

SOUTH LANARKSHIRE  
**Leisure & Culture**

**BOARD MEETING – THURSDAY 13 NOVEMBER 2025, 3:45PM**  
**AGENDA**

**Location: Hamilton Town House**

**Agenda  
Item**

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

**Items for Decision**

7. SCP Reporting
8. Committee Membership

**Items for Noting**

9. Revenue Budget 2025/26
10. Performance Report
11. Performance, Finance and Audit Committee Update (including Health and Safety)
12. Transformation Fund – update on activity (verbal report)
13. Country Parks Masterplan (verbal report)
14. AOCB
15. Risk Register Implications

**Date of Next Board Meeting (Standard) – Thursday 5 March 2026**

**60 mins – (3:45pm-4:45pm)**

*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 (SLLC) held at Hamilton Townhouse at 2pm on Thursday 4 September 2025.

## 1. Sederunt

**Chair:**

Dr Avril Osborne

**Vice Chair:**

Cllr Maureen Devlin

**Board Members:**

Dr Angela Beggan, Neil Brown, Chris Goudie, Dr Gordon Jack, Lisa Maule, Cllr Richard Nelson, Cllr Mo Razzaq, Stephen Smellie

**In Attendance:**

Nick Lansdell (Chief Executive)

David Carter (Head of Operations and Estates)

Martin Cryans (Head of Business Development)

Ross McKie (Head of Corporate Services)

Gillian Simpson (Partner Liaison Manager, South Lanarkshire Council) (agenda item 4)

Chris McGill (Shepherd and Wedderburn) (agenda item 12)

## 2. Apologies

Craig Cunningham, Alan Morrison

David Booth (Executive Director of Community and Enterprise Resources)

## 3. Declarations of Interest

There were no declarations of interest.

## 4. Larkhall Leisure Centre

The Board was provided with an update on the replacement Larkhall Leisure Centre by South Lanarkshire Council's Partner Liaison Manager.

- ◆ Trustees welcomed the opportunity to view plans for the new Larkhall Leisure Centre, noting the emphasis on a campus-style approach and expressing interest in future upgrades to the running track.
- ◆ SLLC has worked closely with South Lanarkshire Council on the specification for the new centre.
- ◆ Passivhaus principles have been adopted for the build to ensure high energy efficiency, contributing to reduced utility costs.
- ◆ It was acknowledged that the new centre will become operational in year three of SLLC's financial plan.
- ◆ Income generation and business costs for the new site are currently being developed for comparison with the existing centre.
- ◆ The new facility will incorporate remote access, with AI lifeguarding potentially introduced at a later stage following its pilot at the Dollan Aqua Centre.

- ◆ Trustees extended their thanks to South Lanarkshire Council, particularly the Partner Liaison Manager who is leading the project, as well as the wider Community and Enterprise Resources team and Housing and Technical Resources.

#### **5. Minutes of Previous Meeting**

The minutes of the Board meeting held on Thursday 29 May 2025 were submitted for Board approval as a correct record.

**The Board:** approved the minutes.

#### **6. Matters Arising**

There were no matters arising.

#### **7. Action Log**

The action log of the Board meeting held on Thursday 29 May 2025 was submitted for Board approval as a correct record.

- ◆ Trustees expressed disappointment regarding the delay in accessing Equalities training due to issues with the Fusion system. It was noted that this is being actively progressed with the relevant team, with the aim of resolving access issues as soon as possible.

**The Board:** approved the action log.

#### **8. SLLC Procurement Strategy 2025-27**

The Board was presented with an update on the SLLC Procurement Strategy.

**Recommendation:** The Board is asked to approve the following recommendations:

(1) That the content of the SLLC Procurement Strategy is approved.

- ◆ Trustees were advised that the policy will be subject to routine review by the Performance, Finance and Audit (PFA) Committee going forward.
- ◆ It was acknowledged that the transition from a manual batching system to Fusion P2P represents a significant change for staff. Support continues to be provided, and processes are being regularly reviewed to ensure they remain as streamlined and efficient as possible.

**The Board:** approved the report.

#### **9. Performance Report**

The Board was guided through the report for the first quarter of 2025/26.

- ◆ Trustees were highly complimentary of the report, noting that its content continues to improve and strengthen.
- ◆ A request was made for further analysis comparing attendances against budget. Trustees were advised that recent budget realignment will support a shift in financial targets linked to attendance figures and income for enhanced reporting going forward.
- ◆ Trustees also suggested the introduction of data analysis of trajectories between membership numbers and attendances across all service areas to gain deeper insight into customer behaviour.

**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 18 August 2025.

- ◆ Trustees were advised that the Performance, Finance and Audit (PFA) Committee had received the Internal Audit Activity Report and noted that the overall audit opinion provided reasonable assurance regarding governance, risk management, and control arrangements.
- ◆ The Health and Safety Report was presented to the Committee in its new format, which was commended for its improved structure and enhanced analysis. More importantly, the outcomes of the report were positive. Trustees extended their thanks to the Health and Safety Team and the Strategy and Governance Team for their work in delivering this.
- ◆ Some Trustees had recently attended the online Institute of Occupational Safety and Health (IOSH) training course, which provided clarity on individual responsibilities and offered strong assurance regarding the calibre of the Health and Safety Team.
- ◆ Assurance was given that any sensitive information contained in the update and the Health and Safety Report will be redacted prior to publication of Board papers.

**The Board:** noted the update.

## 11. Revenue Budget Update 2025/26

The Board was presented with an update on the most recent 2025/26 budget monitoring position as at 30 June 2025, and the current projected outturn for financial year 2025/26.

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

**The Board:** noted the report.

## 12. Shepherd and Wedderburn Legal Update

The Board was provided with a legal update by SLLC's legal advisers, Shepherd and Wedderburn.

- ◆ Trustees were updated on:
  - ◆ OSCR and charity legal / regulatory changes.
  - ◆ Trustee legal responsibilities.
  - ◆ Managing conflict of interest.
  - ◆ Governance – board cycle and appointments.
  - ◆ Trustee terms of office.
- ◆ A copy of the presentation slides will be distributed to Trustees.

## 13. AOCB

### Role as Directors of SLL Trading Ltd.

- ◆ All Trustees are Directors of the trading company, SLL Trading Ltd.
- ◆ From 18 November 2025, all Company Directors and People with Significant Control (PSCs) will be legally required to verify their identity under the Economic Crime and Corporate Transparency Act 2023.
- ◆ Companies will need to provide the personal code and a verification statement for each Director on the confirmation statement which is due to be filed at the end of this calendar year.
- ◆ Instructions will be issued to Trustees on how to complete the process by the end of September.

## 14. Risk Register Implications

There was nothing to update in the risk register as a result of this meeting.

**Date of Next Meeting**

The next standard Board meeting is Thursday 13 November 2025.

---

**Chair**

DRAFT

**Board Action Log**

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

| <b>Board Meeting – 4 September 2025</b> |   |   |                  |                           |
|---|---|---|------------------|---------------------------|
| <b>Agenda Item</b>                      | <b>Action</b>   | <b>Person(s) Responsible</b>                      | <b>Timescale</b> | <b>B/R/A/G</b>            |
| Agenda Item 9<br>Performance Report     | A request was made for further analysis comparing attendances against budget.   | Head of Strategy and Governance (Board Secretary) | 13 November 2025 | On track 13 November 2025 |
|   | The introduction of data analysis of trajectories between membership numbers and attendances across all service areas to gain deeper insight into customer behaviour was requested. | Head of Strategy and Governance (Board Secretary) | 13 November 2025 | On track 13 November 2025 |

**Actions carried over from Previous Standard Board Meetings**

| <b>Board Meeting – 29 May 2025</b>                              |   |   |                    |                           |
|---|---|---|--------------------|---------------------------|
| <b>Agenda Item</b>  | <b>Action</b>   | <b>Person(s) Responsible</b>                      | <b>Timescale</b>   | <b>B/R/A/G</b>            |
| Agenda Item 8<br>Performance report                             | The full range of service areas should be visible on the attendances across service areas graph. The notes section should also follow the same order. | Head of Strategy and Governance (Board Secretary) | 4 September 2025   | Complete 4 September 2025 |
| Agenda Item 10<br>Budget Update 2024/25                         | The mechanism for dealing with under or overspends in utility costs will be set out in writing for future years.                                      | Chief Executive                                   | 31 March 2026      | On track 31 March 2026    |
| Agenda Item 12<br>SLLC Employee Survey Findings and Action Plan | A survey of the casual workforce will be developed and circulated in the coming months.   | Head of Corporate Services                        | First half of 2026 | On track                  |

**Board Meeting – 5 March 2025**

| Agenda Item   | Action   | Person(s) Responsible                             | Timescale   | B/R/A/G                          |
|---|--|---|---|----------------------------------|
| Agenda Item 10 Savings Proposals 2025/26                    | The scope of the halls business model review will be expanded and presented to the Board after further consultation with user groups.                                      | Head of Operations and Estates                    | 5 March 2025  | Minor issues<br>13 November 2025 |
|   | The Board Secretary will investigate the use of business interruption insurance to balance income lost through the closure of sites and will advise the Board accordingly. | Head of Strategy and Governance (Board Secretary) | 29 May 2025<br><u>Update from 29 May 2025</u> – case is with SLLC insurance provider for consideration. | Minor issues<br>4 September 2025 |
| Agenda Item 13 Board Health and Safety Representative Remit | An update on the effectiveness of the Board Health and Safety representative remit will be brought to the Board after a full year cycle.                                   | Head of Strategy and Governance (Board Secretary) | May 2026  | On track<br>May 2026             |

| Board Meeting – 4 September 2024 |  |   |  |                            |
|----------------------------------|--|---|--|----------------------------|
| Agenda Item                      | Action   | Person(s) Responsible                             | Timescale  | B/R/A/G                    |
| 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.<br><u>Update from August 2025</u> – SLC have advised training can commence after the summer period 2025. | Minor issues<br>Early 2025 |

| Board Meeting – 28 February 2024 |  |   |                    |                                |
|----------------------------------|--|---|--------------------|--------------------------------|
| Agenda Item                      | Action   | Person(s) Responsible                             | Timescale          | B/R/A/G                        |
| Agenda Item 9 Governance Guide   | Approved with further formal review to take place in 2027. | Head of Strategy and Governance (Board Secretary) | Scheduled for 2027 | On track<br>Scheduled for 2027 |



# Report

|                  |                                       |
|------------------|---------------------------------------|
| Report to:       | <b>Board of Trustees</b>              |
| Date of Meeting: | <b>13 November 2025</b>               |
| Report by:       | <b>Nick Lansdell, Chief Executive</b> |

|          |   |
|----------|---|
| Subject: | <b>SLLC Strategic Commissioning Plan update</b> |
|----------|---|

## 1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Update the Board on South Lanarkshire Council's (SLC or the Council) approach to the future commissioning of leisure and culture services with South Lanarkshire Leisure and Culture (SLLC).

## 2. Recommendations

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

- (1) That the update on the Strategic Commissioning Plan is noted

## 3. Background

- 3.1. The Council and SLLC have operated a successful partnership for many years, however given recent financial challenges faced by the Council and SLLC, particularly in the last two to three years, consideration has been required to be given to what services SLLC can sustain in the light of the need to balance budget in an environment of reduced funding, significant inflationary pressures, a cost-of-living crisis, and a deteriorating estate.
- 3.2. A report to the Council's Performance and Review Scrutiny Forum on 27 August 2024, which was noted at the September 2024 Board meeting, outlined three workstreams:
- ◆ Development of a Strategic Commissioning Plan between SLC and SLLC
  - ◆ Development of a long-term estate strategy for SLC
  - ◆ An agreed financial relationship between SLC and SLLC
- 3.3. The Strategic Commissioning Plan will define the Council's 'ask' of SLLC over the medium to long term, in support of the council's own strategic priorities, recognising the interdependency of the three workstreams and their impact on future service provision.
- 3.4. The draft Strategic Commissioning Plan was presented to the Council's Executive Committee for noting on 12 March 2025 to allow Elected Members to comment on the Plan.
- 3.5. The Board was invited to provide feedback on the draft Strategic Commissioning Plan at its development session on 23 April 2025 to inform further development of the Plan before the final version was brought to the Board for at the May Board meeting.
- 3.6. The Council approve the Strategic Commissioning Plan at its Executive Committee on 25 June 2025 where the committee Chair conveyed thanks to the SLLC Chair and the Board at the meeting for their work around the plan.

#### **4. Next Steps**

4.1. The next steps are for the Council and SLLC to agree:

- ◆ Proposals for developing and presenting future outcome focused performance reports
- ◆ Review and revise the existing Agreement (Funding Agreement, Operations Management Agreement, Collections Agreement and Transfer Agreement and Memorandum of Understanding) as required and conduct a review of existing service level agreements

4.2. A report will be taken to the Council's Executive Committee in December which will then be shared with the Board.

#### **5. Employee Implications**

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

#### **6. Financial Implications**

6.1. It is anticipated that this exercise will facilitate longer-term planning and result in a mutually beneficial relationship between the Council and SLLC.

#### **7. Other Implications**

7.1. There are no other implications or risks arising from this report.

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

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

**Nick Lansdell**  
**Chief Executive**

**13 November 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:

Nick Lansdell, Chief Executive  
Ext: 8454319 (Tel: 01698 454319)  
E-mail: [nick.lansdell@southlanarkshireleisure.co.uk](mailto:nick.lansdell@southlanarkshireleisure.co.uk)



# Report

|                  |                                       |
|------------------|---------------------------------------|
| Report to:       | <b>Board of Trustees</b>              |
| Date of Meeting: | <b>13 November 2025</b>               |
| Report by:       | <b>Nick Lansdell, Chief Executive</b> |

|          |                             |
|----------|-----------------------------|
| Subject: | <b>Committee Membership</b> |
|----------|-----------------------------|

## 1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Ask the Board to agree revisions to South Lanarkshire Leisure and Culture (SLLC) Board committees' membership.

## 2. Recommendations

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

- (1) That proposals to fill vacancies at detailed in 3.6 is approved.

## 3. Background

3.1. The SLLC Governance Guide for Trustees sets out the operation and conduct of the Board including the membership and function of committees. These committees are the:

- ◆ Performance, Finance and Audit Committee.
- ◆ Policy and Strategy Committee.
- ◆ Nominations Committee.

3.2. At the meeting of the Board on 15 November 2023 Trustees were advised that it was anticipated that all Trustees will actively participate in committees. Committee membership would reflect the overall composition of the Board by ensuring there is a distribution of both independent and elected member Trustees across committees.

3.3. Trustees agreed to progress with the committee structure as contained within the Governance Guide and Trustees were contacted by the Board Secretary to establish interest in committee membership. The information provided by Trustees was used in conjunction with the current skills matrix to inform the Chair, Vice Chair of the interest in membership of the committees.

3.4. Subsequently Trustees have been invited to sit on committees following a process which considered the skills of individual Trustees based on the existing skills matrix to ensure that committee membership best utilises Trustees skills.

3.5. Two vacancies exist within the Policy and Strategy Committee which required to be filled, one for an independent Trustee and one for a Trustee who is an elected member. Vacancies will be filled by asking for eligible Trustees to confirm their interest in the vacancy at the meeting and for the Board to approve acceptance, by a vote if required.

3.6. The proposed revised membership of the committees is contained within Appendix 1.

#### **4. Next Steps**

- 4.1. Following approval by the Board of the committee membership it is anticipated that the incoming Policy and Strategy Committee will meet to discuss terms of reference of the committee prior to the committee meeting in 2026.
- 4.2. Whilst committees will provide scrutiny, assurance and advice to the Board, decisions will continue to be made at Board level except where the Board itself has delegated tasks to a committee.

#### **5. Employee Implications**

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

#### **6. Financial Implications**

- 6.1. As outlined in the report.

#### **7. Other Implications**

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

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

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

**Nick Lansdell**  
**Chief Executive**

**13 November 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:

Nick Lansdell, Head of Strategy and Governance  
Ext: 8454319 (Tel: 01698 454319)  
E-mail: [nick.lansdell@southlanarkshireleisure.co.uk](mailto:nick.lansdell@southlanarkshireleisure.co.uk)

## Appendix 1 – SLLC Board Committee Membership

| Committee                               | Independents  | Elected Members  |
|---|---|--|
| Performance Finance and Audit Committee | <ul style="list-style-type: none"> <li>• Alan Morrison (Chair)</li> <li>• Lisa Maule</li> <li>• Neil Brown</li> <li>• Stephen Smellie</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Cllr Mo Razzaq (Vice Chair)</li> <li>• <b>Vacant</b></li> </ul>                               |
| Policy and Strategy Committee           | <ul style="list-style-type: none"> <li>• Dr Angela Beggan (Chair)</li> <li>• Chris Goudie</li> <li>• Craig Cunningham</li> <li>• <b>Vacant – proposed Dr Gordon Jack</b></li> </ul> | <ul style="list-style-type: none"> <li>• <b>Vacant – proposed Cllr Richard Nelson (Vice Chair)</b></li> <li>• <b>Vacant</b></li> </ul> |
| Nomination Committee                    | <ul style="list-style-type: none"> <li>• Dr Avril Osborne (Chair)</li> <li>• Neil Brown</li> <li>• Chris Goudie</li> </ul>  | <ul style="list-style-type: none"> <li>• Cllr Maureen Devlin (Vice Chair)</li> <li>• <b>Vacant</b></li> </ul>                          |



# Report

|                  |   |
|------------------|---|
| Report to:       | <b>Board of Trustees</b>                      |
| Date of Meeting: | <b>13 November 2025</b>                       |
| Report by:       | <b>Ross McKie, Head of Corporate Services</b> |

|          |  |
|----------|--|
| Subject: | <b>Revenue Budget 2025/26 – Quarter 2 Update</b> |
|----------|--|

## 1. Background

1.1. The purpose of the report is to:

- ◆ Update the Board on the most recent 2025/26 budget monitoring position as at 30 September 2025.
- ◆ Update the Board on the current projected outturn for financial year 2025/26.

## 2. Recommendations

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

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

## 3. Background

3.1. This report follows a previous report to the Board on 4 September 2025 regarding the 2025/26 budget.

3.2. This report provides an update on the 2025/26 budget monitoring position as at 30 September 2025 following a robust review of income and expenditure to date across all service areas of South Lanarkshire Leisure and Culture (SLLC).

## 4. Position as of 30 September 2025

4.1. As at 30 September, the SLLC budget has an overspend position of (£0.392m) which is further detailed in Appendix 1.

4.2. This relates to overspends in expenditure of (£0.442m). Employee costs are overspent by (£0.105m) in relation to the ACE programme and Swim teaching. Property costs are overspent by (£0.213m) primarily in relation to water charges and repairs and maintenance costs. Supplies and Services are overspend by (£0.077m), in relation to food purchases, materials and irrecoverable VAT but offset by underspends in other supply areas. Payments to contractors are overspent by (£0.052m) in relation to self employed coaches and agency/security staff.

4.3. Income is over recovered by £0.049m. This reflects over recoveries in libraries and halls relates to ongoing funding to operate the sites via the Councils Community Fightback Fund. Venue income is over recovered but is lower than the equivalent position in the previous financial year. Outdoor income is over recovered in relation to pitch bookings and golf but is offset by under recoveries in income for Calderglen Zoo. Income is also under recovered in relation to swim memberships and the ACE programme with fitness membership income at relatively lower levels compared to the previous financial year.

## **5. Projected Outturn Position for 2025/26**

- 5.1. As at 30 September, the SLLC budget outturn projection has an overspend position of (£0.745m) which is further detailed in Appendix 2.
- 5.2. This relates to overspend projections in expenditure of (£1.095m). Employee costs are overspent by (£0.139m) in relation to the ACE programme and Swim teaching. Property costs are expected to be overspent by (£0.629m) primarily in relation to water charges, repairs and maintenance costs and rental costs in relation to NHS vaccination centres (offset by income). Supplies and Services have a projected overspend of (£0.325m), in relation to food purchases, venue artist fees, materials and irrecoverable VAT but offset by underspends in other supply areas. Payments to contractors are overspent by (£0.147m) in relation to self-employed coaches and agency/security staff. This is offset by a lower than budgeted proposed transfer to the repairs and renewals fund of £0.115m, with £0.085m of the budget in year being used to fund the implementation of the workforce scheduling module of fusion.
- 5.3. Income is projected to be over recovered by £0.350m. This reflects over recoveries in libraries and halls relates to ongoing funding to operate the sites via the Councils Community Fightback Fund. Venue income is over recovered but is projected to be lower than the previous financial year. Outdoor income is over recovered in relation to pitch bookings and golf but is offset by under recoveries in income for Calderglen Zoo. Income is also under recovered in relation to swim memberships and the ACE programme with fitness membership income projected to be at lower levels than the previous financial year.
- 5.4. Projections have been completed in relation to SLLC utilities costs which anticipates an estimated underspend of £0.644m relative to the existing budget allocation of £4.517m. It should be noted that this is subject to change and further work will be required to refine this projection in conjunction with SLC officers. As noted at the previous revenue budget update, it will be for the Council's Executive Committee to agree if underspends in utilities in 2025/26 are returned to SLLC as was the case in 2024/25. Conversely, should the cost of utilities rise above the original allocation transferred to SLC, SLLC will be expected to transfer necessary levels of funding. An update will be provided at the next board meeting.

## **6. Next Steps**

- 6.1. Actions will be taken with the aim of improving income recovery in the areas of membership, learn to swim and venues, along with proactive measures to reduce expenditure wherever possible. This will include augmenting marketing campaigns, exploration of improvements to processes and consideration of essential purchases only in terms of expenditure.
- 6.2. 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. Staff will continue to liaise closely with SLC officers, with an update on projected year end position presented at the February 2026 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**

**13 November 2025**

**Links to SLLC Objectives**

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

**Previous References**

- ◆ 4 September 2025 SLLC Board Report: Revenue Budget 2025/26 Quarter 1 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](mailto:ross.mckie@southlanarkshireleisure.co.uk)

**South Lanarkshire Leisure and Culture - 2025/26 September (Qtr. 2)**  
**Current Financial Position Report (Variances greater than £50k highlighted)**

| Objective      | Budget (m) | Phasing (m) | Actual (m) | Variance (m) | Comments  |
|----------------|------------|-------------|------------|--------------|---|
| SPA            | £3.041     | £1.299      | £1.770     | (£0.471)     | Income under recovery of £253k (Swimming £162k, E-admissions £53k, Membership £24k). Expenditure overspends of £218k (Employee costs £69k, Property £121k, Coaching Fees £24k).   |
| Libraries      | £3.027     | £1.475      | £1.394     | £0.080       | Income over recovered by £88k (CFF Retained Properties).  |
| Venues         | £1.772     | £0.796      | £0.906     | (£0.110)     | Income over recovered by £45k (Over-recovered: Theatre/Equipment Hires £85k, Joint Ventures £45k, Functions £22k and Booking Fees £19k offset by under-recoveries: Box Office (£118k). Expenditure overspent by (£155k) (Employee costs (£100k), Agency/Security Staff (£30k)).   |
| Halls          | £1.854     | £0.885      | £0.732     | £0.154       | Income is over recovered by £52k (CFF Retained Properties). Expenditure is underspent by £101k (Employee costs £88k)  |
| Museums        | £0.405     | £0.205      | £0.211     | (£0.007)     | Minor variance.   |
| ACE            | £0.041     | £0.012      | £0.097     | (£0.085)     | Income is under recovered by £43k (PAYG) compounded by overspent Expenditure £42k (Employee costs (£45k)).  |
| Outdoor        | (£0.369)   | (£0.557)    | (£0.668)   | £0.111       | Income is over recovered by £72k (Over-recoveries: Football £81k, Retail Sales £56k, Functions/Hires/Catering £52k, Rover Tickets £30k offset by under-recoveries Zoo admissions (£64k - net of donations/gift aid), Coaching Fees (£38k), Golf Season Tickets (£32k) and Rents (£21k). Expenditure is underspent by £39k (Employee costs £56k, Property £11k, offset by overspends Supplies (£42k)). |
| Support        | £5.215     | £2.277      | £2.341     | (£0.065)     | Income is over recovered by £92k (NHS vaccination Centres £84k, insurance £8k). Expenditure is overspent by £157k (Employee costs (£24k), Property (£74k) - mainly NHS vaccination centres - off-set by income, Supplies (£71k) - Irrecoverable VAT & IT costs.   |
| Management Fee | (£14.985)  | (£11.276)   | (£11.276)  | £0.000       |   |
| Total SLLC     | £0         | (£4.885)    | (£4.492)   | (£0.392)     |   |

| Subjective               | Budget (m) | Phasing (m) | Actual (m) | Variance (m) | Comments   |
|--------------------------|------------|-------------|------------|--------------|--|
| Employee Costs           | £26.357    | £12.890     | £12.996    | (£0.105)     | Overspends of (£249k) (SPA (£69k), Venues (£100k), Ace (£45k), Support (£24k), Libraries (£8k) and museums (£3k)) partially off-set by underspends of £144k (Halls £88k & Outdoor £56k). |
| Property Costs           | £2.993     | £1.272      | £1.485     | (£0.213)     | Overspends of (£228k) (SPA (£121k), Libraries (£11k), Venues (£12k), Museums (£10k), Support (£74k) partially off-set by underspends of £15k (Halls £4k & Outdoor (£11k)).               |
| Supplies and Services    | £3.439     | £1.498      | £1.576     | (£0.077)     | Overspends of (£134k) (Venues (£21k), Outdoor (£42k) and Support (£71k) partially off-set by underspends of £57k (SPA £18k, Libraries £10k, Halls £14k, Museums £13k)                    |
| Transport Costs          | £0.126     | £0.063      | £0.059     | £0.004       | Minor variance.  |
| Administration Costs     | £1.563     | £0.529      | £0.520     | £0.009       | Minor variance.  |
| Payments to Other Bodies | £0.237     | £0.167      | £0.174     | (£0.007)     | Minor variance.  |
| Payments to Contractors  | £0.679     | £0.268      | £0.320     | (£0.052)     | Overspends in SPA (£24k) and Venues (£30k).  |
| Financing Charges        | £0.388     | £0.038      | £0.039     | £0.000       |  |
| Gross Expenditure        | £35.741    | £16.726     | £17.168    | (£0.442)     |  |
| Income                   | (£20.797)  | (£10.334)   | (£10.384)  | £0.049       | Over recovered by £349k (Libraries £88k, Venues £45k, Halls £52k, Outdoor £72k & Support £92k) partially offset by under recoveries (£300k) (SPA (£252k) and ACE (£43k)).                |
| Management Fee           | (£14.985)  | (£11.276)   | (£11.276)  | £0.000       |  |
| Net Expenditure          | £0.000     | (£4.885)    | (£4.492)   | (£0.392)     |  |

**South Lanarkshire Leisure and Culture - 2025/26 September (Qtr. 2)**  
**Projected Outturn Report (Variances greater than £50k highlighted)**

| Objective      | Budget (m) | Outturn (m) | Variance (m) | Comments  |
|----------------|------------|-------------|--------------|---|
| SPA            | £3.041     | £3.923      | (£0.882)     | Income is under recovered by £462k. (Swimming £272k, Membership £75k & Ice rink £110k). Expenditure is overspent by £420k. (Employee costs - swim instructors (£167k), Property - H&T & water (£237k))  |
| Libraries      | £3.027     | £2.847      | £0.180       | Income is over recovered by £148k (Retained Properties). Expenditure is underspent by £32k.   |
| Venues         | £1.772     | £1.947      | (0.175)      | Income is over recovered by £266k (Theatre/Equip Hire £125k, Bar/Food/Functions £39k Joint Ventures £64k & Booking Fees £38k). Expenditure is overspent by £485k (Employee costs £179k - restructure, Supplies £229k - Artist Fees & Equipment, Contractors £60k - Agency/Security Staff).        |
| Halls          | £1.854     | £1.547      | £0.307       | Income is over recovered by £110k (Retained Properties). Expenditure is underspent by £197k (Employee costs £219k - vacancies & recruitment timing, Supplies £35k - Equipment), this off-sets overspends in Property costs £53k -Water and Housing & Tech charges.                                |
| Museums        | £0.405     | £0.424      | (£0.019)     | Minor variance.   |
| ACE            | £0.041     | £0.236      | (£0.195)     | Income is under recovered by £114k (PAYG). Expenditure is overspent by £81k - (Employee Costs).   |
| Outdoor        | (£0.369)   | (£0.581)    | £0.212       | Income is over recovered by £127k (Football £118k, Rover Tickets £88k, Retail Sales £62k, Functions/Catering £69k, Off-set income shortfalls in Zoo admissions £137k. Expenditure is underspent by £85k (Employee costs £106k, offset overspends of £69k in Supplies – related to sales income).  |
| Support        | 5.215      | 5.387       | (£0.173)     | Income over recovered by £287k (NHS vaccination centre). Expenditure is overspent by (£416k) - Property (£317k) - NHS vaccination rent (offset by income), Supplies (£219k) - (IT costs & Irrecoverable VAT), partially off-set by underspends in Finance £128k - no contribution to R&R reserve. |
| Management Fee | (£14.985)  | (14.985)    | £0           |   |
| Total SLLC     | £0         | £0.745      | (£0.745)     |   |

| Subjective               | Budget (m) | Outturn (m) | Variance (m) | Comments   |
|--------------------------|------------|-------------|--------------|--|
| Employee Costs           | £26.357    | £26.455     | (£0.139)     | Overspends relate to Swimming Instructors and ACE  |
| Property Costs           | £2.993     | £3.622      | (£0.629)     | Overspends relate to NHS Vaccination Centres £341k (Off-set by income), Water and Housing & Tech charges.  |
| Supplies and Services    | £3.439     | £3.764      | (£0.325)     | Overspends relate to Artist Fees, ICT Costs, Equipment Hire, Irrecoverable VAT and Retail/Food Purchases (off-set by income).  |
| Transport Costs          | £0.126     | £0.139      | (£0.013)     | Minor variance.  |
| Administration Costs     | £1.563     | £1.574      | (£0.012)     | Minor variance.  |
| Payments to Other Bodies | £0.237     | £0.235      | £0.002       | Minor variance.  |
| Payments to Contractors  | £0.679     | £0.826      | (£0.147)     | Overspends relate to Self Employed Coaches, Security & Agency staff.   |
| Financing Charges        | £0.388     | £0.175      | £0.212       | Underspend relates to Repairs & Renewal fund contribution £115k and Interest £52k. These are offset by £39k depreciation charges.  |
| Gross Expenditure        | £35.741    | £36.836     | (£1.095)     |  |
| Income                   | (£20.797)  | (£21.147)   | £0.350       | Income is over- recovered within Football, Retail Sales, NHS Vac Centres, Retained Properties (off-set by expenditure), Theatre & Equipment Hires/Functions, Joint Ventures, Booking Fees, Rover Tickets, Functions/Catering and Retail Sales, this off-sets Income under recovery within Zoo Admissions, Golf Season Tickets, Swimming Access/Lessons, Fitness Membership, Ice Rink and ACE activities. |
| Management Fee           | (£14.985)  | (£14.985)   | £0           |  |
| Net Expenditure          | £0         | £0.745      | (£0.745)     |  |

South Lanarkshire  
Leisure and Culture

# Quarterly Report



**Quarter 2 - July to September 2025**

Quarterly Report

## Quarter 2 - July to September 2025

### Budgetary Position

*Graph to be inserted in final version of report*

| Year to Date | Budget (£K) | Actual (£K) | Variance (£K) | % +/-  |
|--------------|-------------|-------------|---------------|--------|
| Income       | (21,611)    | (21,660)    | 49            | 0.23%  |
| Expenditure  | 16,726      | 17,167      | (441)         | -2.64% |
| Net Position | (4,885)     | (4,493)     | (392)         | -8.02% |

#### Notes

As at 30 September, the SLLC budget has an overspend position of (£0.392m). This relates to overspent expenditure of (£0.442m). Employee costs are overspent by (£0.105m) in relation to the ACE programme and Swim teaching. Property costs are overspent by (£0.213m) primarily in relation to water charges and repairs and maintenance costs. Supplies and Services are overspent by (£0.077m), in relation to food purchases, materials and irrecoverable VAT but offset by underspends in other supply areas. Payments to contractors are overspent by (£0.052m) in relation to self employed coaches and agency/security staff. Income is over recovered by £0.049m. This reflects over recoveries in libraries and halls relating to ongoing funding to operate the sites via the Councils Community Fightback Fund. Venue income is over recovered but is lower than the equivalent position in the previous financial year. Outdoor income is over recovered in relation to pitch bookings and golf but is offset by under recoveries in income for Calderglen Zoo. Income is also under recovered in relation to swim memberships and the ACE programme with fitness membership income at relatively lower levels compared to the previous financial year.

## Quarter 2 - July to September 2025

### Emerging Challenges

The following challenges remain:

- While general inflation has continued to ease, uncertainty remains due to other potential cost increases
- Continuing pressures of cost of living and the ability for the public to spend available income on leisure and cultural services
- The employment market remains competitive with the ability to fill vacant posts creating pressure on operations
- Managing the impact of the pay award and future changes to employer pension contributions
- Some older facilities require investment in order to bring up to modern standards or to halt any further deterioration - Gym upgrades and equipment refurbishments have been underway at multiple sites since July 2025

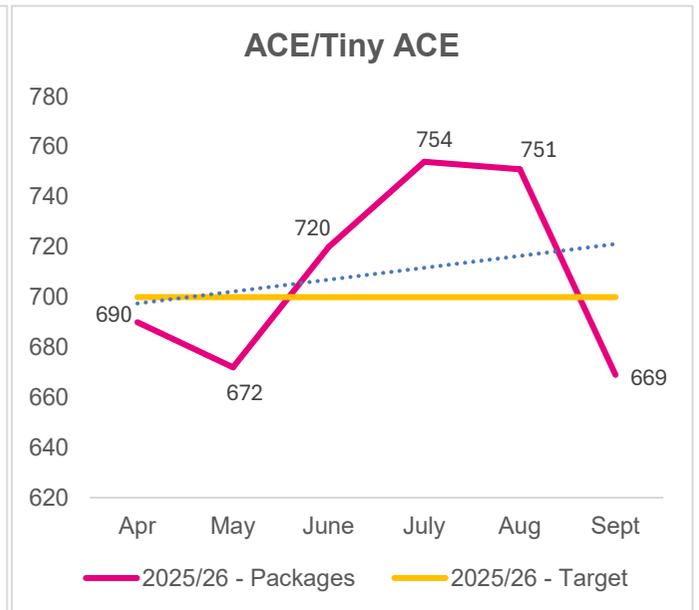
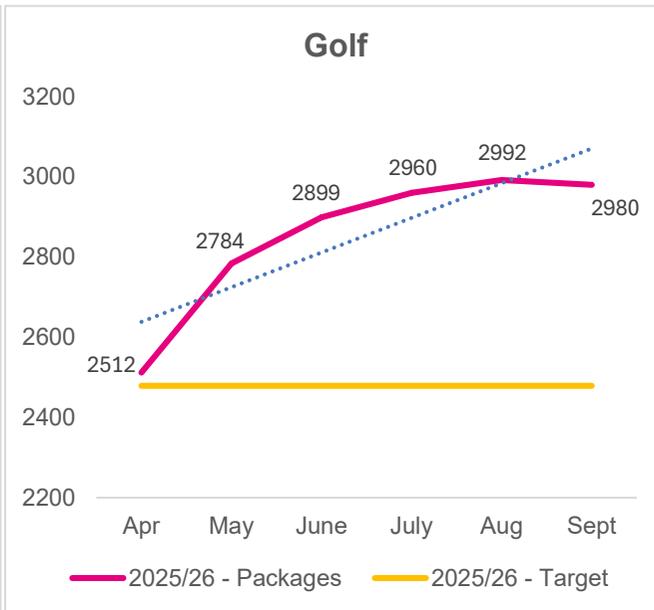
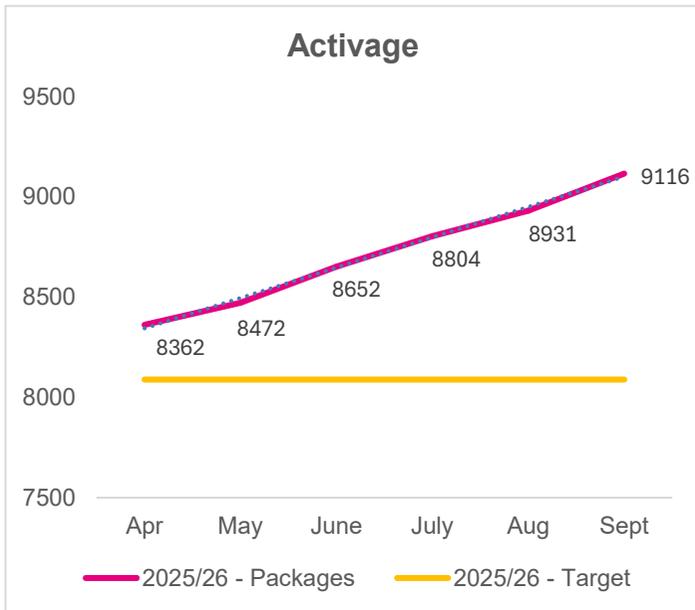
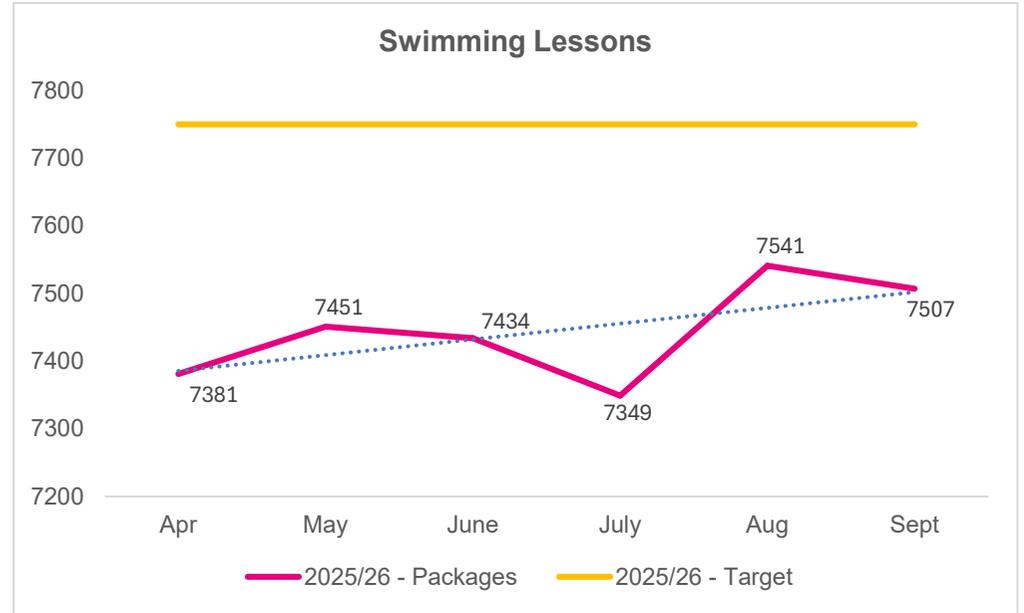
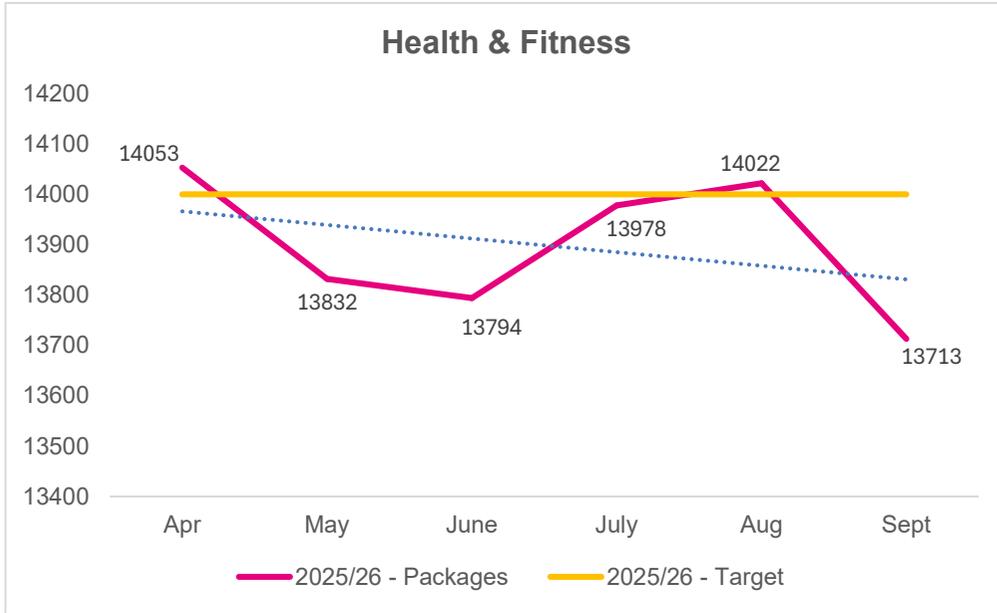
### Service Disruption

| Location                | Description  | Time Period         | Estimated YTD Financial Impact & (Additional Cost of Lost Income) | Comments   |
|-------------------------|--|---------------------|---|--|
| Larkhall Leisure Centre | Closure of main hall due to issues with flooring                                       | Sept 2023 - Present | £12,000 (£4,000 per month; £3k dry-side & £1k wet-side)           | SLC are finalising planning and design options. The new centre has a completion target date of summer 2027 |
| Gym Upgrade Programme   | SLLC progressing with major upgrade and equipment re-fit across gym sites from July 25 | Commenced July 2025 |   | Work commenced on 13 planned gym and studio upgrades. Biggar and Strathaven works completed in August      |

### Notes and Analysis

Despite the unavailability of the main hall for functions, Larkhall Leisure Centre has otherwise been able to operate at near full capacity this quarter. Staggered disruption continues as major refurbishment works and equipment re-fits are carried out across gym/studio areas as part of a major upgrade programme. These improvements are part of a broader investment to enhance user experience and modernise fitness facilities.

## Memberships - 6 Monthly Review Against Target



Healthier, happier, more connected lives.

## Quarter 2 - July to September 2025

### Memberships



| Memberships               | Q2      | Q2      | Year on Year |             |
|---------------------------|---------|---------|--------------|-------------|
|                           | 2025-26 | 2024-25 |              | % RAG Shift |
| Health & Fitness - Adult  | 10,905  | 11,255  | ⊗            | -3.1%       |
| Health & Fitness - Junior | 2,808   | 2,749   | ⊙            | 2.1%        |
| Swimming Lessons          | 7,507   | 7,304   | ⊙            | 2.8%        |
| Activage                  | 9,116   | 8,437   | ⊙            | 8.0%        |
| Golf                      | 2,980   | 2,614   | ⊙            | 14.0%       |
| ACE/Tiny ACE              | 669     | 691     | ⊗            | -3.2%       |

## Quarter 2 - July to September 2025

### Memberships

|                               | Q2      | Q2      | Year on Year |
|-------------------------------|---------|---------|--------------|
| Memberships                   | 2025-26 | 2024-25 | % RAG Shift  |
| Concessions - Leisure for All | 6,111   | 6,526   | ⊗ -6.4%      |
| Libraries - Members           | 153,072 | 146,046 | ⊙ 4.8%       |
| Libraries - Active Borrowers  | 7,179   | 7,600   | ⊗ -5.5%      |

### Notes and Analysis

**Membership Packages:** The figures represent active memberships at the end of Quarter 2, including those with cancellation requests. Memberships remain valid until the final payment is processed, therefore cancellation requested towards the end of the reporting period may still be reflected in the figures.

Whilst Adult Health & Fitness and ACE programmes saw modest declines this quarter compared to last year, Junior Health & Fitness, Activage and Golf showed notable growth. Leisure for All concessions decreased by 6.4%, which may reflect improved financial independence amongst users and reduced reliance on subsidised access or, continuing pressures of cost of living and the ability for the public to spend available income on leisure services.

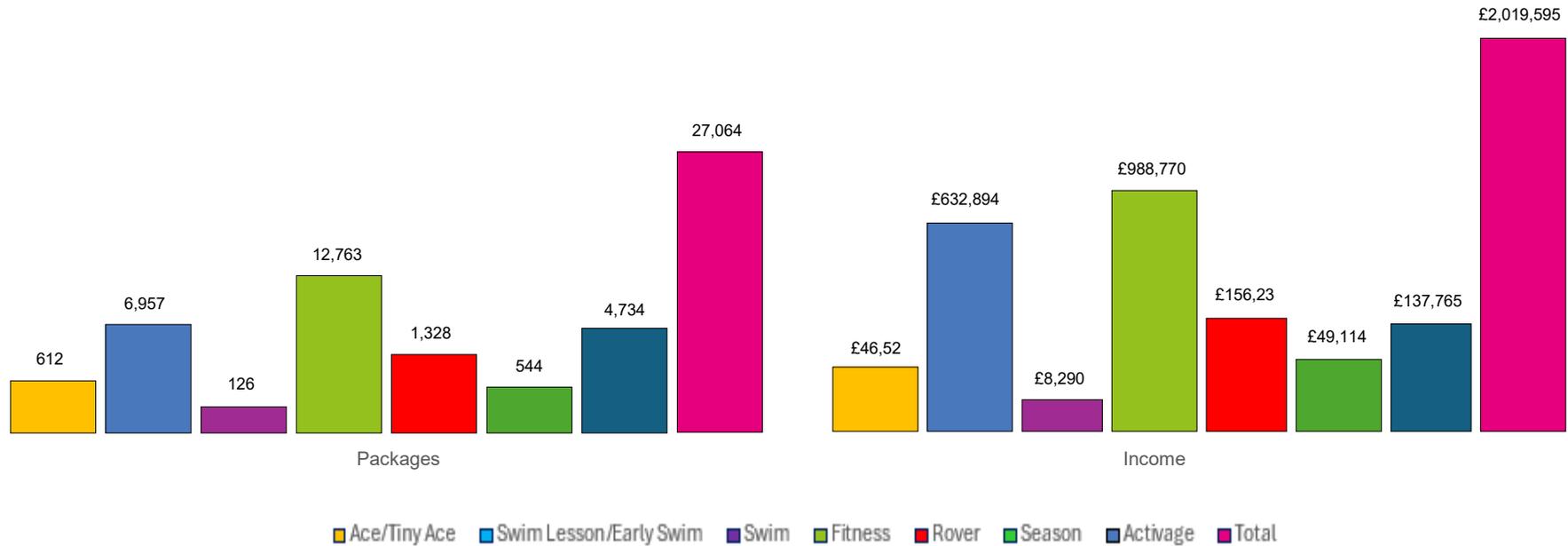
As displayed on page 4 of this report, Memberships – 6 Monthly Review Against Target, leisure membership package targets have been established based on average figures for 2024/25. Progress will continue to be monitored to ensure alignment with these targets.

**Libraries:** This quarter compared to last year, more people have joined our libraries however, fewer members are actively borrowing. Library closures has affected engagement and the number of borrowers.

## Quarter 2 - July to September 2025

### Membership Packages and Income

#### Q2 Membership Packages and Direct Debit Income



#### Notes and Analysis

The graphs above present the number of live membership packages sold via direct debit at the end of Quarter 2 and the total revenue generated from direct debit payments for each package collected across July to September.

At the end of Quarter 2, live membership packages totalled 27,064 and direct debit transactions totalled £2,019,595.

## Quarter 2 - July to September 2025

### Spotlight On

#### Post Refurbishment Gym and Studio Works at Strathaven Leisure Centre and Biggar Sports Centre

| Performance Measure                              | Short and Long Trend Comparison |                |          |              |          |
|--|---------------------------------|----------------|----------|--------------|----------|
|  | Current Period                  | Month on Month |          | Year on Year |          |
|  | Sept 2025                       | Aug 2025       | % Growth | Sept 2024    | % Growth |
| <b>Strathaven Leisure Centre</b>                 |                                 |                |          |              |          |
| Total Membership Packages                        | 1,896                           | 1,833          | ✓ 3.4%   | 1,614        | ✓ 17.5%  |
| Number of New Health & Fitness Packages          | 92                              | 109            | ✗ -15.6% | 55           | ✓ 67.3%  |
| Number of Health & Fitness Package Cancellations | 42                              | 36             | ✗ 16.7%  | 51           | ✓ -17.6% |
| Number of New Activage Packages                  | 39                              | 40             | ✗ -2.5%  | 36           | ✓ 8.3%   |
| Number of Activage Cancellations                 | 26                              | 31             | ✓ -16.1% | 30           | ✓ -13.3% |
| Health & Fitness Attendances                     | 2,932                           | 2,128          | ✓ 37.8%  | 2,075        | ✓ 41.3%  |
| Fitness Class Attendances                        | 2,397                           | 2,455          | ✗ -2.4%  | 1,932        | ✓ 24.1%  |
| <b>Biggar Sports Centre</b>                      |                                 |                |          |              |          |
| Total Membership Packages                        | 190                             | 180            | ✓ 5.6%   | 179          | ✓ 6.1%   |
| Number of New Health & Fitness Packages          | 13                              | 17             | ✗ -23.5% | 7            | ✓ 85.7%  |
| Number of Health & Fitness Package Cancellations | 6                               | 7              | ✓ -14.3% | 15           | ✓ -60.0% |
| Number of New Activage Packages                  | 7                               | 1              | ✓ 600.0% | 2            | ✓ 250.0% |
| Number of Activage Package Cancellations         | 2                               | 2              | ⚠ 0.0%   | 5            | ✓ -60.0% |
| Health & Fitness Attendances                     | 440                             | 364            | ✓ 20.9%  | 267          | ✓ 64.8%  |
| Fitness Class Attendances                        | 214                             | 220            | ✗ -2.7%  | 520          | ✗ -58.8% |

### Capital Projects

The Council has appointed a consultant to undertake an independent objective review of Council properties, including those operated by SLLC. This Estates Review is being led by Housing and Technical Resources and interim updates were reported to the Executive Committee in March and June. The outcomes from the review, and the proposed 10-Year Estate Strategy, are currently being finalised for presentation to Committee.

At the same time, the £13m Transformation Fund is helping to modernise the leisure and culture asset base taking account of the following needs: to adapt and modernise; to address energy efficiency and decarbonisation of the estate; to reduce liabilities and cover costs of demolition; and to consider community accessibility. Projects completed in Q2 include Greenhills and Blantyre Library re-provision and Hillhouse and Earnock Community Centre refurbishment. A range of additional projects were approved at the Executive Committee in August 2025, and have now been added to the programme against the previously unallocated fund. This includes replacement of the floating floor at Hamilton Water Palace and the replacement of the Whitemoss 3G pitch.

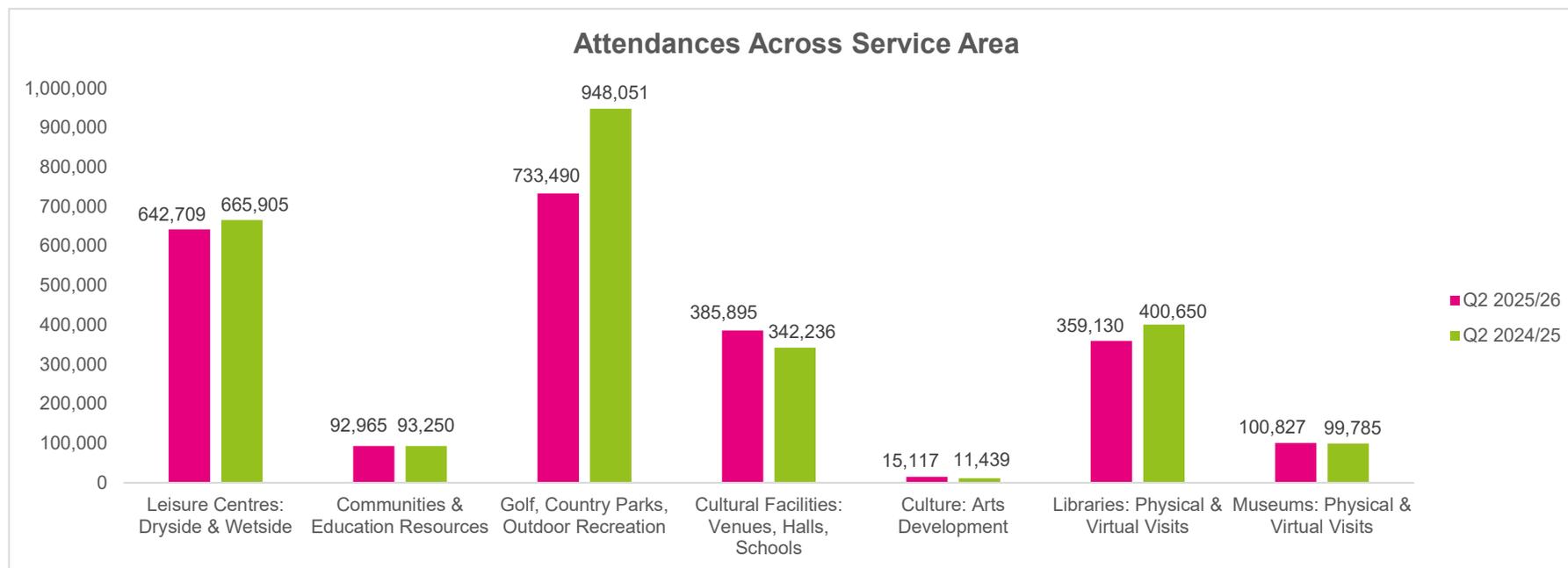
Planning permission has now been approved for Larkhall Leisure Centre and the project is now at the detailed design stage. The main construction works are scheduled to start on site in Summer 2026, with the early enabling works and partial demolition now planned to start in January 2026. In addition, adaptation works within Larkhall Academy were completed during the summer and final arrangements are being made for this to be opened up as a dual use facility.

Clydesdale Way paths project forms part of the 'Three Rivers Active Tourism Project' linking Dumfries and Galloway and Scottish Borders Councils and will address key gaps in the regional paths network. A joint award of £22,809,416 was received from Levelling Up Fund (LUF). The grant funding agreement has now been concluded with Dumfries and Galloway (as lead applicant) and Consultants Turner and Townsend have been appointed to design and manage the project. The project is progressing well, and the consultants have reviewed the proposed route and associated costs. A community and stakeholder engagement session is planned for mid October and initial landowner engagement is underway.

The Country Parks masterplan exercise is almost complete for Chatelherault and Calderglen following further public consultation sessions in both parks during late August/early September. Proposals are to be presented to the Community and Enterprise Resources Committee on 7 October. Subject to Committee approval, these will then be presented to the SLLC Board and the Hamilton and East Kilbride Area Committees in November.

## Quarter 2 - July to September 2025

### Attendances



| Attendances                                  | Q2      | Q2      | Year on Year |             |
|--|---------|---------|--------------|-------------|
|  | 2025-26 | 2024-25 |              | % RAG Shift |
| Leisure Centres - Dryside & Wetside          | 642,709 | 665,905 | ⊗            | -3%         |
| Communities & Education Resources            | 92,965  | 93,250  | ⚠            | 0%          |
| Golf, Country Parks, Outdoor Recreation      | 733,490 | 948,051 | ⊗            | -23%        |
| Cultural Facilities - Venues, Halls, Schools | 385,895 | 342,236 | ✓            | 13%         |
| Culture - Arts Development                   | 15,117  | 11,439  | ✓            | 32%         |
| Libraries - Physical & Virtual Visits        | 359,130 | 400,650 | ⊗            | -10%        |
| Museums - Physical & Virtual Visits          | 100,827 | 99,785  | ✓            | 1%          |

### Attendances

#### Notes and Analysis

##### **Facility Closures/Disruption:**

- Refurbishment of outdoor pitch at Stonelaw Community Sports Centre resulting in closure from beginning of July for 6-7 weeks
- Scheduled one day closure of Hamilton Water Palace in August for main door replacement
- Gym upgrade works at Biggar and Strathaven early August followed by Blantyre later that month
- Closure of Blantyre Library at Clydeview and the opening of new library hub within Blantyre Leisure Centre on 29 September
- Unscheduled facility disruptions over the quarter due to unforeseen pool closures, staffing shortages and cancelled classes

**Leisure Centres:** Facilities reported variable attendances across the quarter, with a dip in dryside usage due to ongoing gym and studio upgrades. However, a notable increase of attendances have been noted at Biggar and Strathaven post gym and studio upgrade works.

**Communities and Education Resources:** Previously titled 'Sports Development – Health Inclusion, Development Programmes', this area has been renamed to reflect its broader remit. The redesigned Active Health Programme has expanded referral class capacity for long term conditions, leading to increased participation.

**Country Parks, Outdoor Recreation:** Country Parks delivered a vibrant seasonal events programme while expanding corporate and commercial opportunities to boost community engagement and revenue. Car counters installed in April 2025 have improved tracking of vehicle based attendance, resulting in a year on year variation. Outdoor Recreation saw a strong start to the football season with full bookings on natural pitches and several football festivals scheduled. The Strathaven Hot Air Balloon Festival (22–24 August) drew visitors from across Europe.

**Libraries:** Library closures have affected physical engagement. Blantyre Library closed at the end of August, with services relocated to a new library hub within Blantyre Leisure Centre. The space offers book lending, printing and photocopying and is proving popular with visitors using other centre amenities.

South Lanarkshire  
Leisure and Culture

# Quarterly Report

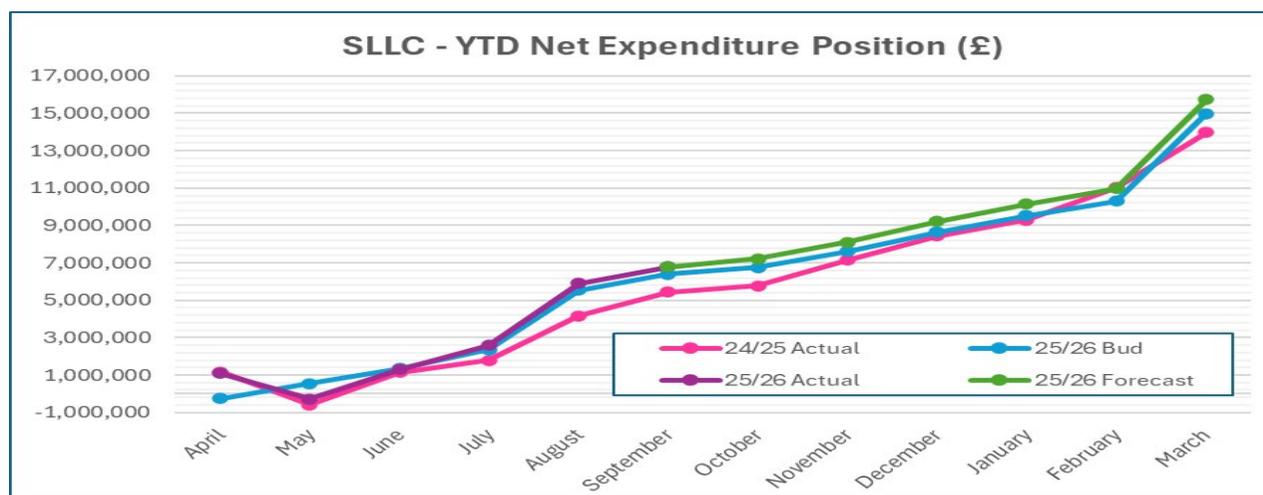


Quarter 2 - July to September 2025

Quarterly Report

## Quarter 2 - July to September 2025

### Budgetary Position



| Year to Date | Budget (£K) | Actual (£K) | Variance (£K) | % +/-  |
|--------------|-------------|-------------|---------------|--------|
| Income       | (21,611)    | (21,660)    | 49            | 0.23%  |
| Expenditure  | 16,726      | 17,167      | (441)         | -2.64% |
| Net Position | (4,885)     | (4,493)     | (392)         | -8.02% |

#### Notes

As at 30 September, the SLLC budget has an overspend position of (£0.392m). This relates to overspent expenditure of (£0.442m). Employee costs are overspent by (£0.105m) in relation to the ACE programme and Swim teaching. Property costs are overspent by (£0.213m) primarily in relation to water charges and repairs and maintenance costs. Supplies and Services are overspent by (£0.077m), in relation to food purchases, materials and irrecoverable VAT but offset by underspends in other supply areas. Payments to contractors are overspent by (£0.052m) in relation to self employed coaches and agency/security staff. Income is over recovered by £0.049m. This reflects over recoveries in libraries and halls relating to ongoing funding to operate the sites via the Councils Community Fightback Fund. Venue income is over recovered but is lower than the equivalent position in the previous financial year. Outdoor income is over recovered in relation to pitch bookings and golf but is offset by under recoveries in income for Calderglenn Zoo. Income is also under recovered in relation to swim memberships and the ACE programme with fitness membership income at relatively lower levels compared to the previous financial year.

## Quarter 2 - July to September 2025

### Emerging Challenges

The following challenges remain:

- While general inflation has continued to ease, uncertainty remains due to other potential cost increases
- Continuing pressures of cost of living and the ability for the public to spend available income on leisure and cultural services
- The employment market remains competitive with the ability to fill vacant posts creating pressure on operations
- Managing the impact of the pay award and future changes to employer pension contributions
- Some older facilities require investment in order to bring up to modern standards or to halt any further deterioration - Gym upgrades and equipment refurbishments have been underway at multiple sites since July 2025

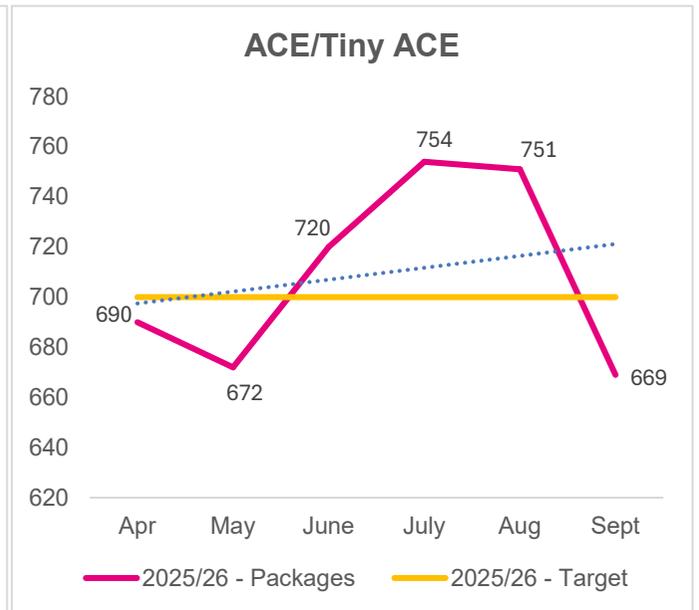
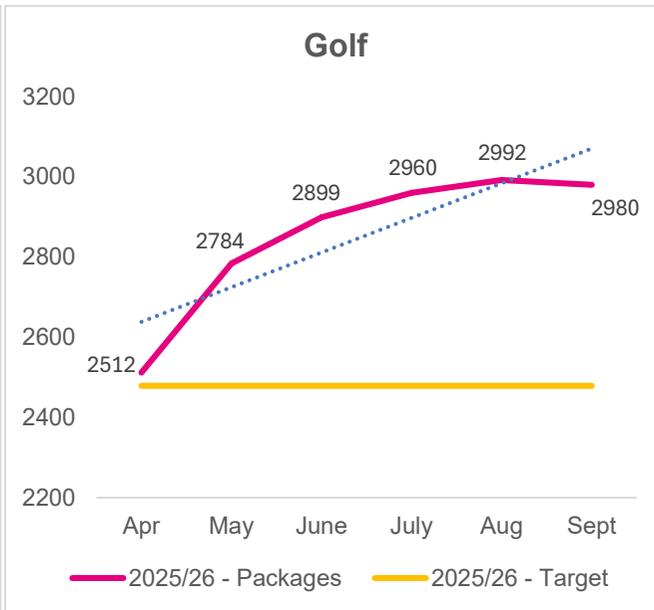
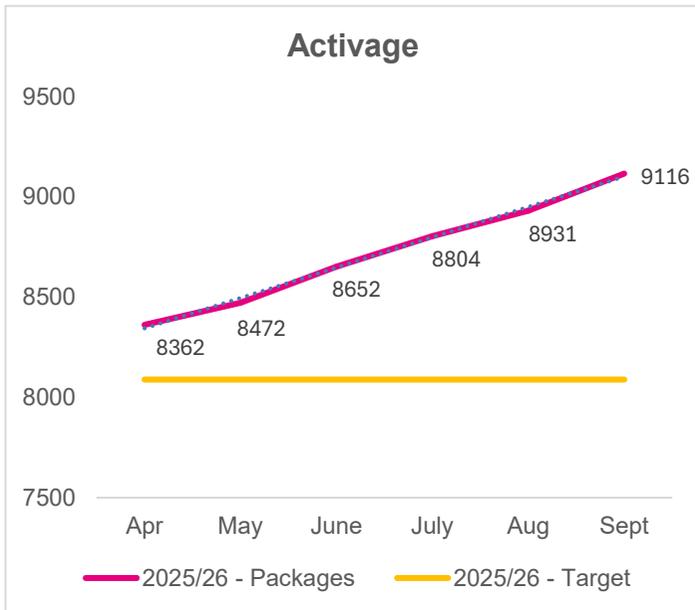
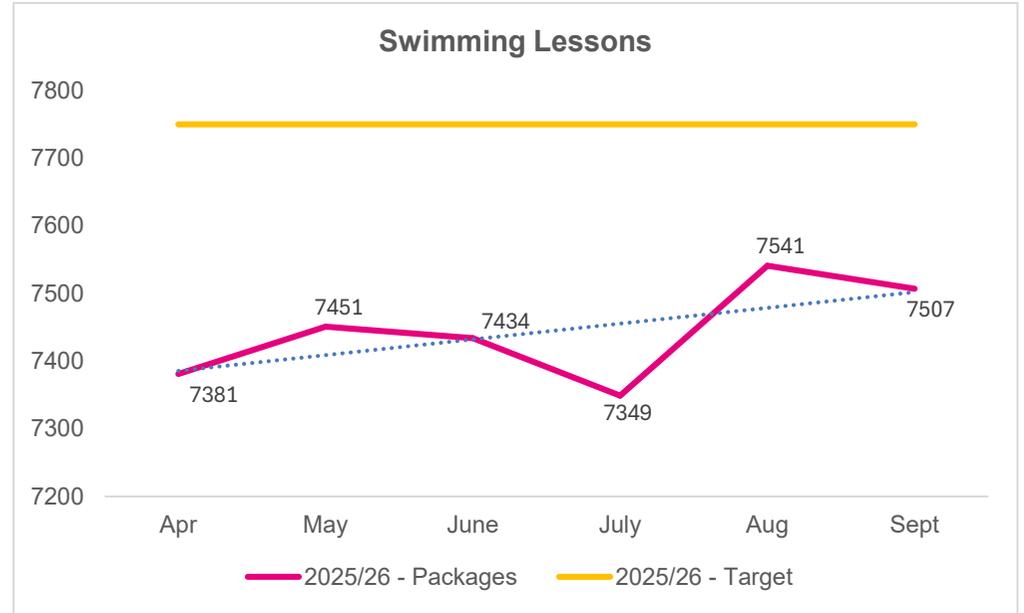
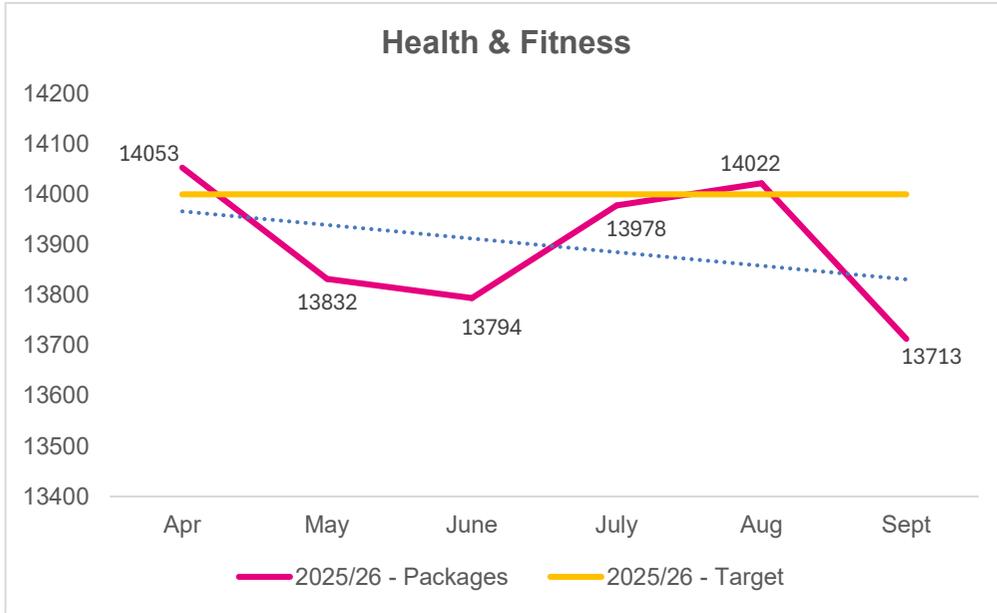
### Service Disruption

| Location                | Description  | Time Period         | Estimated YTD Financial Impact & (Additional Cost of Lost Income) | Comments   |
|-------------------------|--|---------------------|---|--|
| Larkhall Leisure Centre | Closure of main hall due to issues with flooring                                       | Sept 2023 - Present | £12,000 (£4,000 per month; £3k dry-side & £1k wet-side)           | SLC are finalising planning and design options. The new centre has a completion target date of summer 2027 |
| Gym Upgrade Programme   | SLLC progressing with major upgrade and equipment re-fit across gym sites from July 25 | Commenced July 2025 |   | Work commenced on 13 planned gym and studio upgrades. Biggar and Strathaven works completed in August      |

### Notes and Analysis

Despite the unavailability of the main hall for functions, Larkhall Leisure Centre has otherwise been able to operate at near full capacity this quarter. Staggered disruption continues as major refurbishment works and equipment re-fits are carried out across gym/studio areas as part of a major upgrade programme. These improvements are part of a broader investment to enhance user experience and modernise fitness facilities.

## Memberships - 6 Monthly Review Against Target



Healthier, happier, more connected lives.

## Quarter 2 - July to September 2025

### Memberships



| Memberships               | Q2      | Q2      | Year on Year |             |
|---------------------------|---------|---------|--------------|-------------|
|                           | 2025-26 | 2024-25 |              | % RAG Shift |
| Health & Fitness - Adult  | 10,905  | 11,255  | ⊗            | -3.1%       |
| Health & Fitness - Junior | 2,808   | 2,749   | ⊙            | 2.1%        |
| Swimming Lessons          | 7,507   | 7,304   | ⊙            | 2.8%        |
| Activage                  | 9,116   | 8,437   | ⊙            | 8.0%        |
| Golf                      | 2,980   | 2,614   | ⊙            | 14.0%       |
| ACE/Tiny ACE              | 669     | 691     | ⊗            | -3.2%       |

## Quarter 2 - July to September 2025

### Memberships

|                               | Q2      | Q2      | Year on Year |
|-------------------------------|---------|---------|--------------|
| Memberships                   | 2025-26 | 2024-25 | % RAG Shift  |
| Concessions - Leisure for All | 6,111   | 6,526   | ⊗ -6.4%      |
| Libraries - Members           | 153,072 | 146,046 | ⊙ 4.8%       |
| Libraries - Active Borrowers  | 7,179   | 7,600   | ⊗ -5.5%      |

### Notes and Analysis

**Membership Packages:** The figures represent active memberships at the end of Quarter 2, including those with cancellation requests. Memberships remain valid until the final payment is processed, therefore cancellation requested towards the end of the reporting period may still be reflected in the figures.

Whilst Adult Health & Fitness and ACE programmes saw modest declines this quarter compared to last year, Junior Health & Fitness, Activage and Golf showed notable growth. Leisure for All concessions decreased by 6.4%, which may reflect improved financial independence amongst users and reduced reliance on subsidised access or, continuing pressures of cost of living and the ability for the public to spend available income on leisure services.

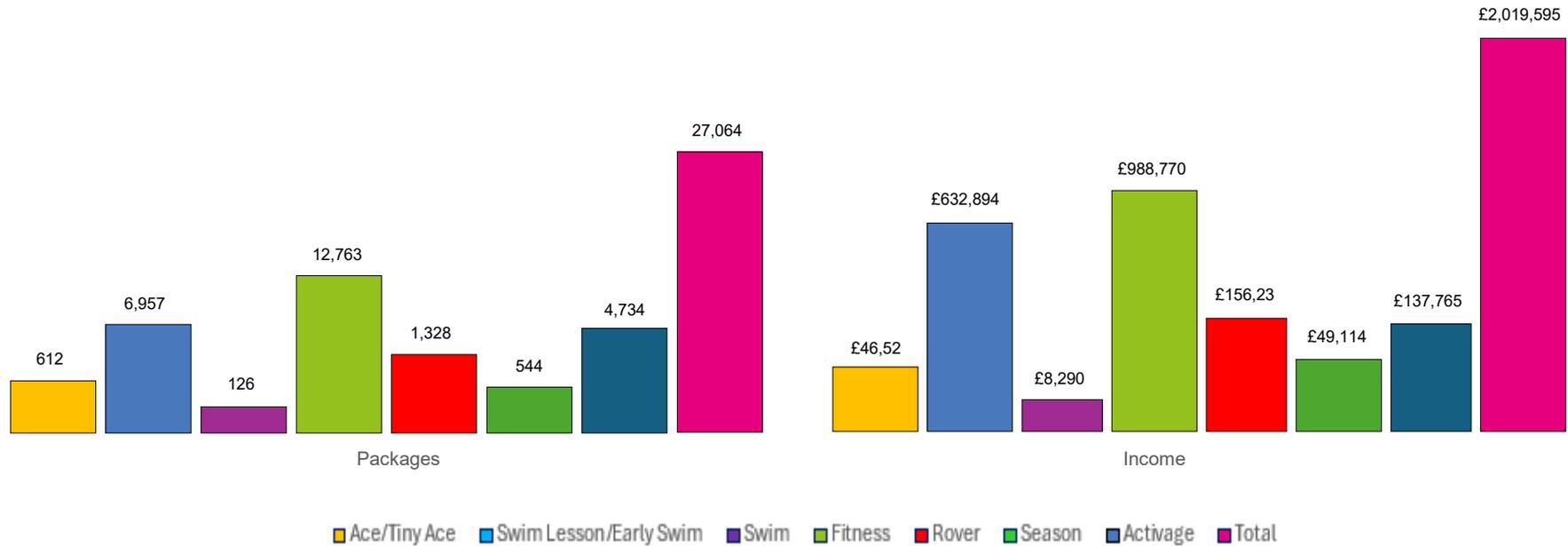
As displayed on page 4 of this report, Memberships – 6 Monthly Review Against Target, leisure membership package targets have been established based on average figures for 2024/25. Progress will continue to be monitored to ensure alignment with these targets.

**Libraries:** This quarter compared to last year, more people have joined our libraries however, fewer members are actively borrowing. Library closures has affected engagement and the number of borrowers.

## Quarter 2 - July to September 2025

### Membership Packages and Income

#### Q2 Membership Packages and Direct Debit Income



#### Notes and Analysis

The graphs above present the number of live membership packages sold via direct debit at the end of Quarter 2 and the total revenue generated from direct debit payments for each package collected across July to September.

At the end of Quarter 2, live membership packages totalled 27,064 and direct debit transactions totalled £2,019,595.

## Quarter 2 - July to September 2025

### Spotlight On

#### Post Refurbishment Gym and Studio Works at Strathaven Leisure Centre and Biggar Sports Centre

| Performance Measure                              | Short and Long Trend Comparison |                |          |              |          |
|--|---------------------------------|----------------|----------|--------------|----------|
|  | Current Period                  | Month on Month |          | Year on Year |          |
|  | Sept 2025                       | Aug 2025       | % Growth | Sept 2024    | % Growth |
| <b>Strathaven Leisure Centre</b>                 |                                 |                |          |              |          |
| Total Membership Packages                        | 1,896                           | 1,833          | ✓ 3.4%   | 1,614        | ✓ 17.5%  |
| Number of New Health & Fitness Packages          | 92                              | 109            | ✗ -15.6% | 55           | ✓ 67.3%  |
| Number of Health & Fitness Package Cancellations | 42                              | 36             | ✗ 16.7%  | 51           | ✓ -17.6% |
| Number of New Activage Packages                  | 39                              | 40             | ✗ -2.5%  | 36           | ✓ 8.3%   |
| Number of Activage Cancellations                 | 26                              | 31             | ✓ -16.1% | 30           | ✓ -13.3% |
| Health & Fitness Attendances                     | 2,932                           | 2,128          | ✓ 37.8%  | 2,075        | ✓ 41.3%  |
| Fitness Class Attendances                        | 2,397                           | 2,455          | ✗ -2.4%  | 1,932        | ✓ 24.1%  |
| <b>Biggar Sports Centre</b>                      |                                 |                |          |              |          |
| Total Membership Packages                        | 190                             | 180            | ✓ 5.6%   | 179          | ✓ 6.1%   |
| Number of New Health & Fitness Packages          | 13                              | 17             | ✗ -23.5% | 7            | ✓ 85.7%  |
| Number of Health & Fitness Package Cancellations | 6                               | 7              | ✓ -14.3% | 15           | ✓ -60.0% |
| Number of New Activage Packages                  | 7                               | 1              | ✓ 600.0% | 2            | ✓ 250.0% |
| Number of Activage Package Cancellations         | 2                               | 2              | ⚠ 0.0%   | 5            | ✓ -60.0% |
| Health & Fitness Attendances                     | 440                             | 364            | ✓ 20.9%  | 267          | ✓ 64.8%  |
| Fitness Class Attendances                        | 214                             | 220            | ✗ -2.7%  | 520          | ✗ -58.8% |

### Capital Projects

The Council has appointed a consultant to undertake an independent objective review of Council properties, including those operated by SLLC. This Estates Review is being led by Housing and Technical Resources and interim updates were reported to the Executive Committee in March and June. The outcomes from the review, and the proposed 10-Year Estate Strategy, are currently being finalised for presentation to Committee.

At the same time, the £13m Transformation Fund is helping to modernise the leisure and culture asset base taking account of the following needs: to adapt and modernise; to address energy efficiency and decarbonisation of the estate; to reduce liabilities and cover costs of demolition; and to consider community accessibility. Projects completed in Q2 include Greenhills and Blantyre Library reprovision and Hillhouse and Earnock Community Centre refurbishment. A range of additional projects were approved at the Executive Committee in August 2025, and have now been added to the programme against the previously unallocated fund. This includes replacement of the floating floor at Hamilton Water Palace and the replacement of the Whitemoss 3G pitch.

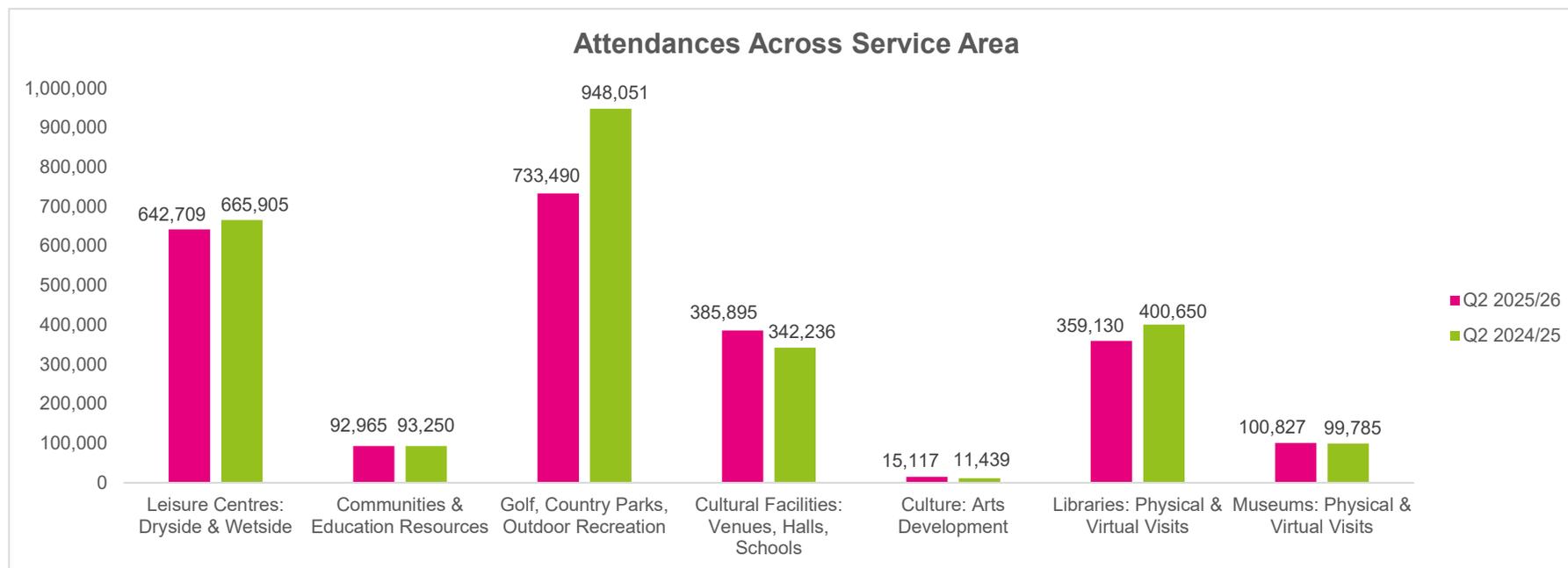
Planning permission has now been approved for Larkhall Leisure Centre and the project is now at the detailed design stage. The main construction works are scheduled to start on site in Summer 2026, with the early enabling works and partial demolition now planned to start in January 2026. In addition, adaptation works within Larkhall Academy were completed during the summer and final arrangements are being made for this to be opened up as a dual use facility.

Clydesdale Way paths project forms part of the 'Three Rivers Active Tourism Project' linking Dumfries and Galloway and Scottish Borders Councils and will address key gaps in the regional paths network. A joint award of £22,809,416 was received from Levelling Up Fund (LUF). The grant funding agreement has now been concluded with Dumfries and Galloway (as lead applicant) and Consultants Turner and Townsend have been appointed to design and manage the project. The project is progressing well, and the consultants have reviewed the proposed route and associated costs. A community and stakeholder engagement session is planned for mid October and initial landowner engagement is underway.

The Country Parks masterplan exercise is almost complete for Chatelherault and Calderglen following further public consultation sessions in both parks during late August/early September. Proposals are to be presented to the Community and Enterprise Resources Committee on 7 October. Subject to Committee approval, these will then be presented to the SLLC Board and the Hamilton and East Kilbride Area Committees in November.

## Quarter 2 - July to September 2025

### Attendances



| Attendances                                  | Q2      | Q2      | Year on Year |             |
|--|---------|---------|--------------|-------------|
|  | 2025-26 | 2024-25 |              | % RAG Shift |
| Leisure Centres - Dryside & Wetside          | 642,709 | 665,905 | ⊗            | -3%         |
| Communities & Education Resources            | 92,965  | 93,250  | ⚠            | 0%          |
| Golf, Country Parks, Outdoor Recreation      | 733,490 | 948,051 | ⊗            | -23%        |
| Cultural Facilities - Venues, Halls, Schools | 385,895 | 342,236 | ✓            | 13%         |
| Culture - Arts Development                   | 15,117  | 11,439  | ✓            | 32%         |
| Libraries - Physical & Virtual Visits        | 359,130 | 400,650 | ⊗            | -10%        |
| Museums - Physical & Virtual Visits          | 100,827 | 99,785  | ✓            | 1%          |

### Attendances

#### Notes and Analysis

##### **Facility Closures/Disruption:**

- Refurbishment of outdoor pitch at Stonelaw Community Sports Centre resulting in closure from beginning of July for 6-7 weeks
- Scheduled one day closure of Hamilton Water Palace in August for main door replacement
- Gym upgrade works at Biggar and Strathaven early August followed by Blantyre later that month
- Closure of Blantyre Library at Clydeview and the opening of new library hub within Blantyre Leisure Centre on 29 September
- Unscheduled facility disruptions over the quarter due to unforeseen pool closures, staffing shortages and cancelled classes

**Leisure Centres:** Facilities reported variable attendances across the quarter, with a dip in dryside usage due to ongoing gym and studio upgrades. However, a notable increase of attendances have been noted at Biggar and Strathaven post gym and studio upgrade works.

**Communities and Education Resources:** Previously titled 'Sports Development – Health Inclusion, Development Programmes', this area has been renamed to reflect its broader remit. The redesigned Active Health Programme has expanded referral class capacity for long term conditions, leading to increased participation.

**Country Parks, Outdoor Recreation:** Country Parks delivered a vibrant seasonal events programme while expanding corporate and commercial opportunities to boost community engagement and revenue. Car counters installed in April 2025 have improved tracking of vehicle based attendance, resulting in a year on year variation. Outdoor Recreation saw a strong start to the football season with full bookings on natural pitches and several football festivals scheduled. The Strathaven Hot Air Balloon Festival (22–24 August) drew visitors from across Europe.

**Libraries:** Library closures have affected physical engagement. Blantyre Library closed at the end of August, with services relocated to a new library hub within Blantyre Leisure Centre. The space offers book lending, printing and photocopying and is proving popular with visitors using other centre amenities.

## Quarter 2 - July to September 2025

### Staffing

| Establishment Position (30 September 2025)   |                               |                             |                            |   |
|--|-------------------------------|-----------------------------|----------------------------|---|
| FTE - Full Time Equivalent calculated on 35 and 37 hour basis. Excludes funded posts |                               |                             |                            |   |
| Area   | Establishment<br>Variance FTE | Establishment<br>Variance % | Current<br>Recruitment FTE | Comments                                    |
| Halls  | 6.82                          | 10.69%                      | 0.80                       |   |
| Libraries  | 3.17                          | 3.93%                       | 3.31                       |   |
| Museums  | 1.70                          | 15.33%                      | 1.00                       |   |
| Outdoor  | 21.37                         | 23.00%                      | 4.31                       |   |
| Leisure Centres  | 47.76                         | 16.29%                      | 25.89                      | Includes elements relating to new structure |
| Support  | -16.12                        | -42.70%                     | 3.00                       | Includes elements relating to new structure |
| Venues   | 2.44                          | 3.41%                       | 4.17                       |   |
| <b>Grand Total</b>   | <b>67.14</b>                  | <b>10.30%</b>               | <b>42.48</b>               |   |

### Notes and Analysis

Recruitment continues to be progressed across all service areas. However the employment market remains competitive with the ability to fill vacant posts creating pressure on operations

## Quarter 2 - July to September 2025

### Health & Safety



| Health & Safety           | Q2      | Q2      | Year on Year |
|---------------------------|---------|---------|--------------|
|                           | 2025-26 | 2024-25 | RAG Shift    |
| Accidents - Staff         | 4       | 5       | ✓            |
| Accidents - Public        | 23      | 11      | ✗            |
| Incidents - Staff         | 4       | 8       | ✓            |
| Incidents - Public        | 16      | 6       | ✗            |
| Violent Incidents - Staff | 3       | 4       | ✓            |

#### Notes and Analysis

Staff accidents have decreased by one compared to the same period last year, with all accidents being minor and occurring during routine duties. Public accidents have increased, with 7 classified as major (one reportable to HSE under RIDDOR) and 16 as minor. Staff related incidents have fallen by 50% whilst the number of public incidents has risen from 6 to 16. Staff violent incidents have again reduced evidencing that mitigating measures such as improved partnership working with Police Community Liaison Officers are having a positive effect. Conflict management training is scheduled for later this year.

## Quarter 2 - July to September 2025

### Delivering Strategic Objectives - Year 4 2024-25

| Health and Wellbeing   |  |  |  |
|--|--|--|--|
| We will help the people of South Lanarkshire to live healthier, happier lives with a focus on physical and mental wellbeing  |  |  |  |
| Priority 1 (HWB1)  | Priority 2 (HWB2)  | Priority 3 (HWB3)  | Priority 4 (HWB4)  |
| <p><b>Participate in a whole system approach</b> 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.</p>   | <p><b>Encourage and support the inactive to be active</b> with focus on positive physical health and wellbeing outcomes.</p> | <p><b>Support positive mental health</b> and deliver on health and wellbeing outcomes.</p> | <p><b>Provide early intervention and prevention initiatives</b> to address health and wellbeing matters at their root cause.</p> |
| Health and Wellbeing Successes   |  |  |  |
| <ul style="list-style-type: none"> <li>IT services continue to support the roll out of the customer App with training and guidance offered to progress business objectives.</li> <li>HR services have supported the roll out of new and updated access screens for employee, manager and HR tasks on Oracle Fusion.</li> <li>Employees have been provided with access to alternative voluntary contribution scheme through my money matters.</li> <li>HR services have provided significant support to managers with complex employee support.</li> <li><b>Judo Falls:</b> The second block of the Judo Falls programme started in October after a successful run from its initial launch in August through September. The programme offers free, friendly and supportive sessions where attendees learn judo based techniques that help reduce the risk of serious injury from falls. It also helps with building confidence back up after a fall. No prior experience is required and the courses are currently running at Whitehill Neighbourhood Centre in Hamilton.</li> <li><b>Hamilton Youth Football Club</b> held their first large scale football festival over September weekend 2025. Held at Hamilton Palace Sports Grounds using both grass and synthetic pitches, the club ran a festival for boys' and girls' football in the formats of 4-a-side, 5-a-side, 7-a-side and 11-a-side football.</li> </ul> |  |  |  |

### Delivering Strategic Objectives - Year 4 2024-25

#### Health and Wellbeing

We will help the people of South Lanarkshire to live healthier, happier lives with a focus on physical and mental wellbeing

#### Health and Wellbeing Successes

- **Every Life Matters Golf Event:** Teams from SLC, SLLC, NHS, local golfers and club members took to the fairways on 5 September to participate in the annual event for the Wellbeing Claret Jug. The event is organised in partnership with the NHS Distress Intervention Department as part of National Suicide Prevention Week and aims to raise awareness of mental health trauma and how it can lead to suicide (particularly in males). 64 golfers participated in the event this year at Torrance House Golf Course.
- **Summer Partnership Programme:** During the summer at Hamilton Palace Sports Ground, we worked in partnership with Youth, Family and Community Learning to bring together various Universal Connections/Pathfinders groups from across SL to participate within the Scottish FA Kickabout Programme.
- **Scottish FA – Go Fitba Programme:** SLLC Sports Development & Active Schools selected Hamilton Palace Sports Grounds as a central Hamilton location for a targeted holiday event. The Scottish FA – Go Fitba Programme, a cashback programme funded by Scottish Government, targeted an audience from one of the highest SIMD areas across Hamilton with 300 young people participating over the week.

## Quarter 2 - July to September 2025

### Delivering Strategic Objectives - Year 4 2024-25

| Connected and Engaged  |   |  |   |
|--|---|--|---|
| We will enable people to connect with each other and with their community through the services we provide  |   |  |   |
| Priority 1 (CE1)   | Priority 2 (CE2)  | Priority 3 (CE3)   | Priority 4 (CE4)  |
| <b>Reach out to people</b> where they are, by providing services to all communities across South Lanarkshire.  | <b>Support communities to develop and build their capacity</b> and, where appropriate, explore options for asset transfer of our resources. | <b>Develop alternative delivery methods</b> and grow our digital offerings such as online classes and access to e-books. | <b>Help tackle isolation</b> by providing initiatives that bring people together. |
| Connected and Engaged Successes  |   |  |   |
| <ul style="list-style-type: none"> <li>Annual update of Systems Modernisation Plan Completed.</li> <li><b>Rutherglen Town Hall - 200th Tea Dance:</b> Since its grand re-opening in 2004, Rutherglen Town Hall has proudly hosted a monthly Tea Dance, led by the ever popular John Findlay. September marked the remarkable milestone of our 200th Tea Dance! These cherished afternoons have become a cornerstone of community life, offering older adults a joyful space to dance, socialise, and enjoy a warm cuppa with a biscuit. The event is especially loved by local care homes, who regularly bring residents along to enjoy the music and companionship. The Tea Dance is more than just an event, it's a lifeline for many, fostering connection, laughter, and movement. It plays a vital role in supporting the wellbeing and social inclusion of our elderly population.</li> <li><b>Rutherglen 900:</b> The Community and Education team continue to reach out to local communities across South Lanarkshire through various interventions and programmes. An example of this is the Rutherglen 900 project which leads the planning of celebrations for the town's 900th birthday in 2026. The team is connecting with external partners such as Health and Happy, Clyde Gateway and South Lanarkshire Council to deliver a series of cultural, sporting, and historical events to engage with the Rutherglen community.</li> <li><b>Fernhill Fun Day 5th July:</b> Arts Development in partnership with Fernhill Community Centre organised a free Fun Day event for the local communities of Fernhill, one of the first events to incorporate all Development Services, Health, SPA, Museums, Libraries, Active Schools with a total of 1599 in attendance.</li> </ul> |   |  |   |

### Delivering Strategic Objectives - Year 4 2024-25

#### Connected and Engaged

We will enable people to connect with each other and with their community through the services we provide

#### Connected and Engaged Successes

- **Walking Football Summer Programme:** Hamilton Palace Sports Grounds continues the working relationship between SLLC Outdoor Recreation and Motherwell Community Trust. To support the Trust's summer kids football camps at Fir Park HPSG stepped in to host the weekly walking football group therefore freeing up the pitch at Motherwell for the kids. The walking football group played for seven consecutive Mondays at Palace Grounds with an overall attendance of over 350 players. The Community Trust players thanked the Facility for helping to prevent them shutting down over the summer and possibly losing participant numbers.
- **Scotland's Garden Scheme** on 24 August hosted at Calderglen Zoo saw members visit the zoo gardens and take part in organised tours and horticulture workshops. Feedback was very positive and the members enjoyed learning about the many garden plant species at Calderglen Zoo.

## Quarter 2 - July to September 2025

### Delivering Strategic Objectives - Year 4 2024-25

| Equality & Inclusion   |  |  |   |
|--|--|--|---|
| We will provide accessible wellbeing and learning services through targeted interventions  |  |  |   |
| Priority 1 (EI1)   | Priority 2 (EI2)   | Priority 3 (EI3)   | Priority 4 (EI4)  |
| <p><b>Ensure equality of opportunity</b> by making sure that our services are accessible to all.</p>   | <p><b>Target our programmes and interventions</b> to ensure we reach those most in need of our services.</p> | <p><b>Enable access to learning and information</b> across our communities and support community learning.</p> | <p><b>Provide welcoming inviting spaces</b> where customers receive a warm reception.</p> |
| Equality and Inclusion Successes   |  |  |   |
| <ul style="list-style-type: none"> <li> <p><b>Children’s Summer Ace Inclusion Programme</b> ran throughout the school summer holidays across our facilities in South Lanarkshire. There were 106 young people registered for the programme and 577 attendances across the summer. These sessions offer a safe environment where the children can interact with each other and more importantly - have fun! They also help to provide routine for the children attending and continuity through the summer months.</p> </li> <li> <p><b>Halls Consultation</b> is currently ongoing, with the following summary of key findings so far:<br/> <u>Access and Facilities:</u> The current access times post 6pm restrict use for younger groups. There also remain ongoing concerns around parking, heating, storage, and technical provision such as music and lighting.<br/> <u>Booking and Payments:</u> Processes are seen as complex, especially for one-off events. The online system is not user-friendly, payments are error-prone, and visibility of availability is limited.<br/> <u>Affordability:</u> There is a strong community demand for subsidised rates for local, youth, older adult, and vulnerable group activities. Church halls at £15 per hour with their own key access are seen as a cheaper and simpler alternative.<br/> <u>Promotion and Engagement:</u> On the promotion side there is a limited awareness of halls, their capacity, and events. There is a desire for better local promotion and visibility.<br/> <u>Whitehill Neighbourhood Centre:</u> This location is underutilised due to café closure, lack of Wi-Fi, and unused spaces. Opportunities exist for alternative business models to increase sustainability.<br/> <u>Future Concerns:</u> There is a fear of hall closures and stress from short-notice communications. However, there is a recognition that some facilities need refurbishment or rethinking of their operating model.</p> </li> </ul> |  |  |   |

### Delivering Strategic Objectives - Year 4 2024-25

#### Equality & Inclusion

We will provide accessible wellbeing and learning services through targeted interventions

#### Equality and Inclusion Successes Cont

- **Halls Consultation cont:** The current feedback highlights recurring challenges with accessibility, booking complexity, affordability and promotion, while survey data strongly supports subsidised pricing for community-focused activities. Whitehill Neighbourhood Centre requires a specific sustainability plan, while broader improvements to systems, communications, and facilities are needed to ensure halls remain welcoming, accessible, and well-used by the community.
- **Sexual Harassment Awareness Training Programme** organised for managers across the organisation in advance to changes in organisational responsibilities for prevention.
- **Deaf Awareness Training for Swimming Teachers:** Hamilton School for the Deaf have been attending the Hamilton Water Palace for school swimming lessons for the past 3 years. Training sessions have highlighted the difficulties and challenges that teachers may face and included the use of sign language and body language posture to effectively communicate with deaf children.
- **Damien's Swimming Journey:** Damien, a former RAF pilot and scuba diver, began water rehabilitation at Hamilton Water Palace after a stroke left him wheelchair-bound. Since February 2025, he's made remarkable progress in weekly 1:1 sessions regaining movement and strength using one side of his body. In September, Damien took on Sport Relief's 5km swim challenge, floating and kicking with a noodle despite balance difficulties and comical over-rotations. His perseverance paid off: he completed the challenge and raised £580 to support mental and physical health initiatives.
- **East Kilbride RR Youth Football Festival:** In August, following on from the success of 2024 event and the demand to participate from clubs/teams the event organisers selected to add an additional venue within the town. This year saw Ballerup Brancumhall and Whitemoss Recreation Areas host the event meeting the additional demand. This year's event ran covering a variety of formats of the game from fun-fours, five-a-side, seven-a-side, nine-a-side and 11-a-side football.

## Quarter 2 - July to September 2025

### Delivering Strategic Objectives - Year 4 2024-25

| Organisational Sustainability   |   |   |  |
|---|---|---|--|
| We will develop a business model that allows sustainable provision of quality services in priority areas  |   |   |  |
| Priority 1 (OS1)  | Priority 2 (OS2)  | Priority 3 (OS3)  | Priority 4 (OS4)   |
| <p><b>Develop a financially sustainable business model</b> which optimises income and utilises diverse funding streams.</p>   | <p><b>Develop our people</b> ensuring staff remain highly skilled and are supported to deliver the best standard of customer service.</p> | <p><b>Review our facilities</b> to ensure we have financially sustainable spaces to enable quality service provision.</p> | <p><b>Reduce waste and energy usage</b> and seek new ways to be more energy efficient across our services.</p> |
| Organisational Sustainability Successes   |   |   |  |
| <ul style="list-style-type: none"> <li>• The Financial Business Plan has undergone an annual review and has been updated and presented to the Board.</li> <li>• The Procurement Strategy has been updated, approved by the Board and is now available online via the website.</li> <li>• The Process Modernisation Project has commenced with project review group/project team and working groups established to take forward core actions.</li> <li>• The procurement process for the Front of House system has been completed with a winning supplier identified and is now progressing to final sign off.</li> <li>• Significant assistance has been provided by Finance and IT services to support the projects being implemented across the SLC Transformation Fund, including identification of business requirements in terms of WIFI and technology provision.</li> <li>• In order to support the potential changes to recruitment via the upcoming Employment Act related to casual/variable staffing, the contract has been awarded for the workforce scheduling module of Fusion in conjunction with SLC IT with works now progressing on the implementation.</li> <li>• Monthly and quarterly performance reports have been reviewed and refined to present data more cohesively and clearly through streamlined tables, graphs and analysis.</li> </ul> |   |   |  |

### Delivering Strategic Objectives - Year 4 2024-25

#### Organisational Sustainability

We will develop a business model that allows sustainable provision of quality services in priority areas

#### Organisational Sustainability Successes Cont

- **Filming:** There have been a number of filming projects within South Lanarkshire throughout this quarter. Notable projects included EE using the East Kilbride Ice Rink in July for the filming of a commercial and the John Wright Sports Centre as a production base. The BBC also used Chatelherault Primary School in August as a production base for the filming of the Two Doors Down Christmas Special which was filmed in the local area. There were also various enquiries about sites across South Lanarkshire that were deemed unsuitable for the specific requests of the production company. In total there were 12 filming requests in this quarter with three going ahead and a further two still waiting to be confirmed.
- **Ballerup & Bent 11-a-side Pitches LED Floodlight upgrade:** SLC CEF Funding – LED Floodlight upgrade works completed at Ballerup and Bent Recreation areas. These works saw the full conversion from 1KW metal halide sports lights to state of the LED Sports Lights. The second phase of the project will see both 11-a-side pitches at Hamilton Palace Sports Grounds and Jock Stein Centre converted along with John Wright Sports Centre Running Track. This recent round of funding secured sees an investment of over £200K. All works are due to be completed ahead of winter 2025.
- **Gym and Studio Refurbishment Works:** Phase 1 of the gym and studio works have been completed at Strathaven and Biggar.
- **Carnwath Football Pavilion Roof:** South Lanarkshire Council's Property Investment Fund has enabled the successful installation of a new roof at Carnwath Football Pavilion. This £15,000 investment secures the future of this important Outdoor Recreation Satellite asset.
- **Hamilton Mausoleum:** Following a period of closure due to essential roof maintenance works, the museum team worked together throughout August, carrying out careful conservation cleaning of the mausoleum floor making the building visitor ready for Doors Open Day on 6 September.

## Quarter 2 - July to September 2025

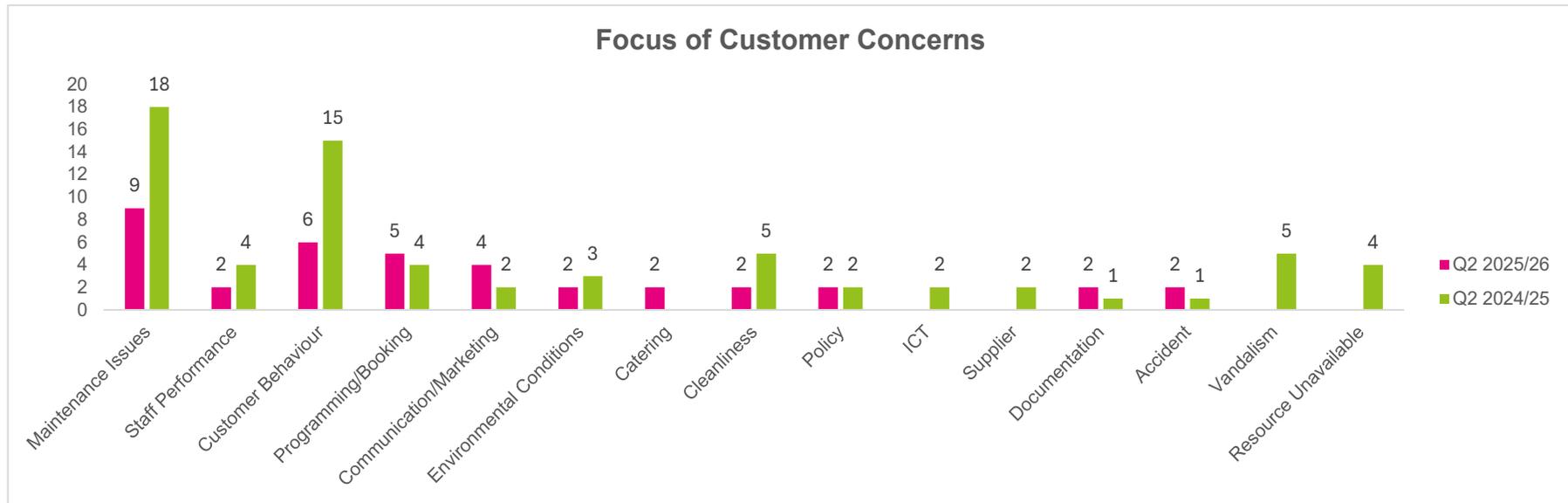
### Growth Plan Update

| Sales and Retention  |  |
|--|--|
| Action   | Progress to Date   |
| Retain existing and attract new customers                                  | We have continued to work with the cultural venues to increase ticket sales for forthcoming performances. At the end of September a total spend of £3479.68 generated ticket sales of £63442.00. This is a return on advertising spend of 18.55.   |
| Review existing catering franchise agreements and wider catering provision | A one-year extension (with an option of a plus one) has been agreed for Calderglen Café and James Hamilton Heritage Park from 1 October 2025. SLC are finalising this procurement process. In addition to this we have carried out consultation at Lanark Lifestyles and the majority of customers would welcome the return of a café to this centre. We are currently exploring options of looking at a single tender with multiple lots as this would allow us to include other facilities as part of this procurement exercise. |

| Events and Hospitality                          |   |
|---|---|
| Action  | Progress to Date  |
| Increase Film and Television Production Revenue | We have continued to increase film and television production revenue this quarter with two key pieces of filming – the EE advert was filmed at East Kilbride Ice Rink with John Wrights Sports Centre used as a production base, and the BBC used Chatelherault Primary School as a base for the Christmas episode of Two Doors Down. This generated £4652 in income. |

| Fundraising and Sponsorship                                 |   |
|---|---|
| Action  | Progress to Date  |
| Increase external funding to support SLLC service provision | <p>In order to increase external funding to support SLLC service provision, the Grants &amp; Partnership Officer keeps up to date with all relevant funding applications and opportunities for growth. In the last quarter we have submitted applications to:</p> <ul style="list-style-type: none"> <li>* Children's Alliance - £9,956 funding to provide free swimming lessons for ASN kids</li> <li>* Wolfson Foundation - £19,193 for LED lights at East Kilbride Arts Centre</li> <li>* Youth Arts Open Fund - Youth Link Scotland £14,780 for Neon Nature</li> <li>* Scottish Government - Entrepreneurial Education Fund - £168,150 for Future Pathways</li> </ul> <p>In addition, we are currently developing applications for Museums and Galleries Scotland - £20,000 for a DDA compliant door at Low Parks Museum and The National Lottery Open Funding - £100,000 for arts and cultural activities.</p> |

Complaints & Information Security



|                                   | Q2      | Q2      | Year on Year |
|-----------------------------------|---------|---------|--------------|
| Complaints & Information Security | 2025-26 | 2024-25 | RAG Shift    |
| Complaints                        | 44      | 78      | ✓            |
| Information Security Incidents    | 1       | 0       | ✗            |

Notes and Analysis

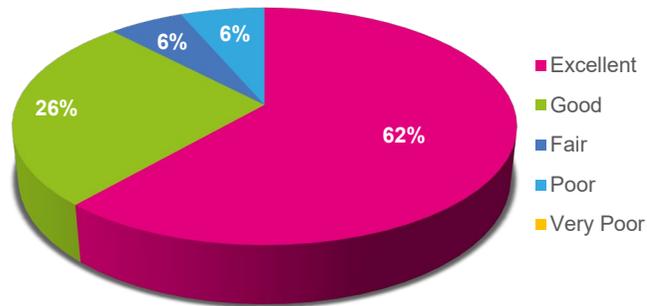
**Complaints:** A total of 44 complaints were recorded across our services: 26 - Leisure Centres, 2 - Libraries, 6 - Outdoor, 7 - Culture and 3 - HQ. Of these, 38 were resolved with 32 completed within or ahead of the required timescale, while 6 remain open pending resolution.

**Information Security Incidents:** One low risk security incident was reported involving an internal email sent to the wrong recipient. No sensitive data was exposed and staff were reminded to verify email addresses before sending.

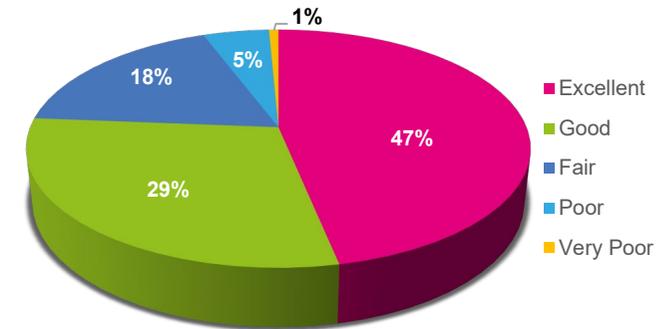
## Quarter 2 - July to September 2025

### Customer Satisfaction - How Did We Perform

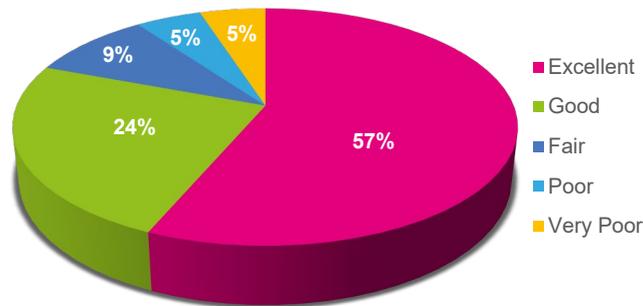
**Staff Performance**  
Top 3 Responses - 94%



**Cleanliness**  
Top 3 Responses - 94%



**Value for Money**  
Top 3 Responses - 90%



#### Notes and Analysis

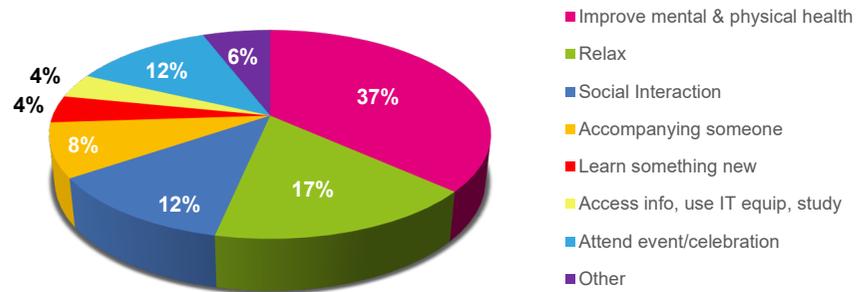
Quarter 2 saw 141 completed customer satisfaction surveys, continuing a consistent trend of excellent results with an overall satisfaction rate of 94%. This reflects the ongoing commitment of staff to high standards and quality service delivery. Satisfaction levels can be further broken down across specific service areas:

- Staff Performance 94%
- Cleanliness 94%
- Value for Money 90%
- Quality of equipment/services 88%

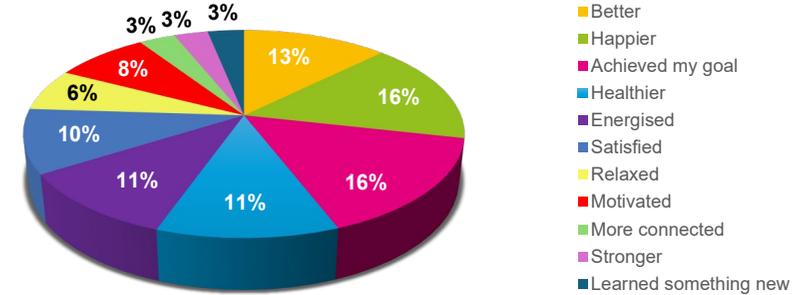
## Quarter 2 - July to September 2025

### Customer Satisfaction - Health & Wellbeing

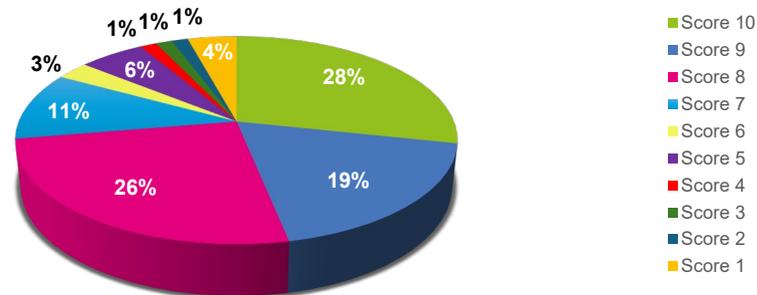
**Reason for Visit**  
Top 5 Responses - 86%



**Following your visit, how did you feel?**  
Top 6 Responses - 77%



**Did your visit impact positively on your health?**  
83% scored 7 and above



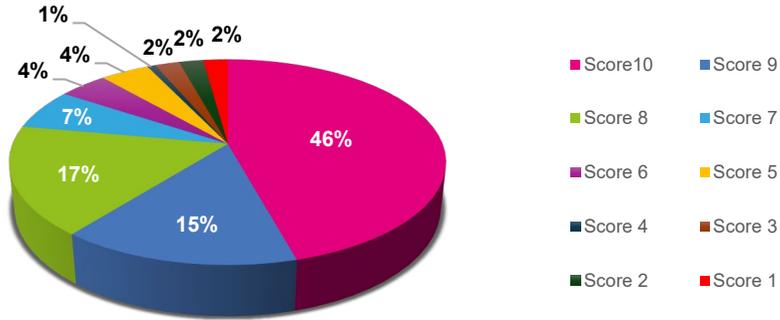
### Notes and Analysis

Customers visit our sites for a variety of reasons, whatever the reason we welcome and encourage them:

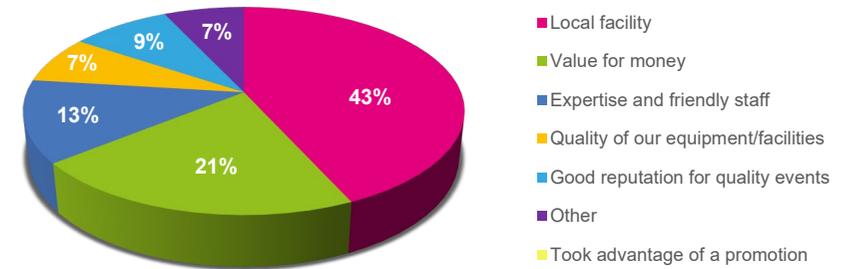
- 37% said it's about improving their physical and mental health
- 17% said a place to relax
- 12% said a place to socialise
- 12% said to attend a show or event
- 77% said they felt better; happier; achieved their goal; felt healthier; more energised; satisfied
- 83% said their visit had a positive impact on their health and wellbeing

Customer Satisfaction - Communication

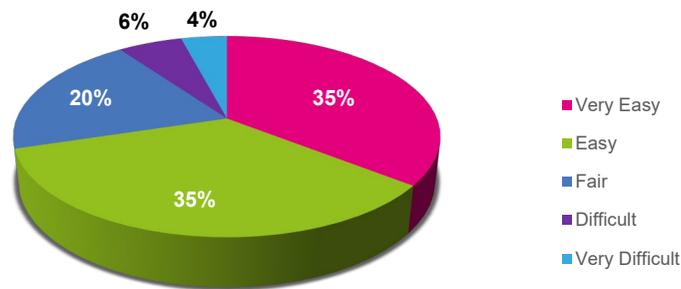
85% of customers would recommend SLLC to a friend (Scored 7 and above)



Why customers chose SLLC  
Top 4 Responses - 86%



Experience of using website and social media  
Top 3 Responses - 90%



Notes and Analysis

Word of mouth is always a great recommendation and 85% of customers said they would recommend us to a friend. When asked how customers heard about SLLC, they responded:

- 38% word of mouth • 28% other • 15% website • 10% social media • 9% advertising
- 90% said they found our website and social media pages easy to navigate
- 87% said that the booking process was fair to very easy to use

Customer Recognition

“ Just back from a 10am kick off at **Bent Recreation Ground**. Took the opportunity to have a walk round inside the pavilion and the park in general. The changing area despite being an older pavilion was immaculate. The facility was well presented, and I don't think I've seen a cleaner floor in a pavilion!! Surrounding grounds and pitches all free from litter too, the pavilion and pitches were looking fantastic. ”

“ A 71-year-old, fell during pickleball at **Carluke Leisure Centre** and injured her wrist and back, remaining on the floor for around three hours until paramedics arrived. Staff really rose to the occasion, stayed calm, cared for and reassured the customer throughout, keeping them warm and even assisting paramedics. The whole team worked brilliantly together and went above and beyond to make sure the customer was safe and looked after. ”

“ Took the opportunity to enrol our son in the swimming crash course at the **Dollan Aqua Centre**. He currently attends lessons at Eastfield and absolutely loves them, so we saw the crash course as a great opportunity for him to spend more time in the water and build on his skills. The course was excellent and really appreciated the extra practice it provided, the instructors were all fantastic, they were so patient and great with the kids, creating a really positive and encouraging environment for them all. ”

“ Lots of fun and variety at **Fernhill Fun Day**. Great for kids. Orienteering, archery and entertainer a big hit. ”

“ Took a tour of dad's regiment museum at **Low Parks Museum** ... great experience and a great pilgrimage, even ended up with a tour guide (sort of) who was exceptionally knowledgeable. ”

“ Just been on today's tour it was fantastic! Staff were full of knowledge and stories about the **Mausoleum** and surrounding area, a brilliant afternoon. ”

“ I have been a member at **Eastfield Lifestyle** for over 3 years although I haven't been in, in quite sometime!! I had my online 1 to 1 induction and was nervous about it. Staff took the time to make me feel comfortable, listening to my concerns and putting my fears to rest, in my opinion they went above and beyond to make my experience an enjoyable and relaxed one. An absolute credit to your team, and I cannot praise them highly enough! Reception staff were also so welcoming and informative, nothing was a hassle, from the moment I signed in till I left they couldn't have been any more helpful. I just wanted to let you know how remarkable a team you have at Eastfield, pleasant, cheerful, and helpful. ”

“ Fantastic night at **Lanark Memorial Hall!** One of the noisiest shows I've seen at the memo - in a good way! All that singing and dancing in the hall! The band were just amazing, and the supporting act is probably the best I've seen at any concert I've attended anywhere for the past few years. ”

“ My children have been coming to **Strathaven Library** from babies and always been made to feel very welcomed and nurtured. Special thanks to staff who always go above and beyond and have helped my children to flourish and grow in confidence. Staff have a special bond with every child that visits the library or attends one of the many amazing events that are organised... they go out of their way to support parents... the library and the community would be at a loss without them. ”

“ Following a recent accident where I fell outside **Hamilton Palace Sports Ground**, staff at the facility were very kind and helpful administering first aid and contacting family to collect me. I want to thank the team for their assistance. ”

1. Key issues considered:
  - ◆ Internal Audit Activity Report
  - ◆ SLLC Procurement update
  - ◆ Diversity Recruitment actions
  - ◆ Information Security incidents
  - ◆ Health and Safety updates
  - ◆ Risk Register updates
  
2. Key issues to highlight:
  - ◆ The Internal Audit (IA) opinion is that there is reasonable assurance provided on governance, risk management, and control arrangements.
  - ◆ The Internal Audit Mid Year Update has been included as part of this Board Update.
  - ◆ SLLC's Front of House Contract, which will have a period of 3 years post implementation (plus an option to extend a further year), has been awarded.
  - ◆ The review of SLLC's standing orders for procurement is progressing.
  
3. Any decisions/approvals taken to highlight:
  - ◆ There were no decisions/approvals taken at this Committee meeting as all reports were for noting.
  
4. Any risks identified to highlight:
  - ◆ There were no significant risks to add to the register as a result of the Committee meeting.

## 2025/2026 Mid-Year Internal Audit Report to the Board of South Lanarkshire Leisure and Culture

### 1. Background

- 1.1. South Lanarkshire Council's (SLC) Internal Audit function forms part of South Lanarkshire Leisure and Culture's (SLLC) wider governance framework.
- 1.2. Output from the function is the delivery of a planned programme of internal audit assignments. Annually, audit planning is undertaken to determine a programme of suitable audit assignments. Following completion of each audit, the outcome of the assignment is formally reported to SLLC's Performance, Finance and Audit Committee (PFA) and an 'assignment conclusion' is expressed based on the level of assurance that testing has provided. These assignment assurances, in turn, inform an overall audit assessment of the adequacy and effectiveness of SLLC's framework of governance, risk management and control arrangements that is reported annually to the PFA.
- 1.3. Delivery of this internal audit service to SLLC is in accordance with applicable Internal Audit Standards. In previous years, the function operated within a set of standards known as the Public Sector Internal Audit Standards (PSIAS). From 1 April 2025, these Standards were replaced by the Global Internal Audit Standards (GIAS) issued by the Internal Audit Standards Board and endorsed by the Chartered Institute of Internal Auditors.
- 1.4. The Standards set out the role of those 'charged with governance' within an organisation. Within SLLC, the Board is determined to be the group 'charged with governance' and so the Standards have specific relevance. The nature of the role of the Board, within the context of GIAS, was outlined in a report to the Board in May 2025.

### 2. *Purpose of the Report*

#### **Mid-Year Update Report**

- 2.1. This same report also sought Board approval of the Internal Audit Mandate and Charter along with the proposed Internal Audit Plan for 2025/2026 and for findings from this programme of work to be reported to the PFA. It was agreed that the PFA would retain responsibility for providing updates to the Board regarding the delivery of the Internal Audit Plan and of advising of significant audit findings which it does by presenting minutes of its meetings to subsequent Board meetings.
- 2.2. To fully comply with the Standards, it was also agreed that the Board would receive from the Chair of the PFA, a separate mid-year update report setting out progress with the delivery of the 2025/2026 Internal Audit Plan along with a wider update on the internal audit service's level of compliance with GIAS.
- 2.3. This appendix represents the mid-year report that should be reported to the Board having been presented to the PFA in October 2025.

### 3. 2025/2026 Internal Audit Plan: Progress and Performance

#### 2025/2026 Internal Audit Plan: Progress

- 3.1. At the end of September 2025, good progress has been made with 82% of the Plan in progress. There have been no significant audit findings reported to date. Two assignments have been completed and closed in the period to 30 September 2025. These are as follows:

| Audit Assignment                  | Scope of Assignment  |
|-----------------------------------|--|
| Continuous Controls Monitoring    | Provision of data that covered spend across all applicable Trust and Trade cost centres to allow SLLC to risk assess the spend, using local knowledge, in line with the suite of risk indicators provided by Internal Audit. |
| 2024/2025 Annual Assurance Report | Preparation and presentation of an annual assurance report to PFA.   |

- 3.2. For the remainder of the Plan, four assignments are ongoing throughout 2025/2026, planning for a further three has commenced and two assignments have still to start.
- 3.3. Overall, this represents reasonable progress at this point in the year and reflects the programming of work as agreed with SLLC senior management. The following targets have been set to progress the Plan for the remainder of the year:

| PFA Committee meeting | Assignments to Draft Report Stage |
|-----------------------|-----------------------------------|
| February 2026         | 36%                               |
| June 2026             | 100%                              |

- 3.4. It is anticipated that by the February 2026 PFA, fieldwork will have concluded on the cash and stock control site visits and the draft 2026/2027 Plan. In addition to the work already concluded, this represents 36% of the Plan (four of the eleven assignments).
- 3.5. By June 2026, all of the Audit Plan should be completed to at least draft report stage. This pattern over the course of the year reflects that the nature of some audit assignments is such that they are delivered across the financial year and cannot be closed until the end of this period.

#### 2025/2026 Internal Audit Plan: Performance

- 3.6. To assist with measuring performance, a new suite of performance indicators has been developed and reported to the PFA for the first time in October 2025. As at 30 September 2025, twelve from sixteen targets are being met with corrective action planned for the remaining four areas.
- 3.7. There are no significant concerns around the overall deliverability of the Plan, remaining work has been scheduled, and it is anticipated that final reports will be issued by 30 June 2026 prior to presenting the 2025/2026 Annual Assurance report to the August meeting of the PFA.

### 4. Key Findings and Recommendations

- 4.1. Across all audit work undertaken in the period, SLLC have demonstrated a good level of engagement and, where required, an action plan is developed and agreed to address areas for improvement. These actions are logged together with a 'responsible owner' and a due date. Verbal updates will be obtained when the action falls due. This is classed as informal follow up and included within routine

performance indicators reported to the PFA. Separately, actions will be formally followed up to confirm that there is evidence of action being taken and the findings of these reviews reported to the PFA within the Annual Assurance Report.

- 4.2. Eight internal audit actions fell due in the period to 30 September 2025. These related to the cash controls assignment carried out in 2024/2025. Implementation of all eight actions has been marginally delayed with the Head of Corporate Services indicating that these will now be completed in October 2025.

## **5. Compliance and Standards Update**

- 5.1. The process of mapping current audit practice to all elements of the new GIAS is underway. Progress to align to the Standards can be seen in the revised and extended suite of performance indicators now reported to the PFA and, together with the presentation of a detailed Audit Strategy at the next meeting of the PFA, will address the main gaps in current practice with GIAS.
- 5.2. Arrangements to allow members of the PFA to meet privately with the Internal Audit Manager, as required by GIAS, are also being finalised, allowing an opportunity to provide feedback around the revised format of the audit update report that the PFA now receive and to share suggestions for areas for inclusion in the 2026/2027 Internal Audit Plan.

## **6. Summary**

- 6.1. The Board should note progress with the delivery of the 2025/2026 Audit Plan and the plans in place to complete the approved programme of audits ahead of presenting an annual report to the PFA in August 2026.
- 6.2. There has been good engagement by SLLC to progress assignments and work is ongoing to implement outstanding audit actions. There have been no significant audit findings reported to date.
- 6.3. The internal audit service is being delivered in accordance with its approved mandate and performance targets broadly met with corrective action identified to address slippage.