

SOUTH LANARKSHIRE
Leisure & Culture

BOARD MEETING – THURSDAY 5 MARCH 2026, 3PM

AGENDA

Location: Cadzow Room, Hamilton Townhouse

**Agenda
Item**

1. Sederunt
 2. Apologies
 3. Declarations of Interest
 4. Minutes of Previous Meeting p.2
 5. Matters Arising
 6. Action Log p.6
- Items for Decision**
7. Budget and Savings Proposals 2026/27 p.8
 8. 2026/27 Internal Audit Plan (referred from PFAC) p.24
 9. Performance, Finance and Audit Committee Chair/Committee Membership
- Items for Noting**
10. Performance Report 2025/26 Quarter 3 p.43
 11. Performance, Finance and Audit Committee (PFAC) Update p.72
 12. Nominations Committee Update p.73
 13. Revenue Budget 2025/26 Quarter 3 p.74
 14. Gender Pay Gap p.81
 15. SLLC Strategy 2027-32 – Indicative Timeline p.85
 16. Activage Pricing (Verbal Update)
 17. AOCB
 18. Risk Register Implications

Date of Next Board Meeting (Standard) – Wednesday 3 June 2026

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 3:45pm on Thursday 13 November 2025.

1. Sederunt

Chair:

Dr Avril Osborne

Vice Chair:

Cllr Maureen Devlin

Board Members:

Alan Morrison, Craig Cunningham, Neil Brown, Chris Goudie, Dr Gordon Jack, Lisa Maule

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)

Mark Wilson (Governance and Compliance Manager)

David Booth (Executive Director, Community and Enterprise Resources)

Andrew Usher (Azets Audit Services)

The Chair welcomed Andrew Usher from Azets Audit Services to the meeting. The Chair confirmed that Ross McKie would assume the responsibilities of Company Secretary for the duration of the meeting. The Chair noted that this would be David Booth's final Board meeting and extended thanks from the Board for David's support and expertise over the years.

2. Apologies

Cllr Mo Razzaq, Cllr Richard Nelson, Chris Goudie, Dr Angela Beggan, Stephen Smellie

3. Declarations of Interest

There were no declarations of interest.

4. Minutes of Previous Meeting

The minutes of the Board meeting held on Thursday 04 September 2025 were submitted for Board approval as a correct record.

The Board: approved the minutes.

5. Matters Arising

There were no matters arising.

6. Action Log

The action log of the Board meeting held on Thursday 04 September 2025 was submitted for Board approval as a correct record.

- ◆ Trustees were advised that regarding business interruption, the Chief Executive has received an update from our insurer regarding the claim for business interruption at Carluke Leisure Centre. They have now settled the claim.
- ◆ In respect of equalities training, the process of obtaining SLLC email accounts for all Trustees who do not have these is ongoing. This will enable progression of equalities training and will also provide a secure method of communication with the Board.

The Board: approved the action log.

Items for Decision

7. Strategic Commissioning Plan Reporting

The Board was presented with an update on South Lanarkshire Council's approach to the future commissioning of leisure and culture services with SLLC.

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

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

- ◆ Trustees were advised that the SCP 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.
- ◆ Following feedback from the Board, the Council approved the SCP at its Executive Committee on 25 June 2025.
- ◆ Trustees were advised that the next steps are for SLLC and the Council to agree:
 - Proposals for developing and presenting future outcome focused performance reports
 - Review and revise the existing Agreement as required and conduct a review of existing service level agreements
- ◆ The Chief Executive advised Trustees that the reporting framework will likely hinge around a report to the Council's Community and Enterprise Resources Committee annually and meeting with Local Area Committees annually. This will allow for improved financial reporting for the SCIO and provides an opportunity to provide interim updates to Area Committees, enhancing local oversight and engagement. The Chair highlighted the value of this reporting in allowing increased transparency.
- ◆ It is anticipated that the SCP plan will facilitate longer-term planning and result in a mutually beneficial relationship between the Council and SLLC.

The Board: approved the report.

8. Committee Membership

The Board was asked to agree revisions to the SLLC Board.

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

(1) That proposals to fill vacancies as detailed in Appendix 1 of the report be approved.

- ◆ Two vacancies currently exist within the Policy and Strategy Committee which require to be filled – one for an independent Trustee, and one for an Elected Member.

The Board: approved the paper.

Items for Noting

9. Revenue Budget Update 2025/26

The Board was updated on the most recent 2025/26 budget monitoring position as at 30 September 2025 and the current projected outturn for financial year 2025/26.

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

(1) That the content of the report be noted

- ◆ Trustees were advised that as at 30 September, the SLLC budget has an overspend position of £0.392m and the budget outturn projection has an overspend of £0.745m.

The Board: noted the update.

10. Performance Report

The Board was presented the performance report for Q2 (July to September 2025)

- ◆ The report provides information around targets and positive and negative positions.
- ◆ Attendance remains positive and growth also looks good.
- ◆ The Chair noted positive trajectories appearing throughout the report.
- ◆ The Chair extended thanks to the Compliance team for their work on this report.

The Board: noted the update.

11. Performance, Finance and Audit Committee Update (inc. Health and Safety and Mid-Year Internal Audit Report)

The Board was presented with an update on discussion points at recent PFA Committee, held in October 2025

- ◆ 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.
- ◆ 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. This will be key to addressing some of the audit points carried forward from previous years.
- ◆ The review of SLLC's standing orders for procurement is progressing.
- ◆ There were no decisions/approvals taken at this Committee meeting as all reports were for noting.

The Board: noted the update

Verbal Updates

12. Transformation Fund Activity

The Board was provided with a verbal update on works undertaken as a result of funding from the Council's Transformation Fund.

- ◆ Some projects funded within SLLC facilities include works at Hamilton Palace Sports Ground, John Wright Sports Centre, James Hamilton Heritage Park, Forth Library, Hillhouse (Bookbug), Blantyre Library, Strathaven Leisure Centre, Biggar Leisure Centre, Murray Owen Centre and Carluke Leisure Centre.
- ◆ More works are ongoing and further updates will be shared with Trustees in due course.

The Board: noted the update.

13. Country Parks Masterplan

The Board was provided with a verbal update on the Council's Country Parks Masterplan.

- ◆ The Country Parks Masterplans were approved by the Council on 7 October 2025 and thereafter circulated to the Board.
- ◆ The Council have advised that they are running sessions on the masterplan for elected members and have offered to hold a similar session for the Board. This will be held on 03 December and an invite has been sent to Trustees accordingly.
- ◆ The Chair encouraged participation in this session.

The Board: noted the update.

14. AOCB

- ◆ Trustees acknowledged the success of the recent stakeholder event and extended thanks to all officers involved in organising the event. The Chair endorsed these comments.
- ◆ The Chair extended thanks to the Head of Corporate Services for covering the role of Board Secretary while the position was vacant.
- ◆ Head of Corporate Services noted that a new audit and tax servicing contracts will be progressed and are in procurement stages currently. A fuller update will be provided to the PFA Committee in February.

15. Risk Register Implications

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

16. Date of Next Meeting

The next standard Board meeting is Thursday 05 March 2026

Chair

Board Action Log

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

Board Meeting – 13 November 2025				
Agenda Item	Action	Person(s) Responsible	Timescale	B/R/A/G
Agenda Item 13 Country Parks Masterplan	Board awareness session to be held on 3 December 2025	Chief Executive	3 December 2025	Complete 3 December 2025
Agenda Item 14 AOCB	New audit and tax servicing contracts to be progressed and an update provided to PFA Committee in February	Head of Corporate Services	February 2026	Complete 9 February 2026

Actions carried over from Previous Standard Board Meetings

Board Meeting – 4 September 2025				
Agenda Item	Action	Person(s) Responsible	Timescale	B/R/A/G
Agenda Item 9 Performance Report	A request was made for further analysis comparing attendances against budget.	Head of Strategy and Governance (Board Secretary)	13 November 2025	Complete 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	Complete 13 November 2025

Board Meeting – 29 May 2025				
Agenda Item	Action	Person(s) Responsible	Timescale	B/R/A/G
Agenda Item 10 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 SLLC Employee	A survey of the casual workforce will be	Head of Corporate Services	First half of 2026	On track

Survey Findings and Action Plan	developed and circulated in the coming months.			
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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	13 November 2025	5 March 2026
	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	Complete 13 November 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 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	Early 2026

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



Report

Report to:	Board of Trustees
Date of Meeting:	5 March 2026
Report by:	Nick Lansdell, Chief Executive

Subject:	Budget and Savings Final Proposals 2026/27
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Present proposals to balance the projected budget gap for financial year 2026/27.

2. Recommendations

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

- (1) That the projected budget gap of £3.518m for 2026/27 is noted.
- (2) That the package of savings recommendations to balance the budget for 2026/27 totalling £2.369m as outlined in Section 4, are now implemented, including the outcome of the Activage agreement, subject to it being accepted by South Lanarkshire Council.
- (3) If the Activage pricing proposal is not accepted by the Council, then note that this will need to be revisited.
- (4) As outlined in Section 5, that the use of reserves totalling £1.149m is approved to meet the remaining budget gap for 2026/27.

3. Background

- 3.1. This report provides an update on the 2026/27 Savings Proposals as outlined to Board on 13 November 2025.
- 3.2. The Board has a legal duty to set a balanced budget and the recommendations in this report address the budget gap for the 2026/27 financial year.
- 3.3. Leisure and Cultural Trusts and SCIOs across Scotland continue to face increased pressure on their budgets and the majority are considering, or have implemented, price increases, and many have had, and are continuing to explore, a reduction in the scope of their services.
- 3.4. It is important to note that the assumptions on which the budget forecasts are based, contain a number of challenges in that there is a degree of uncertainty around future inflationary pressures, utility costs and pay awards. South Lanarkshire Leisure and Culture (SLLC) continues to experience financial pressures due to high levels of inflation on areas including pay, non-pay related costs and contracts. The Council is experiencing its own financial pressures which means there is unlikely to be an increase in management fee in line with increasing costs.
- 3.5. The management fee represents circa 42% of overall budget with the other 58% generated through SLLC income streams. It should be noted that at the Council's Executive Committee

on 5 November 2025 and the report on the Council's budget position for 2026/27, no proposals have been made to alter the core funding SLLC receives for Leisure and Culture services for the upcoming year, despite the council facing a budget gap totalling £36m over the next 2 years. A proposal has been made to further reduce the South Lanarkshire Council (SLC) held budget allocation by £0.500m related to SLLC utilities. Should this be approved, the impact of this will be a reduction in the potential underspend value, compared to the utility allocation remaining (£4.017m) for 2026/27. Although this does not have any immediate impact on financial planning for 2026/27, as per the current financial year, any change would need to be considered in proposals for 2027/28. As previously highlighted, any subsequent transfer of utilities underspend back to SLLC is subject to approval by SLC.

- 3.6. It should be noted that the majority of the gap to be met in 2026/27, and subsequent use of reserves, is due to the rise in employer pension contributions that will take effect in April 2026 and for which at this time, there is no additional funding being provided to SLLC.
- 3.7. Table 1 details the anticipated ongoing budget pressures for 2026/27.

Table 1: Base Gap Estimate

Base Budget Gap	£(m)
Employee costs including provision for pay award and rise in employers pension contributions	£3.541m
Reinstate Reserves used in previous year	£0.337m
General Inflation of non pay related costs	£0.184m
Increase in budgets for key service renewals	£0.050m
Base income increase assumption (3%)	(£0.594m)
SLLC Budget Gap	£3.518m
South Lanarkshire Council budget decision – changes to the level of Leisure and Culture Services Funding for 2026/27	
	£0.000m
Total Gap	£3.518m

- 3.8. Based on expected rises in costs, the projected budget gap for SLLC for 2026/27 is £3.518m.
- 3.9. SLLC currently holds reserves of £2.239m, including £0.700m transferred from SLC relating to utility cost underspends for 2024/25, as approved at SLC Executive Committee on 25 June 2025. Table 2 below summarises the expected reserves position based on the following projections –

Table 2: Expected Reserves Position as at 31 March 2026

Description	£(m)
Year End Position – 2024/25 Financial Year	£2.239m
Budgeted Use of Reserves for 2025/26 Financial Year – includes impact of COSLA pay award	(£0.714m)
Final Outturn Position for the 2025/26 Financial Year	(£0.564m)
Projected 2025/26 utilities underspend transfer to SLLC – Subject to SLC Approval	£0.519m
Projected Year End Position – 2025/26 Financial Year	£1.480m

- 3.10. In developing the savings proposals for 2026/27, SLLC officers have worked with Council colleagues and kept the Council Chief Executive and Executive Director Finance and Corporate Resources aware throughout. This is with the understanding that the independent SCIO status and relationship between the Council and SLLC requires the Board to take the decisions on the options presented for consideration.

- 3.11. A consultation took place in regard to the development of a more sustainable and financially resilient model for hall usage through re-categorisation and exploration of pricing. The survey had 1,172 responses, with 57% strongly agreeing/agreeing with the proposal of a higher hire rate to help secure the continued presence of the facilities. Proposals are being presented to the Board for consideration at the Special Board meeting on 5 March 2025.
- 3.12. While acknowledging the wider economic factors that impact the organisation, SLLC remains committed to supporting health and wellbeing and to its vision of healthier, happier, more connected lives for the residents of South Lanarkshire, and will continue to deliver as high a level of service provision as possible within the financial constraints outlined above.

4. Specific Proposals to Reduce the Budget Gap

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

4.2. Increased Income Generation (above the baseline 3% assumed in budget gap modelling) (£2.336m)

The following measures are contained within the 2026/27 pricing proposals as outlined at the special board meeting in November.

- ◆ **General Pricing Increase (£1.280m)** – It is proposed that a 12% increase is applied on all fitness, ice and swim prices (+9% on current 3% baseline assumed) with an increase of 9% applied on all other prices (+6% on current 3% baseline assumed).
- ◆ **Halls Income (£0.059m)** - It is proposed that a 12% increase is applied on current halls let price categories (+9% on current 3% baseline assumed).
- ◆ **Activage (£0.243m)** – It is proposed that the Activage membership price be increased from £10 per month to £12.50 per month. An alternative approach would be to consider a 12% increase; however this would have the impact of reducing the potential income generation to (£0.117m). As detailed in the separate report to this Board meeting, this will require to be referred to SLC for final approval due to Activage’s current classification as a concession.

The following additional measures will provide further income generation opportunities:

- ◆ **Growth in Membership and Retention (£0.630m)** – It is anticipated that the investment in new gyms and fitness studios will lead to a 10% increase in gym membership uptake, along with improved retention of customers based on the improved product and services on offer.
- ◆ **Vending Contract (£0.035m)** – An opportunity has been identified to re-introduce vending into specific SLLC sites, having the potential to generate further income based on customer visits.
- ◆ **Increase in External Funding (£0.050m)** – Following the implementation of the new structure and dedicated resources being put in place, SLLC will look to actively expand and pursues grant and sponsorship funding with an initial target being set for £0.050m for 2026/27, net of any administrative costs in sourcing and complying with funding criteria.
- ◆ **Donation Kiosks (£0.019m)** – It is proposed that SLC introduce electronic donation kiosks at cultural venues, country park and museum locations. It is hoped that this will generate a net revenue of £0.019m once the cost of transactions and equipment is taken into account.
- ◆ **SLLC Gift Voucher (£0.020m)** – Another source of income proposed is to offer gift vouchers that the public can purchase for gym memberships and for tickets to shows at our cultural venues.

4.3. General Efficiencies (£0.033m)

The following efficiencies have been identified to reduce expenditure budgets:

- ◆ **Reduction in SLLC Book Fund (£0.023m)** – Based on reductions to the physical size and library locations, it is proposed that a further slight reduction can be made to the book fund allocation.
- ◆ **Recovery of Ticket Costs / Digital Tickets (£0.010m)** – It is proposed that SLLC look to lower the cost of its ticketing function whilst at the same, looking to recover costs from those who wishing to receive paper tickets through physical posting. Analysis is ongoing to establish what the potential cost benefits will be.

4.4. Transformational Change (£0.000m)

Other than the aforementioned gym transformation and associated growth in income, there are no significant transformational savings anticipated in 2026/27. It is anticipated however that the implementation of the new Front of House System and other technological changes introduced as part of the transformation fund will generate the opportunities for significant efficiencies and / or income growth in 2027/28.

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

- 5.1. There are no one off mitigations anticipated at this stage that can be used to address the budget gap.
- 5.2. A further potential solution will be to use available reserves on a one-off basis to meet some of the budget gap temporarily. Based on the current modelled budget gap and available solutions identified to date, a total of £1.149m will be required from reserves. As outlined in Section 3.9, the projected reserve balance available will be £1.424m.
- 5.3. It should be noted that using available reserves will bring SLLC below its target position as per the reserve policy. This will leave very little financial cushion to absorb unforeseen challenges and as with any use of reserves to meet budget gaps on a one of basis, permanent solutions will need to be identified in future financial years.
As noted in Section 3.9, there is a still a significant possibility that the available reserves position will change based on the final financial position for 2025/26.
- 5.4. Table 3 below provides an overview of how it is anticipated a balanced budget position will be achieved for 2026/27.

Table 3: Summary of Budget Solution Options

Options for Meeting Budget Gap	£(m)
Increased Income Generation (4.2)	£2.336m
General Efficiencies (4.3)	£0.033m
Transformational Change (4.4)	£0.000m
One-Off Mitigations – Use of Reserves (5.1)	£1.149m
Total Options	£3.518m
Remaining Budget Gap to be Achieved	£0.000m

6. **Next Steps**

- 6.1. On Board approval, implementation of the recommendations will begin. Successfully achieving the savings target is dependent upon the speed at which the proposals can be implemented. As previously agreed by the Board, a review of commercial pricing will be conducted throughout the year and proposals for adjustments in line with market tolerances and other relevant factors will be brought to the Board as required.
- 6.2. A communication plan has been developed regarding price increases and efficiencies to ensure customers and staff are fully briefed of the measures being taken (Appendix 1).

- 6.3. Net Zero offers the opportunity to contribute positively to the climate challenge and may in itself result in long term savings. SLLC officers will continue to engage with SLC to explore Net Zero investment to progress a transition to Net Zero, energy efficient and climate resilient buildings linked to the development of their estate strategy.
 - 6.4. Work will continue on the exploration of new categories for halls bookings and associated price modelling. Through investment via the transformation fund, it is anticipated that the introduction of remote access to halls will create further opportunities to generate income through increasing availability.
 - 6.5. Officers will continue to explore options to support the transition to organisational sustainability and update the Board accordingly.
- 7. Employee Implications**
- 7.1. There are no anticipated changes to the current staffing establishment as part of these proposals.
 - 7.2. Trade Union consultation continues to be undertaken, and staff consultation will be conducted in line with existing policy and procedures.
- 8. Financial Implications**
- 8.1. SLLC would be unable to operate with a balanced budget for 2026/27 without additional investment or reducing service provision in some capacity. Achievement of full savings will be dependent on the ability to realise budget reductions and subsequent income generation proposals. This has been highlighted in the Risk Register attached in Appendix 2.
- 9. Other Implications**
- 9.1. There are no other implications arising from the report.
- 10. Equality Impact Assessment and Consultation Arrangements**
- 10.1. Engagement has taken place with the Council, South Lanarkshire residents, customers and stakeholders. An Equalities Impact Assessments has been carried out on the general pricing increase (Appendix 3), with separate specific Equalities Impact Assessments also completed for the Halls and Activage proposals.

Ross McKie
Head of Corporate Services

Gillian Simpson
Head of Strategy and Governance

5 March 2026

Links to SLLC Strategic Objectives

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

Previous References

- ◆ None

List of Background Papers

- ◆ Local Government (Scotland) Act 1973
- ◆ South Lanarkshire Council, Executive Committee, 5 November 2025 Report: 2026/2027 to 2027/2028 Revenue Budget Gap and Savings Proposals for 2026/2027
- ◆ SLLC Special Board Report, 4 September 2025: SLLC Financial Business Plan 2026-29
- ◆ SLLC Board Report, 15 November 2024: Price increase and savings proposals 2025/26

Contact for Further Information

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

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Employee and Stakeholder Communications Plan

Date	Communications	Comments
5 March 2026	SLLC Board Meeting	Post-decision Trade Union representatives and managers informed of decision.
March 2026	Engagement with Staff	Communication with wider staff commences via briefing notes and meetings.
March 2026	Engagement with Trade Unions	HR will liaise with trade unions throughout implementation process.
February /March 2026	Engagement with local groups and interested parties	Decision communicated to stakeholders and public. Continued discussion with local communities in areas affected by decisions. Halls customers will be made aware of any price increases shortly after the Board meeting.
March to April 2026	Ongoing engagement with Staff, Trade Unions and elected members	Continued discussion with staff and trades union representatives around facilities affected by decisions. Elected members notified prior to customer communications going out
March to April 2026	Customer communication	Notification through usual channels of information on price increases.

Risk Register

No	Risk	Risk Description	Risk level (Low/med/high)	Controls	Comments
1	Price Changes	That the income generated from significant price increases required to balance budget does not materialise through lose of customers.	High	Investment in estate and equipment Ongoing budget monitoring	High level of marketing and promotion required to help mitigate drop off. Ongoing discussions with SLC linked to wider financial planning.
2	Growth	That the projected growth in membership numbers and subsequent retention is not achieved.	High	Investment in estate and equipment Enhanced Retention Processes	High level of marketing and promotion required to help mitigate drop off. Identified opportunities to refocus resources and utilise new FOH system to improve retention.
3	Financial risk	That SLLC is unable to balance its budget	Medium	Savings, efficiencies and pricing proposals. Ongoing budget monitoring	Ongoing discussions with SLC linked to wider financial planning and contingencies.
3	Reputational risk	That changes are not adequately communicated the changes with our customers and stakeholders.	Medium	Communications Plan	Timelines for communication developed with key stakeholders and customers.
5	Staffing - pay	Final impact around pay award for 26/27 and level of any SLC funding	Medium	Build into modelling	Reasonable estimates built into budget. Continue to monitor discussions between COSLA and Scottish Government Ongoing discussions with SLC linked to wider financial planning.

Policy Title – Financial Savings

Assessment Date 12 November 2025

Status -draft

Assessment Number 121125/2627

Lead Officer Name: Martin Cryans

Lead Officer: Head of Business Development

Resource Name - SLLC

Service Name- All

Completed By – Karen McNally

Recommendation - The recommendation is for the price increases between 2-12% to be applied as proposed.

Actions Required - The EQIA will be passed to SLLC board for consideration along with the overall proposal, and if approved, will be implemented during financial year 26/27

Group Members

Martin Cryans, Kirsty Rodger, Karen McNally,

Aims, objective, purpose and intended outcomes

Leisure and Cultural Trusts and SCIOs across Scotland continue to face increased pressure on their budgets and the majority are considering, or have implemented, price increases, and many have had, and are continuing to explore, a reduction in the scope of their services.

As a result of these financial pressures and with our continued aim of ensuring the sustainability of service provision the implementation of general price increase across all South Lanarkshire Leisure and Culture Services between 2-12% is being considered. A proposed 12% price increase to fitness, ice and swim membership and associated pay as to go and a 9% price increase across all core products is proposed.

Price increases across all services have the potential to immediately increase revenue, however the pressures on disposable income faced by customers may have an adverse effect on income potential and it is important to strike the right balance to maximise income.

The concessions rate of 25% will remain in place as per the existing concession arrangements. Direct debit options would also be retained for the golf season ticket and Activage membership.

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

The table below details the proposed prices per product/service.

Illustrative Price Increases

Product	25/26 Rate (£)	+ 3% Inc (£)	+ 9% Inc (£)	+ Other Inc (£)
Membership				
Adult Fitness	28.50	29.35	N/A	31.90 (12%)
Junior Fitness	14.25	14.70	N/A	15.95 (12%)
Employee Fitness	24.30	25.00	N/A	27.30 (12%)
Swim Lesson Programme	32.00	33.00	N/A	35.80 (12%)
Early Years Swim Lesson Programme	24.00	24.45	N/A	26.85 (12%)
Activeage	10.00	10.30	N/A	12.50 (25%)
ACE	29.45	30.35	N/A	33.00 (12%)
Tiny ACE	19.50	20.10	N/A	21.80 (12%)
Golf Rover (Adult)	533.00	549.00	581.00	N/A
Golf Member (9 Hole - Adult)	294.00	303.00	320.00	N/A
Golf Member (18 Hole - Adult)	499.00	514.00	544.00	N/A
Outdoor				
11's Adult Synthetic	160.40	165.20	174.85	N/A
11's Adult Grass	80.20	82.60	87.40	N/A
5's Adult Synthetic	45.80	47.15	49.90	N/A
7's Adult Synthetic	57.30	59.00	62.45	N/A
Golf Adult Peak (18 hole pay to play)	26.00	26.80	28.35	N/A
Golf Adult Peak (9 hole pay to play)	12.50	12.90	13.65	N/A
Calderglen				
Adult Admission (incl donation)	4.10 (4.50)	4.20 (4.70)	N/A	4.50 (5.00)
Child Admission (incl donation)	2.05 (2.25)	2.10 (2.30)	N/A	2.20 (2:50)
Pay as You Go				
Ice Rink Session (Peak)	7.20	7.40	N/A	8.05 (12%)
Badminton Court Hire	13.55	13.95	14.75	N/A
Adult Swim Session	4.95	5.10	N/A	5.55 (12%)
Adult Fitness Class	7.30	7.50	8.20	N/A
Adult Gym Session	7.80	8.05	8.75	N/A

Who was involved in the development of the policy?

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

Q1. Who will be affected by the policy?

This policy will affect existing members and any potential new customers/services users. The price point of our services represents good value and, in most cases, are lower than other organisations offering similar services.

Benchmarking exercise was undertaken to establish where SLLC's current price points sit in relation to both our geographical local authority neighbours and the Local Government Benchmarking Framework local authorities of which we are a part. In addition, benchmarking against Edinburgh City Council pricing was also part of the exercise.

The table below shows SLLC placing against the other local authorities in areas that can be realistically measured on a like for like basis. This shows where SLLC products sit numerically against others benchmarked.

Product	SLLC Price	NLC Price (our neighbours)	Average LA Price/Price Range	SLLC Ranking (price low to high)
MEMBERSHIPS				
Fitness	£28.50	£34.99	£42.84	2/14
Learn to Swim Programme	£32.00	£28.50	£27.19	13/13
Golf Rover	£533.00	£405.00	£577.00	2/3
Golf Member 9 hole	£294.00	N/A	£227.00	2/2
Golf Member 18 hole	£499.00	N/A	£343.00	3/3
Outdoor Products				
11's Adult Synthetic	£160.40	£99.45	N/A	N/A
11's Adult Grass	£80.20	£52.85	£57.84	10/12
5's Adult Synthetic	£45.80	£41.70	£45.36	5/9
7's Adult Synthetic	£57.30	£46.90	£46.53	N/A
Golf Adult Peak 18 holes pay to play	£26.00	N/A	£23.92	2/5
Pay as you Go Products				
Ice Rink (Junior price per Session)	£7.20	£6.85	N/A	N/A
Badminton Court Hire	£13.55	£12.60	£10.48	6/6
Adult Swim Session	£4.95	£5.35	£5.39	10/13
Adult Fitness Class	£7.30	£5.80	£6.98	9/12
Adult Gym Session	£7.80	£6.85	£7.25	9/12

Key Observations / Competitive Positioning:

- Fitness membership is very competitive (ranked 2nd lowest of 14).
- Golf Rover and Golf memberships are mid-range, but still below average LA prices.

Areas of Concern:

- Learn to Swim Programme is highest priced (13/13), which could disproportionately affect families and children.
- Outdoor pitch hire (11's Grass and Synthetic) is significantly higher than NLC and average LA prices.

Pay-as-you-Go:

- Adult swim sessions and gym classes are close to average, but badminton hire is highest in comparison.

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

Consultation with South Lanarkshire residents took place on our proposed price increases. The consultation ran from 16 October 2025 to the 12 November 2025. A total of 2466 responses were received. Specific questions were asked around membership increase from 2% to 12% based on our recent benchmarking exercise.

Responses were collected via a Microsoft Form link available on our website, social media platforms, and App. Emails were distributed directly to SLLC's customer database and SLC's community groups, each containing a direct link to the form. Additionally, posters featuring a QR code were exhibited at our facilities, with paper copies also provided for access. The consultation and survey link reached 45.7k customers by email.

The consultation was also circulated via the Community Engagement Team to approximately 205 community groups across South Lanarkshire, these included.

Financial Inclusion Network (this has 363 members from the public/third sectors).

Community Planning Progress Group (24 Community Planning Partnership members).

Community Planning Outcomes Leads Group (11 Community Planning Partnership members).

Cambuslang/Rutherglen Community Partnership (30 members from across community councils/local groups/residents).

Clydesdale Community Partnership (42 members from across community councils/local groups/residents).

East Kilbride/Strathaven Community Partnership (25 members from across community councils/local groups/residents).

Within the consultation residents were asked if they would be willing:-

- To accept price increases for the services provided by South Lanarkshire Leisure and Culture if it assisted in delivering continued service provision - **53% strongly agreed/gree** showing an acceptance on the need for a general increase in our prices to ensure continued provision across our communities.

Additionally, respondents were asked how they felt about: -

- increased prices across our service areas between a range of 9%-12% - **43% strongly agreed/agreed**
- increased prices across our service areas between a range of 6%-9% - **40% strongly agree/agreed**
- increased prices across our service areas between a range of 3%-6% - **52% strongly agree/agreed**
- The Activage Membership being value for money – **63% strongly agree/agreed**
- increased optional ticket postage fee from £1 to £2 per transaction for activities such as events at venues for cost-recovery purposes -**43% strongly agree/agreed**

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

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

Usage by the over 60s age group may fall as a result of the increased charges proposed for the Activage membership, Golf, outdoor activities and general adult swimming. This could result in a reduction in attendances that may have a direct effect on an individual's physical and mental well-being. The price increase could result in some over 60s no longer being able to afford the fees to access our facilities.

Additionally, there is some evidence of the proposed price increases having a minor disproportionate impact for those with caring responsibilities (children under 14 years) accessing our childrens activities (early years swimming lessons, ACE, Tiny ACE, Calderglen Zoo entry). The increase in price could result in lower attendances given the current cost of living crisis and families prioritising spend on other things. This could result in parents and carers no longer attending services which support their mental wellbeing and prevent isolation.

However, our services are accessible to all and most of our proposed price points are lower than competitors and/or lower than the level of inflation. Concession rates would still apply, if applicable, via the Leisure for All Policy. For those applicable the Activage product/concession provides lower cost access to all SLLC services. Direct Debit options would also still be available to applicable memberships.

Age - How Do You Know That?

Internal Management Information

Current reporting systems capture data on junior and adult admissions across all services.

Consultation Survey Insights

- **884** respondents are aged 65 and over – **59% agreed or strongly agreed to general price increases**
- **692** respondents are aged 55–64 – **55% agreed or strongly agreed to general price increases**
- **505** respondents have caring responsibilities for a child under 14 – **47% of whom agreed or strongly agreed with general price increases, 32% disagreed or strongly disagreed with general increases.**

Membership data providing insight into the customer base

Activage/Golf membership records indicate there are currently XXXX members over 60,

Tiny ACE/ACE/Swimming membership data indicates there are currently XXXX members under the age of 14.

Demographic Trends

According to the 2011 Census, South Lanarkshire's aging population is projected to grow significantly. By 2032, with an estimated population increase of 7,000, there will be approximately 30,000 more residents aged 60+.

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

The proposed price increase may result in some individuals living with a disability being unable to afford access to our services, leading to cancellations or reduced participation.

Evidence indicates that living with a disability often involves significant hidden costs, including additional expenditure on essential goods such as energy, transport, equipment, and support services. These financial pressures, combined with the proposed price changes and the ongoing cost-of-living crisis, could restrict the ability of disabled individuals to continue engaging with our services. This may have a direct negative impact on their physical and mental wellbeing.

However, it is unlikely that the proposals will create a disproportionate impact on people with disabilities. Our services remain accessible to all, and the proposed price points are below competitor rates and inflation levels. Concessionary rates will continue to apply where eligible, in line with the Leisure for All Policy

Disability - How Do You Know That?

Disability Data and Consultation Feedback

Within South Lanarkshire, there are no comprehensive figures available on the number of residents who identify as disabled. However, anecdotal feedback from the South Lanarkshire Disability Partnership highlights that leisure facilities are particularly valued by people with disabilities, helping to reduce social isolation and improve personal wellbeing.

From the recent consultation survey, 345 respondents identified as having a disability under the terms of the Equality Act 2010.

Among these respondents:

- **45%** strongly agreed or agreed with a **general price increase**
- **41%** strongly agreed or agreed with a **9–12% increase**
- **38%** strongly agreed or agreed with a **6–9% increase**
- **50%** strongly agreed or agreed with a **3–6% increase**
- **55%** strongly agreed or agreed that **Activage offers value for money**

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

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

Gender Reassignment - How Do You Know That?

Based on data from Consultation Survey and Internal Management data.

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

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

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

Marriage & Civil Partnership - How Do You Know That?

Based on data from Consultation Survey and Internal Management data.

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

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

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

Pregnancy & Maternity - How Do You Know That?

Based on data from Consultation Survey and Internal Management data.

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

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

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

Race - How Do You Know That?

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

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

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

Religion & Belief - How Do You Know That?

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

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

It is unlikely that there will be any specific disproportionate impact on people in this equality group in relation to this proposal. Proposed price increase is applicable to all service users. Our current membership uptake is a 50/50 split of males and females.

Sex (Gender) - How Do You Know That?

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

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

It is unlikely that there will be any specific disproportionate impact on people in this equality group in relation to this proposal. Proposed price increase is applicable to all service users.

Sexual Orientation - How Do You Know That?

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

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

It is likely that the proposal to increase our general prices between 2-12% could have an adverse impact in relation to the protected characteristics of age and disability.

To mitigate the impact of the price increases payment for the Activeage membership can still be made over the course of the year by opting for a direct debit payment option, costing £12.50 per month. Additionally, it is proposed that the cost for this membership remains at this level for the next 3 financial years.

Concession rates would still apply across all services, if applicable, via the Leisure for All Policy, applying at 25% discount to noted charges. The proposed price points are, in most cases, lower than competitors and/or lower than level of inflation.

Per the customer consultation, existing service users have indicated they feel SLLC services represent value for money and a willingness to accept an increase in prices between **2-12%** to preserve services.

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

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

Q7. What is your recommendation for the policy?

It is recommended that the proposals to increase charges between 2-12% be implemented.

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

Report

8

Report to:	Board of South Lanarkshire Leisure and Culture
Date of Meeting:	05 March 2026
Report by:	Internal Audit Manager

Subject:	Internal Audit Plan 2026/2027
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ present the revised Internal Audit Mandate and Charter for approval
- ◆ present the Audit Strategy for endorsement
- ◆ present the proposed Internal Audit Plan for 2026/2027 for approval

2. Recommendation(s)

2.1. The Board of South Lanarkshire Leisure and Culture is asked to approve the following recommendation(s):-

- (1) that the Internal Audit Mandate and Charter, attached at [Appendix One](#), is approved (4.17)
- (2) that the Audit Strategy, attached at [Appendix Two](#), is endorsed (4.14)
- (3) that the Internal Audit Plan for 2026/2027 which is attached at [Appendix Three](#) is approved (5.11)
- (4) that approval is granted for updates regarding the delivery of the 2026/2027 Internal Audit Plan and for findings from audits to continue to be reported to the Performance, Finance and Audit Committee and reported to the Board, in turn, by the Performance, Finance and Audit Committee (5.11)

3. Background

3.1. South Lanarkshire Leisure and Culture (SLLC) is a registered Scottish Charitable Incorporated Organisation (SCIO). Whilst there is no direct statutory requirement for a SCIO to maintain an internal audit function, SLLC's status as an Arm's Length External Organisation (ALEO) of South Lanarkshire Council (SLC) and recipient of significant public funding to deliver services on behalf of the Council, brings it within the scope of local governance assurance expectations. As an ALEO delivering council services, SLLC is part of the Council's wider control environment and *indirect* statutory requirements expect effective internal audit arrangements aligned with the Global Internal Audit Standards. These obligations arise through local government and public accountability legislation¹, rather than the charity law that governs accounting and reporting requirements²

3.2. Under these requirements, SLC's Internal Audit function delivers an Internal Audit Service to SLLC set out in a Service Level Agreement. The Internal Audit function forms part of SLLC's

¹ The **Local Government (Scotland) Act 1973** underpins council oversight of ALEOs receiving public funds and the **Local Government in Scotland Act 2003** establishes Best Value duties that extend to ALEOs delivering council services – this requires effective risk management and robust internal control and assurance arrangements. The **Public Finance and Accountability (Scotland) Act 2000** forms the statutory basis for scrutiny of ALEOs such as SLLC. The **Accounts Commission Act 1979** provides powers for reporting on governance, stewardship and Best Value (although SLLC is a charity, its public funding and ALEO status brings it in line within this wider scrutiny framework). The Local Authority Accounts (Scotland) Regulations 2014 requires councils to ensure equivalent assurance as applicable to the Council to its ALEOs control environment and Audit Scotland treats ALEO internal control as part of the council's audit scope.

² The **Charities and Trustee Investment (Scotland) Act 2005** establishes the statutory duty for Scottish charities to keep proper accounting records, prepare annual accounts and submit accounts and reports to OSCR. It requires Trustees to maintain adequate financial controls and safeguard charitable assets. The **Charities Accounts (Scotland) Regulations 2006** sets requirements for the format and content of charity accounts and the Trustees' Annual report as well as requirements for external scrutiny.

wider governance framework and output from the function is the delivery of a planned programme of internal audit assignments.

- 3.3. The internal audit service is delivered within the context of an Internal Audit Mandate and Charter and the Global Internal Audit Standards.
- 3.4. The Standards set out a role for those 'charged with governance' within an organisation. Within SLLC, the Board is determined to be the Committee 'charged with governance', with support from the Performance, Finance and Audit Committee. The Standards therefore have specific relevance to the work of this Board.
- 3.5. As the applicable Standards for the delivery of the 2026/2027 Internal Audit Plan, alongside the proposed Plan, this report sets out their impact on the planning process as well as consideration of relevant requirements. This includes the process to develop the audit plan and the role of this Board in approving both the plan along with the remit and context within which the internal audit service will operate. The Standards refer to this as the 'mandate' that provides the authority for the delivery of the internal audit service.

4. Global Internal Audit Standards

4.1. Background

As the committee charged with governance, the Board have a key role to play in ensuring the internal audit services delivered to SLLC adhere to the Global Internal Audit Standards and fulfil the mandate of such services effectively and efficiently. To do this, the Board must be familiar with the Standards and their implications.

- 4.2. This report provides a summary of the relevant elements of the Standards and links to documents are provided within the List of Background Papers at the end of the report.
- 4.3. The Standards are supplemented by two documents. Firstly, a *Code of Practice for the Governance of Internal Audit in Local Government* which applies, indirectly to SLLC, in the context set out at 3.1. This Code addresses the responsibilities of senior management and audit committees towards internal audit to ensure that internal audit services delivered have the necessary authority, support and oversight of the organisation. The Code provides a link between the recommended practices in the Global Internal Audit Standards and established governance arrangements of local government bodies and reflects the legislation and practices of local government bodies (the principles of which extend, indirectly, to SLLC as an ALEO of the Council).
- 4.4. The other supplementary document is an application note that assists with the implementation of the Global Internal Audit Standards within the public sector. The *Application Note: Global Internal Audit Standards in the UK Public Sector* has been issued by the Relevant Internal Audit Standard Setters and sets out interpretations and requirements which need to be applied to the Global Internal Audit Standards, in order that these form a suitable basis for internal audit practice in the UK public sector.
- 4.5. From an organisational perspective, the core principles of Internal Audit as well as codes of ethics, standards and guidance are incorporated within a single Standard. The Standards provide confidence that a quality internal audit service, based on conformance with standards, delivers assurance alongside advice, insight, oversight and foresight. The role of the internal audit service is envisaged as one that enhances an organisation's ability to serve the public interest.
- 4.6. Compliance with the Standards continues to be a self-assessment exercise (with periodic independent external inspections) reported on an annual basis. The outcome of the first self-assessment will be reported within the 2025/2026 Annual Assurance Report with the first external assessment anticipated to be in 2027/2028.
- 4.7. The Internal Audit Mandate and Charter
The Global Internal Audit Standards require internal audit services to be delivered within the context of an Internal Audit Mandate and Charter setting out the authority of the Service as

well as the principle of independence. The Charter also sets out roles, responsibilities and expectations regarding management support of the internal audit service. As those charged with governance, the Global Internal Audit Standards require this 'mandate' to be granted by the Board of SLLC.

- 4.8. Circumstances may require either or both the Internal Audit Mandate or elements of the Internal Audit Charter to be amended or updated. This could be because of a significant change in the Global Internal Audit Standards or material changes in organisational structure, operational environment or new laws or regulations that impact on the nature and scope of internal audit services delivered to SLLC.
- 4.9. Where such a revision is required, an updated Internal Audit Mandate and Charter will be presented to the Board for approval.
- 4.10. A copy of the proposed Internal Audit Mandate and Charter is attached at [Appendix One](#) and, ahead of approving the Internal Audit Mandate and Charter, the Board is required to satisfy itself that it covers the governance framework for the internal audit service, including reporting lines and administrative reporting arrangements.
- 4.11. The Standards require the internal audit service to have access to and support from the committee charged with governance (the Board and supporting Performance, Finance and Audit Committee) through:
 - ◆ enquires around any restrictions that limit the ability of the internal audit service to carry out its responsibilities effectively
 - ◆ consideration and approval of the audit plan
 - ◆ meeting with the Chief Internal Auditor on a periodic basis.
- 4.12. Audit Strategy
A further element of the overall 'workplan' that the Standards reference is the Audit Strategy. The Audit Strategy, that underpins the 2026/2027 Internal Audit Plan, is set out in [Appendix Two](#). This broadly this aims to:
 - ◆ deliver the internal audit objectives contained in the Internal Audit Mandate and Charter
 - ◆ provide assurance (as part of a rolling programme of work) in relation to the strategic risks that have been identified by SLLC and reflect the organisation's objectives and priorities
 - ◆ deliver a risk-based and balanced plan in compliance with the Global Internal Audit Standards that utilises resources available and prioritises assignments to ensure key areas of work are completed in the year and
 - ◆ invest time to develop audit practices and skills within the team
- 4.13. The Strategy reflects the need for effective consultation as part of the planning process and, in 2026/2027, invitations were extended to the Internal Audit teams, senior management and Members of the Performance, Finance and Audit Committee.
- 4.14. Role of the group charged with Governance (Board/Audit Committee)
The role of audit committee (which in SLLC is the Board as 'those charged with governance', with support from the Performance, Finance and Audit Committee - PFA) is set out in some detail within the Standards, the main elements of which are to:
 - ◆ provide the mandate setting out the authority, role and responsibilities under which the internal audit service operates (Board)
 - ◆ obtain assurance that the internal audit service is fulfilling its mandate (Board via the PFA Committee)
 - ◆ review and approve the internal audit charter as reflecting the Board's expectations of the internal audit service that will be delivered to SLLC in the next financial year (Board)
 - ◆ meet with the Chief Internal Auditor on a periodic basis (PFA Committee)
 - ◆ 'champion' and demonstrate support for Internal Audit (Board and PFA Committee)

- ◆ review the governance, management and reporting arrangements of the internal audit service (Board)
 - ◆ assist with setting audit priorities (Board and PFA Committee)
 - ◆ review and approve arrangements for the external assessment (Board)
- 4.15. The latest self-assessment of the internal audit function's compliance with the Global Internal Audit Standards provides SLLC with assurance that the service operates to expected professional standards.
- 4.16. The Board is asked to note the requirements of the Standards, to approve the Internal Audit Mandate and Charter as reflecting their expectations of the internal audit service to be delivered to SLLC in 2026/2027 and to endorse the Audit Strategy.
- 5. Internal Audit Plan 2026/2027**
- 5.1. The Internal Audit Plan is designed to provide sufficient evidence to form an assessment of the overall adequacy and effectiveness of SLLC's framework of governance, risk management and control arrangements.
- 5.2. The planning process for 2026/2027 reflects the requirements of the Global Internal Audit Standards, for organisational independence and has confirmed that the Chief Internal Auditor is suitably qualified and experienced (as defined by the Standards) to effectively deliver the service.
- 5.3. Audit assignments undertaken in 2026/2027 and the Annual Report will also reflect the requirements of the Standards.
- 5.4. The proposed Internal Audit Plan for 2026/2027, which is attached as at [Appendix Three](#), has been designed to target the priority issues. It seeks to align to strategic risks, as assessed at the time of writing this report, and to reflect the evolving challenges to service delivery. The Internal Audit Plan also takes account of assurances which will be provided to SLLC based on shared systems work performed under the Internal Audit Plan of SLC for 2026/2027.
- 5.5. All sources of assurance across SLLC's activities are mapped to assess the content and coverage of the 2026/2027 Internal Audit Plan. The Plan reflects the outcome of this review as well as an assessment of SLLC's top risks undertaken by Internal Audit.
- 5.6. A total of 80 Internal Audit days are available as detailed in [Appendix Three](#) and have been allocated as follows:
- ◆ 26 days to assess shared systems controls, including the controls within the Fusion financial and human resources system
 - ◆ 10 days to provide reports to SLLC to continue to facilitate continuous controls monitoring relating to supplier expenditure and petty cash
 - ◆ 15 days to continue to assess the control environment within high cash facilities
 - ◆ 15 days to test the implementation of the value for money tool due to be rolled out across SLLC in 2026/2027
 - ◆ 14 days to standard audit deliverables, namely audit management, the provision of the annual Internal Audit Report, audit planning for 2027/2028 and the follow-up of previously agreed actions
- 5.7. The proposed programme of work includes the issue of an Internal Audit Annual Report for 2025/2026 to the August 2026 meeting of the Performance, Finance and Audit Committee before being presented to the September 2026 meeting of the Board.
- 5.8. SLLC's audit plan focuses on delivery of work that reflects areas of highest risk to SLLC. In 2026/2027, further time is included in the proposed Plan to continue testing on the Fusion human resources and financial accounting system. To maximise coverage for SLLC, a shared systems approach will continue to be adopted in relation to the Fusion system testing. 2026/2027 will also see the implementation of the new SLLC front of house / booking system and although a post-implementation review is anticipated to take place in 2027/2028,

consideration will start to be given to the changes that may arise with the introduction of the new SLLC system.

- 5.9. The commitment to allocate time from the SLLC Plan to new systems is balanced with the delivery of a programme of audits that reflect SLLC's other risks and deliver the function's core objectives. Proposed assignments aim to facilitate efficiency, good governance, compliance, the safeguarding of assets and prevention of fraud.
- 5.10. To provide further context for this work, assignments have been linked to objectives and areas of risk identified by SLLC.
- 5.11. The Board is asked to:
 - ◆ review the proposed 2026/2027 Plan and, being satisfied that it represents a risk-based and balanced programme of internal audit work, approve this for delivery during 2026/2027.
 - ◆ grant approval for the findings from the 2026/2027 audits to continue to be reported to the Performance, Finance and Audit Committee via the Internal Audit activity report taken to each meeting of the committee and for the committee to retain responsibility for providing updates regarding delivery of the Plan and significant findings to the Board. This will include the Chair of the Performance, Finance and Audit Committee providing updates at each meeting of the Board around delivery of the approved Plan, including a formal mid-year update setting out delivery of the 2026/2027 Plan and compliance with the Standards.

6. Employee Implications

- 6.1 Internal Audit has capacity to deliver 80 audit days to SLLC in 2026/2027 and this is considered sufficient to resource delivery of the proposed Plan.

7. Financial Implications

- 7.1 Capacity planning has been based on the available budget for 2026/2027.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no climate change, sustainability, or the environmental implications in terms of the information contained in this report.
- 8.2. There are no sustainable development issues associated with this report.

9. Other Implications

- 9.1. There are no additional risks associated with this report. The outcome of Internal Audit work undertaken in 2026/2027 will contribute to the mitigation of several risk themes as outlined in [Appendix Three](#). These include the risks:
 - ◆ Associated with change / new financial systems
 - ◆ Fraud, theft
 - ◆ Non-compliance
 - ◆ Inefficiency
 - ◆ Poor governance
 - ◆
- 9.2. [Appendix Four](#) considers the approach being adopted to cover SLLC risk areas across a series of years, inclusive of planned shared systems work.
- 9.3. This report relates to wider SLLC outcomes as effective governance arrangements help to ensure that SLLC fulfils its planned objectives. The contents of this report are material to the delivery of the SLLC Strategy 2022-2027, notably the following objective:
 - ◆ Organisational Sustainability: Develop a business model that allows sustainable provision of quality services in priority areas.

And the wider cross-cutting theme of SLLC's Strategy to 'recover, progress and improve'.

- 9.4. To mitigate against the risk of non-delivery of the Plan, the progress of every assignment is monitored using Figtree risk management software.
- 9.5. Audit performance will require the co-operation of SLLC Services and delivery of the Plan is dependent on assignments being finalised timeously. Officers, therefore, commit to assist with the delivery of the Internal Audit Plan as follows:
- ◆ designated contacts will attend the opening meeting and the closing meeting
 - ◆ a senior officer will be nominated to liaise with auditors during the field work
 - ◆ draft reports will be reviewed for factual accuracy and agreed within four weeks of the issue of the report
- 9.6. There are no other issues associated with this report.

10. Integrated Impact Assessment and Consultation Arrangements

- 10.1. This report does not introduce a new policy, function or strategy or recommend a change to existing policy, function or strategy and, therefore, no impact assessment is required.
- 10.2. There is also no requirement to undertake any further consultation in terms of the information contained in this report.

Yvonne Douglas
Internal Audit Manager

28 January 2026

Link(s) to Objectives and Values

- ◆ Risk Management / Good Governance / Organisational Sustainability / Accountability / Learning from Mistakes / Doing the Right Thing

Previous References

- ◆ Internal Audit Plan for 2025/2026, 29 May 2025

List of Background Papers

- ◆ [Global Internal Audit Standards](#)
- ◆ [Application Note: Global Internal Audit Standards in the UK Public Sector](#)
- ◆ [Governance of Internal Audit in Local Government | CIPFA](#)

Contact for Further Information

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

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1. Purpose

- 1.1. Internal Audit is an independent and objective assurance and advisory service that seeks to provide the Board of South Lanarkshire Leisure and Culture (SLLC), via the Performance, Finance and Audit Committee and senior management with independent and objective assurance and consultative guidance.
- 1.2. Whilst there is no direct statutory requirement for SLLC, as a registered Scottish Charitable Incorporated Organisation (SCIO), to maintain an internal audit function, SLLC's status as an Arm's Length External Organisation (ALEO) of South Lanarkshire Council (SLC) and recipient of significant public funding to deliver services on behalf of the Council, brings it within the scope of local governance assurance expectations. As an ALEO delivering council services, SLLC is part of the council's wider control environment and *indirect* statutory requirements expect effective internal audit arrangements aligned with the Global Internal Audit Standards. These obligations arise through local government and public accountability legislation³, rather than the charity law that governs accounting and reporting requirements⁴.
- 1.4. Internal Audit seeks to enhance governance, risk management and control processes within SLLC to support achievement of the organisation's objectives and its ability to serve the public interest.
- 1.5. The internal audit service aims to operate in a:
 - Professional and competent manner in compliance with Global Internal Audit Standards issued by the Internal Audit Standards Board and endorsed by the Chartered Institute of Internal Auditors effective from 1 April 2025.
 - Position of organisational independence with direct accountability to the Board via the Performance, Finance and Audit Committee.
 - Environment that is free from undue influence and one that demonstrates a commitment to making objective assessments.
- 1.6. This charter should be read in conjunction with the Service Agreement, which sets out the agreement between South Lanarkshire Council and South Lanarkshire Leisure and Culture around the delivery of internal audit services.

2. Adherence to Global Internal Audit Standards

- 2.1 The internal audit service will adhere to the mandatory elements of the Global Internal Audit Standards effective from 1 April 2025 and align delivery with the CIPFA Code of Practice for the Governance of Internal Audit in Local Government and the Application Note: Global Internal Audit Standards in the UK Public Sector.
- 2.2. The Global Internal Audit Standards are reflected in the Code of Practice for the Governance of Internal Audit in Local Government. This Code addresses the responsibilities of senior management and the committee charged with governance

³ The **Local Government (Scotland) Act 1973** underpins council oversight of ALEOs receiving public funds and the **Local Government in Scotland Act 2003** establishes Best Value duties that extend to ALEOs delivering council services – this requires effective risk management and robust internal control and assurance arrangements. The **Public Finance and Accountability (Scotland) Act 2000** forms the statutory basis for scrutiny of ALEOs such as SLLC. The **Accounts Commission Act 1979** provides powers for reporting on governance, stewardship and Best Value (although SLLC is a charity, its public funding and ALEO status brings it in line within this wider scrutiny framework). The Local Authority Accounts (Scotland) Regulations 2014 requires councils to ensure equivalent assurance as applicable to the Council to its ALEOs control environment and Audit Scotland treats ALEO internal control as part of the council's audit scope.

⁴ The **Charities and Trustee Investment (Scotland) Act 2005** establishes the statutory duty for Scottish charities to keep proper accounting records, prepare annual accounts and submit accounts and reports to OSCR. It requires Trustees to maintain adequate financial controls and safeguard charitable assets. The **Charities Accounts (Scotland) Regulations 2006** sets requirements for the format and content of charity accounts and the Trustees' Annual report as well as requirements for external scrutiny.

(generally referred to as the 'audit committee' which in SLLC is the Board with assistance from the Performance, Finance and Audit Committee) towards internal audit to ensure that internal audit services delivered have the necessary authority, support and oversight of the organisation. The Code provides a link between the recommended practices in the Global Internal Audit Standards and established governance arrangements of local government bodies and reflects the legislation and practices of local government bodies (which extends indirectly to the ALEO's of local authorities).

- 2.3 The Application Note: Global Internal Audit Standards in the UK Public Sector has been issued by the Relevant Internal Audit Standard Setters and sets out interpretations and requirements which need to be applied to the Global Internal Audit Standards, in order that these form a suitable basis for internal audit practice in the UK public sector.
- 2.4. Compliance with the Standards will be a self-assessment exercise using a quality assurance and improvement programme. Output from this programme will be reported by the Chief Internal Auditor on an annual basis to the Board, via the Performance, Finance and Audit Committee and senior management.
- 2.5. An external assessment of the internal audit function's compliance with the Global Internal Audit Standards will be undertaken on a periodic basis and in a manner that is compliant with the requirement of the Standards. The arrangements to appoint an external evaluator will be reported to the Board, via the Performance, Finance and Audit Committee and senior management in advance of engaging and the output from their review will be reported timeously to the Board, via the Performance, Finance and Audit Committee.

3. Mandate

Authority

- 3.1. The Board of SLLC grants the internal audit service the mandate to provide the Board, with the assistance of the Performance, Finance and Audit Committee and senior management, with objective assurance, advice, insight and foresight.
- 3.2. The authority of the service is established through its direct reporting relationship to the Board, via the Performance, Finance and Audit Committee that allows for full, free and unrestricted access. The Board authorises the internal audit service to:
 - Examine all records, data, information, systems, cash, stores and other property, to obtain explanations and to enter property or land.
 - Unrestricted access to all employees and members granted on demand and not necessarily subject to prior notice.
 - Allocate resources, formulate plans and communicate findings that deliver the service's objectives.
 - Seek cooperation and assistance to deliver internal audit services within South Lanarkshire Leisure and Culture.

Independence, Organisational Position and Reporting Relationships

- 3.3. Internal audit services are delivered under the direction of the Board, via the Performance, Finance and Audit Committee and senior management.
- 3.4. The Chief Internal Auditor is positioned within their organisation (SLC) at a level that enables an internal audit service and responsibilities to be performed without interference from management and establishes the independence of the internal audit service.

- 3.5. An adequate number of sufficiently qualified and experienced employees will be allocated to ensure the internal audit service is delivered in compliance with the Global Internal Audit Standards and the terms of the Service Agreement. Structural reviews may take place from time to time and regular resource monitoring is reported to the Performance, Finance and Audit Committee.
- 3.6. The Chief Internal Auditor report directly to the Performance, Finance and Audit Committee, with access to the Board as required. The Board is the group charged with governance and therefore assumes the approval remit of an audit committee for SLLC but with assistance for monitoring delegated to the Performance, Finance and Audit Committee and it independently provides assurance on the soundness of the Board's control environment and the adequacy of governance and risk management frameworks. It also delivers scrutiny and oversees external financial reporting processes, again with assistance from the Performance, Finance and Audit Committee.
- 3.7. The Board is made up of eleven members and the Performance, Finance and Audit Committee is made up of six members.
- 3.8. Internal Audit reports plans, all significant audit findings along with the presentation of an annual report to the Board, via the Performance, Finance and Audit Committee first.
- 3.9. The Chief Internal Auditor has direct access to the Board via the Performance, Finance and Audit Committee and reports administratively to the Performance, Finance and Audit Committee and senior management, meeting regularly with the Heads of Strategy and Governance and Corporate Services on a regular one to one basis.
- 3.10. This relationship will be the escalation route for issues arising within Internal Audit and for those matters where it is appropriate for the Chair of the Board to be briefed.
- 3.11. The Chief Internal Auditor also has direct access to their Monitoring Officer and will use this route to report as appropriate.
- 3.12. The Chief Internal Auditor will confirm to the Board on an annual basis that the internal audit service is organisationally independent. Any factors that impact on independence will be disclosed to the Board along with any issues encountered relating to a limitation of scope, performance or communication of internal audit findings and conclusions. This disclosure will include an assessment as to the implication of this limitation and the impact on the internal audit service's ability to fulfil its mandate.

4. Changes to the Mandate and Charter

- 4.1. Circumstances may require either or both the Internal Audit Mandate or elements of the Internal Audit Charter to be amended or updated. This could include a significant change in the Global Internal Audit Standards or material changes in organisational structure, operational environment or new laws or regulations that impact on the nature and scope of internal audit services.
- 4.2. Where such a revision is required, a revised Internal Audit Mandate and Charter will be presented to the Board for approval.

5. The role of the group charged with governance (Board / Audit Committee)

- 5.1. Senior management and the Chief Internal Auditor should seek to maintain sound working relationships with members and ensure that effective channels of communication are maintained.
- 5.2. The Board will discuss with the Chief Internal Auditor the service's mandate in terms of its role, responsibility, scope and services and will review and approve the Internal Audit Mandate and Charter on an annual basis.
- 5.3. Members of the the Board and the Performance, Finance and Audit Committee and the Chief Internal Auditor are able to meet privately. Internal Audit report all findings from concluded assignments via progress reports to the Performance, Finance and Audit Committee and the Chair of the Performance, Finance and Audit Committee provides a summary of significant findings to the Board. Lines of communication between the Chairs of the Committees and the Chief Internal Auditor will be open at all times.
- 5.4. All members are free to raise concerns directly with the Chief Internal Auditor and input to the Internal Audit Charter and Audit Plan. Areas suggested for inclusion in the Audit Plan will be assessed in terms of risk prior to any audit work being undertaken.
- 5.5. Enquiries from members will follow recognised protocols and guidance.
- 5.6. The Board will approve a risk-based Internal Audit Plan on an annual basis having satisfied itself around the adequacy of budgets, qualifications and competencies of the internal audit service and of the Chief Internal Auditor to deliver the plan.
- 5.7. The Board will receive an update report during the year on progress with delivering the approved Internal Audit Plan and an annual report expressing an overall audit conclusion for the year. The mechanism for the Board to receive progress reports throughout the year will be via the Chair of the Performance, Finance and Audit Committee who will be updated on progress via the routine Internal Audit Activity Reports presented to each meeting of the Performance, Finance and Audit Committee. A formal mid-year progress summary and update on compliance with the Standards will be provided by the Chair of the Performance, Finance and Audit Committee to the Board.
- 5.8. The Board will also satisfy itself that a quality assurance and improvement programme has been established and review the results of the quality assurance and improvement programme on an annual basis.
- 5.9. The Board will seek assurances that there has been no limitation in scope or resources and receive regular updates in relation to performance (per 5.7) to allow this to be assessed relative to the service's objectives and individual roles and responsibilities.

6. Chief Internal Auditor Role and Responsibilities

- 6.1. The Chief Internal Auditor will ensure that internal auditors:
 - Comply with the Global Internal Audit Standards and the key principles of Ethics and Professionalism set out within the Standards.
 - Understand and embrace the organisation's legitimate and ethical expectations, identifying conduct that is contrary to those expectations.
 - Promote an ethics-based culture.
 - Report organisational behaviour that does not conform with the organisation's ethical expectations.

7. Objectivity

- 7.1. The Chief Internal Auditor has a responsibility to ensure that the internal audit service operates in an environment where the ability of auditors to carry out their responsibilities in an objective manner, across all aspects of the audit engagement, is not threatened. Any impairment in such will be disclosed to the appropriate parties. The service operates in a manner that is fully organisationally independent of senior management.
- 7.2. The Board and Performance, Finance and Audit Committee have a responsibility to support internal audit independence.
- 7.3. Within South Lanarkshire Council, the Employee Code of Conduct provides guidance on the type and nature of interests that should be declared (including paid employment outside the Council and personal interests in contracts). Auditors must declare their interests in accordance with the Code of Conduct and with regard to the audit principle of independence, notifying the Chief Internal Auditor of any conflicts of interest which may arise. This formal declaration is required to be renewed on an annual basis but will be revisited should any conflicts arise.
- 7.4. This disclosure extends to any impairments of independence, either actual or perceived, with an expectation that internal auditors will act with professional objectivity in all aspects of the audit engagement, resulting in balanced assessments that considers all facts and circumstances and avoids bias and undue influence.
- 7.5. Auditors will not be assigned to review or be involved in any activity where they have previously had operational or other involvement, usually within a period of one year. This includes instances where Internal Audit employees have been consulted during system, policy or procedural developments.
- 7.6. With regard to the audit principle of independence, notifying the Chief Internal Auditor of any conflicts of interest which may arise is included within the formal declaration of interest which is renewed annually. This disclosure extends to any impairments of independence either actual or perceived.
- 7.7. Internal auditors will maintain an objective approach in the delivery of audit assignments, avoid compromising quality and retain overall authority over the presentation of audit findings. They will also ensure that they display professional objectivity in all aspects of their role, making informed and balanced assessments and avoiding conflicts of interest, bias and undue influence.
- 7.8. The annual report will include confirmation of the independence of the internal audit service delivered throughout the year.

8. Managing the Internal Audit function

- 8.1. The Chief Internal Auditor has a responsibility to:
 - Prepare an annual plan for formal review and endorsement by senior management and the Performance, Finance and Audit Committee and agreement by Board.
 - Review the plan, amending to reflect significant changes in the organisation's risks, operations or objectives and communicating these amendments to senior management, the Performance, Finance and Audit Committee and the Board.
 - Communicate the impact of any resource implications.
 - Ensure that all audit engagements are conducted in accordance with the Global Internal Audit Standards.
 - Deliver a range of audit assignments, as set out in the approved annual Audit Plan, and communicate assignment findings and conclusions to management.

- Make recommendations for improvements and follow up on the delivery of these actions.
- Communicate the results of each audit assignment to the Board, via the Performance, Finance and Audit Committee and senior management (annually).
- Ensure a system of close supervision of audit work and maintain a review of audit files through the supervisory structure ensuring that the function possesses the knowledge, skills and competencies to meet the requirements of the Global Internal Audit Standards and fulfil the Internal Audit Mandate.
- Monitor trends, patterns and emerging issues, reporting to the Board, via the Performance, Finance and Audit Committee and senior management as appropriate.
- Consider and promote new approaches to internal audit service delivery.
- Ensure adherence to wider organisation policies and procedures. Any conflict with such and either the Internal Audit Mandate and Charter or the Global Internal Audit Standards will require to be resolved and reported to the Board via the Performance, Finance and Audit Committee and senior management.
- Consider the extent to which reliance can be placed on the work of external auditors, inspectors and regulators.

9. Communicating with the 'Audit Committee' and Senior Management

- 9.1. The Chief Internal Auditor will report to the Board the Internal Audit Service's mandate; the Audit Plan and delivery of this Plan via the Performance, Finance and Audit Committee and senior management. Significant revisions to the Plan; any potential impairments to independence; results of the quality assurance and improvement programme (including conformance with the Global Internal Audit Standards) and an action plan to address any gaps in compliance will also be reported, if required.
- 9.2. The Chief Internal Auditor will also convey any significant risk exposures and any management responses which are deemed to represent a level of risk contrary to SLLC's risk management approach.
- 9.3. All planned audit assignments will formally be reported and every assignment will be closed after review by audit management. All Internal Audit reports will be submitted to the Head of Strategy and Governance and/or the Head of Corporate Services and to recipients within SLLC being audited. Senior management are responsible for providing access, information and responses; for accepting and implementing audit recommendations and for owning related risks and controls.
- 9.4. The Chief Internal Auditor will plan for regular formal consultations with the Heads of Strategy and Governance and Corporate Services, especially when preparing the formal audit plan. Feedback on performance and the value of work undertaken will be sought. Auidtees will be copied on every report affecting their area of responsibility. Effective relationships will be maintained by all parties and confidentiality of information will be protected, unless this would prevent the delivery of audit assurance.

10. Quality Assurance and Improvement Programme

- 10.1 The Chief Internal Auditor will develop, deliver and maintain a quality assurance and improvement programme that will assess all aspects of the internal audit service.

This includes compliance with professional standards and applicable and relevant laws and regulations.

- 10.2. In addition, a suite of performance measures will be reported to each meeting of the Performance, Finance and Audit Committee and to senior management.
- 10.3. All elements will be considered to assess internal audit service progress with the delivery of its objectives. Where required, an improvement plan will be developed to promote an ethos of continuous improvement.
- 10.4. The quality and assurance programme will be internally assessed with an external inspection being completed once in each five-year period.
- 10.5. The results of the quality and assurance programme will be reported on an annual basis to the Board, via the Performance, Finance and Audit Committee and senior management.

11. Scope and Types of Internal Audit Service

- 11.1. Internal Audit covers the breadth of SLLC activities and operations to provide independent assurance and advisory services in relation to:
 - governance, risk management and control arrangements (including financial and non-financial systems)
- 11.2. Where required, this will lead to recommended improvements in control, performance and productivity to support the achievement of corporate objectives.
- 11.3. This may include an assessment of:
 - Risks that compromise achievement of organisational strategic objectives.
 - The extent of compliance with financial and operational procedures, policies, regulations and legislation and their impact on operation.
 - Contribution and the identification of opportunities.
 - Financial and operational controls in terms of their adequacy and application.
 - Compliance with all corporate standards and frameworks, ensuring that management information is produced accurately.
- 11.4. The existence of Internal Audit does not diminish the responsibility of management to exercise sound systems of internal control. It is clearly and solely a management responsibility to ensure that activities are conducted in a secure, efficient and well-ordered manner and that finances are safeguarded and used to maximum effect. This includes identifying and managing risks including fraud.
- 11.5. Managers are expected to provide requested information within reasonable timescales.

1. Role and Purpose

- 1.1. The Internal Audit service provided to South Lanarkshire Leisure and Culture (SLLC) by South Lanarkshire Council seeks to deliver independent, objective assurance and advice to support SLLC in achieving its strategic priorities and delivering value for money.
- 1.2. The service's wider objectives are set out in the Internal Audit Mandate and Charter.
- 1.3. Internal Audit helps SLLC to maintain effective governance, risk management and internal control arrangements, and supports compliance with statutory and regulatory requirements.
- 1.4. The service operates in accordance with the Global Internal Audit Standards.

2. Independence and Reporting

- 2.1. Internal Audit is independent of SLLC's operational management. The service reports functionally to the Board, via the Performance, Finance and Audit Committee and has unrestricted access to Senior Management.
- 2.2. This reporting arrangement ensures Internal Audit can carry out its work free from undue influence and in line with the Global Internal Audit Standards requirements on independence and objectivity.

3. Strategic Approach to Audit Planning

- 3.1. Internal Audit adopts a risk-based approach to planning and delivery that complies with the Global Internal Audit Standards utilising resources available and prioritising assignments to ensure key areas of work are completed in the year. The annual Internal Audit Plan is designed to focus audit resources on the areas of greatest risk to SLLC, considering:
 - key strategic and corporate risks,
 - financial and budgetary pressures,
 - major change programmes and transformation activity,
 - regulatory and statutory compliance, and
 - areas of known or emerging concern.
- 3.2. The plan is informed by SLLC's risk management framework, consultation with senior officers along with wider External Audit reports and national sector developments. The Board approves the plan annually.
- 3.3. In determining items for inclusion in a draft Plan, all proposed assignments, generated from research and consultation, are risk assessed to determine suitability. The risk of significant subsequent changes to the Plan, arising from a change in SLLC's priorities or risks, are managed through a level of contingency time that provides a degree of flexibility throughout the year.
- 3.4. Significant amendments to the Plan will be presented to the Performance, Finance and Audit Committee for approval.

4. Assurance and Advisory Work

- 4.1. Internal Audit delivers a mix of assurance and advisory work, providing:
 - independent conclusions on the adequacy and effectiveness of internal controls,
 - practical recommendations to improve systems and processes, and
 - early advice on new systems, policies and projects to help manage risk proactively.
- 4.2. The strategy aims to align audit work with SLLC's risks, strategic goals and objectives in line with recognised standards, guidance and other best practice. Time is invested to develop audit practices and skills within the teams.
- 4.3. All audit work is undertaken in accordance with the Global Internal Audit Standards and the Internal Audit Charter.

5. Quality and Improvement

- 5.1. The Internal Audit service maintains a Quality Assurance and Improvement Programme to ensure ongoing compliance with the Global Internal Audit Standards and to support continuous improvement. This includes internal quality reviews, performance monitoring and periodic external assessment. Outputs from the Quality Assurance and Improvement Programme are reported to the Board via the Performance, Finance and Audit Committee.
- 5.2. Progress against the audit strategy is reported to the Performance, Finance and Audit Committee through regular monitoring reports that are presented at each meeting. Delivery of the strategy will be evidenced by the completion of the Internal Audit Plan in-year and will be monitored by the performance indicators regularly reported to the Performance, Finance and Audit Committee.

6. Reporting and Accountability

- 6.1. Internal Audit reports regularly to management and the Performance, Finance and Audit Committee on:
 - audit findings and agreed actions,
 - progress against the approved audit plan, and
 - significant governance, risk and control issues.
- 6.2. An annual Internal Audit report is provided to give assurance over the overall adequacy and effectiveness of SLLC's governance, risk management and internal control framework.

7. Revision

- 7.1. The Internal Audit Strategy will be subject to an annual review and presented alongside with the annual audit plan to both the Performance, Finance and Audit Committee and Board each financial year.

Proposed 2026/2027 Internal Audit Plan

Appendix Three

Audit assignment	Outline Scope	Expected days	Links to SLLC objectives / values	Links to SLLC risks	Priority
Risk assessed core programme of work					
Fusion	Undertake review of Fusion process using a sample of transactions processed through Fusion. Consider the controls in the system and any “off system” controls that support a good overall control environment.	20	Efficiency, good governance, compliance with Standing Order, Financial and Procurement / Contract Regulations.	Significant change - new financial system / implementation of iprocurement for first time Fraud Non-compliance Inefficiency	High
Continuous Controls Monitoring (CCM) / Data Analytics	Extract petty cash and supplier expenditure data for 2025/2026 from Fusion and provide reports for analysis and further investigation by SLLC.	10	Efficiency, good governance, compliance with Standing Order and Procurement / Contract Regulations.	Significant change - new financial system / implementation of iprocurement for first time Fraud Non-compliance Inefficiency	High
Cash security	Revisit high cash sites to ensure robust control environment.	15	Efficiency, good governance, safeguarding assets	Theft, Fraud Inefficiency	Medium
Value for Money	Test implementation of the SLLC value for money tool to be rolled out to events venues from 2026/2027.	15	Efficiency, compliance with legislation	Inefficiency Non-compliance	Medium
Shared systems	Include SLLC samples in any other relevant ‘shared systems’ testing being undertaken as part of agreed audit work for SLC during 2026/2027.	6	Efficiency, good governance	Inefficiency Non-compliance	Medium

Audit assignment	Outline Scope	Expected days	Links to SLLC objectives / values	Links to SLLC risks	Priority
Fraud					
Fraud Alerts	React to fraud alerts through professional publications and network groups and disseminate information as appropriate to SLLC.	0.5	Good governance	Fraud	High
Global Internal Audit Standards requirements					
Informal Follow-up	Advise SLLC of actions due each period. Collate responses for reporting and discussion at update meetings with client.	0.5	Good governance	Poor governance Continued exposure to risks identified in original audit reports	Medium
Formal Follow-Up	Formal review and follow-up testing for recommendations made in the prior year audit reports.	4.5			Medium
Planning, Year End and Administration					
Audit Plan	Undertake consultation, risk assessment, set scopes and objectives for 2027/2028 Plan and seek approval through preparation of reports for SLLC Performance, Finance and Audit Committee and Board	1	Good governance	Insufficient reporting to those charged with governance	High
Annual Assurance Report	Prepare annual assurance report for 2025/2026 for SLLC for presentation to SLLC Performance, Finance and Audit Committee and Board.	2.5			High
Administration	Attend update meetings with SLLC and prepare activity reports for SLLC Performance, Finance and Audit Committee.	5			Medium
		80			

Risk areas identified via review of SLLC Risk Register, consideration of emerging risks, risks associated with new systems, new legislation or significant process changes and via audit planning consultation process.

Key risk areas	Strategic approach
Financial Sustainability	Share any good practice elements from “shared systems” work with SLLC.
Lack of investment in assets	
Cyber risks	
Failure to attract / retain / replace staff	Work in the areas of Workforce Planning once SLLC structure and workforce planning tools finalised and improvement actions imbedded.
Museums inventory - outstanding items for logging	Continued monitoring of progress and reporting of position in routine activity monitoring reports / annual report to PFA Committee.
Information Governance risks	Formal follow-up of progress with agreed actions. Ongoing use of standard “information governance checklist” during routine audit work.
Lack of sufficient response to business emergencies	Formal follow-up of progress with agreed actions.
Partnership risks (e.g. failure to deliver agreed output, data sharing etc)	Review of partnership risk assessment process undertaken by SLLC.
Lack of strategic change / lack of long-term planning	Continued work to keep abreast of any changes to SLLC strategic plans
Standing Orders (Contracts) – non-compliance risks	Continued provision of CCM data to facilitate SLLC analysis.
Failure to comply with new or changing legislation	Assurance work relating to Martyn’s Law.
Failure to obtain VFM for services	Advice and guidance relating to proposals to develop a VFM assessment tool then testing in subsequent years to assess use of the tool.
Lack of evidence to demonstrate continuous improvement and best value (e.g. lack of self-assessment or suitable PI’s)	Work relating to performance monitoring once SLLC structure finalised and actions embedded.
Failure to uphold or demonstrate good governance	Keeping abreast of changes that have governance implications. Briefing to Board, Committee and SLLC SMT on new Global Internal Audit Standards and governance roles and responsibilities.
Fraud and Theft	Rolling programme of site visits to assess

	<p>controls to safeguard cash / high value stock.</p> <p>Ongoing provision of fraud alerts as applicable to SLLC.</p> <p>Ongoing co-ordination of NFI exercise and liaison with SLLC as applicable.</p> <p>Ongoing use of standard "fraud checklist" as part of routine audit work.</p>
Control weaknesses in relation to new systems or significant process change.	<p>Ongoing programme of work relating to Fusion system processes.</p> <p>Keeping abreast of changes relating to front of house booking systems and testing in future years following implementation of new systems.</p>

Risk areas where reliance is being place on other assurance providers (no planned work by Internal Audit)

Key risk areas	Reliance on other assurance providers to provide the necessary assurance to those charged with governacne
SLLC property security risks	Reliance placed security assurance providers assessing gaps / providing assurances (building security / CCTV / lighting etc)
Loss or damage to library collections	Reliance placed on property assurance providers identifying and managing flood, fire, security risks.
Health and Safety risks	Reliance placed on health and safety assurance providers identifying and managing H&S risks.

South Lanarkshire
Leisure and Culture

Quarterly Report



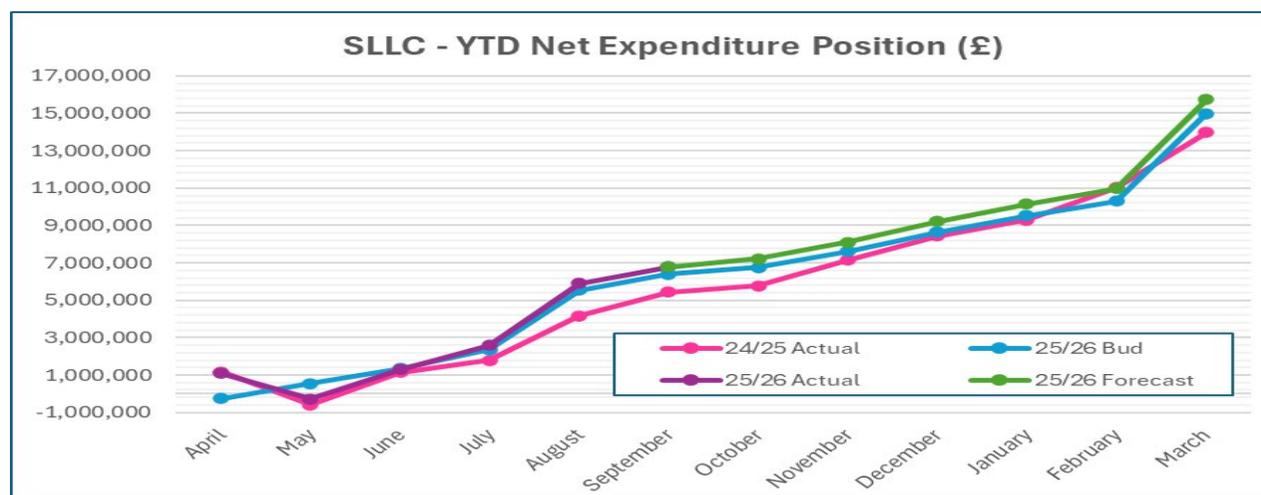
SOUTH LANARKSHIRE
Leisure & Culture

Quarter 3 – October to December 2025

Quarterly Report

Quarter 3 - October to December 2025

Budgetary Position



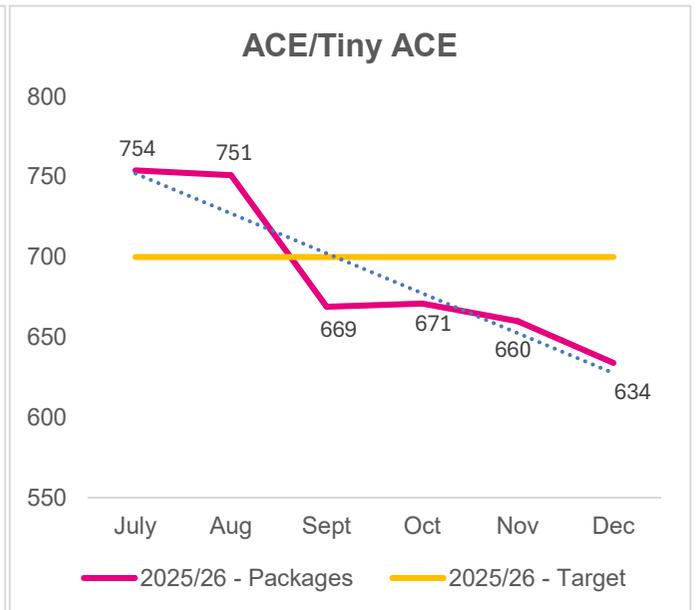
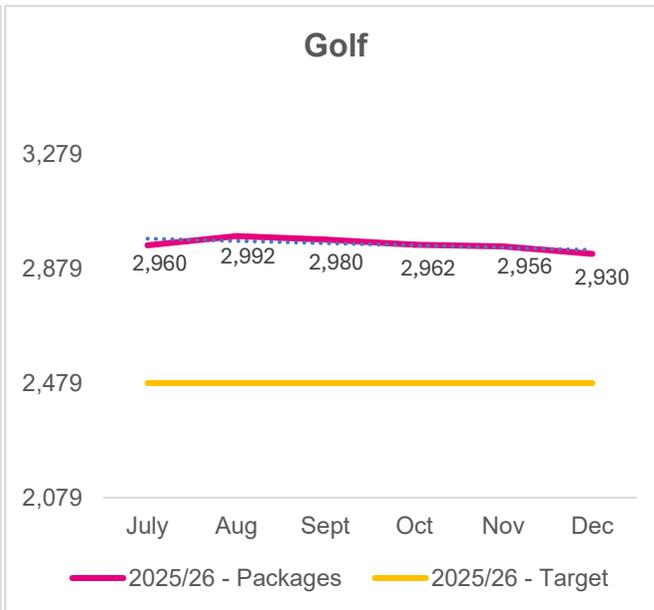
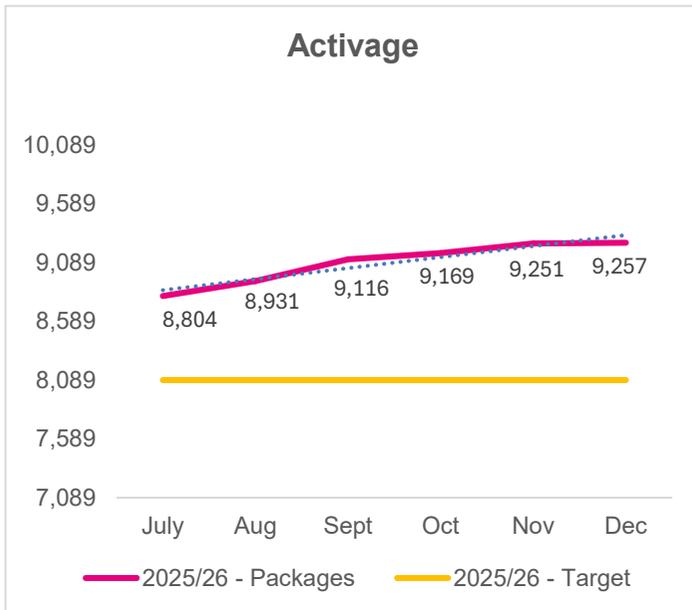
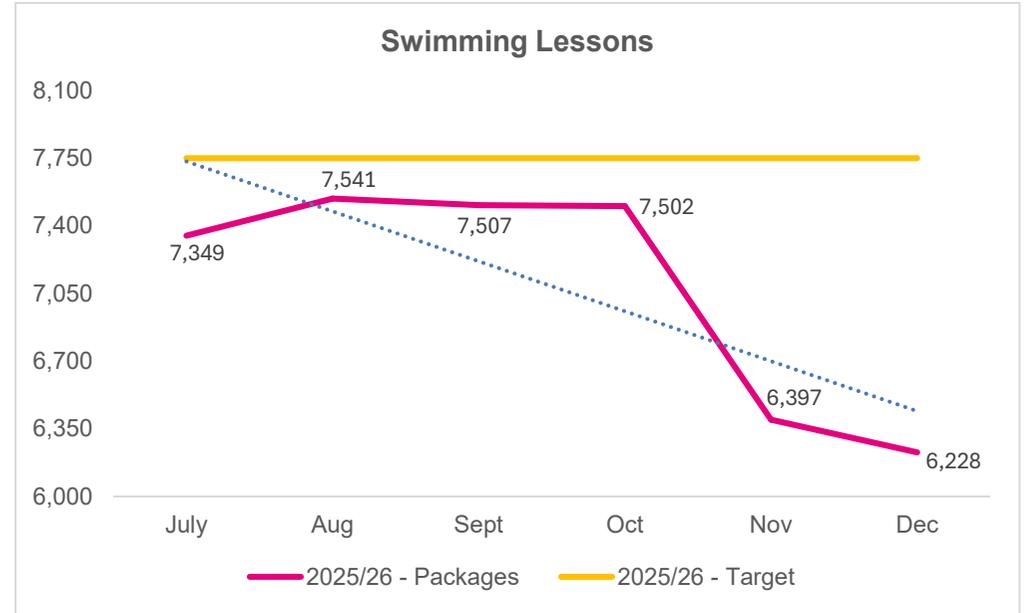
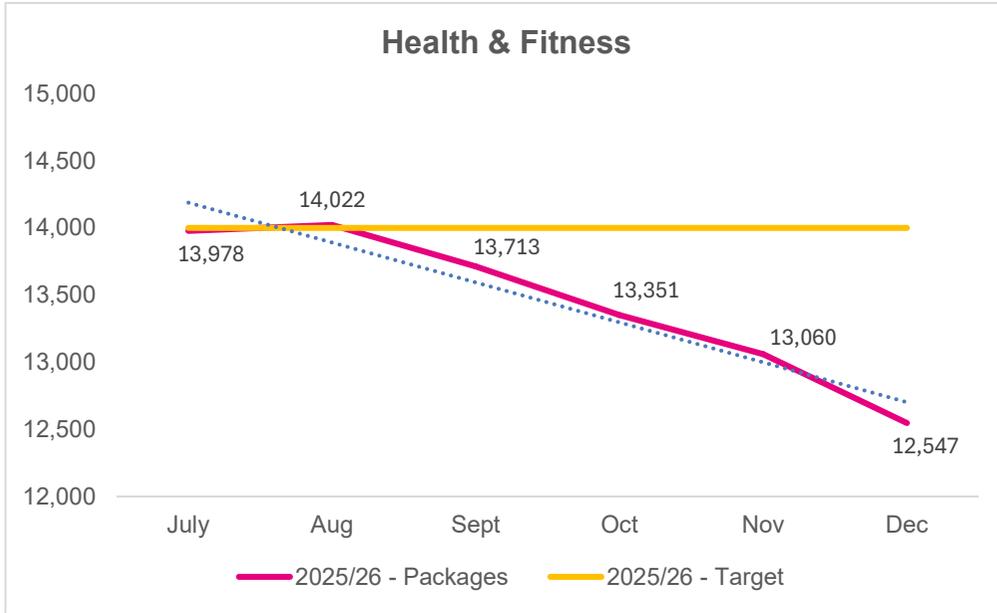
Year to Date	Budget (£K)	Actual (£K)	Variance (£K)	% +/-
Income	(30,060)	(30,448)	388	1.29%
Expenditure	24,470	25,162	(692)	-2.83%
Net Position	(5,590)	(5,286)	(304)	-5.44%

Notes

As at December 2025, the SLLC budget has an overspend position of (£0.304m). This relates to overspends in expenditure of (£0.692m). Property costs are overspent by (£0.303m) primarily in relation to water charges and repairs and maintenance costs. Supplies and Services are overspent by (£0.236m), in relation to food purchases, materials and irrecoverable VAT but offset by underspends in other supply areas. Payments to contractors are overspent by (£0.106m) in relation to self employed coaches and agency/security staff. Income is over recovered by £0.388m. 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 3 - October to December 2025

Memberships - 6 Monthly Review Against Target



Quarter 3 - October to December 2025

Memberships



Memberships	Q3	Q3	Year on Year	
	2025/26	2024/25		% RAG Shift
Health & Fitness - Adult	10,099	10,696	⊗	-5.6%
Health & Fitness - Junior	2,448	2,506	⊗	-2.3%
Swimming Lessons	6,228	6,977	⊗	-10.7%
Activage	9,257	8,375	✓	10.5%
Golf	2,930	2,610	✓	12.3%
ACE/Tiny ACE	634	600	✓	5.7%

Quarter 3 - October to December 2025

Memberships

	Q3	Q3	Year on Year
Memberships	2025/26	2024/25	% RAG Shift
Concessions - Leisure for All	5,523	5,798	✘ -4.7%
Libraries - Members	154,626	147,583	✔ 4.8%
Libraries - Active Borrowers	5,598	5,708	✘ -1.9%

Notes and Analysis

Membership Packages: The figures represent active memberships as of December 2025, 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 and Junior Health & Fitness as well as Swimming Lessons saw modest declines compared to the same period last year, Activage, Golf and ACE/Tiny ACE showed notable growth. Leisure for All concessions decreased by 4.7%, which may reflect continuing pressures of cost of living and the ability for the public to spend available income on leisure services or, alternatively, improved financial independence amongst users and reduced reliance on subsidised access.

The decline in fitness memberships may partly be attributed to ongoing gym/studio transformation works resultant in a number of memberships being frozen and temporary facility closures. This is also true of swimming lessons memberships with a large number of memberships being frozen during upgrade works to, and closure of, the pool at Blantyre Leisure Centre.

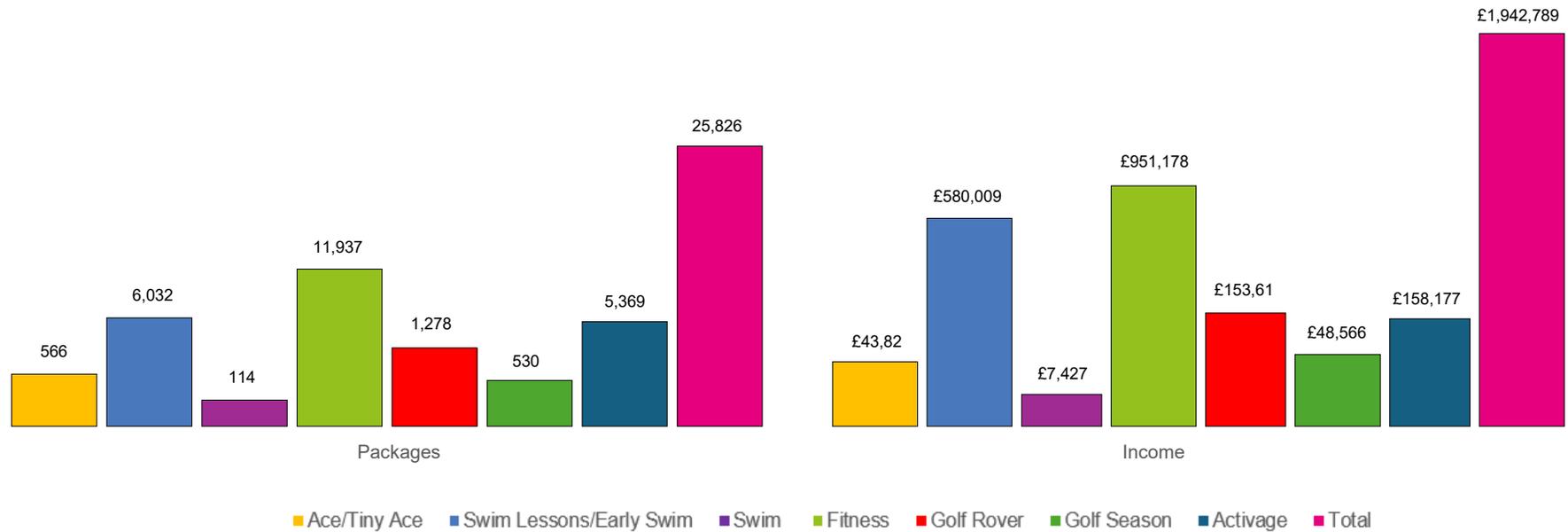
Progress will continue to be monitored to ensure alignment with leisure membership targets as displayed on Page 5 of this report 'Memberships - 6 Monthly Review Against Target'.

Libraries: Library membership continues to grow, with 4.8% more people joining our libraries compared to the same period last year. The new integrated library at Blantyre Leisure Centre is proving especially popular, attracting unprecedented visitor numbers. Book borrowing has risen by 24% compared to last year reflecting growing engagement with new stock.

Quarter 3 - October to December 2025

Membership Packages and Income

Quarter 3 Membership Packages and Direct Debit Income



Notes and Analysis

The graphs above illustrate the number of live membership packages sold via direct debit at the end of December 2025, and the total revenue collected from direct debit payments for each package between October to December 2025.

At the end of Quarter 3, there were 25,826 live membership packages, generating a total direct debit income of £1,942,789.

Quarter 3 - October to December 2025

Spotlight On - Impact of Gym/Studio Refurbishment Works

	Current Period	Year on Year	
	December 2025	December 2024	% Growth
Strathaven Leisure Centre (Re-opened August 2025)			
Memberships			
Total Membership Packages	1,692	1,158	✔ 46.1%
Health & Fitness - New Packages	43	28	✔ 53.6%
Health & Fitness - Cancellations	57	48	✘ 18.8%
Net Growth	-14	-20	✔ 30.0%
Activage - New Packages	18	15	✔ 20.0%
Activage - Cancellations/Expiries	11	13	✔ -15.4%
Net Growth	7	2	✔ 250.0%
Attendances			
Gym Attendances	2,086	1,404	✔ 48.6%
Fitness Class Attendances	1,562	1,106	✔ 41.2%
Biggar Sports Centre (Re-opened August 2025)			
Memberships			
Total Membership Packages	164	124	✔ 32.3%
Health & Fitness - New Packages	1	3	✘ -66.7%
Health & Fitness - Cancellations	9	14	✔ -35.7%
Net Growth	-8	-11	✔ 27.3%
Activage - New Packages	0	2	✘ -100.0%
Activage - Cancellations/Expiries	0	1	✔ -100.0%
Net Growth	0	1	✘ -100.0%
Attendances			
Gym Attendances	212	166	✔ 27.7%
Fitness Class Attendances	94	256	✘ -63.3%

Quarter 3 - October to December 2025

Spotlight On - Impact of Gym/Studio Refurbishment Works

	Current Period	Year on Year	
	December 2025	December 2024	% Growth
John Wright Sports Centre (Re-opened November 2025)			
Memberships			
Total Membership Packages	1,938	1,482	✔ 30.8%
Health & Fitness - New Packages	27	34	✘ -20.6%
Health & Fitness - Cancellations	39	63	✔ -38.1%
Net Growth	-12	-29	✔ 58.6%
Activage - New Packages	38	33	✔ 15.2%
Activage - Cancellations/Expiries	35	28	✘ 25.0%
Net Growth	3	5	✘ -40.0%
Attendances			
Gym Attendances	3,023	2,869	✔ 5.4%
Fitness Class Attendances	5,643	4,889	✔ 15.4%
Carluke Leisure Centre (Re-opened November 2025)			
Memberships			
Total Membership Packages	1,855	1,499	✔ 23.7%
Health & Fitness - New Packages	53	32	✔ 65.6%
Health & Fitness - Cancellations	41	70	✔ -41.4%
Net Growth	12	-38	✔ 131.6%
Activage - New Packages	25	26	✘ -3.8%
Activage - Cancellations/Expiries	16	19	✔ -15.8%
Net Growth	9	7	✔ 28.6%
Attendances			
Gym Attendances	2,727	1,864	✔ 46.3%
Fitness Class Attendances	3,152	2,995	✔ 5.2%

Quarter 3 - October to December 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/studio 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	September 2023 to Present	£36,500 Income loss	Partial use of hall from December 2025. SLC have completed design work for the new centre which has a target completion date of Summer 2028
Gym/Studio Upgrade Programme	Planned upgrade works normally require existing gyms to close for approximately six weeks. In some cases, such as at Coalburn, the swimming pool also had to be closed to allow upgrade works to be carried out first	Work Programme started July 2025 and is expected to be completed April/May 2026	Estimates of income loss range from £1,000 to £4,000, depending on size of facility	As at December 2025, the following gyms/studios have been upgraded and re-opened: Biggar Sports Centre, Strathaven Leisure Centre, John Wright Sports Centre and Carlisle Leisure Centre plus, Coalburn Swimming Pool Hamilton Water Palace and Lanark Lifestyles have been upgraded and are due to open in January 2026

Quarter 3 - October to December 2025

Service Disruption

Location	Description	Time Period	Estimated YTD Financial Impact & (Additional Cost of Lost Income)	Comments
Blantyre Leisure Centre	Upgrades to Air Handling Units: Gym closed (upstairs) Pool closed	15/09/25 - 11/01/26 03/11/25 - 11/01/26	November and December 2025 membership direct debits frozen = £48,000 (Swimming £33k & Fitness £15k)	This was reflected in the November 25 and December 25 management accounts out-turn projections
Calderglen Conservatory/Zoo	Facility closed to allow urgent roof repair work to be completed	November 2025 - Ongoing. Works initially estimated to complete mid January however, delayed by a further month into February 2026	£30,000 Income loss for November and December 2025	This was reflected in the November 25 and December 25 management accounts out-turn projections

Notes and Analysis

Larkhall Leisure Centre started partially using the main hall in early December 2025, following some minor flooring works to allow low impact classes in some sections of the hall. This was to coincide with the partial demolition of part of the centre for the new build in order to allow some level of class continuity.

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 which aims to enhance the fitness experience for all our customers by providing modernised facilities, state of the art equipment, and refreshed studio spaces.

Four gyms/studios have been upgraded and re-opened: Biggar Sports Centre, Strathaven Leisure Centre, John Wright Sports Centre and Carluke Leisure Centre plus Coalburn Swimming Pool. Hamilton Water Palace, Lanark Lifestyles and Blantyre Leisure Centre are scheduled to re-open in January 2026, coinciding with the planned commencement of upgrade works at Eastfield Lifestyles, Dollan Aqua Centre and Blackwood & Kirkmuirhill. Start dates have yet to be confirmed for gym/studio upgrade works at Coalburn Leisure Complex, Fairhill Lifestyles, and Willie Waddell Sports and Community Centre.

Quarter 3 - October to December 2025

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 Quarter 3 include: Blantyre Sports Centre refurbishment, Gym and Fitness Studio upgrade at John Wright, Carluke Lifestyles, Hamilton Water Palace and Lanark, upgrade to Coalburn Swimming Pool and changing rooms, various improvements at Lanark Memorial Hall, Priory Changing Pavilion replacement is almost complete awaiting SPEN electrical works, Whitemoss 3G Pitch replacement. Various projects are in progress including: Chatelherault toilets upgrade, Hamilton Town House and Rutherglen Town Hall refurbishment, Calderglen Conservatory/Zoo roof replacement, Gym and Fitness Studio upgrades at Dollan Aqua Centre, Eastfield and Blackwood, installation of Electronic Access points in Sports Centres and Swimming Pools.

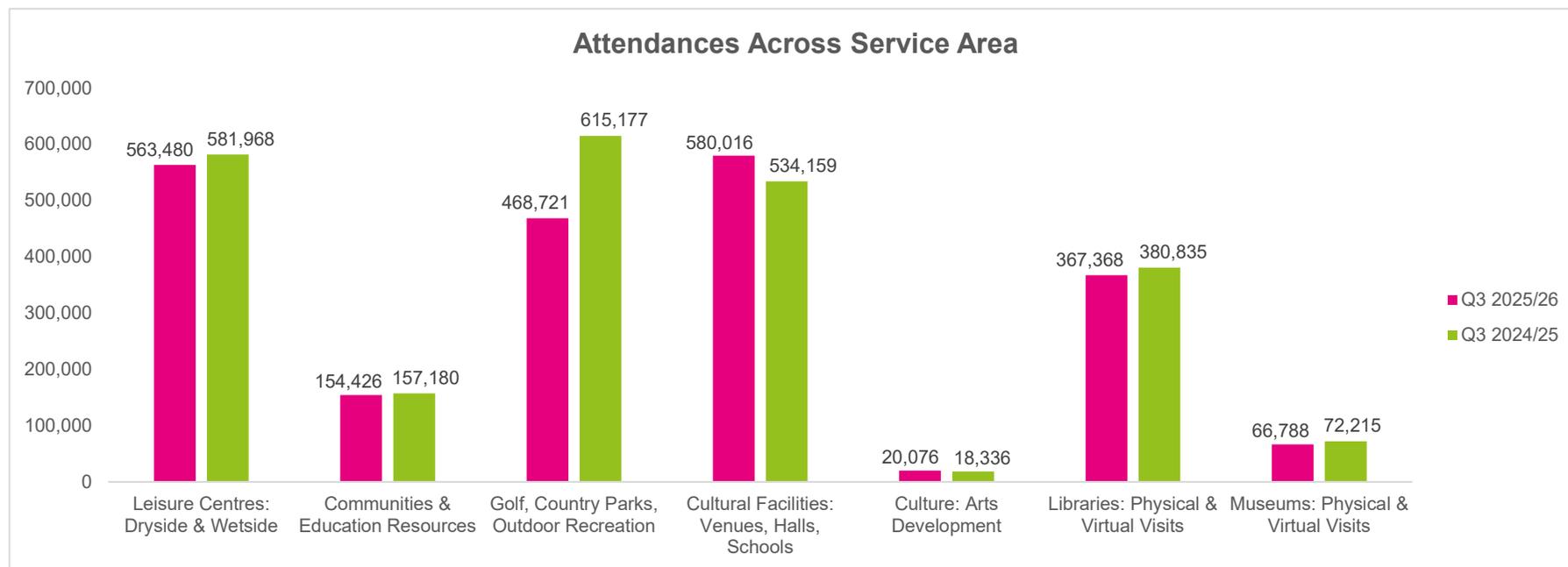
Planning permission was approved for the new Larkhall Leisure Centre in September 2025 and the detailed design stage is now nearing completion. The main construction works are scheduled to start on site in Summer 2026, with a programme of early enabling works and partial demolition of the existing centre now planned to start in February 2026, in advance of the main works. In addition, adaptation works within Larkhall Academy have been completed and final arrangements are being made for this to be opened as a dual use facility which will provide recreational facilities during the construction period of the new centre. The main project is currently programmed for completion in Summer 2028.

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 in South Lanarkshire. A joint award of £22,809,416 was received from Levelling Up Fund (LUF). Consultants Turner and Townsend and Stantec have been appointed to design and manage the Clydesdale Way project. The project is progressing well, engagement with landowners is underway, community and stakeholder engagement sessions have completed, with wider online consultation planned in the Spring 2026, Audit on user experience and special needs and ecological walkover and report completed, design on branding and signage is also underway. Opportunities for upgrade to local parks and infrastructure may also be explored.

The Chatelherault and Calderglen Country Parks Masterplans are nearing completion. The Community and Enterprise Resources Committee approved the strategic approach to development and investment for both parks at its meeting in October 2025. Following this approval, the proposals were presented to Elected Members at awareness sessions in November 2025, and to the South Lanarkshire Leisure and Culture Board in December 2025. The Masterplans will next be presented to the Hamilton and East Kilbride Area Committees in February 2026.

Quarter 3 - October to December 2025

Attendances



Attendances	Q3	Q3	Year on Year	
	2025/26	2024/25		% RAG Shift
Leisure Centres - Dryside & Wetside	563,480	581,968	⊗	-3%
Communities & Education Resources	154,426	157,180	⊗	-2%
Golf, Country Parks, Outdoor Recreation	468,721	615,177	⊗	-24%
Cultural Facilities - Venues, Halls, Schools	580,016	534,159	⊙	9%
Culture - Arts Development	20,076	18,336	⊙	9%
Libraries - Physical & Virtual Visits	367,368	380,835	⊗	-4%
Museums - Physical & Virtual Visits	66,788	72,215	⊗	-8%

Attendances

Notes and Analysis

Facility Closures/Disruption: Gym/Studio Upgrade Works at Blantyre Leisure Centre, Lanark Lifestyles and Hamilton Water Palace; Coalburn Leisure Centre - Upgrade to swimming pool and changing rooms; Blantyre Leisure Centre - Planned maintenance works at swimming pool, health suite and changing areas and, essential electrical works; Strathaven Leisure Centre - Hall closure for school prelim exams; Unscheduled leisure facility disruptions due to unforeseen pool closures; Festive period closures and reduced opening hours between Christmas and New Year.

Leisure Centres: Attendances varied across the Quarter, influenced by seasonal factors and facility upgrades. Biggar Sports Centre, Strathaven Leisure Centre, John Wright Sports Centre and Carluke Leisure Centre have seen an increase in attendances across gym and fitness classes post gym and studio upgrade works. Stonelaw Community Sports Centre also reports increased outdoor activity across 11's football matches following pitch upgrade work as well as attracting a higher volume of bookings from adult and junior football clubs.

Communities and Education Resources: Increased attendances across Health, Inclusion, Development, Outdoor Learning, Workforce Development and Club SL compared to last year with slight decreases reported across Active Schools, ACE and Events/Competitions reflecting seasonal scheduling and holiday period closures.

Golf, Country Parks, Outdoor Recreation: Car counters installed at both country parks in April 2025, have improved tracking of vehicle based attendances, resulting in a year on year variation. Attendances at outdoor activities have been impacted this Quarter due to the inclement weather. A high number of natural grass pitches have been waterlogged or frozen deeming them unsuitable for play. Use of synthetic pitches however, have seen an increase.

Culture: Attendances at facilities and Arts Development demonstrate rising engagement attributed to seasonal events and improved programming. Hamilton and Rutherglen panto, Jack and the Beanstalk, was a co-production with professional actors and students from New College Lanarkshire.

Libraries: The new integrated library at Blantyre Leisure Centre has attracted unprecedented visitor numbers versus the same period last year. To meet demand, staffed days have increased from 3.5 to 5.5 per week and a new Saturday Bookbug session has been introduced boosting accessibility and family engagement. Virtual participation remains strong, with online activity, spanning the website, social media channels, and digital books, newspapers and magazines, continuing to exceed in person visits.

Museums: Low Parks Museum expanded the offering of Mausoleum tours from every 2nd Saturday to include a weekly offering on a Wednesday which brings in additional attendances and income. Both Low Parks Museum and the Mausoleum tours consistently receive excellent feedback from visitors. Figures reported also include attendances to the David Livingstone Centre operated by the David Livingstone Trust and Chatelherault Visitor Centre.

Quarter 3 - October to December 2025

Staffing

Establishment Position (December 2025)				
FTE - Full Time Equivalent calculated on 35 and 37 hour basis. Excludes funded posts				
Area	Establishment Variance FTE	Establishment Variance %	Current Recruitment FTE	Comments
Halls	6.42	10.06%	0.99	
Libraries	3.16	3.91%	0.50	
Museums	1.76	15.78%	1.00	
Outdoor	25.75	27.67%	8.34	
Leisure Centres	45.56	15.50%	18.42	Includes elements relating to new structure
Support	-13.26	-35.13%	4.00	Includes elements relating to new structure
Venues	6.79	9.50%	3.47	
Grand Total	76.18	11.68%	36.72	

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 3 - October to December 2025

Health & Safety



Health & Safety	Q3	Q3	Year on Year
	2025/26	2024/25	RAG Shift
Accidents - Staff	5	2	⊗
Accidents - Public	35	14	⊗
Incidents - Staff	1	4	⊙
Incidents - Public	22	10	⊗
Violent Incidents - Staff	4	3	⊗

Notes and Analysis

Staff accidents have risen by three this Quarter compared to the same period last year, though all accidents were minor and occurred during routine duties. Public accidents also rose, with five major sports related accidents requiring hospital treatment and a further 30 minor cases treated on site with first aid. Staff incidents fell by three whilst public incidents rose by 12, including 6 reports of youth disorder. Staff violent incidents rose by one, mitigating measures such as staff conflict management training and partnership working with Police Community Liaison Officers are continuing to have a positive impact.

Quarter 3 - October to December 2025

Delivering Strategic Objectives - Year 4 2025/26

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>Participate in a whole system approach to health and wellbeing along with our partners including the NHS, the Health and Social Care Partnership and others, to improve health and wellbeing for individuals and communities within South Lanarkshire.</p>	<p>Encourage and support the inactive to be active with focus on positive physical health and wellbeing outcomes.</p>	<p>Support positive mental health and deliver on health and wellbeing outcomes.</p>	<p>Provide early intervention and prevention initiatives to address health and wellbeing matters at their root cause.</p>
Health and Wellbeing Successes			
<p>School Sport SL: During Quarter 3, the programme has continued to demonstrate strong success recording 4,500 attendances to date. The programme provides primary schools with valuable access to structured school competitions, giving young people the opportunity to have fun, build confidence, and take part in sports they may not otherwise experience. Participation in School Sport SL has also had a positive impact on engagement in both lunchtime and after school clubs, helping to foster a more active and inclusive school environment. The programme's primary focus this Quarter has been on Sports Hall Athletics, Football and Netball, all of which have seen high levels of interest and participation.</p> <p>Seniors Together: In partnership with Seniors Together, an open day was hosted in October 2025, at the Hamilton Town House. The focus was to encourage members of the community to live well in later life, and learn something new in retirement. There were many opportunities with 52 individuals in attendance, participating in table tennis, indoor carpet bowls, strength and balance exercises, sporting memories sessions to reminisce and share stories. Participants received a free health check and information on how to access and make the next steps to a healthier lifestyle.</p> <p>Restart a Heart Day: In October 2025, we proudly took part in National Restart a Heart Day, supporting the Royal Life Saving Society UK, Resuscitation Council UK, and other first aid organisations. The campaign aimed to raise awareness of cardiac arrests and teach vital lifesaving skills, including how to perform CPR and use a defibrillator. Several of our facilities joined the initiative where customers enthusiastically took part in hands on demonstrations and training sessions.</p>			

Delivering Strategic Objectives - Year 4 2025/26

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

School Swimming: At Hamilton Water Palace, schools participating in Block 1 of the school swimming programme have provided positive feedback on both the delivery and impact of the sessions. In addition to meeting the requirements of the swimming curriculum, the programme also evaluates the wider health and wellbeing benefits for pupils. This includes assessing how swimming makes children feel and the extent to which learning to swim supports improvements in confidence, resilience and overall personal development.

SAMH: Following a request from Scottish Action for Mental Health (SAMH), an information table was provided for them to showcase their services at one of the Jack and the Beanstalk performances at The Town House, Hamilton. The group were very appreciative for the opportunity noting that they were able to distribute a number of mental health resources and engage in meaningful conversations with attendees. They highlighted that audience members do not typically expect to discuss mental health at such events, but the visibility and accessibility of support in that setting allowed people who may not otherwise have sought help, to receive timely assistance and support.

Delivering Strategic Objectives - Year 4 2025/26

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)
<p>Reach out to people where they are, by providing services to all communities across South Lanarkshire.</p>	<p>Support communities to develop and build their capacity and, where appropriate, explore options for asset transfer of our resources.</p>	<p>Develop alternative delivery methods and grow our digital offerings such as online classes and access to e-books.</p>	<p>Help tackle isolation by providing initiatives that bring people together.</p>
Connected and Engaged Successes			
<p>Future Pathways: Funding of £168,150 was awarded by the Scottish Government to support the development of the Future Pathways project. The project aims to develop entrepreneurial activities across South Lanarkshire's 18 secondary schools. Designed to ignite imagination, ambition and real world entrepreneurial thinking, Future Pathways offers pupils the chance to explore future careers in a variety of creative industries.</p> <p>East Kilbride Arts Venues welcomed their highest seasonal ticket sales with over 10,000 tickets sold for contracted Christmas shows and events. This included introducing a new post panto event for pre-school children at East Kilbride Arts Centre in the three days before Christmas, 'A Magical Christmas with Mrs Claus', an interactive storytelling experience that attracted 485 attendees.</p> <p>Rutherglen Town Hall: Rutherglen Christmas Market was successfully attended with 45 stalls and visitor numbers of 940. The café took in income of £1,800. The market took place the week after the Christmas lights switch on (previously both events were co-ordinated for the same date) so the numbers show the support that Rutherglen Town Hall receives from the local community.</p> <p>Chatelherault Country Park: Mud Madness (1K mini mud run (age 4-11) and 5K mud run (family), in October 2025, attracted just under 900 competitors this year. It took place in the grounds of Chatelherault and involved mud runs, water slides, obstacles and a dip in the River Avon. It was great fun for all ages! Total gross income was £9,802.50, with £4,789 from qbuster bookings and £5,013.50 taken on Plus2 for group/club bookings. HUPcc Scottish Cyclocross series round 6 took place on 30 November, hosted in partnership with Clydesdale Colts attracting over 400 competitors from all across Scotland.</p>			

Delivering Strategic Objectives - Year 4 2025/26

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

National/Local Young Ambassadors Conference, October 2025: Active Schools Local Young Ambassador Conference held at Hamilton Palace Sports Ground Bowling Pavilion. 34 pupils from 10 high schools across South Lanarkshire attended to connect and engage with each other to plan and organise an effective way to support primary and secondary schools on the **sportscotland** School Sport Award and inspire more people to be more active more often within South Lanarkshire.

University of the West of Scotland (UWS): 190 University of West of Scotland students from across Scotland took part in Multi-sport and Infant training, delivered by the Active Schools and Clubs and Communities team. Providing opportunities for the next generation of sporting leaders to be part of schools and community programmes, inspiring and motivating young people to lead healthier and happier lives. This event took place at Hamilton Palace Sports Ground Indoor Pitch.

SPAR Football Area Round Up: Scottish FA SPAR Girls Future Stars area round up at Hamilton Palace Sports Ground took place on 6 November. 13 South Lanarkshire secondary schools participated, with over 200 girls playing, displaying some outstanding technical talent. All players were supported and encouraged by school staff, family members and spectators, who helped to create the perfect environment for the players. The area qualifiers will now progress to the Scottish FA Southwest Regional Finals in March at Ayr.

Scottish Athletics National Short Course Cross Country Event: The continued partnership with Scottish Athletics allowed SLLC outdoor recreation venue, Lanark Racecourse to host 2025 Scottish Athletics National Short Course Cross Country Championships in November. The event was a great success seeing 1,238 participants take part with a further estimated 500 spectators on the day. Feedback received from both Scottish Athletics Event Organisers and participants on the day were excellent with the event confirmed for the 2027 events calendar.

Swimming Development Christmas Parties: Following the conclusion of the swimming lessons programme for the year. The swimming development team in five of our pools organised children's Christmas parties within the swimming pool. The events featured structured festive activities led by qualified swimming instructors, enhancing community engagement during the holiday period. Over the course of the week the parties were attended by 1,345 children across the five pools.

Delivering Strategic Objectives - Year 4 2025/26

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>Ensure equality of opportunity by making sure that our services are accessible to all.</p>	<p>Target our programmes and interventions to ensure we reach those most in need of our services.</p>	<p>Enable access to learning and information across our communities and support community learning.</p>	<p>Provide welcoming inviting spaces where customers receive a warm reception.</p>
Equality and Inclusion Successes			
<p>Fit For Girls: Delivered in partnership with sportscotland, the programme aims to increase girls participation in sport and physical activity, break down barriers and develop leaders. In October 2025, 55 13-16 year old girls from across 9 schools (at least 1 from each locality) came together for a workshop to build confidence, share best practice and develop plans to co-create and deliver targeted programmes back in their schools.</p> <p>University of the West of Scotland (UWS): In November 2025, staff from across the Active Schools, Health and Clubs and Communities teams delivered inclusion training to 80 UWS 3rd Year students. This was a new workshop delivered as part of a long standing service level agreement with UWS. The aim was to upskill and develop knowledge amongst students, many of whom deliver in SLLC programmes as part of their placements, around areas such as ASN/disability sport, targeted girls activity, rural inclusion and families living in poverty.</p> <p>Swimming Development: During the October school holiday week at Eastfield Lifestyle, an intensive week of lessons were for hosted for a group of children from Circuit Youth Group, a group based in an area where children face barriers to accessing lessons due to financial and geographical constraints. ASN lessons, organised in collaboration with SLLC's Disability Programme Officer, also ran supporting children with additional support needs. Feedback from children and parents was overwhelmingly positive. In December 2025, ASN family swim sessions were offered during quieter pool times providing families with a relaxed environment to enjoy swimming together.</p> <p>Corporate Training: Work has commenced on the development of a corporate training programme across services to highlight key policies and procedures.</p>			

Delivering Strategic Objectives - Year 4 2025/26

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)
Develop a financially sustainable business model which optimises income and utilises diverse funding streams.	Develop our people ensuring staff remain highly skilled and are supported to deliver the best standard of customer service.	Review our facilities to ensure we have financially sustainable spaces to enable quality service provision.	Reduce waste and energy usage and seek new ways to be more energy efficient across our services.
Organisational Sustainability Successes			
<p>East Kilbride Arts Centre: The Commercial Team secured £19,193 from the Theatre Improvement Scheme with the Wolfson Foundation for East Kilbride Arts Centre. The project will see the final tungsten profile lights replaced with five modern moving profile LED lights and an LED follow spot, completing the transition to a fully LED rig. The tungsten rig currently uses 77.7kWh per 6 hour performance compared to the new installation of 22.14kWh, which represents a 75% overall reduction in energy use, a saving of more than 8,000kWh per annum and saving 3 tonnes of carbon emissions as well as reducing maintenance time and costs.</p> <p>New Gym Facilities Open at John Wright Sports Centre and Carluke Leisure Centre: Between October and December, we proudly opened newly upgraded gym and studio facilities at John Wright Sports Centre and Carluke Leisure Centre, marking another key milestone in the delivery of the Gyms and Studios Transformational Fund. This investment forms part of our ongoing programme to modernise leisure facilities across South Lanarkshire in partnership with South Lanarkshire Council, ensuring that gyms and studios are welcoming, accessible, and equipped to support a wide range of fitness needs. The upgraded spaces feature enhanced equipment, improved layouts, and greater flexibility to accommodate both individual training and structured programmes. The new facilities are already helping more people engage in regular physical activity, supporting improved health and wellbeing while encouraging sustainable participation across all age groups and abilities. By refreshing and future proofing our gyms, we are also strengthening the long term sustainability of our leisure estate and ensuring our facilities continue to meet community expectations. These developments demonstrate our continued commitment to reinvesting in local services and delivering high quality environments that support active lifestyles.</p> <p>Blantyre Library: Since reopening in late September 2025, in its new location within Blantyre Leisure Centre, the library has seen remarkable growth. Visitor numbers soared to 6,044 (October to December 2025), up 60% from the same period in 2024. Book borrowing climbed by 24%, from 1,755 to 2,179 loans, reflecting growing engagement with the new stock.</p>			

Delivering Strategic Objectives - Year 4 2025/26

Organisational Sustainability

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

Organisational Sustainability Successes

Chatelherault Country Park: Festive programme included: Santa Dash 5K Family Fun for all ages, running or walking around the beautiful trails at Chatelherault. Entry Fee included a Santa Suit and Festive Medal. The festive programme continued with visits to Santa and his workshop, in addition we had sell out sessions with Storytime with Mrs Claus, Children received a festive cookie and milk, with adults receiving a cold drink. The event was very well received with staff being praised for their roles and compliments on value for money. Georgian Supper, an immersive experience in our Banqueting Room, transporting customers back to the 18th Century with georgian themed décor and food. The event was sold out with gross income £2,021.20. Traditional festive lunches were also served in the Banqueting Room, all sittings were fully booked with compliments received on the menu and the staff.

Hamilton Palace Sports Ground: SLC CEF Funding – LED Floodlight upgrade works completed. These works saw the full conversion from 2kW metal halide sports lights to state of the LED Sports Lights making the entire site of HPSG including the indoor pitch fully floodlit using LEDs. The final phase of this project will see the 11-a-side pitch at Jock Stein Centre converted to LED. This recent round of funding secured sees an investment of over £200K. HPSG Transformational Fund has allowed for substantial investment during 2025. The last of the funds' spends at the facility has allowed for a new passenger lift to be installed. This sees the redundant (due to obsolete motor parts) Schindler lift which has been out of use since early 2021 upgraded and back in service.

DAZN Filming - Tele-Search (Europe) Ltd - Japanese Commercial Shoot November 2025: DAZN Japan made use of Hamilton Palace Sports Ground's pitches to produce a web commercial for a Japanese high speed internet provider NURO. The advert was produced starring Japanese International footballers based in Glasgow. This ½ day pitch rental was a commercial rental for Outdoor Recreation with a hope to see future business with the production team. The venue was chosen given the central location with option of both indoor and outdoor pitches.

SLLC Process Modernisation Project: High level business change recommendations completed along with various tasks to support the Front of House system and process changes proposed. The Front of House system has been formally ordered with significant preparatory works underway for the transfer over to the new Legend system.

Delivering Strategic Objectives - Year 4 2025/26

Organisational Sustainability

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

Organisational Sustainability Successes

SLC Transformation Fund: Significant assistance 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.

Human Resources: In order to support the potential changes to recruitment via the upcoming Employment Act related to casual/variable staffing, work continues to progress on the implementation of the workforce scheduling module of Fusion in conjunction with SLC IT. HR Services continue to engage with SLC Corporate Services on enhancements to reporting information. The Team have also provided significant support to managers with complex employee support needs.

Performance Reporting: Monthly and quarterly performance reports continue to be reviewed and refined to ensure clearer, more cohesive presentation of data, supported by graphical formats and strengthened analytical commentary.

Project Support: Support was provided to seven projects with one reaching completion. Initiatives span the full organisation and require varying levels of management input. Key projects launched include the Front of House Modernisation Project and the Future Pathways Project, delivered in partnership with Education. We also continue to support the Studio & Gym Refurbishment Transformation Project, particularly through close collaboration with the Communications Team.

Strategic Progress Forum held at Chatelherault Country Park in November, brought together colleagues from across the organisation to review the Year 4 Strategic Plan and assess progress towards objectives. Following the session, feedback was gathered on the format and frequency of future forums. This insight will help shape how we communicate, track and report our progress across the business.

Quarter 3 - October to December 2025

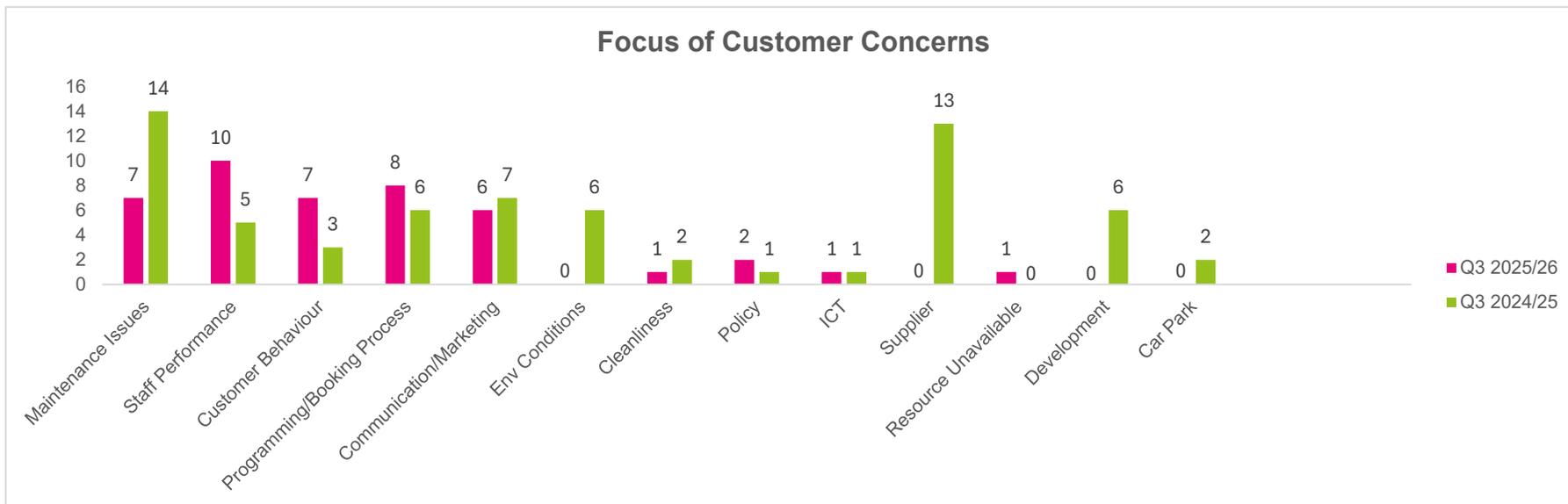
Growth Plan Update

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. In Quarter 3 we had a total spend of £2,650.64 generating £51,975.86 in sales. The cumulative spend from April to December 2025, was £6,230.32, generating £115,417.86 in ticket sales. This is a return on advertising spend of £18.53. Outside of the sales ads and campaigns mentioned above we have also reached over 101,249 people, had 193,781 impressions and had 14,445 page engagements
Review and propose new vending requirements for procurement	The procurement documentation in relation to vending is now with SLC

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 another two key pieces of filming or centres being used as production bases. Vigil used one of the secondary schools as a base for filming work within the East Kilbride area and the BBC used a primary school as a base for a new comedy show Shedites. This generated £2,602.54. Cumulative total for filming to date is £18,173.76

Fundraising and Sponsorship	
Action	Progress to Date
Increase external funding to support SLLC service provision	<p>In Quarter 3 we were successful with the following funding bids:</p> <ul style="list-style-type: none"> * Wolfson Foundation - £19,193 for LED lights at East Kilbride Arts Centre * Scottish Government - Entrepreneurial Education Fund - £168,150 for Future Pathways <p>A Stage 2 funding application has been submitted to Creative Scotland for its Culture Collective funding for £244,256. The outcome of this application will be known by mid February 2026</p>

Complaints & Information Security



	Q3	Q3	Year on Year
Complaints & Information Security	2025/26	2024/25	RAG Shift
Complaints	47	66	✓
Information Security Incidents	0	2	✓

Notes and Analysis

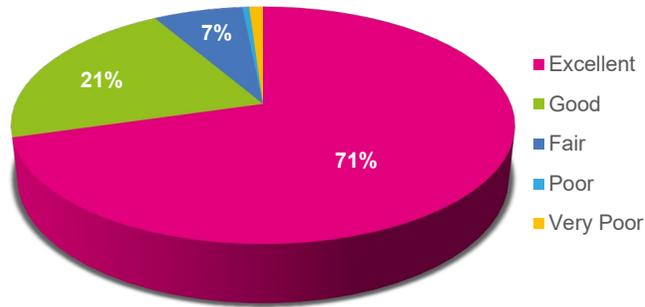
Complaints: A total of 47 complaints were recorded across our services: Leisure Centres (33), Libraries (4), Outdoor (4), Culture (5) and HQ (1). Of these, 44 were resolved with 43 completed within or ahead of the required timescale, while 3 remain open or pending resolution.

Information Security Incidents: No information security incidents were recorded during Quarter 3.

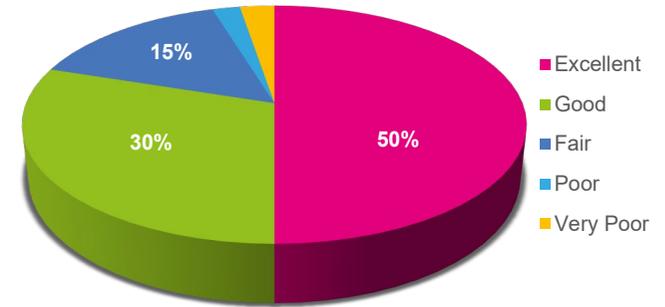
Quarter 3 - October to December 2025

Customer Satisfaction - How Did We Perform

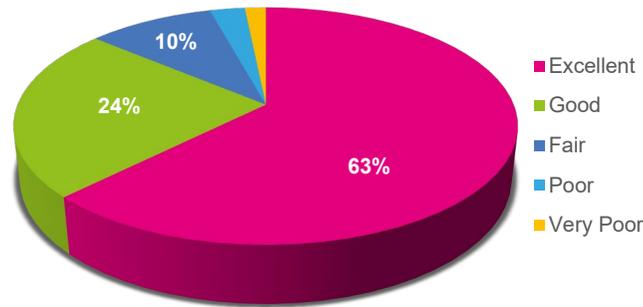
Staff Performance
Top 3 Responses - 99%



Cleanliness
Top 3 Responses - 95%



Value for Money
Top 3 Responses - 97%



Notes and Analysis

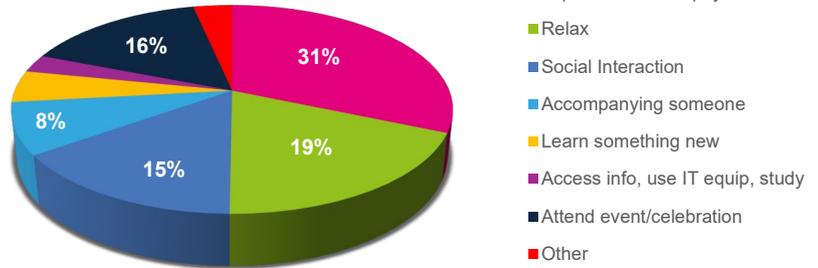
Quarter 3 saw 190 completed customer satisfaction surveys, continuing a consistent trend of excellent results with an overall satisfaction rate of 97%. This reflects the ongoing commitment of staff to high standards and quality service delivery. Satisfaction levels can be further broken down across specific service areas:

- Staff Performance 99%
- Cleanliness 95%
- Value for Money 97%
- Quality of equipment/services 91%

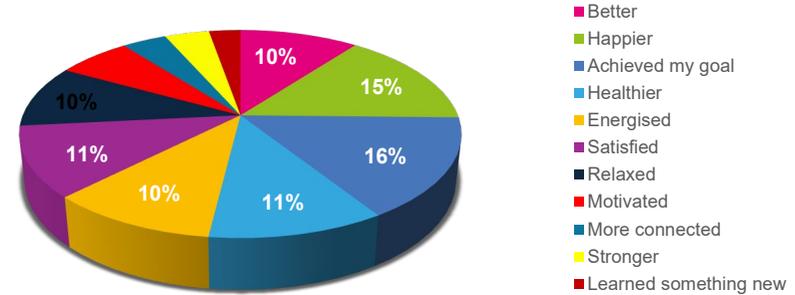
Quarter 3 - October to December 2025

Customer Satisfaction - Health & Wellbeing

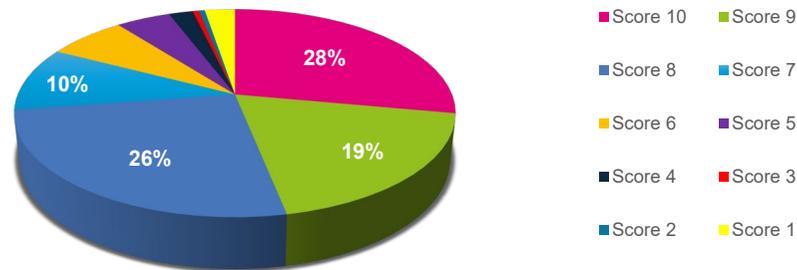
Reason for Visit
Top 5 Responses - 89%



Following your visit, how did you feel?
Top 6 Responses - 73%



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



Notes and Analysis

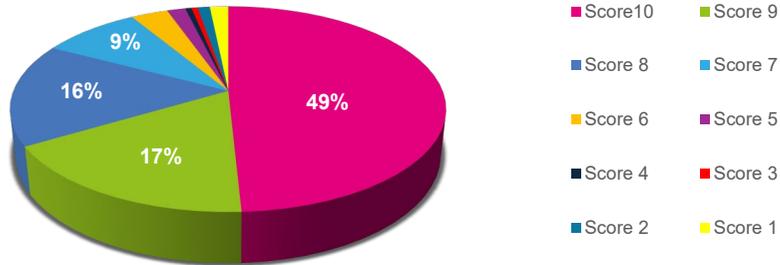
Customers visit our sites for a variety of reasons, whatever the reason we welcome and encourage them:

- 31% said it's about improving their physical and mental health
- 19% said a place to relax
- 15% said a place to socialise
- 16% said to attend a show or event
- 73% 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

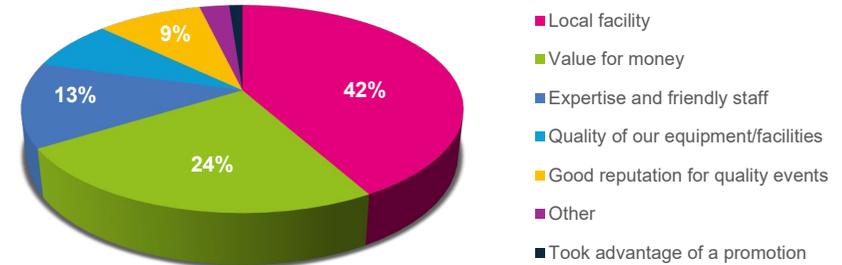
Quarter 3 - October to December 2025

Customer Satisfaction - Communication

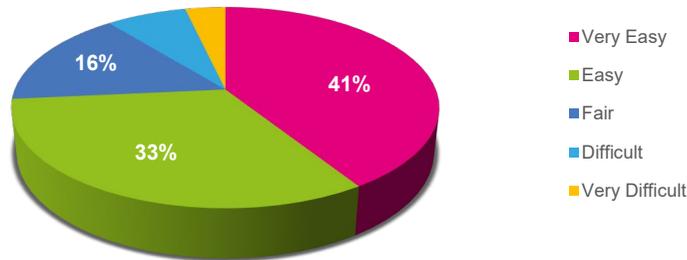
91% of customers would recommend SLLC to a friend (Scored 7 and above)



Why customers chose SLLC
Top 4 Responses - 88%



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



Notes and Analysis

Word of mouth is always a great recommendation and 91% of customers said they would recommend us to a friend. When asked how customers heard about SLLC, they responded:

- 41% word of mouth; 26% other; 15% website; 13% social media; 5% 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

“ We've absolutely loved having **Boppin' Beats** at Rutherglen this year. It's been a huge hit with the children and something they all look forward to each week. The sessions are full of energy and we've seen so much joy, confidence and creativity from the children as they join in with singing, dancing and imaginative play. ”

“ Just wanted to say a big thank you for the tour yesterday at **Low Parks Museum**. It was very informative, interesting and great fun too. Your enthusiasm shone through. ”

“ I can't recommend **Chatelherault Country Park Santa's Grotto** highly enough! I've been taking my son here since he was a tiny tot, he's now 8. All of the staff are so friendly and warming, my son always has a great time. I also want to say how great and professional the photographer and her staff are. Great quality pictures, a good variety of pictures taken for us to choose from and always so friendly and helpful. Thank you again for another great experience. ”

“ **Jack and the Beanstalk Panto at Hamilton Town House**, is without doubt one of the best pantos I have ever seen and I am 66. Well written and performed. Great humour, music, singing and dancing. Incredibly professional and better than many of the pantos I have seen in Glasgow. Fantastic value for money. I love the Townhouse as a venue and am a regular customer there. ”

“ I just wanted to say a massive thank you to you and to Peter for the **Mausoleum Tour** that we did on the 1 November. Everyone was saying how much they enjoyed it and how brilliant Peter was. He really was amazing and the time just flew by. ”

“ I just wanted to send you an email as I have just been on the **Mausoleum Tour** today with my friend and it was fantastic. Absolutely amazing from start to finish. The people in the **Low Parks Museum** were so helpful, so pleasant and so professional they couldn't have done more for us. The staff where we had our lunch and the Guide Peter who was amazing, knowledgeable and helpful. It was absolutely fantastic. I would highly recommend it. ”

“ Thank you to the musicians and staff at **Hamilton Town House**, had a wonderful night at **Nashville Show** made all the better by your security, house staff and bar staff. Me and my friends favourite venue. ”

“ We came back to **Hamilton Town House Library** for a **Day Of The Dead** event which was great! ”

1. Key issues considered:
 - ◆ Internal Audit Plan 2026/27
 - ◆ Internal Audit Activity Report
 - ◆ Health and Safety Policy Update
 - ◆ Procurement update
 - ◆ Employee Recognition Scheme

2. Key issues to highlight:
 - ◆ A process to map current practice to the new Global Internal Audit Standards (GIAS) is ongoing, with the final key document, a formal Audit Strategy being presented to this Board for approval alongside the proposed Internal Audit Plan for SLLC for 2026/2027.
 - ◆ The Committee noted the procurement process to appoint a new External Auditor for SLLC, Henderson and Logie, effective from April 2026
 - ◆ The biannual review of credit card transactions and petty cash transactions has been undertaken, and it is the intention to obtain new cards for the Head of Corporate Services and the Head of Strategy and Governance. At the same time, the associated procedures will be refreshed and reissued accordingly.
 - ◆ The Employee Recognition Scheme has been reviewed and refreshed to ensure it remains meaningful, inclusive, and aligned with the organisation's core values. The updated scheme will be implemented from April 2026.

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.

NOMINATIONS COMMITTEE UPDATE**17 NOVEMBER 2025 AND 12 JANUARY 2026****Report on the Outcome of Nominations Committee Meetings**

The Nominations Committee has met on two occasions since the last meeting of the SLLC Board.

Meeting of 17 November 2025

At this meeting, the Committee approved the terms of reference for the Nominations Committee, including the key functions of the Committee, membership and frequency of meetings. It was noted that there is currently one vacancy on the Committee.

The Committee also agreed the process for the recruitment of new Trustees and Office Bearers of SLLC, as required for the second term of the Board of the SCIO.

The Chief Executive subsequently wrote to all independent Trustees seeking their views on continuation as a member of the Board.

The Chief Executive also wrote to the Chief Executive of South Lanarkshire Council seeking confirmation that those elected members who are Trustees may continue in post for a second term. This letter also expressed the Board's commitment to welcoming the return to representation on the Board via five Councillors.

Meeting of 12 January 2026

At this meeting, the Committee noted the Trustee's intentions, with all having agreed to remain as Trustees with the exception of the Chair and the Trade Union (TU) representative, who both advised that they would be stepping down.

A update was given to the Committee in relation to the recruitment process for appointing new Trustees and office Bearers and Committee agreed the next steps and timeline for the recruitment process.

The news of the Chair's intention to resign as a Trustee at the AGM in November 2026 was subsequently communicated to all board Trustees and Chief Executive of the Council along with the news of the TU representative standing down.



Report

Report to:	Board of Trustees
Date of Meeting:	5 March 2026
Report by:	Ross McKie, Head of Corporate Services

Subject:	Revenue Budget 2025/26 – Quarter 3 Update
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1. Background

1.1. The purpose of the report is to:

- ◆ Update the Board on the most recent 2025/26 budget monitoring position as at 31 December 2025.
- ◆ Update the Board on the current projected outturn for financial year 2025/26.
- ◆ Update the Board on the proposed governance and financial processes regarding SLLC Utilities

2. Recommendations

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

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

3. Background

3.1. This report follows a previous report to the Board on 13 November 2025 regarding the 2025/26 budget.

3.2. This report provides an update on the 2025/26 budget monitoring position as at 31 December 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 31 December 2025

4.1. As at 31 December, the SLLC budget has an overspend position of (£0.304m) which is further detailed in Appendix 1.

4.2. This relates to overspends in expenditure of (£0.692m). Property costs are overspent by (£0.303m) primarily in relation to water charges and repairs and maintenance costs. Supplies and Services are overspent by (£0.236m), in relation to food purchases, materials and irrecoverable VAT but offset by underspends in other supply areas. Payments to contractors are overspent by (£0.106m) in relation to self-employed coaches and agency/security staff.

4.3. Income is over recovered by £0.388m. 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 31 December, the SLLC budget outturn projection has an overspend position of (£0.564m) which is further detailed in Appendix 2.
- 5.2. This relates to overspend projections in expenditure of (£0.965m). Property costs are expected to be overspent by (£0.564m) 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 (£0.366m), 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 (£0.185m) in relation to self-employed coaches and agency/security staff. This is offset by an overall underspend anticipated with employee costs of £0.077m and 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 £0.401m. 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 £0.519m 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 South Lanarkshire Council (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. Utilities

- 6.1. From financial year 2024/25, £5.517m was transferred to SLC in respect of forecast utilities costs for that financial year, via reduction in the overall SLLC funding allocation. This was to enable a forecast VAT efficiency of £0.300m for SLLC as estimated in conjunction with the SLC VAT team. This was subject to legal review by both respective organisations and formal adjustment to leases for SLLC operated sites. This was approved by South Lanarkshire Council at its Community and Enterprise Resources Committee on 6 February 2024 and at SLLC Board of Trustees meeting on 28 February 2024.

Below is an extract from the SLLC Board of Trustees Report, section 4.3 –

Utilities VAT (£0.300m) – An exercise has been completed to look at the payment arrangement for utility costs for Council owned, SLLC operated assets. This exercise has considered the ability of the Council to reclaim the VAT costs that are incurred on expenditure on gas and electricity. The proposal is that the Council would be responsible for, contract for and pay the utility costs relating to SLLC properties and, as SLLC will no longer be responsible for the expenditure, the management fee payable to SLLC will reduce by the same amount. For illustration, for 2022/23 the costs of utilities would have been £5.516m. The costs to the council would subsequently change every year due to cost and consumption changes. Therefore, the Council has requested an annual review of the management fee to ensure there was no detriment to its financial position in relation to consumption risk, as this would remain with SLLC. The net financial impact for SLLC of this move will change every year, however it is expected to be in the region of £0.300m. The new arrangement will require changes to be made to the leases the Council holds with SLLC for the use of facilities (to specify that the obligation to incur and pay for utilities costs will lie with the landlord, that being SLC) and to the level of management fee payable to SLLC. The change will be effective from 2024/25.

- 6.2. At the end of previous financial year, 2024/25, a total of £0.700m representing the underspend in utilities compared to the £5.517m allocation for 2024/25, was transferred from SLC to SLLC as part of the year end accounts process, as approved at SLCs Executive Committee on 25 June 2025. This is currently forecast to contribute to SLLC's financial position for 2026/27 based on the rise in costs for Employees (Pay Award and Pension Contributions) as well as other inflationary pressures.
- 6.3. For the current financial year, 2025/26, SLC via council budget efficiency proposals reduced the allocation by £1.000m to reflect price reductions, leaving £4.517m available in utilities allocation. The current projection for utilities is £3.999m, leaving an underspend of £0.518m. Similarly to financial year 2024/25, it is anticipated that the council will approve the underspend to be returned to SLC, with this again being used to support the 2026/27 budget.
- 6.4. For the next financial year, 2026/27, the current proposal as part of the council's 2026/27 budget efficiency proposals is for a further reduction of £0.500m, leaving £4.017m. All indications are that this residual budget should be enough to meet expected utilities costs, with again some potential residual underspend due to price reductions.
- 6.5. As requested by the SLLC Board of Trustees, it is required that proposals around the governance and financial process around SLLC utilities are formally outlined, capturing many of the processes already in place. The proposed process is detailed in Appendix 3.

7. Next Steps

- 7.1. Actions continue to be taken with the aim of improving income recovery in the areas of membership and learn to swim, along with proactive measures to reduce expenditure wherever possible. This includes augmenting marketing campaigns, exploration of improvements to processes and consideration of essential purchases only in terms of expenditure.
- 7.2. 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 June 2026 SLLC Board meeting.

8. Employee Implications

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

9. Financial Implications

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

10. Other Implications

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

11. Equality Impact Assessment and Consultation Arrangements

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

Ross McKie
Head of Corporate Services

5 March 2026

Links to SLLC Objectives

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

Previous References

- ◆ SLLC Board Report, 13 November 2025: Revenue Budget 2025/26 Quarter 2 Update
- ◆ South Lanarkshire Council, Community and Enterprise Resources, 6 February 2024 – Report - Revenue Budget Monitoring 2023/2024.
- ◆ SLLC Board of Trustees, 28 February 2024 Report: Price increase and savings proposals 2024/25.
- ◆ South Lanarkshire Council, Executive Committee, 25 June 2025 Report: Revenue Budget Year-End 2024/2025
- ◆ South Lanarkshire Council, Executive Committee, 13 November 2024 Report: 2025/2026 Revenue Budget Gap and Savings
- ◆ South Lanarkshire Council, Executive Committee, 5 November 2025 Report: 2026/2027 to 2027/2028 Revenue Budget Gap and Savings Proposals for 2026/2027

List of Background Papers

- ◆ None

Contact for Further Information

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

Ross McKie, Head of Corporate Services

Ext: 8454320 (Tel: 01698 454320)

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

South Lanarkshire Leisure and Culture - 2025/26 December (Q3)
Current Financial Position Report (Variances greater than £50k highlighted)

Objective	Budget (m)	Phasing (m)	Actual (m)	Variance (m)	Comments
SPA	£3.041	£1.814	£2.431	(£0.618)	Income under recovered by (£458k) (Under - Swimming (£271k), Fit Membership/Gym (£103k), Food/Retail/Vending (£129k), E-Admission (£69k), Over - Active Age £53k and Football £56k) Expenditure overspent by £160k. (Employee costs - swim instructors (£188k), Property - H&T, Water, Electricity and Cleaning (£170k), Self-employed coaches (£57k) and Payments to other Bodies - Licences (£25k). These are partially offset by underspends in Employee costs APT&C £185k, Supplies £78k (Food/Retail).
Libraries	£3.027	£2.170	£2.074	£0.096	Income over recovered by £109k (CAT/CFF Retained Properties, Printing and Rent).
Venues	£1.772	£1.200	£1.275	(£0.075)	Income is over recovered by £423k (Joint Ventures £197k, Theatre/Equipment Hires £127k, Functions/Catering £90k) Expenditure is overspent by (£498k), (Employee costs (£175k), Supplies/Services (£236k), Agency/Security Staff (£51k)).
Halls	£1.854	£1.293	£0.925	£0.368	Income is over recovered by £266k (Over-recovered: NHS vaccination centres £184k, School Lets/Hire £162k, CAT/CFF Retained Properties £66k, offset by Under-recoveries: Rents (£139k. Expenditure is underspent by £102k (Employee costs £132k, Supplies £27k, which offsets overspends in Property (£46k)).
Museums	£0.405	£0.295	£0.295	(£0.001)	Minor variance.
ACE	£0.041	(£0.021)	£0.129	(£0.150)	Income is under recovered by £101k (Game on and Junior Memberships) compounded by overspent Expenditure £49k (Employee costs (£53k) are partially offset by savings in Property, Supplies/Contractor Payments (£4k).
Outdoor	(£0.370)	(£0.489)	(£0.614)	£0.125	Income is over recovered by £21k (Over-recoveries: Football £118k, Retail Sales £26k, Functions/Hires/Catering £34k, Rover Tickets £49k Under recoveries in Zoo admissions (£103k net of donations/gift aid), Golf Season Tickets (£34k) and Rents (£64k). Expenditure is underspent by £104k (Employee costs £96k).
Support	£5.215	£3.134	£3.183	(£0.049)	Income is over recovered by £139k (Over-recovered: NHS vaccination Centres £69k, Interest £33 and Insurance £28k. Expenditure is overspent by £188k (Employees (£7k), Property (£66k) - mainly NHS vaccination centres (which is offset by income), Supplies (£110k) - Irrecoverable VAT and IT Costs.
Management Fee	(£14.985)	(£14.985)	(£14.985)	£0.000	
Total SLLC	£0.000	(£5.589)	(£5.286)	(£0.304)	
Subjective	Budget (m)	Phasing (m)	Actual (m)	Variance (m)	Comments
Employee Costs	£26.357	£18.987	£19.002	(£0.015)	Minor variance.
Property Costs	£2.993	£1.919	£2.222	(£0.303)	Overspends of £315k (SPA (£139k), Libraries (£18k), Venues (£32k), Halls (£46k), Museums (£14k) and Support (£66k).
Supplies and Services	£3.439	£2.172	£2.408	(£0.236)	Overspends of £364k (Venues (£236k), Outdoor (£18k) and Support (£110k)) are partially offset by underspends of £128k (SPA £63k, Libraries £15k, Halls £27k and Museums £21k).
Transport Costs	£0.126	£0.086	£0.091	(£0.004)	Minor variance.
Administration Costs	£1.563	£0.628	£0.640	(£0.012)	Minor variance.
Payments to Other Bodies	£0.237	£0.194	£0.216	(£0.022)	Overspend relates to SPA (£25k). .
Payments to Contractors	£0.679	£0.427	£0.533	(£0.106)	Overspend of £115k (SPA (£57k) and Venues (£51k).
Financing Charges	£0.388	£0.057	£0.050	£0.007	Minor variance.
Gross Expenditure	£35.782	£24.470	£25.163	(£0.692)	
Income	(£20.797)	(£15.075)	(£15.463)	£0.388	Over recovered in Libraries £109k, Venues £423k, Halls £266k, Outdoor £21k and Support £139k, offset by under recoveries in SPA £458k and ACE £101k).
Management Fee	(£14.985)	(£14.985)	(£14.985)	£0.000	Minor variance.
Net Expenditure	£0.000	(£5.589)	(£5.286)	(£0.304)	Minor variance.

South Lanarkshire Leisure and Culture - 2025/26 December (Q3)
Projected Outturn Report (Variances greater than £50k highlighted)

Objective	Budget (m)	Outturn (m)	Variance (m)	Comments
SPA	£3.041	£3.951	(£0.910)	Income is under recovered by £690k. (Swimming £398k, Membership £236k). Expenditure is overspent by £220k. (Employee costs - swim instructors (£263k), Property – SLC HTR & water (£256k) and self-employed coaches (£0.087k), offset by underspend in Employee Costs APT&C £269k and Supplies of £0.127m.
Libraries	£3.027	£2.893	£0.134	Income is over recovered by £127k (Retained Properties).
Venues	£1.772	£1.890	(£0.118)	Income is over recovered by £537k (Theatre/Equip Hire £176k, Bar/Food/Functions £92k Joint Ventures £196k & Booking Fees £47k). Expenditure is overspent by £655k (Employee costs £258k - restructure, Supplies £254k - Artist Fees & Equipment, Contractors £83k - Agency/Security Staff).
Halls	£1.854	£1.315	£0.539	Income is over recovered by £404k (Retained Properties, School Lets, NHS Vaccination Centres). Expenditure is underspend by £135k (Employee costs £203k - vacancies & recruitment timing, Supplies £38k - Equipment), this off-sets overspends in Property costs (£83k) - Water and Housing & Tech charges.
Museums	£0.405	£0.412	(£0.007)	Minor variance.
ACE	£0.041	£0.198	(£0.157)	Income is under recovered by £96k (PAYG). Expenditure is overspent by £61k - (Employee Costs).
Outdoor	(£0.370)	(£0.492)	£0.123	Income is under recovered by (£13k). Over recovery - Football £130k, Rover Tickets £80k, Meals and Catering £40k. Under recovery - Zoo admissions (£186k) and rental income (£92k). Expenditure is underspent by £135k (Employee costs £135).
Support	£5.215	£5.382	(£0.168)	Income over recovered by £146k (NHS vaccination centre). Expenditure is overspent by (£355k) - Property (£134k) - NHS vaccination rent (offset by income), Supplies (£274k) - (IT costs & Irrecoverable VAT) and Admin (£43k) off-set by underspends in Finance £138k - lower R&R contribution.
Management Fee	(£14.985)	(£14.985)	£0.000	
Total SLLC	£0.000	£0.564	(£0.564)	

Subjective	Budget (m)	Outturn (m)	Variance (m)	Comments
Employee Costs	£26.357	£26.281	£0.077	Underspends of £363k (Halls of (£203k) and Outdoor (£135k) Offset by overspends of £327k (Venues (£258k), Ace (£68k).
Property Costs	£2.993	£3.557	(£0.564)	Overspends relate to NHS Vaccination Centres (£140k) (Off set by income), Water (£180k) and SLC HTR charges (£223k).
Supplies and Services	£3.439	£3.805	(£0.366)	Overspends relate to Artist Fees (£175k), ICT Costs (£90k), Equipment Hire, Irrecoverable VAT (£230k) and Retail/Food Purchases (£64k) (offset by income) and Underspends in other Supplies £231k.
Transport Costs	£0.126	£0.135	(£0.009)	Minor variance.
Administration Costs	£1.563	£1.608	(£0.045)	Minor variance.
Payments to Other Bodies	£0.237	£0.248	(£0.011)	Minor variance.
Payments to Contractors	£0.679	£0.865	(£0.185)	Overspends relate to Self Employed Coaches, Security & Agency staff (£185k).
Financing Charges	£0.388	£0.250	£0.137	Underspend relates to Repairs & Renewal fund contribution £115k.
Gross Expenditure	£35.782	£36.748	(£0.965)	
Income	(£20.797)	(£21.199)	£0.401	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)	£0.000	
Net Expenditure	£0.000	£0.564	(£0.564)	

SLLC Utilities Procedure

- ◆ During the financial year, the SLLC finance team will monitor the utilities cost projection and provide updates to SLC for the purposes of its outturn process and SLLC for its financial business planning. SLC and SLLC will share available information on projected price changes for the purposes of aiding the calculation of the cost projection.
- ◆ It is proposed that SLC formally notify SLLC as soon as is feasible of any proposal to alter the utilities allocation so that the SLLC board of trustees can be notified as part of the next available revenue budget or business plan update.
- ◆ At the end of the financial year and based on the best possible estimate of any accrued expenditure, the total cost of utilities will be compared to the available budget allocation.
- ◆ Should the situation arise where there is an underspend in the utilities allocation, subject to approval at SLC Executive Committee, the underspend will be transferred to SLLC for the purposes of the ongoing provision of leisure and cultural services as commissioned and included in SLLC's financial business plan assumptions.
- ◆ Should an overspend arise against the current utilities allocation (such as in circumstances where significant and unforeseen spikes in utilities pricing occur that are beyond SLLC's ability to absorb within its approved budget or available reserves) SLLC will work with Council officers to agree an appropriate course of action. These discussions will focus on identifying potential mitigations and determining whether additional support, such as bridging measures, or adjustments are required to maintain financial stability, including consideration of any further efficiencies or rationalisation measures beyond those already planned for the financial year.
- ◆ The position will be recognised in both SLC and SLLCs end-of-year accounts based on the total cost of utilities (including any accrual assumptions). This will include the required transfers to effectively bring SLCs budget position back to breakeven, whether this is a transfer to or from SLLC. Any variation identified thereafter when the accrued charges are actually incurred will be accounted for in the subsequent financial year.



Report

Report to:	Board of Trustees
Date of Meeting:	5 March 2026
Report by:	Ross McKie, Head of Corporate Services

Subject:	Gender Pay Gap 2025
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Update the Board on the legal requirement for South Lanarkshire Leisure and Culture (SLLC) to produce Gender Pay Gap information and provide details of our position as at 5 April 2025.

2. Recommendation(s)

2.1. The Board is asked to note the following:

- (1) The SLLC Gender Pay Gap data is available on the UK [Government Website](#), and
- (2) The accompanying statement, attached as Appendix 1, will be made available on [SLLC's website](#), with a link to the government website.

3. Background

3.1. SLLC are required by law to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

3.2. The gender pay gap differs from equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

3.3. The gender pay gap shows the difference in the average pay between all men and women in a workforce. If a workforce has a particularly high gender pay gap, this can indicate there may be a number of issues to deal with, and the individual calculations may help to identify what those issues are.

3.4. We report on both the mean and median pay gap. The median is the point at which half of employees earn more and half earn less. It is preferred to the mean (simple average) as a better measure of pay of the 'typical' employee; otherwise, results may be affected by the presence of a small number of people on very high levels of pay.

3.5. We are required to publish the result on our website and Government website.

4. Data Gathering

4.1. On 5 April 2025, SLLC had 1,344 full-pay relevant employees (531 male and 813 female) who are included within our findings. Full-pay employees are those who have been paid their usual full basic wage on 5 April 2025 and casual workers who have worked between the dates 24 March 2025 to 20 April 2025.

- 4.2. Employees who were on leave with reduced pay (e.g. maternity leave, sick leave with either half or no pay) during the relevant period have been excluded from the analysis.
- 4.3. Employees who are in receipt of first aid allowance have had their hourly rate increased accordingly.
- 4.4. Employees who are part of a salary sacrifice scheme (Childcare Voucher, Enhanced Leave or Cycle to Work) have had their hourly rate decreased accordingly.
- 4.5. Employees are split into quartiles, with 336 in each, to provide further analysis on the gender pay gap.

5. Findings

- 5.1. SLLC has a mean gender pay gap of 3.4%, which is 10.4% less than the national figure of 13.8% for 2024, as reported by the Office for National Statistics (ONS). The provisional data for 2025 is 13.4%.
- 5.2. The ONS reported a national median pay gap of 13.1% for 2024, with SLLC reporting as -1.1%. The provisional data for 2025 is 12.8%.
- 5.3. Further statistics by region and business industry for comparison is shown below in Table 1.

Table 1: Regional statistics for gender pay gap from ONS.gov.uk (2024)

	Mean	Median
United Kingdom	13.8%	13.1%
Scotland	8.3%	9.1%
South Lanarkshire	3.2%	0.5%
Arts, Entertainment and Recreation	15.3%	6.2%

- 5.4. In the lower quartile male employees are paid 0.4% more than female employees in the mean calculation, with a 0% median pay gap.
- 5.5. The lower middle quartile shows that female employees are paid 0.1% more than males in the mean calculation, but there is no difference in the median calculation.
- 5.6. In the upper middle quartile male employees are paid 1.1% higher in the mean calculation and 1.7% higher in the median calculation.
- 5.7. The upper quartile, which is made up of 55% female and 45% male employees show a mean pay gap of 4.7% in favour of male employees. Male employees are paid 5.1% more in the median calculation.
- 5.8. In 2024, SLLC reported a mean gender pay gap of 3.0% and a median gender pay gap of 0%.
- 5.9. A full breakdown of the analysis is enclosed for further information.

4. Employee Implications

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

5. Financial Implications

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

6. Other Implications

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

7. Equality Impact Assessment and Consultation Arrangements

- 7.1. The report will be shared at the next JCC meeting. The data is published on both the government and SLLC websites.

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

Ross McKie
Head of Corporate Services

5 March 2026

Link(s) to SLLC Objectives

- ◆ Equality and Inclusion

Previous References

- ◆ Board Report, 5 March 2025: Gender Pay Gap Report
- ◆ Board Report, 28 February 2024: Gender Pay Gap Report
- ◆ Board Report, 22 February 2023: Gender Pay Gap Report
- ◆ Board Report, 23 February 2022: Gender Pay Gap Report
- ◆ Board Report, 19 May 2021: Gender Pay Gap Report
- ◆ Board Report, 19 February 2020: Gender Pay Gap Report

List of Background Papers

- ◆ None

Contact for Further Information

If you would like further information, please contact:

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Appendix 1 – Gender Pay Gap Statement 2025

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

The Gender Pay Gap data supplied is correct for all employees in post as at 5th April 2025.

On that date there were 1,344 relevant and full-pay employees, 531 (40%) males and 813 (60%) females.

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

Difference between male and female		
	Mean	Median
Hourly fixed pay	3.4%	1.1%
Bonus paid	0%	0%

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

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

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

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

SLLC has a median gender pay gap of 1.1%, meaning that we compare favourably to the national figure of 13.1%, as reported by the Office for National Statistics (ONS).

The ONS reported that the mean pay gap was 13.8% in 2024, with SLLC reporting a 3.4% gap - over 10% less than the national average.

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



Report

Report to:	Board of Trustees
Date of Meeting:	5 March 2026
Report by:	Gillian Simpson, Head of Strategy and Governance

Subject:	2027-32 Strategy Development – Indicative Timeline
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Provide the Board with an indicative timeline for the development and approval of the new South Lanarkshire Leisure and Culture (SLLC) Strategy 2027-32.

2. Recommendation(s)

2.1. The Board is asked to approve the following:

- (1) That the indicative timeline for the development of the next iteration of the SLLC Strategy (2027-32), be noted

3. Background

3.1. The [current SLLC Strategy 2022-27](#) was approved by the Board on 22 June 2022. Development of the Strategy commenced late 2021, following the creation of new Vision, Mission and Values for the organisation. The Strategy sets out SLLC's strategic objectives over a five-year period, which are based on the themes of: - Health and Wellbeing, Connected and Engaged, Equality and Inclusion and Organisational Sustainability.

3.2. The draft Strategy was subject to full consultation with partners, employees and trade union representatives, communities and Council services, with the final approved strategy also endorsed by the Council's Executive Committee in May 2023.

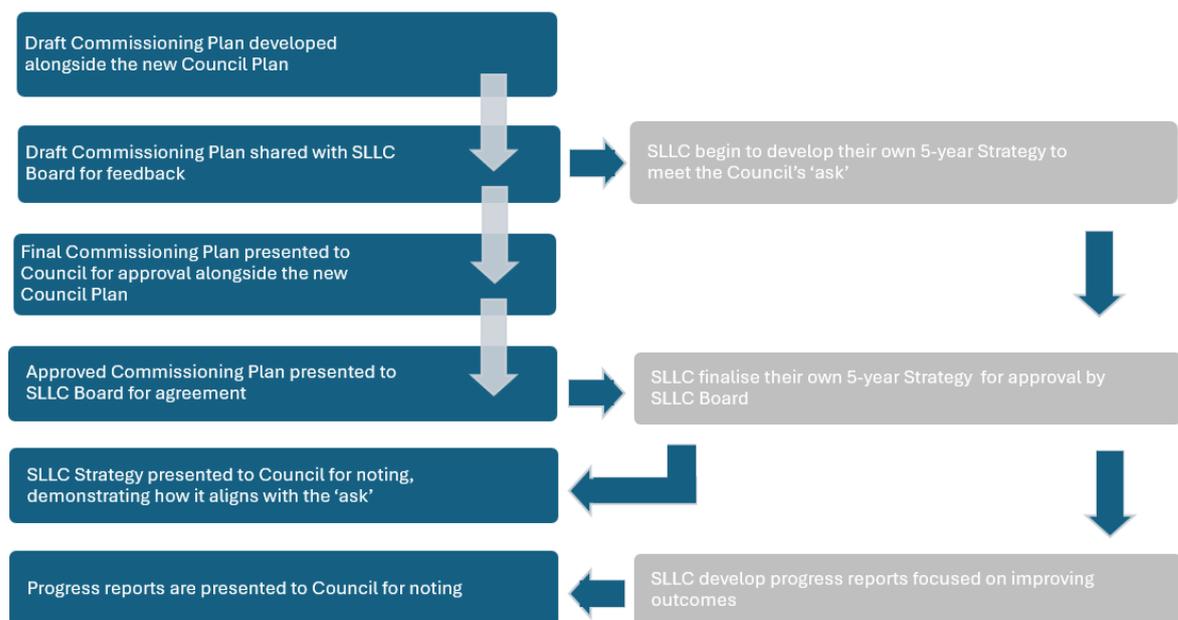
3.3. A key development during the term of this Strategy has been the approval of the Council's Commissioning Plan for services delivered by SLLC, in June 2025. The Plan asks SLLC to support the Council in the delivery of its key priorities and outcomes, and for SLLC to align their own plans and strategies to contribute towards those outcomes for the benefit of everyone in South Lanarkshire. It is important therefore, that the timeline for the development of the next iteration of the SLLC Strategy aligns closely with the development of the new Council Plan.

4. Strategy Development Timeline

4.1. It is envisaged that the next iteration of the Council's Commissioning Plan will be presented for Committee approval alongside the new Council Plan in May/June 2027.

4.2. The SLLC Board will thereafter be asked to formally agree the Commissioning Plan, and subsequently approve the new SLLC Strategy, as detailed in Figure 1. below. This will most likely be at the June 2027 Board meeting, although it may stretch to the September meeting, depending on the timing of the Council Committee/ SLLC Board meetings.

Figure 1. Extract from Council’s Commissioning Plan for services delivered by SLLC



- 4.3. The Head of Strategy and Governance and the Strategy and Projects Manager within SLLC will form part of the Council’s working group which will lead the develop the new Council Plan. This will help to ensure continued engagement and alignment (as appropriate) throughout the strategy development process, including consultation and horizon scanning.
- 4.4. The indicative timeline has been established to set out the key milestones throughout the Strategy development process:

Key Milestone	Indicative Dates
2022-27 Strategy review	March / April 2026
Context - understanding the South Lanarkshire profile (in conjunction with SLC)	March / April 2026
Engagement - review of recent SLLC engagements and consultations	May 2026
Environmental scanning (PESTLE/SWOT analysis) with SLLC Extended Management Team	May 2026
Priority setting with SLLC Leadership Team / Extended Management Team	26-Jun-2026
Update to Policy and Strategy Committee	August 2026
Board Member engagement (away day)	August / September
Conversations with SLLC employees	October 2026
Stakeholder engagement (incl. annual stakeholder event)	October/ November 2026
Update to SLLC Board	November 2026
Outline Draft Strategy to SLLC Leadership Team / Extended Management Team	January 2027
Draft Strategy to SLLC Board	March 2027
Final revisions	March / April 2027
Consultation period on draft Strategy (SLLC Leadership Team / Extended Management Team / Trade Unions)	April / May 2027
Consultation period on draft Strategy (employees / customers / public)	April / May 2027
5 Year Commissioning Plan to Committee alongside the new Council Plan for approval	May / June 2027
Final Strategy to SLLC Board for approval	June 2027

5. Employee Implications

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

6. Financial Implications

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

7. Other Implications

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

8. Equality Impact Assessment and Consultation Arrangements

8.1. There is no requirement to carry out an impact assessment in terms of the proposals contained within this report. An equalities impact assessment will be undertaken on the draft strategy before it is presented for Board approval.

Gillian Simpson
Head of Strategy and Governance

5 March 2026

Link(s) to SLLC Objectives

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

Previous References

- ◆ None

List of Background Papers

- ◆ 22 June 2022 Board Report: SLLC Strategy 2022-27
- ◆ South Lanarkshire Council, Executive Committee, 25 June 2025 Report: Commissioning Plan for Services Delivered by South Lanarkshire Leisure and Culture (SLLC)

Contact for Further Information

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