 of an audience and grossing £120,000 in ticket sales.

Low Parks Museum delivered a diverse range of activities throughout the festive period. The programme included sold out performances for the Tartan Tenor and Festive Fuzz as well as children's activities including afternoon tea with Santa.

Volunteer Programme

The museum collections team continue their partnership work with Aspire-South Lanarkshire, offering a student volunteer placement. Their work contributed to the auditing of our military medal collection. The student not only gained knowledge of inventory work but experience in research and exhibition planning as well as producing written work for information.

3. Business Interruption

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

Location	Description	Period	Estimated 24/25 YTD 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 – End January 2025	£20,000 (income) / £2,000 (staff costs) = Total £22,000	Insurance company appointed contractor to do work. Work now completed subject to snagging matters. Hall expected to re-open w/c 27 January 2025.
Blantyre Leisure Centre	Intermittent closure of main and teaching pool due to ongoing staff shortages	April 2024 - Present	£10,000 (income)	Recruitment issue in process of being resolved.
Dollan Aqua Centre	Reduced functionality in main pool due to issues with the floating floor.	October 2023 - Present	£180,000 Income loss (c.£5k per week & £28k per month swimming direct debits) £28,000 additional costs.	SLC have identified funding for the Dollan Inlet repairs. The current expected work completion date is w/c 17 February 2025.

4. Capital Projects

The £13m Transformation Fund is helping to modernise the leisure and culture asset base taking account of the following requirements: need to adapt and modernise; need to address energy efficiency and decarbonisation of the estate; need to reduce liabilities and cover costs of demolition; and need to consider community accessibility. Phase 1 of the Transformation Fund (£8.5m) is progressing well with projects at varying stages. Phase 2 projects were approved at Executive Committee on 13 November 2024.

Work is continuing on the Larkhall Leisure Centre replacement project. South Lanarkshire Council, in conjunction with Hub South West, have appointed the Tier One contractor BAM Construction. Construction is expected to commence in Autumn 2025, with an indicative completion date of Autumn 2027. Community Engagement drop-in sessions took place in October and November 2024 and a survey questionnaire was also available online. These sessions were well attended with strong support for the swimming pool, gym and fitness suite design, and some negative feedback on the omission of games hall. Meetings with key community representatives have also taken place, with a further one planned for mid-February. Dual use agreement with Larkhall Academy is being progressed to improve access to sports facilities in the games hall to create a leisure campus.

Clydesdale Way paths/ tourism infrastructure project is a joint 'Three Rivers' venture with Dumfries and Galloway and Scottish Borders councils, with a total award of £22,809,416 from Levelling Up Fund (LUF). The tender exercise for a consultant to carry out the Clydesdale Way element of the project is complete and will be awarded pending the completion of a grant funding agreement with Dumfries and Galloway, as the lead applicant for the joint project.

Following the recent Board update, the Country Parks masterplan exercise is underway. Turner and Townsend are leading a multi-disciplinary team to develop Business Cases and supporting intelligence which will identify investment priorities and support future funding applications and investment in both Parks. Project currently scheduled to conclude Spring 2025 and a further update will be provided at the May meeting.

5. Emerging Challenges

The following challenges remain

- General inflation has continued to reduce, however uncertainty remains with other cost increases.
- 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

“Excellent instructors that provide high quality classes”

Eastfield Lifestyles

“I must congratulate the excellent staff working in the venue, they are a credit to SLLC ...”

Scottish Mental Health Arts Festival workshops

“I was very nervous attending this class although this was quickly changed. The tutor made me so welcome and helped me so much”

Hamilton Town House

‘Attended a show... was absolutely amazed at the wonderful customer service... all in all, a joy to see!’

Customer Recognition

Blantyre Leisure Centre

“Children attend swimming lessons at Blantyre under a great coach who always gives great effort and children really enjoy their lessons.”

Calderglen Country Park

A customer wrote “how very much I enjoyed the gardens in the Zoo area. They are beautifully kept and obviously cherished”.

Uddingston Library

“Attended the Harry Potter Experience in Uddingston Library today – spectacular event. Thanks to staff.

Carluke Leisure Centre

“Fitness class instructors are beyond exceptional. They are the true motivators and wouldn’t attend classes without them”

PERFORMANCE, FINANCE AND AUDIT COMMITTEE UPDATE

6 FEBRUARY 2025

1. Key issues considered:
 - ◆ Internal Audit Plan 2025/26
 - ◆ Internal Audit Activity Report
 - ◆ Health and Safety Annual Report
 - ◆ Health and Safety Policy Update
 - ◆ Board Health and Safety Representative Remit
 - ◆ Museum Inventory
 - ◆ Procurement Update
 - ◆ 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. Two actions outstanding from 2024/25 (trade/venue sales and stock control) are now linked to the implementation of the new Front of House system and this functionality is being built into the procurement process.
 - ◆ The Committee was provided with a progress update in relation to health and safety matters and assured of SLLC's compliance under all current health and safety legislation.
 - ◆ The Committee was presented with a comprehensive update on progress to date on the museum inventory. Various challenges were highlighted regarding the condition of the storage units, including maintenance and environmental issues as well as the lack of available working space and limited accessibility to some of the stored items. SLLC Officers will pick up with South Lanarkshire Council regarding maintenance issues as well as the Council's Risk Management Team for comfort around insurance.
 - ◆ Following the staff survey, work is underway with the Extended Management Team to codesign an action plan to tackle the overarching issues highlighted by respondents where areas for improvement have been identified. Summary findings and an action plan will be reported to the Board in May.
 - ◆ An Information Security Incident occurred involving the data of a number of individuals who had applied for job vacancies. The matter, which was outwith our control, involved a very low level of data and was reported to the ICO and the case was subsequently closed. Communication has been sent to those impacted following the incident.
3. Any decisions/approvals taken to highlight:
 - ◆ The Committee endorsed the Audit Strategy and Internal Audit Plan for 2025/26.
 - ◆ The Health and Safety Policy was approved with caveat that reference be added to a staff nominated Trade Union representative before being issued for Board approval.
 - ◆ The remit for the Board Health and Safety Representative from the membership of the Performance Finance and Audit Committee was agreed.
4. Any risks identified to highlight:
 - ◆ There were no significant risks to add to the register as a result of this meeting.
 - ◆ A request was made to consider including agenda items that focus on risks with higher mitigation scores.



Report

Report to:	Board of Trustees
Date of Meeting:	5 March 2025
Report by:	Ross McKie, Head of Corporate Services

Subject:	Revenue Budget 2024/25 – Quarter 3 Update
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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 31 December 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 13 November 2024 regarding the 2024/25 budget.

3.2. This report provides an update on the 2024/25 budget monitoring position as at 31 December 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 31 December 2024

4.1. The current position is an underspend position of £0.553m which is further detailed in Appendix 1.

4.2. This relates to an expenditure underspend of £0.021m. This primarily relates to employee cost underspends of £0.588m. This is due to the level of vacancies (noting challenges in attracting candidates), offset through additional hours being taken up by the existing workforce where possible, and an element of posts being held for redeployment where suitable. Recruitment continues to progress wherever possible with 32 positions at various stages of the process at the end of this period.

This is offset by overspends in property costs of (£0.228m) due to water and pool chemical charges and (£0.232m) in supplies and services related to IT and irrecoverable VAT. There are also overspends related to payments to other bodies of (£0.064m) and payments to contractors of (£0.065m) related to external events costs.

4.3. Income overall is currently showing an over recovery of £0.532m, which is mainly attributable to increased outdoor income including one off golf rental income relating to Mote Hill, museum filming income and show ticket income. This is partially offset by under-recoveries in other areas such as ACE membership, Activage, swimming due to temporary Dollan pool closure, golf and zoo income (both weather impacted earlier in the financial year).

5. Projected Outturn Position for 2024/25

- 5.1. The current position is a projected underspend position of £0.574m which is further detailed in Appendix 2. It should be noted that the current outturn projection includes the impact of the 2024/25 pay award implemented in November.
- 5.2. This relates to an overall projected expenditure underspend of £0.198m resulting from employee cost underspends of £0.942m due to the level of vacancies (noting challenges in attracting candidates throughout the year) and an element of posts being held for redeployment where suitable. This underspend is offset by overspends in property costs of (£0.307m) due to water and pool chemical charges and (£0.218m) in supplies and services related to IT and irrecoverable VAT. There are also overspends related to payments to other bodies of (£0.096m) and payments to contractors of (£0.134m) related to external events costs.
- 5.3. Income overall is currently showing an over recovery of £0.377m, which is mainly attributable to increased outdoor income including one off golf rental income relating to Mote Hill, museum filming income, show ticket income, bank interest and NHS vaccination centre income. This is partially offset by under-recoveries in other areas such as ACE membership, Activage, swimming due to temporary Dollan pool closure, golf and zoo income (both weather impacted earlier in the financial year).

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 track the outturn projection to ensure this is as accurate as possible, recognising the ongoing recruitment. Staff will continue to liaise closely with SLC officers, with an update on projected year end position presented at the May 2025 SLLC Board 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

5 March 2025

Links to SLLC Objectives

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

Previous References

- ◆ 13 November 2024 SLLC Board Report: Revenue Budget 2024/25 – Quarter 2 Update

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:

Ross McKie, Head of Corporate Services

Ext: 8454320 (Tel: 01698 454320)

E-mail: ross.mckie@southlanarkshireleisure.co.uk

South Lanarkshire Leisure and Culture - 2024/25 Quarter 3
Current Financial Position Report (Variances greater than £50k highlighted)

Objective	Budget (m)	Phasing (m)	Actual (m)	Variance (m)	Comments
SPA	£3.416	£2.183	£2.504	(£0.320)	Income under-recovery and expenditure overspends in water, pool chemicals are partly offset by employee savings. Income loss of £180k at Dollan Aqua Centre due to temp closure are included.
Libraries	£2.965	£2.132	£1.914	£0.218	Employee cost underspends. All non-retained property costs and income have been removed or adjusted where appropriate and recharged to SLC.
Venues	£1.958	£1.342	£1.201	£0.141	Ticket income over recovered. This includes income from festive pantomimes. This is partly offset by the additional artist fees payments.
Halls	£1.861	£1.293	£0.947	£0.346	Employee cost and general supplies expenditure underspends compounded by Income over recovery. All non-retained property costs and income have been removed or adjusted where appropriate and recharged to SLC.
Museums	£0.405	£0.295	£0.230	£0.065	Employee cost savings compounded income over recovery which includes £34k filming rents received for Mausoleum.
ACE	£0.031	(£0.026)	£0.077	(£0.103)	Income shortfall.
Outdoor	(£0.314)	(£0.470)	(£0.686)	£0.216	Employee costs underspend and overall income is over-recovered, despite both Golf and Zoo income being under recovered.
Support	£4.663	£2.241	£2.251	(£0.010)	Over-recovered income re vaccination centres and bank interest is offset by overspends in Irrecoverable VAT and IT.
Management Fee	(£14.985)	(£14.985)	(£14.985)	£0.000	
Total SLLC	£0.000	(£5.995)	(£6.548)	£0.553	

Subjective	Budget (m)	Phasing (m)	Actual (m)	Variance (m)	Comments
Employee Costs	£24.600	£17.689	£17.101	£0.588	Vacancies and posts being held for redeployment. Budget increased to align with backdated pay award.
Property Costs	£2.932	£1.922	£2.150	(£0.228)	Overspends in water, pool chemicals and rent for NHS vaccination centres, which is offset by income.
Supplies and Services	£3.445	£2.097	£2.329	(£0.232)	Overspends in Irrecoverable VAT, IT costs and Artist Fees (off-set by income).
Transport Costs	£0.128	£0.094	£0.087	£0.007	
Administration Costs	£1.559	£0.579	£0.575	£0.004	
Payments to Other Bodies	£0.500	£0.405	£0.470	(£0.064)	Contribution to Active Schools Programme & PRS Licences.
Payments to Contractors	£0.679	£0.463	£0.528	(£0.065)	Self-employed coaches.
Financing Charges	£0.338	£0.170	£0.159	£0.011	
Gross Expenditure	£34.182	£23.419	£23.398	£0.021	
Income	(£19.197)	(£14.429)	(£14.961)	£0.532	Under-recoveries: SPA, ACE, Golf, Swimming & Zoo, Over-recoveries: Outdoor overall, Venues (Ticket income, Festive events), Hall lets and Museums (rent from filming).
Management Fee	(£14.985)	(£14.985)	(£14.985)	£0.000	
Net Expenditure	£0.000	(£5.995)	(£6.548)	£0.553	Vacancies and posts being held for redeployment. Budget increased to align with backdated pay award.

South Lanarkshire Leisure and Culture - 2024/25 Quarter 3
Projected Outturn Report (Variances greater than £50k highlighted)

Objective	Budget (m)	Outturn (m)	Variance (m)	Comments
SPA	£3.416	£4.064	(£0.649)	Income under-recovery and expenditure overspends in water, pool chemicals and Self-employed coaches are partly offset by employee savings. Stewartfield unbudgeted net costs of £84k and income loss of £180k at Dollan Aqua Centre due to temp closure are included.
Libraries	£2.965	£2.646	£0.319	Employee cost underspends. All non-retained property costs and income have been removed or adjusted where appropriate and recharged to SLC.
Venues	£1.958	£1.810	£0.148	Ticket income over recovered. This now includes income from festive pantomimes. This is partly offset by the additional artist fees payments.
Halls	£1.861	£1.337	£0.524	Employee cost and general supplies expenditure underspends compounded by Income over recovery. All non-retained property costs and income have been removed or adjusted where appropriate and recharged to SLC.
Museums	£0.405	£0.330	£0.076	Employee cost savings compounded income over recovery which includes £34k filming rents received for Mausoleum.
ACE	£0.031	£0.138	(£0.107)	Income shortfall.
Outdoor	(£0.314)	(£0.471)	£0.157	Employee costs underspend and overall income is over-recovered, despite both Golf and Zoo income being under recovered.
Support	£4.663	£4.556	£0.107	Reflects efficiency savings budget and over recovery of bank interest being offset by Irrecoverable Vat & IT overspends.
Management Fee	(£14.985)	(£14.985)	£0.000	
Total SLLC	£0.000	(£0.574)	£0.574	

Subjective	Budget (m)	Outturn (m)	Variance (m)	Comments
Employee Costs	£24.600	£23.658	£0.942	Vacancies and posts being held for redeployment. Budget increased to align with backdated pay award.
Property Costs	£2.932	£3.239	(£0.307)	Overspends in water, pool chemicals and rent for NHS vaccination centres, which is offset by income.
Supplies and Services	£3.445	£3.663	(£0.218)	Overspends in Irrecoverable VAT, IT costs and Artist Fees (off-set by income)
Transport Costs	£0.128	£0.096	£0.032	
Administration Costs	£1.559	£1.596	(£0.036)	
Payments to Other Bodies	£0.500	£0.597	(£0.096)	Contribution to Active Schools Programme & PRS Licences.
Payments to Contractors	£0.679	£0.813	(£0.134)	Self-employed coaches.
Financing Charges	£0.338	£0.323	£0.015	
Gross Expenditure	£34.182	£33.984	£0.198	
Income	(£19.197)	(£19.574)	£0.377	Under-recoveries: SPA, ACE, Golf, Swimming & Zoo. Over-recoveries: Outdoor overall, Venues (Ticket income, Festive events), Hall lets, Museums (rent from filming), Bank Interest & NHS vaccination centre income.
Management Fee	(£14.985)	(£14.985)	£0.000	None
Net Expenditure	£0.000	(£0.574)	£0.574	



Report

Report to:	Board of Trustees
Date of Meeting:	5 March 2025
Report by:	Kay Morrison, Chief Executive

Subject:	Savings Proposals 2025/26
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Present proposals to balance the projected budget gap for financial year 2025/26.

2. Recommendations

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

- (1) That the projected budget gap of £1.144m for 2025/26 is noted.
- (2) That the proposed approach to budget for non pay cost inflation of £0.161m as outlined in Section 3.8, is approved.
- (3) That the package of savings recommendations to balance the budget for 2025/26 totalling £0.646m as outlined in Section 4 are approved.
- (4) As outlined in Section 6, that the use of reserves totalling £0.337m is approved to meet the remaining budget gap for 2025/26.

3. Background

- 3.1. This report provides an update on the 2025/26 Savings Proposals as outlined to Board on 13 November 2024.
- 3.2. The Board has a legal duty to set a balanced budget and the recommendations in this report address the budget gap for the 2025/26 financial year.
- 3.3. Leisure and Cultural Trusts and SCIOs across Scotland continue to face increased pressure on their budgets and the majority are considering, or have implemented, price increases, and many have had, and are continuing to explore, a reduction in the scope of their services.
- 3.4. It is important to note that the assumptions on which the budget forecasts are based, contain a number of challenges in that there is a degree of uncertainty around future inflationary pressures, utility costs and pay awards. South Lanarkshire Leisure and Culture (SLLC) continues to experience financial pressures due to high levels of inflation on areas including pay, non-pay related costs and contracts. The Council is experiencing its own financial pressures which means there is unlikely to be an increase in management fee in line with increasing costs.

- 3.5. The management fee represents circa 50% of overall budget with the other 50% generated through SLLC income streams. In the Council's "2025/2026 Revenue Budget Gap and Savings" report to its Executive Committee report of 13 November 2024, the savings proposals outlined at this stage do not indicate any proposed reduction to the management fee provided to SLLC. In the previous financial year, the level of management fee received by SLLC was reduced resulting in real term reductions and increased financial pressures required to be covered by SLLC.
- 3.6. It should be noted that the majority of the gap to be met in 2025/26 and subsequent use of reserves is due to the rise in employer national insurance contributions that will take effect in April 2025 and for which at this time, there is no additional funding being provided to SLLC.
- 3.7. Table 1 details the anticipated ongoing budget pressures for 2025/26.

Table 1: Base Gap Estimate

Base Budget Gap	£(m)
Employee costs including provision for pay award and rise in national insurance contributions	£1.469m
Increase in budgets for key service renewals	£0.050m
Base income increase assumption (3% as approved by the Board in November 2024)	(£0.536m)
South Lanarkshire Council budget decision – changes to the Management Fee for 2025/26	£0.000m
General Inflation of non pay related costs (2%)	£0.161m
SLLC Budget Gap (including non pay cost inflation)	£1.144m

- 3.8. Based on expected rises in costs, the projected budget gap for SLLC for 2025/26 is £1.144m. It is proposed that the amount required to cover general inflation of £0.161m is not allocated to the appropriate areas of the base budget for the start of financial year 2025/26 and the requirement or not to utilise reserves for this element is reviewed as the financial year progresses. This leaves the remaining budget gap to be addressed of £0.983m
- 3.9. SLLC currently holds reserves of £0.524m as at 31 March 2024. As detailed in the 2024/25 revenue budget update report to the Board, it is projected there will be an outturn underspend of £0.574m for financial year 2024/25. Based on this outturn, the general reserves position as at 31 March 2025 is anticipated to be £1.098m.
- 3.10. In developing the savings proposals for 2025/26, SLLC officers have worked with Council colleagues and kept the Council Chief Executive and Executive Director Finance and Corporate Resources aware throughout. This is with the understanding that the independent SCIO status and relationship between the Council and SLLC requires the Board to take the decisions on the options presented for consideration.
- 3.11. A consultation took place in regard to the development of a more sustainable and financially resilient model for hall usage through re-categorisation and exploration of pricing. This work will continue over the coming months (Appendix 1). The survey was completed by 1,172 people, with 57% strongly agreeing/agreeing with the proposal of a higher hire rate to help secure the continued presence of the facilities.
- 3.12. While acknowledging the wider economic factors that impact the organisation, SLLC remains committed to supporting health and wellbeing and to its vision of healthier, happier, more connected lives for the residents of South Lanarkshire and will continue to deliver as high a level of service provision as possible within the financial constraints outlined above.

4. Specific proposals to reduce the budget gap

4.1. In developing recommendations to balance the budget for the coming financial year, officers have identified a combination of income generation, general efficiencies and transformational change, all of which will be required to help close the anticipated budget gap.

4.2. Increased Income Generation (£0.373m)

At the November Board meeting, Income generation proposals were approved as part of the 2025/26 pricing report that was anticipated to generate £0.214m of additional income. This included proposals related to Golf, Swimming and Membership Income.

The following additional proposals will provide further income generation opportunities:

- ◆ **Gift Aid (£0.048m)** – SLLC are currently exploring the implementation of gift aid donations related to the Calderglen Zoo. Based on anticipated uptake by 50% of customers, it is anticipated that this will generate a total gift aid claim for SLLC of £0.048m.
- ◆ **Pay per visit Fitness (£0.016m)** – It is proposed that pay per visit fitness activities are increased in line with the membership fitness increase of 5.56% having the potential to generate a further £0.016m in income.
- ◆ **Booking Fees for Cultural Venues (£0.025m)** – Continuing on from the introduction of a booking fee this financial year which estimated a total increase in income of £0.025m, it is anticipated that this income stream will generate a further £0.025m in income.
- ◆ **Swimming Lesson Capacity (£0.070m)** – Separate to the increase in price, an increase in swim lesson capacity has been identified that would generate an additional income by increasing the number of swim lessons offered.

4.3. General Efficiencies (£0.127m)

- ◆ **Vacancies (£0.017m)** – Following a review of requirements, a number of vacant posts have been identified for removal from the establishment. This saving equates to the removal of approximately 1 post (0.6 FTE) of vacant support posts.
- ◆ **Printing and Licensing Costs (£0.022m)** – Following a review of requirements, it is proposed that administrative budgets related to printing and licensing costs are reduced, reflective of the implementation of process that reduce the need for printing and the removal of public performance licensing costs deemed to be surplus to operational requirements.
- ◆ **Vehicles and Fleet (£0.002m)** – Based on a review of requirements, it has been identified that the total number of fleet vehicles used by SLLC services can be reduced.
- ◆ **Tax Reliefs (£0.006m)** – It is anticipated that tax reliefs associated with the museums VAT relief and relief on corporation tax for theatre productions relates to the SLLC pantomime will reduce current costs.
- ◆ **Insurance Costs (£0.080m)** – Based on current forecasts, it is anticipated that the budget assumption for insurance provision can be reduced by this level whilst still providing headroom for potential inflationary rises in the policy in future years.

4.4. Transformational Change (£0.146m)

- ◆ **Supportive Technology for Lifeguards/programme restructure (£0.013m)** – Both SLLC health and safety and our consultants fully support the use of assisted lifeguard technology (ALT), as a further aid to complement the current lifeguarding regime at the Dollan Aqua Centre (the only 50m pool operated by SLLC). The savings will be achieved through realignment of programming, increasing capacity.

- ◆ **Front of House System and Processes (£0.133m)** – This initial reduction represents the first phase in altering customer facing processes, taking advantage of new technologies including the SLLC app and leisure centre access gates to streamline the number of staff at reception areas. This saving equates to the removal of approximately 5 FTE of vacant posts.

5. **Proposals to balance the remaining budget gap**

- 5.1. The proposals as detailed in Section 4 provide for a total of £0.646m in meeting the projected budget gap for 2025/26. Due to the short notice from the UK Government regarding the decision to increase Employers National Insurance Contributions and the subsequent limited time to develop and implement additional proposals for next financial year, it is proposed that the Board approve the use of reserves to meet the remaining balance for 2025/26 on a one-off basis. In future financial years, additional income generation or cost efficiencies will then be required to meet the budget gap on a recurring basis.
- 5.2. Table 3 below provides an overview of how it is anticipated a balanced budget position will be achieved for 2025/26.

Table 3: Summary of Budget Solution Options

Options for Meeting Budget Gap	£(m)
Increased Income Generation (4.2)	£0.373m
General Efficiencies (4.3)	£0.127m
Transformational Change (4.4)	£0.146m
Use of reserves to fund remaining pay award provision and rise in national insurance costs.	£0.337m
Total Options	£0.983m
Remaining Budget Gap to be Achieved	£0.000m

6. **Next Steps**

- 6.1. On Board approval, implementation of the recommendations will begin. Successfully achieving the savings target is dependent upon the speed at which the proposals can be implemented. As previously agreed by the Board, a review of commercial pricing will be conducted throughout the year and proposals for adjustments in line with market tolerances and other relevant factors will be brought to the Board as required.
- 6.2. A communication plan has been developed regarding price increases and efficiencies to ensure customers and staff are fully briefed of the measures being taken. (Appendix 2).
- 6.3. Net Zero offers the opportunity to contribute positively to the climate challenge and may in itself result in long term savings. SLLC officers will continue to engage with SLC to explore Net Zero investment to progress a transition to Net Zero, energy efficient and climate resilient buildings linked to the development of their estate strategy.
- 6.4. Work will continue on the exploration of new categories for halls bookings and associated price modelling. Through investment via the transformation fund, it is anticipated that the introduction of remote access to halls will create further opportunities to generate income through increasing availability.
- 6.5. Officers will continue to explore options to support the transition to organisational sustainability and update the Board accordingly.

7. Employee Implications

- 7.1. Both the service efficiencies and transformational change note a reduction in staffing levels through vacant posts. The number of vacant posts impacted by proposals resulting from general efficiencies and transformational change, total circa 12 posts or circa 5.60 FTE posts in total with no reduction in existing employees.
- 7.2. Trade Union engagement has been undertaken as part of the regular schedule of meetings.

8. Financial Implications

- 8.1. The implication of the above report is that SLLC would be unable to operate with a balanced budget for 2025/26 without additional investment or reducing service provision in some capacity. Achievement of full savings will be dependent on the ability to realise budget reductions and subsequent income generation proposals. This has been highlighted in the Risk Register attached in Appendix 3.

9. Other Implications

- 9.1. There are no other implications arising from the report.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. Engagement has taken place with the Council, South Lanarkshire residents, customers and stakeholders. Equalities Impact Assessments (Appendix 4) have been conducted in relation to the proposals.

Nick Lansdell

Head of Strategy and Governance

5 March 2025

Links to SLLC Strategic Objectives

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

Previous References

- ◆ None

List of Background Papers

- ◆ Local Government (Scotland) Act 1973).
- ◆ 13 November 2024 SLLC Board Report: SLLC Pricing 2025/26
- ◆ 13 November 2024 SLLC Board Report: Draft Savings Proposals 2025/26
- ◆ 13 November 2024 South Lanarkshire Council Executive Committee Report: 2025/2026 Revenue Budget Gap and Savings

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

Appendix 1 - Consultation Report



This report was generated on 19 February 2025.

Overall, 1,172 respondents completed this consultation. The report has been filtered to show the responses for 'All Respondents'. Average time of completing this consultation was approximately 9 minutes.

Responses were collected via a Microsoft Form link available on our website, social media platforms, and app. Emails were distributed directly to SLLC’s customer database and SLC’s community groups, each containing a direct link to the form. Additionally, we provided paper copies on request.

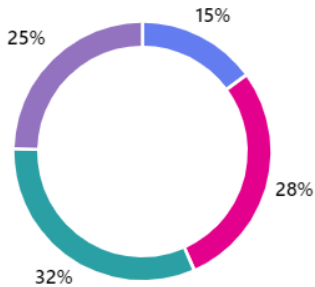
Responses were gathered between Monday 23 December 2024 and Monday 10 February 2025.

Consultation questions and results

Question/Statement 1

Which South Lanarkshire locality do you live in?

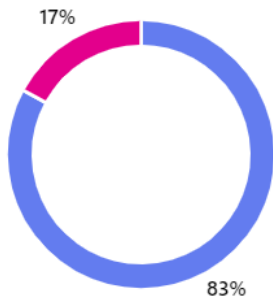
● Cambuslang/Rutherglen	175
● Clydesdale	334
● East Kilbride	374
● Hamilton	289



Question/Statement 2

Are you currently a user of SLLC halls and community centres?

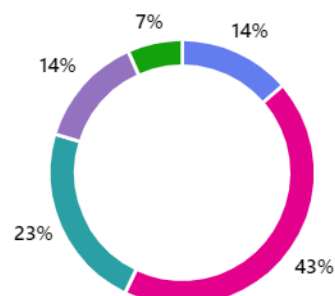
● Yes	972
● No	200



Question/Statement 3

Usage of SLLC halls and community centres is mostly subsidised, given what it actually costs us to open and run them. Please indicate how you feel about this statement. A higher hire rate should be considered if the monies generated helps to secure the continued presence of the facilities within communities.

● Strongly agree	160
● Agree	509
● Neutral	265
● Disagree	160
● Strongly disagree	78



57% strongly agree/agree

Question/Statement 4

Please include any additional brief comments.

Sample of additional brief comments (Total: 415 comments):

'As a children's activity business owner who is charged commercial rate for any and all hires, I feel like there's a disparity between provisions made for clubs who represent themselves as charities/nonprofit groups hire fees than mine. When following personal research their membership costs, monthly fees etc often far exceed my own and yet I can pay almost 3 times the hourly rate for hall hires in some venues purely as I honestly declare that this business is my income'.

'It seems a catch 22 though. You try and hire a hall, and you say you have no staff. So, nobody can hire them.'

'These facilities are the hub of the community and provide a lifeline as a regular meeting place for local groups and organisations. It's crucial that local communities have a funded meeting place available locally. I fully understand the costs in running such facilities, but having been a council employee for many years, there's loads of other areas where money could and should be made better use of.'

'Personally, I would pay more but many of the people using the facilities could not.'

'I would not like to see subsidies removed but would be willing to pay a SMALL increase to keep Stonehouse Lifestyle open as it has excellent facilities.'

'As long as prices stay affordable for older people.'

'Our group is predominately over 70 if hall wasn't available, we would have to close. Mentally this would be devastating for our group, which has been ongoing for over 60 years'.

'Currently we are not receiving a good enough service for the current costing.'

'As I already pay both council and income tax feel aggrieved that I am being asked to contribute more for services that I use.'

'SLLC have already increased fees recently. If SLLC used monies wisely, as in the private sector, there would be no requirement for a further increase.'

Question/Statement 5

Currently, varying rates are charged to different groups for use of our facilities – vast majority being subsidised. Please rank the following groups in order of priority for continued subsidy, with your top choice as the most important and your last choice as the least important. Please hover over each group and use the up or down arrows to arrange them in your preferred order.

1	Over 60's community groups (non-profit).	
2	Pre 5 community groups (non-profit).	
3	Groups whose core purpose is to provide free support to those in need.	
4	Groups who do not provide free support to those in need, and community events, gala events, function...	
5	Commercial activity by organisations and profit making ventures.	

Rank	Options	First choice				Last choice
1	Over 60's community groups (non-profit).					
2	Pre 5 community groups (non-profit).					
3	Groups whose core purpose is to provide free support to those in need.					
4	Groups who do not provide free support to those in need, and community events, gala events, functions, social gat...					
5	Commercial activity by organisations and profit making ventures.					

6. Please include any additional brief comments.

Sample of additional brief comments (Total 166 comments):

'I think there needs to be more intense scrutiny of which groups the subsidised hire costs are made available to as there are often associated costs to members or attendees to these activities that equal to or surpass those providing an activity that is deemed a profit-making venture.'

'Affordable dog training reduces risks and costs associated with dog control issues. So 'commercial' business which have known social benefits should not be automatically seen as lower priority. A "free" group offering the same/similar to other similar offerings within 5 miles should also not automatically get priority because they are free.'

'Again, more information is needed as is consultation. For example, those organizations making profit can support others by increased charging.'

'Consider pensioners & people on low incomes.'

'Consideration should be given to those nonprofit making organisations who try to improve the lives of others.'

'You need to take into account how much commercial originations use the hall and if a price increase would deter them on the other hand would you get more use from organisations if the price was lower. There is a danger of pricing yourself out of the market.'

'There should be another category for under 60s non-profit voluntary community groups with a rate in between the full and over 60s/pre 5s rate. The discrepancy is huge.'

'Support the over 60s as they have supported their previous piers.'

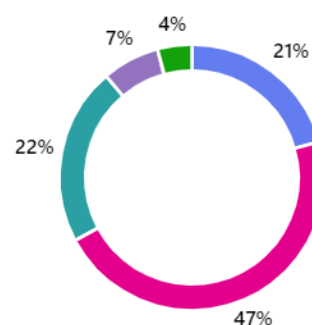
'I don't value Pre 5 over the over 60's, or over free to use community groups. The way this is presented is a false picture of the dilemma. Commercial or chargeable activities should receive no subsidy at all and you should already be seeking full cost recovery.'

'There should be no subsidies - especially not to profit making businesses - e.g. gymnastics club / Stewartfield Community Centre.'

Question/Statement 7

Please indicate how you feel about this statement. I support that for pre 5 community groups, a level of subsidy would remain with a price increase from £7.10 to £7.30 per hour.

Strongly agree	242
Agree	545
Neutral	254
Disagree	82
Strongly disagree	49

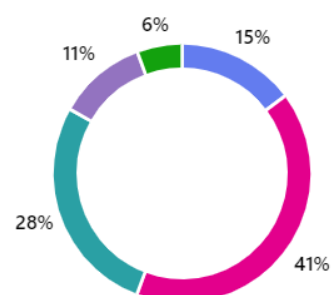


68% strongly agree/agree

Question/Statement 8

Please indicate how you feel about this statement. I support a phased approach for implementing the price increase to pre 5 community groups.

Strongly agree	173
Agree	480
Neutral	323
Disagree	130
Strongly disagree	66



56% strongly agree/agree

Question/Statement 9

Please include any additional brief comments.

Sample of additional brief comments (Total 101 comments):

'Should increase from April. No need for phasing in.'

'I don't support price increases, but I understand they may be necessary.'

'Giving people plenty of notice will help them cope with any consultation and advising them of increase.'

'The hourly rate just now is an unrealistically low starting point. A 20p increase on what is already a bargain is nothing really. If you are taking a hit of pain on these suggestions, then make it worthwhile.'

'How do you phase in a 20p rise?'

'You should be trying to help all these groups to keep children off the street.'

'Important that kids have affordable facilities at the most learning time of their lives.'

'If the premises are being used for group meetings, then those attending meeting should contribute towards the cost.'

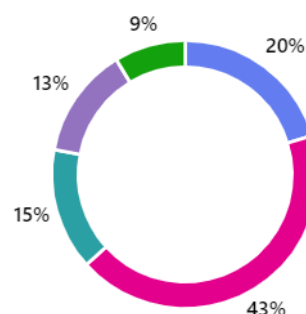
'The demand for pre five groups is very high in South Lanarkshire and it is vital that these groups are charged a rental rate that is affordable. These groups are often attended by vulnerable families who are not able to afford to attend privately run toddler activity groups. Non-profit making toddler groups are inclusive and provide an excellent support network for families with young children.'

'The level of increase illustrated is unlikely to deter participation.'

Question/Statement 10

Please indicate how you feel about this statement. I support that for over 60's community groups, a level of subsidy would remain with a price increase from £7.10 to £7.30 per hour.

Strongly agree	238
Agree	503
Neutral	173
Disagree	157
Strongly disagree	101

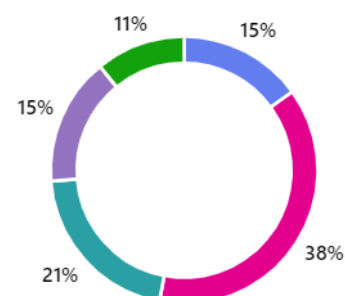


63% strongly agree/agree

Question/Statement 11

Please indicate how you feel about this statement. I support a phased approach for implementing the price increase to over 60's community groups.

Strongly agree	176
Agree	445
Neutral	243
Disagree	181
Strongly disagree	127



53% strongly agree/agree

Question/Statement 12

Please include any additional brief comments.

Sample of additional brief comments (Total 138 comments):

'Older people benefit from a lot of grants and DWP benefits but thru costs of social care and healthcare for older people experiencing loneliness will rise. It is short sighted to charge more for a

social group and reduce attendance while increasing costs of care associated with loneliness. Please take a more holistic approach to evaluation of cost/benefit’.

‘Non for profits are already struggling, especially with SLC threatening to take all their funding away in 26/27. A lot of charities and community groups will not survive this. We need to invest in them.’

‘Pensions need to be encouraged to use facilities.’

‘Don’t mind paying for something in good nick.’

‘Older people get taxed enough!’

‘This is the only place for safe physical activity for older people, pavements and roads are no longer safe for elders with sight or mobility issues.’

‘Everyone is struggling with money. Are you trying to close all the halls!’

‘This age group are more in need of face-to-face places to meet. While there are a lot of silver surfers there is a vast majority who do not have or wish to meet via computer!’

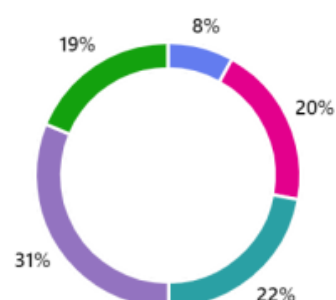
‘Pensioners are having a difficult time due to government cutbacks and should not be paying twice for community charges after paying increased council tax.’

‘They are over 60 feel they have given to community and worked all there days. no fee.’

Question/Statement 13

Please indicate how you feel about this statement. I support that for groups whose core purpose is to provide free support to those in need, a level of subsidy would remain with a price increase from £14.20 to £17.50 per hour.

Strongly agree	94
Agree	233
Neutral	258
Disagree	368
Strongly disagree	219

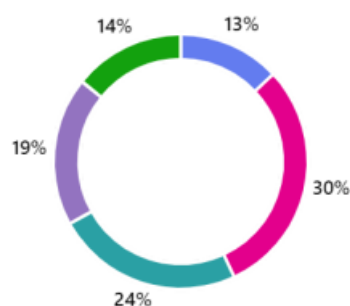


28% strongly agree/agree

Question/Statement 14

Please indicate how you feel about this statement. I support a phased approach for implementing the price increase to groups whose core purpose is to provide free support to those in need.

Strongly agree	152
Agree	353
Neutral	279
Disagree	222
Strongly disagree	166



43% strongly agree/agree

Question/Statement 15

Please include any additional brief comments.

Sample of additional brief comments (Total 161 comments):

'Depending on how much they charge people in the groups for attending.'

'May if those groups are already in the verge of closing. If you increase any more, they will fold, and this will impact on young people's mental and social wellbeing. And lead to an increase in other problems.'

'This offers a wider value to society and safe councils and NHS costs, and any increase would Risk these services and ultimately cost more. It would also be against the principles of community wealth building which is clearly not been considered as part of this proposal.'

'This doesn't appear to provide real options. Additionally, is this enough to ensure future of the third sector in the area - many of which the council supports through grants & other funding.'

'This seems vastly over charged compared to the above example.'

'More subsidy for groups supporting those in need.'

'There is a very distinct lack of groups/facilities for those with ASN, particularly young adults. So, increasing prices for such facilities & services is absolutely not something I agree with.'

'People providing for people In Need price increase is a bit steep.'

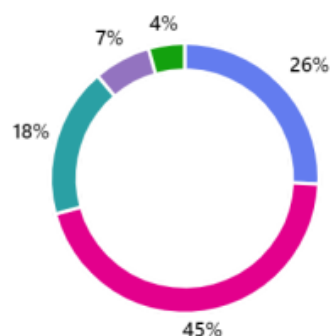
'I don't believe there should be an increase in price for those groups. they provide free support, whereas people choose to have children.'

'This would depend on the type of support required, if someone requires help from a financial perspective, then surely services need to be free, or as close to free as possible?'

Question/Statement 16

Please indicate how you feel about this statement. I support that for groups who do not provide free support to those in need, and community events, gala events, functions, social gatherings, etc, a level of subsidy would remain with a price increase from £28.35 to £29.20 per hour.

Strongly agree	301
Agree	528
Neutral	211
Disagree	81
Strongly disagree	51



71% strongly agree/agree

Question/Statement 17

Please indicate how you feel about this statement. I support a phased approach for implementing the price increase to groups who do not provide free support to those in need, and community events, gala events, functions, social gatherings, etc.



56% strongly agree/agree

Question/Statement 18

Please include any additional brief comments.

Sample of additional brief comments (Total 161 comments):

'I feel community halls are there for the community and the community should have the priority on their use.'

'Think more should be charged for other groups e.g. pre 5s and lower this group to encourage more use.'

'Social gatherings and functions should be higher.'

'Profit making groups/ clubs are already raising their fees to cover costs. There are other private venues they can use.'

'Rate of increase seems reasonable IF it means keeping halls open, as they are essential for many groups and the lifeblood of our communities.'

'These groups provide a range of activities events which have huge benefits to local people businesses etc it seems another perverse decision to charge so much for activities that will e.g. increase foot fall in our shops/town centres /tourist/cultural attractions. viability of these events going forward?'

'Why subsidise them at all?'

'This already affects many sports groups e.g. young football clubs, who are already fund raise but are struggling to pay already increasing prices.'

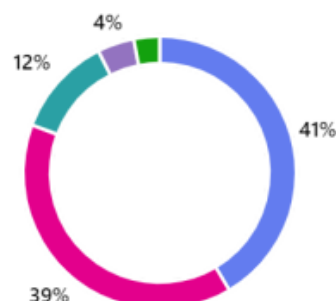
'Understand that costs are rising, however increasing costs make it less competitive to stay in community venues which risks lower usage thus leading to closures.'

'Don't support any increase at all to poorly maintained building.'

Question/Statement 19

Please indicate how you feel about this statement. I support that for commercial activity by organisations and profit-making ventures, no level of subsidy should be applied, and users should pay full price, with a price increase from £42.55 to £43.80 per hour.

Strongly agree	486
Agree	460
Neutral	139
Disagree	51
Strongly disagree	36

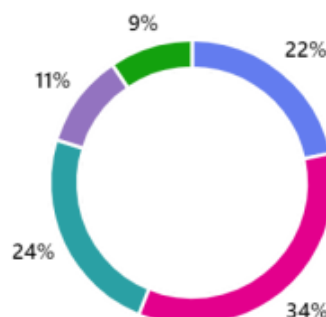


80% strongly agree/agree

Question/Statement 20

Please indicate how you feel about this statement. I support a phased approach for implementing the price increase for commercial activity by organisations and profit-making ventures.

Strongly agree	254
Agree	404
Neutral	278
Disagree	125
Strongly disagree	111



56% strongly agree/agree

Question/Statement 21

Please include any additional brief comments.

Sample of additional brief comments (Total 104 comments):

'I think given the huge difference in price between commercial and what is deemed non-commercial or not for profit hires is extreme. There needs to be consideration to the type of activity that is classed as a commercial let. These often provide a valuable service to families in the local area, and they are trying to remain competitive. As a children's activity provider we nurture children's confidence, self-esteem as well as skills in our advertised activity and exorbitant pricing makes it extremely difficult for these activities to remain competitive and accessible to the general public as a whole.'

'SLLC IS CURRENTLY THE MOST EXPENSIVE IN THE UK.'

'All subsidies should be considered in context. Are there wider societal benefits and councils savings as a benefit (e.g. improving dog control saving £ on enforcement, reducing loneliness saving £ on care and social services provision) it should be higher priority in most deprived areas to offer higher subsidies and huge subsidies where there is huge demand for a service and no alternative provisions.'

'Would this include events raising money for charity? If so, I do not agree they should pay this rate.'

'Profit making ventures should not be subsidised, though costs should be reasonable otherwise facilities will not be used and end up closing.'

'Price increases need to be more across the board of services to ensure proper well managed services to all.'

'This is a somewhat leading question. Would commercial activity to raise funds for a club or organisation to reinvest into equipment and materials for its membership be included? I would hope not. A business, full time or hobby IE bakers, jewellery makers etc that can be found at seasonal markets should pay the full unsubsidised rate for hall hire.'

'These rates should be substantially higher to subsidise not for profit groups.'

'Should be applied immediately, after all, it's a commercial cost.'

'Those making a profit should pay more than the elderly or those in need.'

Question/Statement 22

Please indicate how you feel about this statement. A mixture of staff-supported and technology-support access options should be considered if it helps secure the continued presence of the facilities within communities.



74% strongly agree/agree

Question/Statement 23

Please include any additional brief comments.

Sample of additional brief comments (Total 158 comments):

'Depends on risk factors including damage that may occur, safety etc.'

'This seems very sensible. Consideration should be taken for cleaning.'

'Who is going to take responsibility when something goes wrong as the group that's in will never own up if they have caused damage. Who cleans the hall as most just leave the halls in a mess and expect everyone else to clean up. How do you know when a group has went in or went out the hall as might only hire for the shortest time and stay for hours'.

'If done correctly with clear support/guidance in place for when no staff available, this could work effectively.'

'There are some circumstances this is viable but public/ staff safety needs to be considered.'

'The hall keeper could be replaced by a keylock device with constantly differing codes to ensure the safety and correct usage of halls. Halls could be checked on a regular basis to ensure cleanliness and repairs as required are carried out.'

'Having a trained staff member is always helpful in the case of emergency or accident.'

'I agree if there would be a point of contact during the time of the let if there are any issues. This especially applies for evening and weekend lets.'

'Health and safety nightmare. People overstep the mark. Too much responsibility. Staff presence required.'

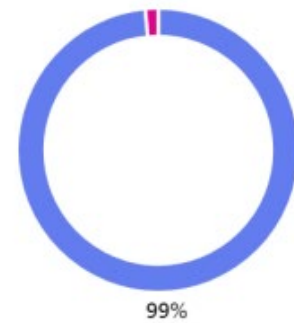
'Sounds dangerous and liable for problems within the spaces with vandalism and health and safety.'

Equality Monitoring Information:

Question/Statement 1

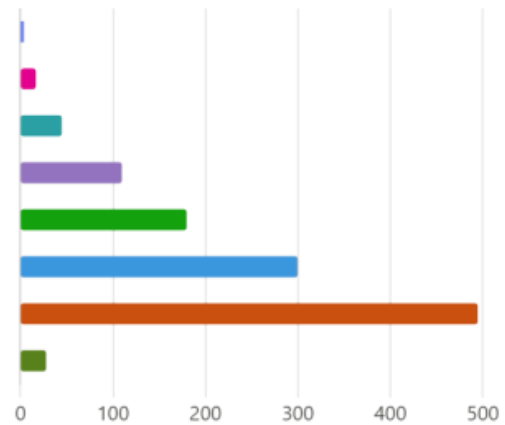
Have you visited any South Lanarkshire Leisure and Culture facilities in the last year?

Yes	1138
No	17



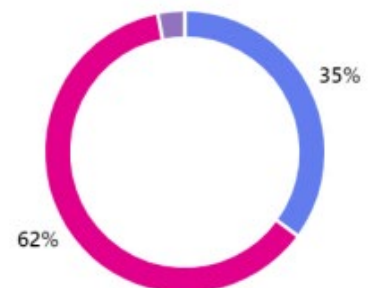
Question 2 - Age group: (Total 1,171, 42% are over 65 years)

Under 16 years	3
16 - 24 years	16
25 - 34 years	44
35 - 44 years	109
45 - 54 years	179
55 - 64 years	299
65 years or over	494
Prefer not to answer	27

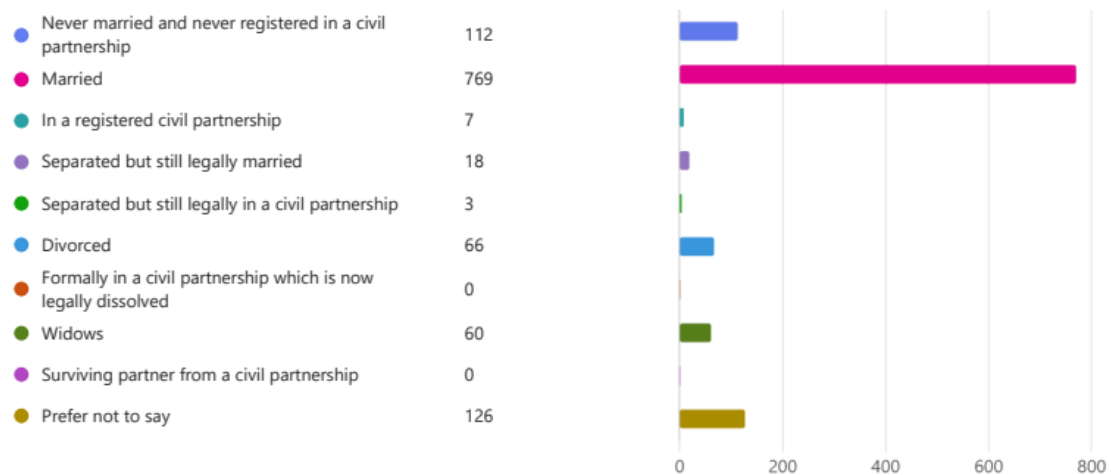


Question 3 - Gender identity: (Total 1,165, 62% are female)

Male	409
Female	720
Other	0
Prefer not to answer	36



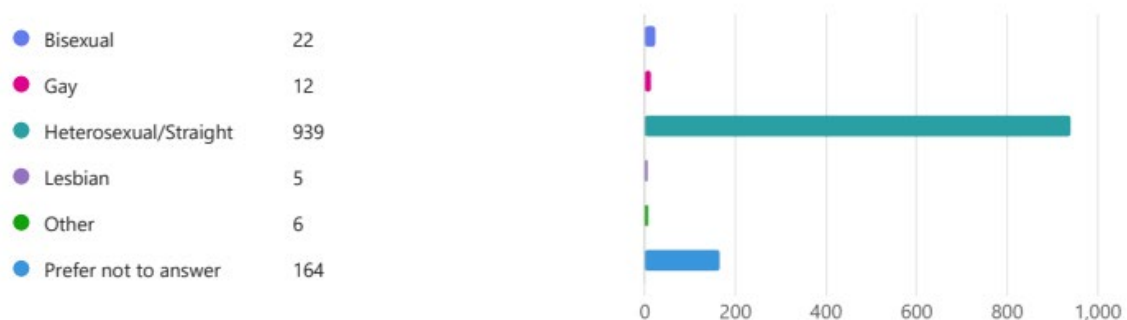
Question 4 - Legal marital or registered civil partnership status: (Total 1,161, 66% are married)



Question 5 - Caring responsibilities: (Total 1,156, 34% have caring responsibilities)

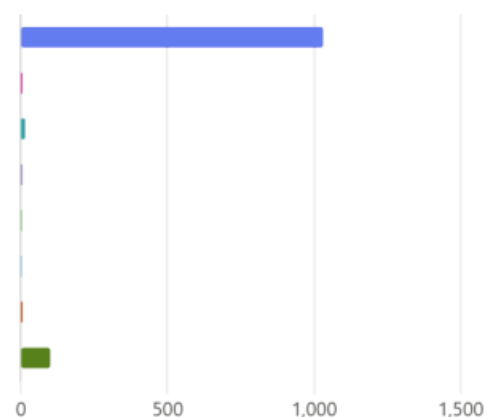


Question 6 - Sexual orientation: (Total 1,148, 82% are heterosexual/straight)



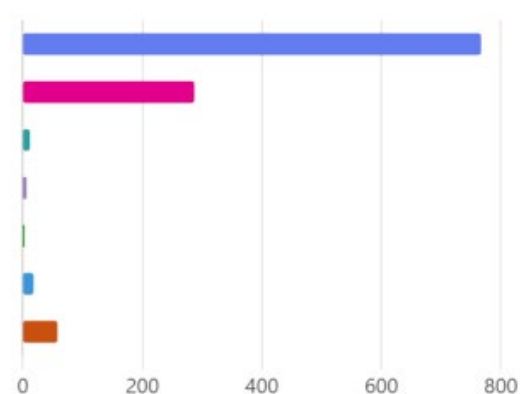
Question 7 - Ethnic background: (Total 1,146, 2% are from ethnic minorities)

White	1029
Mixed/ Multiple ethnic groups	2
Asian, Asian Scottish, Asian British	12
African	1
Caribbean or Black	0
Arab	0
Another ethnic group	4
Prefer not to answer	98



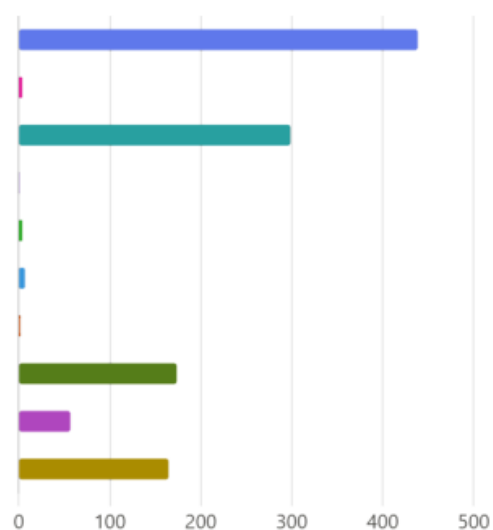
Question 8 - National Identity: (Total 1,141)

Scottish	766
British	286
English	11
Irish	5
Welsh	2
Other	17
Prefer not to answer	57



Question 9 - Religion, religious denomination or body: (Total 1,142)

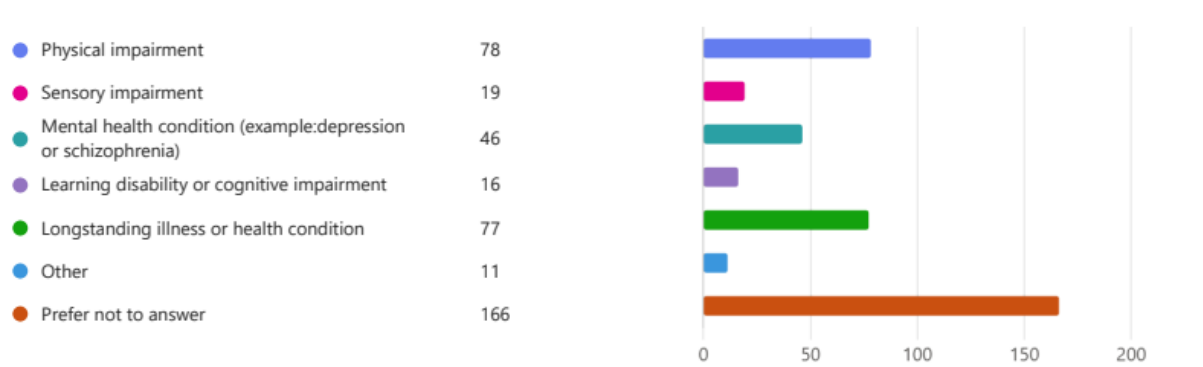
None	438
Buddhist	3
Church of Scotland	298
Hindu	0
Jewish	3
Muslim	6
Sikh	1
Roman Catholic	173
Other religion or belief	56
Prefer not to answer	164



Question 10: Disability according to the terms given in the Equality Act 2010: (Total 1,140, 12% have a disability)



Question 11 - Type of impairment:



Appendix 2– Employee and Stakeholder Communications Plan

Date	Communications	Comments
3 March 2025	SLLC Board Meeting	Post-decision Trade Union representatives and managers informed of decision.
March 2025	Engagement with Staff	Communication with wider staff commences via briefing notes and meetings.
March 2025	Engagement with Trade Unions	HR will liaise with trade unions throughout implementation process.
February /March 2025	Engagement with local groups and interested parties	Decision communicated to stakeholders and public. Continued discussion with local communities in areas affected by decisions. Halls customers will be made aware of any price increases shortly after the Board meeting.
March to April 2025	Ongoing engagement with Staff, Trade Unions and elected members	Continued discussion with staff and trades union representatives around facilities affected by decisions. Elected members notified prior to customer communications going out
March to April 2025	Customer communication	Notification through usual channels of information on price increases.

Appendix 3 – Risk Register

No	Risk	Risk Description	Risk level (Low/med/high)	Controls	Comments
1	Staffing - pay	Uncertainty around pay award for 25/26 and level of any SLC funding	High	Build into modelling	Reasonable estimates built into budget. Continue to monitor discussions between COSLA and Scottish Government Ongoing discussions with SLC linked to wider financial planning.
2	Staffing – removal of vacancies	Increased pressure on existing staffing who report being stretched and under increasing pressure.	High	Offer of further rationalisation to mitigate staff impact	Staff allocations will be monitored throughout the year to balance provision across high demand facilities.
3	Reputational risk	SLLC/SLC timelines and comms	Medium	Communications Plan	
4	Price changes	Membership drop off/ phasing of income	Medium	Investment in estate and equipment	High level of marketing and promotion required to help mitigate drop off.
5	Financial risk	Unable to balance budget	Medium	Savings, efficiencies and pricing proposals. Ongoing budget monitoring	Ongoing discussions with SLC linked to wider financial planning.



IMPACT ASSESSMENT REPORT

Policy Title – Financial Savings

Assessment Date 29/10/2024

Status

Assessment Number

Lead Officer Name Karen McNally

Lead Officer

Resource Name - SLLC

Service Name- All

Completed By Group - Ross McKie, Elaine Donaldson, Martin Cryans, Karen McNally

Recommendation - The recommendation is for the price increases to be applied as proposed.

Actions Required - The EQIA will be passed to SLLC board for consideration along with the overall proposal, and if approved, will be implemented during financial year 25/26.

Group Members

Ross McKie, Elaine Donaldson, Martin Cryans, Karen McNally

Aims, objective, purpose and intended outcomes

South Lanarkshire Leisure and Culture contributes positively to a range of national and local priorities, programmes, projects and initiatives which aim to address inequalities and at the same time provide opportunities to improve the health, wellbeing and the learning environment for all our residents and communities in South Lanarkshire.

As a result of financial pressures and with our continued aim of ensuring the sustainability of service provision the implementation of **general price increase** across all services between **2-6%** is being considered.

Additionally, proposals have been developed across three of our main service areas with price increases between **2-6%** being considered. Detailed below are examples of the marginal increase in cost to current and new users of our services.

- Health and Fitness Memberships increase between 2-6%, the current adult price is £27.00 and would potentially increase to between £27.50 -£28.60
- All Swimming admission increase between 2-6%, the current adult swim price is £4.70 and would potentially increase to between £4.80-£5.00
- Golf admissions increase between 2-6%, an annual Rover ticket is currently £508 and would potentially increase to between £518.15 - £538.50

The concession rate of 25% would be retained across all the services noted above and direct debit options would be retained for the golf season ticket.

This assessment will consider the impact the proposed increase will have on people who currently use the service and those who may use the service in the future.



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IMPACT ASSESSMENT REPORT

Who was involved in the development of the policy?

Price increase proposals were developed by SLLC officers in their respective areas of responsibility.

Q1. Who will be affected by the policy?

This policy will affect approximately 34,207 existing members and any potential new customers/services users. The price point of our services represents good value and, in most cases, are lower than other organisations offering similar services. Benchmarking has taken place against neighbouring authorities/organisations, the table below shows how our price points

Swim	Ave £	SLLC plus or minus against average price	SLLC rank lowest to highest price	No of comparison sites (inc SLLC)
Private Lessons - Adult	£47.03	-£19.83	1	5
Private Lessons - 1 Child	£33.63	-£10.13	3	6
Swim - Adult	£5.01	-£0.31	5	13
Learn To Swim Programme and Rookie Programme (junior)	£25.36	£5.14	11	11
Learn to swim programme per minute	£0.81	-£0.05	4	11

compare across swim, gym and golf services.

Average Prices 2024-25

Gym memberships

Couple	£74.94	-£26.34	1	5
Junior concession	£12.10	-£1.95	1	4
Activage or 60+ product equivalent	£25.05	-£15.05	2	14
Adult	£34.37	-£7.37	3	14
Junior	£17.55	-£4.05	3	14
Passport (unemployed/disability)	£21.68	-£1.43	6	12
Student	£23.20	-£2.95	6	14
Fitness Class - Adult	£6.70	£0.20	8	14
Gym - Adult	£7.10	£0.30	9	14



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Golf membership and Pay to Play

Pay2Play 9 holes - Junior	£8.66	-£2.66	1	3
Pay2Play 9 holes - Senior	£10.83	-£1.83	1	3
Rover - 6 courses - Adult	£548.25	-£40.25	1	2
Rover - 6 courses - Youth u22	£127.44	-£52.44	1	2
Rover - 6 courses - Youth u25	£356.00	-£14.00	1	2
Rover - 6 courses - Senior	£415.25	-£34.25	1	2
Rover - 2 courses - Adult	£338.00	-£28.00	1	3
Rover - 2 courses - Senior	£258.00	-£26.00	1	2
Single - Biggar -Adult	£420.00	£0.00	1	1
Single - Biggar -Senior	£315.00	£0.00	1	1
9 holes - Adult	£280.00	£0.00	1	1
9 holes - Senior	£210.00	£0.00	1	1
Insurance - annual	£4.00	£0.00	1	1
Insurance - Pay2Play 18 holes	£0.40	£0.00	1	1
Insurance - Pay2Play 9 holes	£0.20	£0.00	1	1
Pay2Play 18 holes - Snr	£20.38	-£1.63	2	4
Pay2Play 9 holes - Adult	£12.94	-£0.94	2	4
Rover - 2 courses - Youth u25	£121.00	£82.00	2	2
Single - Torr/Lglands/Hbush - Adult	£362.50	£112.50	2	2
Single - Torr/Lglands/Hbush - Senior	£252.50	£102.50	2	2
Pay2Play 18 holes - Adult	£25.24	-£0.24	3	4
Pay2Play 18 holes - Junior	£12.96	-£0.46	3	4



IMPACT ASSESSMENT REPORT

Q2. Who will be/has been involved in the consultation process?

Consultation with South Lanarkshire residents took place in October with 6,722 responses received. Responses were collected via a Microsoft Form link available on our website, social media platforms, and app. Emails were distributed directly to SLLC’s customer database and SLC’s community groups, each containing a direct link to the form. Additionally, posters featuring a QR code were exhibited at our facilities, with paper copies also provided for access

The consultation was also circulated via the Community Engagement Team to approximately 205 community groups across South Lanarkshire, these included;
Financial Inclusion Network (this has 363 members from the public/third sectors);
Community Planning Progress Group (24 Community Planning Partnership members);
Community Planning Outcomes Leads Group (11 Community Planning Partnership members);
Cambuslang/Rutherglen Community Partnership (30 members from across community councils/local groups/residents);
Clydesdale Community Partnership (42 members from across community councils/local groups/residents);
East Kilbride/Strathaven Community Partnership (25 members from across community councils/local groups/residents).

Within the consultation residents were asked if they would be willing to accept price increases for the services provided by South Lanarkshire Leisure and Culture if it assisted in delivering continued service provision. 4245 respondents Strongly agreed or Agreed with this statement (graph below extracted from the consultation) which shows an acceptance on the need for a general increase in our prices.

Question/Statement 3
I would be willing to accept general price increases for the services provided by South Lanarkshire Leisure and Culture if it assisted in delivering continued service provision.





IMPACT ASSESSMENT REPORT

Additionally, residents were asked to respond to the proposed price increases across our three service areas of health and fitness, gold and swimming. The results show the following

Health and fitness

- 2-4% - 60% strongly agree/agree
- 4-6% - 51% strongly agree/agree

Golf

- 2-4% - 42% strongly agree/agree
- 4-6% - 38% strongly agree/agree

Swimming

- 2-4% - 53% strongly agree/agree
- 4-6% - 42% strongly agree/agree

Q3. Please outline any particular needs/barriers which equality groups may have in relation to this policy, what evidence are you using to support this and whether there is any negative impact on particular groups.

Age - What Effect/Difference will the Policy have on people?

There is some evidence of this policy having a minor disproportionate impact for those with caring responsibilities (children under 18 years) accessing swimming lessons. Additionally, use of our facilities by the over 60s age group may fall as a result of the increased charges. This could result in a reduction in attendances that may have a direct effect on an individual's physical and mental well-being as they may no longer be able to afford the fees to access our facilities. Services however are accessible to all and the proposed price point is lower than competitors and/or lower than level of inflation. Concession rates would still apply if applicable via with the Leisure for All Policy. For those applicable the Activage product/concession provides lower cost access to all SLLC services.

Age - How Do You Know That?

Management Information systems currently report on junior and adult admission.

Other – Based on Data from Consultation Survey over 41% of our respondents have caring responsibilities with 28% having responsibility for a child under 14years. Additionally, 26% of the respondents are over 65 years of age.

Survey responses

Category	Total	%
Under 16 years	34	0.36%
16 - 24 years	162	2.42%
25 - 34 years	572	8.29%
35 - 44 years	1302	18.85%
45 - 54 years	1321	20.27%



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55 - 64 years	1517	22.35%
65 years or over	1711	25.98%
Prefer not to answer	88	1.26%
(blank)	15	0.21%
Grand Total	6722	100.00%

General Price

Category	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Under 16 years	14.71%	32.35%	14.71%	17.65%	20.59%
16 - 24 years	10.49%	30.86%	24.69%	20.37%	13.58%
25 - 34 years	16.96%	34.97%	18.71%	17.31%	12.06%
35 - 44 years	17.74%	39.94%	17.82%	14.13%	10.37%
45 - 54 years	17.87%	43.30%	16.65%	12.87%	9.31%
55 - 64 years	18.72%	50.10%	14.44%	10.42%	6.33%
65 years or over	24.25%	46.46%	14.14%	10.11%	5.03%
Prefer not to answer	14.77%	34.09%	12.50%	19.32%	19.32%
(blank)	40.00%	20.00%	0.00%	33.33%	6.67%
Grand Total	19.40%	43.75%	16.01%	12.57%	8.27%

Disability - What Effect/Difference will the Policy have on people?

The increased price proposals may mean some people living with a disability can no longer afford to access our services and therefore cancel/stop accessing.

Evidence shows there are several hidden costs to being disabled with additional spend being required for essential goods such as energy, transport, equipment and additional support. These additional costs alongside the proposed price increase and cost of living crisis could



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limit the ability of those with a disability to continue their participation in our services, this could therefore have a direct negative impact on their physical and mental wellbeing.

However, It is unlikely that there will be any specific disproportionate impact on people with disabilities. Services are accessible to all and the proposed price points are lower than competitors and/or lower than level of inflation. Concession rates would still apply if applicable via with the Leisure for All Policy.

Disability - How Do You Know That?

Within South Lanarkshire there are no complete figures available to show how many people identify as considering themselves to be disabled. However, anecdotal feedback from the South Lanarkshire Disability Partnership suggests the use of leisure facilities for people with disabilities across the authority is particularly welcome and can help combat social isolation and improve their personal wellbeing.

Survey responses

Disability according to the terms given in the Equality Act 2010	Total	%
No	5188	77.38%
Yes	915	13.44%
Prefer not to answer	450	6.69%
(blank)	169	2.49%
Grand Total	6722	100.00%

General Price Increase	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
No	20.24%	46.07%	15.21%	11.49%	7.00%
Yes	18.58%	38.58%	18.91%	15.30%	8.63%
Prefer not to answer	12.44%	31.11%	17.56%	18.00%	20.89%
(blank)	16.57%	34.32%	20.71%	16.57%	11.83%
Grand Total	19.40%	43.75%	16.01%	12.57%	8.27%



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Gender Reassignment - What Effect/Difference will the Policy have on people?

It is unlikely that there will be any specific disproportionate impact on people in this equality group in relation to this proposal. Price increase will apply equally to all in this group. Services are accessible to all and the proposed price point is lower than competitors and/or lower than level of inflation. Concession rates would still apply if applicable via with the Leisure for All Policy.

Gender Reassignment - How Do You Know That?

Based on Data from Consultation Survey.

Marriage & Civil Partnership - What Effect/Difference will the Policy have on people?

It is unlikely that there will be any specific disproportionate impact on people in this equality group in relation to this proposal. Price increase will apply equally to all in this group.

Marriage & Civil Partnership - How Do You Know That?

Services are accessible to all and the proposed price point is lower than competitors and/or lower than level of inflation. Concession rates would still apply if applicable via with the Leisure for All Policy.

Pregnancy & Maternity - What Effect/Difference will the Policy have on people?

There is some evidence of this policy having a minor disproportionate impact for those with caring responsibilities accessing swimming lessons. Services however are accessible to all and the proposed price point is lower than competitors and/or lower than level of inflation. Concession rates would still apply if applicable via with the Leisure for All Policy.

Pregnancy & Maternity - How Do You Know That?

Based on Data from Consultation Survey.

Race - What Effect/Difference will the Policy have on people?

It is unlikely that there will be any specific disproportionate impact based on race. There is no evidence or indication that those of a particular race use our services in a greater or lower proportion to than those of general population distribution. Proposed price increase is applicable to all service users. Services are accessible to all and the proposed price point is lower than competitors and/or lower than level of inflation. Concession rates would still apply if applicable via with the Leisure for All Policy.

Race - How Do You Know That?

Based on Data from Consultation Survey.

Religion & Belief - What Effect/Difference will the Policy have on people?

It is unlikely that there will be any specific disproportionate impact based on religion or belief. There is no evidence or indication that those of a particular religion or belief use our services in a greater or lower proportion to than those of



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general population distribution. Proposed price increase is applicable to all service users. Services are accessible to all and the proposed price point is lower than competitors and/or lower than level of inflation. Concession rates would still apply if applicable via with the Leisure for All Policy.

Religion & Belief - How Do You Know That?

Based on Data from Consultation Survey.

Sex (Gender) - What Effect/Difference will the Policy have on people?

It is unlikely that there will be any specific disproportionate impact on people in this equality group in relation to this proposal. Proposed price increase is applicable to all service users. Services are accessible to all and the proposed price point is lower than competitors and/or lower than level of inflation. Concession rates would still apply if applicable via with the Leisure for All Policy.

Sex (Gender) - How Do You Know That?

Based on Data from Consultation Survey.

Survey responses

Category	Total	%
Female	3668	55.37%
Male	2862	41.83%
Other	12	0.17%
Prefer not to answer	160	2.38%
(blank)	20	0.25%
Grand Total	6722	100.00%

General Price Increase

Category	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Female	18.24%	44.85%	16.85%	13.00%	7.06%
Male	21.07%	42.87%	15.20%	11.74%	9.12%
Other	41.67%	33.33%	8.33%	8.33%	8.33%



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Prefer not to answer	13.75%	36.88%	13.13%	16.25%	20.00%
(blank)	25.00%	30.00%	5.00%	25.00%	15.00%
Grand Total	19.40%	43.75%	16.01%	12.57%	8.27%

Sexual Orientation - What Effect/Difference will the Policy have on people?

It is unlikely that there will be any specific disproportionate impact based on sexual orientation. There is no evidence or indication that those of a particular sexual orientation use our services in a greater or lower proportion to than those of general population distribution. Proposed price increase is applicable to all service users. Services are accessible to all and the proposed price point is lower than competitors and/or lower than level of inflation. Concession rates would still apply if applicable via with the Leisure for All Policy.

Sexual Orientation - How Do You Know That?

Based on Data from Consultation Survey.

Q5. If policy has a negative impact on an equality group, but is still to be implemented, please provide justification for this.

As outlined, it is unlikely in general that there will be any specific significant disproportionate impact based on any of the equalities group. Proposed price increases are applicable to all service users. Services are accessible to all and the proposed price points are lower than competitors and/or lower than level of inflation. Concession rates would still apply if applicable via with the Leisure for All Policy.

Per the customer consultation, existing service users have indicated they feel SLLC services represent value for money as it stands and a willingness to accept an increase in prices to preserve services.

Q6. How will the impact of the policy be monitored and reported on an ongoing basis?

Customer comments as well as attendance figures will continue to be monitored. Performance monitoring arrangements are currently in place and will continue.

Q7. What is your recommendation for the policy?

It is recommended that the proposals to increase charges be implemented.

Consultation reports and benchmarking data can be made available on request.



Report

Report to:	Board of Trustees
Date of Meeting:	5 March 2025
Report by:	Kay Morrison, Chief Executive

Subject:	Summary Action Plan 2025/26
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Share with the Board the 2025/26 summary action plan for South Lanarkshire Leisure and Culture (SLLC).

2. Recommendation

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

- (1) That the summary action plan is noted.

3. Background

3.1. The SLLC Strategy 2022-2027 was approved by the Board at its meeting on 22 June 2022.

3.2. The strategy sets out the strategic objectives for 2022-27 which are:

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

3.3. These objectives sit alongside the cross-cutting themes identified by South Lanarkshire Council's (SLC or the Council) Council Plan and also the South Lanarkshire Community Plan.

4. 2025/26 Summary Action Plan

- 4.1. The summary action plan outlined in appendix 1 gives a Board level outline of the key actions that will be progressed over the coming year to help achieve the strategic objectives.
- 4.2. The impact of the actions outlined are reported to Board throughout the year via the quarterly performance report which includes specific performance indicators linked to the actions. Further reporting will be undertaken via specific reports to Board where some performance indicators are measured annually.

5. Next Steps

- 5.1. The Board will continue to be updated on the current 2022-2027 Strategy and summary action plan through quarterly performance reports. Performance will also be reported to Board in line with an agreed mechanism outlined in the commissioning plan between SLLC and South Lanarkshire Council, once agreed.

- 5.2. Looking ahead to the development of the next SLLC strategy, it is anticipated that a draft would be presented to the Board at its meeting on November 2026.
- 5.3. Work together as part of South Lanarkshire's Community Planning Partnership (CPP) SLLC will develop and implement the MARMOT approach (Appendix 2).
- 6. Employee Implications**
 - 6.1. There are no employee implications arising from this report.
- 7. Financial Implications**
 - 7.1. There are no financial implications arising from this report.
- 8. Other Implications**
 - 8.1. There are no other implications in terms of risk and sustainability.
- 9. Equality Impact Assessment and Consultation Arrangements**
 - 9.1. There is no requirement to carry out an impact assessment or consultation in terms of the proposals contained within this report.

Nick Lansdell
Strategy and Business Development Manager

5 March 2025

Links to SLLC Objectives

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

Previous References

- ◆ None

List of Background Papers

- ◆ SLLC Strategy 2022-27
- ◆ South Lanarkshire Leisure and Culture Strategy 2022-2027 Board report dated 22 June 2022

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: 8454374 (Tel: 01698 454374)
E-mail: nick.lansdell@southlanarkshireleisure.co.uk

Appendix 1 – SLLC Summary Action Plan 2025-26

VISION: Healthier, happier. more connected lives

Mission: Improve health and wellbeing by offering attractive, affordable activities delivered with warmth, friendliness and individual pride

Strategic objective: Organisational sustainability – Develop a business model that allows a more sustainable provision of quality services in priority areas

Action	Milestone	Board Reporting
Work with SLC to develop commissioning plan between SLC and SLLC	Commissioning plan approved by Board May 2025	Annual Board update
Move to 3 year financial planning together with SLC.	Year-end balanced budget with contribution to reserves when possible. 3 year finance plan approved by Board February 2025 SLC Estates Strategy June 2025 Country Parks Master Plan 2025	Quarterly finance Board reports
Develop business growth plan – Diversify income streams, increase capacity, target new markets, events, sponsorship, marketing, memberships, product development, gift aid, franchising	Growth plan approved by Board May 2025	Quarterly performance Board reports (<i>membership no's, visitor numbers</i>) Quarterly finance Board reports (<i>income</i>)
Embed new staffing structure	Implementation of new structure will commence February 2025	Structure update report to Board Feb 2025
Conduct site by site operational review to identify potential savings/changes to ways of working	Review undertaken throughout the year to identify possible savings for 2026.	Savings report to Board Feb 2026

Strategic objective: Equality and Inclusion – Provide accessible wellbeing and learning services through targeted interventions.		
Develop equality reporting system to establish baseline engagement across universal services and targeted programmes and sessions.	Equalities report to Board Aug 2025	Annual equality and inclusion Board update
Implement targeted programmes based on South Lanarkshire demographic and health data – linked to South Lanarkshire MARMOT plans.	Report on South Lanarkshire MARMOT plans to May Board meeting.	Annual equality and inclusion Board update
Pursue options to establish social value of SLLC services through work with partners including CLUK		Social value report to Board May 2026
Strategic objective: Connected and engaged – Enable people to connect with each other and with their community through the services we provide		
Review existing partnerships assessing value and impact and consider start, stop, continue.	Review complete June 2025	Partnerships report to August Board if any significant strategic changes recommended.
Procure and implement new IT systems to enhance customer experience (Front of house system, App development, halls remote access).	Implementation schedule confirmed April 2025 (SLC dependent)	Quarterly performance Board reports (<i>Customer feedback, membership numbers, visitor numbers</i>).
Develop internal and external communication plans (staff, customers, stakeholders)	Plans complete April 2025 Annual stakeholder event October 2025	Quarterly performance Board reports Annual Staff survey Board report
Raise the profile of SLLC, influence and advocate for the sector locally and nationally. Stay informed of future developments by ensuring staff proactively engage with appropriate bodies (CLUK, VOCAL, ASVA, COSLA etc).	SLLC representation confirmed on key groups/bodies April 2025 with attendance at events and conferences.	Specific Board reports relating to any relevant key issues or opportunities raised throughout the year.

Create opportunities for social connection across our communities by delivering a range of physical activity, volunteering, cultural, outdoor learning programmes, and events (including Social prescribing programmes, Memories Groups, Fitness Live, School Sport events, Bookbug session, Creative painting and photography sessions, Active Days events, outdoor residentials)	Digital and social media plan in place by May 2025. Events and customer engagement plan in place by 2025.	Quarterly performance Board reports (<i>Customer feedback, membership numbers, visitor numbers</i>). Quarterly performance Board reports (<i>Customer feedback, membership numbers, visitor numbers</i>).
Strategic objective: Health and wellbeing – Help the people of South Lanarkshire live healthier, happier lives with a focus on physical and mental wellbeing		
Work together as part of South Lanarkshire's community planning partnership (CPP) to develop and implement the MARMOT approach. Develop and deliver interventions and policies to improve health equity, embed health equity approaches in local systems and take a long-term, whole-system approach to improving health equity	Report on South Lanarkshire MARMOT plans to May 2025 Board meeting.	Quarterly Board updates (wider schedule tbc between CPP partners).
Deliver prevention and early intervention programmes, widening the physical activity referral programme to include cultural activities that support improved mental health.	Agreed partnership funding with HSCP – confirmed Quarter 4.	Quarterly performance Board reports (<i>membership and visitor number, customer feedback on impact</i>) Annual referral programme report to Board
Continue universal service provision which contributes to improved health and wellbeing, physical and mental.		Quarterly performance Board reports (Customer feedback on impact)



Report

Agenda Item

10

Report to: **Executive Committee**
 Date of Meeting: **11 December 2024**
 Report by: **Chief Executive**

Subject: **Marmot Place for South Lanarkshire**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ inform the Executive Committee of the Marmot approach to place and provide an update on South Lanarkshire's successful application to participate in a Scottish pilot

2. Recommendation(s)

2.1. The Executive Committee is asked to approve the following recommendations:-

- (1) to note that South Lanarkshire Council, in partnership with NHS Lanarkshire and the Community Planning Partnership, is one of three Scottish local authorities that will participate in the Scottish Marmot Place pilot.

3. Background

- 3.1. Marmot Places is an evidence-based, place approach where partners collaborate to reduce inequalities in a defined 'place'. The 'place' could be a town, a neighbourhood or a whole authority.
- 3.2. University College London's Institute of Health Equity (IHE), led by Professor Sir Michael Marmot, is a leading global health institute which has worked with more than 45 local authorities, the NHS, businesses and the community and voluntary sector to improve health and reduce inequalities.
- 3.3. A Marmot Place recognises that health and health inequalities are mostly shaped by the conditions in which people are born, grow, live, work and age. It takes action to improve health and reduce health inequalities and can demonstrate success in Marmot towns in reducing health inequalities.
- 3.4. Based on eight principles, outlined in Appendix 1, Marmot Places develop and deliver interventions and policies to improve health equity, embed health equity approaches in local systems and take a long-term, whole-system approach to improving health equity.
- 3.5. A whole systems approach to health recognises that our health is shaped by many things: 40% social and economic factors, 30% health behaviours, 20% health services, 10% physical environment.¹ No one service or agency controls all of these factors and indeed some of them are beyond control of public services, but many are not.

¹ Adapted from the Kings Fund ([A Vision For Population Health | The King's Fund \(kingsfund.org.uk\)](https://www.kingsfund.org.uk))

- 3.6. Life expectancy is no longer rising in Scotland, and we have seen a widening of health inequalities. Average living standards, measured by household incomes, have never returned to pre-2010 levels of growth and have fallen since 2019. People living in the most deprived areas experience poor health longer and die younger than people living in the least deprived areas.²
- 3.7. Key population-level indicators of health and living standards are showing concerning trends at a Scotland wide level:-
- More people in Scotland are in relative poverty now than they were pre-pandemic.
 - People in Scotland are now more likely to be inactive due to long-term illnesses.
 - Food insecurity, homelessness, and fuel poverty are all higher than they were pre-pandemic.
 - Gaps in education between students in deprived and non-deprived areas remain high.
 - Men are also of particular concern, with higher mortality rates from alcohol, drug misuse, and suicide compared to the general population.
 - Alcohol mortality also increased in 2023.³
- 3.8. Acknowledging that reducing budgets creates significant and often implicit and tacit barriers to achieving change for better outcomes, the Marmot Place approach assists organisations to examine these social and economic determinants in a local context, creating a place-focused evidence base from which to make decisions to improve healthy life expectancy for those experiencing inequality.
- 3.9. In May 2024, local authorities were invited to apply to be one of three areas in Scotland that would work with IHE and Public Health Scotland (PHS) on a Scottish pilot project based on the Marmot approach. On 8 November 2024, the Council was informed that our application had been successful.

4 Marmot Place Scottish Programme

- 4.1. The Marmot place programme will operate in Scotland as a partnership between IHE, Public Health Scotland and the three Scottish local authorities to foster a whole system collaboration (health and social care services, national and local government, private sector, Third Sector, civic society, communities, academia) around a place with health equity at its core.
- 4.2. The process in the three local authorities will take just under two years and the place- based work will have four main components:
1. Analysis of data
- Working with local data analysts and national and local data to provide data packs identifying inequalities in health and the social determinants of health with focus on particular groups and places.
 - Production of data and relevant advocacy for stakeholders within the place including, across local government and the community planning partnerships, healthcare, social care and public services, business and the economic sector, the community and voluntary sector, communities.
 - Prioritisation of specific issues, places and population groups

² [State of the Nation \(fraserofallander.org\)](https://www.fraserofallander.org) Published 11 Sept 2024

³ [State of the Nation \(fraserofallander.org\)](https://www.fraserofallander.org) Published 11 Sept 2024

2. Understanding enablers and barriers to action

- Working with stakeholders across the 'health equity' system within the place to assess opportunities and barriers to action.
- Workshops with various stakeholders on specific areas, identified as priorities. There will be a focus on commissioning and resource allocations within the place.
- Working with the health equity system to identify ways forward for a long - lasting health equity system.

3. Development of recommendations for action

- Based on stages one and two, IHE will work with key stakeholders to develop recommendations to support better health and well being
- Following development of recommendations, an implementation plan will be proposed.

4. Work with other places and the national system in Scotland

- Based on the work within places, places will be asked to share their experiences and learning with other places and with the national system in Scotland
- IHE will support places to do this with briefings and relevant analyses.

5. South Lanarkshire Application Summary

- 5.1. South Lanarkshire Council's expression of interest to participate in the Scottish Marmot Place pilot was submitted in partnership with NHS Lanarkshire, and the Community Planning Partnership.
- 5.2. It noted that our vision is that South Lanarkshire is a place that prides itself on using evidence and research to create the best possible environment for the population to live healthy, happy, thriving lives to help reduce the negative impacts of the social determinants of health.
- 5.3. It stressed that we work to align our partnership's resources to shared goals of commissioning for health equity and joint resourcing for prevention by improving our ability to understand and measure direct impact of our interventions and the links across policy areas by linking all of them to broader goals of reducing poverty and improving health inequality.
- 5.4. Our application highlighted the fact that we are a unique authority in our geography mix and size and while we have some highly-ranked Scottish Index of Multiple Deprivation (SIMD) neighbourhoods, inequality in South Lanarkshire can be hard to identify as it sits in 'pockets' of places, that are well planned and socially and economically mixed in normal indicators of deprivation. Inequality in these pockets can be masked within averages of high and low determinant indicators.
- 5.5. The application further noted that we have solid foundations and a lot of place focused opportunities in which to deliver change:-
 - ◆ Council and Community Plans outline a similar place-based commitment focusing on the social and economic determinants of health.
 - ◆ Evidence-based Neighbourhood Plans.
 - ◆ Rutherglen Shaping Places for Wellbeing Pilot .
 - ◆ Development of Local Development Plan 4.
 - ◆ Town Centre Master Planning in Rutherglen, East Kilbride and Hamilton.
 - ◆ Considerable strategic policy intent to commission for equity across all Resources.

- 5.6. The Marmot pilot should be regarded as a starting point, with all partners gaining the knowledge and decision-making skills that will be required to mainstream this approach long term.
- 5.7. Marmot will help all partners learn to ensure that they are investing in the necessary new skills and resources to fully assess the effectiveness and value for money of public spending. It will improve governance and accountability through the robust use of data to deliver policy.
- 5.8. Each partner will be accountable for decisions relating to its own organisation's duties and resources as a contributor within a whole systems collaborative programme.

6. Next Steps

- 6.1. A meeting with Public Health Scotland and the Marmot Institute of Public Health team will take place in early December to discuss the next steps and agree what support would be available for each of the phases outlined in Section 4 over the next two years.
- 6.2. Community planning partners are currently developing joint priorities for discussion with the Institute for Public Health team. We are considering how to establish a collaborative evidence base of inequality for South Lanarkshire that is accessible and referenced in both decision-making and evaluating impact. Within this, we are considering how best to adopt place as a unifier of people's life outcomes and how planning for place could support more positive health outcomes. This is likely to also be looked at through thematic lenses that are the 8 marmot principles for positive health, outlined in Appendix 1, also known as the social determinants for health.
- 6.3. Governance and briefing structures for Elected Members are under consideration and a proposal will be provided at a future meeting of the Executive.

7. Employee Implications

- 7.1. There are no employee implications at this stage,

8. Financial Implications

- 8.1. At this stage, there are no direct financial implications.

9. Climate Change, Sustainability and Environmental Implications

- 9.1. It is expected there would be positive environmental impacts to a Marmot Place. It is one of the eight principles to address in the programme.

10. Integrated Impact Assessment and Consultation Requirements

- 10.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy at this time, and therefore no impact assessment is required.
- 10.2. There is also no requirement to undertake any consultation in terms of the information contained in this report.
- 10.3. Introducing and developing the Marmot approach may in future require new policies and approaches, or a review and change of existing policy, function or strategy. At that point Integrated Impact Assessments may be required.

Paul Manning
Chief Executive

24 November 2024

Links to Council Values/Priorities/Outcomes

- Links to all Council Values/Priorities/Outcomes

List of Background Papers

Collaborating to reduce inequality Marmot Places (PDF)

Contact for Further Information

If you would like further information, please contact:-

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Collaborating to reduce inequalities

Marmot Places Scotland

Scotland's challenge

- People in Scotland die younger than in any other country in western Europe. People in our poorest areas die a decade before their neighbours in the wealthiest areas.¹
- Both life expectancy and health inequalities are getting worse. Scotland needs collective action to change course.¹
- National action – like the smoking ban or minimum unit pricing for alcohol – needs to be combined with local action to improve the nation's health.

Opportunity for collaboration

- Public Health Scotland (PHS) and three local areas in Scotland have an opportunity to collaborate with the University College London Institute of Health Equity (IHE), led by Professor Sir Michael Marmot. A leading global health institute, the IHE has worked with more than 45 local authorities, the NHS, businesses and the community and voluntary sector to improve health and reduce inequalities.
- This collaboration will address Scotland's challenges and share insight and expertise to apply learning from Marmot Places in Scotland. This work will be done collaboratively, supporting work that is already underway at a local level.
- We invite leaders at a local, regional and national level with a passion for improving health and tackling health inequality to help shape the approach we take.

Delivering change

- Since 2013, Coventry has been a Marmot City. It has seen:

Improved life expectancy by 6 months.

Reduction in number of areas rated in England's poorest neighbourhoods.

Improvements in school readiness at age 5.

Positive changes in health outcomes.

Enhanced life satisfaction.

Employment gains.

Reductions in crime in priority locations.

¹ <https://publichealthscotland.scot/our-areas-of-work/public-health-approach-to-prevention/scotlands-public-health-challenges/>

Becoming a Marmot Place

- A Marmot Place recognises that health and health inequalities are mostly shaped by the conditions in which people are born, grow, live, work and age. It takes action to improve health and reduce health inequalities.

'Marmot Eight' principles

- Based on eight principles, Marmot Places develop and deliver interventions and policies to improve health equity, embed health equity approaches in local systems and take a long-term, whole-system approach to improving health equity.

Discrimination	Early years	Education	Work
<ul style="list-style-type: none">• Tackle discrimination, racism and their outcomes.	<ul style="list-style-type: none">• Give every child the best start in life.	<ul style="list-style-type: none">• Enable all children, young people and adults to maximise their capabilities and control their lives.	<ul style="list-style-type: none">• Create fair employment and good work for all.
Just transition	Living standards	Places	Ill health prevention
<ul style="list-style-type: none">• Pursue environmental sustainability and health equality together.	<ul style="list-style-type: none">• Ensure a healthy standard of living for all.	<ul style="list-style-type: none">• Create and develop healthy and sustainable places and communities.	<ul style="list-style-type: none">• Strengthen the role and impact of ill health prevention.

About Sir Michael Marmot

Sir Michael Marmot is a leader in improving population health. He has been Professor of Epidemiology and Public Health at University College London (UCL) since 1985. He currently serves as the Director of the UCL Institute of Health Equity.

For nearly 50 years, Sir Michael has led research groups dedicated to understanding and addressing health inequalities. His influential work includes the groundbreaking 'Fair Society, Healthy Lives' (known as 'The Marmot Review'), published in 2010.

Sir Michael played a pivotal role as the chair of the Commission on Social Determinants of Health (CSDH), established by the World Health Organization (WHO) in 2005. In 2008, he authored the report 'Closing the Gap in a Generation' for the CSDH.¹

About PHS

PHS is an NHS board with a mission to improve health and tackle health inequality, working both nationally and in support of local partners.



For more information on Sir Michael Marmot, Marmot Cities and the IHE, visit www.instituteofhealthequity.org
Email: phs.chiefexecutive@phs.scot to get in touch.

1 www.who.int/publications/i/item/WHO-IER-CSDH-08.1



Report

Report to:	Board of Trustees
Date of Meeting:	5 March 2025
Report by:	Nick Lansdell, Head of Strategy and Governance

Subject:	Board Health and Safety Representative Remit
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1. Background

1.1. The purpose of the report is to:

- ◆ Ask the Board to agree the South Lanarkshire Leisure and Culture SCIO (SLLC) Board Health and Safety Representative remit.

2. Recommendation

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

- (1) That the remit for the SLLC Board Health and Safety Representative from the membership of the Performance Finance and Audit Committee is agreed.

3. Background

3.1. The SLLC Performance Finance and Audit Committee is tasked with considering and monitoring measures for safeguarding the health, safety and welfare at work and consulting with the appointed competent safety representatives for the purpose of promoting and developing such measures and to make recommendations to the Board who are ultimately responsible for Health and Safety.

3.2. The Board agreed a new Health and Safety Representative, a member of Performance Finance and Audit Committee, on the on 13 November 2024.

4. Remit for the SLLC Board Health and Safety Representative

4.1. In order to provide clarity for the role of SLLC Board Health and Safety Representative a remit which highlights the relationship between the Representative, the Committee and the Board has been developed by officers.

4.2. The proposed remit is as follows:

That the nominated Trustee SLLC Board Health and Safety Representative within SLLC shall:

- (1) Act as liaison between the officers of SLLC and the Performance, Finance and Audit Committee on all aspects of health and safety performance and processes.
- (2) Liaise with the Health and Safety Manager to affirm that the relevant health and safety assurances are in place for SLLC.
- (3) Support the Chair of Performance, Finance and Audit Committee, in their reporting to the Board, in relation to health and safety matters.
- (4) Attend health and safety training relevant for the post of nominated Trustee.

4.3. The remit was presented to the Performance, Finance and Audit Committee at its February meeting.

5. Next Steps

- 5.1. Once agreed by the Board the remit will be adopted and incorporated into the next version of the Governance Guide.

6. Employee Implications

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

7. Financial Implications

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

8. Other Implications

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

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. 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

5 March 2025

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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Report

Report to:	Board of Trustees
Date of Meeting:	5 March 2025
Report by:	Kay Morrison, Chief Executive

Subject:	Realignment of SLLC Structure – Update
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Update the Board on the realignment of the SLLC Structure.

2. Recommendation

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

- (1) That the progress on implementing the modernised staff structure for SLLC, as outlined in Appendix 1, be noted.

3. Background

- 3.1. On 1 February 2023 the Board approved a new Leadership Team structure for South Lanarkshire Leisure and Culture (SLLC) consisting of four posts that report directly into the Chief Executive, aligned to the core functions of the business.
- 3.2. Following approval of the new Leadership Team structure by the Board, proposals were drawn up for a modernised staff structure which would align all resources to ensure the best possible chance of successfully delivering the strategy.
- 3.3. This revised structure, which was presented to the Board for noting on 17 April 2024, took cognisance of existing savings plans, reduced staffing levels and the current financial resources available. The revised structure would remain within the existing finances by shifting resources into key areas to enable growth and support in front line services of the business.
- 3.4. Recruitment for the new structure took place during the final quarter of 2024 and involved direct matching of existing staff, internal recruitment and external recruitment, in line with SLLC policy and procedures. The structure as implemented is outlined in Appendix 1 and includes changes to the naming of some post following consideration by the Leadership Team, advice from SLLC Human Resources and as part of the job evaluation process.
- 3.5. The new structure formally commenced on 3 February 2025.

4. Next Steps

- 4.1. The structure will be monitored over the next 12 months by the Leadership Team as staff settle into their new roles.

5. Employee Implications

- 5.1. Staff and Trade Unions were previously been consulted on the new staffing structure.

6. Financial Implications

- 6.1. There are no financial implications arising from the 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. This report does not introduce a new policy, function or strategy or recommend a significant change to an existing policy, function or strategy, and, therefore, no impact assessment is required.

Kay Morrison
Chief Executive

5 March 2025

Links to SLLC Strategic Objectives

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

Previous References

- ◆ None

List of Background Papers

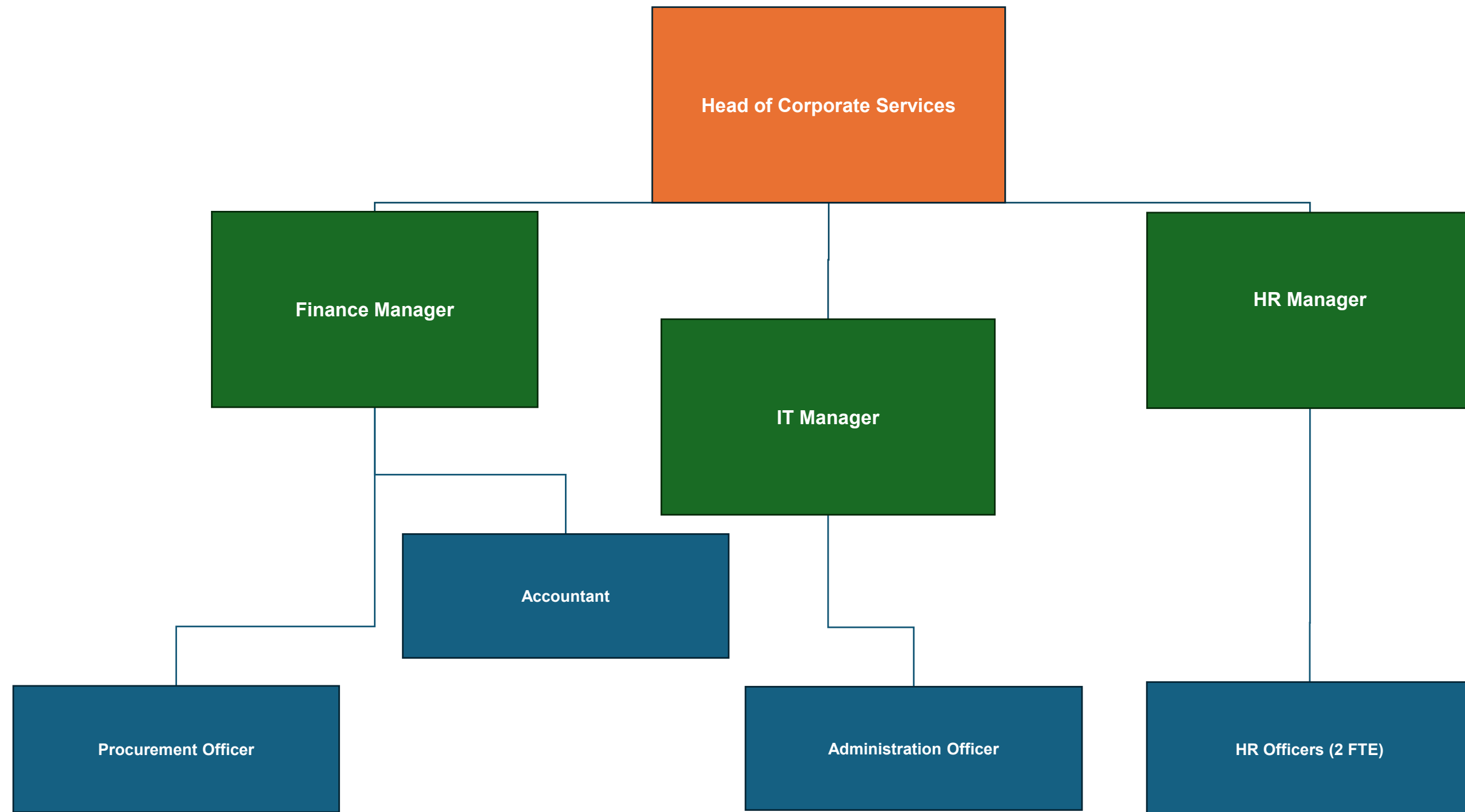
- ◆ SLLC Strategy 2022-27
- ◆ Realignment of SLLC Leadership Team Structure Report – 1 February 2023
- ◆ Realignment of SLLC Structure – 17 April 2024

Contact for Further Information

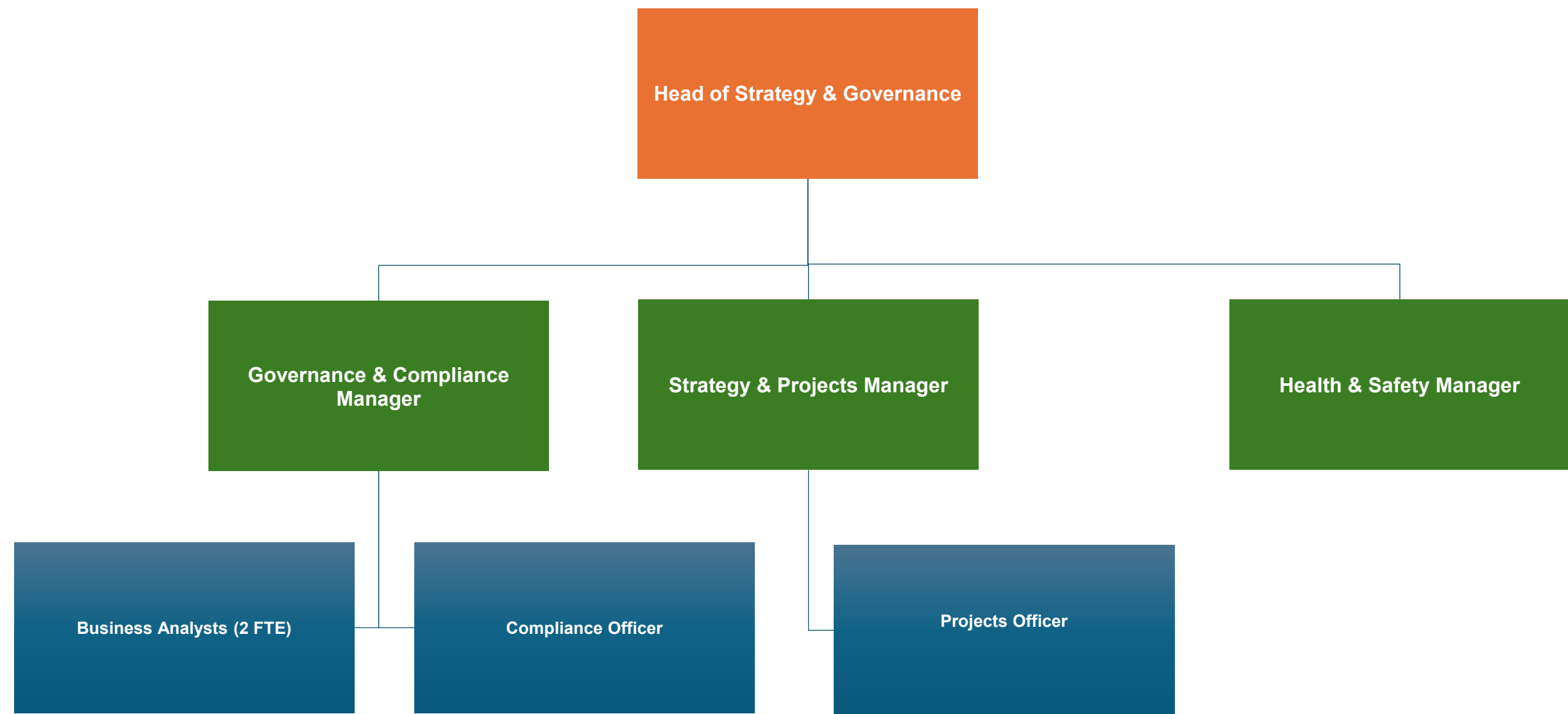
If you would like to inspect the background papers, if any, or want further information, please contact:

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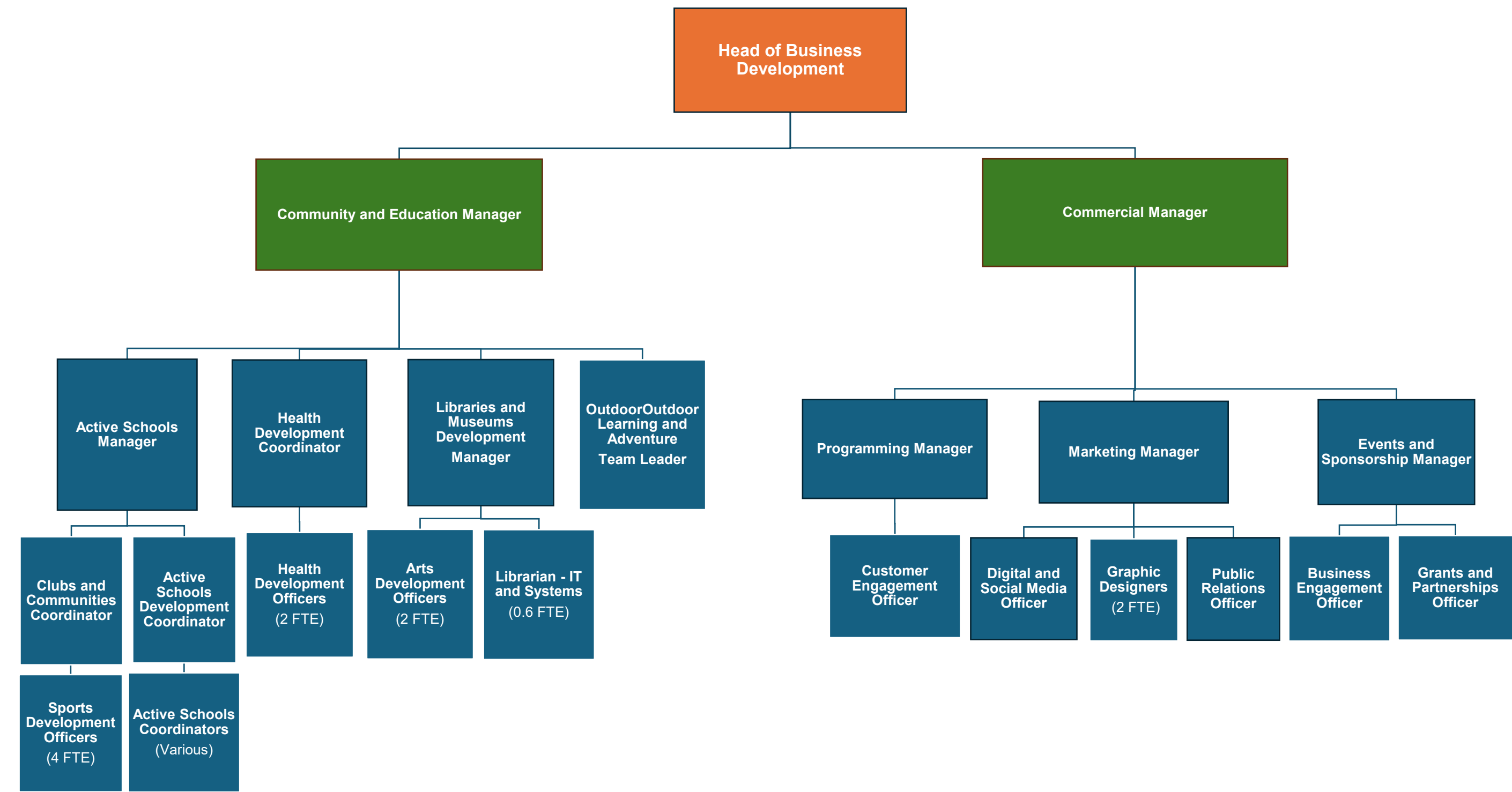
Appendix 1
Corporate Services



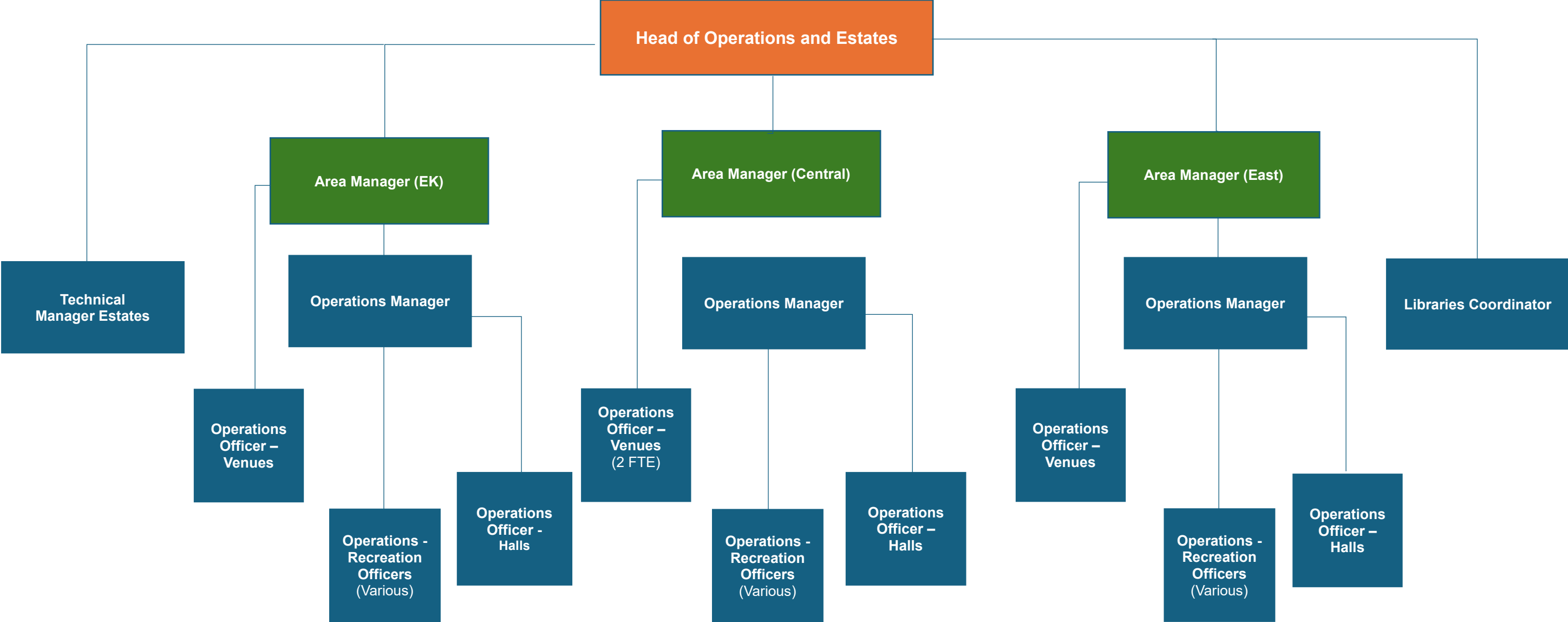
Strategy and Governance



Business Development



Operations and Estates



Operations Recreation Officers based at the various site locations report to the Operations Manager based on the respective area.



Report

Report to:	Board of Trustees
Date of Meeting:	5 March 2025
Report by:	Ross McKie, Head of Corporate Services

Subject:	Gender Pay Gap 2024
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Update the Board on the legal requirement for SLLC to produce Gender Pay Gap information and provide details of our position as at 5 April 2024.

2. Recommendations

2.1. The Board is asked to note the following:

- (1) The SLLC Gender Pay Gap data is available on the government website (<https://gender-pay-gap.service.gov.uk>), and
- (2) The accompanying statement, attached as Appendix 1, is available on SLLC's website, with a link to the government website.

3. Background

- 3.1. SLLC are required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.
- 3.2. The gender pay gap differs from equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.
- 3.3. The gender pay gap shows the difference in the average pay between all men and women in a workforce. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with, and the individual calculations may help to identify what those issues are.
- 3.4. We report on both the mean and median pay gap. The median is the point at which half of employees earn more and half earn less. It is preferred to the mean (simple average) as a better measure of pay of the 'typical' employee; otherwise, results may be affected by the presence of a small number of people on very high levels of pay.
- 3.5. We are required to publish the result on our website and a government website (<https://gender-pay-gap.service.gov.uk>).

4. Data Gathering

- 4.1 On 5 April 2024 SLLC had 1,401 full-pay relevant employees (561 male and 840 female) who are included within our findings. Full-pay employees are those who have been paid their usual full basic wage on 5 April 2024³ and casual workers who have worked between the dates 25 March 2024 to 21 April 2024.
- 4.2 Employees who were on leave with reduced pay (e.g. maternity leave, sick leave with either half or no pay) during the relevant period have been excluded from the analysis.
- 4.3 Employees who are in receipt of first aid allowance have had their hourly rate increased accordingly.
- 4.4 Employees who are part of a salary sacrifice scheme (Childcare Voucher, Enhanced Leave or Cycle to Work) have had their hourly rate decreased accordingly.
- 4.5 Employees are split into quartiles, with 351 in the first quartile and 350 in the second, third and fourth quartile, to provide further analysis on the gender pay gap.

5. Findings

- 5.1 SLLC has a mean gender pay gap of 3.0%, which is 10.2% less than the national figure of 13.2% for 2023, as reported by the Office for National Statistics (ONS). The provision data for 2024 is 13.8%.
- 5.2 The ONS reported a national median pay gap of 14.2% for 2023, with SLLC reporting as 0%. The provision data for 2024 is 13.1%.
- 5.3 Further statistics by region and business industry for comparison is shown below in Table 1.

Table 1: Regional statistics for gender pay gap from ONS.gov.uk (2022)

	Mean	Median
United Kingdom	13.2%	14.2%
Scotland	6.8%	8.0%
South Lanarkshire	5.4%	6.1%
Arts, Entertainment and Recreation	15.0%	6.6%

- 5.4 In the lower quartile female employees are paid 0.2% more than male employees in the mean calculation, with a 0% median pay gap.
- 5.5 The lower middle quartile shows that male employees are paid 0.7% less than females in the mean calculation and 1.1% less in the median calculation.
- 5.6 In the upper middle quartile female employees are paid 0.4% higher in the mean calculation and 1.5% higher in the median calculation.
- 5.7 The upper quartile, which is made up of 54% female and 46% male employees show a mean pay gap of 4.5% in favour of male employees. Male employees are paid 3.8% more in the median calculation.
- 5.8 In 2023, SLLC reported a mean gender pay gap of 4.2% and a median gender pay gap of 1%.
- 5.9 A full breakdown of the analysis is attached at Appendix 2.

6. Employee Implications

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

7. Financial Implications

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

8. Other Implications

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

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. The report will be shared at the next JCC meeting. The data is published on both the government and SLLC websites.
- 9.2. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report.

Ross McKie
Head of Corporate Services

5 March 2025

Link(s) to SLLC Objectives

- ◆ Equality and Inclusion

Previous References

- ◆ Board Report, 28 February 2024: Gender Pay Gap Report
- ◆ Board Report, 22 February 2023: Gender Pay Gap Report
- ◆ Board Report, 23 February 2022: Gender Pay Gap Report
- ◆ Board Report, 19 May 2021: Gender Pay Gap Report
- ◆ Board Report, 19 February 2020: Gender Pay Gap Report

List of Background Papers

- ◆ None

Contact for Further Information

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Appendix 1 – Gender Pay Gap Statement 2024

South Lanarkshire Leisure and Culture (SLLC) is a Scottish Charitable Incorporated Organisation (SCIO), which was formed on 1 April 2002 to manage the operation of sports and recreation facilities on behalf of South Lanarkshire Council. From 1 October 2010 the remit of SLLC includes management of Community and Town halls, Country Parks, Museums, Libraries, Outdoor Resource Base and Arts Development.

The Gender Pay Gap data supplied is correct for all employees in post as at 5th April 2024.

On that date there were 1401 relevant and full-pay employees, 561 (40%) males and 840 (60%) females.

The figures set out below have been calculated using the standard calculation used in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Difference between male and female		
	Mean	Median
Hourly fixed pay	3.0%	0.0%
Bonus paid	0%	0%

SLLC employ a diverse workforce and is committed to the promotion of equalities of opportunity in its employment practices.

We are committed to offering roles on flexible working patterns, including a range of options such as part-time working, alternative working hours and enhanced shared parental leave.

Recognition as a Disability Confident Employer is further evidence of our commitment to the development of both our existing and potential employees. We aim to maintain high standards in our employment practices to ensure the fair and efficient use of our most valuable asset, our staff. All employees and potential employees are treated fairly, regardless of age, disability, gender reassignment, marriage/civil partnership, pregnancy/maternity, race, religion or belief, gender and sexual orientation.

SLLC use a job evaluation scheme delivered by South Lanarkshire Council. Jobs are evaluated with participation from trade unions, management and employees and we are committed to equality of opportunity in employment to ensure that women and men receive equal pay for work of equal value.

SLLC has a median gender pay gap of 0%, meaning that we compare favourably to the national figure of 14.2%, as reported by the Office for National Statistics (ONS).

The ONS reported that the mean pay gap was 13.2% in 2023, with SLLC reporting a 3.0% gap - over 10% less than the national average.

Whilst SLLC figures are significantly lower than the national statistics we continue to be committed to monitoring and reducing the gap wherever possible.

Appendix 2 - Overall Analysis 2024

Mean Hourly Rate £14.39
Median Hourly Rate £12.96

	No. Of Emp	%	Mean Hourly Rate	Median Hourly Rate
Male	561	40.0	£14.65	£12.96
Female	840	60.0	£14.21	£12.96
Total	1401			

Mean Gender Pay Gap	3.0%
Median Gender Pay Gap	0.0%

Quartile 1 - Lower Quartile

Mean Hourly Rate £12.21
Median Hourly Rate £12.15

	No. Of Emp	%	Mean Hourly Rate	Median Hourly Rate
Male	97	27.6	£12.19	£12.15
Female	254	72.4	£12.21	£12.15
Total	351			

Mean Gender Pay Gap	-0.2%
Median Gender Pay Gap	0.0%

Quartile 3 - Upper Middle Quartile

£14.29
Mean Hourly Rate £14.31
Median Hourly Rate

	No. Of Emp	%	Mean Hourly Rate	Median Hourly Rate
Male	114	32.6	£14.25	£14.25
Female	236	67.4	£14.31	£14.47
Total	350			

Mean Gender Pay Gap	-0.4%
Median Gender Pay Gap	-1.5%

Quartile 2 - Lower Middle Quartile

Mean Hourly Rate £12.61
Median Hourly Rate £12.59

	No. Of Emp	%	Mean Hourly Rate	Median Hourly Rate
Male	190	54.3	£12.57	£12.45
Female	160	45.7	£12.66	£12.59
Total	350			

Mean Gender Pay Gap	-0.7%
Median Gender Pay Gap	-1.1%

Quartile 4 - Upper Quartile

Mean Hourly Rate £18.44
Median Hourly Rate £16.84

	No. Of Emp	%	Mean Hourly Rate	Median Hourly Rate
Male	160	45.7	£18.91	£17.51
Female	190	54.3	£18.05	£16.84
Total	350			

Mean Gender Pay Gap	4.5%
Median Gender Pay Gap	3.8%