



SOUTH LANARKSHIRE  
Leisure & Culture

**BOARD MEETING – 4 SEPTEMBER 2024, 3PM**

**AGENDA**

**Location: Hamilton Townhouse**

**Agenda  
Item**

1. Sederunt
2. Apologies
3. Declarations of Interest
4. Minutes of Previous Meeting
5. Action Log
6. Matters Arising
7. Performance Report
8. Revenue Budget 2024/25
9. Audit Committee Update
10. Nominations Committee Update
11. Terms of Reference
12. AOCB
13. Risk Register Implications

**Date of Next Board Meeting (Standard) – 13 November 2024**

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

Minutes of Meeting of the Board of Directors of South Lanarkshire Leisure and Culture SCIO held in Hamilton Townhouse on Wednesday 29 May 2024.

## 1. Sederunt

**Chair:**

Avril Osborne

**Vice Chair:**

Cllr Maureen Devlin

**Board Members:**

Cllr John Anderson (from Agenda Item 4), Dr Angela Beggan, Neil Brown, Craig Cunningham, Chris Goudie, Cllr Ross Lambie, Lisa Maule, Alan Morrison, Stephen Smellie

**In Attendance:**

Kay Morrison (Chief Executive)

Nick Lansdell (Head of Strategy and Governance and Secretary)

David Carter (Head of Operations and Estates)

Martin Cryans (Head of Business Development)

Ross McKie (Head of Corporate Services)

David Booth (Executive Director of Community and Enterprise Resources)

## 2. Apologies

Cllr Andrea Cowan, Robert Craig, Cllr Mo Razzaq

## 3. Declarations of Interest – Annual Return

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

Lisa Maule declared her position as a Non-Executive Director for the trading subsidiary at Fife Cultural Trust (OnFife).

The Head of Strategy and Governance advised the Board of the annual exercise to document declarations of interest for audit purposes and asked members to complete and return their declaration forms at the end of the meeting.

## 4. Presentation – Inclusion Projects

The Board received a presentation from SLLC's Active Schools Manager focussing on projects linked to the SLLC strategy objective Equality and Inclusion.

- ◆ The Board was advised that all four strategy groups (Health and Wellbeing, Connected and Engaged, Equality and Inclusion, and Organisational Sustainability) capture case studies and outcomes in the SLLC quarterly reports and annual report.
- ◆ The qualitative nature of case studies has been recognised and the groups are working on what can be evidenced in terms of demonstrating SLLC's impact in particular areas.

- ◆ The Board acknowledged the value of the programmes demonstrated throughout the presentation in reaching vulnerable groups and it was noted that volunteers play a significant role in programme delivery.
- ◆ SLLC promote the work as far as possible, particularly on social media, while being mindful of protecting groups and individuals that may not wish to be profiled.
- ◆ The Board thanked the Active Schools Manager for the presentation which brought to life direct examples of good practice delivering on health and wellbeing across communities.

## 5. Minutes of Previous Meeting

The minutes of the Board meeting held on Wednesday 28 February 2024 were submitted for Board approval as a correct record.

**The Board:** approved the minutes.

## 6. Action Log

The action log of the Board meeting held on Wednesday 28 February 2024 was submitted for Board approval as a correct record.

- ◆ The Reserves policy appears on the action log twice and will therefore be combined going forward.
- ◆ The progress report for Biggar Public Park, as well as other suspended services, for example, Larkhall, Calderglen Zoo and the Dollan Aqua Centre, will be contained in the performance report going forward.
- ◆ Work on the Strategic Commissioning Plan is in progress.

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

## 7. Matters Arising

There were no matters arising.

## 8. Resolution

The Board was presented with a resolution received from Councillor Lambie and seconded by Councillor Anderson.

- ◆ The resolution proposed that Trustees have substantive comments recorded and that numerical votes be recorded.
- ◆ Part two of the resolution proposed a change to the Governance Guide to accommodate the new proposals.
- ◆ Upon receipt of the resolution, the Secretary sought advice from SLLC's legal advisors who advised the resolution did not raise any issues contrary to charity regulation and this was a matter for the Board to determine.
- ◆ The Secretary provided a position statement on the current provisions contained within the Governance Guide and a summary of the discussion that took place at Board on 17 May 2023 regarding minutes.
- ◆ Following detailed discussion, the Chair invited Trustees to vote on the resolution.

**The Board:** voted to reject the resolution.

## 9. Performance Report

The Board was guided through the report for the fourth quarter of 2023/24.

**The Board:** noted the report.

## 10. Revenue Budget Update 2023/24

The Board was presented with a report providing an update on the most recent 2023/24 budget monitoring position as at 29 February 2024.

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

- ◆ Concern was raised at the lack of future flexibility should reserves be used to manage the overall budget gap.
- ◆ The Board was advised that the final year end position should be known by July or August, when SLLC anticipate receiving the draft audit report.
- ◆ The overspend in IT was noted and, is in part, attributed to licencing and hardware costs. This figure is expected to reduce with the team looking at alternative options to tackle rising costs.

**The Board:** noted the report.

## 11. Savings Implementation Update 2024/25

The Board was presented with a report providing an update on the progress of the 2023/24 savings proposals as previously presented to the Board.

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

**The Board:** noted the report.

## 12. Revenue Budget 2024/25

The Board was presented with a report providing an update on the base revenue budget for 2024/25.

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

- ◆ Concern was raised, again, regarding the lack of reserves, vacancies and the potential to realise savings as a result of service rationalisation given the time between Board decision and actual withdrawal from facilities.
- ◆ The Board was assured that SLLC will achieve savings through reimbursement from the South Lanarkshire Council (SLC or the Council) Community Fight Back Fund (CFF) and Future Libraries Fund. It was requested that this support from SLC be included in future reports.
- ◆ The Board was reminded of the transfer of utility costs, following legal advice, to SLC for VAT optimisation and that the SLLC management fee had been adjusted accordingly.
- ◆ Implications for irrecoverable VAT are also being explored across the sector and this will be closely monitored for any potential savings and the Board advised accordingly.

**The Board:** noted the report.

## 13. Committee Membership

The Board was presented with a report regarding the SLLC Board committees membership.

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

- (1) That the proposed membership of the Performance, Finance and Audit Committee; Policy and Strategy Committee; and Nominations Committee is approved.
  - (2) The Chair of each committee is approved.
  - (3) That the Vice Chair of each committee is approved.
  - (4) That proposals to fill vacancies at 3.6 is approved.
- ◆ At the Board meeting on 28 February, an Elected Member had expressed a willingness to fill the vacant position on the (Planning/Policy) and Strategy Committee. The Secretary will now, with

Board agreement and pending any other Elected Member interest at this meeting, approach the Elected Member to confirm this position.

**The Board:** approved the recommendations.

#### **14. Audit Committee Update**

The Board was provided with an update from the last Audit Committee Meeting held on 14 May 2024.

- ◆ The Board was advised that the Internal Audit conclusion regarding Business Continuity was representative of a lot of charities and businesses at this time, largely due to Covid, and that focus is now on core business continuity plans.
- ◆ The functionality of Fusion as an effective forecasting tool was noted.
- ◆ The inclusion of reputational damage on the risk register as a stand alone risk was welcomed.

**The Board:** noted the update.

#### **15. Savings Process (verbal)**

The Board was presented with a verbal update regarding the savings process for 2025/26.

- ◆ Early indication was noted with the Board regarding the intention to alter the usual sequence for savings and bring draft pricing proposals to the Board in September for discussion with a view to bringing final proposals to the Board in November for decision.
- ◆ Traditionally, savings proposals are agreed following SLC's budget setting meeting however this presents challenges and risks for SLLC in achieving full savings at the start of the financial year.
- ◆ An earlier decision on pricing will allow time for detailed of the new pricing structure, preventing any delays, and therefore potential lost income, where products go on sale earlier in the year, for example golf memberships.
- ◆ Pricing levels are wholly dependent on market tolerance therefore decisions may be made irrespective of the budget gap and any changes to the management fee.
- ◆ It is also the intention to provide the Board with initial information in September and a financial plan for the next three years.
- ◆ An Elected Members briefing sessions will be planned, as before, to outline draft proposals and then update on Board decision.

**The Board:** approved the proposal to bring forward decision making regarding pricing proposals.

#### **16. Transformation Fund**

The Board was presented with a report providing an update on South Lanarkshire Council's (SLC or the Council) Transformation Fund proposal and first phase.

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

- ◆ The Board was updated on the first tranche of projects utilising the £13m transformation fund.
- ◆ The list of capital spend projects was proposed following input from SLLC managers and approved at the SLC Executive Committee meeting on 8 May 2024.
- ◆ Consideration was given to where investment would provide the biggest impact for future proofing, income generation and where customers and staff may see the biggest benefits.
- ◆ Updates on the transformation fund and associated projects will be communicated via the performance report.
- ◆ The sum allocated to library reprovision is a nominal figure until scoping work is complete and was identified as separate to the Future Libraries Fund.
- ◆ It was also noted that, although a large sum of investment, the transformation fund will not fix every outstanding repair in facilities operated by SLLC but will be used in the short to medium term to make transformational changes.

- ◆ Making efficiencies, future proofing the estate and working towards net zero will continue through SLC funding.
- ◆ The Board was advised of early stage work around master planning for both Chatelherault and Calderglen Country Parks with further updates to come.

**The Board:** noted the report.

## 17. Board Recruitment (verbal)

The Board was presented with a verbal update regarding the latest Board recruitment campaign.

- ◆ The Board was reminded that recruitment was underway for a new independent Trustee and Trustee were encouraged to share links, which has been emailed to them, to the vacancy across their own networks.
- ◆ The closing date for applicants is 11 June and a diverse range of applicants have been welcomed and encouraged.
- ◆ The Nominations Committee will interview applicants with support from SLLC and HR and recommendations on the new appointment will be made to SLC.

**The Board:** noted the update.

## 18. AOCB

### Future Board Meetings

- ◆ The Board was advised that future Board meetings will commence at 2pm to allow adequate time to get through agenda items.

### Board Member Retirement

- ◆ The Board recognised the retiral of long-standing Trustee, Robert Craig remarking Robert was a supportive colleague who had provided a level headed contribution to the Board over the years. The Board expressed its thanks to Robert and wished him well.

### Board Away Day

- ◆ Due to availability, the Board away day planned for May will be postponed until the autumn when the financial direction of SLLC will be clearer.
- ◆ The Chair requested if Trustees could take the time to attend to pool thoughts on a strategic review of SLLC for the medium term.
- ◆ The Board was advised that work was underway on a staff survey with a view to providing feedback at the September Board meeting.

## 19. Risk Register Implications

Reputation risk will be added as noted by the Audit Committee. There was nothing further to note in risk register as a result of this meeting.

### Date of Next Meeting

The next standard Board meeting is scheduled for 2pm on Wednesday 4 September 2024 at Hamilton Townhouse.

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**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 – 29 May 2024				
Agenda Item	Action	Person(s) Responsible	Timescale	B/R/A/G
Agenda Item 6 Action Log	Progress reports on projects and suspended services to be contained in the performance report.	Head of Strategy and Governance / Head of	4 September 2024	On track 4 September 2024
Agenda Item 12 Revenue Budget 2024/25	Narrative stating that SLLC will achieve savings through reimbursement from the South Lanarkshire Council Community Fight Back Fund (CFF) and Future Libraries Fund to be included in future reports.	Head of Corporate Services	4 September 2024	On track 4 September 2024
Agenda Item 13 Committee Membership	Elected Member to be approached and offered vacancy on Planning/Policy and Strategy Committee.	Head of Strategy and Governance	June 2024	On track June 2024
Agenda Item 15 Savings Process	Draft pricing proposals to be presented to Board.	Chief Executive / Leadership Team	4 September 2024	On track 4 September 2024
	Churn tracking following price increases to be included in performance report.	Head of Strategy and Governance / Head of Business Development	4 September 2024	On track 4 September 2024
	Elected Member briefing session to be scheduled to outline draft proposals.	Chief executive / Head of Strategy and Governance	November 2024	On track November 2024
Agenda Item 18 AOCB	Future Board meetings to commence at 2pm.	Head of Strategy and Governance	4 September 2024	Complete
	Date to be identified for Board Away Day in the autumn.	Head of Strategy and Governance	4 September 2024	Complete Session set for 19 September 2024

## Actions carried over from Special Meeting

Special Board Meeting – 17 April 2024			
Agenda Item	Action	Person(s) Responsible	Comments/Outcome B/R/A/G
Agenda Item 8 Realignment of SLLC Structure	Contact details and areas of responsibility will be issued to the Board when all employees are in post.	Head of Strategy and Governance	On track September/October
Agenda Item 9 AOCB Board Communication	Consideration to be given to a communication plan for the Board.	Head of Business Development	Complete 4 September 2024

## Actions carried over from Previous Standard Board meeting

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	Scheduled for 2027	On track Scheduled for 2027
Agenda Item 14 AOCB – SLLC Reserves	Consideration to be given to building a reserves policy into the accounts for the next financial year.	Chief Executive / Head of Strategy and Governance / Head of Corporate Services / Chair of Audit Committee	By December 2024	On track December 2024



South Lanarkshire  
Leisure and Culture

# Quarterly Report



SOUTH LANARKSHIRE  
Leisure & Culture

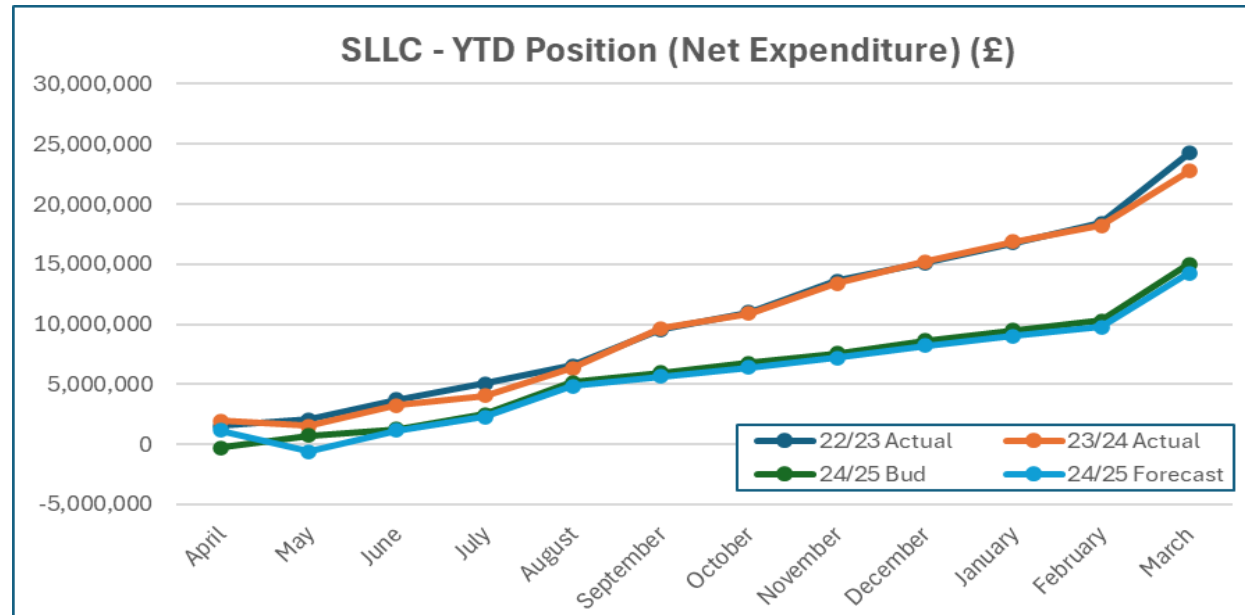
**Quarter 1**  
**April to June 2024**

# 1. Business Perspective

## Budgetary position

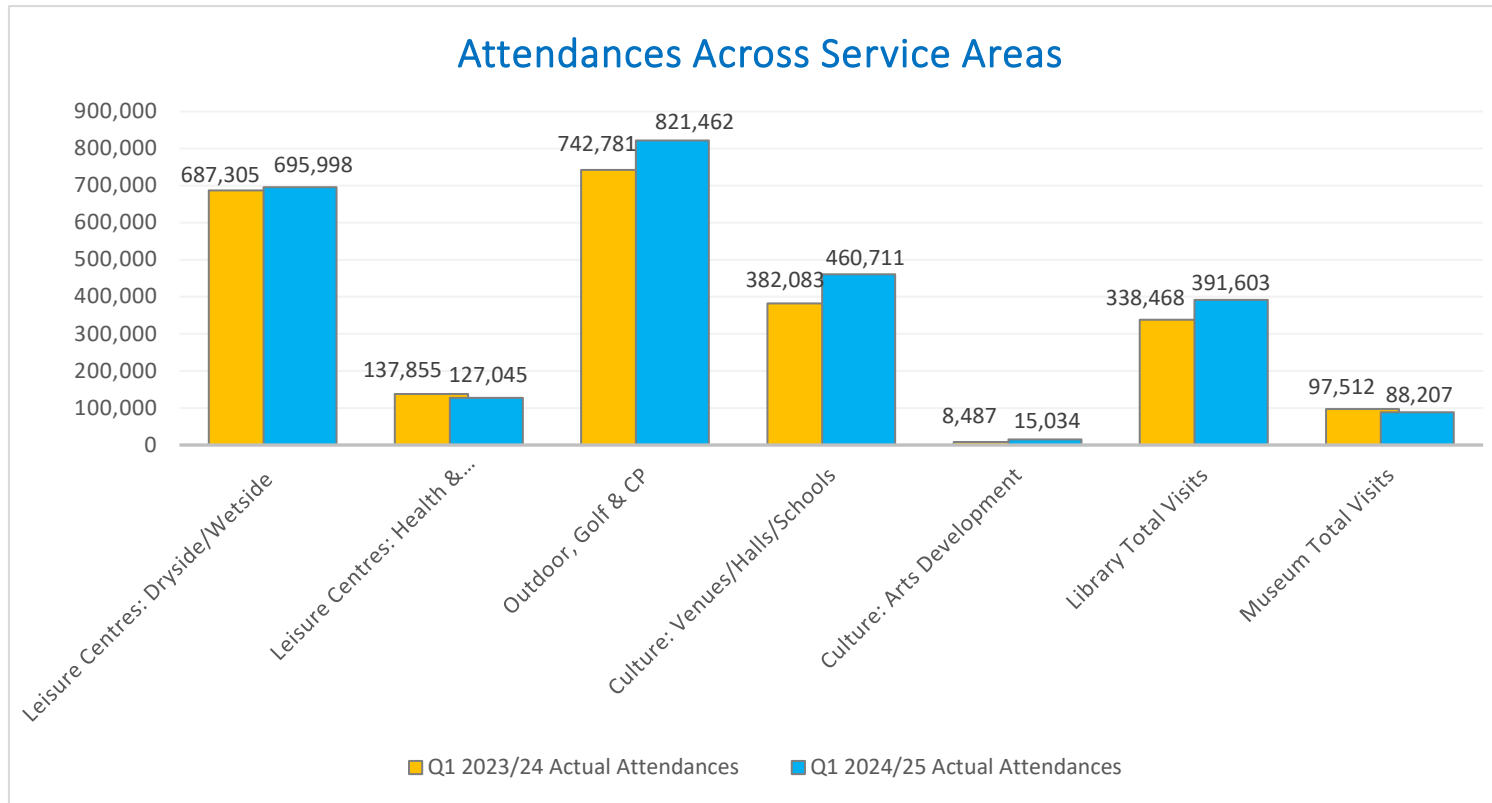
Note: Actual income is 1.22% below budgeted income (mainly due to a shortfall in golf and Calderglen Zoo income which was offset by venues income). Actual expenditure was also 4.73% underspent, showing a positive position at the end of quarter one of £145k underspent, 2.34%. underspent.

Measure: FINANCE	Budget (£K):	Actual (£K):	Variance (£K):	% +/-
Income (YTD)	(12,501)	(12,348)	(153)	(1.22%)
Expenditure (YTD)	6,306	6,008	298	4.73%
Net Position (YTD)	(6,195)	(6,340)	145	2.34%



## Q1 Attendances – year on year comparison

The table below provides a comparison of Q1 performance against 2023/24 attendances.



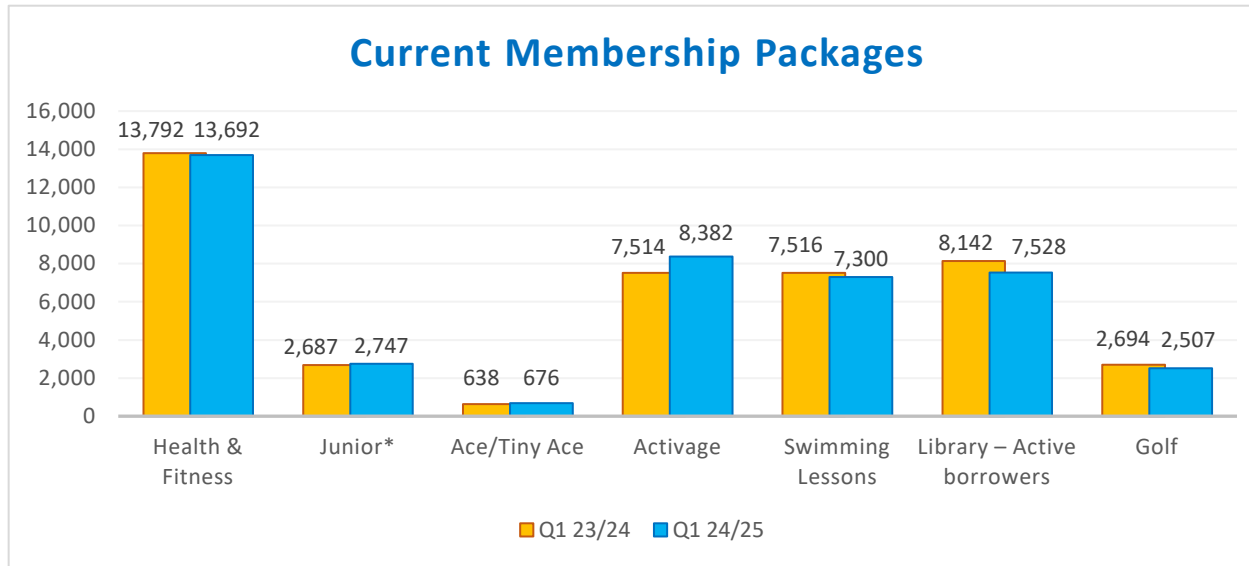
### Notes:

- Q1 Leisure Centres – both wetside and dryside attendances 1%↑ on Q1 23/24, however health and development 6%↓.
- Q1 venues 4%↑, halls 22%↑, schools 38%↑ and arts development 77%↑ on Q1 23/24. Overall 21%↑ across all cultural facilities.
- Q1 Library physical visits up by almost 9%↑ and virtual visits 22%↑ on Q1 23/24. 56% customers are using online services.
- Q1 Museums physical visits 13%↓, virtual visits rose 38%↑ on Q1 23/24.
- Q1 Outdoor Recreation & OLA 20%↑, Golf 21%↓ impacted by weather and negative PR regarding course closures and CP's 12%↑.

Measure: ATTENDANCES	Q1 2023/24 Actual Attendances	Q1 2024/25 Actual Attendances	% +/- Q1 Current Year vs Q1 Previous Year
Leisure Centres: Dryside/Wetside	687,305	695,998	1%↑
Leisure Centres: Health & Development	137,855	129,101	6%↓
Outdoor, Golf & CP	742,781	821,462	11%↑
Culture: Venues/Halls/Schools	382,083	460,711	21%↑
Culture: Arts Development	8,487	15,034	77%↑
Libraries: Physical visits	157,538	171,396	9%↑
Virtual visits	<u>180,930</u>	<u>220,207</u>	22%↑
Total	338,468	391,603	16%↑
Museums: Physical visits	87,018	74,614	13%↓
Virtual visits	<u>10,494</u>	<u>14,499</u>	38%↑
Total	97,512	89,113	9%↓

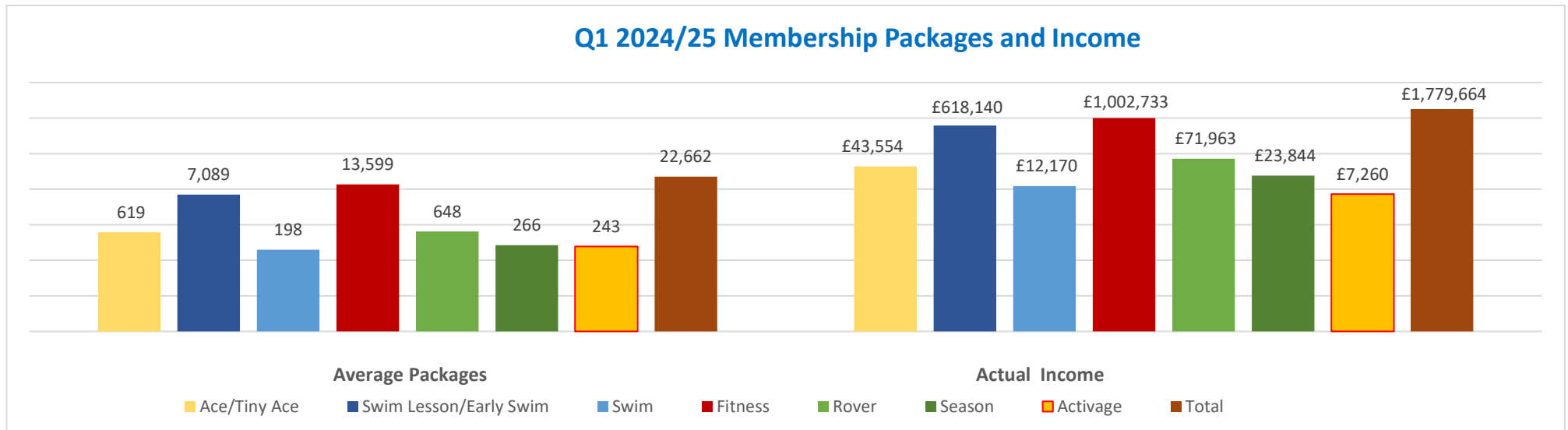
**Note: Health & Development** - Health, inclusion and school activities have all seen an increase, however our ace activities, development programmes, events and Club SL have all seen a drop this quarter. **Outdoor, Golf & CP's** - Outdoor activities and country parks have increased attendances over the period, however golf attendances dropped in part due to negative PR around the future of our courses and due to poor weather. **Culture** – Increased attendances have been recorded across venues, halls and schools and Arts Development funding initiatives have had a very positive impact on attendances within our arts development activities (north area). **Library** - Increase to customer resources fund spent on electronic resources (e-books/e-audio books) in line with demand as well as ensuring there is a refreshed monthly collection of new campaign titles available. Each campaign title can be borrowed by up to 500 customers at any one time, which is different from the one book /one customer model of e-resources, and so no waiting lists involved. **Museums** – Low Parks increased over the period however a drop in visitors to Chatelherault house resulted in a drop overall.

## Q1 Membership Packages – comparison to previous year



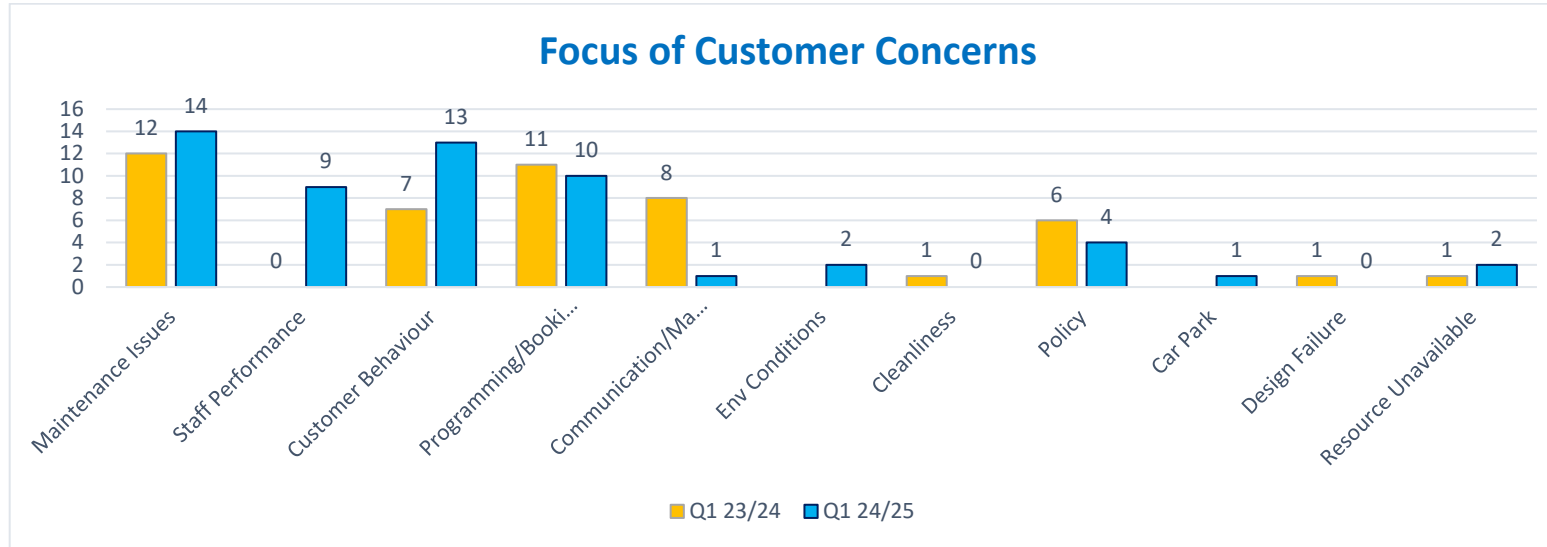
### Notes:

- Health and fitness memberships (includes Juniors 2,817) is down by 1% against Q1 last year.
- Junior packages are working well and continue to grow, up 2% on the same period last year.
- Library: Active Borrowers is down 8% on the same period last year and represents members who have used the service in last 12 months.
- Golf memberships are down 5% on similar period 23/24.



Measure: Memberships	Previous Year June 2023	Current Year June 2024	%+/- Current Year vs Previous Year
Health & Fitness (inc D/D, annual & Junior*) packages	13,792	13,692	1%↓
Junior*	2,687	2,747	2%↑
Ace/Tiny Ace	638	676	6%↑
Activage	7514	8,382	12%↑
Swimming Lessons	7,516	7,300	3%↓
Library – members Library – Active borrowers	153,503 8,142	144,073 7,528	8%↓
Golf	2,632	2,507	5%↓
Concession	7,040	6,274	11%↓
Notes on memberships	<ul style="list-style-type: none"> <li>• H&amp;F members: 1%↓ pool issues at Dollan, 2 days pool closure Carluke, 1 day pool closure Lanark, election impact at JWSC</li> <li>• Junior membership packages included in the Health &amp; Fitness package figure above and in the graph below</li> <li>• Golf members/season tickets are 5%↓, negative PR due to decision of future of courses major factor in drop in sales</li> <li>• Drop in Active Borrowers due to staff shortages, which is likely to continue for several months as we continue to redeploy staff impacted by closures</li> </ul>		

## Customer Focus



Measure: CUSTOMERS	Quarter 1 2023/24	Quarter 1 2024/25	% +/- Q1 Current Year vs Q1 Previous Year
Complaints	47	61	30%↑

### Notes:

- Quarter 1 saw 61 recorded customer concerns across our services
- 45 were handled by the SPA service (74%), 7 by Culture (11%), 4 by Outdoor (7%), 2 by Libraries (3%) and 3 by HQ (5%)
- 56 complaints (92%) were closed off, 54 of which were fully resolved at the frontline resolution stage with 2 being resolved after further investigation
- 44 issues were closed off on time, equating to 79% completed within timescales
- 5 remain open awaiting conclusion from relevant manager

### Information Security Incidents

Two minor information security incidents took place during the quarter: one related to customer information and the other to staff information. Both were assessed as minor and not reportable.

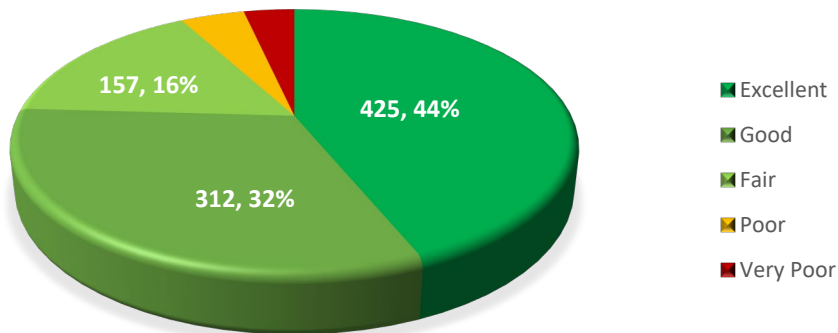
## Customer Satisfaction

### Overall Satisfaction

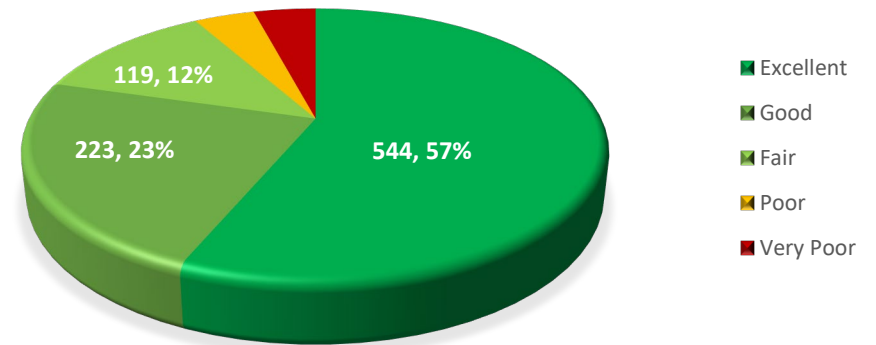
Q1 24/25 returned approximately 1000 completed customer satisfaction surveys, which not only helps us understand the needs, expectations, and overall satisfaction of our service users, but also assists decision making around service delivery, ensuring we meet customer needs in the most efficient and effective way possible. The survey returned an overall satisfaction rate of 93% which helps reinforce we are on the right path. This is backed up further with more specific aspects of service delivery showing: Staff Performance 96%, Cleanliness 92%, Value of Money 91%, and Quality of equipment/services 86% as displayed in the graphs below/opposite. Quality of equipment was our poorest score at 86%, although this remains a high score, we are not complacent, and are working to secure future investment in buildings and equipment to maintain excellent services for our customers.

Note: percentages shown in graphs have been rounded.

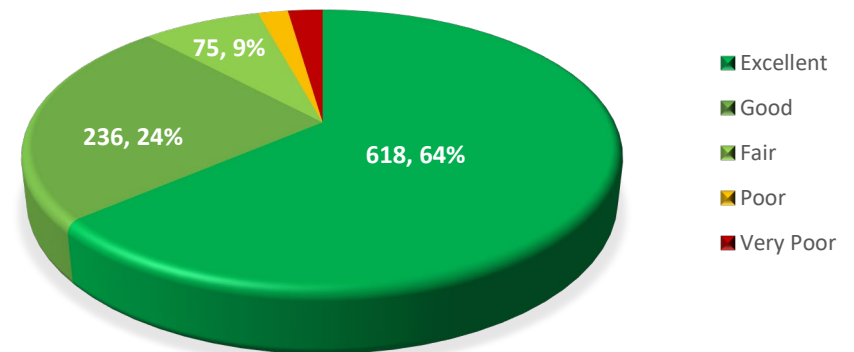
### How did we perform - cleanliness - Top 3 responses: 92%



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



### How did we perform - Staff performance - Top 3 responses: 96%





## Health & Wellbeing

Why customers visited our sites:

- 44% said it's about improving their health
- 20% said a place to relax
- 17% said a place to socialise

How customers felt after their visit:

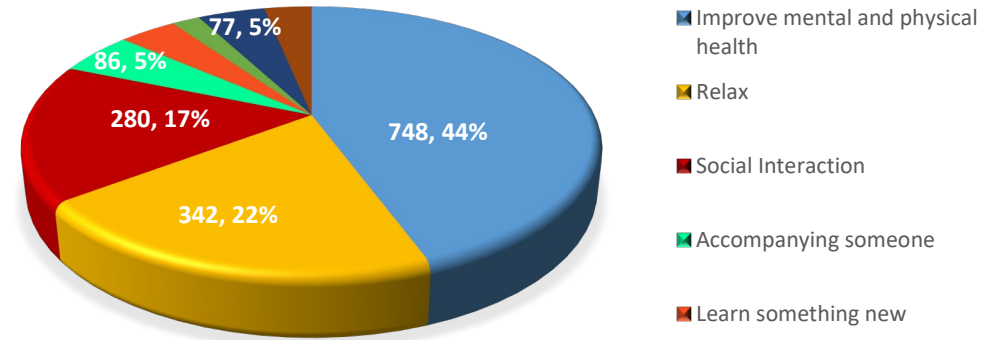
74% of respondents said they felt better, happier, achieved their goal, felt healthier, more energised and satisfied.

84% said their visit had a positive impact on their health and wellbeing.

Note: percentages shown in graphs have been rounded.

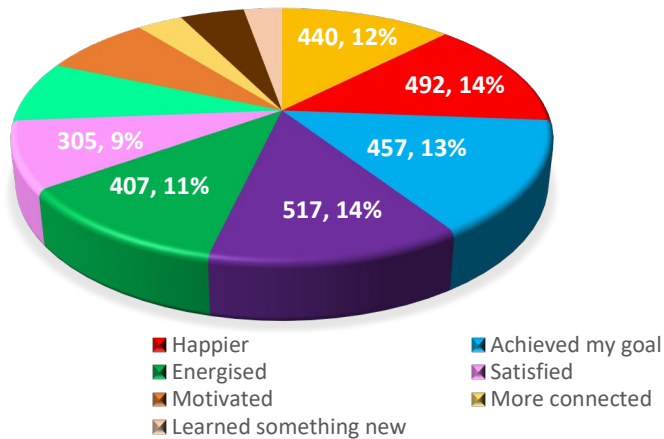
### What was the reason for your visit?

Top 5 responses: 91%



### Following your visit, how did you feel?

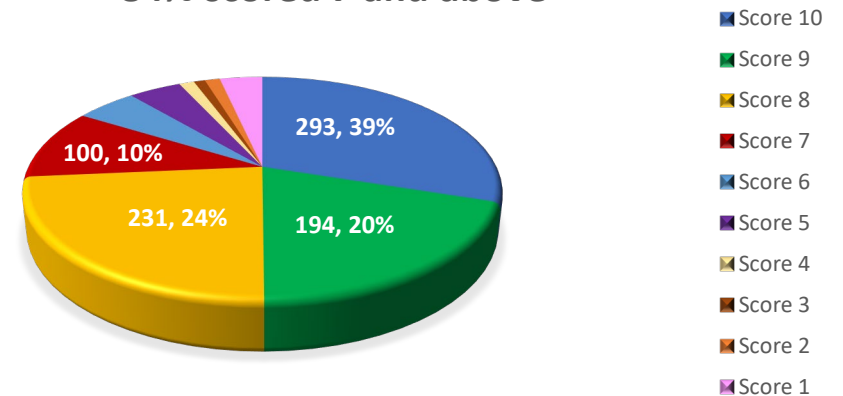
Top 6 responses: 74%



- Better
- Healthier
- Relaxed
- Stronger
- Happier
- Energised
- Motivated
- Learned something new
- Achieved my goal
- Satisfied
- More connected

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

84% scored 7 and above



## Communication

82% of customers would recommend us to a friend.

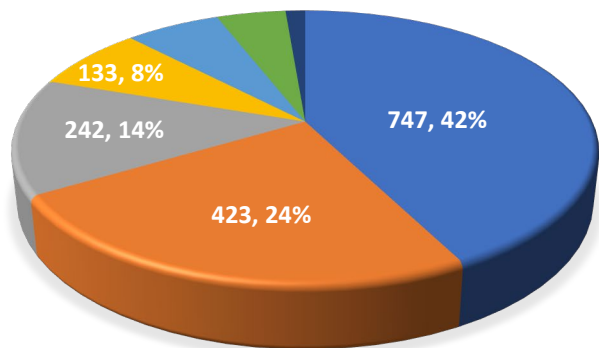
Asked how customers heard about SLLC, they responded:

- 44% word of mouth
- 29% other
- 12% website
- 8% social media

Over 89% of respondents said they found our webpage and social media pages easy to navigate.

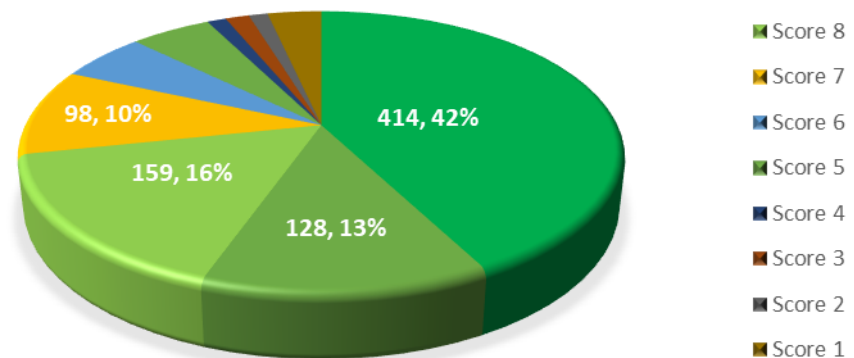
Note: percentages shown in graphs have been rounded.

### Why you chose SLLC

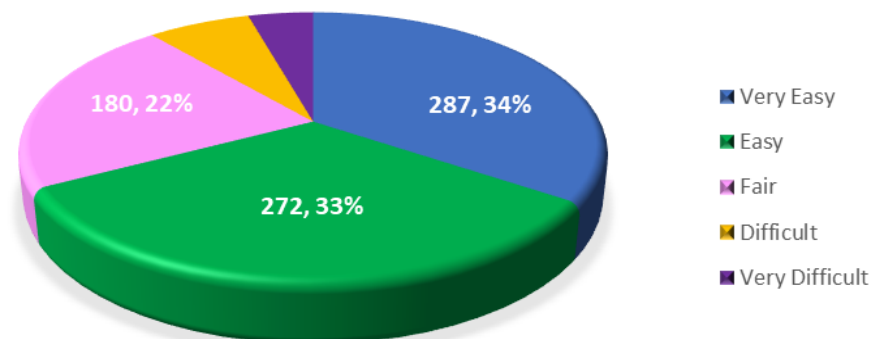


- Local facility
- Expertise and friendly staff
- SLLC good reputation for quality events
- Took advantage of a promotion
- Value for money
- Quality of our equipment/facilities
- Other

### 82% of customers said they would recommend SLLC to a friend



### If you used our website or social media pages - rate your overall experience - Top 3 responses: 89%



## Safety

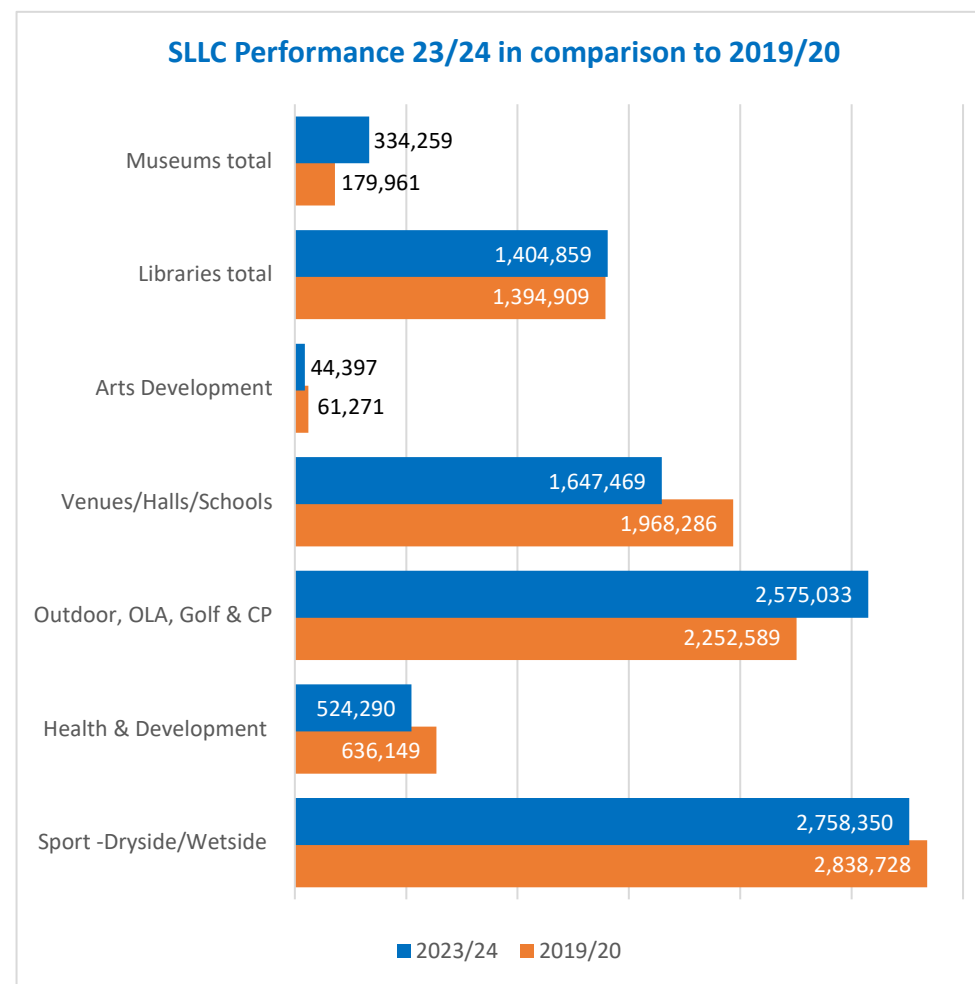
Q1 2024/25 saw a rise in accidents/incidents against last year. Over the quarter staff were involved in 4 minor accidents, 7 incidents and 5 violent incidents. Customers were involved in 3 major accidents and 41 minor accidents, and 15 major incidents and 7 minor incidents.

Measure: HEALTH & SAFETY	Quarter 1: 2023/24	Quarter 1: 2024/25	% +/- Q1 Current Year Vs Q1 Previous Year
Accidents/Incidents to staff	9	11	22%↑
Accidents/Incidents to customers	30	66	120%↑
Note:	<p><b>April:</b> 1 near miss incident to staff– propane gas leaking from ice resurfacing machine. 24 minor customer incidents (13 wetside, 7 dryside, and 4 related to anti-social behaviour. 3 violent incidents</p> <p><b>May:</b> Staff member walking downstairs, fell and broke fingers. Major accidents to customers were sporting injuries at HPSG. 1 violent incident: Fernhill Community Centre</p> <p><b>June:</b> 2 minor staff accidents, and 1 minor incident. 1 major customer accident and 10 minor, and 3 major customer incidents and 2 minor. 1 violent incident</p>		

## SLLC Performance: How our customer base has developed following the pandemic.

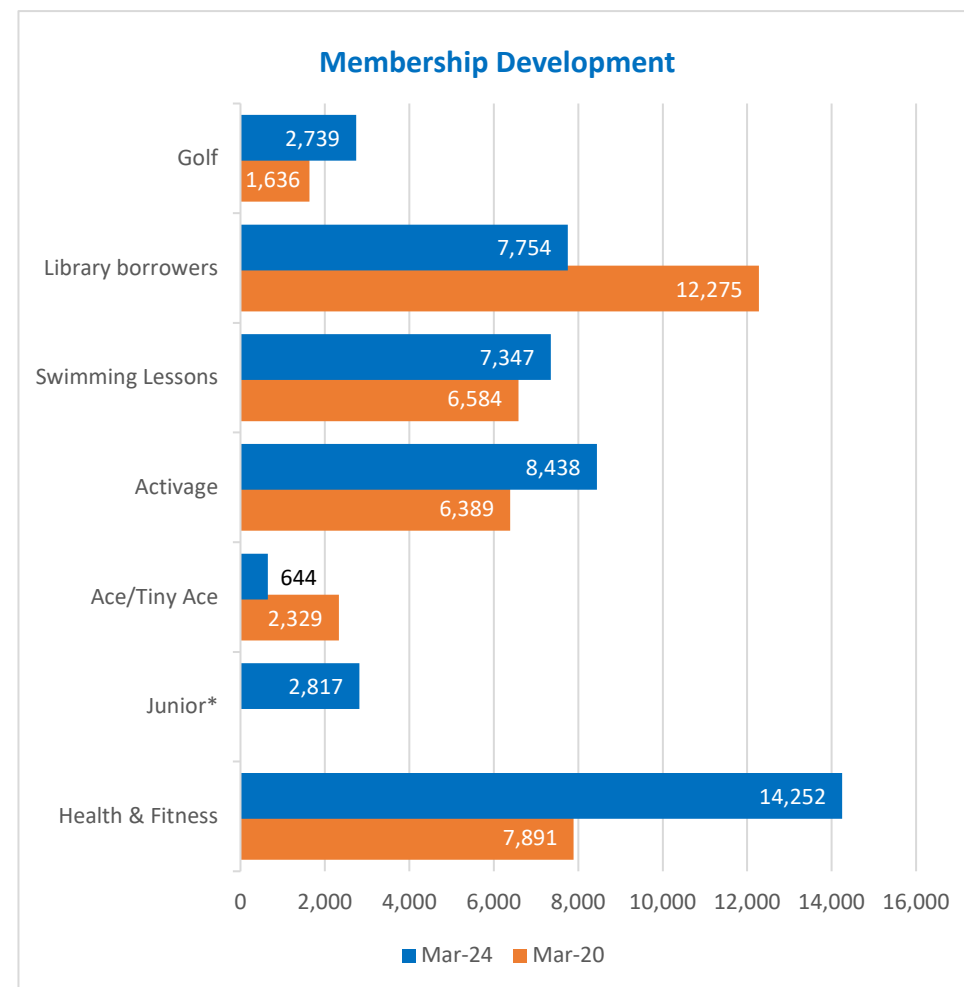
The table and graph below highlight customer behaviour patterns have changed following the pandemic with the development and use of online services/activities growing significantly, particularly within libraries and museum services. Visitors to our country parks have increased and golf has seen significant rises over the past few years, however these have recently seen a drop against last year due to poor weather. Leisure centres have largely fully recovered as have our venues (although Halls and School lets are down). This represents a significant achievement given the financial pressures faced by many of our customers during the period and the re-building of post-covid consumer confidence.

SLLC Performance 23/24 in comparison to 2019/20			
Measure: ATTENDANCES	2019/20 Pre-covid Actual Attendances	2023/24 Actual Attendances	% +/- 2023/24 vs 2019/20 Pre-Covid
Leisure Centres: Dryside/Wetside	2,838,728	<b>2,758,350</b>	<b>2.8%↓</b>
Leisure Centres: Health & Development	636,149	<b>524,290</b>	<b>17.6%↓</b>
Outdoor, Golf & CP	2,252,589	<b>2,575,033</b>	<b>14.3%↑</b>
Culture: Venues/Halls/Schools	1,968,286	<b>1,647,469</b>	<b>16.3%↓</b>
Culture: Arts Development	61,271	<b>44,397</b>	<b>27.5%↓</b>
Libraries: Physical visits	1,029,151	<b>675,400</b>	<b>34.4%↓</b>
Virtual visits	<u>365,758</u>	<u><b>729,459</b></u>	<b>99.4%↑</b>
Total	1,394,909	<b>1,404,859</b>	<b>0.7%↑</b>
Museums: Physical visits	153,187	<b>284,824</b>	<b>86%↑</b>
Virtual visits	<u>26,774</u>	<u><b>49,435</b></u>	<b>84.6%↑</b>
Total	179,961	<b>334,259</b>	<b>85.7%↑</b>



Our Health & Fitness and Golf packages have seen huge growth since the pandemic with most other packages seeing steady growth, although our Ace package is currently under review, our Swimming Lesson and Junior memberships are seeing positive results.

Measure: Memberships	March 2020	March 2024	23/24 vs 19/20 %+/-
Health & Fitness	7,891	14,252	80.6↑%
Junior*	N/A	2,817	-
Ace/Tiny Ace	2,329	644	72.3↓%
Activage	6,389	8,438	32↑%
Swimming Lessons	6,584	7,347	11.5%↑
Library borrowers	12,275	7,754	36.8%↓
Golf	1,636	2,739	67.4%↑



## 2. Performance against SLLC Strategy 2022 - 2027

### Objectives to meet Strategy Outcomes

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

#### 2023 (Year 2) – Priorities, Activities and Achievements

Key Priorities	<b>Priority 1 (HWB1)</b> <b>Participate in a whole system approach</b> to health and wellbeing along with our partners including the NHS, the Health and Social Care Partnership and others, to improve health and wellbeing for individuals and communities within South Lanarkshire	<b>Priority 2 (HWB2)</b> <b>Encourage and support the inactive to be active</b> with focus on positive physical health and wellbeing outcomes	<b>Priority 3 (HWB3)</b> <b>Support positive mental health</b> and deliver on health and wellbeing outcomes	<b>Priority 4 (HWB4)</b> <b>Provide early intervention and prevention initiatives</b> to address health and wellbeing matters at their root cause
<b>Comments from Chair of Health and Wellbeing Group</b>	<p>We continue to demonstrate our impact on the health and wellbeing of the residents of South Lanarkshire with our vital work delivering across both physical and mental wellbeing outputs.</p> <p>Engagement within the group has been good and in addition to looking outwards, we continue to work to develop the wellbeing of our workforce also.</p> <p>Our current focus is on developing elements of our website with the aim of delivering a ‘one stop shop’ for referrals showcasing the diverse range of services available across our organisation.</p>			

## Health and Wellbeing successes

### **Musculoskeletal (MSK) Physiotherapy Community Appointment Days**

John Wrights Sports Centre hosted events in April and June which saw over 750 NHS patients seen by physiotherapists, over 170 of whom were then referred directly on to our Active Health, Physical Activity Prescription or weight management programmes for further support. This followed a trial by NHS Lanarkshire looking at new models of care for those with complex health issues within the patient population of Lanarkshire, with the aim of improving rehabilitation and the pathway for patients to our health intervention programmes.

### **Arts Development**

Arts Development staff were engaged by Gateway, a local company offering a range of career and education related services to Scottish local authorities, to provide a 'well being' afternoon for their staff at East Kilbride Arts Centre. Twenty five Gateway staff participated in samba drumming and arts and crafts workshops, with comments ranging from 'thank you for making it a great afternoon' to 'I would never have usually thought about doing this – samba was amazing.' This fun afternoon was the culmination to Gateway's staff development day.

In addition, Arts Development have been working with Lanarkshire Carers during the months of May and June delivering sewing workshops to carers in the community. This provided an opportunity for carers to have some time for themselves where they learned a new skill and produced some lovely pieces.

### **Mental Health Awareness Week**

During Mental Health Awareness Week, South Lanarkshire Libraries ran several events to support wellbeing in the community. Books and resources related to mental health and wellbeing were displayed in our libraries and Lanark Library held a teen drop-in in the young people's area to promote relevant resources.

Rutherglen Library hosted a singalong afternoon where 16 traditional songs were sung with a guitar accompaniment. Attendees were able to reminisce about old songs during a tea break midway through. These sessions will be continuing once a month.

Cambuslang Library held a week of wellbeing activities including a Jigsaw, Puzzle Games and Mindful Colouring afternoon, which saw many new faces from the community attend. A Laughter Yoga session was held with a follow up already organised due to its popularity, and a Silent Book Club was organised, where members of the public could join together to read their personal books in a group setting, reducing loneliness and isolation.

East Kilbride Library organised a mindfulness talk delivered by Mind Over Matters.

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

Key Priorities	<b>Priority 1 (CE1)</b> <b>Reach out to people</b> where they are, by providing services to all communities across South Lanarkshire	<b>Priority 2 (CE2)</b> <b>Support communities to develop and build their capacity</b> and, where appropriate, explore options for asset transfer of our resources	<b>Priority 3 (CE3)</b> <b>Develop alternative delivery methods</b> and grow our digital offerings such as online classes and access to e-books	<b>Priority 4 (CE4)</b> <b>Help tackle isolation</b> by providing initiatives that bring people together
<b>Comments from Chair of Connected and Engaged Group</b>	<p>In this first quarter of 2024/25, SLLC continues to showcase, update, promote and seek engagement across its social platforms. Facebook follower numbers increased for the three main pages. On X (formerly Twitter) follower growth for Active Schools is up 7% on the previous year, with a smaller increase for Sports Development (3%) and minimal increase for Blantyre (1%) and SLLC (0%). A highlight for this period was on our Children’s Facebook page when a boost of ‘Charlie Cook’s Book’ at Lanark Memorial Hall reached over 50,000 people.</p> <p>SLLC had strong representation on the Community Learning and Development partnership and in May this year reported on the various outputs demonstrating the learning opportunities SLLC delivers for the entire South Lanarkshire community. Highlights were 4,104 individuals accessed training across 175 programmes with 7,950 learning outcomes achieved and all programmes were free to access.</p> <p>Our digital connectivity and capability continues to improve with six out of our seven business systems upgraded to current versions. Successful capital bid of £160k has allowed the IT team to progress procurements of improved hardware projects such as on-site Wi-Fi and tablets along with an SLLC App which will transform the way our customers interact with our products. The estate has seen the beginning of the digital transformation in the form of phone line upgrades keeping the business in line with national digital transition targets.</p> <p>SLLC continues to grow its partnerships to bring its communities of interest together. Strong partnerships with health and social care were showcased this month via the health intervention programmes and the Supporting Families project extended for a further year.</p>			



## Connected and Engaged successes

### **Lending Voices: Portable Podcasting in Your Library**

The "Lending Voices" project by South Lanarkshire Libraries aims to make podcasting accessible to everyone in the community. The project provides portable podcasting kits and expert support, enabling individuals and groups to create and share their own podcasts.

By offering taster sessions, working with local organisations, and partnering with schools, 'Lending Voices' promotes digital skills, creativity, and community involvement. The project features the "Lending Voices Podcast," where participants can share their podcasts with the broader community.

### **Partnership working**

Development Services established formal service level agreements with University of West of Scotland, New College Lanarkshire, and City of Glasgow College. These relationships provided Development Services with platforms to deliver bespoke training with each establishment for approximately 250 undergraduate students in 2023/24. One hundred trained students chose to complete formal placements alongside Active Schools, Sport Development and Health Development staff to help support participation opportunities across all of our programmes.

### **'Find your feel good'**

Our Activage focused campaign showcased the comprehensive benefits of our over 60's membership, emphasising additional perks like golf, active days, performance show discounts, and more. We featured our own members and centres in our imagery with the central theme being 'Find your feel good and embrace a vibrant, active lifestyle with Activage—the ultimate membership for the young at heart!' Our goal was to engage with as many residents of South Lanarkshire as possible, encouraging them to embrace an active lifestyle in alignment with our mission statement.

Digitally the message reached approximately 15,000 individuals on Facebook, with our adverts displaying over 80,000 times on both Google and Facebook. In addition, we had posters and external banners displayed across SLLC estate. A total of 645 individuals clicked on our 'Join online' button, resulting in over 700 new or renewed Activage memberships.

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

<b>Key Priorities</b>	<b>Priority 1 (E1)</b> <b>Ensure equality of opportunity</b> by making sure that our services are accessible to all	<b>Priority 2 (E2)</b> <b>Target our programmes and interventions</b> to ensure we reach those most in need of our services	<b>Priority 3 (E3)</b> <b>Enable access to learning and information</b> across our communities and support community learning	<b>Priority 4 (E4)</b> <b>Provide welcoming inviting spaces</b> where customers receive a warm reception
<b>Comments from Chair of Equality and Inclusion Group</b>	<p>SLLC introduced a direct debit payment option for our Activage membership in April, allowing the cost of the membership to be spread across the year and ensure financial inclusivity. The uptake of monthly direct debits currently sits at 9% of the total membership figure.</p> <p>SLLC continues to provide targeted initiatives and events throughout our communities across South Lanarkshire. We are currently producing a shareable infographic to show the range and diversity of the programmes we currently deliver which will be used to highlight and inspire colleagues and communities across the area.</p> <p>SLLC were successful in a bid for £10k of additional funding to support delivery of the newly launched Scottish Swimming school programme. These additional monies will enable us to provide additional training for our swim teachers, and funds to provide additional teaching for schools who have a higher percentage of non-swimmers. This will be monitored and reported back to Scottish Swimming, showing starting and finishing competencies of the children and locations of the schools (SMID).</p> <p>The group have continued to engage in working towards our objectives and members recently completed Equality impact Assessment training.</p>			

## Equality and Inclusion successes

### **Tennis Programme**

In partnership with Rutherglen Tennis Club, SLLC delivered a multi session programme of tennis events for young people in the Cambuslang and Rutherglen area, enabled by funding from Cambuslang & Rutherglen Sports Council, Clyde Gateway and Rutherglen Tennis Club. Activities were delivered within schools and club settings with the programme including primary school PE sessions, extracurricular club sessions, competitions and events, high school Sports Leadership sessions and Tennis Leaders courses, as well as free community sessions.

Programme highlights included leadership taster sessions where the young Sports Leaders gained knowledge and understanding in how to deliver tennis training to primary pupils, and the community sessions which saw local P2 pupils participate in free tennis lessons. With tennis often regarded as a sport which can be quite costly, this programme has helped break down some of those barriers, offering high quality lessons and made tennis in this community more accessible.

### **McKillop Gardens Mural**

Arts Development have been working with the residents of McKillop Gardens Care Home in East Kilbride to create a mural along one of the internal corridors of the building. An artist has been going in weekly working and chatting with residents (50 in all) and drawing their memories, what they like and themes for the final design which will be painted during the summer break.

### **Parasports Festival**

In June we held a Parasports Festival at John Wright Sports Centre which 50 pupils with additional support needs from four local primary schools attended. This gave the pupils an opportunity to take part in athletics, badminton, and football within a supported environment. As well as SLLC coaches delivering the event we were assisted by 20 young sports leaders from St Andrew's and St Brides High School, three local community sports clubs and representatives from South Lanarkshire Disability Sports.

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

Key Priorities	<b>Priority 1 (OS1)</b> <b>Develop a financially sustainable business model</b> which optimises income and utilises diverse funding streams	<b>Priority 2 (OS2)</b> <b>Develop our people</b> ensuring staff remain highly skilled and are supported to deliver the best standard of customer service	<b>Priority 3 (OS3)</b> <b>Review our facilities</b> to ensure we have financially sustainable spaces to enable quality service provision	<b>Priority 4 (OS4)</b> <b>Reduce waste and energy usage</b> and seek new ways to be more energy efficient across our services
<b>Comments from Chair of Organisational Sustainability Group</b>	<p>This quarter saw the completion of the year end accounts which are now in the process of being audited. Overall, the organisation saw an overall overspend for financial year 2023/24, although this was considerably less than first anticipated. Although not considerable in size, the organisation enters financial 2024/25 with some contingency in its general reserves. Development of the SLLC Financial Business Plan continues, with the first draft nearing completion.</p> <p>The Fusion financial ledger system commenced in April with financial process and practices being adapted suit. The HR team continue to work at pace to prepare for the Fusion HR system going live in Quarter 2. As we develop our plan for the rollout of the Fusion e-procurement system (P2P) a number of activities have taken place to identify, plan and technologically scope out a range of systems modernisation projects to provide opportunities to enhance customer experience, broaden income generation channels and improve operational efficiency.</p> <p>Services continue to look at ways to maximise income streams and commercial opportunities. All franchise opportunities have been reviewed and we continue to maximise the use of our open spaces, including a location agreement with ‘Outlander’ series 8 for recent filming at Calderglen Country Park. We continue to access external funding with £6K received from SLC’s Social Work Resources to deliver artform activities within SLC day and residential care facilities.</p>			

## Organisational Sustainability successes

### Lanark Library

Lanark Library received a grant of over £9k from the National Manuscript Conservation Trust for the conservation of the first volume of the Records of the Burgh of Lanark 1488-1576. These records provide insight into the Town Council's evolution during significant historical periods. Unfortunately, the volumes have suffered damage over time and now require conservation to ensure they remain accessible, readable, and potentially digitised for future research. The conservation work is carried out by Charta Conservation (Falkirk).

### Outdoor Recreation

Hamilton Palace Sports Ground, in partnership with Developing Young Workforce Lanarkshire and The British Army, held a regional partnership engagement four-day event. This initiative invited high school pupils to participate in a programme of teamwork activities with an objective to offer an enhanced learning environment away from the classroom. This pilot programme was a success with over 100 pupils attending. Work continues to grow this offering in the future and possibly involve more educational partners to widen the offering.

### Chatelherault Country Park

Once again, Chatelherault accommodated the return of Stereofunk Music Festival, this one day event attracted over 3,000 festival revellers who came along to enjoy a range of music from UK's leading music DJ's as well as headliner act The Venga Boys.

SLLC, in partnership with local cycling club Clydesdale Colts and Scottish Cycling, delivered the Scottish XC mountain bike series. This is the first time a cycling race at this level has taken place within Chatelherault Country Park. Over 300 cyclists of all age groups put their wheel on the starting line to take on a very technical and challenging course.

### 3. Business Interruption

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

Location	Description	Period	Estimated 24/25 Financial Impact (Additional Cost of Lost Income)	Comments
Larkhall Leisure Centre	Closure of main hall due to issues with flooring.	September 2023 - Present	£18,750 (Income)	SLC are investigating options. The new centre has a target date of summer 2027.
Dollan Aqua Centre	Reduced functionality in main pool due to issues with the floating floor.	October 2023 - Present	£56,750 (£28,000 Costs / £7,500 per month / £8,500 Gala Day Income)	SLC have identified funding for the Dollan Inlet repairs and the aim is for the repair to be completed by quarter four.

## 4. Capital Projects

### **Transformation Fund Projects (£13M)**

Project briefs have been developed and Housing and Technical Resources are progressing with design and costs for the projects on the Phase One list to be carried out this financial year. Phase Two project list is being developed to go to SLC Executive Committee for approval in October 2024 for projects to be carried out financial year 2025/26.

### **Larkhall Leisure Centre (£24M)**

Hub South West, in conjunction with SLC, have appointed Tier One contractor BAM for the new facility in Larkhall, to be built to Passivhaus standards. Site start is scheduled for summer 2025 and completion by summer 2027. A Stakeholder Engagement Strategy is currently being developed.

### **Country Parks Master Plan**

The council has appointed Turner and Townsend as the project manager led multidisciplinary design team to deliver a master plan for Chatelherault and Calderglen Country Parks. The masterplans will be a basis to explore and secure investment in the parks as external funding opportunities arise. The master plan is progressing well and consultation on both parks is taking place end July /early August on site and on social media.

### **Lanark Library roof and windows replacement**

The most recent tender return was over the allocated budget and options are now being considered.

### **McKirdy 7 a side pitch replacement**

In order to assess costs the design works have been completed, and a tender will be issued. A meeting with the community group has been arranged to discuss and explore funding opportunities.

## 5. Emerging Challenges

The following challenges remain

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



## 6. What we did well

Greatly supports the quality of my life

Thanks to all golf starters, I must congratulate all the staff, always friendly and welcoming. It's a pleasure to golf at SLC courses.

Perfect location for wedding photography and thanks to staff for all their help.

Great selection of fitness classes

Customer Recognition

Compliments for Mad Hatters Afternoon Tea Party

Although value for money was good, the event itself was the driver.

Loved the Wonka experience in the library... I loved it so much.

Fantastic outdoor resources for walking and easy access to gyms at affordable price.



# Report

Report to:	<b>Board of Directors</b>
Date of Meeting:	<b>4 September 2024</b>
Report by:	<b>Ross McKie, Head of Corporate Services</b>

Subject:	<b>Revenue Budget 2024/25</b>
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## 1. Background

1.1. The purpose of the report is to:

- ◆ Update the Board on the most recent 2024/25 budget monitoring position as at 30 June 2024.

## 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 29 May 2024 regarding the 2024/25 budget.

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

## 4. Current Position at 30 June 2024

4.1. The current position is an underspend position of £0.145m (Appendix 1). This mainly relates to employee underspends resulting from vacant posts, turnover and holding posts for potential redeployments. This saving also takes account of the properties where the requirement to withdraw service provision was agreed, on the basis that current costs will be funded by South Lanarkshire Council's (SLC) Community Fightback Fund (CFF), the Future Libraries Fund or where applicable, the Renewable Energy Fund. In addition, our Administration Costs show a £0.047m underspend, part of which reflects lower than budgeted costs for annual insurance charges.

4.2. Income overall however is currently showing a shortfall of £0.153m, which is mainly attributable to income from Golf Courses and Calderglen Zoo being £0.150m under recovered. This is due to the impact of inclement weather in the early summer months, although there are early indications that financial performance has improved for the early part of Quarter 2 in these areas. The current income shortfall overall is offset by over achievement in income from our Venues.

## **5. Next Steps**

- 5.1. Continued monthly monitoring will be undertaken and in conjunction with budget holders across SLLC, the focus of which will be to refine the outturn projection to ensure this is as accurate as possible. Staff will continue to liaise closely with SLC officers and an updated position will be presented at the November SLLC Board meeting.
- 5.2. Recruitment has started with the advertising of temporary post in line with existing operational needs and this will have a bearing on the current staffing underspend in future months.
- 5.3. The SLLC Finance, IT and HR teams along with the wider SLC Corporate Services are continuing the process of implementing the new Oracle Fusion System. The Fusion financial system commenced in April 2024, with Fusion HR going live in August 2024. The next phase will be to introduce the Fusion e-procurement system, P2P, which is expected to go live for SLLC in October 2024. It is anticipated there will continue to be some disruption to SLLC Corporate Services during this time as staff and employees become accustomed to the new system and any associated alterations to processes. A further update will be provided to Board members at the November meeting.

## **6. Employee Implications**

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

## **7. Financial Implications**

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

## **8. Other Implications**

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

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

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

**Ross McKie**  
**Head of Corporate Services**

4 September 2024

### **Links to SLLC Objectives**

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

### **Previous References**

- ◆ None

### **List of Background Papers**

- ◆ None

### **Contact for Further Information**

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

Ross McKie, Head of Corporate Services  
Ext: 8454320 (Tel: 01698 454320)  
E-mail: ross.mckie@southlanarkshireleisure.co.uk

**South Lanarkshire Leisure and Culture - 2024/25 Qtr1**  
**Current Financial Position Report (Variances greater than £50k highlighted)**

Objective	Budget	Phasing	Actual	Variance	Comments
<b>SPA</b>	£2,884,650	(£71,473)	(£57,031)	(£14,442)	No major variance.
<b>Libraries</b>	£2,851,938	£546,335	£480,486	£65,849	Employee cost underspends - CFF/REF funding assumed.
<b>Venues</b>	£1,838,102	£229,006	£149,726	£79,280	Income over recovery in venue ticket and event sales.
<b>Halls</b>	£1,737,125	£295,621	£144,438	£151,183	Employee cost underspends, Over recovery in income - CFF/REF funding assumed.
<b>Museums</b>	£384,266	£68,748	£61,099	£7,649	No major variance.
<b>ACE</b>	£14,211	(£59,484)	(£26,060)	(£33,424)	No major variance.
<b>Outdoor</b>	(£313,853)	(£501,805)	(£431,812)	(£69,993)	Income under recovery in golf and outdoor offset by some underspends in staffing.
<b>Support</b>	£5,588,561	£790,604	£832,003	(£41,399)	No major variance.
<b>Mgt Fee</b>	(£14,985,000)	(£7,492,500)	(£7,492,466)	(£34)	No major variance.
<b>Total SLLC</b>	£0	(£6,194,948)	(£6,339,617)	£144,669	

Subjective	Budget	Phasing	Actual	Variance	Comments
<b>Employee Costs</b>	£24,437,314	£4,359,911	£4,109,817	£250,094	Employee vacancies and positions held for redeployment
<b>Property Costs</b>	£3,003,080	£475,487	£464,027	£11,460	No major variance.
<b>Supplies and Services</b>	£3,444,512	£646,365	£655,493	(£9,128)	No major variance.
<b>Transport Costs</b>	£128,210	£29,080	£22,374	£6,706	No major variance.
<b>Administration Costs</b>	£1,656,935	£432,769	£386,161	£46,608	No major variance.
<b>Payments to Other Bodies</b>	£500,060	£224,604	£228,423	(£3,819)	No major variance.
<b>Payments to Contractors</b>	£679,170	£123,307	£127,227	(£3,920)	No major variance.
<b>Financing Charges</b>	£337,660	£14,170	£14,431	(£261)	No major variance.
<b>Gross Expenditure</b>	£34,186,941	£6,305,693	£6,007,953	£297,740	
<b>Income</b>	(£19,201,941)	(£5,008,141)	(£4,855,104)	(£153,037)	Under recoveries in golf and outdoor offset by over recoveries in venues and membership income.
<b>Management Fee</b>	(£14,985,000)	(£7,492,500)	(£7,492,466)	(£34)	No major variance.
<b>Net Expenditure</b>	£0	(£6,194,948)	(£6,339,617)	£144,669	

**PERFORMANCE, FINANCE AND AUDIT COMMITTEE UPDATE****19 AUGUST 2024**

1. Key issues considered:
  - ◆ Terms of Reference
  - ◆ Internal Audit Annual Report 2023/24
  - ◆ Internal Audit Plan 2024/25
  - ◆ Internal Audit Activity Report 2024/25
  - ◆ Fusion
  - ◆ External Audit 2023/24
  - ◆ Cash Security
  - ◆ Information Security Incident
  - ◆ Risk Register
  
2. Key issues to highlight:
  - ◆ The Performance, Finance and Audit Committee (the Committee) will meet approximately two weeks in advance of full Board meetings, or more frequently, if required. A report plan will be drawn up with Health and Safety a standing item, including the annual report from the Health and Safety Manager. A Committee member will become the new Health and Safety Board representative.
  - ◆ Annual Report 2023/24 – the Internal Audit (IA) opinion is that, overall, reasonable assurance can be placed on the adequacy and effectiveness of SLLC’s framework of governance, risk management and control arrangements for the year ending 31 March 2024.
  - ◆ The Committee were given reasonable assurance that the audit actions as a result of Business Continuity would be complete by March 2025.
  - ◆ Internal Audit Activity Report 2024/25 – work is progressing as expected with two out of eleven assignments complete.
  - ◆ Fusion – the Finance system is in place with no significant issues to report. The roll out of the procurement module is on track for October and HR are in the final the final testing phase with implementation set for September.
  - ◆ External Audit 2023/24 – fieldwork is complete with Azets for review and comment. The Annual Strategic Report, Annual Accounts and Trade Accounts will be reviewed and finalised in the coming weeks before being brought back to Committee then presented at the Board AGM.
  - ◆ The Committee were assured that appropriate checks and measures are in place to reinforce good cash handling in SLLC sites.
  - ◆ Two security incidents were reported to the Committee, both of which were deemed minor and unreportable with a low risk.
  - ◆ Reputational damage was added to the risk register as an action from a previous Audit Committee meeting with the addition of effective marketing policies and strategies and suggested as a control measure.
  
3. Any decisions/approvals taken to highlight:
  - ◆ The committee approved the Internal Audit Plan for 2024/25.
  
4. Any risks identified to highlight:
  - ◆ None.

## NOMINATIONS COMMITTEE UPDATE

13 JUNE AND 15 AUGUST 2024

Agenda Item

**10**

- ◆ Following the recent retiral of a Trustee, in line with the Constitution, the Nomination Committee met on 13 June to shortleed applicants for the vacant Trustee position. A total of four applicants was shortleeted.
- ◆ On the 15 August 2024 the Committee met to interview applicants.
- ◆ One applicant withdrew prior to the interview and one applicant withdrew on the day.
- ◆ Following interview, the Committee unanimously agreed on a preferred applicant.
- ◆ Once standard employment checks have concluded, details of the nominated applicant will be submitted to the Council for approval in line with the Constitution.
- ◆ The Board will be advised of the applicant details and start date immediately on receipt of approval by the Council.



# Report

Report to:	<b>Board of Trustees</b>
Date of Meeting:	<b>4 September 2024</b>
Report by:	<b>Kay Morrison, Chief Executive</b>

Subject:	<b>South Lanarkshire Council/South Lanarkshire Leisure and Culture – Vision for Future Relationship</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:

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

## 2. Recommendations

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

- (1) That the SLC/SLLC vision for future relationship is noted.

## 3. Background

- 3.1. The Council and SLLC have operated a successful partnership for many years, however given recent financial challenges faced by the Council and SLLC, particularly in the last two to three years, consideration has been required to be given to what services SLLC can sustain in the light of the need to balance budget in an environment of reduced funding, significant inflationary pressures, a cost-of-living crisis, and a deteriorating estate.
- 3.2. The Council's report (Appendix 1) on South Lanarkshire Council/South Lanarkshire Leisure and Culture - Vision for Future Relationship, identifies three key workstreams. The report will be presented to the Council's Performance and Review Scrutiny Forum (PRSF) on 27 August 2024. The workstreams detailed in the report cover the development of:
- ◆ a commissioning plan for SLC
  - ◆ a long-term estate strategy for SLC
  - ◆ an agreed financial relationship between SLC and SLLC

## 4. Next Steps

- 4.1. As detailed above, the workstreams will be overseen by a review board, and the outcomes will be presented to Council committee and the SLLC Board along with ongoing meetings arranged with the Council Leader, Chair of SLLC and the associated Chief Executives

throughout development and implementation to support a positive and successful partnership.

4.2. Updates will be provided to the SLLC Board at future meetings.

## **5. Employee Implications**

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

## **6. Financial Implications**

6.1. It is anticipated that this exercise will facilitate the longer-term financial planning and result a more financially sustainable relationship between the Council and SLLC.

## **7. Other Implications**

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

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

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

**Kay Morrison**  
**Chief Executive**

**4 September 2024**

### **Links to SLLC Objectives**

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

### **Previous References**

- ◆ None

### **List of Background Papers**

- ◆ None

### **Contact for Further Information**

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

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



# Report

Report to:	<b>Performance and Review Scrutiny Forum</b>
Date of Meeting:	<b>27 August 2024</b>
Report by:	<b>Executive Director (Community and Enterprise Resources) Executive Director (Finance and Corporate Resources) Executive Director (Housing and Technical Resources)</b>

Subject:	<b>South Lanarkshire Council/South Lanarkshire Leisure and Culture - Vision for Future Relationship</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ outline the approach to the future commissioning of Leisure and Culture services between South Lanarkshire Council (SLC) and South Lanarkshire Leisure and Culture (SLLC) that continues to support the successful partnership in a more sustainable way, in line with the newly adopted governance model and in recognition of the challenging financial context facing both the Council and SLLC

## 2. Recommendation(s)

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

- (1) that the background to the development of the Terms of Reference are noted;
- (2) that the 3 appended Terms of Reference are noted; and
- (3) that the Assessment Framework to evaluate the future categorisation of SLC assets be noted.

## 3. Background

3.1. The Council and SLLC have operated a successful partnership for many years, however given recent financial challenges faced by the Council and SLLC, particularly in the last two to three years, SLLC has required to consider what services can be sustained in the light of the need to balance budget in an environment of reduced funding, significant inflationary pressures, a cost-of-living crisis, and a deteriorating estate.

3.2. It is right that we consider a longer-term, more sustainable approach to how the Council and SLLC work together, how we commission services from SLLC, how the Council and SLLC approach the use of property and how the financial relationship interlinks.

3.3. The approach outlined in the report aims to ensure a successful and impactful leisure and culture service is provided that meets the aims and objectives of the Council, that is more financially sustainable and that works towards the ambitions of net zero.

With regards to the development of a long-term estate strategy, it is important to stress that all Council properties will be in-scope, including those managed by SLLC and the Health and Social Care Partnership, to develop a long-term estate strategy for the Council.

- 3.4. Three key workstreams have been identified to help achieve this and three terms of reference have been developed and are attached to this briefing. These cover the development of:-
- ◆ a commissioning plan for SLC (*Appendix 1*)
  - ◆ a long-term estate strategy for SLC (*Appendix 2 & 3*)
  - ◆ an agreed financial relationship between SLC and SLLC (*Appendix 4*)
- 3.5. These will be progressed over the forthcoming year, anticipating all plans finalised and approved by March 2025 to allow implementation. Progress across each workstream will be overseen by a Review Board comprising the Council and SLLC Chief Executives, and the Executive Directors of Community and Enterprise Resources, Finance and Corporate Resources and Housing and Technical Resources. Outcomes will be presented to appropriate committees and to the SLLC Board for decision as progress develops.
- 3.6. Following the noting of the report at Performance and Review Scrutiny Forum, briefing sessions on the workstreams will be held for all elected members and for SLLC Board members, with outcomes being reported to appropriate committees and to the SLLC Board as progress develops.

#### 4. **Summary of workstreams**

##### 4.1. Commissioning Plan

This workstream covers the development of commissioning arrangements between the Council and SLLC. It will define the Council's ask of SLLC – the services provided, management fee arrangements, and performance reporting. Contract and associated legal documents will be updated in line with commissioning intentions.

##### 4.2. Long-term Estate Strategy

The key aim of this Review is to secure corporate and political approval for a 10-year strategy that will direct investment into a reduced, higher quality and energy efficient core estate. To ensure that the strategy is informed by robust evidence-based data, it is important to evaluate the performance of our assets against a consistent and structured set of criteria, as follows:

No.	Criterion	Definition
1	Cost Effectiveness	Measures the relationship between the cost of an asset and the value it delivers to the Council. This includes cost to operate, maintain and any recent investments.
2	Sustainability	Measures the operational carbon efficiency of an asset and its potential for increased efficiency with a view for a net zero estate. This includes assessing the property's energy use, its carbon footprint, the requirements for the asset to become net zero, any scope for renewable generation and its adherence to green building standards and certifications.
3	Service Delivery	Assesses a property asset's ability to support the Council's service delivery objectives. This includes evaluating the

		property's accessibility for both staff and the public and its suitability for the services which are in occupation.
4	Placemaking	Assesses a property's contribution to the wider community. This includes its location within the community, its proximity to similar assets, and its role in providing essential services or amenities for residents and supporting community groups.
5	Use and Utilisation	Assesses the extent and function of an asset's occupation. This category assesses the efficiency of space usage within the property, including factors such as occupancy rates and the suitability of the space for its current function. Additionally, it considers the property's flexibility, and availability, to accommodate different uses or occupiers in the future.

Using this methodology, we will calculate a cumulative (weighted) score for each asset. This will promote a strategic and outcome focussed methodology to Asset Management that will inform and guide future land/property decisions on the investment, rationalisation, co-location, and disposal of assets.

Appendix 3 provides additional information on each assessment criteria, including the proposed assessment and scoring methodology.

#### 4.3. Financial Relationship

The main aim of this workstream is to work towards a longer-term financial plan that results in a more financially sustainable relationship between the Council and SLLC. The review will allow both parties to understand how the business will develop and how increasing costs will be managed. The property and commissioning workstreams will inform this.

### 5. **Next steps**

5.1. As detailed above, the workstreams will be overseen by a review board, and the outcomes will be presented to committee and the SLLC Board along with ongoing meetings arranged with the Council Leader, Chair of SLLC and the associated Chief Executives throughout development and implementation to support a positive and successful partnership.

5.2. Each workstream is projected to have reached implementation stage by April 2025. It should be noted, however, that the implementation of the long-term estate strategy extends over a 10-year period. More detailed key milestones for each Terms of Reference are contained within the relevant Appendices.

### 6. **Employee Implications**

6.1. There are no immediate employee implications.

### 7. **Financial Implications**

7.1. It is anticipated that this exercise will facilitate the longer term financial planning and result a more financially sustainable relationship between the Council and SLLC.

7.2. Details of the workstream for developing the SLLC/SLC financial relationship are contained in Appendix 4.

### 8. **Climate Change, Sustainability and Environmental Implications**

8.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

## **9. Other Implications**

9.1. There are no other implications or risks in terms of the information contained in this report.

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

10.1. Equality impact assessment and consultation arrangements will be considered as the workstreams progress.

**David Booth**

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

**Jackie Taylor**

**Executive Director (Finance and Corporate Resources)**

**Stephen Gibson**

**Executive Director (Housing and Technical Resources)**

9 August 2024

## **Link(s) to Council Values/Priorities/Outcomes**

### Values

- ◆ Focused on people and their needs
- ◆ Working with and respecting others
- ◆ Accountable, effective, efficient and transparent
- ◆ Ambitious, self-aware and improving
- ◆ Fair, open and sustainable
- ◆ Excellent employer

### Priorities

- ◆ We will work to put people first and reduce inequality
- ◆ We will work towards a sustainable future in sustainable places
- ◆ We will work to recover, progress and improve

### Outcomes

- ◆ Our children and young people thrive
- ◆ Good quality, suitable and sustainable places to live
- ◆ Thriving business, fair jobs and vibrant town centres
- ◆ Caring, connected, sustainable communities
- ◆ People live the healthiest lives possible
- ◆ Inspiring learners, transforming learning, strengthening partnerships

## **Previous References**

- ◆ None

## **List of Background Papers**

- ◆ None

## **Contact for Further Information**

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

David Booth

Executive Director – Community and Enterprise Resources

E-mail: [David.Booth@southlanarkshire.gov.uk](mailto:David.Booth@southlanarkshire.gov.uk)

## Appendix 1

### Strategic Commissioning Plan

#### Terms of Reference

1	<b>Subject</b>	Strategic Commissioning Plan
2	<b>Identified Issues</b>	Development of commissioning arrangements between South Lanarkshire Council (SLC) and South Lanarkshire Leisure and Culture SCIO (SLLC). Updated contract & associated legal documents in line with commissioning intentions.
	<b>Identified Outcome(s)</b>	<p>SLC to define it's ask of SLLC – the services provided, Management fee arrangements, performance reporting, as a commissioning document for agreement between the two parties. To update the associated legal documents; contract, leases etc</p> <p>The Strategic Commissioning Plan will set out a clear strategic framework for the provision of leisure and culture activities in South Lanarkshire.</p> <p>The Plan does two key things:</p> <ul style="list-style-type: none"> <li>• The Plan defines the Council's 'ask' of SLLC by highlighting the key <b>strategic intentions</b> over the medium to long term, in support of the Council's own strategic priorities.</li> <li>• Although not a legal document itself, the Plan helps to define the legal relationship between the Council and SLLC by aligning the full suite of legal documents which govern the relationship between SLC and SLLC and clarifying the requirements of each organisation</li> </ul> <p>The commissioning plan from SLC to SLLC will be set in line with each new political term, allowing each administration to consider it's ask of SLLC in line with their priorities and reflecting the Council plan.</p> <p>The commissioning plan will clearly state the outcomes the Council wishes SLLC to achieve through the delivery of the services and to evidence that achievement through an agreed performance reporting mechanism that will be detailed in the plan.</p> <p>SLC's ask and expectation will be aligned to the funding that SLC allocates for the delivery of the outcomes and services.</p> <p>The plan will continue to hold SLLC as the sole provider of all Leisure &amp; Culture Services on behalf of SLC.</p>
3	<b>Scope/Proposals</b>	<p>The Commissioning plan will outline the following:</p> <ul style="list-style-type: none"> <li>• SLC/SLLC legal relationship</li> <li>• SLC strategic intentions – Council sets strategic direction for Leisure &amp; Culture through commissioning plan.</li> <li>• SLC funding provision</li> </ul>

		<ul style="list-style-type: none"> <li>• SLLC strategic objectives – SLLC sets its own 5 year strategy to ensure that the resources available to the SCIO are directed in the best way at the right time to successfully deliver on the Council’s strategic priorities.</li> <li>• Implementation – SLLC is the delivery vehicle to progress the actions and intentions that flow from the plan.</li> </ul> <p>SLLC are the sole provider and key delivery partner responsible for implementing the plan.</p> <p>The Plan has a mutually reinforcing relationship with other key strategies and plans – notably the South Lanarkshire Community Plan.</p> <p>A key priority within the Community Plan is for people to live the healthiest lives possible, and leisure and culture services play a pivotal role in helping to achieve this. SLLC, and the services they deliver, feature heavily in the priorities, outcomes and actions across a wide range of Council strategies and plans.</p> <p>The strategic intentions and the key objectives within SLLC’s own strategy are consistent with and contribute to national policy and objectives, ensuring SLLC assist in achieving both national and local outcomes.</p>			
<b>4</b>	<b>Resources affected: -</b>				
	<b>Community and Enterprise</b>	<b>Education</b>	<b>Finance and Corporate</b>	<b>Housing and Technical</b>	<b>Social Work</b>
	x				
<b>5</b>	<b>Financial overview (£m) to be completed where appropriate</b>				
		<b>2024/25</b>			
	<b>Management fee (24/25)</b>	£14.9m			
	<b>SLLC Expenditure budget</b>	£34.1m			
	<b>SLLC income budget</b>	£19.2m			
<b>6</b>	<b>Key aims of/outcomes from project</b>				
	Service/operational	The diagram below illustrates the commissioning plan and delivery cycle.			

	<b>Employee</b>	
	<b>Other</b>	
<b>7</b>	<b>Key milestones</b>	
	<ul style="list-style-type: none"> <li>• Update report(draft) – October 24</li> <li>• First draft shared with SLLC Board for feedback – Nov 24</li> <li>• Report to Council for approval – Feb 24</li> <li>• Plan presented to SLLC Board for agreement – Feb 2025</li> <li>• Implementation of commissioning plan – April 2025</li> </ul>	
<b>8</b>	<b>Monitoring and reporting arrangements</b>	
	<ul style="list-style-type: none"> <li>• Report through SLC Executive Director of Community and Enterprise Resources / SLLC Chief Executive</li> <li>• SLLC 5-year strategy – SLLC Board</li> <li>• Performance reporting via agreed reporting mechanism SLC/SLLC</li> </ul>	
<b>9</b>	<b>Sponsor / Lead Officer</b>	
	David Booth / Kay Morrison	
<b>10</b>	<b>Project resourcing</b>	

**Approved by:**            **Insert position**            .....

**Insert position**.....

**Date:**



## Appendix 2

### Long term estate strategy

#### Terms of Reference

1	<b>Subject</b>	<p><b>SLC long term estate strategy</b></p> <p>Based on a set of agreed guiding principles, the purpose of this review is to promote a strategic and outcome focussed methodology to Asset Management that will inform and guide future land/property decisions on the investment, rationalisation, co-location, and disposal of assets.</p>			
2	<b>Identified Issues</b>	<p>The condition, cost, quality, performance, location, and usage of Council assets, either managed directly or through a partner organisation, have been the subject of continuous review. However, with Council requirements to meet net zero targets and operate within the available financial resources in future years, it is now vital that a long-term estate strategy is developed and implemented.</p>			
	<b>Identified Outcome(s)</b>	<p>The challenge is to reduce the portfolio of buildings, creating an affordable, efficient, fit-for-purpose and sustainable core estate that supports;</p> <ul style="list-style-type: none"> <li>• <b>Climate Change</b> – is more resilient and sustainable – making a major contribution towards the achievement of our climate change objectives and net zero targets.</li> <li>• <b>Accessibility</b> - where practical, the location of assets will reflect the principles of the 20-minute neighbourhood. It will take account of future population trends and provide the right properties, in the right place, to meet current and future service needs.</li> <li>• <b>Finance</b> - will balance the need for reduced operating/ maintenance costs and future investment requirements.</li> <li>• <b>Health &amp; Wellbeing</b> – will establish a core estate that continues to support people to be more engaged, connected and active, more often. Targeting the most disadvantaged individuals and communities.</li> <li>• <b>Improve Quality</b> - will meet a higher-quality bar in relation to condition, running costs, layout, flexibility, and commerciality – using technological solutions to maximise accessibility.</li> <li>• <b>Co-location</b> - will be multi-functional, flexible, and adaptable to meet the combined needs of a wider-variety of services and service users and promote joint working.</li> <li>• <b>Location, number, and type of buildings</b> – will reflect that we are a local authority and have wider corporate objectives. It is therefore important that the location, number, and type of buildings we retain demonstrates that we are people centred and service driven.</li> </ul>			
3	<b>Scope/Proposals</b>	<p>All Council buildings will be in-scope, including those managed by SLLC and the HSCP, to develop a long-term strategy for the Council.</p>			
4	<b>Resources affected: -</b>				
	<b>Community and Enterprise</b>	<b>Education</b>	<b>Finance and Corporate</b>	<b>Housing and Technical</b>	<b>Social Work</b>
	X	X	X	X	X
5	<b>Financial overview (£m) – Property related costs</b>				

<b>Community &amp; enterprise</b>	£9.9m				Includes £5.5m utilities budget for SLLC
<b>Education</b>	£36.4m				
<b>Finance &amp; Corporate</b>	£0m				
<b>Housing &amp; Technical</b>	£18.1m				
<b>Social Work</b>	£4.3m				Includes £3m for IJB
<b>6</b>	<b>Key aims of/outcomes from project</b>				
	Service/operational	The objective will be to: <ul style="list-style-type: none"> <li>• Secure corporate and political approval for a 10-year strategy that will direct investment into a smaller, higher quality and energy efficient core estate.</li> <li>• Facilitate the transition to net zero.</li> <li>• Generate revenue/capital savings.</li> <li>• Realise opportunities to work collaboratively with other public sector bodies and promote community asset transfer where this is appropriate.</li> </ul>			
	<b>Employee</b>				
	<b>Other</b>				
<b>7</b>	<b>Key milestones</b>				
	<ul style="list-style-type: none"> <li>• <b>Develop assessment framework</b> - Hub South West engaged to develop robust and appropriate metrics that can be used to measure suitability and sustainability within the estate. The assessment framework is included at appendix 3.</li> <li>• <b>Initial Assessment</b> – review of the performance of all properties that are in-scope against the framework and make initial recommendations on the proposed core estate, including timescales for action.</li> <li>• <b>Facilitated workshops with Service Heads</b> - to look at service delivery models joint with ICT. In order to develop a Core Estate, services need to transform how they deliver services and that in turn informs how we develop and use technology.</li> <li>• <b>School Estate</b> – Small working group established with key decision makers in Housing &amp; Tech, Education and SLLC to identify issues and opportunities in opening up the school estate to house other services (SLLC flex to manage school buildings outside school hours).</li> <li>• <b>Lifestyle Buildings</b> – Undertake inspection of Lifestyles Facilities to identify surplus or underused accommodation.</li> <li>• <b>Consultation Strategy</b> – develop a consultation strategy to facilitate engagement with communities and then elected members once framework agreed. Currently looking at new software that will support the consultation process for LDP3 and it could offer the opportunity to publish and consult on the “local asset plans” also.</li> </ul>				

<b>8</b>	<b>Monitoring and reporting arrangements</b>
	<ul style="list-style-type: none"> <li>• Reviews - Update reports will be brought back to Council, SLLC and HSCP at appropriate intervals</li> <li>• Framework of key indicators taken for approval to PRSF– August 2024</li> <li>• Estate strategy presented to Exec committee Feb 2025</li> <li>• Implementation March 2025 – 2035</li> <li>• Report through Director of Housing and Technical Resources/ SLLC Chief Executive to Review board</li> <li>• Consultation and communication as proposals are identified</li> </ul>
<b>9</b>	<b>Sponsor / Lead Officer</b>
	Stephen Gibson/Kay Morrison
<b>10</b>	<b>Project resourcing</b>
	Hub South West support – possibly in partnership with other LA's to collectively appoint specialist consultants

**Approved by:**            **Insert position**            .....

**Insert position**.....

## Appendix 3

### Cost Effectiveness

Criteria	Assessment Methodology	Scoring Methodology
Running Costs (including Rents, Rates, Utilities, Service Charge, and staffing) per annum	Assessed per sqm	Lower cost is favoured
Backlog Maintenance	Assessed overall and per sqm	Lower cost is favoured
FM Budget per annum	Assessed per sqm	Lower cost is favoured
Reactive / PPM Split	Assessed as a % of overall FM budget	High PPM is favoured
Recent Capital Expenditure	Assessed overall	Assets with recent investment are favoured
Land and Building Value	Assessed relative to Running Costs, Backlog Maintenance, and Income (where applicable)	Efficient assets and High ROIs are favoured

### Sustainability

Criteria	Assessment Methodology	Scoring Methodology
Current building energy use intensity vs benchmark	Assessed energy intensity (kWh/m <sup>2</sup> ) compared to recognised benchmark	% energy intensity below benchmark is preferred
Readiness of the building for low carbon heating	Assessed dependant on current heating system and ability to be retrofit to low carbon heating	High efficiency heating system (typically indicated by system age) with lower running temperatures are favoured
Overlap with existing plans such as Local Heat & Energy Efficiency Strategy (LHEES)	Assessed if currently in proposed heat networks or delivery area zones as confirmed in published LHEES	Inclusion in LHEES zones is preferred, even more so if an 'anchor load' i.e. source of potential heat network
Scope for alternative energy generation <sup>1</sup>	Assessed as free area for renewable generation i.e. roof mounted solar panels	High free area is favoured
Quality of building fabric including overall building age, and listed status if relevant	Assessed dependant on current building fabric and building age	Good building fabric, and low age is preferred

### Service Delivery

Criteria	Assessment Methodology	Scoring Methodology
Functional Suitability	Assessed A-D, whereby A demonstrates high suitability for current function	High suitability is favoured
Accessibility	Scored based on compliance with DDA regulations	DDA compliance is favoured
Compliance	Assessed as average % compliant across all relevant categories (relevant categories will vary based on asset type)	High compliance is favoured

<sup>1</sup> Council land will also be reviewed separate to buildings in Phase 3 with regards to potential for renewable generation installations i.e. ground mounted solar arrays

## Placemaking

Criteria	Assessment Methodology	Scoring Methodology
Public Footfall	Public attendance per month/year	Well attended property assets are favoured
Support of Local Community events / groups / teams	Number and size of groups which are supported by the asset	Well attended property assets are favoured
Public Surveys	Public engagement	Well regarded property assets are favoured
Location	Assessed based on accessibility for intended service users	Well located assets are favoured
Proximity to similar assets	Assessed based on number of similar assets within defined journey time	Unique assets are favoured
Demographic change	Expected demographic changes including those driven by new residential development	Growing populations are favoured

## Use and Utilisation

Criteria	Assessment Methodology	Scoring Methodology
Current utilisation	Assessed as a proportion of total capacity	Well utilised assets are favoured
Flexibility	Assessed based on the internal arrangement/construction of a building to determine suitability to support alternative uses.	Flexible spaces are favoured
Tenure	Assessed based on the flexibility provided to repurpose or dispose of the asset	Freehold/Heritable assets are favoured

## Appendix 4

### Terms of Reference

1	<b>Subject</b>	<p><b>SLLC/SLC– Financial relationship</b></p> <p>(Council, SLLC management fee &amp; associated financial arrangements)</p>
2	<b>Identified Issues</b>	<p>Annual savings exercises that result in short notice proposals to withdraw from service provision is not a preferred approach for Leisure and Culture services.</p> <p>Longer term sustainability for SLLC and service delivery is needed (linked to workstreams to right size property to reflect future net zero requirements and develop a commissioning plan).</p>
	<b>Identified Outcome(s)</b>	<p>Agree financial arrangements between the Council and SLLC that enable SLLC to move towards a more sustainable business model and allow the opportunity for long term joined up proposals with the Council and Communities.</p> <p>This will include:</p> <ul style="list-style-type: none"> <li>• Identifying longer term business plans to show that financially, there is a more sustainable business model.</li> <li>• The move from year by year financial planning cycles to longer term planning and for the Council and SLLC to work together to enable SLLC to develop a 3 year financial plan.</li> <li>• Building in plans around requirement to invest and expand to ensure sustainability.</li> <li>• Ensuring a level of resilience for SLLC to deal with unforeseen financial events, including pay award, and to invest internally to support and sustain the quality of the services provided.</li> </ul>
3	<b>Scope/Proposals</b>	<p>This review will look at</p> <ul style="list-style-type: none"> <li>• SLLC budget in the medium term</li> <li>• Interdependencies with other reviews on property and commissioning</li> <li>• Business modelling around future costs and income</li> <li>• Options to hold or reduce management fee while business model is adapted to consistently absorb the liabilities of the Pay award, utilities, inflation etc which it now carries.</li> </ul>

		<ul style="list-style-type: none"> <li>• How the above allows for changes to SLC contribution - management fee;</li> <li>• Consideration will be given to how the budget is balanced during that period to address increasing costs of service provision over the next 3 years, out with any changes to management fee.</li> </ul>			
<b>4</b>	<b>Resources affected: -</b>				
	<b>Community and Enterprise</b>	<b>Education</b>	<b>Finance and Corporate</b>	<b>Housing and Technical</b>	<b>Social Work</b>
	x				
<b>5</b>	<b>Financial overview (£m) to be completed where appropriate</b>				
		<b>24/25</b>			
	<b>Management fee</b>	£14.9m			
	<b>SLLC Expenditure budget</b>	£34.1m			
	<b>SLLC income budget</b>	£19.2m			
<b>6</b>	<b>Key aims of/outcomes from project</b>				
	Service/operational	The aim will be to define how SLC management fee and SLLC budgets will look in the medium to long term, taking into account future pressures, ambitions for resilience and investment, and consideration of changes to the management fee going forwards.			
	<b>Employee</b>				
	<b>Other</b>				
<b>7</b>	<b>Key milestones</b>				
	<ul style="list-style-type: none"> <li>• Draft medium term financial plan complete (looking at expected costs changes, income levels and service development).</li> <li>• Options around impact on management fee to be developed to feed into council budget strategy.</li> <li>• SLLC 3 year finance plan finalised and approved by SLLC Board Feb 25</li> </ul>				
<b>8</b>	<b>Monitoring and reporting arrangements</b>				
	<ul style="list-style-type: none"> <li>• Report through Director of Finance and Corporate Resources / SLLC Chief Executive to Review board</li> <li>• Business plan – SLLC Board</li> <li>• Contribution to SLLC management fee – SLC Exec Committee / Council</li> </ul>				

<b>9</b>	<b>Sponsor / Lead Officer</b>
	Jackie Taylor / Kay Morrison
<b>10</b>	<b>Project resourcing</b>

**Approved by:**      **Insert position** .....

**Insert position**.....

**Date:**



Risk Register – 2024/25

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

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03	Poor condition of assets	Ageing buildings, a lack of capital investment and a failure to invest in the maintenance of physical assets could lead to unsafe, outdated and untidy facilities.  This could lead to facilities being closed (temporarily, partially or permanently); or become less attractive to customers which in turn would affect the level of service that could be provided, reduce participation numbers and affect income generated.  Poor condition of premises could lead to an increase in the number of accidents and resultant claims from members of staff and the public; a reduction in staff morale; and could lead to damage to further assets of SLLC e.g. heritage assets.	Head of Operations	9	<ol style="list-style-type: none"> <li>1. SLA with SLC H&amp;TR – Post 2000 Maintenance Agreement. Annual meeting with H&amp;TR.</li> <li>2. Condition surveys carried out by H&amp;TR</li> <li>3. Reporting defects process in place</li> <li>4. Legislative compliance managed by H&amp;TR</li> <li>5. Business continuity plans</li> <li>6. Health and Safety Management System/Safe systems of work</li> <li>7. Insurance cover</li> <li>8. Maintenance of specialist equipment managed through procedures (SLLC)</li> <li>9. Regular inspection and audit of premises (condition and H&amp;S)</li> <li>10. Maintenance plan for fixtures and fittings.</li> <li>11. Transformation Fund</li> </ol>	Good	Mitigate	9	<ol style="list-style-type: none"> <li>1. Property Condition Reports</li> <li>2. Internal service Review</li> <li>3. Agreement by SLC to access PIF funds</li> <li>4. Transformation fund - £13m</li> <li>5. SLC led Asset Review</li> </ol>	<ol style="list-style-type: none"> <li>1. Review SLLC/HTS SLA</li> <li>2. Review operational procedures in line with legislation</li> <li>3. Make recommendation to SLC on repairs programme.</li> <li>4. Liaise with H&amp;TR re any procedural or legislative changes.</li> </ol>
04	Information technology	SLLC's IT systems could fail due to a lack of investment in maintenance, development (digital marketing), and upgrades to current systems; power failures; or a lack of training. This could affect the delivery of services to the public leading to a loss of income, and damage to the profile and reputation of SLLC. Failure of IT could also result in breaches to security, and loss of data. Being unable to invest in the development of modern technology could lead to SLLC being viewed as outdated.	Head of Corporate Services	12	<ol style="list-style-type: none"> <li>1. SLA with SLC</li> <li>2. External supplier arrangements</li> <li>3. Dedicated IT team within SLLC</li> <li>4. IT Service Plan</li> <li>5. Business Continuity/Contingency plans in place for times when systems down</li> <li>6. Tender process for new customer facing system will be complete during 2024</li> <li>7. Transformation Fund</li> </ol>	Adequate	Mitigate	9	<ol style="list-style-type: none"> <li>1. Current year SLLC IT Strategy</li> <li>2. Procurement of new customer facing systems</li> </ol>	<ol style="list-style-type: none"> <li>1. Maintenance, development and implementation of the various IT projects remains costly and time consuming. Budget needs to be retained to allow for continued improvements.</li> </ol>

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

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

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

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

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

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