



SOUTH LANARKSHIRE
Leisure & Culture

BOARD MEETING – 28 FEBRUARY 2024, 10AM

AGENDA

Location: MS Teams

**Agenda
Item**

1. Sederunt
2. Apologies
3. Declarations of Interest
4. Minutes of Previous Meeting
5. Action Log
6. Matters Arising
7. Revenue Budget 2023/24
8. Price Increase and Savings Proposals 2024/25
9. Governance Guide
10. Committee Membership
11. Performance Report
12. Audit Committee Update
13. Gender Pay Gap
14. AOCB
15. Risk Register Implications

Date of Next Meeting (Special Meeting) – TBC

Date of Next Board Meeting (Standard) – 29 May 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 on MS Teams on Monday 15 January 2024.

1. Sederunt

Chair:

Avril Osborne

Board Members:

Angela Beggan, Neil Brown, Robert Craig, Craig Cunningham, Cllr Maureen Devlin, Cllr Ross Lambie, Lisa Maule, Alan Morrison, Cllr Mo Razzaq, Stephen Smellie

In Attendance:

Kay Morrison (Chief Executive)

Nick Lansdell (Head of Strategy and Governance)

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 John Anderson, Cllr Andrea Cowan, Chris Goudie

3. Declarations of Interest

Craig Cunningham declared his employment with the Health and Social Care Partnership who provide funding to SLLC.

4. Minutes of Previous Meeting

The minutes of the Board meeting held on Wednesday 15 November 2023 and action log were submitted for Board approval as a correct record.

- ◆ Action Log – the Board were assured that officers are in active discussions with South Lanarkshire Council (SLC or the Council) regarding the impact on SLLC's outturn position as a result of changes to concessionary charges.

The Board: approved the minutes and action log.

5. Matters Arising

There were no matters arising.

6. Audit Committee Update

The Board was provided with an update from the last Audit Committee Meeting held on 17 November 2023 and a copy of the minutes from the last two Audit Committee meetings held on 3 May 2023 and 2 October 2023.

The Board: noted the update.

7. **Activage Proposals 2024/25**

The Board was presented with a proposal to amend the pricing of Activage as part of the steps to balance the budget for 2024/25.

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

- (1) That the recommendation to South Lanarkshire Council (SLC or the Council) to increase the annual Activage membership from £80.25 to £120 is approved.
 - ◆ The key focus for the Activage marketing campaign will be a balance of demonstrating value for money, compared to our competitors, while showcasing the full range of benefits on offer.
 - ◆ If the Board approve the recommendation, the Head of Strategy and Governance will advise SLC of the Board's decision and a report will then be submitted to SLC for decision at its budget meeting on 21 February 2024.

The Board: approved the recommendations.

8. **Structure (verbal update)**

The Board was provided with a verbal update regarding work to date on the new structure.

- ◆ Now that the Board approved realigned Leadership Team (LT) structure has been in place for a period of time, the LT are now reviewing the next tiers of the management structure.
- ◆ It is anticipated that a report will be brought to the Board in March, for noting as this is an operational decision, which will provide comfort and assurance that due process has been followed, including consultation with staff and the Trade Unions.
- ◆ The Chair advised that she is content with the approach being taken by the LT regarding the structure.

The Board: noted the update.

9. **AOCB**

CLUK Scotland Director Update

- ◆ The Chief Executive has taken up the voluntary role of the Scotland Director on the Community Leisure UK (CLUK) Board.
- ◆ CLUK is the members' association that specialises in Charitable trusts delivering public leisure and culture services across the UK.
- ◆ This role is beneficial to SLLC as our Chief Executive will have insight into what is happening in our sector across the country.
- ◆ The Chair is happy to informally endorse this appointment.

10. **Risk Register Implications**

Activage is already covered in risk register therefore there is nothing to note as a result of this meeting.

Date of Next Meeting

The next standard Board meeting is scheduled for 10am on Wednesday 28 February 2024. This will be a hybrid meeting in the Cadzow Room, Hamilton Townhouse and on MS Teams.

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 – 15 January 2024			
Agenda Item	Action	Person(s) Responsible	Comments/Outcome B/R/A/G
Agenda Item 7 Activage Proposals 2024/25	SLC to be advised that the Board have approved the recommendation which should now be submitted to full Council for approval on 21 February.	Head of Strategy and Governance	Complete
Agenda Item 8 Structure (verbal update)	The Board will be presented with a structure report for noting.	Chief Executive	In progress 27 March 2024

Previous Actions

Board Meeting – 15 November 2023			
Agenda Item	Action	Person(s) Responsible	Comments/Outcome B/R/A/G
Agenda Item 6 Performance Report	Financial forecasting for 12-month period to be added to report.	Head of Corporate Services / Head of Strategy and Governance	In progress 28 February Board
	Forecast on memberships across the year to be added to the report.	Head of Strategy and Governance	In progress 28 February Board
	Update for Board regarding new booking app.	Head of Corporate Services / Head of Strategy and Governance	In progress Future Board meeting
Agenda Item 7 Revenue Budget 2023/24	Follow up on implications as a result of changes to concessionary charges.	Head of Corporate Services / Head of Strategy and Governance	Complete 15 January Briefing Session
Agenda Item 8 Price Increase and Savings Proposals 2024/25	Modelling information to be overlaid with data from Council asset review, CAT and plans for future investment.	Head of Operations and Estates / Head of Corporate Services	Complete 15 January Briefing Session
	EQIA for Actvage to incorporate marketing and affordability.	Head of Business Development	Complete 15 January Board
	Updated report to be brought to the Board regarding Actvage proposals.	Head of Strategy and Governance	Complete 15 January Board
Agenda Item 9 Governance Guide	Governance Guide to be reviewed to ensure no material changes. If identified, document must be reviewed again by Shepherd and Wedderburn.	Head of Strategy and Governance	In progress 28 February Board
	Breach of code of conduct process to be expanded upon.	Head of Strategy and Governance	In progress 28 February Board
	Clarity to be provided on the submission of competent motions.	Head of Strategy and Governance	In progress 28 February Board
	Statements of interest in committee membership to be collated and a report brought to the Board.	Head of Strategy and Governance	In progress 28 February Board
Agenda Item 10 Biggar Public Park Future Update	Progress reports will be presented to the Board as necessary.	Head of Strategy and Governance	Ongoing Future Board meeting
Agenda Item 12 SLC Strategic	The Board will have the opportunity to review the Plan ahead of this	Head of Strategy and Governance	Ongoing Future Board meeting

Commissioning Plan	being submitted for Council for approval.		
Agenda Item 16 Service Update – Larkhall/ Dollan	The Board will be kept updated on progress with repairs at Larkhall (sports halls flooring) and the Dollan (pool floating floor).	Head of Operations and Estates	Ongoing Via email or future Board meeting
Agenda Item 18 Board Meeting Schedule	Updated Board meeting schedule to be issued to Board.	Head of Strategy and Governance	Complete

Board Meeting – 9 August 2023			
Agenda Item	Action	Person(s) Responsible	Comments/Outcome B/R/A/G
Agenda Item 7 Performance Report	Include total budget for the year column in budgetary position table. Consider line graph to demonstrate income against expenditure.	Company Secretary	Complete 15 November Board
Agenda Item 8 Revenue Budget 2023/24	OSCR recommendations regarding reserves will be monitored and an update brought to the Board, as necessary.	Company Secretary	Ongoing Future Board meeting
Agenda Item 9 Board Paper Publication	August Board papers to be published online no later than five working days after the date of the Board meeting.	Company Secretary	Complete 15 August 2023
Agenda Item 10 Code of Conduct	Governance Guide to be presented to the Board.	Company Secretary	Complete 15 November 2023
Agenda Item 11 SLC Strategic Commissioning Plan	SLLC officers to work with SLC to consider options for budgetary challenges and ensure maintenance of a balanced budget.	Company Secretary	Ongoing Future Board meetings
Agenda Item 14 Risk Register Implications	Asset Review and Commissioning Plan to be noted in the risk register.	Company Secretary	Complete and will be presented at next Audit Committee.

Board Meeting – 17 May 2023			
Agenda Item	Action	Person(s) Responsible	Comments/Outcome B/R/A/G
Agenda Item 4 Trustee Briefing Session	Presentations will be distributed to the Board following the meeting.	Company Secretary	Complete Emailed 19 May 2023
Agenda Item 5 Board Paper Publication	Proposal for board paper publication to be brought to Board for approval.	Company Secretary	Complete 9 August 2023 Board
Agenda Item 8 Audit Committee Update	The Board were asked to consider Audit Committee membership and advise Company Secretary on availability to join.	Board	Complete
Agenda Item 9	Final 2022/23 financial position will be reported to the Board at the conclusion of the accounts.	Company Secretary	Complete 4 October 2023 (AGM)

Financial Position 2022/23			
Agenda Item 10 Revenue Budget 2023/24	Phased implementation of the under 16's club discount will be monitored and the Board provided with an update.	Company Secretary	Complete 9 August 2023 Board
	Board will be provided with the latest financial position at future meetings.	Company Secretary	Complete 9 August 2023 Board
Agenda Item 11 Recruitment Update	New leadership team bios will be shared with the Board once all employment checks are complete.	Chief Executive	Complete Emailed 3 July 2023

Board Meeting – 1 March 2023			
Agenda Item	Action	Person(s) Responsible	Comments/Outcome B/R/A/G
Agenda Item 6 Health and Safety Update	Health and Safety responsibilities briefing session to be arranged for Board.	Company Secretary	Complete 17 May 2023 Board
Agenda Item 7 Child Protection Policies – Update	Exposure to extreme heat to be added to policy document.	Area Recreation Manager	Complete Policy updated.
Agenda Item 9 Audit Committee Update	Audit Committee Minutes to be included in Board agenda pack.	Company Secretary	Complete 1 March 2023 Board
	Risk Register update added to Board agenda as standing item and will be updated as appropriate.	Company Secretary	Complete 1 March 2023 Board
Agenda Item 10 Revenue Budget 2022/23	Board will be provided with the latest financial position at future meetings.	Company Secretary	Complete 17 May 2023 Board

Board Meeting – 23 November 2022			
Item	Action	Person(s) Responsible	Comments/Outcome B/R/A/G
Agenda Item 9 Revenue Budget 2022/23	Board will be provided with the latest financial position at future meetings.	Company Secretary	Complete 1 March 2023 Board
Agenda Item 10 Budget Projections 2023/24	Savings proposals will be presented to the Board early in the new year.	Company Secretary/Chief Executive	Complete 27 January 2023 Board Drop-in Session 1 February 2023 Special Board
Agenda Item 11 Gift Aid 2021/22 and 2022/23	Profit from SLL Trading Ltd to be donated in full to parent company (SLLC)	Company Secretary/Finance Manager	Complete Actioned
Agenda Item 12 Child Protection Policies – Update	Deferred until next Board meeting.	Company Secretary	Complete 1 March 2023 Board

Agenda Item 13 Health and Safety Annual Update	Deferred until next Board meeting.	Company Secretary	Complete 1 March 2023 Board
Agenda Item 14 Board Meeting Schedule 2023	Dates for August and November to be revisited and new dates proposed.	Company Secretary	Complete 1 March 2023 Board
Agenda Item 15 AOCB SCIO Submission	Resignation documents issued to Board by Shepherd and Wedderburn to allow transition to SCIO Trustees.	Company Secretary/Board	Complete
	Membership applications from SLC and SLC Nominees Ltd were approved.	Board	Complete 23 November 2022 Board
	SLC and SLC Nominees Ltd to be entered into the register of members of the company.	Company Secretary	Complete 23 November 2022 Board
Agenda Item 15 AOCB Health and Safety Policy	Policy updated to reflect new Chair and duly signed.	Chair	Complete 23 November 2022 Board
	Named Board member in policy to be given update on their responsibilities.	Company Secretary	Complete Briefing session 17 May 2023 Board
Agenda Item 15 AOCB Sharing of Board Member Contact Email Addresses	Consent was sought for internal sharing of email addresses.	Company Secretary	Complete Not all Board members happy to share therefore contact will remain via the Company Secretary.



Report

Report to:	Board of Directors
Date of Meeting:	28 February 2024
Report by:	Ross McKie, Head of Corporate Services

Subject:	Revenue Budget 2023/24
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1. Background

1.1. The purpose of the report is to:

- ◆ Update the Board on the most recent 2023/24 budget monitoring position as at 31 December 2023.
- ◆ Provide an update on the outturn position for 2023/24.

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 15 November 2023 regarding the 2023/24 budget which indicated an expected outturn projection of (£1.506m) overspent based on pay award projections. It was anticipated that offsetting this budget gap would require the full use of reserves of £0.806m reducing the gap to an overspend of (£0.700m).
- 3.2. This report provides an update on the 2023/24 budget monitoring position as at 31 December 2023 following a robust review of income and expenditure to date across all service areas.
- 3.3. South Lanarkshire Leisure and Culture (SLLC) continues to face pressures resulting from changes to the funding model which have led to the transfer of some additional liabilities from South Lanarkshire Council (SLC or the Council) to SLLC as an alternative to the Council seeking savings from SLLC in previous years. These include:
- ◆ Utilities – increases in utility costs are now met by SLLC where they were previously met by SLC.
 - ◆ Pay Award – SLLC are required to fund pay awards which are dependent upon Scottish Government, Trade Union and COSLA agreement on proposed increases.
 - ◆ Apprenticeship levy.
- 3.4. The ongoing repercussions of the pandemic continue to have a negative impact on business recovery with income not yet at pre-Covid levels. This is exacerbated by the increased cost of living, resulting in less expendable household income and abnormal inflationary pressures increasing the cost of service provision.

4. Position at 31 December 2023

- 4.1. The current position is an overspend position of (£0.370m). This reflects significant underspends in employee costs of £0.424m driven by vacancies, a minor overall over recovery in income of £0.077m but offset by overspends in IT and irrecoverable VAT (£0.656m), insurance and central administration (£0.151m), payments to other bodies (including licences and professional fees) of (£0.139m). Further detail on the current position is provided in Appendix 1.
- 4.2. Appendix 2 provides visual tracking of the current financial position, relative to the current budget and last year's financial position. Monthly finances continue to be closely monitored with remedial action being taken as required to manage budgets as effectively as possible.
- 4.3. As reported as part of the final 2022/23 accounts position, the balance on general reserves was £0.806m. It is anticipated that without significant changes to the financial outlook, that these reserves will require to be used to manage the overall overspend forecast for 2023/24.
- 4.4. The outturn projection is currently an overspend of (£0.885m). At present, underspends in employee costs of £0.618m due to vacancies are being used to fund the pay award costs in 2023/2. The remaining outturn overspend mainly comprises of an under recovery in income of (£0.237m). There is also overspends within supplies and services related to IT and irrecoverable VAT (£0.648m), administration costs related to central costs and insurance (£0.161m), payments to other bodies (including licences and professional fees) of (£0.177m) and financing charges due to bank interest and charges (£0.125m).
- 4.5. The outturn has reduced by £0.621m compared to the previous reported position and relates to a reduction in employee costs of £0.503m, additional income of £0.373m and additional bank interest of £0.139m. This is offset by increases in property costs of (£0.257m) and supplies and services of (£0.178m). Further detail on the current position is provided in Appendix 3. To offset this budget gap will at present require the full use of reserves, reducing the gap to (£0.079m). Further mitigations are detailed in the next section.
- 4.6. It should be noted that whilst the outturn shows a potentially negative year-end position early indications are that, based on the recent trajectory, the likely position at the year-end would be that reserves would be sufficient to cover any budget shortfall. The final position would only be known after year-end adjustments are complete. SLLC officers continue to liaise with SLC officers to provide an updated position and work together to achieve a balanced position.

5. Next Steps

- 5.1. Continued monthly monitoring will be undertaken and potential corrective actions identified by the SLLC leadership team for implementation in order to mitigate as much as possible, the overall overspend forecast for 2023/24.
- 5.2. Potential actions being considered to close the gap from the projected outturn position to breakeven include:
 - ◆ Reducing further non-salary related expenditure to essential only items and any steps that can be taken to increase income prior to the end of the financial year – this could potentially be up to £0.079m.
 - ◆ The utilisation of reserves is a likely scenario at present but it is hoped this can be minimised wherever possible - £0.806m.
- 5.3. Staff will continue to liaise closely with SLC officers and an updated position will be presented at the March Board meeting.
- 5.4. The SLLC Finance, IT and HR teams, along with the wider Council Corporate Services are currently in the process of implementing the new Oracle Fusion System with a target operational date of 1 April 2024. As data and processes are migrated from the old system, it is important to recognise that there will be some disruption to Corporate Services during this period, particularly in the areas below that will be completed but potentially to elongated timescales:

- ◆ The completion of financial year end processes by the finance team.
- ◆ Redeployment processes and activity by the HR team

An update will be provided to board members in the coming months.

5.5. During financial year 2024/25 it is anticipated that work will commence on a SLLC financial plan which will be developed to model the anticipated resourcing requirements, financial pressures, challenges and opportunities for future years. This will be an important tool for enhancing the effectiveness of financial planning within the organisation, helping to mitigate risks and providing an effective means to plan for potential scenarios that SLLC may face. An update on progress will be provided at a future Board meeting with the aim of having the plan completed by the end of summer 2024.

6. **Employee Implications**

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

7. **Financial Implications**

7.1. The report highlights the risk of SLLC ending the year with a funding gap.

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

28 February 2024

Links to SLLC Objectives

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

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

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

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Ext: 8454320 (Tel: 01698 454320)
E-mail: ross.mckie@southlanarkshireleisure.co.uk

Appendix 1

South Lanarkshire Leisure and Culture - 2023/24

Current Financial Position Report (Variances greater than £50k highlighted)

By Subjective	Budget YTD (£m)	Actual YTD (£m)	Variance YTD (£m)	Notes
Employee Costs	19.321	18.897	0.424	Underspend – Significant vacancies offsetting pay award costs.
Property Costs	6.098	6.013	0.085	Underspend – Various minor lines.
Supplies and Services	2.288	2.944	(0.656)	Overspend – IT and irrecoverable VAT.
Transport and Plant	0.086	0.086	0.000	No significant variance.
Administration	1.326	1.477	(0.151)	Overspend – Insurance and central administration.
Payments to Other Bodies	0.307	0.446	(0.139)	Overspend – Licences and professional fees.
Payments to Contractor	0.461	0.451	0.010	No significant variance.
Financing Charges	0.137	0.157	(0.020)	No significant variance.
Gross Expenditure	30.024	30.471	0.447	
Income	(36.391)	(36.468)	0.077	Over recovery – bank interest, over recoveries in venues offsetting under recoveries in SPA and ACE.
Net Expenditure	(6.367)	(5.997)	(0.370)	

By Service Area	Budget YTD (£m)	Actual YTD (£m)	Variance YTD (£m)	Notes
Outdoor Recreation	0.476	0.469	0.007	No significant variance.
Museum	0.384	0.340	0.044	No significant variance.
Libraries	2.741	2.660	0.081	Underspend – staffing vacancies and buildings related costs offset by under recovery of income.
SPA	4.788	5.183	(0.395)	Overspend – buildings related underspends offset by income under recovery.
ACE	(0.338)	0.091	(0.429)	Overspend – under recovery in participation income
Support	(18.603)	(18.640)	0.037	No significant variance.
Halls	2.412	2.117	0.295	Underspend – staffing vacancies and buildings related costs offset by under recovery of income.
Cultural Venues	1.773	1.783	(0.010)	No significant variance.
Total	(6.367)	(5.997)	(0.370)	

Appendix 2

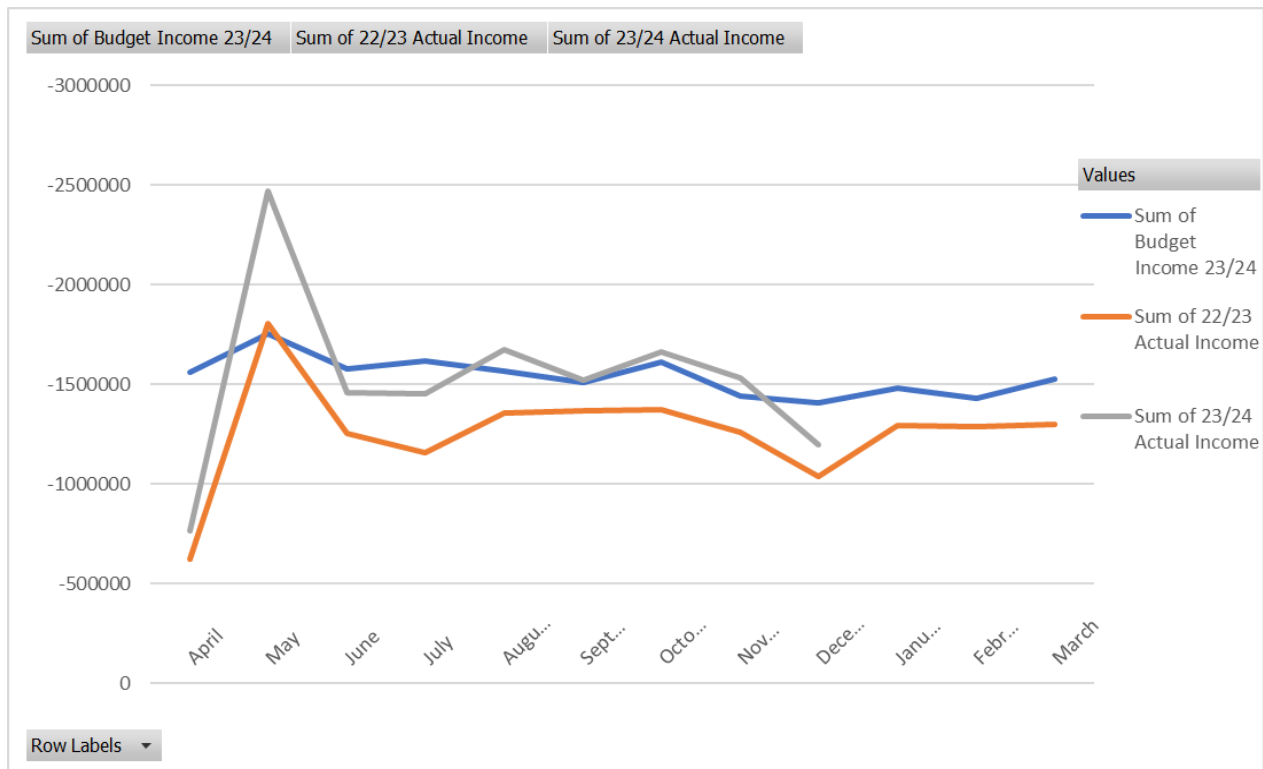
South Lanarkshire Leisure and Culture - 2023/24

Expenditure and Income Tracking Graphs (Excluding Support, Unadjusted Position as at 31st December 2023)

Expenditure (YTD Tracking)



Income (Monthly Tracking)



Appendix 3

South Lanarkshire Leisure and Culture - 2023/24

Forecast Outturn Report – January 2024 (Variances greater than £100k highlighted)

By Subjective	Budget (£m)	Outturn (£m)	Variance (£m)	Notes
Employee Costs	26.603	25.985	0.618	Underspend - Vacancies offsetting costs for pay award.
Property Costs	8.712	8.747	(0.035)	No significant variance.
Supplies and Services	2.615	3.263	(0.648)	Overspend - IT and Irrecoverable VAT.
Transport and Plant	0.126	0.137	(0.011)	No significant variance.
Administration	1.439	1.600	(0.161)	Overspend – Central Costs and Insurance.
Payments to Other Bodies	0.384	0.561	(0.177)	Overspend - Licences & professional fees.
Payments to Contractor	0.673	0.704	(0.031)	No significant variance.
Financing Charges	0.195	0.320	(0.125)	Overspend – Bank Charges and Interest.
Trade Expenditure	0.611	0.689	(0.078)	No significant variance.
Gross Expenditure	41.358	42.006	(0.648)	
Income	(39.804)	(39.930)	0.126	Over Recovery – Interest income, various other income lines offsetting.
Trade Income	(1.554)	(1.191)	(0.363)	Under Recovery - Vending Machine and Bar Income Primarily.
Net Expenditure	0.000	0.885	(0.885)	

By Service Area	Budget (£m)	Outturn (£m)	Variance (£m)	Notes
Outdoor Recreation	0.961	1.021	(0.060)	No significant variance.
Museum	0.534	0.476	0.058	No significant variance.
Libraries	3.850	3.734	0.116	Underspend – staffing vacancies and buildings related costs offset by under recovery of income.
SPA	7.014	7.706	(0.692)	Overspend – buildings related underspends offset by income under recovery.
ACE	(0.362)	0.169	(0.531)	Overspend – under recovery in participation income
Support	(17.997)	(17.718)	(0.279)	Overspend – IT, insurance and central administration, offset by higher than forecast bank interest.
Halls	3.475	3.016	0.459	Underspend – staffing vacancies and buildings related costs offset by under recovery of income.
Cultural Venues	2.525	2.481	0.044	No significant variance.
Total	0.000	0.885	(0.885)	



Report

Report to:	Board of Trustees
Date of Meeting:	28 February 2024
Report by:	Kay Morrison, Chief Executive

Subject:	Price increase and savings proposals 2024/25
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Present proposals to balance the projected £6.335m budget gap for 2024/25.

2. Recommendations

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

- (1) That the projected budget gap of £6.335m for 2024/25 is noted.
- (2) That South Lanarkshire Council's budget decision to reduce the Management fee provided to South Lanarkshire Leisure and Culture to operate services on its behalf is reduced by £0.750m is noted.
- (3) The package of savings recommendations to balance the budget for 2024/25 consisting of; one-off mitigations as outlined at 4.2 - 4.6; options to increase income as outlined 4.7 - 4.12; and proposals to reduce expenditure as outlined 4.13 – 4.29 are approved.

3. Background

- 3.1. The Board has a legal duty to set a balanced budget and the recommendations in this report address the budget gap for the 2024/25 financial year.
- 3.2. This report follows a Board briefing sessions on 25 October 2023, a draft report issued for noting/discussion at the 15 November 2023 Board meeting and a further Board briefing session which was held on 15 January 2024, all outlining the projected financial position and providing updates on the development of savings options. At the 15 November 2023 Board meeting Trustees approved the criteria developed to assess the facilities currently operated by SLLC.
- 3.3. Leisure and Cultural Trusts and SCIOs across Scotland continue to face increased pressure on their budgets and the majority are considering, or have implemented, price increases, and many have had, and are continuing to explore, a reduction in the scope of their services.
- 3.4. South Lanarkshire Leisure and Culture (SLLC) continues to experience extraordinary financial pressures due to high levels of inflation on areas including pay, utilities and contracts, with no equivalent increase in management fee provided for by South Lanarkshire Council to operate services on their behalf.
- 3.5. While acknowledging the wider economic factors that impact the organisation SLLC remains committed to supporting health and wellbeing and to its vision of healthier, happier, amore connected lives for the residents of South Lanarkshire and will continue to deliver as high a level of service provision as possible within the financial constraints outlined above.

- 3.6. It is important to note that the assumptions on which the budget forecasts are based, contain a number of challenges in that there is a degree of uncertainty around future inflationary pressures, utility costs and future pay awards. Table 1 details the anticipated ongoing budget pressures for 2024/25.

Table 1: Base Gap Estimate

	£(m)
Base Budget Gap	
23/24 Outturn (adjusted to reflect expected recurring expenditure and income levels)	1.122
Pay Award, Utilities and Other Inflation	1.540
One off Funding for 23/24 Removed	1.500
Employee Cost Budget Reinstated for Redeployment	2.173
SLLC Budget Gap	6.335
South Lanarkshire Council budget decision - reduction in Management Fee for 2024/25	0.750
Total Gap (Including Management Fee Reduction)	7.085

- 3.7. A contributing financial pressure exists as a result of South Lanarkshire Council's (SLC) decision, originally taken by the Council on 17 May 2023, to phase the proposed concession price increases for under 16's over 3 years. In relation to supporting the redeployment process for employees in sites not being retained, SLC have confirmed support for this process (including financial). The council have confirmed that they will work with SLLC on a month by month basis looking at the level of need and the financial resources available. SLLC will aim to redeploy staff impacted by the savings recommendations as quickly and efficiently as possible.
- 3.8. Taking all of the above into account, the projected budget gap for SLLC for 2024/25 is £6.335m.
- 3.9. A core element of the SLLC budget is the management fee it receives from SLC for the operation of leisure and culture services on behalf of the Council. The management fee amount has not risen over the last 2 years, resulting in a real term reduction and increased financial pressures required to be covered by SLLC as operational costs have increased over that time.
- 3.10. It is understood that SLC is also facing significant financial pressures and as a result the Council agreed on 21 February 2024 a reduction in the management fee of £0.750m.
- 3.11. As a consequence, the projected budget gap of £6.335m for 2024/25 is now increased to £7.085m (circa 17.1% of the overall SLLC expenditure).
- 3.12. In light of the significant financial challenges, officers have developed proposals that maintain as high a level of service as possible while supporting the sustainability of the services in the longer term.
- 3.13. SLLC currently holds reserves of £0.806m which is lower than the OSCR recommendations that they should be available to sustain the organisation for three months. It is also anticipated that these reserves will be used in full to manage the projected overspend position for financial year 2023/24.
- 3.14. In developing the savings proposals for 2024/25, SLLC officers have worked with Council colleagues and kept the Council Chief Executive and Director of Community and Enterprise Resources aware throughout. Briefing sessions for elected members in the Council took place on 24 November 2023 and 29 January 2024. This is with the understanding that the

independent SCIO status and relationship between the Council and SLLC requires the Board to take the decisions on the options presented for consideration and to make recommendations to the Council in respect of any changes to concession rates.

- 3.15. Consultation on the savings recommendations regarding increasing income and reducing expenditure have taken place in recent months to ensure customers and staff were aware of the options being considered and had the opportunity to share their views. Consultation was conducted over three phases, took place both on line, by telephone and by written returns and the results are detailed in Appendix 5.
- 3.16. Trade unions were also consulted and their feedback is captured in section 6 of the report.

4. **Options to close Budget Gap**

- 4.1. In developing recommendations to balance the budget for the coming financial year, officers have identified a combination of mitigations, income generation, efficiencies and rationalisation, all of which will be required to close the anticipated budget gap. Appendix 1 provides an overview of the proposals which are outlined in more detail below.

One-off Mitigations (Appendix 1)

- 4.2. **Reduced pension contributions (£2.261m)** – A one-off mitigation to the 2024/25 budget position is in relation to employer pension contributions. SLLC at present contribute 19.3% of an employee's salary to the pension scheme if opted into the pension scheme. The Pension fund has highlighted that it is overprovided and intends to ease this by reducing the amount employers are required to contribute over the next two years from the 19.3% to 6.5%. This creates a one-off benefit in the region of £2.261m in employee costs in 24/25. The pensions contribution is then expected to return to closer to normal levels of 17.5% from 2026/27, before finally returning to 19.3% in 2027/28.
- 4.3. **Utilities VAT (£0.300m)** – An exercise has been completed to look at the payment arrangement for utility costs for Council owned, SLLC operated assets. This exercise has considered the ability of the Council to reclaim the VAT costs that are incurred on expenditure on gas and electricity. The proposal is that the Council would be responsible for, contract for and pay the utility costs relating to SLLC properties and, as SLLC will no longer be responsible for the expenditure, the management fee payable to SLLC will reduce by the same amount. For illustration, for 2022/23 the costs of utilities would have been £5.516m. The costs to the council would subsequently change every year due to cost and consumption changes. Therefore, the Council has requested an annual review of the management fee to ensure there was no detriment to its financial position in relation to consumption risk, as this would remain with SLLC. The net financial impact for SLLC of this move will change every year, however it is expected to be in the region of £0.300m. The new arrangement will require changes to be made to the leases the Council holds with SLLC for the use of facilities (to specify that the obligation to incur and pay for utilities costs will lie with the landlord, that being SLC) and to the level of management fee payable to SLLC. The change will be effective from 2024/25.

Increased Income Generation (Appendix 2)

- 4.4. **Commercial price increases (£0.841m)** – Price increases across all services have the potential to immediately increase revenue, however the pressures on disposable income faced by customers may have an adverse effect on income potential and it is important to strike the right balance to maximise income.
- 4.5. In 2023/24 commercial prices were increased by 7% with the exception of fitness memberships. For 2024/25 each individual price has been considered and assessed in relation to performance against current income targets and benchmarking with other providers. As a result, price increases would vary across different products and service areas with the average price increase circa 4%. However, there are exceptions where price increases would be larger, for example, entry to Calderglen Zoo increasing from £2 to £4 for an adult and £1 to £2 for a child and increasing the fitness membership from £25 to £27. Compared to neighbouring authorities across the central belt our fitness membership

remains competitive and below the average price, pitch prices overall sit approximately in the middle of the price range and while our swimming lesson membership is at the top of the price range demand remains high and oversubscribed indicating healthy market tolerance.

- 4.6. Appendix 2 provides further information on specific pricing lines and the proposed levels for 2024/25. The phasing of the under 16's concession pricing as agreed by SLC last year continues with the 2024/25 concession rate at 58.33% of the 2024/25 adult rate.
- 4.7. **Introduction of ticket booking fee (£0.025m)** - SLLC do not currently charge a booking fee. The introduction of a booking fee for activities such as events at cultural venues, provides the opportunity to further increase income. Booking fees are typically charged by other Leisure and Culture Trusts and are generally charged at around £1.50 to £1.75 per transaction. It is recommended that that SLLC introduces a booking fee of £1.50 per booking.
- 4.8. **Concession Recommendations – Activage (SLC decision) (£0.287m)** - Concession levels continue to be agreed by SLC and are out with the locus of the Board. At its 15 January 2024 meeting the Board agreed a recommendation to SLC to increase the Activage price from £80.25 to £120 per year - an increase of £39.75 over the year. This would be accompanied by the introduction of the facility to spread the cost over the year, at £10 per month to ease the transition to the new offer. Currently payment is made as one lump sum or split across two payments. The Council at its meeting on 21 February meeting approved the proposed amendment to the Activage price as recommended by the SLLC Board which is now effective.
- 4.9. **Targeting Income Areas for Expansion (£0.070m)** – This relates to targeting specific areas for income expansion based on increased usage. This includes the East Kilbride Ice Rink and some specific Halls bookings.

Efficiencies (Appendix 3)

- 4.10. Service efficiencies have been made each year for the last ten years including reductions in management and support posts and reductions in central support budgets. It is prudent to note that such reductions have limited the opportunities to increase income generation, secure additional funding and sponsorship, develop new products and offers and to complete key projects within required time scales. As a result of a decade of efficiencies, few options remain for further efficiencies without undermining the sustainability of the services and the opportunities to retain existing customers and grow successful areas of the business.
- 4.11. **Reduction in the core business support budget (£0.516m)** (Appendix 1 and 3) – Beyond the base costs associated directly with the running of a facility, a number of core business operation costs exist which cover the whole of SLLC. The total combined budget from these areas is around £8.666m however a significant proportion of those budgets are uncontrollable or unavoidable. These budgets have been reduced in recent years, with examples including a reduction of marketing staffing and associated budgets, a reduction in senior manager posts from eight to five, reduced central budgets and a reduction in the book fund. The core business support budget is central to the successful operation of the business. It enables the operation of the buildings and includes essential expenditure in a number of areas including insurance, health and safety, finance, IT, marketing and customer services.
- 4.12. Proposals for further efficiencies in this area allow for £0.516m of savings and centre around reducing services or the support to services and include the following:
 - ◆ Reduction in library book fund (£0.045m)
 - ◆ Reduction in library call off service (£0.048m)
 - ◆ Removal of grant funding to community groups in respect of Independently Managed and Community Managed Halls (£0.028m)
 - ◆ Reduction of budgeted operating costs in relation to the ACE programme (£0.185m)
 - ◆ Reduction in outdoor operations costs (£0.005m)

- ◆ Removal of Management Posts (equating to 3.80 FTE) from structure (£0.205m)

- 4.13. **Reducing standard operational staffing levels (£0.737m)** – Reducing the standard operational staffing levels in line with current vacant posts across the organisation by 21.64 FTE (with the exception of posts which are required for legislative or health and safety reasons).
- 4.14. Presently SLLC has a number of vacancies across all sites. These have arisen due to a challenging employment marketplace and a current hold on some recruitment to help balance the budget for the current year. The current level of service provision is reflective of SLLC holding some vacancies or replacing some vacancies on a temporary basis via a mix of the deployment of casual staff and additional overtime hours for existing staff.
- 4.15. It is prudent to note that the removal of vacant posts would also mean removal of the budget for that post and some remaining services would not be fully functional as they would be required to operate with less than the optimal level of staffing and service provision would be more akin to that experienced by customers over the previous 6 months which includes being unable to accept some bookings.
- 4.16. As current vacancies may sit in some high demand facilities, while those in less demand have a full staffing complement, SLLC management will review the position and allocate staffing resources throughout the year to provide as balanced a provision as possible.

Rationalisation of services (Appendix 4)

- 4.17. Both the Council and SLLC recognise that there are challenges regarding the estate. These include an historic under investment in facilities and the significant pressure on limited budgets for repairs and maintenance which have led to a portfolio of deteriorating buildings. Some facilities have had to close due to failure, while others are temporarily closed for long periods of time for major repairs or where areas of the building are not operational. These challenges impact the ability of SLLC to provide a consistent service at an acceptable standard to customers, increase income generation and retain existing customers.
- 4.18. It is understood that SLC's capital budget is also significantly reduced with no certainty of future investment or replacement of deteriorating buildings and a large amount of investment is required to achieve the net zero targets set for Local Authorities.
- 4.19. In recognition of the above, the Council commenced a review of its assets, including those operated by SLLC and SLLC officers have been supporting the process as required. It is not anticipated that the SLC Asset Review will be finalised nor any decisions taken regarding outcomes, until after the Council budget has been set for 2024/25.
- 4.20. That being the case, in order to adhere to the financial responsibilities that SLLC carries, SLLC now has to consider the assets it operates in light of the financial pressures it faces as well as the £0.750m reduction in management fee from SLC.
- 4.21. **Rationalising Services / Community Fight Back Fund (£2.048m)** - involves a reduction in the number of operating locations for SLLC services. In setting out the approach to rationalisation, officers have considered three weighted key criteria in order of priority shown below as approved by the Board:

Services/Venues of Strategic Importance: Potential for growth of provision and range of services

- ◆ Venues/services capable of being a community hub
- ◆ Positive financial contribution back to the business
- ◆ Considerations of government guidance/legislation on provision (including statutory)

The Geographical Spread: Consideration was given to the geographical spread of SLLC provision

- ◆ The range of services available in any region
- ◆ Proximity of similar SLLC provisions.

Financial Ranking: Financial impact on SLLC/SLC

- ◆ A cost per head rating has been calculated for each service/venue
- ◆ The overall cost to contribution was factored into the model

- 4.22. These criteria enable officers to objectively develop modelling based on how well each facility meets each of the criteria. The rationalising of services modelling is aligned to SLLC's strategic objectives which are reflective of the Council Plan and the national health objectives. It looks at our capacity to offer an attractive and affordable provision enabling residents to live healthier, happier, more connected lives. It incorporates the service or venues of strategic importance to the business. It also considers requirement for the provision of adequate library facilities (Local Government (Scotland) Act 1973). Council input has also been sought both on services and facilities.
- 4.23. The protection of key strategic facilities has been factored into the model enabling the retention of flagship facilities and all swimming pools.
- 4.24. In some instances, alternative provision will be available within a reasonable distance of impacted facilities or the facility could be operated independently as part of a Community Asset Transfer (CAT). Additionally, the reprovision of services to alternative locations is being actively considered in light of any service reductions however, it is unlikely that all activities will be able to be re-provided due to the financial constraints. SLLC officers have worked closely with Council officers to explore possible mitigations which include community use of Renewal Energy Fund funding [Document.ashx \(cmis.uk.com\)](https://cmis.uk.com) and the Council's community led activity fund.
- 4.25. Furthermore, at the Council budget meeting on 21 February 2024 it was agreed that £800,000 will be used to enhance existing budget of £200,000 for transitional funding for South Lanarkshire Council's leisure and culture assets. This will create a £1 million Community Fightback Fund. The Community Fightback Fund will be a council-controlled fund that keeps open community facilities considered by SLLC for rationalisation where there has been credible interest in Community Asset Transfer, CAT-lite or a similar agreement. This will be funded on a one-off basis through the use of Council reserves.
- 4.26. At the same meeting it was agreed that £0.150m would be allocated to a 'future libraries fund' providing additional revenue support of to fund alternative library provision models for those areas affected by SLLC library rationalisation. This will also be *funded on a one-off basis through use of Council reserves*.
- 4.27. Action will be required in respect of the rates levy for any facilities which are handed back to the Council as after an additional period the property will no longer qualify for empty property relief on rates. SLLC officers have commenced discussion with the Council on this issue to ensure that rates will not impact the effectiveness of the savings proposals and that, should the proposals be agreed by the Board, the Council is able to take action to avoid a new rates liability.
- 4.28. To summarise, Table 2 below provides an overview of how the balanced position will be achieved for 2024/25.

Table 2: Summary of Budget Solution Options

Options for Meeting Budget Gap	£(m)
Pension Contributions	-2.261
Utilities	-0.300
Commercial Price Increases	-0.841
Introduction of Booking Fee	-0.025
Activage Price Increase	-0.287
Income – targeted areas of expansion	-0.070
Savings from Core Business support Budget	-0.516
Removal of vacant posts from current staffing levels	-0.737

Options for Meeting Budget Gap	£(m)
Rationalisation of Service	-2.048
Total Options	7.085

5. Next Steps

- 5.1. On Board approval, implementation of the recommendations will begin with winding down of services and facilities. Successfully achieving the savings target is dependent upon the speed at which the proposals can be implemented.
- 5.2. The efficiency measures, and the majority of the service rationalisation measures will require redeployment of staff and as such there will be a degree of lag in terms of realising the full benefit of the measures. Additionally, the provision of the 'community fight back fund' and 'future libraries fund' may mean that SLLC continue to operate some facilities included on the list for withdrawal, beyond 1 April 2024 and SLLC and Council officers will work together to ensure funding is provided to SLLC through the appropriate mechanism where this is the case. SLC will determine the next course of action and consult as required, being mindful of possible mitigations regarding community access to REF funding etc.
- 5.3. Where mitigations have been identified, such as CAT transfer, SLLC officers will work with Council colleagues to support the transition to new arrangements.
- 5.4. As previously agreed by the Board, a review of commercial pricing will be conducted throughout the year and proposals for adjustments in line with market tolerances and other relevant factors will be brought to the Board as required.
- 5.5. A communication plan has been developed regarding price increases, efficiencies and rationalisation to ensure customers and staff are fully briefed of the measures being taken. (Appendix 6)
- 5.6. Officers will continue to explore options to support the transition to organisational sustainability and update the Board accordingly.
- 5.7. Net Zero offers the opportunity to contribute positively to the climate challenge and may in itself result in long term savings. SLLC officers will continue to engage with SLC to explore Net Zero investment to progress a transition to net-zero, energy efficient and climate resilient buildings.

6. Employee Implications

- 6.1. Both the service efficiencies and rationalisation of services require a reduction in staffing levels. The proposed level of vacancies removed from the establishment totals 25.44 FTE. The number of employees impacted by rationalisation proposals total 37.60 FTE or 65 posts in total.
- 6.2. Affected staff will be redeployed into existing vacancies or arising vacancies that result from natural turnover. SLLC officers have commenced discussion with the Council regarding opportunities for redeployment to Council services where that may also be required, in line with the current agreement between the two organisations. The scale of efficiencies and service reductions mean that it will be challenging to effect redeployment to the same timescales as in 2023/24 however staff will be redeployed as quickly and efficiently as possible.
- 6.3. Trade Union consultation has been undertaken. Feedback has been received regarding concerns on the impact on South Lanarkshire Council's carbon footprint resulting from travel to alternative venues and community impact including where there is high unemployment and poverty.
- 6.4. Staff consultation will be conducted in line with existing policy and procedures, following Board decision.

6.5. A communications plan is in place for disseminating outcomes of the proposals and is detailed at Appendix 6.

7. Financial Implications

7.1. The implication of the above report is that SLLC would be unable to operate with a balanced budget for 2024/25 without additional investment or reducing service provision in some capacity. Achievement of full savings will be dependent on the ability to re-deploy staff and withdraw from some operating sites, any delay in this will have a budgetary impact. The Council has agreed to provide financial support in relation to the redeployment process. There still remains a financial risk regarding achievement of the saving and this has been highlighted in the Risk Register attached in Appendix 7.

8. Other Implications

8.1. Other areas of risk are detailed in the Risk Register attached in Appendix 7.

9. Equality Impact Assessment and Consultation Arrangements

9.1. Consultation has taken place with the Council, South Lanarkshire residents, our customers, stakeholders, Trade Unions and staff. Equalities Impact Assessments have been conducted in relation to the proposals. These are detailed in Appendix 5 and Appendix 8.

Nick Lansdell

Head of Strategy and Governance

28 February 2024

Links to SLLC Strategic Objectives

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

Previous References

- ◆ None

List of Background Papers

- ◆ Local Government (Scotland) Act 1973).
- ◆ 15 November 2023 SLLC Board Report: Price increase and savings proposals 2024/25
- ◆ 6 February 2024 Community and Enterprise Resources Committee Report: Renewable Energy Fund - Strengthening Links to Rural Priorities

Contact for Further Information

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

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Appendix 1 – Summary of savings proposals

Total savings proposals for SLLC decision

	£(m)
Base Budget Gap	
23/24 Outturn (adjusted to reflect recurring expenditure and income levels)	1.122
Pay Award, Utilities and Other Inflation	1.540
One off Funding for 23/24 Removed	1.500
Employee Cost Budget Reinstated for Redeployment	2.173
SLLC Budget Gap	6.335
South Lanarkshire Council budget decision – reduction in Management Fee for 2024/25	0.750
Total Gap (Including Management Fee Reduction)	7.085
Options for Meeting Budget Gap	
Pension Contributions	-2.261
Utilities	-0.300
Commercial Price Increases	-0.841
Introduction of Booking Fee	-0.025
Activage Price Increase	-0.287
New Income Streams	-0.070
Proposed Savings from Core Business Operation Budget	-0.516
Proposed Vacancies removed from Current Venue Operating Model	-0.737
Rationalisation of Service	-2.048
Total Options	-7.085
Revised Budget Gap Including Options	0.000

Appendix 2 – Commercial price increases

Increase Proposal	£(m)
Increase average of 4% (detail below)	0.841
Introduction of Booking Fee	0.025
Activage Proposal	0.287
Targeting income areas for expansion	0.070

Individual price increases for classes based on 4% increase: A 4% rise with prices rounded to the nearest 5 pence. Outliers are detailed separately in the report and below.

Pricing Category	Current Price	Proposed Price	£ Price Increase	% Price Increase
Pay to play gym (adult)	£7.25	£7.50	£0.25	3.45%
Pay to play fitness class (adult)	£6.70	£6.90	£0.20	2.99%
Swim (adult)*	£4.55	£4.70	£0.15	3.30%
Swimming lesson (child) membership	£29.60	£30.50	£0.90	3.04%
Swimming lesson 1:1	£21.95	£23.50	£1.55	7.06%
Pitch – grass (11's Grade – B)	£59.99	£62.30	£2.31	3.85%
Pitch synthetic 11's	£74.90	£77.90	£3.00	4.01%
Pitch synthetic 7's	£53.50	£55.60	£2.10	3.93%
Badminton court	£12.35	£12.90	£0.55	4.45%
Adult dressmaking class (2 hours)	£12.25	£13.00	£0.75	6.12%
Adult class concession	£9.00	£9.70	£0.70	7.78%
Adult guitar class (1 hour)	£8.05	£8.40	£0.35	4.35%
Adult dance class (1 hour)	£5.85	£6.15	£0.30	5.13%
Adult photography class (1.5 hour)	£8.10	£8.50	£0.40	4.94%
Adult stained glass class (3 hours)	£23.20	£24.30	£1.10	4.74%
Adult art class concession	£17.60	£18.50	£0.90	5.11%
Children's art class	£5.85	£6.25	£0.40	6.84%
Children's art class concession*	£2.90	£4.60	£1.70	58.62%
Activage	£80.25	£120.00	£39.75	49.53%
Booking Fee	£0.00	£1.75	£1.75	175.00%
General Membership Fee	£25.00	£27.00	£2.00	8.00%
Calderglen Zoo entry – Adult	£2.00	£4.00	£2.00	100.00%
Calderglen Zoo entry – Child	£1.00	£2.00	£1.00	100.00%
Skate Hire Fee	£2.20	£2.50	£0.30	13.64%
Coaching Fees	£6.70	£6.90	£0.20	2.99%
Ice Skating Admission	£6.65	£7.00	£0.35	5.26%
Creche	£2.90	£3.20	£0.30	10.34%
Fitness Gym	£7.20	£7.40	£0.20	2.78%
Swimming (Inc. Galas)	£4.55	£4.70	£0.15	3.30%
Public Swim Lessons	£25.90	£27.70	£1.80	6.95%
School Swim Lessons	£1.85	£2.05	£0.20	10.81%
Pool Classes	£6.70	£6.90	£0.20	2.99%
Health Suite	£8.10	£8.35	£0.25	3.09%
Soft Play	£4.35	£4.50	£0.15	3.45%
Track	£3.70	£3.80	£0.10	2.70%
Membership Fitness	£25.00	£27.00	£2.00	8.00%
Skate Regrinding	£6.25	£6.25	£0.00	0.00%
Swimming Lessons Membership	£29.60	£30.50	£0.90	3.04%
Learn To Skate	£7.80	£8.20	£0.40	5.13%
Figure Skating	£6.05	£6.25	£0.20	3.31%
Rental Income - Property	£12.25	£12.85	£0.60	4.90%
Birthday Party Package	£82.00	£90.00	£8.00	9.76%
Wedding Packages HTH 50 GUESTS	£3,100.00	£3,195.00	£95.00	3.06%
Wedding Packages HTH 80 GUESTS	£5,000.00	£5,150.00	£150.00	3.00%
Wedding Packages HTH evening only 100 GUESTS	£1,800.00	£1,855.00	£55.00	3.06%

As agreed by the SLC Executive Committee and the SLLC Board (2022/23) a phased increase to the under 16s price is included in the current pricing

Pitch Hire Grass	Price Category	23/24 Price	24/25 Proposed Price	% Price Increase	% of Adult Price
7's	Junior	£18.70	£19.50	4%	N/A
	Under 16s	£12.55	£17.80	29%	
9's	Junior	£24.60	£25.60	4%	N/A
	Under 16s	£16.40	£23.30	30%	
11's A Grade	Adult	£74.90	£77.90	4%	N/A
	Junior	£37.45	£38.95	4%	50%
	Under 16s	£24.95	£32.50	23%	41.7%
11's B Grade	Adult	£59.90	£62.30	4%	N/A
	Junior	£29.95	£31.15	4%	50%
	Under 16s	£19.95	£26.20	24%	41.7%
11's C Grade	Adult	£47.10	£49.00	4%	N/A
	Junior	£23.55	£24.50	4%	50%
	Under 16s	£11.75	£20.40	42%	41.7%

Pitch Hire Synthetic	Price Category	23/24 Price	24/25 Proposed Price	% Price Increase	% of Adult Price
11's	Adult	£74.90	£77.90	4%	N/A
	Junior	£37.45	£38.95	4%	50%
	Under 16s	£24.95	£32.50	23%	41.7%
7's	Adult	£53.50	£55.60	4%	N/A
	Junior	£26.75	£27.80	4%	50%
	Under 16s	£17.80	£23.15	23%	41.7%
7's Enclosed	Adult	£64.20	£66.80	4%	N/A
	Junior	£32.10	£33.40	4%	50%
	Under 16s	£21.40	£27.85	23%	41.7%
5's	Adult	£42.80	£44.50	4%	N/A
	Junior	£21.40	£22.25	4%	50%
	Under 16s	£14.25	£18.55	23%	41.7%
Indoor 7's	Adult	£87.87	£91.25	4%	N/A
	Junior	£43.85	£45.65	4%	50%
	Under 16s	£29.20	£38.00	23%	41.7%
Indoor 5's	Adult	£43.85	£45.65	4%	N/A
	Junior	£21.95	£22.85	4%	50%
	Under 16s	£11.00	£19.00	42%	41.7%

Of the U16s price increase: 4% is attributable to general price increase and further increase above this relates to agreed phased pricing.

Appendix 3 – Efficiencies – Core Business Support Budget

Area	Description	2024/25	2024/25
		Savings	Budget Revised
ACE	This is overall gross and net cost of operating the ACE programme. There is no specific employee budget but a number of FTE work here which is supported by income. Subject to reduction of £0.185m for 24/25 savings, removal and remodelling of ACE.	-£184,650	£47,490
Halls Coordination and Programming	Overall halls management and booking function. Area based officers providing support & coordination of halls provision.	-£55,370	£403,440
Community Grants	This is grant funding provided to a variety of Independently Managed and Community Managed Halls	-£28,000	£0
Library Coordination and Content Provision	This includes bibliography, library support (including book fund), service development areas	-£93,010	£961,690
Museums - Development, Storage and Collections	This includes museum development, storage and collections costs. Required for the preservation of cultural and heritage assets of the Council.	£0	£303,210
Outdoor Coordination and Content Creation	This includes management, development and delivery of outdoor activities including general costs not specific to one venue, country park or golf course. It also includes letting activities for minor pitches within the 4 geographical areas.	-£5,000	£807,380
Leisure Sites Coordination and Overall Structural Management	This includes health and safety, overall management and coordination of SPA services. A significant proportion of this cost also relates to overall contribution to active schools which is significantly funded by Sport Scotland likewise with funding from HSCLP. Supports recruitment and retention of circa 1000 volunteers.	£0	£889,580
Venues Product Development and Coordination	This relates primarily to the development and delivery of arts and culture programmes delivered in venues including voluntary arts.	£0	£164,890
School Lettings	This is primarily made of the costs which SLLC pays for janitorial services for lets, offset by the income received in letting operations.	£0	£227,350
Business Essential Costs and Operations	Required for successful business operation. Insurance payments, VAT, renewal of gym kit, pension costs, IT, senior management, corporate services and business development staff costs, payments to SLC, rent, bank charges, marketing, depreciation, equipment interest etc.	-£150,000	£5,129,690
Overall Total		-£516,030	£8,934,720

Appendix 4 – Rationalisation

Venues Retained

Venue	Area	Modelling Ranking Score*	Usage Estimates	Cost Per Visit Estimate	Modelling Comments
Rutherglen Library	Cambuslang/Rutherglen	3.35	72,251	£3.90	Strategic
Cambuslang Institute	Cambuslang/Rutherglen	3.35	18,925	£4.88	Strategic
Rutherglen Town Hall	Cambuslang/Rutherglen	3.35	477,068	£1.27	Strategic
Cathkin Community Wing	Cambuslang/Rutherglen	3.35	13,134	£0.34	Financial Contributor
Eastfield Lifestyles	Cambuslang/Rutherglen	3.35	344,566	£0.09	Strategic
Fernhill Community Centre	Cambuslang/Rutherglen	1.75	94,933	£1.88	Model scoring
Stonelaw Leisure	Cambuslang/Rutherglen	1.75	42,252	£1.20	Model scoring
Newton Farm Community Wing	Cambuslang/Rutherglen	1.75	34,437	£3.13	Model scoring
Springhall Library	Cambuslang/Rutherglen	1.00	6,336	£23.04	SLC Priority
Lanark Racecourse	Clydesdale	3.60	24,576	-£0.80	Financial Contributor
Biggar Golf Course	Clydesdale	3.60	8,963	-£7.59	Financial Contributor
Carluke Leisure Centre	Clydesdale	3.35	234,953	£2.34	Strategic
Lanark Memorial Hall	Clydesdale	3.35	108,200	£2.80	Strategic
Brocketsbrae Village Hall	Clydesdale	3.15	3,501	£2.91	Geographic spread
Lanark Leisure Centre	Clydesdale	3.15	179,984	£3.17	Geographic spread
Carnwath Town Hall	Clydesdale	3.15	12,415	£2.79	Geographic spread
Nemphar Village Hall	Clydesdale	3.15	2,908	£4.45	Geographic spread
Rigside Community Hall	Clydesdale	3.15	8,669	£2.16	Geographic spread
Lesmahagow Library	Clydesdale	3.15	6,314	£3.89	Geographic spread
Biggar Library	Clydesdale	3.15	16,961	£3.89	Geographic spread
Carluke Library / Lifestyles	Clydesdale	3.10	71,197	£5.65	Strategic
Willie Waddell Leisure (Forth)	Clydesdale	2.90	28,875	£5.35	Geographic spread
Leadhills Village Hall	Clydesdale	2.90	3,320	£6.58	Geographic spread
Biggar Leisure centre	Clydesdale	2.90	27,509	£2.96	Geographic spread
Coalburn Leisure	Clydesdale	2.90	64,037	£5.71	Geographic spread
Symington Village Hall	Clydesdale	1.75	7,320	£0.95	Model scoring
Blackwood-Kirkmuirhill Leisure Centre	Clydesdale	1.75	42,926	£3.77	Model scoring
McKirkdy Park (Pitches)	Clydesdale	1.75	5,950	£0.26	Model scoring

Venue	Area	Modelling Ranking Score*	Usage Estimates	Cost Per Visit Estimate	Modelling Comments
Biggar Park	Clydesdale	1.75	8,311	£4.22	Model scoring
Biggar Municipal Hall	Clydesdale	1.75	18,848	£1.50	Model scoring
Roberton Village Hall	Clydesdale	1.50	3,157	£5.26	SLC Priority
Lanark Library	Clydesdale	1.50	33,758	£5.22	SLC Priority
Hollandbush Golf Course	Clydesdale	3.60	15,722	-£7.12	SLC Priority
Torrance House Golf Course	East Kilbride	3.60	24,736	-£11.06	Financial Contributor
Langlands Golf Course	East Kilbride	3.60	28,806	-£9.99	Financial Contributor
Calderglen Country Park - Zoo	East Kilbride	3.60	530,928	-£0.48	Strategic
Ice Rink	East Kilbride	3.60	97,143	-£1.37	Financial Contributor/Strategic
John Wright Sports Centre	East Kilbride	3.35	202,276	£2.29	Strategic
Dollan Aqua Centre	East Kilbride	3.35	237,168	£3.25	Strategic
East Kilbride Central Library	East Kilbride	3.35	108,886	£3.82	Strategic
EK Village Theatre	East Kilbride	3.35	65,262	£3.40	Strategic
Ballerup Recreation Area	East Kilbride	3.35	36,388	£0.04	Financial Contributor
Ally McCoist Leisure Centre	East Kilbride	3.35	77,267	£0.54	Geographic spread
Calderglen Country Park	East Kilbride	3.35	530,928	£0.58	Strategic
Strathaven Leisure Centre	East Kilbride	3.15	150,808	£1.86	Geographic spread
James Hamilton Heritage Park	East Kilbride	2.60	4,409	£29.53	3-star visitor site and only outdoor water sports site.
Blacklaw Community Wing	East Kilbride	1.75	3,823	£3.66	Model scoring
St Leonards Library	East Kilbride	1.75	32,571	£3.49	Model scoring
Mossneuk Community Wing	East Kilbride	1.75	2,925	£1.83	Model scoring
Brancumhall Recreation Area	East Kilbride	1.75	2,728	£3.70	Model scoring
Avondale Community Wing - Strathaven Library	East Kilbride	1.75	75,896	£2.63	Model scoring
Ballerup Hall	East Kilbride	1.75	13,968	£2.16	Model scoring
EK Arts Centre	East Kilbride	1.50	68,425	£7.30	SLC Priority
Murray Recreation Area	East Kilbride	1.00	2,290	£20.72	SLC Priority
Murray Owen Centre	East Kilbride	1.00	2,808	£33.79	SLC Priority
Bent Rec Ground	Hamilton	3.60	38,192	-£0.39	Financial Contributor
Strathclyde Golf Course	Hamilton	3.60	30,551	-£5.17	Financial Contributor
Hamilton Palace Sports Ground	Hamilton	3.60	233,441	-£0.52	Financial Contributor

Venue	Area	Modelling Ranking Score*	Usage Estimates	Cost Per Visit Estimate	Modelling Comments
Larkhall Golf Course	Hamilton	3.60	25,955	-£4.21	Financial Contributor
Eddlewood Public Hall	Hamilton	3.35	26,632	-£1.79	Financial Contributor
Chatelherault Country Park	Hamilton	3.35	887,280	£0.60	4-star visitor site and unique offering location
Blantyre Leisure Centre	Hamilton	3.35	236,764	£2.50	Strategic
Hamilton Town House/ Library	Hamilton	3.35	235,270	£4.05	Strategic
Low Parks Museum	Hamilton	2.85	23,478	£11.18	Only museum site on portfolio
Outdoor Resource Base	Hamilton	2.60	2,046	£29.07	Strategic Site
Jock Stein Sports Centre	Hamilton	1.75	60,602	£1.02	Model scoring
Bothwell Community Hall*	Hamilton	1.75	10,591	£2.45	Model scoring
Hillhouse/Earnock Community Centre	Hamilton	1.75	28,834	£4.36	Model scoring
Larkhall Leisure Centre	Hamilton	1.75	180,572	£4.04	Model scoring
Craigbank Community Wing	Hamilton	1.75	7,899	£2.44	Model scoring
Fairhill Lifestyles / Library	Hamilton	1.75	236,764	£1.83	Model scoring
Larkhall Library	Hamilton	1.75	31,970	£3.83	Model scoring
Hamilton Water Palace	Hamilton	1.50	172,340	£4.42	SLC Priority
Burnbank Centre	Hamilton	1.50	12,403	£5.96	SLC Priority
Uddingston Library	Hamilton	1.50	21,046	£5.33	SLC Priority
Burnbank Library	Hamilton	1.25	2,069	£13.12	SLC Priority
Stonehouse Lifestyles	Hamilton	1.00	18,218	£16.48	SLC Priority
Whitehill Neighbourhood Centre	Hamilton	1.50	17,408	£9.57	SLC Priority

Venues being withdrawn

Venue	Area	Weighted Score	Usage Estimates	Cost per Visit Estimate	24/25 Savings	Additional Factors	Distance to Alternative	Notes & Potential Mitigations
Crawford Village Hall	Clydesdale	1.50	3,671	£5.44	£19,980		7 miles	Within the REF funding area Potential CAT interest
Coulter Village Hall	Clydesdale	1.50	2,937	£5.55	£16,290		6 miles	Possible enterprise and Community Fighting Fund available for CAT

Venue	Area	Weighted Score	Usage Estimates	Cost per Visit Estimate	24/25 Savings	Additional Factors	Distance to Alternative	Notes & Potential Mitigations
Carmichael Village Hall	Clydesdale	1.50	2,898	£8.65	£25,060		6 miles	Possible enterprise and Community Fighting Fund available for CAT
Crossford Village Hall	Clydesdale	1.25	2,497	£10.64	£26,570		2.5 miles	Within the REF funding area Potential CAT interest
Braehead Village Hall	Clydesdale	1.25	1,080	£11.99	£12,950		3.5 miles	Within the REF funding area Potential CAT interest
Tom Craig Hall	Clydesdale	1.25	3,199	£12.85	£41,120		3.5 miles	Within the REF funding area Potential CAT interest
Carstairs Junction Hall	Clydesdale	1.25	2,369	£10.69	£25,330		2.5 miles	Within the REF funding area
Forth Library	Clydesdale	1.00	1,047	£19.96	£20,900		8 miles	Minimal re-provision being considered
Douglas St Brides Hall	Clydesdale	1.00	CMH**	CMH**	£48,450	No usage data	4.5 miles	Within the REF funding area CAT discussion – Management committee SLLC currently pays for staffing
Carstairs Village Hall	Clydesdale	1.00	CMH**	CMH**	£15,690	No usage data	3 miles	Within the REF funding area SLLC currently pays for staffing, water charges, cleaning materials and some repairs
Pettinain Village Hall	Clydesdale	1.00	620	£29.06	£18,020		4 miles	Within the REF funding area Potential CAT interest
Thankerton Village Hall	Clydesdale	1.00	410	£36.49	£14,960		3 miles	Possible enterprise and Community Fighting Fund available for CAT
Uddingston Community Centre	Hamilton	1.50	6,354	£8.69	£55,200		1.5 miles	Possible enterprise and Community funding available for CAT

Venue	Area	Weighted Score	Usage Estimates	Cost per Visit Estimate	24/25 Savings	Additional Factors	Distance to Alternative	Notes & Potential Mitigations
Blantyre Library	Hamilton	1.50	19,331	£6.88	£132,980		1.5 miles	Minimal re-provision being considered
High Blantyre Community Hall	Hamilton	1.50	6,409	£5.35	£34,280		1.5 miles	Current CAT discussion
Hillhouse Library	Hamilton	1.25	6,313	£12.51	£78,980		1 mile	Minimal re-provision being considered
Tileworks Park (Pitches)	Hamilton	1.25	1,770	£15.74	£27,860		8.5 miles	Current CAT discussion
Ferniegair Hall	Hamilton	1.25	4,433	£14.80	£65,590		2.5 miles	Possible enterprise and Community Fighting Fund available for CAT
Greenhills Library/Hall	East Kilbride	1.50	41,706	£5.59	£232,940		2 miles	Within the REF funding area. Current CAT discussion - (including retention of a reduced book exchange offering).
Calderwood Hall	East Kilbride	1.50	7,676	£8.23	£63,200		2 miles	Within the REF funding area Current CAT discussion
Strathaven Park – Withdrawal from Seasonal Activities. (Pay to play Tennis, golf and Water based activities).	East Kilbride	1.50	10,600	£9.42	£99,870		9.5	Within the REF funding area Exploring revised SLA with Tennis & Bowls club to enable a similar level of access. Franchise opportunity for the pay per play and café offering under review.
Kirktonholme Hall	East Kilbride	1.25	1,873	£11.00	£20,600		1 mile	Within the REF funding area Current CAT discussion
Westwood Community Hall	East Kilbride	1.25	1,953	£16.68	£32,570		1 mile	Within the REF funding area

Venue	Area	Weighted Score	Usage Estimates	Cost per Visit Estimate	24/25 Savings	Additional Factors	Distance to Alternative	Notes & Potential Mitigations
Stewartfield Community Centre	East Kilbride	1.00	25,356	£6.04	£153,030		2.5 miles	CAT ongoing - SLC in lease negotiations
June Stewart Centre (Hall)	Hamilton	1.00	CMH**	CMH**	£28,080	<i>This was gifted to the Priestfield Pensioners who program and use it exclusively</i>	2 miles	SLLC currently pays for staffing, utilities, repairs and cleaning products. Possible enterprise and Community Fighting Fund available for CAT
Larkhall Hall	Hamilton	1.00	CMH**	CMH**	£68,400	No usage data	1 mile	SLLC currently pays for staffing, utilities, repairs and cleaning products. Possible enterprise and Community Fighting Fund available for CAT
Netherburn Community Hall	Hamilton	1.00	CMH**	CMH**	£42,260	No usage data	4 miles	SLLC pays for staffing, utilities, repairs and cleaning products. Within the REF funding area
TACT Hall	Hamilton	1.00	CMH**	CMH**	£55,050	No usage data	2.5 miles	CAT discussion/interest – Management committee SLLC pays for staffing, utilities, repairs and cleaning products,
North Halfway Hall	Cambuslang/Rutherglen	1.00	CMH**	CMH**	£42,410	No usage data	1.5 miles	SLLC pays for staffing, utilities, repairs and cleaning products.
Halfway Library	Cambuslang/Rutherglen	1.50	11,364	£6.81	£77,420		2.5 miles	Minimal re-provision being considered Current CAT discussion
Eastfield Community Centre	Cambuslang/Rutherglen	1.00	CMH**	CMH**	£82,460	No usage data	1.5 miles	Potential CAT interest

Venue	Area	Weighted Score	Usage Estimates	Cost per Visit Estimate	24/25 Savings	Additional Factors	Distance to Alternative	Notes & Potential Mitigations
								SLLC pays for staffing, utilities, repairs and cleaning products.
Cambuslang Library	Cambuslang/ Rutherglen	1.00	10,032	£24.57	£246,440		2 miles	Possible enterprise and Community Fighting Fund available for CAT
Peter Brownlie Pavilion	Cambuslang/ Rutherglen	1.00	1,200	£26.91	£32,290		2 miles	Potential CAT interest
Removal of Final Budgets for Sites removed in 23/24	Various	N/A	N/A	N/A	£43,810			

N.B.

CMH** = Community Managed Hall

*Positive discussions have been held with Bothwell futures in relation to their CAT application to SLC regarding Bothwell community hall. Should this be successful, there is the opportunity for SLLC to achieve savings from the operation of the community hall rather than the library thus retaining both services in that area for 2024/25. SLLC officers will continue to liaise with Council officers and Bothwell futures and provide a further update to Board in due course.

Modelling Ranking Score = Scoring output from the modelling and three SLLC criteria.

Venues where service provision was withdrawn in 22/23 / agreed to withdraw from 2024/25

Venue	Area	24/25 Savings	Further information
Auchenheath Hall	Clydesdale	£1,340	Service provision was withdrawn in 2022/23. Ratification required.
Bothwell Library*	Hamilton	£17,050	Previous Board agreement to withdraw during 2024/25 linked to CAT of facility,

Appendix 5 – Consultation

The consultation process ran in three phases from 24 November 2023 to 15 February 2024.

Phase 1 24 November 2023 to 19 December 2023

Phase 2 22 December 2023 to 31 January 2024

Phase 3 1 February 2024 to 15 February 2024

The level of engagement by residents was encouraging, with around 4,800 responses received to the first phase of our consultation, around 1,500 for the second and 8,200 for the third.

In our questionnaire, almost nine in ten of respondents agreed that SLLC offers value for money within our existing pricing structure. Furthermore, some 74% agreed with the statement that should it assist in the continued delivery of service provision, then price increases would be acceptable.

On Activage, a very high number – almost all respondents – agreed that that this product is value for money.

Other questions asked as part of phases one and two of the consultation process included answers that showed more than three quarters of respondents agreed to price increases across our service areas by an average of 4% and that a similar number, over three quarters, agreed to an increase in the entry price to Calderglenn Zoo – up from £2 to £4 for an adult and £1 to £2 for a child.

Over eight in ten people agreed to an increase in the adult health and fitness membership from £25 to £27 per month, and over two thirds agreed to introduce a ticket booking fee of between £1.50 - £1.75 per transaction for activities such as events at venues.

From 1 February until 15 February, phase three of our public consultation with residents ran, and this phase was very specific, asking for views on each of the facilities considered for withdrawal. There was a high level of engagement with this phase of the consultation and the opportunity existed for residents to leave comments against each of the facilities where it was proposed to withdraw services.

To ensure our consultation process received as many responses as possible, we promoted it through posters, social media and email. Traditional media was also utilised, and all main local newspapers carried the story of the consultation.

To ensure we were as inclusive as possible in our approach, paper copies were made available, and a telephone number was provided where those without digital access could receive a consultation questionnaire.

Equalities and inclusion questions were included in all three surveys.

In summary, across the consultation, respondents were generally supportive of the value for money of our current service provision and of increasing prices to help secure future provision. Phase three indicated that when asked about specific facilities, a substantial majority of respondents disagreed with proposals to withdraw services.

Throughout the consultation process, responses and engagement helped inform the decision-making process and, in our conversations and discussions with SLC colleagues, SLLC officers ensured the information and overtures we were receiving from residents was conveyed to SLC. The final proposals to the Board reflect the level and weight of opinion that was received and ensures that, in light of financial challenges, the proposals represent the least adversely impactful way forward.

In addition to the phase three consultation survey, we received signed petitions on behalf of Whitehill Community Centre, Netherburn Community Hall, North Halfway Hall and Bothwell Library, with SLLC also receiving a series of drawings from Bothwell Primary school in support of the latter.

There was also relevant email correspondence received from several individuals and groups.

Regular themes contained in the comments included those around family, community, clubs, health and wellbeing. A link to sample comments from phase three is below. It is intended to make this public on our website following the Board meeting on 28 February.

[SLLC Budget 2024-2025 Resident Consultation Phase 3 Results \(Update - awaiting approval\) - South Lanarkshire Leisure and Culture](#)

Community Grants

Engagement and consultation with representatives of the independent and community managed halls affected by our options for consideration also took place through email communication and meetings. It was established that the origin of these grant payments is historical and there was widespread agreement that they were anomalous in nature.

Hall	Notes	Grant Value
Tarbrax Hall Management Committee	Meeting held on 14 February 2024	£2,000.00
Caledonian Centre – Aspire Community Development Company	Meeting held on 22 January 2024	£10,000.00
Carstairs Community Centre – Community Managed	Meeting held on 8 February 2024	£7,200.00
Crawfordjohn Public Hall Association	Meeting held on 25 January 2024	£2,500.00
Kilncadzow Village Hall Management Committee	Meeting held on 6 February 2024	£1,000.00
Quothquan Hall Management Committee	No response to communication issued	£950.00
Ravenstruther Hall Management Committee	Initial meeting held on Friday 22 December 2023	£5,130.00

Community Managed Halls

Meetings were also offered to representatives of the community managed halls where there is a proposal for the withdrawal of services.

Hall	Meeting Date	Notes
TACT Community Hall	Did not take up the offer of a meeting.	Consultation communication issued along with meeting request. Phase 3 consultation link was also sent.
Larkhall Community Centre	Confirmed by e-mail that they would wait on the decision and did not want to meet.	This centre is currently closed due to extensive repairs.
Netherburn Community Hall	Met with SLC Community Asset Transfer Team on Thursday 15 February.	Did not respond to SLLC regarding consultation meeting however telephone discussions took place with advice provided. Phase 3 consultation link was issued to group along with an offer of a meeting.

Hall	Meeting Date	Notes
Eastfield Community Centre	6 February 2024	Since this date SLC have had follow up meetings in relation to potential CAT.
North Halfway Hall	14 February 2024	Since this date SLC have had follow up meetings in relation to potential CAT.
Douglas St Brides Hall	12 February 2024	
Carstairs Community Centre	8 February 2024	
June Stewart Centre	6 February 2024	Since this date SLC have had follow up meetings in relation to potential CAT.

The results of the stakeholder consultation together with phases one and two of the resident consultation can be found below:

Stakeholder Consultation

This report was generated on 25/01/24. Overall, 110 respondents completed this questionnaire. The report has been filtered to show the responses for 'All Respondents'.

Questions 3 and 4 show comments received from respondents.

Consultation questions and results:

1. How do you rate the importance of your partnership with SLLC?

(10 being most important and 1 being the least important)

One (6) – 6%
Two (-)
Three (1) – 1%
Four (-)
Five (1) – 1%
Six (2) – 2%
Seven (2) – 2%
Eight (13) – 12%
Nine (9) – 8%
Ten (76) – 69%

2. Can you rate the value of the delivery and outputs of the services and interventions that you co-deliver with SLLC?

(10 being most valued and 1 being the least valued)

One (7) – 6%
Two (-)
Three (1) – 1%
Four (-)
Five (8) – 7%
Six (8) – 7%
Seven (6) – 6%
Eight (18) – 16%
Nine (5) – 5%
Ten (57) – 52%

3. How do the services provided by SLLC help your organisation achieve its goals / outcomes?

Having support and guidance and local knowledge from staff to develop and deliver projects

The services are fundamental in improving health and wellbeing and preventing illness and disease. They help keep people healthy, resilient, active and connected within their own communities.

As the National Governing Body for Sailing & Boating we have national priorities to meet our Sport Scotland Targets, and ultimately to achieve the Scottish Government targets on health and fitness. We require to work in partnership with key providers in order to deliver on those priorities. We work closely with James Hamilton Heritage Loch to deliver our Onboard programme and promote first time sailing experiences for young people aged 8 to 14. The aim of this programme is to increase the participation in our sport for young people and raise awareness of the educational outcomes being met, such as confidence building, teamwork, independence skills, resilience, communication, and problem-solving skills. At last year's event we supported two young people with Autism to join in and would be keen to explore future opportunities to meet our outcomes in creating more opportunities for disabled people to sail in partnership with James Hamilton Heritage Loch.

EK HERITAGE Group work very closely with EK Central Library using the archives they have and researching different aspects of life past and present of East Kilbride. Over the years the library staff and our group have worked with local schools- primary and secondary- as well as holding nostalgia days in local libraries. The majority of events we hold would be difficult to stand without the facility of the library service.

The Physical Activity Prescription and Active Health programmes support members of the community become more active in a safe and effective way. The benefits of PA on health are well understood and an important element of our preventative programmes. they support many of our clinical services and strategic areas including falls, rehabilitation, mental health and wellbeing, and a range of long-term conditions.

We are a small team and could not deliver our programmes without the partnership of SLLC. From hands on support to strategic partnership. We work with staff side by side, book venues both Leisure and halls and work with the same client group making referrals to each other's services.

I work within the NHS and services provided by SLLC specifically library services are crucial to achieving outcomes I want to highlight Bookbug sessions that Childrens librarians offer out to families in south Lanarkshire are a life line for families and a development opportunity for wee ones who come to libraries to give those children the best start in Life - something that is part of our public health agenda and indeed part of the Scottish government's commitment for children growing up in Scotland . Library facilities are a necessity / not a luxury and all councils should strive to keep these services staffed, updated and warm for communities and partners to use

These services help ensure there are autism friendly spaces and activities on offer for families across South Lanarkshire of autistic people.

Provides access to connect and engage with our heritage and culture.

It is essential for the running of our football teams that run throughout the week and at the weekend.

We use the services provided to support our wider school curriculum such as: Active Schools Co-Ordinator, Sports Coaches, Access to Facilities, Development Officers to support activities in the community for after school and during holiday periods - particularly our most vulnerable. The service often provides our young people with opportunities to develop the four capacities of

responsible citizen, effective contributors, successful learners and confident individuals which in turn leads onto positive destinations.

We use all the theatre spaces in East Kilbride. We regularly take groups of students out to watch theatre performed in SLLC facilities.

Financial support.

Mental health and wellbeing. Options for redirecting young people to better lives.

Pupils get to see professional productions which influence and build upon their drama/theatre experiences. This influences and aids their work within the Drama subject.

Provide opportunities for pupils. SLLC organise these. An example is the girls football festivals at Hamilton.

Valuable performance venues for service concerts.

For many young people the out of school resources available are essential to their wellbeing. And of course, the value of the arts, creativity and healthy exercise towards maintaining positive mental health and well-being is well documented.

Provides S1 with swimming lessons.

It allows pupils to experiences or get involved with clubs/ activities which can be partially/or fully funded by SLLC which supports the uptake in creative subjects. Additionally, it allows students especially in the art department have the opportunity to get involved with real life processes working with the community - valued member of society.

Provide education for its most vulnerable young people

Provide us with an alternate teaching area.

Any experience pupils have outside of school, within a subject area, will enhance their performance within that subject area. A councils role is to support and develop those within it. Removing services is the opposite of what should be happening.

As a secondary school we work very closely with SLLC.

Partnership working to create club pathways, support primary transition, increase participation in physical activity - particularly amongst targeted inactive groups.

Improving outcomes for young people.

Instrumental Music Service provision is essential in supporting our young musicians as they progress through their learning and musical education opportunities. Additional music and performing opportunities with SLLC (e.g. performance spaces, rehearsal times, workshops, etc.) all play a vital role in improving the confidence and courage of our young people.

SLLC boosts the health and wellbeing of both pupils and members of staff alike. Keeping fit in all its various forms is paramount to improving everyone in the councils health.

We use facilities to teach and deliver courses.

Having local facilities available help us give additional experiences to pupils who would otherwise potentially miss out on specific skills they would not be exposed to in school. For example, having swimming pools to ensure they all achieve core aquatic skills as a life skill for the future.

Improve mental health and fitness.

Our Vision is Enriching Lives through Libraries - SLLC brings this to life in the South Lanarkshire Council Area. It would not be possible to do this without SLLC delivering the service to residents. Added value services such as bridging the digital divide, supporting attainment, nurturing health

and wellbeing, supporting employability, promoting sustainability and providing cultural experiences would all be lost to local citizens without the valued input of trained staff at SLLC. Vibrant communities need thriving libraries to support local people at key ages and stages in their life journey.

It provides us with facilities that we can use and without these facilities we would not be able to offer the opportunities to our young people in the school for example we get access to Eastfield 7-a-side football pitches which we get to use for PE lessons. We also have access to the swimming pool and gymnasium. These facilities that we do not have ourselves as a school at Trinity high school therefore would not be able to offer to our young people if we had not provided them by SLLC. This would also have a big impact on the experiences of our young people in the school.

Help young people stay fit and improve their mental health. Also provides facilities for after school clubs.

Serving our young people: preparing them for life beyond school. As a parent of a SLC child, I need services to be available and well resourced.

Charging us for indoor facility use that otherwise would be lying empty.

Provide opportunities and facilities for pupils to express themselves within performing arts.

SLLC services support the delivery of sport Scotland's vision of an active Scotland where everyone benefits from sport and contributes to improved health outcomes and a reduction in physical inactivity. SLLC provision of sport and leisure facilities and programmes enables participation at all levels and all life stages and provides environments for sport clubs and community organisations to flourish and grow. Together we support the development of Community Sport hubs, bringing clubs and community organisations together to work collaboratively and meet the needs of the local community. sport Scotland works in partnership with SLLC to invest in and support the Active Schools programme. The partnership creates opportunities for children and young people to take part in sport and physical activity before, during and after school, develop leadership skills, develop a network of volunteers, and to develop effective pathways between schools and sports clubs in the local community.

Many of the provisions and services provided by SLLC are accessed by our Childminders, minded children and the minded families. These services impact on a whole range of social, well-being and educational factors for individuals. They currently provide accessible opportunities for individuals/groups/families and professionals to be actively involved within their communities enhancing wellness, inclusion and attainment for all families across the localities in SL that our Childminding Community support.

Without Langlands golf course we would likely not exist as a club.

SLLC have been amazing at helping us give our young people an arts element in our programme planning. The last two years of our partnership work has brought great skills to these young people which some didn't realise they had. The added achievement of having the artwork displayed within their space was phenomenal!

I use the leisure facilities to either hold my classes or my annual dance shows as there isn't many venues with stages in the area or at a decent price for local small business.

As secretary of a football club in the town of Stonehouse SLLC provide our teams with fantastic service and facilities which all teams can use. Without these we could not run, and all kids would have to move out of the village for activities.

Pamis has worked closely with SLL to develop services that include people with profound and multiple learning disabilities. This group is one of the most marginalised in society with health

inequalities that make inclusion within leisure and culture crucial. SLL's focus on this group ensures that they have access to opportunities within their community that promote health and wellbeing that most take for granted. Improving these groups' overall health can only be achieved with input from SLL.

We are fully funded by SLC. Without an increase in ELC funding our nursery may not survive the next few years.

The services we provide in conjunction with SLLC venues allow us to continue to remain at the heart of the community. We use SLLC venues due to the level of venue conditions, maintenance and safety. After last year's round of closures forcing many providers to find alternative venues in East Kilbride. Further cuts to the limited venues will make it impossible for me to continue serving the local community. You already have cut leisure facilities further cuts to leisure would reflect badly on your core purpose, providing venues for health and well-being for all the community.

Coach a football team and it delivers training and playing environment.

Should children from the SLLC learn to swim program want to swim at a higher level we can provide that platform and progression.

Our organisation could not achieve its goals/outcomes without the services provided by SLLC. The provision of a community hall that is operated by SLLC for the benefit of our local community is a major asset in allowing individuals, families and community groups to provide facilities/activities for all age groups and genders. If the services provided by SLLC were withdrawn many of our small community groups would cease to exist, our local hall also accommodates our Church, as the church building was closed several years ago. Our local Gala group has their annual gala dance in the hall and many other entertainment activities are based in Carnwath Town Hall. Without the support and services provided by SLLC which allows community groups to thrive many people in our community would be isolated which would seriously affect their mental health and well-being. Do not underestimate the importance of a community hall in a small community with little or no other provision, it is essential.

We hire pitches which provides the kids within our Academy with invaluable exercise, inclusion within a group, boosting their mental health and wellbeing and a happy place that they can freely express themselves.

We rent offices and play spaces from SLLC.

We have staff from SLLC delivering sporting memories groups and helping us link in with libraries and other movement groups. This service is excellent, and I understand money needs to be saved but I think what these services offer are valuable will help keep our country active and healthy. The sporting memories group we have has helped people living with advanced dementia and other conditions do things they love and talk about things they remember from childhood. This is included in support plans as outcomes for some service users.

By looking after the premises.

The service provided by SLLC are essential for our football academy to continue to grow and improve with over 100 kids playing grassroots football.

Continued excellent communication with the on the ground workers on a weekly basis (mainly Fergie).

We have [REDACTED] who attends our centre on a Monday and works alongside us with our older people service users. Our service users look forward to [REDACTED] coming each week and enjoy taking part in the group activity he puts on. Getting them to do some kind of exercise while having fun.

SLLC provide strength / balance classes for service users with a history of falls and at risk of falls. NHS Lanarkshire aim to reduce the number of fallers in Lanarkshire. The classes have a direct impact in reducing falls by improving individuals gait / balance and reducing social isolation thus improving physical and mental well-being.

It allows me to provide a place to facilitate regular football and exercise for young men in the Blantyre/Hamilton area. However, the high expense that SLLC have put on the football pitch hire in comparison to surrounding councils is making it very difficult recently to keep it going.

We hire schools in the evenings to deliver badminton sessions. Without this availability we would not be able to deliver this to our communities. It is well attended and valued by kids, parents, our Social Enterprise and the Governing Body. If we didn't have access to these facilities our activities would not happen, and this would have a huge negative impact on all the benefits that the activities bring.

It doesn't really as that is not the nature of the relationship.

They provide the golf course and a starter service for the golf course.

I run children's football academy, so SLC sports facilities are crucial to keep local children fit & healthy and their well-being/mental health. SLC give us facilities to keep children & young people fit and away from other distractions like local gangs etc.

They provide space and facilities for our girls football to train and play.

The venues that you provide, both at Chatelherault, and the wider SLLC facilities in Larkhall enable 180 children to ride, train and enjoy healthy cycling activity every single week of the year. Without the facilities for this to take part, we would not be able to function as a club/charity.

Access and availability at EK Ice rink for coaching/Junior/senior teams and clubs.

Required to enhance kids fitness and mental well being.

The Museum at Low Parks is vital to the longevity of The Cameronians Association. Without the Museum's valuable Regimental exhibits and interactive displays there would be a real danger that this valuable part of the area's cultural heritage would simply disappear. The War Diaries Project is a prime example of the benefits to the community. I have recently taken over as Secretary of the Association and have begun discussions as to the optimum means of establishing a cadre from the Association who might be trained in appropriate volunteer roles and build on the collaborative activities that already take place. The Museum Guardians model adopted by the A & S H may afford a few pointers for future action. In the short term a pool of volunteers has been established to help index the Cameronian photograph collection held by the Museum. As a former College Assistant Principal, a tripartite collaboration involving Museum, Association and SLC Educ. Dep. would add value to all 3 partners.

We are here to serve SLLC with information to bring in the public.

By making availability of pitches to allow the children to play on them.

The provision of affordable, high-quality sports pitches is crucial to our ability to deliver services, especially for young people.

My goal is to find meaningful performance opportunities for freelance professional classical musicians. The Low Parks Museum has been a wonderful space for my musicians to perform. The support from the manager has been first class.

As a bowling club it gives us the use of a green to play on and a pavilion for storage, changing facilities and a social space. The cooperation of SLLC staff helps make our club function properly and allows us to enjoy our sport.

Hopefully post Covid this will increase, and we can be more involved with our schools.

They provide parks for training and weekend games for the club.

I, as the owner at JRB Soccer cannot value the SLC enough for the use of one of the area's best and most used football pitch. We have been fortunate enough as a small business to see around 100 kids per week joining us for exercise and to update their knowledge of the game. I also, now have seven coaches that put their heart and soul into their work and each of them rely on this as their sole income. We have built up a lot in three years but a lot of this is down to the help and work of those at SLC.

Our organization's booking in Gym One in Larkhall Academy on a Thursday night during the winter months is an excellent extra training facility that allows us to introduce more youngsters to athletics. And our use of the athletics track at the JWSC virtually all year round on Tuesday nights plus on a regular basis on Sunday mornings from April to September also allows us to introduce more youngsters to athletics.

The Stonehouse Jubilee club is a registered charity for people with dementia and their carer. We offer a weekly social afternoon of music laughter and friendship and much needed respite and support for the carer. We have almost 60 members who love coming to the club. The hall is spacious for our needs, and the adjoining car park, disabled facilities and all on the one level making it easy for wheelchairs makes the Stonehouse Lifestyle centre perfect for our use. The staff are friendly and helpful and go out of their way to attend to our needs. I just feel the hall could be used more by encouraging other local organisations to make use of it.

As an athletic club, we rely on the use of the track at the John Wright Sports Centre for the majority of our training sessions. We highly appreciate the use of this facility for regular training sessions which have helped develop some of our athletes to National and International status. Our membership ages range from 9 years old to 60+ so the facility is very important in providing access to a wide and varied range of people in South Lanarkshire. We are aware that track fees are under review, and we are willing to pay any increase which will allow our members to continue to develop their chosen sport.

By providing football pitches and changing facilities this allows us to organise football games for many children from age 6 years through to 18 years.

This is very helpful with all different groups using it.

As a performing arts organisation involving the community, the theatre services provided by SLLC are of utmost importance to us in order that we continue to provide theatre that entertains, educates and builds the confidence and self-esteem of youths who participate in our annual pantomime. The two venues - The Village Theatre and Arts Centre - provide the services required to a high standard.

Rutherglen Townhall allowing Rutherglen Repertory Theatre perform a play each autumn is a big help the group.

Our organisation's purpose is to promote participation in sport in the former Hamilton District. Hamilton Sports Council is by its constitution a collaboration between local volunteers, SLC elected members, and SLLC's sports expert staff. The facilities provided by SLLC (sports centres, pitches, public halls, sports experts, SLLC website page, and a small amount of administrative support) all enable Hamilton Sports Council to achieve its aims. Without these SLLC facilities and staff, achievement of any of HSC's aims would be fundamentally undermined as both sports clubs, sports people and the sports council would be able to continue without this full range of facilities.

Garden work and grass cutting. Advertising on website. Support at special occasions. Outstandingly Ng repairs to buildings required kiosk not watertight and all gutters require to be replaced.

Provide support and inclusive safe activities for autistic people and their families.

Without the service the bowling green would be no bowling green or club house.

I represent Strathclyde Bowling Club which is based at the Bowling Pavilion at the Palace Grounds Sports Complex, Hamilton. SLLC provides the very fabric of our existence - the greens we play on and the building supporting our membership in achieving their sporting best. Our goal is to provide a well-run, competitive, friendly and welcoming and inclusive environment for bowlers to participate in their chosen sport. We cater for bowlers of all ages; however, the club has a predominantly older/senior membership. In that regard we help maintain the activity level, health and wellbeing of that important cohort. SLLC are instrumental to this, without their very much appreciated support, we would cease to function. As to achieving our goals, we have an active membership who can be found on the greens throughout the Summer into the start of Autumn and we have continued to send teams and individuals (as Bowls Scotland District 19 Champions) to the National Championships including in 2023.

Schools programs, activating tennis park renovation fund @ John Wright.

We are a local sports club that utilise SLLC facilities. At this time, it is an incredibly difficult task for us to consider operating our own facility or looking at private venues due to cost, capacity and availability. Without SLLC facilities we would struggle to maintain operation. We also work close with SLLC Active Schools and Community Sport Hub programmes which help our development, training and member recruitment.

Provided a fabulous, friendly and supportive environment for our dementia group to meet.

I work for a Glasgow charity and Heritage building and for us it is about outreach, connecting with other communities, connecting with other heritage sites and sharing knowledge and information. Creating networks across different regions is vital to the successful growth and future of our heritage landscape.

Founding member of forum.

Two activities. Shared interest / action with Museums Service and Parks Service, the latter essential to our volunteer activity.

Providing as safe environment and good quality facilities for our kids to grow socially and play football.

We need the facilities to allow football and outdoor sports to continue but the costs are massively impacting on this.

As the Chairman of the Lanarkshire Heritage Forum, I regard the joint working with Low Parks Museum Hamilton and other Cultural groupings such as the Library Service to be of vital importance to the work of the Forum.

If we didn't have access to leisure facilities, it would prove extremely difficult to run a boys football club.

Our relationship with Low Parks Museum has been very valuable for many years. They have been able to lend us Cameronian artefacts to supplement our own collection.

We need Leisure facilities in order for our organisation to work. Without the use of outdoor playing facilities as well as in door halls we would have nowhere to run our service.

Provide quality training venues.

The Association of Scottish Military Museums works in tandem with the Council to ensure that the Cameronians Collection exists to tell the story of all who served in the Regiment over a period of almost 300 years and to deliver a lasting legacy for generations to come in recognition of the Regiment's proud and loyal service.

Bookbug is Scotland's universal early years book gifting programme which supports families to read, sing, and play with their little ones from birth to give them the best start in life. The benefits are huge e.g. develops young children's language and social skills; builds bonds, develops relationships, and has a positive effect on emotional wellbeing for children and parents. South Lanarkshire Libraries provide a crucial service to young families in the community by running Bookbug Sessions (story, song and rhyme sessions) in all 23 of their libraries. Their sessions have recovered well from covid and are now as popular as ever with 10k children and 9k adults attending over 500 sessions each quarter! As well as increasing footfall and book borrowing numbers for the libraries, Bookbug Sessions provide a much-needed free activity for families and a place to meet others and access free books. Without the library service, we wouldn't be able to reach as many families.

The charitable purpose and goal of the u3a in East Kilbride is the advancement of education of older people who are retired from full time work by all means including associated activities conducive to learning and personal development, in East Kilbride and its surrounding locality. Also, to provide facilities for leisure time and recreational activities with the purpose of improving the conditions of life for these persons in the interests of their social welfare. We provide a selection of courses and activity groups which include but are not limited to art and drama; foreign languages; sign language; mahjong; photography; horticulture; crafts; history and family history. These activities depend on access to affordable rentable venues to allow us to achieve our desired outcomes. Consequently, SLLC's services in the provision of hall lets at Calderwood, Greenhills, Westwood and Ballerup are fundamental to us, as without these venues we would be unable to achieve our goals/outcomes.

These services help my organisation to give around 400 children to the opportunity to be actively involved in sport which enriches their physical and mental wellbeing.

4. What impact would a reduction in SLLC services mean to your organisation?

Not be able to deliver the services and projects in South Lanarkshire

It would have a negative impact on health and wellbeing, lead to more illness, frailty and long-term conditions which would lead to a higher number of presentations to health and social care services.

James Hamilton Heritage loch is an RYA Training Centre and is the only place for people to learn to sail in South Lanarkshire, without this resource we would be unable to deliver on our target for offering first times experiences for young people to sail. We also have targets to increase our programme delivery for sailing with disabled young people, there are very few places which are as accessible as JHHL in the West of Scotland, with the facility, staff, and equipment the potential to create a Sail ability Centre for disabled people to learn to sail would be a great opportunity for us to work in partnership with SLLC.

As already stated, it would be very difficult to continue with the group's activities if we didn't have the help from the library

Potential reduction in the range of locations where services are provided. Given the geographic spread of SL, this could have a significant impact on accessibility and inequalities

We would be limited in what we could offer our customers, they would be unable to age well or manage long term illnesses and prevented from having a positive retirement. Independence and choice, healthy living, all the elements of having good quality of life as we get older would be limited.

Reduced services would mean some of the great partnership working we have built up over the years and the potential for improved joint working would be affected - staff who are able to work

together - share delivery of resources / events / learning opportunities would see a reduction and this would affect what could be carried out within local communities - so health issues in the community that are offered in partnership would undoubtedly suffer

A potential reduction in SLLC services and activities could lead to a reduction of activities on offer for families which would lead to increased isolation and negative effects on mental health of users.

We have provided significant funding to SLLC to conserve and deliver learning and engagement programmes to the community of south Lanarkshire, this is a valued service and should be retained.

Even more issues finding pitches to train and play on.

It would be catastrophic for the young people in our school and wider community. It would close opportunities and pathways; it would I believe lead to an increase in anti-social behaviour.

Less opportunity to perform in real venues and less actual live theatre to see. Watching a live performance is a requirement of the Higher Drama course.

Inability to provide young people with a quality learning experience. Inability to support the closure of the poverty related attainment gap. Significant stress for those delivering the service.

Massive - already lack of facilities will impact our poorest students. Middle earning families too, will suffer the consequences of diminished services as it removes options. Invest in the people in the local area to encourage better choices.

Pupils would suffer from being unable to access local companies, build upon their skills and ultimately deprive them of a full and necessary understanding of the theatre.

Less opportunities for children to participate in organised extracurricular activities.

A reduction of performance venues and the professional tech teams in these venues would impact on the experiences our children and young people have from performing in SLLC venues.

From an education, and particularly Drama education perspective, any reduction would have an impact on the lives of young people, reducing opportunities to learn skills, build connections with others and to have a feeling of having some sort of agency. This could have a detrimental effect on the young people out of school and the corresponding behaviours or negative well-being could carry into school. Many families struggle to provide opportunities for their children and would rely on the councils valuable resources.

S1 won't receive swimming lessons

Reduction of the uptake of creative subjects and or subjects that positively impact the mental health of our pupils. Considering that it is a focus of SLC and education Scotland removing funding will put pressure on these subjects potentially affecting the uptake. It perpetuates the idea that the creative arts and or PE are subjects that are branded 'non-academic choices' which is dated and has been proven to have much more positive affect on the wellbeing of the person, creatively being able to analysis and decipher skills.

We have no leisure facilities of our own so are entirely dependent on SLLC to provide statutory PE and enrichment opportunities

We would struggle to run some courses in PE at school due to a lack of teaching areas.

As a computing teacher, this could mean a heavy reduction in technical resources resulting in limited teaching and poorer results

A reduction in services to subjects like PE, Music & Drama will lead to poorer results in those educational areas. Is this what the council wants? I thought Education was a national priority.

It would increase our already pressurised workload. Relationships would be less effective within our learning community.

Devastating

Our young people would not have the same opportunities as others and would be detrimental to building their confidence and social skills overall.

A reduction of SLLC would and could be catastrophic to the local community as well as the school community on the whole as many pupils and staff use these facilities daily.

Our young people may not get the experiences they need

I think closure or reduction of local facilities could be catastrophic to the local communities and aid the increase in anti-social behaviour and crime.

Negative affect on mental health.

The support provided to local people through their local library service would be much diminished. SLIC knows that for every pound spent in public libraries, there is £6.95 worth of benefit to the community. The converse is true with a reduction in spend. This would manifest itself in increased social isolation, exacerbate attainment levels, increase the digital divide, distress health and wellbeing - especially mental health, increase worklessness and reduce community capacity building potential. Inevitably, the fall out of a reduction in library services would mean stronger pressures elsewhere in the public purse. SLIC would argue that these unintended consequences of a reduction in library services would place a greater burden on the public purse than any saving realised by introducing these measures.

It would be massive as we would not be able to offer the same experiences to the young people of Trinity High school in Physical Education. They would not be able to receive the breadth of opportunities that they do just now by using the football pitches/gymnasium or swimming pool. Unfortunately, without these facilities the young people would be missing out.

Less activities for young people to do outside of school which can result in more young people wandering about the streets!

Huge impact. Our young people need more than the bare minimum to prepare them: digital literacy, health and wellbeing, appropriately trained staff...

Reduction or cutting of courses available

This would be a horrible situation to happen for Education services, and would result in a much poorer offering of support to pupils

A reduction in services could have a detrimental impact on the outcomes and benefits highlighted, potentially increasing levels of physical inactivity, reduction in opportunities to participate in sport, reduced access for sports clubs to facilities and reduced sport participation in schools, clubs and communities. Without specific details of service reduction, it is difficult to predict which areas would be impacted. Any reduction in facility provision and/or staffing is likely to have an adverse effect on sport and physical activity provision and the positive contribution sport and physical activity makes to physical activity levels, improving health and wellbeing, educational outcomes, social cohesion and reducing health inequalities.

A reduction and or closure of services would limit the opportunity for childminders and families to access many well attended and fundamental groups for children's learning such as Bookbug in local libraries and also any toddler groups etc if these were to reduce/close.

If Langlands golf course closed it would likely mean the end of our club.

If we don't have the partnership work with SLLC we would have to drop an element of our summer programme. This meaning the young people are missing out on experiencing these workshops that otherwise would not be available to them.

Would mean I wouldn't be able to work, I wouldn't be able to do my weekly classes or annual end of year shows

We could not function as an organisation

Without the support of SLL within our communities people with profound and multiple learning disabilities would be excluded from society, become more isolated with the knock-on effects impacting their health and wellbeing. It is imperative that SLL continue to welcome this group alongside their carers within the services they provide. This means investment in trained staff, accessible environments and appropriate activities that include this group.

We would almost certainly close.

After last year's round of closures forcing many providers to find alternative venues in East Kilbride. Further cuts to the limited venues will make it impossible for me to continue serving the local community. As many of the local community are facing a financial crisis. To restrict council facilities further would be detrimental for the less well off. Not everyone can afford a private gym. While we understand increases in rental are inevitable, a dramatic increase or further closures to venues would force our group to close.

Depending on what they were. The grass pitches already need more care and a reduction in care for them would have a damning effect and could lead to injury and insurance claims

Potential for less throughput of numbers affecting our intake. Increase in cost of the service - parents unable to afford swim lessons?

100-year organisation for our community would be disastrous

We have operated Carnwath Community Youth Club for 30 years from Carnwath Town Hall. It would be an absolutely devastating blow if the hall were to close, there is no other suitable venue in our community that would allow us to continue to deliver our range of activities, this would mean that parents/carers would look for alternative provision for their children and would seriously affect our income stream. Many local people would not be able to travel to different local towns due to transport difficulties, this would affect their quality of life and their children's mental health and well-being. Any reduction in services would affect our operation however this would be a better option than the closure of our hall.

Any reduction would have an unreasonable negative impact on our Academy and members. We already find it difficult to achieve our goals of providing football as we are in a rural community which is suffering from a lack of investment to our local sports ground Crabtree Park. (No toilets or changing facilities as they were removed by SLC and never replaced) We need investment and not reduction for our kids to achieve anywhere near what kids in bigger towns and cities are achieving, given the fact they have a lot more newly built or upgraded facilities available to them. All the kids in the Douglas area are being held back due to this which is not only hugely frustrating but very unfair on them.

This would depend on what the reduction was.

Without knowing what the reduction is I wouldn't be able to comment as we could potentially still have the service we currently have.

The negative impact to children and young people would reverberate across all sectors

Not much we have had poor service for the last few years.

The impact would be devastating for our academy and our community

Need to re plan our operation shape and process

The service users would not have this to look forward to each week.

Less people would have access to the strength / balance classes therefore increasing the individuals risk of falls and potentially increasing the number of emergency department attendances due to balance / gait related falls. It can have a direct impact on community rehab services.

There would be around 30 young men lose out on one of the only things that provides them with exercise and a mental break from their work/personal life.

If we had no services, we could not deliver our sessions. It would be catastrophic to say the least. We have spent a lot of time and effort building to where we are now, and this would be destroyed particularly for local kids.

No golf course would be devastating. If the golf course remained open, we could look at options to provide the starter service ourselves.

These facilities are crucial to keep local children fit & healthy and help their well-being/mental health. This is even more important now since the covid pandemic. Children and young people missed so much which included schooling and sports clubs etc. SLC sports facilities and pitches are key for our children and young people's future. Some of these children will go on to be professional sports people so without these facilities Scotland will lose out. More & more facilities are closing down to save money which is unacceptable. Local people & children's health & futures is more important than any council debts. If anymore pitches close down, there will be various sports clubs & groups forced to close down. This will force young people to start hanging about streets & becoming involved in other stuff. These SLC facilities from swimming, libraries and football pitches are crucial to people's life's.

It would cease to exist

This would depend on the reduction in service, but if it reduced availability of leisure facilities, or affected the management of those facilities (or if it increased the cost to use those facilities), this could seriously negatively affect our volunteer organisations ability to deliver cycle coaching and training to local youth riders.

A deterioration of all the current coaching and education available to juniors/young adults/seniors and over 65's

Impact in available resources to utilise when working with kids

Devastating. It would deny the Cameronians parity of treatment with other Regimental Museums and damage community awareness of the 'County's own Regular and Territorial Battalions' as Secretary, I have begun enquiries as to the terms of handover of the Museum to your predecessor authority as to the safeguarding mechanism for what been entrusted to it - and its successors. The Cameronians Collection is an attractive 'pull' for visitors, any loss of which could further diminish the Low Parks capabilities.

We would probably not exist.

It would be massive as we are looking at children playing out in fresh air instead of coped up inside, it good for their fitness and mental health

It might mean we would no longer be able to offer teams for young people - we rely on the facilities we use, as given our requirements and the time of year we operate in, our options are very limited to hire from other facilities within the south Lanarkshire area.

It would be very disappointing to no longer have the opportunity to hold recitals in Low Parks Museum. At a time when freelance musicians are struggling to find decently paid employment, this would be very disheartening.

We might not be able to function as freely within the competitive and social structure of the other bowling clubs in the region as there might be limitation in when we could play which would mean we could not fit in easily with other clubs.

No school interaction through club SL

A real struggle to find parks. There is already a real struggle to get parks for all the teams in South Lanarkshire as it is and would be an even greater challenge if facilities are reduced further

We would not survive without the workers at SLC being there to help us day to day. What they do is absolutely necessary for us at JRB.

We would need to reduce our training numbers on a Thursday night over the winter months and we would either need to travel further to access a track on Tuesday nights and Sunday mornings or fundamentally change our training programmes.

From our point of view, as a much-needed organisation for those with dementia and their carer, a reduction in services in Stonehouse would be detrimental to the health and wellbeing of our members. As a unique club we have people who travel to Stonehouse because of the facilities provided. Our members are very dependent on the Lifestyle Centre, as often it's the only time the carer can relax in friendly surroundings talking to others who understand the challenges faced caring for a loved one with dementia. The service we provide is very much needed in Stonehouse and has grown over the years into a successful club mainly because of the venue and the helpfulness of the staff.

The only facility we rely on is the track at the John Wright Sports Centre and any reduction in access would have a devastating effect on the development of our athletes.

If football facilities were reduced and football pitches not maintained this would have a big impact in getting football games played

It would mean that groups would have difficulty finding other venues

A reduction in any service would put at risk our organisation's ability to deliver theatre productions to the community. It is difficult to say exactly what the effects would be until any reduction was identified in a more detailed manner.

We would no longer be able to perform our biggest play each year. SLLC helps the group gain a big financial boost each year as we are able to generate large audiences

The day-to-day operation of Hamilton Sports Council is by volunteers who already commit their available time to HSC. If the SLC facilities and staff were no longer available, the volunteers' commitment would be in doubt as if voluntary work is too difficult, volunteers will walk away.

Ground works would need to be completed by us. Gardening and grass cutting. Repair of fences etc.

A reduction in support for autistic people and their families, negative mental health on users, increased isolation

Would have a massive impact on the organisation and its members

We rely on the professional care and maintenance of the building, greens and surrounds of the Bowling Pavilion and ensure that all health and safety requirements are met. A reduction in SLLC services may adversely impact the activity level of the club and on individuals within. Whilst hard to quantify, this could have an impact on the health and continued wellbeing of our currently predominantly senior members. The club combats the scourge of social isolation, any impact

could be detrimental to our community. We are involved currently at County, National (Bowls Scotland District 19 and National Championships) inter-club competitive matches and in a friendly international capacity with a Danish bowlers group and are in the planning stages to foster links with a group of Ukrainian refugees with a meeting arranged as I write. All of this diverse activity could be impacted by a reduction in the current level of SLLC services to the bowling club.

Supported programme activities would reduce

Reduction in facility availability could mean the end of our club if we were not able to have a venue to operate club nights.

Difficulty in finding central, reasonable cost, accessible accommodation for our voluntary group to meet during the summer months

It would impact on the future outreach and therefore resilience of our organisation.

Catastrophic

One activity could carry on with most planned work, but significant reduction of funding in the other could prevent our established work from continuing.

Kids lost to sport and well-being, mentally and physically.

This would impact dramatically if services were reduced.

Would not affect the club

It would mean that the joint working would cease. Our membership would lose out on very valuable advice. If that is not enough of a problem, our members are not in a position to take care of South Lanarkshire's cultural assets.

Less access to facilities, less training, less games and boys lose interest as games and training isn't regular.

We may lose this valuable interaction with Low Parks and the South Lanarkshire Museum service.

In our area in Larkhall facilities are few and far between after venues have already been closed. It is vital our leisure centre is maintained and kept as it is vital to our community and many sporting activities and events

Less venues to choose from for training

The Cameronians Collection is part of a recognised military collection accredited by Museums Galleries Scotland. A reduction in services affecting adversely the management, curation and conservation of the Cameronians Collection would be a major loss to our joint accreditation status.

A reduction of services would mean fewer families being able to access free Bookbug Sessions and other services in their community. This could potentially lead to social isolation and limited access to books. Bookbug is the Early Years part of Scottish Book Trust - we also run lots of other programmes in which SLLC is involved - e.g. Book Week Scotland and Reading Schools so a reduction in services would also impact those programmes. We believe that books, reading and writing have the power to change lives. A love of reading inspires creativity, improves employment opportunities, mental health and wellbeing and is one of the most effective ways to help break the poverty cycle. By reducing library services, you would be negatively impacting the families who could greatly benefit from access to books, songs and rhymes.

As mentioned in the previous answer, SLLC's provision of services in respect of hall lets at Calderwood, Greenhills, Westwood and Ballerup is fundamental to us achieving our goals and outcomes. It is the means by which we hold the various activities and classes that have been in

existence now for many years and been established very much as the fabric of our u3a. Any reduction in the services SLLC provide to us in respect of the availability of rentable hall venues would be seriously prejudicial to the future of our u3a.

This would have devastating effects on our services to our members as we are naught for-profit organisation and try to make our sport accessible to all by keeping cost as low as possible to be flexible to all levels of families.

Resident Consultation – Phase One

SLLC Resident Budget 2024-25

A total of 4,734 responses were received. Results are noted below.

Consultation questions and results:

1. Which of the following South Lanarkshire leisure and cultural services would you say you or your family use/visit regularly?

A full breakdown of how each venue/activity ranked, is shown below:

Bowls venues

- Regularly (at least once a month) 237 (7%)
- 4-6 times a year 90 (3%)
- 1-3 times a year 239 (7%)
- Never 2774 (83%)

Calderglen Country Park and Zoo

- Regularly (at least once a month) 758 (20%)
- 4-6 times a year 852 (22%)
- 1-3 times a year 1339 (35%)
- Never 865 (23%)

Chatelherault Country Park

- Regularly (at least once a month) 1032 (27%)
- 4-6 times a year 851 (22%)
- 1-3 times a year 1281 (33%)
- Never 731 (19%)

Community Centres and Halls

- Regularly (at least once a month) 1113 (30%)
- 4-6 times a year 593 (16%)
- 1-3 times a year 1054 (28%)
- Never 976 (26%)

EK Arts Centre

- Regularly (at least once a month) 271 (8%)
- 4-6 times a year 281 (8%)
- 1-3 times a year 755 (21%)
- Never 2239 (63%)

EK Ice Rink

- Regularly (at least once a month) 242 (7%)
- 4-6 times a year 197 (6%)
- 1-3 times a year 523 (15%)
- Never 2515 (72%)

Golf Courses

- Regularly (at least once a month) 942 (26%)
- 4-6 times a year 284 (8%)
- 1-3 times a year 294 (8%)
- Never 2178 (59%)

Leisure Centres

- Regularly (at least once a month) 2921 (68%)
- 4-6 times a year 426 (10%)
- 1-3 times a year 340 (8%)
- Never 617 (14%)

Libraries

- Regularly (at least once a month) 1529 (39%)
- 4-6 times a year 709 (18%)
- 1-3 times a year 734 (19%)
- Never 980 (25%)

Low Parks Museum and Mausoleum

- Regularly (at least once a month) 282 (8%)
- 4-6 times a year 317 (9%)
- 1-3 times a year 856 (24%)
- Never 2089 (59%)

Main cultural venues

- Regularly (at least once a month) 733 (18%)
- 4-6 times a year 936 (24%)
- 1-3 times a year 1469 (37%)
- Never 846 (21%)

Outdoor Recreation Sports Pitches

- Regularly (at least once a month) 1077 (29%)
- 4-6 times a year 402 (11%)
- 1-3 times a year 538 (14%)
- Never 1723 (46%)

Outdoor Water Sports and Activity

- Regularly (at least once a month) 274 (8%)
- 4-6 times a year 260 (7%)
- 1-3 times a year 660 (19%)
- Never 2340 (66%)

Swimming Pools

- Regularly (at least once a month) 2469 (59%)
- 4-6 times a year 679 (16%)
- 1-3 times a year 446 (11%)
- Never 624 (15%)

2. Which of the following South Lanarkshire leisure and cultural services would you say are the five most important services to you/your family and the community?

A full breakdown of how each venue/activity ranked, is shown below:

- Bowls venues 358 (85%)
- Swimming Pools 3730 (79%)
- Leisure Centres 3621 (77%)
- Libraries 2681 (57%)
- Main cultural venues 2253 (48%)
- Calderglen Country Park and Zoo 2292 (48%)
- Chatelherault Country Park 2216 (47%)

- Community Centres and Halls 1793 (38%)
 - Outdoor Recreation Sports Pitches 1654 (35%)
 - Golf Courses 1263 (27%)
 - EK Arts Centre 617 (13%)
 - EK Ice Rink 465 (10%)
 - Low Parks Museum and Mausoleum 405 (9%)
 - Outdoor Recreation Water Sports and Activity 322 (7%)
3. South Lanarkshire Leisure and Culture offers value in its existing pricing structure.
- Strongly agree 1542 (33%)
 - Agree 2591 (55%)
 - Disagree 453 (10%)
 - Strongly disagree 118 (3%)
4. Are you an Activage Member?
- Yes 1691 (36%)
 - No 2992 (64%)
5. Activage Membership is value for money.
- Strongly agree 963 (57%)
 - Agree 630 (38%)
 - Disagree 63 (4%)
 - Strongly disagree 26 (2%)
6. I would be willing to accept price increases for the services provided by South Lanarkshire Leisure and Culture if it assisted in delivering continued service provision.
- Strongly agree 905 (19%)
 - Agree 2571 (55%)
 - Disagree 904 (4%)
 - Strongly disagree 336 (7%)

Resident Consultation – Phase Two

This report was generated on 1 February 2024. Overall, 1,585 respondents completed this questionnaire.

1. Which South Lanarkshire locality do you live in?

- Hamilton (381) 24%
- Cambuslang/Rutherglen (192) 12%
- Clydesdale (533) 34%
- East Kilbride (479) 30%

2. To increase prices across our service areas by an average of 4%.

- Strongly agree (338) 21%
- Agree (869) 55%
- Disagree (241) 15%
- Strongly disagree (137) 9%

3. To increase entry to Calderglen Zoo from £2 to £4 for an adult and £1 to £2 for a child. Under 3's continue to be free.

- Strongly agree (491) 31%
- Agree (719) 45%
- Disagree (254) 16%
- Strongly disagree (121) 8%

4. To increase the adult health and fitness membership from £25 to £27 per month. Concession rate of 25% is retained.

- Strongly agree (536) 34%
- Agree (811) 51%
- Disagree (150) 10%
- Strongly disagree (88) 6%

5. To introduce a ticket booking fee of between £1.50 - £1.75 per transaction for activities such as events at venues (similar to other Leisure and Culture Trusts).

This would provide the opportunity to further increase income by approximately £25,000.

- Strongly Agree (316) 20%
- Agree (752) 47%
- Disagree (338) 21%
- Strongly disagree (179) 11%

6. Facilities important to people

Bowls venues provided by SLLC are important to me, my family and my community.

- Strongly agree (155) 10%
- Agree (378) 24%
- Disagree (607) 38%
- Strong disagree (445) 28%

Calderglen Country Park and Zoo provided by SLLC are important to me, my family and my community.

- Strongly agree (421) 27%
- Agree (704) 44%
- Disagree (303) 19%
- Strong disagree (157) 10%

Chatelherault Country Park provided by SLLC are important to me, my family and my community.

- Strongly agree (568) 36%
- Agree (687) 43%
- Disagree (223) 14%
- Strong disagree (107) 7%

Community Centres and Halls provided by SLLC are important to me, my family and my community.

- Strongly agree (536) 34%
- Agree (680) 43%
- Disagree (263) 17%
- Strong disagree (106) 7%

East Kilbride Arts Centre provided by SLLC are important to me, my family and my community.

- Strongly agree (253) 16%
- Agree (466) 29%
- Disagree (559) 35%
- Strong disagree (307) 19%

East Kilbride Ice Rink provided by SLLC are important to me, my family and my community.

- Strongly agree (192) 12%
- Agree (467) 30%
- Disagree (581) 37%
- Strong disagree (345) 22%

Golf Courses provided by SLLC are important to me, my family and my community.

- Strongly agree (434) 27%
- Agree (398) 25%
- Disagree (415) 26%
- Strong disagree (338) 21%

Leisure Centres provided by SLLC are important to me, my family and my community.

- Strongly agree (1055) 67%
- Agree (422) 27%
- Disagree (56) 4%
- Strong disagree (52) 3%

Libraries provided by SLLC are important to me, my family and my community.

- Strongly agree (829) 52%
- Agree (510) 32%
- Disagree (149) 9%
- Strong disagree (97) 6%

Low Parks Museum and Mausoleum provided by SLLC are important to me, my family and my community.

- Strongly agree (263) 17%
- Agree (528) 33%
- Disagree (519) 33%
- Strong disagree (275) 17%

Main cultural venues: The Town House, Hamilton; Lanark Memorial Hall; East Kilbride Village Theatre; Rutherglen Town Hall provided by SLLC are important to me, my family and my community.

- Strongly agree (612) 39%
- Agree (636) 40%
- Disagree (225) 14%
- Strong disagree (112) 7%

Outdoor Recreation Sports Pitches (i.e. football and tennis etc.) provided by SLLC are important to me, my family and my community.

- Strongly agree (597) 38%
- Agree (565) 36%
- Disagree (291) 18%
- Strong disagree (132) 8%

Outdoor Water Sports and Activity (i.e. recreational fun boats etc.) provided by SLLC are important to me, my family and my community.

- Strongly agree (263) 17%
- Agree (522) 33%
- Disagree (504) 32%
- Strong disagree (296) 19%

Swimming Pools provided by SLLC are important to me, my family and my community.

- Strongly agree (1090) 69%
- Agree (357) 23%
- Disagree (76) 5%
- Strong disagree (62) 4%

7. Consideration for withdrawing services

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from Bowls venues.

- Strongly agree (260) 16%
- Agree (475) 30%
- Disagree (544) 34%
- Strong disagree (306) 19%

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from Calderglen Country Park and Zoo.

- Strongly agree (93) 6%
- Agree (209) 13%
- Disagree (695) 44%
- Strong disagree (588) 37%

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from Chatelherault Country Park.

- Strongly agree (84) 5%
- Agree (197) 12%
- Disagree (656) 41%
- Strong disagree (648) 41%

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from Community Centres and Halls.

- Strongly agree (88) 6%
- Agree (178) 11%
- Disagree (669) 42%
- Strong disagree (650) 41%

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from East Kilbride Arts Centre.

- Strongly agree (188) 12%
- Agree (450) 28%
- Disagree (560) 35%
- Strong disagree (387) 24%

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from East Kilbride Ice Rink.

- Strongly agree (229) 14%
- Agree (444) 28%
- Disagree (556) 35%
- Strong disagree (356) 23%

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from Golf Courses.

- Strongly agree (222) 14%
- Agree (377) 24%
- Disagree (477) 30%
- Strong disagree (509) 32%

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from Leisure Centres.

- Strongly agree (63) 4%
- Agree (55) 4%
- Disagree (443) 28%
- Strong disagree (1024) 65%

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from Libraries.

- Strongly agree (94) 6%
- Agree (136) 9%
- Disagree (462) 29%
- Strong disagree (893) 56%

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from Low Parks Museum and Mausoleum.

- Strongly agree (206) 13%
- Agree (455) 29%
- Disagree (563) 36%
- Strong disagree (361) 23%

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from main cultural venues: The

Town House, Hamilton; Lanark Memorial Hall; East Kilbride Village Theatre; Rutherglen Town Hall.

- Strongly agree (104) 7%
- Agree (213) 13%
- Disagree (635) 40%
- Strong disagree (633) 40%

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from Outdoor Recreation Sports Pitches (i.e. football and tennis etc.)

- Strongly agree (95) 6%
- Agree (196) 12%
- Disagree (616) 39%
- Strong disagree (678) 43%

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from Outdoor Water Sports and Activity (i.e. recreational fun boats etc.)

- Strongly agree (222) 14%
- Agree (439) 28%
- Disagree (555) 35%
- Strong disagree (369) 23%

In order to best manage existing financial pressures, as well as any potential budget reduction, SLLC should consider withdrawing services from Swimming Pools.

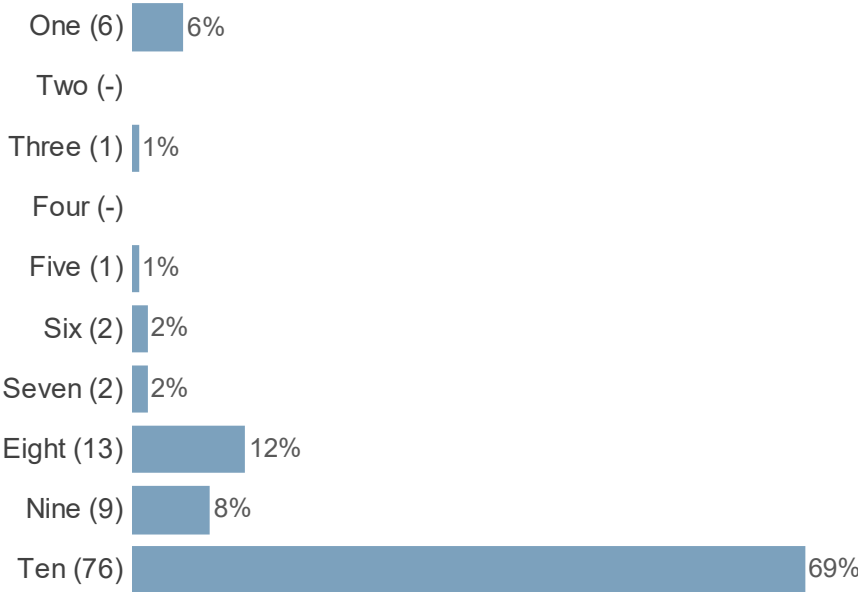
- Strongly agree (68) 4%
- Agree (61) 4%
- Disagree (361) 23%
- Strong disagree (1095) 69%

SLLC Stakeholder Budget 2024-25

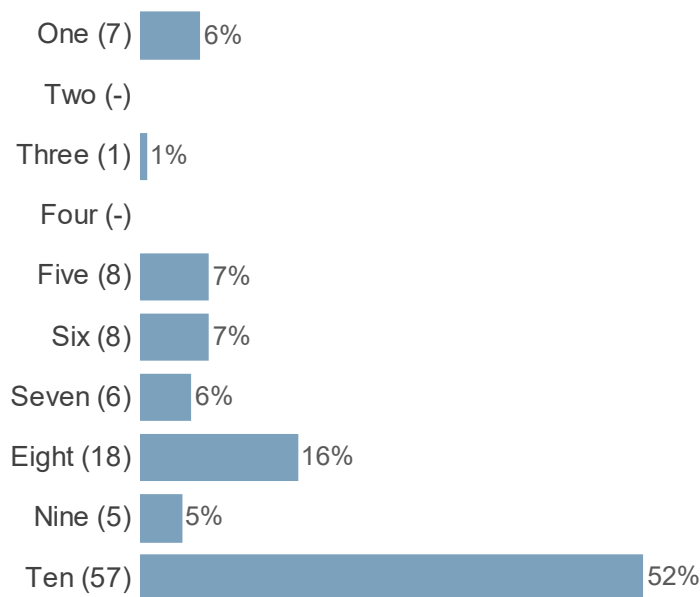
This report was generated on 25/01/24. Overall 110 respondents completed this questionnaire. The report has been filtered to show the responses for 'All Respondents'. A total of 110 cases fall into this category.

The following charts are restricted to the top 12 codes. Lists are restricted to the most recent 100 rows.

How do you rate the importance of your partnership with SLLC? (10 being most important and 1 being the least important)



Can you rate the value of the delivery and outputs of the services and interventions that you co-deliver with SLLC? (10 being most valued and 1 being the least valued)



How do the services provided by SLLC help your organisation achieve its goals/outcomes?

It is essential for the running of our football teams that run throughout the week and at the weekend.

We use the services provided to support our wider school curriculum such as: Active Schools Co-Ordinator, Sports Coaches, Access to Facilities, Development Officers to support activities in the community for after school and during holiday periods - particularly our most vulnerable. The service often provides our young people with opportunities to develop the four capacities of responsible citizen, effective contributors, successful learners and confident individuals which in turn leads onto positive destinations.

We use all the theatre spaces in East Kilbride. We regularly take groups of students out to watch theatre performed in SLLC facilities.

Financial support.

Mental health and wellbeing. Options for redirecting young people to better lives

Pupils get to see professional productions which influence and build upon their drama/theatre experiences. This influences and aids their work within the Drama subject.

Provide opportunities for pupils. SLLC organise these. An example is the girls football festivals at Hamilton.

Valuable performance venues for service concerts.

For many young people the out of school resources available are essential to their wellbeing. And of course the value of the arts, creativity and healthy exercise towards maintaining positive mental health and well-being is well documented.

Provides S1 with swimming lessons

It allows pupils to experiences or get involved with clubs/ activities which can be partially/or fully funded by SLLC which supports the uptake in creative subjects. Additionally it allows students especially in the art department have the opportunity to get involved with real life processes working with the community - valued member of society.

Provide education for its most vulnerable young people

How do the services provided by SLLC help your organisation achieve its goals/outcomes?

Provide us with an alternate teaching area.

I do not believe they do help much with teachers. There is not much support in regard to discipline and safety of teachers. RM is excellent, however I believe this is also going?

Any experience pupils have outside of school, within a subject area, will enhance their performance within that subject area. A councils role is to support and develop those within it. Removing servicesnis the opposite of what should be happening.

As a secondary school we work very closely with SLLC

Partnership working to create club pathways, support primary transition, increase participation in physical activity - particularly amongst targeted inactive groups.

Improving outcomes for young people

Instrumental Music Service provision is essential in supporting our young musicians as they progress through their learning and musical education opportunities. Additional music and performing opportunities with SLLC (e.g. performance spaces, rehearsal times, workshops, etc.) all play a vital role in improving the confidence and courage of our young people.

They don't

SLLC boosts the health and wellbeing of both pupils and members of staff alike. Keeping fit in all its various forms is paramount to improving everyone in the councils health.

We use facilities to teach and deliver courses

Having local facilities available help us give additional experiences to pupils who would otherwise potentially miss out on specific skills they would not be exposed to in school. For example, having swimming pools to ensure they all achieve core aquatic skills as a lifeskill for the future.

Improve mental health and fitness

Our Vision is Enriching Lives through Libraries - SLLC brings this to life in the South Lanarkshire Council Area. It would not be possible to do this without SLLC delivering the service to residents. Added value services such as bridging the digital divide, supporting attainment, nurturing health and wellbeing, supporting employability, promoting sustainability and providing cultural experiences would all be lost to local citizens without the valued input of trained staff at SLLC. Vibrant communities need thriving libraries to support local people at key ages and stages in their life journey.

It provides us with facilities that we can use and without these facilities we would not be able to offer the opportunities to our young people in the school for example we get access to Eastfield 7-a-side football pitches which we get to use for PE lessons. We also have access to the swimming pool and gymnasium. These facilities that we do not have ourself as a school at Trinity high school therefore would not be able to offer to our young people if we were not provided them by SLLC. This would also have a big impact on the experiences of our young people in the school.

Help young people stay fit and improve their mental health. Also provides facilities for after school clubs

Serving our young people: preparing them for life beyond school. As a parent of a SLC child, I need services to be available and well resourced.

Charging us for indoor facility use that otherwise would be lying empty

Provide opportunities and facilities for pupils to express themselves within performing arts

How do the services provided by SLLC help your organisation achieve its goals/outcomes?

SLLC services support the delivery of sportscotland's vision of an active Scotland where everyone benefits from sport, and contributes to improved health outcomes and a reduction in physical inactivity. SLLC provision of sport and leisure facilities and programmes enables participation at all levels and all life stages and provides environments for sport clubs and community organisations to flourish and grow. Together we support the development of Community Sport hubs, bringing clubs and community organisations together to work collaboratively and meet the needs of the local community. sportscotland works in partnership with SLLC to invest in and support the Active Schools programme. The partnership creates opportunities for children and young people to take part in sport and physical activity before, during and after school, develop leadership skills, develop a network of volunteers, and to develop effective pathways between schools and sports clubs in the local community.

Many of the provisions and services provided by SLLC are accessed by our Childminders, minded children and the minded families. These services impact on a whole range of social, well being and educational factors for individuals. They currently provide accessible opportunities for individuals/groups/families and professionals to be actively involved within their communities enhancing wellness, inclusion and attainment for all families across the localities in SL that our Childminding Community support.

Without Langlands golf course we would likely not exist as a club.

Sllc have been amazing at helping us give our young people an arts element in our programme planning. The last two years of our partnership work has brought great skills to these young people which some didn't realise they had. The added achievement of having the artwork displayed within their space was phenomenal!

I use the leisure facilities to either hold my classes or my annual dance shows as there isn't many venues with stages in the area or at a decent price for local small business

As secretary of a football club in the town of Stonehouse SLLC provide our teams with fantastic service and facilities which all teams can use. Without these we could not run and all kids would have to move out of the village for activities.

Pamis has worked closely with SLL to develop services that include people with profound and multiple learning disabilities. This group is one of the most marginalised in society with health inequalities that make inclusion within leisure and culture crucial. SLL's focus on this group ensures that they have access to opportunities within their community that promote health and wellbeing that most take for granted. Improving this group's overall health can only be achieved with input from SLL.

We are fully funded by SLC. Without an increase in ELC funding our nursery may not survive the next few years.

The services we provide in conjunction with SLLC venues allow us to continue to remain at the heart of the community. We use SLLC venues due to the level of venue conditions, maintenance and safety. After last year's round of closures forcing many providers to find alternative venues in East Kilbride. Further cuts to the limited venues will make it impossible for me to continue serving the local community. You already have cut leisure facilities further cuts to leisure would reflect badly on your core purpose, providing venues for health and well being for all the community.

Coach a football team and it delivers training and playing environment

Should children from the SLLC learn to swim program want to swim at a higher level we can provide that platform and progression

Not much .

How do the services provided by SLLC help your organisation achieve its goals/outcomes?

Our organisation could not achieve its goals/outcomes without the services provided by SLLC. The provision of a community hall that is operated by SLLC for the benefit of our local community is a major asset in allowing individuals, families and community groups to provide facilities/activities for all age groups and genders. If the services provided by SLLC were withdrawn many of our small community groups would cease to exist, our local hall also accommodates our Church, as the church building was closed several years ago. Our local Gala group has their annual gala dance in the hall and many other entertainment activities are based in Carnwath Town Hall. Without the support and services provided by SLLC which allows community groups to thrive many people in our community would be isolated which would seriously affect their mental health and well-being. Do not underestimate the importance of a community hall in a small community with little or no other provision, it is essential.

We hire pitches which provides the kids within our Academy with invaluable exercise, inclusion within a group, boosting their mental health and wellbeing and a happy place that they can freely express themselves.

We rent offices and play spaces from SLLC

We have staff from SLLC delivering sporting memories groups and helping us link in with libraries and other movement groups. This service is excellent and I understand money needs to be saved but I think what these services offer are valuable will help keep our country active and healthy. The sporting memories group we have has helped people living with advanced dementia and other conditions do things they love and talk about things they remember from childhood. This is included in support plans as outcomes for some service users.

n/a

By looking after the premises.

The service provided by SLLC are essential for our football academy to continue to grow and improve with over 100 kids playing grassroots football

Continued excellent communication with the on the ground workers on a weekly basis (mainly Fergie)

We have [REDACTED] who attends our centre on a Monday and works alongside us with our older people service users. Our service users look forward to [REDACTED] coming each week and enjoy taking part in the group activity he puts on. Getting them to do some kind of exercise while having fun.

SLLC provide strength / balance classes for service users with a history of falls and at risk of falls. NHS Lanarkshire aim to reduce the number of fallers in Lanarkshire. The classes have a direct impact in reducing falls by improving individuals gait / balance and reducing social isolation thus improving physical and mental well being.

It allows me to provide a place to facilitate regular football and exercise for young men in the Blantyre/Hamilton area. However, the high expense that SLLC have put on the football pitch hire in comparison to surrounding councils is making it very difficult recently to keep it going.

We hire schools in the evenings to deliver badminton sessions. Without this availability we would not be able to deliver this to our communities. It is well attended and valued by kids, parents, our Social Enterprise and the Governing Body. If we didn't have access to these facilities our activities would not happen and this would have a huge negative impact on all the benefits that the activities bring.

It doesn't really as that is not the nature of the relationship.

They provide the golf course and a starter service for the golf course.

I run children's football academy so SLC sports facilities are crucial to keep local children fit & healthy and their well being/mental health. SLC give us facilities to keep children & young people fit and away from other distractions like local gangs etc.

They provide space and facilities for our girls football to train and play

The venues that you provide, both at Chatelherault, and the wider SLLC facilities in Larkhall enable 180 children to ride, train and enjoy healthy cycling activity every single week of the year. Without the facilities for this to take part, we would not be able to function as a club/charity.

How do the services provided by SLLC help your organisation achieve its goals/outcomes?

Access and availability at EK Ice rink for coaching/Junior/senior teams and clubs required to enhance kids fitness and mental well being

The Museum at Low Parks is vital to the longevity of The Cameronians Association. Without the Museum's valuable Regimental exhibits and interactive displays there would be a real danger that this valuable part of the area's cultural heritage would simply disappear. The War Diaries Project is a prime example of the benefits to the community. I have recently taken over as Secretary of the Association and have begun discussions as to the optimum means of establishing a cadre from the Association who might be trained in appropriate volunteer roles, and build on the collaborative activities that already take place. The Museum Guardians model adopted by the A & S H may afford a few pointers for future action. In the short term a pool of volunteers has been established to help index the Cameronian photograph collection held by the Museum. As a former College Assistant Principal, a tripartite collaboration involving Museum, Association and SLC Educ. Dep. would add value to all 3 partners.

We are here to serve SLLC with information to bring in the public.

By making availability of pitches to allow the children to play on them

The provision of affordable, high quality sports pitches is crucial to our ability to deliver services, especially for young people.

My goal is to find meaningful performance opportunities for freelance professional classical musicians. The Low Parks Museum has been a wonderful space for my musicians to perform. The support from the manager has been first class.

As a bowling club it gives us the use of a green to play on and a pavilion for storage, changing facilities and a social space. The cooperation of SLLC staff helps make our club function properly and allows us to enjoy our sport.

Hopefully post Covid this will increase and we can be more involved with our schools

THEY PROVIDE PARKS FOR TRAINING AND WEEKEND GAMES FOR THE CLUB

I, as the owner at JRB Soccer cannot value the SLC enough for the use of one of the area's best and most used football pitch. We have been fortunate enough as a small business to see around 100 kids per week joining us for exercise and to update their knowledge of the game. I also, now have seven coaches that put their heart and soul into their work and each of them rely on this as their sole income. We have built up a lot in three years but a lot of this is down to the help and work of those at SLC. Thanks Jack Breen

Our organization's booking in Gym One in Larkhall Academy on a Thursday night during the winter months is an excellent extra training facility that allows us to introduce more youngsters to athletics. And our use of the athletics track at the JWSC virtually all year round on Tuesday nights plus on a regular basis on Sunday mornings from April to September also allows us to introduce more youngsters to athletics.

The Stonehouse Jubilee club is a registered charity for people with dementia and their carer. We offer a weekly social afternoon of music laughter and friendship and much needed respite and support for the carer. We have almost 60 members who love coming to the club. The hall is spacious for our needs, and the adjoining car park, disabled facilities and all on the one level making it easy for wheelchairs makes the Stonehouse Lifestyle centre perfect for our use. The staff are friendly and helpful and go out of their way to attend to our needs. I just feel the hall could be used more by encouraging other local organisations to make use of it.

As an athletic club, we rely on the use of the track at the John Wright Sports Centre for the majority of our training sessions. We highly appreciate the use of this facility for regular training sessions which have helped develop some of our athletes to National and International status. Our membership ages range from 9 years old to 60+ so the facility is very important in providing access to a wide and varied range of people in South Lancashire. We are aware that track fees are under review and we are willing to pay any increase which will allow our members to continue to develop their chosen sport.

How do the services provided by SLLC help your organisation achieve its goals/outcomes?

By providing football pitches and changing facilities this allows us to organise football games for many children from age 6 years through to 18 years

this is very helpful with all different groups using it

As a performing arts organisation involving the community, the theatre services provided by SLLC are of utmost importance to us in order that we continue to provide theatre that entertains, educates and builds the confidence and self esteem of youths who participate in our annual pantomime. The two venues - The Village Theatre and Arts Centre - provide the services required to a high standard.

Rutherglen Townhall allowing Rutherglen Repertory Theatre perform a play each autumn is a big help the group.

Our organisation's purpose is to promote participation in sport in the former Hamilton District. Hamilton Sports Council is by its constitution a collaboration between local volunteers, SLC elected members, and SLLC's sports expert staff. The facilities provided by SLLC (sports centres, pitches, public halls, sports experts, SLLC website page, and a small amount of administrative support) all enable Hamilton Sports Council to achieve its aims. Without these SLLC facilities and staff, achievement of any of HSC's aims would be fundamentally undermined as both sports clubs, sports people and the sports council would be able to continue without this full range of facilities.

Garden work and grass cutting. Advertising on website. Support at special occasions . Outstandingly Ng repairs to buildings required kiosk not water tight and all gutters require to be replaced.

Provide support and inclusive safe activities for autistic people and their families

Without the service the bowling green would be no bowling green or club house

I represent Strathclyde Bowling Club which is based at the Bowling Pavilion at the Palace Grounds Sports Complex, Hamilton. SLLC provides the very fabric of our existence - the greens we play on and the building supporting our membership in achieving their sporting best. Our goal is to provide a well run, competitive, friendly and welcoming and inclusive environment for bowlers to participate in their chosen sport. We cater for bowlers of all ages, however the club has a predominantly older/senior membership. In that regard we help maintain the activity level, health and wellbeing of that important cohort. SLLC are instrumental to this, without their very much appreciated support, we would cease to function. As to achieving our goals, we have an active membership who can be found on the greens throughout the Summer into the start of Autumn and we have continued to send teams and individuals (as Bowls Scotland District 19 Champions) to the National Championships including in 2023.

Schools programs, activating tennis park renovation fund @ John Wright.

We are a local sports club that utilise SLLC facilities. At this time, it is an incredibly difficult task for us to consider operating our own facility or looking at private venues due to cost, capacity and availability. Without SLLC facilities we would struggle to maintain operation. We also work close with SLLC Active Schools and Community Sport Hub programmes which help our development, training and member recruitment.

Provided a fabulous, friendly and supportive environment for our dementia group to meet

I work for a Glasgow charity and Heritage building and for us it is about outreach, connecting with other communities, connecting with other heritage sites and sharing knowledge and information. Creating networks across different regions is vital to the successful growth and future of our heritage landscape.

Founding member of forum

Two activities. Shared interest / action with Museums Service and Parks Service, the latter essential to our volunteer activity.

Providing as safe environment and good quality facilities for our kids to grow socially and play football.

We need the facilities to allow football and outdoor sports to continue but the costs are massively impacting on this.

No services offered at our private club

How do the services provided by SLLC help your organisation achieve its goals/outcomes?

As the Chairman of the Lanarkshire Heritage Forum , I regard the joint working with Low Parks Museum Hamilton and other Cultural groupings such as the Library Service to be of vital importance to the work of the Forum.

If we didn't have access to leisure facilities, it would prove extremely difficult to run a boys football club

Our relationship with Low Parks Museum has been very valuable for many years. They have been able to lend us Cameronian artefacts to supplement our own collection.

We need Leisure facilities in order for our organisation to work. Without the use of outdoor playing facilities as well as in door halls we would have no where to run our service.

Provide quality training venues

The Association of Scottish Military Museums works in tandem with the Council to ensure that the Cameronians Collection exists to tell the story of all who served in the Regiment over a period of almost 300 years and to deliver a lasting legacy for generations to come in recognition of the Regiment's proud and loyal service.

Bookbug is Scotland's universal early years book gifting programme which supports families to read, sing, and play with their little ones from birth to give them the best start in life. The benefits are huge eg develops young childrens' language and social skills; builds bonds and develops relationships and has a positive effect on emotional wellbeing for children and parents. South Lanarkshire Libraries provide a crucial service to young families in the community by running Bookbug Sessions (story, song and rhyme sessions) in all 23 of their libraries. Their sessions have recovered well from covid and are now as popular as ever with 10k children and 9k adults attending over 500 sessions each quarter! As well as increasing footfall and book borrowing numbers for the libraries, Bookbug Sessions provide a much needed free activity for families and a place to meet others and access free books. Without the library service, we wouldn't be able to reach as many families.

The charitable purpose and goal of the u3a in East Kilbride is the advancement of education of older people who are retired from full time work by all means including associated activities conducive to learning and personal development, in East Kilbride and its surrounding locality. Also, to provide facilities for leisure time and recreational activities with the purpose of improving the conditions of life for these persons in the interests of their social welfare. We provide a selection of courses and activity groups which include but are not limited to art and drama; foreign languages; sign language; mahjong; photography; horticulture; crafts; history and family history. These activities depend on access to affordable rentable venues to allow us to achieve our desired outcomes. Consequently, SLLC's services in the provision of hall lets at Calderwood, Greenhills, Westwood and Ballerup are fundamental to us, as without these venues we would be unable to achieve our goals/outcomes.

What impact would a reduction in SLLC services mean to your organisation?

Even more issues finding pitches to train and play on.

It would be catastrophic for the young people in our school and wider community. It would close opportunities and pathways, it would I believe lead to an increase in anti-social behaviour.

Less opportunity to perform in real venues and less actual live theatre to see. Watching a live performance is a requirement of the Higher Drama course.

Inability to provide young people with a quality learning experience. Inability to support the closure of the poverty related attainment gap. Significant stress for those delivering the service.

Massive - already ack of facilities will impact our poorest students. Middle earning families too, will suffer the consequences of diminished services as it removes options. Invest in the people in the local area to encourage better choices.

Pupils would suffer from being unable to access local companies, build upon their skills and ultimately deprive them of a full and necessary understanding of the theatre.

Less opportunities for children to participate in organised extra curricular activities.

What impact would a reduction in SLLC services mean to your organisation?

A reduction of performance venues and the professional tech teams in these venues would impact on the experiences our children and young people have from performing in SLLC venues.

From an education, and particularly Drama education perspective, any reduction would have an impact on the lives of young people, reducing opportunities to learn skills, build connections with others and to have a feeling of having some sort of agency. This could have a detrimental effect on the young people out of school and the corresponding behaviours or negative well-being could carry into school. Many families struggle to provide opportunities for their children and would rely on the councils valuable resources.

S1 wont receive swimming lessons

Reduction of the uptake of creative subjects and or subjects that positively impact the mental health of our pupils. Considering that it is a focus of SLC and education Scotland removing funding will put pressure on these subjects potentially affecting the uptake. It perpetuates the idea that the creative arts and or PE are subjects that are branded 'non academic choices' which is dated and has been proven to have much more positive affect on the wellbeing of the person, creatively being able to analysis and decipher skills.

We have no leisure facilities of our own so are entirely dependent on SLLC to provide statutory PE and enrichment opportunities

We would struggle to run some courses in PE at school due to a lack of teaching areas.

As a computing teacher, this could mean a heavy reduction in technical resources resulting in limited teaching and poorer results

A reduction in services to subjects like PE, Music & Drama will lead to poorer results in those educational areas. Is this what the council wants? I thought Education was a National priority?

X

It would increase our already pressurised workload. Relationships would be less effective within our learning community.

Devastating

Our young people would not have the same opportunities as others and would be detrimental to building their confidence and social skills overall.

None

A reduction of SLLC would and could be catastrophic to the local community as well as the school community on the whole as many pupils and staff use these facilities daily.

Our young people may not get the experiences they need

I think closure or reduction of local facilities could be catastrophic to the local communities and aid the increase in anti social behaviour and crime.

Negative affect on mental health.

The support provided to local people through their local library service would be much diminished. SLIC knows that for every pound spent in public libraries, there is £6.95 worth of benefit to the community. The converse is true with a reduction in spend. This would manifest itself in increased social isolation, exacerbate attainment levels, increase the digital divide, distress health and wellbeing - especially mental health, increase worklessness and reduce community capacity building potential. Inevitably, the fall out of a reduction in library services would mean stronger pressures elsewhere in the public purse. SLIC would argue that these unintended consequences of a reduction in library services would place a greater burden on the public purse than any saving realised by introducing these measures.

It would be massive as we would not be able to offer the same experiences to the young people of Trinity High school in Physical Education. They would not be able to receive the breadth of opportunities that they do just now by using the football pitches/gymnasium or swimming pool. Unfortunately, without these facilities the young people would be missing out.

What impact would a reduction in SLLC services mean to your organisation?

Less activities for young people to do outside of school which can result in more young people wandering about the streets!

Huge impact. Our young people need more than the bare minimum to prepare them: digital literacy, health and wellbeing, appropriately trained staff...

Reduction or cutting of courses available

This would be a horrible situation to happen for Education services, and would result in a much poorer offering of support to pupils

A reduction in services could have a detrimental impact on the outcomes and benefits highlighted, potentially increasing levels of physical inactivity, reduction in opportunities to participate in sport, reduced access for sports clubs to facilities and reduced sport participation in schools, clubs and communities. Without specific details of service reduction, it is difficult to predict which areas would be impacted. Any reduction in facility provision and/or staffing is likely to have an adverse effect on sport and physical activity provision and the positive contribution sport and physical activity makes to physical activity levels, improving health and wellbeing, educational outcomes, social cohesion and reducing health inequalities.

A reduction and or closure of services would limit the opportunity for childminders and families to access many well attended and fundamental groups for children's learning such as Bookbug in local libraries and also any toddler groups etc if these were to reduce/close.

If Langlands golf course closed it would likely mean the end of our club.

If we don't have the partnership work with sllc we would have to drop an element of our summer programme. This meaning the young people are missing out on experiencing these workshops that otherwise would not be available to them.

Would mean I wouldn't be able to work , I wouldn't be able to do my weekly classes or annual end of year shows

We could not function as an organisation

Without the support of SLL within our communities people with profound and multiple learning disabilities would be excluded from society, become more isolated with the knock on effects impacting their health and wellbeing. It is imperative that SLL continue to welcome this group alongside their carers within the services they provide. This means investment in trained staff, accessible environments and appropriate activities that include this group.

We would almost certainly close.

After last years round of closures forcing many providers to find alternative venues in East Kilbride. Further cuts to the limited venues will make it impossible for me to continue serving the local community. As many of the local community are facing a financial crisis. To restrict council facilities further would be detrimental for the less well off. Not everyone can afford a private gym. While we understand increases in rental are inevitable, a dramatic increase or further closures to venues would force our group to close.

Depending on what they were. The grass pitches already need more care and a reduction in care for them would have a damning effect and could lead to injury and insurance claims

Potential for less throughput of numbers affecting our intake. Increase in cost of the service - parents unable to afford swim lessons?

100 year organisation for our community would be disastrous

We have operated Carnwath Community Youth Club for 30 years from Carnwath Town Hall. It would be an absolutely devastating blow if the hall was to close, there is no other suitable venue in our community that would allow us to continue to deliver our range of activities, this would mean that parents/carers would look for alternative provision for their children and would seriously affect our income stream. Many local people would not be able to travel to different local towns due to transport difficulties, this would affect their quality of life and their children's mental health and well-being. Any reduction in services would affect our operation however this would be a better option than the closure of our hall.

What impact would a reduction in SLLC services mean to your organisation?

Any reduction would have an unreasonable negative impact on our Academy and members. We already find it difficult to achieve our goals of providing football as we are in a rural community which is suffering from a lack of investment to our local sports ground Crabtree Park. (No toilets or changing facilities as they were removed by SLC and never replaced) We need investment and not reduction for our kids to achieve anywhere near what kids in bigger towns and cities are achieving, given the fact they have a lot more newly built or upgraded facilities available to them. All the kids in the Douglas area are being held back due to this which is not only hugely frustrating but very unfair on them.

This would depend on what the reduction was.

Without knowing what the reduction is I wouldn't be able to comment as we could potentially still have the service we currently have.

the negative impact to children and young people would reverberate across all sectors

Not much we have had poor service for the last few years.

The impact would be devastating for our academy and our community

Need to re-plan our operation shape and process

The service users would not have this to look forward to each week.

Less people would have access to the strength / balance classes therefore increasing the individuals risk of falls and potentially increasing the number of emergency department attendances due to balance / gait related falls. It can have a direct impact on community rehab services.

There would be around 30 young men lose out on one of the only things that provides them with exercise and a mental break from their work/personal life.

If we had no services we could not deliver our sessions. It would be catastrophic to say the least. We have spent a lot of time and effort building to where we are now and this would be destroyed particularly for local kids.

None

No golf course would be devastating. If the golf course remained open, we could look at options to provide the starter service ourselves.

These facilities are crucial to keep local children fit & healthy and help their well being/mental health. This is even more important now since the covid pandemic. Children and young people missed so much which included schooling and sports clubs etc. SLC sports facilities and pitches are key for our children and young people's future. Some of these children will go on to be professional sports people so without these facilities Scotland will lose out. More & more facilities are closing down to save money which is unacceptable. Local people & children's health & futures is more important than any council debts. If anymore pitches close down there will be various sports clubs & groups forced to close down. This will force young people to start hanging about streets & becoming involved in other stuff. These SLC facilities from swimings, libraries and football pitches are crucial to people's life's.

It would cease to exist

This would depend on the reduction in service, but if it reduced availability of leisure facilities, or affected the management of those facilities (or if it increased the cost to use those facilities), this could seriously negatively affect our volunteer organisations ability to deliver cycle coaching and training to local youth riders.

a deterioration of all the current coaching and education available to juniors/young adults/seniors and over 65's

impact in available resources to utilise when working with kids

Devastating. It would deny the Cameronians parity of treatment with other Regimental Museums and damage community awareness of the 'County's own Regular and Territorial Battalions' As Secretary, I have begun enquiries as to the terms of handover of the Museum to your predecessor authority as to the safeguarding mechanism for what been entrusted to it - and its successors. The Cameronians Collection is an attractive 'pull' for visitors, any loss of which could further diminish the Low Parks capabilities.

What impact would a reduction in SLLC services mean to your organisation?

We would probably not exist.

It would be massive as we are looking at children playing out in fresh air instead of coped up inside, it good for their fitness and mental health

It might mean we would no longer be able to offer teams for young people - we rely on the facilities we use, as given our requirements and the time of year we operate in, our options are very limited to hire from other facilities within the south lanarkshire area.

It would be very disappointing to no longer have the opportunity to hold recitals in Low Parks Museum. At a time when freelance musicians are struggling to find decently paid employment, this would be very disheartening.

We might not be able to function as freely within the competitive and social structure of the other bowling clubs in the region as there might be limitation in when we could play which would mean we could not fit in easily with other clubs.

No school interaction through club SL

A real struggle to find parks. There is already a real struggle to get parks for all the teams in South Lanarkshire as it is and would be an even greater challenge if facilities are reduced further

We would not survive without the workers at SLC being there to help us day to day. What they do is absolutely necessary for us at JRB.

We would need to reduce our training numbers on a Thursday night over the winter months and we would either need to travel further to access a track on Tuesday nights and Sunday mornings or fundamentally change our training programmes.

From our point of view, as a much needed organisation for those with dementia and their carer, a reduction in services in Stonehouse would be detrimental to the health and wellbeing of our members. As a unique club we have people who travel to Stonehouse because of the facilities provided. Our members are very dependent on the Lifestyle Centre, as often its the only time the carer can relax in friendly surroundings talking to others who understand the challenges faced caring for a loved one with dementia. The service we provide is very much needed in Stonehouse and has grown over the years into a successful club mainly because of the venue and the helpfulness of the staff.

The only facility we rely on is the track at the John Wright Sports Centre and any reduction in access would have a devastsing effect on the development of our athletes.

If football facilities were reduced and football pitches not maintained this would have a big impact in getting football games played

it would mean that groups would have diffrenticuly finding other venues

A reduction in any service would put at risk our organisation's ability to deliver theatre productions to the community. It is difficult to say exactly what the effects would be until any reduction was identified in a more detailed manner.

We would no longer be able to perform our biggest play each year. SLLC helps the group gain a big financial boast each year as we are able to generate large audiences

The day to day operation of Hamilton Sports Council is by volunteers who already commit their available time to HSC. If the SLC facilities and staff were no longer available, the volunteers' commitment would be in doubt as if voluntary work is too difficult, volunteers will walk away.

Ground works would need to be completed by us. Gardening and grass cutting. Repair of fences etc .

A reduction in support for autistic people and their families, negative mental health on users, increased isolation

Would have a massive impact on the organisation and its members

What impact would a reduction in SLLC services mean to your organisation?

We rely on the professional care and maintenance of the building, greens and surrounds of the Bowling Pavilion and ensure that all health and safety requirements are met. A reduction in SLLC services may adversely impact the activity level of the club and on individuals within. Whilst hard to quantify, this could have an impact on the health and continued wellbeing of our currently predominantly senior members. The club combats the scourge of social isolation, any impact could be detrimental to our community. We are involved currently at County, National (Bowls Scotland District 19 and National Championships) inter-club competitive matches and in a friendly international capacity with a Danish bowlers group and are in the planning stages to foster links with a group of Ukrainian refugees with a meeting arranged as I write. All of this diverse activity could be impacted by a reduction in the current level of SLLC services to the bowling club.

Supported programme activities would reduce

Reduction in facility availability could mean the end of our club if we were not able to have a venue to operate club nights.

Difficulty in finding central, reasonable cost, accessible accommodation for our voluntary group to meet during the summer months

It would impact on the future outreach and therefore resilience of our organisation.

Catastrophic

One activity could carry on with most planned work, but significant reduction of funding in the other could prevent our established work from continuing.

Kids lost to sport and well being, mentally and physically.

This would impact dramatically if services were reduced.

Would not affect the club

It would mean that the joint working would cease. Our membership would lose out on very valuable advice. If that is not enough of a problem, our members are not in a position to take care of South Lanarkshire's cultural assets.

Less access to facilities, less training, less games and boys lose interest as games and training isn't regular.

We may lose this valuable interaction with Low Parks and the South Lanarkshire Museum service.

In our area in Larkhall facilities are few and far between after venues have all ready been closed. It is vital our leisure centre is maintained and kept as it is vital to our community and many sporting activities and events

Less venues to choose from for training

The Cameronians Collection is part of a recognised military collection accredited by Museums Galleries Scotland. A reduction in services affecting adversely the management, curation and conservation of the Cameronians Collection would be a major loss to our joint accreditation status.

A reduction of services would mean fewer families being able to access free Bookbug Sessions and other services in their community. This could potentially lead to social isolation and limited access to books. Bookbug is the Early Years part of Scottish Book Trust - we also run lots of other programmes in which SLLC is involved - eg Book Week Scotland and Reading Schools so a reduction in services would also impact those programmes. We believe that books, reading and writing have the power to change lives. A love of reading inspires creativity, improves employment opportunities, mental health and wellbeing and is one of the most effective ways to help break the poverty cycle. By reducing library services, you would be negatively impacting the families who could greatly benefit from access to books, songs and rhymes.

As mentioned in the previous answer, SLLC's provision of services in respect of hall lets at Calderwood, Greenhills, Westwood and Ballerup is fundamental to us achieving our goals and outcomes. It is the means by which we hold the various activities and classes that have been in existence now for many years and been established very much as the fabric of our u3a. Any reduction in the services SLLC provide to us in respect of the availability of rentable hall venues would be seriously prejudicial to the future of our u3a.

Appendix 6 – Communications Plan

Date	Communications	Comments
21 February 2024	SLC – Elected Members’ Meeting	Outcome of budget decisions considered by SLLC Board.
28 February 2024	SLLC Board Meeting	Post-decision Trades union representatives and managers informed of decision.
29 February 2024	Engagement with Staff	Communication with wider staff commences via briefing notes and meetings.
29 February 2024	Engagement with Trade Unions	HR will liaise with trade unions throughout implementation process.
1 March 2024	Engagement with local groups and interested parties	Decision communicated to stakeholders and public. Continued discussion with local communities in areas affected by decisions.
March to April 2024	Ongoing engagement with Staff and Trade Unions	Continued discussion with staff and trades union representatives around facilities affected by decisions.
March to April 2024	Customer communication	Notification through usual channels of information on withdrawal dates, price increases etc.

Appendix 7 – Risk Register

No	Risk	Risk Description	Risk level (Low/med/high)	Controls	Comments
1	Staffing - redeployment	Availability for redeployment options within timescales.	High	Switch 2 SLC Support	Savings and redeployment and SLC capacity for accommodating redeployments. Risk depends on scale of FTE to be redeployed. SLC have agreed to provide financial support in relation to the redeployment process
2	Staffing - pay	Uncertainty around pay award for 24/25 and level of any SLC funding	High	Build into modelling	Reasonable estimates to be built into budget. Further discussions with SLC required to agree how to support robust financial planning regarding pay awards in future years. Continue to monitor discussions between COSLA and Scottish Government
3	Staffing – removal of vacancies (while maintaining facilities)	Budget removals means that overtime/casuals cannot provide service continuity resulting in additional service reductions compared with current service levels increased pressure on existing staffing who report being stretched and under increasing pressure. Some facilities will remain closed through current circumstances rather than the result of a considered decision	High	Offer of further rationalisation to mitigate staff impact	Staff allocations will be monitored throughout the year to balance provision across high demand facilities.

No	Risk	Risk Description	Risk level (Low/med/high)	Controls	Comments
		<p>using agreed criteria as vacancies cannot be filled.</p> <p>Income will reduce due to the reduction in times that facilities are available to be used (with reduced accessibility for customers at peak time and proposed price increases will have a reduced impact on business sustainability due to a reduction in customer numbers.</p> <p>Programming will be likely reduced (e.g. Bookbug, sessions, after-school activity).</p> <p>Less relocation options for those customers impacted by reduced services where a facility is no longer available.</p> <p>Negative public reaction may be more damaging than service reduction proposals due to impacting a wider number of facilities and services.</p>			
4	Reputational risk	SLLC/SLC timelines and comms	High	Communications Plan	
5	Price changes	Membership drop off/ phasing of income	Medium	Investment in estate and equipment	High level of marketing and promotion required to help mitigate drop off.
6	Financial risk	Unable to balance budget	Medium	Savings, efficiencies and pricing proposals. Ongoing budget monitoring	Further discussions with SLC required to agree how to support robust financial planning regarding pay awards in future years.



SOUTH LANARKSHIRE
Leisure & Culture

IMPACT ASSESSMENT REPORT

Policy Title Financial Savings 2024/25
Closure of Hollandbush Golf Course

Assessment Date 9 Feb 2024

Status Draft

Assessment Number

Lead Officer Name David Carter

Lead Officer Job Title Head of Operations and Estates

Resource Name South Lanarkshire Leisure & Culture

Service Name Outdoor Recreation

Completed By Laura Cleland

Recommendation Introduce

Actions Required

Group Members David Carter, Laura Cleland, Colin Girvan, Gerry Kane, Andy House

Policy Title Closure of Hollandbush Golf Course

Aims, objective, purpose and intended outcomes

The aim of this assessment is to consider the impact of withdrawing staff who support the operation of Hollandbush Golf Course and the closure of the 18hole championship golf course and 4hole practice area.

This facility has been selected on criteria such as usage, proximity to other similar facilities and financial investment required by SLLC and South Lanarkshire Council.

Who was involved in the development of the policy?

SLLC Leadership Team
SLLC Outdoor Recreation Management Team
SLC Grounds

Q1. Who will be affected by the policy?

Service users and non-service users
SLLC Staff
SLC Staff
Hollandbush Golf Club

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

Outdoor Recreation Manager



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Outdoor Recreation Staff
SLC residents
Trade Unions
SLC Grounds maintenance staff
Hollandbush Golf Club

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

The closure of Hollandbush Golf Course will result in reduced local access to a 18hole championship golf course. Local service users will now have to travel further to a similar local authority golf course or consider joining a private golf course.

Biggar Golf Course – 20miles
Torrance House Golf Course – 24miles
Langlands – 25miles

The existing local authority championship golf clubs do not have sufficient capacity to allow for weekend play for members and to accommodate additional club fixtures however private courses are also available.

Private Courses

Lanark Golf Course – 9miles
Strathaven Golf Course – 11miles
Hamilton Golf Course – 16miles

The closure of Hollandbush Golf Course will impact on the future of the resident club. Hollandbush Golf Club has currently over 300 playing members as well as approximately 200 social members. This club offers a social hub to the surrounding communities catering for social events. This community club deliver services to a number of rural and vulnerable groups of the community who rely on these premises and service as a place for social engagement. Hollandbush Golf Course currently have a building lease until 2027 with a tied house. The rental is approx. £1,000 to SLLC.

Local authority golf courses play an important role in the health and wellbeing agenda providing affordable opportunities for adults and young people to access golf at grassroot level. Golf courses and their surrounding grounds provide essential and valuable areas of open space to encourage activity at all levels.

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

There will be a likely impact on seniors, adults, families, and carers of young children as they will have further to travel to access a golf course. This is very much a rural amenity, public transport is limited around the operational times of the facility. Joining a private golf course may not be affordable to existing members of Hollandbush Golf Course.

Age - How Do You Know That?

Seniors – 38%
Adults – 48%
Youths – 14%



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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Disability - How Do You Know That?

Unknown as disability information is provided by customers on a voluntary basis and is therefore not an accurate representation of disabled service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Gender Reassignment - How Do You Know That?

Unknown as gender reassignment information is provided by customers on a voluntary basis and is therefore not a true representation of gender reassigned service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Marriage & Civil Partnership - How Do You Know That?

Unknown – data not collected.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Pregnancy & Maternity - How Do You Know That?

Unknown – data not collected.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Race - How Do You Know That?

Unknown as race information is provided by customers on a voluntary basis and is therefore not a true representation of race of service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Religion & Belief - How Do You Know That?

Unknown as religion and belief information is provided by customers on a voluntary basis and is therefore not a true representation of religion and belief of service users.

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

It is likely that there will be more impact on male service users in relation to this proposal.

Sex (Gender) - How Do You Know That?

Current membership



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Male - 90%
Females - 10%

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Sexual Orientation - How Do You Know That?

Unknown as sexual orientation information is provided by customers on a voluntary basis and is therefore not a true representation of sexual orientation of service users.

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

There will be likely be a higher impact on the protected characteristics of age and gender due to distance, costs and issues accessing public transport and cost to use alternative golf courses.

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

Income and attendance figures will be recorded and reported monthly to assess impact.

Q7. What is your recommendation for the policy?

Introduce

Reason for recommendation

Reducing the service will assist in protecting other golfing facilities by prioritising revenue resources in facilities that are more cost efficient and also reducing 24/25 budget pressures.

To mitigate the effect of this proposal Community Asset Transfers (CAT) can be considered. In addition, the facility may be able to access the Renewable Energy Fund (REF). Council funding is being made available to allow time before service is withdrawn for the community to consider working towards an approach to sustain service provision.



SOUTH LANARKSHIRE
Leisure & Culture

IMPACT ASSESSMENT REPORT

Policy Title Financial Savings 2024/25 Closure of Peter Brownlee Football Recreation Area	Assessment Date 9 Feb 2024
Status Draft	Assessment Number
Lead Officer Name David Carter	Lead Officer Job Title Head of Operations and Estates
Resource Name South Lanarkshire Leisure & Culture	Service Name Outdoor Recreation
Completed By Laura Cleland	Recommendation Introduce
Actions Required	
Group Members David Carter, Laura Cleland, Gerry Kane, Andy House Colin Girvan	
Policy Title Closure of Peter Brownlee Recreation Area	
Aims, objective, purpose and intended outcomes The aim of this assessment is to consider the impact of permanent closure of Peter Brownlee Football Pavilion & Pitches. This facility includes 1 x Grade B 11-a-side grass football pitch, 1 x 11-a-side Blaes pitch, and changing pavilion. This facility have been selected on criteria such as usage, proximity to other similar facilities and financial investment required by SLLC and South Lanarkshire Council. Community Asset Transfer could be a consideration for this facility.	
Who was involved in the development of the policy? SLLC Leadership Team SLLC Outdoor Recreation Management Team SLC Grounds SLC Community Asset Transfer Officer/SLC Community Engagement Team	
Q1. Who will be affected by the policy? Service users SLLC Staff SLC Staff	
Q2. Who will be/has been involved in the consultation process? Outdoor Recreation Manager	



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Outdoor Recreation Staff
SLC residents
Trade Unions
SLC Grounds Maintenance Service

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

The closure of Peter Brownlee will result in reduced local access to quality football pitch provision. Local service users will now have to travel further to access pitch provision. This facility is the last remaining sports pitch with associated changing accommodation within the area since the closure of Burnhill Sports Centre in 2015. Five different football clubs will be impacted by this closure;

Cambuslang FC
United Sports FC
Rutherglen Glencairn FC
Drumsagard Football Academy
Moorlands FC

Priory Recreation Area 3.2 miles
Stonefield Recreation Area 5 miles

Pitch sports play an important role in the health and wellbeing agenda providing opportunities for adults and young people to be active; moreover pitches and their surrounding grounds provide essential and valuable areas of open space to encourage activity at all levels.

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

There will be a likely impact on families and carers of young children as they will have further to travel to access football facilities. As these facilities operate mainly from 4pm – 10pm, public transport maybe limited.

Age - How Do You Know That?

Junior – 80%
Adult – 20%

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

There will be a likely impact on disabled people as they will have further to travel to access alternative pitch provisions and may have difficulty accessing public transport.

Disability - How Do You Know That?

Unknown as disability information is provided by customers on a voluntary basis and is therefore not an accurate representation of disabled service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.



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IMPACT ASSESSMENT REPORT

Gender Reassignment - How Do You Know That?

Unknown as gender reassignment information is provided by customers on a voluntary basis and is therefore not a true representation of gender reassigned service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Marriage & Civil Partnership - How Do You Know That?

Unknown – data not collected.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Pregnancy & Maternity - How Do You Know That?

Unknown – data not collected.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Race - How Do You Know That?

Unknown as race information is provided by customers on a voluntary basis and is therefore not a true representation of race of service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Religion & Belief - How Do You Know That?

Unknown as religion and belief information is provided by customers on a voluntary basis and is therefore not a true representation of religion and belief of service users.

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

It is likely that there will be more impact on male service users in relation to this proposal.

Sex (Gender) - How Do You Know That?

User profile
Female – 0%
Male - 100%

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Sexual Orientation - How Do You Know That?

Unknown as sexual orientation information is provided by customers on a voluntary basis and is therefore not a true representation of sexual orientation of service users.



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Leisure & Culture

IMPACT ASSESSMENT REPORT

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

There will be likely be a higher impact on the protected characteristics of age and disability due to distance, costs and issues accessing public transport to use alternative pitch provision with changing accommodation. Alternative provision is location at two vees within a 5 mile radius.

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

Attendance figures will be recorded and reported monthly to assess impact.

Q7. What is your recommendation for the policy?

Introduce

Reason for recommendation

Reducing the service will assist in protecting other facilities by prioritising revenue resources in alternative facilities and also reducing 24/25 budget pressures.

To mitigate the effect of this proposal Community Asset Transfers (CAT) and service reprovision can be considered. In addition, some of the facilities identified may be able to access the Renewable Energy Fund (REF). Council funding is being made available to allow time before service is withdrawn for the community to consider working towards an approach to sustain service provision.



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IMPACT ASSESSMENT REPORT

Policy Title Financial Savings 2024/25 Closure of Strathaven Park, SLLC operation	Assessment Date 9 Feb 2024
Status Draft	Assessment Number
Lead Officer Name David Carter	Lead Officer Job Title Head of Operations and Estates
Resource Name South Lanarkshire Leisure & Culture	Service Name Outdoor Recreation
Completed By Laura Cleland	Recommendation Introduce
Actions Required	
Group Members David Carter, Laura Cleland, Andy House, Gerry Kane, Colin Girvan	
Policy Title Closure of Strathaven Park.	
Aims, objective, purpose and intended outcomes The aim of this assessment is to consider the impact of withdrawing staff who support the operation of clubs and seasonal facilities within the park. The withdrawal of staff would result in the removal of boating pond activities, access to public toilets and staff support to the service level agreement of Strathaven Tennis Club and operation of Avondale Bowling Club. Consultation meetings to be arranged with both Tennis and Bowling Clubs to agree operational arrangements. Tennis club membership - 156 members Bowling – 24 members	
Who was involved in the development of the policy? SLLC Leadership Team SLLC Outdoor Recreation Management Team	
Q1. Who will be affected by the policy? Service users SLLC Staff Strathaven Lawn Tennis Club Avondale Bowling Club	
Q2. Who will be/has been involved in the consultation process?	



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IMPACT ASSESSMENT REPORT

Outdoor Recreation Manager
Outdoor Recreation Staff
SLC residents
Trade Unions

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

Strathaven Park will remain as a valued asset to the community, playing a key role in the health and wellbeing agenda.

Physical health, mental wellbeing and life satisfaction are all enhanced through access to and use of parks and greenspaces, Strathaven Park will continue to provide opportunities for community engagement and a destination for visitors to attend local events.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal other than access to the toilet. This will be available when the café franchise is operational. Young people will not have access to the boating pond.

Age - How Do You Know That?

Strathaven Park will continue as an open space with a play park sports provision, and seasonal catering facilities on site. Alternative toilet provision is available in the town.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Disability - How Do You Know That?

Unknown as disability information is provided by customers on a voluntary basis and is therefore not an accurate representation of disabled service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Gender Reassignment - How Do You Know That?

Unknown as gender reassignment information is provided by customers on a voluntary basis and is therefore not a true representation of gender reassigned service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Marriage & Civil Partnership - How Do You Know That?

Unknown – data not collected.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.



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Pregnancy & Maternity - How Do You Know That?

Unknown – data not collected.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Race - How Do You Know That?

Unknown as race information is provided by customers on a voluntary basis and is therefore not a true representation of race of service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Religion & Belief - How Do You Know That?

Unknown as religion and belief information is provided by customers on a voluntary basis and is therefore not a true representation of religion and belief of service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Sex (Gender) - How Do You Know That?

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Sexual Orientation - How Do You Know That?

Unknown as sexual orientation information is provided by customers on a voluntary basis and is therefore not a true representation of sexual orientation of service users.

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

It is likely that the proposal could have an adverse impact in relation to the protected characteristics of age, disability due to distance, costs and issues accessing public transport to use alternatives. To mitigate this exploration of moving the affected facilities to franchise will be explored. Alternative toilet provision is available in the town. Alternative boating provision is provided in East Kilbride.

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

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

Q7. What is your recommendation for the policy?

Introduce



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Reason for recommendation

Reducing the service will assist in protecting other facilities by prioritising revenue resources in facilities and also reducing 24/25 budget pressures.



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IMPACT ASSESSMENT REPORT

Policy Title Financial Savings 2024/25 Closure of Tileworks Recreation Area	Assessment Date 9 Feb 2024
Status Draft	Assessment Number
Lead Officer Name David Carter	Lead Officer Job Title Head of Operations and Estates
Resource Name South Lanarkshire Leisure & Culture	Service Name Outdoor Recreation
Completed By Laura Cleland	Recommendation Introduce
Actions Required	
Group Members David Carter, Laura Cleland, Andy House, Gerry Kane, Colin Girvan	
Policy Title Closure of Tileworks Recreation Area	
Aims, objective, purpose and intended outcomes The aim of this assessment is to consider the impact of permanent closure of Tileworks Recreation Area. This facility includes 2 x Grade A grass football pitches, 2 x floodlit 5-a-side pitches, 1 x floodlit grass training area, and changing pavilion. This facility was subject to a reduction in service provisions following 23/24 financial savings.	
This facility has been selected on criteria such as usage, proximity to other similar facilities and financial investment required by SLLC and South Lanarkshire Council.	
This facility is currently in the early stages of consultation with the primary user Royal Albert FC, who are currently members of the West of Scotland Football League and their associated youth teams.	
Who was involved in the development of the policy? SLLC Leadership Team SLLC Outdoor Recreation Management Team SLC Grounds	
Q1. Who will be affected by the policy? Service users SLLC Staff SLC Staff	



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

Outdoor Recreation Manager
Outdoor Recreation Staff
SLC residents
Trade Unions
SLC Grounds Maintenance Service
SLC Community Asset Transfer Officer / SLC Community Engagement Team

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

The closure of Tileworks Recreation Area will result in reduced local access to quality football pitch provision. Local service users will now have to travel further to access pitch provision.

Hamilton Palace Sports Ground 12 miles
McKirdy Recreation Area (synthetic pitch only) 7.5 miles
Blackwood & Kirkmuirhill Community Wing with synthetic pitch 3.5 miles.

None of these facilities have the capacity to accommodate grass pitch match play at weekends.

Pitch sports play an important role in the health and wellbeing agenda providing opportunities for adults and young people to be active; moreover pitches and their surrounding grounds provide essential and valuable areas of open space to encourage activity at all levels.

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

There will be a likely impact on families and carers of young children as they will have further to travel to access football facilities. As these facilities operate mainly from 4pm – 10pm, public transport is limited around the operational times of the facility.

Age - How Do You Know That?

Under 16's – 75%
Adults – 25%

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

There will be a likely impact on disabled people as they will have further to travel to access alternative pitch provisions and may have difficulty accessing public transport.

Disability - How Do You Know That?

Unknown as disability information is provided by customers on a voluntary basis and is therefore not an accurate representation of disabled service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Gender Reassignment - How Do You Know That?



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Unknown as gender reassignment information is provided by customers on a voluntary basis and is therefore not a true representation of gender reassigned service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Marriage & Civil Partnership - How Do You Know That?

Unknown – data not collected.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Pregnancy & Maternity - How Do You Know That?

Unknown – data not collected.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Race - How Do You Know That?

Unknown as race information is provided by customers on a voluntary basis and is therefore not a true representation of race of service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Religion & Belief - How Do You Know That?

Unknown as religion and belief information is provided by customers on a voluntary basis and is therefore not a true representation of religion and belief of service users.

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

It is likely that there will be more impact on male service users in relation to this proposal.

Sex (Gender) - How Do You Know That?

User profile
Female – 0%
Male - 100%

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Sexual Orientation - How Do You Know That?

Unknown as sexual orientation information is provided by customers on a voluntary basis and is therefore not a true representation of sexual orientation of service users.



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

There will be likely be a higher impact on the protected characteristics of age, sex and disability due to distance, costs and issues accessing public transport to use alternative pitch provision. To mitigate this exploration of moving the affected facilities to a Community Asset Transfer will be explored. Alternative provision is available at two sites within a 7.5 mile radius although capacity is limited currently.

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

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

Q7. What is your recommendation for the policy?

Introduce

Reason for recommendation

Reducing the pitch estate will assist in protecting other pitches by prioritising revenue resources in facilities which are better utilised and also reducing 24/25 budget pressures.

To mitigate the effect of this proposal Community Asset Transfers (CAT) can be considered. In addition, some of the facilities identified may be able to access the Renewable Energy Fund (REF). Council funding is being made available to allow time before service is withdrawn for the community to consider working towards an approach to sustain service provision.



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Leisure & Culture

IMPACT ASSESSMENT REPORT

Policy Title Financial Savings 2024/25 – Closure of 7 Public Libraries	Assessment Date 22 Jan 2024
Status Draft	Assessment Number
Lead Officer Name David Carter	Lead Officer Job Title Head of Operations and Estates
Resource Name South Lanarkshire Leisure & Culture	Service Name Libraries
Completed By Fiona Renfrew	Recommendation Introduce
Actions Required	
Group Members David Carter, Fiona Renfrew, Jacqueline Haldane	
Policy Title Proposal to Close 7 Public Libraries	
Aims, objective, purpose and intended outcomes	
<p>The aim of this assessment is to consider the impact of a proposal to permanently close community libraries in Blantyre, Bothwell, Cambuslang, Forth, Greenhills, Halfway and Hillhouse. These libraries have been selected on criteria such as usage, proximity to other library facilities and financial expenditure and investment required by SLLC and South Lanarkshire Council.</p> <p>The Local Government (Scotland) Act 1973, Section 163 states 'a local authority shall have a duty to secure the provision of adequate library facilities for all persons resident in their area'.</p> <p>Reducing the libraries estate will allow revenue resources to be prioritised in the remaining 16 library locations across South Lanarkshire and ensure continued investment in digital services.</p>	
Who was involved in the development of the policy?	
<p>SLLC Leadership Team Library Managers</p>	
Q1. Who will be affected by the policy?	
<p>Service users Library staff SLC Facilities Staff</p>	



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

Library Managers
Library staff
Trade Unions
SLC Facilities Management
Partner organisations - Macmillan, Forth Primary School
Tenants – Community Links (Blantyre)
Landlords – Bothwell Futures, SLC
Lessees of library spaces at Greenhills, Forth libraries

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

Closure of a community library means people lose access to resources (physical books in all formats, including large print and talking books), supported access to PCs, internet and Wi-Fi, photocopying/printing/scanning, literacy and learning activities, room hire (Greenhills and Forth libraries), study & research space and access to help/advice with community & general information. There is also a programme of activities such as book groups, knitting groups and reminiscence sessions which can reduce social isolation. This can impact on the educational, cultural, economic and democratic life of local area.

Libraries have a key role to play in the health and wellbeing agenda, improving quality of life, addressing child poverty, providing equitable access to trusted resources and offering free digital support and online access. Libraries are considered safe, non-judgmental community spaces, and all are registered with the Keep Safe places scheme as locations where people feeling frightened or been victims of crime can seek support. Libraries are distribution points for resources such as hearing aid batteries, period products, vitamins for babies and breastfeeding mothers and also dog waste bags.

This proposal will likely affect everyone who uses library services in the affected geographical areas as people will have further to travel to alternative library locations (see distances below):

Blantyre library to Hamilton Town House library 2.7 miles / to Rutherglen library 5.6 miles / to Uddingston library 4.1 miles*
Bothwell library to Uddingston library 1.4 miles / to Hamilton Town House library 2.1 miles
Cambuslang library to Rutherglen library 2.4 miles / to Springhall library 1.5 miles
Forth library to Lanark Library 8.3 miles / to Carluke library 9.6 miles*
Greenhills library to East Kilbride Central library 2.6 miles / to St Leonard's library 3.4 miles
Halfway library to Rutherglen library 3 miles / Hamilton Town House library 5.8 miles
Hillhouse to Fairhill library 1.2 miles / to Hamilton Town House library 2 miles

Please note public transport between libraries above is available throughout the day (Mon-Sat) except where noted*



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

There will be a likely impact on older people and families and carers of young children as they will have further to travel to access library services.

Care experienced young people may be more disadvantaged than their peers by library closures. They may encounter a range of issues including social isolation, lack of digital connectivity and other poverty related challenges.

The successful Scottish Government sponsored Bookbug initiative, aimed at developing literacy and fine motor skills for babies and early years age children and reducing social isolation for parent and carers, currently runs in all libraries.

Limiting access to library resources and services has a potential impact on educational attainment.

Age - How Do You Know That?

Membership data extracted from Civica Spydus library management system -

Over 60s are 21% of total registered library members.

Under 16s are 17% of total registered library members.

Attendance figures at Bookbug sessions in libraries is recorded and reported to Scottish Book Trust annually as follows:

Blantyre library 22/23 – 1379 children / Apr to Dec 23/24 - 1077 children

Bothwell library (closed for refurb 22/23) Apr to Dec 23/24 - 849 children

Cambuslang library 22/23 -1171 children / Apr – Dec 23/24 -1525 children

Forth library Apr to Dec 23/24 - 65 children

Greenhills library 22/23 – 2183 children / Apr – Dec 23/24 -1472 children

Halfway library 22/23 – 311 children / Apr to Dec 23/24 - 541 children

Hillhouse library 22/23 – 223 children / Apr to Dec 23/24 - 511 children

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

There will be a likely impact on disabled people as they will have further to travel to access public library services and may have difficulty accessing public transport. People with cancer will no longer have local access to weekly volunteer led Macmillan cancer information and support sessions at Cambuslang library – service is also available at EK Central library and there are Macmillan information resources available in all libraries People with hearing impairment will no longer have access to hearing aid batteries locally.

Disability - How Do You Know That?

Disability information is provided by customers on a voluntary basis and is therefore not an accurate representation of disabled service users.

20 people used Macmillan service at Cambuslang library from Mar – Dec 23.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.



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Gender Reassignment - How Do You Know That?

Gender reassignment information is provided by customers on a voluntary basis and is therefore not a true representation of gender reassigned service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Marriage & Civil Partnership - How Do You Know That?

Data not collected.

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

There will likely be an impact on pregnant and breast-feeding mothers as they will have further to travel to alternative library locations. Healthy Start vitamins will no longer be available for babies and breast-feeding mothers.

Pregnancy & Maternity - How Do You Know That?

Data not collected.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Race - How Do You Know That?

Race information is provided by customers on a voluntary basis and is therefore not a true representation of race of service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Religion & Belief - How Do You Know That?

Religion and belief information is provided by customers on a voluntary basis and is therefore not a true representation of religion and belief of service users.

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

It is likely that there will be more impact on female service users in relation to this proposal as there are more registered female users of libraries. Libraries are also distribution points for period products in local communities.

Sex (Gender) - How Do You Know That?

Membership information extracted from Civica Spydus Library Management system –
 Female - 57%
 Male 38 %
 Unknown 5%

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.



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Sexual Orientation - How Do You Know That?

Sexual orientation information is provided by customers on a voluntary basis and is therefore not a true representation of sexual orientation of service users.

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

There will likely be a higher impact on the protected characteristics of age and disability due to distance to travel and issues accessing public transport to use alternative libraries.

Close proximity of alternative libraries to libraries proposed for closure (3 miles and under) and the availability of public transport provides justification for these actions. Forth library (8.3 miles from Lanark library) is the exception to this, and capacity in Library Home Delivery service will be prioritised for customers who cannot access an alternative library in the rural area.

Footfall and loans of physical books have continually declined for several years in line with national trends, whereas e-book loans have seen a continual increase over the same period. Service users will be encouraged to make use of e-book services where suitable, as an alternative format to borrowing physical books. This is a more cost effective and environmentally sustainable method of providing reading resources, albeit that digital rights management restrictions mean that the same range of authors and titles are not available to library users as commercial users.

User education workshops will be programmed in at risk libraries to assist customers to access digital lending services.

Existing customers with difficulty accessing an alternative library will be offered the Library Home Delivery service (there is current capacity for additional 100 Home Delivery customers).

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

Attendance figures will be recorded and reported monthly to assess impact.

Q7. What is your recommendation for the policy?

Introduce

Reason for recommendation

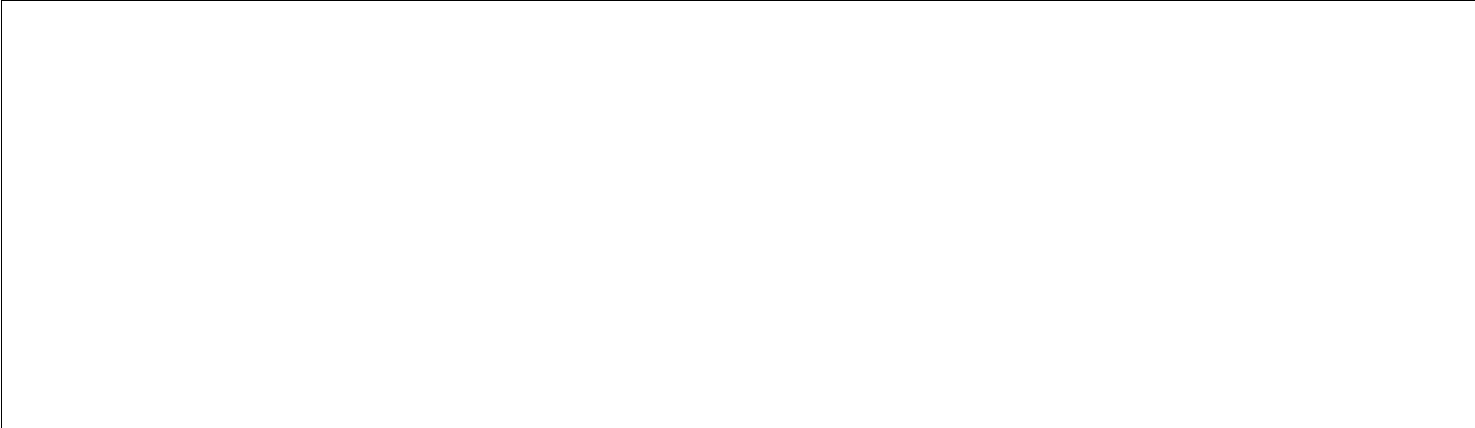
Reducing the library estate will assist in protecting libraries by prioritising revenue resources in 16 remaining libraries and also reducing 24/25 budget pressures.

To mitigate the effect of this proposal Community Asset Transfers (CAT) or reprovion of some elements of the existing library service can be considered. Any reprovion would be a significantly reduced from the current offering. In addition, some of the facilities identified may be able to access the Renewable Energy Fund (REF). Council funding is being made available to allow time before service is withdrawn for the community to consider working towards an approach to sustainable service provision.



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IMPACT ASSESSMENT REPORT





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IMPACT ASSESSMENT REPORT

Policy Title Financial Savings 2024/25 – Removal of Grants to 7 Independent Halls
Assessment Date 22 Jan 2024

Status Draft

Assessment Number

Lead Officer Name David Carter

Lead Officer Job Title Head of Operations and Estates

Resource Name South Lanarkshire Leisure & Culture

Service Name Culture

Completed By Martin Cain

Recommendation Introduce

Actions Required

Group Members David Carter, Martin Cain,

Policy Title Removal of Grants to 7 Independent Halls

Aims, objective, purpose and intended outcomes

The aim of this assessment is to consider the impact of the removal of SLLC grants given to the committees at the following 7 Community Halls;

Clydesdale Area – Tarbrax Hall, Carstairs Community Centre, Crawfordjohn Public Hall, Kilcadzow Village Hall, Quothquan Hall, Ravenstruther Hall

Hamilton Area – No affected halls

East Kilbride Area – No affected halls

Cambuslang and Rutherglen Area – Caledonian Centre (Aspire)

This proposal was presented due to the on-going financial pressures experienced by SLLC. This resulted in a review of the policy which was found to be an anomaly which identified these independent halls are not entitled to a grant payment.

Who was involved in the development of the policy?

SLLC Leadership Team
SLLC Cultural Services Management Team
SLC Officers



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IMPACT ASSESSMENT REPORT

Q1. Who will be affected by the policy?

Service users – local residents
Community Committee Members

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

SLLC Leadership Team Managers
Cultural Services Managers
Hall Committees
SLC Officers
Trade Unions
SLC Residents

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

The removal of the grants may result in reduced and in some cases no access to groups and activities run by the local community. The grants may be used for a variety of purposes including the operation of the hall, i.e. cleaners, or to purchase insurance or equipment for the hall.

The community halls play a vital part in the community by bringing people together to participate in a variety of activities and events. This in turn, helps with improving customers mental and physical well-being by connecting people through their activity with other like-minded individuals.

This proposal will likely affect everyone who uses the community hall services in the affected geographical areas as people will have further to travel to alternative locations.

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

There will be a likely impact on all age groups due to the variety of the activities within these facilities.

By implementing this proposal, this may have an adverse affect on residents physical and mental health through reduced access to these community services.

Age - How Do You Know That?

Unknown – data not collected.

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

It is unknown if there will be any specific impact on people who share this characteristic in relation to this proposal.

Disability - How Do You Know That?

It is unknown what the true impact on disabled customers specifically for customers in this characteristic.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.



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Gender Reassignment - How Do You Know That?

Unknown – data not collected.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Marriage & Civil Partnership - How Do You Know That?

Unknown – data not collected.

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

There will likely be an impact on customers on maternity leave as some halls (Caledonian Centre and Quothquan Hall) provide nursery and playgroup sessions.

Pregnancy & Maternity - How Do You Know That?

Unknown the direct impact of this characteristic however within the Caledonian Centre there is a full-time nursery that operates from 8am – 6pm midweek with 20 children per day in attendance. In Quothquan Hall there is a playgroup that operates weekly that has 12-15 children attending.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Race - How Do You Know That?

Unknown – data not collected.

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

It is unknown what impact this proposal will have on people who share this characteristic.

Religion & Belief - How Do You Know That?

Unknown – data not collected.

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

It is unknown if there will be any specific impact on people who share this characteristic in relation to this proposal.

Sex (Gender) - How Do You Know That?

Unknown – data not collected.

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

It is unknown if there will be any specific impact on people who share this characteristic in relation to this proposal.

Sexual Orientation - How Do You Know That?

Unknown – data not collected.

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



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It is unknown the direct impact this proposal will have on the protected characteristics as all committees do not report on attendances or type of bookings. It is also unknown what impact the removal of the grants will have on the individuals using the facility as not all committees report on their financial statements showing their income and expenditure. What the funding is used for and may have a significant impact on the operation of the facility or on other cases have little or no impact.

Due to the committee management arrangements, SLLC are unable to report on attendances specific to these halls and the variety of groups utilising these facilities. These community halls have their prices set by the Committee and retain the income. However, SLLC provide an annual grant to the committees to pay the operating costs.

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

As an Independent Hall, the committees have been advised of the grants being removed and the implications of this. SLC will continue to provide the Committees with ongoing supportive meetings to assist the groups to get additional funding/grants which may mitigate the impact on services.

Q7. What is your recommendation for the policy?

Introduce

Reason for recommendation

Reducing the service will assist in protecting other facilities by prioritising revenue resources in alternative facilities and also reducing 24/25 budget pressures.

To mitigate the effect of this proposal Community Asset Transfers (CAT) and service re-provision can be considered. In addition, some of the facilities identified may be able to access the Renewable Energy Fund (REF). Council funding is being made available to allow time before service is withdrawn for the community to consider working towards an approach to sustain service provision.



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IMPACT ASSESSMENT REPORT

Policy Title Financial Savings 2024/25 – Withdraw of Services in 8 Community Managed Halls
Assessment Date 22 Jan 2024

Status Draft

Assessment Number

Lead Officer Name David Carter

Lead Officer Job Title Head of Operations and Estates

Resource Name South Lanarkshire Leisure & Culture

Service Name Culture

Completed By Martin Cain

Recommendation Introduce

Actions Required

Group Members: David Carter, Martin Cain, Linda Smy

Policy Title: Withdraw of Services at 8 Community Managed Halls

Aims, objective, purpose and intended outcomes:

The aim of this assessment is to consider the impact of the permanent withdrawal of services and support at the following Community Managed Halls (in addition the community halls contain in a sperate impact assessment);

Clydesdale Area - Douglas St Brides Hall and Carstairs Village Hall

Hamilton Area – June Stewart Centre, Larkhall Hall, Netherburn Community Hall and TACT Hall.

East Kilbride Area – No affected halls

Cambuslang and Rutherglen Area – North Halfway Hall and Eastfield Community Centre.

These facilities have been selected based on the whether there is potential for growth of provision and range of services. This following considerations were taken;

- Venues / Servies being capable of being a community hub
- Positive financial contribution back to the business
- Considerations of government guidance/legislation on provision
- The range of services in the region



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- The financial impact on SLLC / SLC
- SLC input from a variety of Council Officers and departments.

Who was involved in the development of the policy?

SLLC Leadership Team
SLLC Cultural Services Management Team
SLC Officers

Q1. Who will be affected by the policy?

Service users – local residents
Councillors – surgeries held within facilities
Community groups
Businesses – Commercial customers
Hallkeeping staff
Committee Members

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

Cultural Services Managers
Halls staff
Trade Unions
Community Managed Hall Committees
Community Groups
SLC Residents
Businesses – Commercial customers

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

The removal of service provision in the listed community halls will result in reduced and in some cases no access to groups and activities run by the local community. Other options may include reducing opening days and times to maximise usage. This will in turn have an impact of the bookings and may result in the bookings being moved to another day.

Community Managed Halls play an important part of the community by bringing people together to participate in a variety of activities and social events. This in turn, helps with improving customers mental and physical well-being by connecting people through their activity with other like-minded individuals.

This proposal will likely affect everyone who uses the community hall services in the affected geographical areas as people will have further to travel to alternative locations. Below is a list of locations and the nearest alternative facility:

Douglas St Brides Hall – Douglas Primary School* (0.4m) / Rigside Hall (4.2m)
Carstairs Village Hall – Carstairs Village Primary School* (0.1m) / Carnwath Town Hall (2.9m)
June Stewart Centre - Calderside Academy* (0.8m) / Hillhouse and Earnock Community Centre (1.7m) / Blantyre Leisure Centre (1.1m)
Larkhall Hall - Larkhall Academy* or Larkhall Leisure Centre (0.6m) / Craigbank Community Wing (1.2m)
Netherburn Community Hall – Netherburn Primary School* (0.1m) / Dalsersf Primary School* (1.9m)



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TACT Hall - Calderside Academy* (1.2m) / Blantyre Leisure Centre (1.3m)
 North Halfway Hall – Cambuslang Institute (1.3m) / Cairns Primary School* (0.9) / Newton Farm Community Wing (1.9m)
 Eastfield Community Centre – Cambuslang Institute (1.1m) / Stonelaw High School* (0.6m)

*School access is only available
 Monday – Friday – 18:00 – 21:30
 Saturday – 09:00 – 12:00
 Sunday – Closed

This would prevent any daytime bookings being relocated to school facilities.

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

There will be a likely impact on all age groups due to the variety of the activities within these facilities.

By implementing this proposal, it may have an adverse affect on residents physical and mental health through reduced access to these community services.

Age - How Do You Know That?

Community Managed Halls attendances and age breakdown is not available. The committees in each of these facilities manage their own bookings and is not part of South Lanarkshire Leisure and Cultures key performance indicators.

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

It is unknown if there will be any specific impact on people who share this characteristic in relation to this proposal.

Disability - How Do You Know That?

It is unknown the true impact on disabled customers specifically for customers in this characteristic

The committees in each of these facilities manage their own bookings and is not part of South Lanarkshire Leisure and Cultures key performance indicators.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Gender Reassignment - How Do You Know That?

Unknown – data not collected.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Marriage & Civil Partnership - How Do You Know That?

Unknown – data not collected.

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



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It is unknown what impact this proposal will have on people who share this characteristic. There are often parent and baby/toddler classes that may impact parents on paternity leave however Community Managed Halls manage their own bookings.

Pregnancy & Maternity - How Do You Know That?

Unknown – data not collected. The committees in each of these facilities manage their own bookings and is not part of South Lanarkshire Leisure and Cultures key performance indicators.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Race - How Do You Know That?

Unknown – data not collected.

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

It is unknown if there will be any specific impact on people who share this characteristic in relation to this proposal. Within Community Managed Halls there may be Church Groups however the Committee within these halls manage their own bookings and SLLC is not aware of the impact this would have on Religion & Belief characteristics.

Religion & Belief - How Do You Know That?

Unknown – data not collected. The committees in each of these facilities manage their own bookings and is not part of South Lanarkshire Leisure and Cultures key performance indicators.

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

It is unknown if there will be any specific impact on people who share this characteristic in relation to this proposal. Within Community Managed Halls there may be gender specific bookings / groups. However, the Committee within these halls manage their own bookings and SLLC is not aware of the impact this would have on Religion & Belief characteristics.

Sex (Gender) - How Do You Know That?

Unknown – data not collected.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Sexual Orientation - How Do You Know That?

Unknown – data not collected.

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

The protected characteristics of age, disability, pregnancy & maternity, religion & belief, and sex are likely to be impacted by the proposals. The impact is likely due the possible relocation of the groups to an alternative location which may impact on distance, costs and issues accessing public transport to use alternative facilities. If activities cease to continue, this is likely to impact on the customers physical and mental well-being.

Due to the committee management arrangements and Service Level Agreement, SLLC are unable to report on attendances specific to these halls and the variety of groups utilising these facilities. Community Managed Halls have their prices set by



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the Committee and retain the income. However, SLLC continue to pay the operating costs including the utility, repairs and staffing costs.

Attendances were not taken into consideration for this proposal as the Halls were not capable of being a community hub, do not provide positive financial contribution back to the business as well as the other considered framework.

A more cost effective operation of the halls can be achieved by utilising alternative facilities in the geographical area, in turn increasing bookings and attendances for the remaining SLLC facilities. Consideration must be given to the availability of facilities to ensure we can adequately relocate the booking requests.

The committee at these halls have an opportunity to apply for a Community Asset Transfer, similar leasing agreement with SLC and external funding. This would allow the committee to continue delivering the current services within these halls.

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

Attendance figures and number of bookings will continue to be recorded in SLLC operated halls and reported monthly to assess impact.

Income analysis ensuring a positive financial contribution is achieved.

Q7. What is your recommendation for the policy?

Introduce

Reason for recommendation

Reducing the service will assist in protecting other facilities by prioritising revenue resources in alternative facilities and also reducing 24/25 budget pressures.

To mitigate the effect of this proposal Community Asset Transfers (CAT) can be considered. In addition, some of the facilities identified may be able to access the Renewable Energy Fund (REF). Council funding is being made available to allow time before service is withdrawn for the community to consider working towards an approach to sustain service provision.



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IMPACT ASSESSMENT REPORT

Policy Title Financial Savings 2024/25 – Withdraw of Services in 17 Community Halls
Assessment Date 22 Jan 2024

Status Draft

Assessment Number

Lead Officer Name David Carter

Lead Officer Job Title Head of Operations and Estates

Resource Name South Lanarkshire Leisure & Culture

Service Name Culture

Completed By Martin Cain

Recommendation Introduce

Actions Required

Group Members David Carter, Martin Cain, Linda Smy

Policy Title Withdraw of Services in 17 Community Halls

Aims, objective, purpose and intended outcomes

The aim of this assessment is to consider the impact of permanent closure of the following Community Halls (in addition the community managed halls contain in a sperate impact assessment);

Clydesdale Area - Crawford Village Hall, Coulter Village Hall, Carmichael Village Hall, Crossford Village Hall, Braehead Village Hall, Tom Craig Hall, Carstairs Junction Hall, Thankerton Village Hall, and Pettinain Village Hall

Hamilton Area – Uddingston Community Centre, Whitehill Neighbourhood Centre, High Blantyre Community Hall, Ferniegair Hall

East Kilbride Area – Greenhills Hall, Calderwood Hall, Kirktonholme Hall and Westwood Community Hall.

Cambuslang and Rutherglen Area – None

These facilities have been selected based on the following considerations;

- Venues / Servies being capable of being a community hub
- Positive financial contribution back to the business
- Considerations of government guidance/legislation on provision
- The range of services in the region



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- The financial impact on SLLC / SLC
- SLC input from a variety of Council Officers and departments.

Reducing the number of community halls will allow revenue resources to be prioritised in the remaining 24 community halls across South Lanarkshire and ensure continued operation and investment in these facilities and services.

Who was involved in the development of the policy?

SLLC Leadership Team
SLLC Cultural Services Management Team
SLC Officers

Q1. Who will be affected by the policy?

Service users – local residents
Councillors – surgeries held within facilities
Community groups
Businesses – Commercial customers
Hallkeeping staff
Clerical staff

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

Cultural Services Managers
Halls staff
Trade Unions
Community Managed Hall Committees
Community Groups
SLC Residents
Businesses – Commercial customers

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

The removal of service provision in the listed community halls will result in reduced and in some cases no access to groups and activities run by the local community. An example of these groups include, children's dance classes, adult and children's martial arts and sports groups as well social gatherings and parties, pensioner groups, community meetings, councillor surgeries, language classes and religious meetings and groups.

SLLC community halls play a significant part in the community by bringing people together to participate in a variety of activities and social events. This in turn, helps with improving customers mental and physical well-being by connecting people through their activity with other like-minded individuals. In some halls, there is food bank provision which helps families and individuals through the cost of living crisis by providing food parcels to the most vulnerable in the community. The facilities have also been used as a warm place hubs allowing groups and individuals access to warm and friendly facilities during periods of colder weather. Community halls are also distribution points for resources such as period products and dog waste bags.

This proposal will likely affect everyone who uses the community hall services in the affected geographical areas as people will have further to travel to alternative locations. Also, due to the number of facilities that SLLC will be withdrawing services



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from, there will be limited availability to relocate these bookings / groups to another SLLC facility although other non SLLC facilities such as Church halls may be available.. Below is a list of locations and the nearest alternative facility:

Crawford Village Hall - Crawford Primary School* (directly opposite Hall)
Coulter Village Hall – Biggar Municipal (2.9m) or Coulter Primary School* (directly opposite Hall)
Carmichael Village Hall – Carmichael Primary School* (directly opposite Hall) / Symington Hall (6.1m)
Crossford Village Hall – Underbank Primary School* (0.8m) / Carluke Lifestyles (3.7m)
Braehead Village Hall – Braehead Primary School* (directly opposite Hall) / Carnwath Town Hall (3.5m) / Willie Waddell Centre (2.8m)
Tom Craig Hall – Law Primary School* (0.3m) / Carluke Lifestyles (3.4m)
Carstairs Junction Hall – Carstairs Junction Primary School* (0.2m) / Carnwath Town Hall (2.7m)
Thankerton Village Hall – Symington Hall (2.7m)
Pettinain Village Hall – Lanark Lifestyles or Harry Smith Complex (5.7m)
Uddingston Community Centre – Uddingston Grammar* (0.7m)
Whitehill Neighbourhood Centre – Burnbank Centre (0.7m) / Holy Cross High School* (0.6m)
High Blantyre Community Hall – Calderside Academy* (0.8m) / Hillhouse and Earnock Community Centre (1.7m) / Blantyre Leisure Centre (1.1m)
Ferniegair Hall – Larkhall Academy* (2.8m) / Holy Cross High School* (2.9m) / Burnbank Centre (2.7m)
Greenhills Hall – Greenhills Primary School* (1m) / Castlefield Primary School* (0.2m) / Alistair McCoist Centre (1.3m)
Calderwood Hall – Maxwellton Primary School* (0.7m), John Wright Sports Centre (0.9m)
Kirktonholme Hall – St Kenneths Primary School (0.3m) / Kirktonholme Primary School* (0.7m) / John Wright Sports Centre (1.3m)
Westwood Community Hall. John Wright Sports Centre (2.3m), Duncanrig High School* (0.2m), Murray Owen Centre (0.8m)

*School access is only available
Monday – Friday – 18:00 – 21:30
Saturday – 09:00 – 12:00
Sunday – Closed

This would prevent any day time bookings being relocated to school facilities.

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

There will be a likely impact on all age groups due to the variety of the activities within our facilities.

Examples of this are;

Whitehill Neighbourhood Centre – Childcare in the Community (Nursery and Afterschool Provision) and Universal Connections would no longer be able to operate from the centre and this would impact on the children as well as the families childcare arrangements for working parents.

Crossford Hall, Carmichael Hall and Tom Craig Centre – Parent and toddler groups whereby children and their families attend for social interaction and education through play.

Crawford Hall, Kirktonholme Hall and Uddingston Community Centre – There is a large % of usage by the 60+ age group in these halls and activities include carpet bowls, coffee and chat sessions, 60+ exercise classes, and arts and craft groups.



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By implementing this proposal, it may have an adverse affect on residents physical and mental health through reduced access to these community services.

Age - How Do You Know That?

Attendance information taken from customer booking forms and recorded through Artifax Booking System. Breakdown of age demographics also taken from customer booking forms.

Of the 17 Community Halls noted below the 60 years plus category accounts for 20% of total attendances.

Under 16s are 35% of total attendances

Attendance figures at for all bookings in each centre is recorded as per the table below:

From 01/04/2023 to 31/03/2024

Clydesdale (Halls) Braehead Hall Total No. events 127

Age Groups							Total	No. Events
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups		
34	177	50	12	208	642	425	1548	127

Clydesdale (Halls) Carmichael Hall Total No. events 230

Age Groups							Total	No. Events
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups		
946	30	4	0	1236	848	25	3089	230

Clydesdale (Halls) Carstairs Junction Hall Total No. events 76

Age Groups							Total	No. Events
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups		
45	104	64	58	354	75	113	813	76

Clydesdale (Halls) Coulter Hall Total No. events 268

Age Groups							Total	No. Events
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups		
35	952	92	54	878	680	250	2941	268

Clydesdale (Halls) Crawford Hall Total No. events 339

Age Groups						
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Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups	Total	No. Events
8	334	26	58	797	2035	423	3681	339

Clydesdale (Halls) Crossford Hall Total No. events 366

Age Groups								
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups	Total	No. Events
2990	8	0	0	438	839	165	4440	366

Hamilton (Halls) Ferniegair Hall Total No. events 626

Age Groups								
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups	Total	No. Events
365	720	5	330	6824	2609	60	10913	626

East Kilbride (Halls) Greenhills Hall Total No. events 684

Age Groups								
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups	Total	No. Events
3725	4	0	210	6979	1955	0	12873	684

Hamilton (Halls) High Blantyre Hall Total No. events 438

Age Groups								
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups	Total	No. Events
2520	720	80	5	1401	730	770	6226	438

East Kilbride (Halls) Kirktonholme Hall Total No. events 262

Age Groups								
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups	Total	No. Events
740	0	0	0	1586	1084	0	3410	262

Clydesdale (Halls) Pettinain Hall Total No. events 44

Age Groups								
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups	Total	No. Events



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0	10	10	10	217	84	368	699	44
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Clydesdale (Halls) Thankerton Hall Total No. events 72

Age Groups							Total	No. Events
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups		
0	0	10	10	49	733	34	836	72

Clydesdale (Halls) Tom Craig Centre Total No. events 362

Age Groups							Total	No. Events
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups		
771	45	4	255	1722	1600	55	4452	362

East Kilbride (Halls) Westwood Hall Total No. events 157

Age Groups							Total	No. Events
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups		
0	0	0	0	335	580	1075	1990	157

Hamilton (Halls) Whitehill Neighbourhood Centre Total No. events 3177

Age Groups							Total	No. Events
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups		
7291	11261	1190	1179	11780	2619	1579	36899	3177

Hamilton (Halls) Uddingston Community Centre (Community Managed) Total No. events 774

Age Groups							Total	No. Events
Under 5	5-15	16-17	18-20	21-59	60+	All Age Groups		
1955	1250	537	62	1554	3086	100	8544	774

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

There will be a likely impact on disabled people as they may have further to travel to access their local community facility.

Within Whitehill Neighbourhood Centre there are Additional Support Needs/Autism friendly groups for Judo and Taekwondo and Calderwood Hall operates an Autism youth club each week.



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Disability - How Do You Know That?

It is unknown the true impact on disabled customers other than the above-mentioned activities booked specifically for customers in this characteristic

Many of our facilities are booked by local community workers or organised groups and the use by disabled customers is captured by these groups.

Whitehill Neighbourhood Centre – Taekwondo record attendances of 9 children per week

Whitehill Neighbourhood Centre – Judo has mixed classes. The attendances are not recorded specifically for disabled customer use.

Calderwood Hall – youth group record attendances of 12 children per week

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Gender Reassignment - How Do You Know That?

Unknown as gender reassignment information is provided by customers on a voluntary basis and is therefore not a true representation of gender reassigned service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Marriage & Civil Partnership - How Do You Know That?

Unknown – data not collected.

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

There will likely be an impact on customers on maternity leave as many of our community halls provide activities for pre-school children including parent and child sessions.

Within Whitehill Neighbourhood Centre there is Childcare in the Community, this is a nursery and after school group that caters for ages 6 months to 16yrs.

Pregnancy & Maternity - How Do You Know That?

Unknown the direct impact of this characteristic however overall there are approximately 20.5% of attendances by children in the 0-5years age group.

At Whitehill Neighbourhood Centre the attendances by under 5's accounts for 19.75% of the overall attendances for the facility.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Race - How Do You Know That?

Unknown as race information is provided by customers on a voluntary basis and is therefore not a true representation of race of service users.



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

Within community halls there are a small number of Church Groups and Spiritualist Church groups affected within the proposal. This proposal is likely to affect the customers with this characteristic as the groups will need to relocate which may impact on the accessibility to attend these sessions.

Religion & Belief - How Do You Know That?

Kirtonholme Hall– Religious meeting records attendances of 10 people per week
Ferniegair Hall – Spiritualist Church records attendances of 70 per week
Crossford Hall – Christian outreach records attendances of 45 per week

Unknown impact on customers, other than stated above, as religion & belief information is provided by customers on a voluntary basis and is therefore not a true representation of religion & belief of service users.

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

Groups that are likely to be affected in this characteristic include Women's Guild (various locations), Women's Only Judo Club (Whitehill Neighbourhood Centre), as well as the many arts and crafts that operate within our facilities. Although these activities are not specifically aimed at one sex over another, they are predominantly attended by females.

Sex (Gender) - How Do You Know That?

Unknown as sex (gender) information is provided by customers on a voluntary basis and is therefore not a true representation of sex (gender) of service users.

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

It is unlikely that there will be any specific impact on people who share this characteristic in relation to this proposal.

Sexual Orientation - How Do You Know That?

Unknown as sexual orientation information is provided by customers on a voluntary basis and is therefore not a true representation of sexual orientation of service users.

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

The protected characteristics of age, disability, pregnancy & maternity, religion & belief, and sex are likely to be impacted by the proposals. The impact is likely due the possible relocation of the groups to an alternative location which may impact on distance, costs and issues accessing public transport to use alternative facilities. If activities cease to continue, this is likely to impact on the customers physical and mental well-being.

Attendances have continually declined in the majority of the community halls since 2019 – 20, with the exception of Whitehill Neighbourhood Centre, when SLC/SLLC entered into lock down for the COVID-19 restrictions. Due to increased operating costs including utility, repairs, and staff costs as well as a reduction in funding from SLC it is difficult to continue to operate these facilities.

A more cost-effective operation of the halls can be achieved by utilising alternative facilities in the geographical area, in turn increasing bookings and attendances for the remaining SLLC facilities. Consideration must be given to the availability of facilities to ensure we can adequately relocate the booking requests.



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Reducing the number of community halls will allow revenue resources to be prioritised in the remaining 24 community halls across South Lanarkshire and ensure continued operation and investment in these facilities and services.

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

Attendance figures and number of bookings will continue to be recorded and reported monthly to assess impact. Income analysis ensuring a positive financial contribution to is achieved.

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

Q7. What is your recommendation for the policy?

Introduce

Reason for recommendation

Reducing the service will assist in protecting other facilities by prioritising revenue resources in alternative facilities and also reducing 24/25 budget pressures.

To mitigate the effect of this proposal Community Asset Transfers (CAT) can be considered. In addition, some of the facilities identified may be able to access the Renewable Energy Fund (REF). Council funding is being made available to allow time before service is withdrawn for the community to consider working towards an approach to sustain service provision.



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IMPACT ASSESSMENT REPORT

Policy Title – Financial Savings

Assessment Date 20/02/2024

Status

Assessment Number

Lead Officer Name Ross McKie

Lead Officer Head of Corporate Services

Resource Name - SLLC

Service Name- All

Completed By Group - Ross McKie, Laura Cleland, Colin McWilliams, Rebecca Batchelor, Elaine Donaldson, Martin Cain

Recommendation - The recommendation is for the charges to be implemented as proposed.

Actions Required - The EQIA will be passed to SLLC board for consideration along with the overall proposal, and if approved, will be implemented during financial year 24/25.

Group Members

Ross McKie, Laura Cleland, Colin McWilliams, Rebecca Batchelor, Elaine Donaldson, Martin Cain

Aims, objective, purpose and intended outcomes

As a result of financial pressures and potential funding reductions, SLLC has a forecast an overall budget gap of £6.335m for financial year 24/25, prior to any reduction in management fee, mitigations, savings or price increases. A potential option being presented to the SLLC board to address this would be to consider increasing charges to service users over and above there existing levels. The following proposals have been developed with the expected additional income generated detailed and based on usage numbers remaining consistent –

Calderglen Access (£0.217m) moving to £4 per adult, £2 per child, under 3 still free

General Gym Membership (£0.309m) – Moving from £25 to £27 per month

Booking Fee (£0.025m) - % fee up to max of £1.50

General Increases (£0.315m) – Breakdown below -

Swimming Lesson/Membership (3%) - £0.079m	SPA
Rental Income (5%) – £0.060m	SPA/Venues/Outdoor/Halls
General E Admission (5%) - £0.037m	SPA
Swimming Including Galas (3%) - £0.018m	SPA
General Swimming (7%) - £0.016m	SPA
Bar Income Theatres (5%) - £0.012m	Venues
School Swim Lessons (10%) - £0.010m	SPA
Golf Season Tickets (4%) - £0.010m	Outdoor
Coaching Fees (3%) - £0.009m	Outdoor/SPA
Birthday Packages (10%) - £0.008m	SPA/Outdoor
Arts Classes (5%) - £0.007m	Venues
Learn to Skate (5%) - £0.006m	SPA
Theatre Hires (5%) - £0.005m	Venues



SOUTH LANARKSHIRE
Leisure & Culture

IMPACT ASSESSMENT REPORT

Figure Skating (3%) - £0.004m
Various Other Minor - £0.028m

SPA
All

Who was involved in the development of the policy?

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

Q1. Who will be affected by the policy?

The primary group impacted by the policy would be existing service users and / or potential new service users.

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

South Lanarkshire Residents as the primary group impacted by the proposals.
South Lanarkshire Council as the main funding provider to the organisation.
Other Key stakeholders to SLLC for which there may be secondary impact.



SOUTH LANARKSHIRE Leisure & Culture

IMPACT ASSESSMENT REPORT

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

The data detailed below in Questions 3 is taken from respondents (4.734) to the phase 1 consultation and details service areas used by respondents categorised by service type and by characteristic

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

There is some evidence of this policy having a minor disproportionate impact for those with caring responsibilities (children under 18 years) using the ice rink, outdoor recreational services and Calderglen. Services however are accessible to all and the proposed price point is lower than competitors and/or lower than level of inflation. Concession rates would still apply if applicable via with the Leisure for All Policy. Under 3's would still have free access to the Calderglen Zoo. For those applicable the Activage product/concession provides lower cost access to all SLLC services.

Age - How Do You Know That?

Calderglen - Management Information systems currently report on junior and adult admission. Current attendance figures for the zoo remain consistent and is still a popular destination for all age groups.

Other – Based on Data from Consultation Survey.

	No caring responsibilities	Prefer not to answer	Yes, childcare (under 18 years)	Yes, other	(blank)	Grand Total	
Bowls	45%	6%	34%	15%	1%	100%	
Calderglen	40%	3%	42%	13%	1%	100%	Difference
Chatelherault	43%	3%	39%	14%	1%	100%	
Community Halls	42%	3%	39%	15%	1%	100%	
EK Arts	47%	4%	32%	16%	1%	100%	
EK Ice Rink	31%	4%	53%	11%	1%	100%	Difference
Golf	48%	4%	35%	12%	1%	100%	
Leisure	45%	3%	37%	13%	1%	100%	
Libraries	42%	3%	39%	13%	1%	100%	
Low Parks	43%	3%	38%	15%	1%	100%	
Cultural Venues	45%	3%	35%	16%	1%	100%	
Outdoor Rec - Pitches/Courts	36%	3%	48%	12%	1%	100%	Difference
Outdoor Rec - Watersports	34%	3%	50%	13%	1%	100%	Difference
Swimming Pools	43%	3%	40%	13%	1%	100%	
Overall	48%	3%	33%	14%	1%	100%	



SOUTH LANARKSHIRE
Leisure & Culture

IMPACT ASSESSMENT REPORT

Some Difference

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

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

Disability - How Do You Know That?

Based on Data from Consultation Survey.

	No	Prefer not to answer	Yes	(blank)	Grand Total
Bowls	84%	4%	11%	1%	100%
Calderglen	86%	3%	10%	1%	100%
Chatelherault	86%	3%	10%	1%	100%
Community Halls	85%	3%	11%	1%	100%
EK Arts	84%	4%	11%	1%	100%
EK Ice Rink	83%	3%	13%	1%	100%
Golf	89%	3%	8%	1%	100%
Leisure	86%	3%	11%	1%	100%
Libraries	84%	3%	11%	1%	100%
Low Parks	84%	4%	11%	1%	100%
Cultural Venues	85%	3%	11%	1%	100%
Outdoor Rec -Pitches/Courts	87%	3%	9%	1%	100%
Outdoor Rec -Watersports	86%	4%	10%	1%	100%
Swimming Pools	86%	3%	10%	1%	100%
Overall	85%	3%	11%	1%	100%

No Strong Variance Difference



**SOUTH LANARKSHIRE
Leisure & Culture**

IMPACT ASSESSMENT REPORT

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

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

Gender Reassignment - How Do You Know That?

Based on Data from Consultation Survey.

	No	Prefer not to answer	Yes	(blank)	Grand Total
Bowls	93%	4%	0%	2%	100%
Calderglen	94%	3%	0%	3%	100%
Chatelherault	94%	3%	0%	3%	100%
Community Halls	94%	3%	1%	3%	100%
EK Arts	93%	3%	1%	3%	100%
EK Ice Rink	94%	3%	1%	3%	100%
Golf	93%	3%	0%	3%	100%
Leisure	94%	3%	1%	3%	100%
Libraries	93%	3%	0%	3%	100%
Low Parks	95%	3%	0%	2%	100%
Cultural Venues	93%	3%	1%	3%	100%
Outdoor Rec -Pitches/Courts	94%	3%	0%	2%	100%
Outdoor Rec -Watersports	93%	4%	1%	2%	100%
Swimming Pools	94%	3%	1%	3%	100%
Overall	93%	3%	1%	3%	100%

No Strong Variance Difference



SOUTH LANARKSHIRE
Leisure & Culture

IMPACT ASSESSMENT REPORT

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

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

Marriage & Civil Partnership - How Do You Know That?

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



**SOUTH LANARKSHIRE
Leisure & Culture**

IMPACT ASSESSMENT REPORT

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

There is some evidence of this policy having a minor disproportionate impact for those with caring responsibilities using the ice rink and outdoor recreational services and Calderglen. Services however are accessible to all and the proposed price point is lower than competitors and/or lower than level of inflation. Concession rates would still apply if applicable via with the Leisure for All Policy. Under 3's would still have free access to the Calderglen Zoo.

Pregnancy & Maternity - How Do You Know That?

Based on Data from Consultation Survey.

	No caring responsibilities	Prefer not to answer	Yes, childcare (under 18 years)	Yes, other	(blank)	Grand Total	
Bowls	45%	6%	34%	15%	1%	100%	
Calderglen	40%	3%	42%	13%	1%	100%	Difference
Chatelherault	43%	3%	39%	14%	1%	100%	
Community Halls	42%	3%	39%	15%	1%	100%	
EK Arts	47%	4%	32%	16%	1%	100%	
EK Ice Rink	31%	4%	53%	11%	1%	100%	Difference
Golf	48%	4%	35%	12%	1%	100%	
Leisure	45%	3%	37%	13%	1%	100%	
Libraries	42%	3%	39%	13%	1%	100%	
Low Parks	43%	3%	38%	15%	1%	100%	
Cultural Venues	45%	3%	35%	16%	1%	100%	
Outdoor Rec - Pitches/Courts	36%	3%	48%	12%	1%	100%	Difference
Outdoor Rec - Watersports	34%	3%	50%	13%	1%	100%	Difference
Swimming Pools	43%	3%	40%	13%	1%	100%	
Overall	48%	3%	33%	14%	1%	100%	

Some Difference



**SOUTH LANARKSHIRE
Leisure & Culture**

IMPACT ASSESSMENT REPORT

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

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

Race - How Do You Know That?

Based on Data from Consultation Survey.

	African	Arab	Asian, Asian Scottish or Asian British	Caribbean or Black	Mixed / multiple ethnic groups	Other ethnic group	Prefer not to answer	White	(blank)	Grand Total
Bowls	0%	0%	0%	0%	0%	0%	2%	96%	1%	100%
Calderglen	0%	0%	1%	0%	0%	0%	2%	96%	1%	100%
Chatelherault	0%	0%	1%	0%	0%	0%	2%	96%	1%	100%
Community Halls	0%	0%	0%	0%	0%	0%	2%	96%	1%	100%
EK Arts	0%	0%	1%	0%	0%	0%	2%	96%	1%	100%
EK Ice Rink	0%	0%	1%	0%	1%	0%	3%	94%	1%	100%
Golf	0%	0%	0%	0%	0%	0%	2%	97%	1%	100%
Leisure	0%	0%	1%	0%	0%	0%	2%	96%	1%	100%
Libraries	0%	0%	1%	0%	1%	0%	2%	96%	1%	100%
Low Parks	0%	0%	1%	0%	0%	0%	2%	96%	1%	100%
Cultural Venues	0%	0%	0%	0%	0%	0%	2%	96%	1%	100%
Outdoor Rec -Pitches/Courts	0%	0%	1%	0%	0%	0%	2%	96%	0%	100%
Outdoor Rec -Watersports	0%	0%	1%	0%	1%	0%	2%	96%	1%	100%
Swimming Pools	0%	0%	1%	0%	0%	0%	2%	96%	1%	100%
Overall	0%	0%	1%	0%	0%	0%	2%	96%	1%	100%

No Strong Variance Difference

	British	English	Irish	Other	Prefer not to answer	Scottish	Welsh	(blank)	Grand Total
Bowls	19%	1%	0%	1%	2%	76%	0%	1%	100%
Calderglen	16%	2%	0%	1%	1%	78%	0%	1%	100%
Chatelherault	17%	3%	0%	2%	2%	76%	0%	1%	100%
Community Halls	17%	2%	1%	1%	1%	77%	0%	0%	100%
EK Arts	17%	1%	0%	1%	1%	78%	0%	1%	100%
EK Ice Rink	13%	2%	0%	2%	2%	79%	0%	1%	100%
Golf	19%	2%	0%	1%	2%	76%	0%	0%	100%
Leisure	17%	2%	0%	1%	1%	77%	0%	1%	100%
Libraries	17%	2%	1%	2%	2%	76%	0%	1%	100%
Low Parks	17%	2%	0%	2%	1%	77%	0%	1%	100%
Cultural Venues	17%	2%	0%	1%	1%	78%	0%	1%	100%
Outdoor Rec -Pitches/Courts	16%	2%	1%	2%	2%	77%	0%	0%	100%
Outdoor Rec -Watersports	16%	2%	1%	2%	1%	77%	0%	0%	100%
Swimming Pools	16%	2%	0%	1%	2%	77%	0%	1%	100%
Overall	17%	2%	0%	1%	2%	76%	0%	1%	100%



**SOUTH LANARKSHIRE
Leisure & Culture**

IMPACT ASSESSMENT REPORT

No Strong Variance Difference

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

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

Religion & Belief - How Do You Know That?

Based on Data from Consultation Survey.

	Buddhist	Church of Scotland	Hindu	Jewish	Muslim	None	Other religion or belief, please specify	Prefer not to answer	Roman Catholic	Sikh	(blank)	Grand Total
Bowls	0%	33%	0%	0%	0%	39%	3%	9%	16%	0%	1%	100%
Calderglen	0%	23%	0%	0%	0%	46%	5%	8%	17%	0%	1%	100%
Chatelherault Community Halls	0%	24%	0%	0%	0%	45%	4%	8%	16%	0%	1%	100%
EK Arts	1%	24%	0%	0%	0%	41%	5%	9%	19%	0%	1%	100%
EK Ice Rink	1%	20%	0%	0%	1%	47%	5%	9%	17%	0%	1%	100%
Golf	0%	28%	0%	0%	0%	42%	3%	8%	18%	0%	1%	100%
Leisure	0%	25%	0%	0%	0%	44%	4%	8%	17%	0%	1%	100%
Libraries	0%	24%	0%	0%	0%	43%	5%	9%	17%	0%	1%	100%
Low Parks Cultural Venues	1%	25%	0%	0%	0%	41%	5%	9%	18%	0%	1%	100%
Outdoor Rec - Pitches/Courts	0%	26%	0%	0%	0%	41%	4%	8%	18%	0%	1%	100%
Outdoor Rec - Watersports	0%	25%	0%	0%	0%	43%	4%	8%	19%	0%	1%	100%
Swimming Pools	0%	22%	0%	0%	0%	45%	4%	9%	19%	0%	1%	100%
Overall	0%	26%	0%	0%	0%	43%	4%	9%	16%	0%	1%	100%

No Strong Variance Difference



**SOUTH LANARKSHIRE
Leisure & Culture**

IMPACT ASSESSMENT REPORT

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

There is some evidence of this policy having a minor disproportionate impact for those using the ice rink, golf, outdoor recreational services and Bowls. However, services are accessible to all and the proposed price point is lower than competitors and/or lower than level of inflation. Proposed price increase is applicable to all service users and concession rates would still apply if applicable via with the Leisure for All Policy.

Sex (Gender) - How Do You Know That?

Based on Data from Consultation Survey.

	Female	Male	Other	(blank)	Grand Total	
Bowls	56%	42%	0%	1%	100%	Difference
Calderglen	62%	36%	1%	1%	100%	
Chatelherault	64%	35%	1%	1%	100%	
Community Halls	65%	34%	1%	1%	100%	
EK Arts	65%	33%	0%	1%	100%	
EK Ice Rink	68%	29%	1%	1%	100%	Difference
Golf	38%	60%	1%	1%	100%	Difference
Leisure	61%	37%	0%	1%	100%	
Libraries	66%	32%	1%	1%	100%	
Low Parks	66%	33%	1%	1%	100%	
Cultural Venues	66%	33%	1%	1%	100%	
Outdoor Rec - Pitches/Courts	56%	43%	1%	1%	100%	Difference
Outdoor Rec - Watersports	65%	34%	1%	1%	100%	
Swimming Pools	62%	36%	1%	1%	100%	
Overall	60%	38%	1%	1%	100%	

Some Minor Differences



**SOUTH LANARKSHIRE
Leisure & Culture**

IMPACT ASSESSMENT REPORT

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

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

Sexual Orientation - How Do You Know That?

Based on Data from Consultation Survey.

	Bisexual	Gay	Heterosexual / Straight	Lesbian	Other	Prefer not to answer	(blank)	Grand Total
Bowls	2%	1%	87%	1%	1%	7%	1%	100%
Calderglen	2%	1%	88%	1%	1%	7%	1%	100%
Chatelherault	2%	1%	87%	1%	1%	7%	1%	100%
Community Halls	2%	1%	88%	1%	1%	7%	1%	100%
EK Arts	2%	2%	86%	1%	1%	8%	1%	100%
EK Ice Rink	3%	1%	86%	1%	1%	7%	1%	100%
Golf	2%	0%	90%	0%	1%	5%	1%	100%
Leisure	2%	1%	88%	1%	1%	7%	1%	100%
Libraries	2%	1%	86%	1%	1%	8%	1%	100%
Low Parks	2%	1%	87%	1%	1%	7%	1%	100%
Cultural Venues	2%	1%	88%	1%	1%	7%	1%	100%
Outdoor Rec -Pitches/Courts	2%	1%	89%	1%	1%	6%	1%	100%
Outdoor Rec -Watersports	3%	1%	87%	1%	1%	7%	1%	100%
Swimming Pools	2%	1%	88%	1%	1%	7%	1%	100%
Overall	2%	1%	87%	1%	1%	7%	1%	100%

No Strong Variance Difference



SOUTH LANARKSHIRE
Leisure & Culture

IMPACT ASSESSMENT REPORT

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

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

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

Survey 1

Current customer perception of value for Money

Response	'Count	%
Strongly agree	1542	33%
Agree	2591	55%
Disagree	453	10%
Strongly disagree	118	2%
(blank)	30	0%
Grand Total	4734	100%

Would the customer be willing to accept an increase in prices to preserve services

Response	'Count	%
Strongly agree	905	19%
Agree	2571	54%
Disagree	904	19%
Strongly disagree	336	7%
(blank)	18	1%
Grand Total	4734	100%

Survey 2

To increase prices across our service areas by an average of 4%.

Response	'Count	%
Strongly agree	298	22%
Agree	757	55%
Disagree	208	15%



SOUTH LANARKSHIRE
Leisure & Culture

IMPACT ASSESSMENT REPORT

Strongly disagree	121	9%
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Grand Total	1384	100%
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To increase entry to Calderglen Zoo from £2 to £4 for an adult and £1 to £2 for a child. Under 3's continue to be free. (To increase entry to Calderglen Zoo from £2 to £4 for an adult and £1 to £2 for a child. Under 3's to be free)

Response	'Count	%
----------	--------	---

Strongly agree	438	32%
----------------	-----	-----

Agree	620	45%
-------	-----	-----

Disagree	221	16%
----------	-----	-----

Strongly disagree	105	8%
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Grand Total	1384	100%
--------------------	-------------	-------------

To increase the adult health and fitness membership from £25 to £27 per month. Concession rate of 25% is retained. (To increase the adult health and fitness membership from £25 to £27 per month. Concession, junior and senior rate applies.)

Response	'Count	%
----------	--------	---

Strongly agree	476	34%
----------------	-----	-----

Agree	698	50%
-------	-----	-----

Disagree	133	10%
----------	-----	-----

Strongly disagree	77	6%
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Grand Total	1384	100%
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To introduce a ticket booking fee of between £1.50 - £1.75 per transaction for activities such as events at venues (similar to other Leisure and Culture Trusts). This would provide the opportunity to further increase income by approximately £25,000.

Response	'Count	%
----------	--------	---

Strongly agree	283	20%
----------------	-----	-----

Agree	655	47%
-------	-----	-----

Disagree	294	21%
----------	-----	-----

Strongly disagree	152	11%
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Grand Total	1384	100%
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Q6. How will the impact of the policy be monitored and reported on an ongoing basis?

Any additional income received will be monitored through SLLC's budget monitoring processes to identify if the expected increase in income are being achieved. Customer comments as well as attendance figures will continue to be monitored. Performance monitoring arrangements are currently in place and will continue.

Q7. What is your recommendation for the policy?

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



SOUTH LANARKSHIRE
Leisure & Culture

IMPACT ASSESSMENT REPORT



Report

Report to:	Board of Trustees
Date of Meeting:	28 February 2024
Report by:	Nick Lansdell, Head of Strategy and Governance

Subject:	South Lanarkshire Leisure and Culture SCIO (SLLC) Governance Guide for Trustees
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Ask the Board to agree the South Lanarkshire Leisure and Culture SCIO (SLLC) Governance Guide for Trustees.

2. Recommendations

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

- (1) that the updated Governance Guide for Trustees is approved.

3. Background

3.1. In addition to the Constitution, it is good practice for a charity to have an information pack for Trustees providing an overview of the governance of the organisation.

3.2. The SLLC Governance Guide for Trustees (Appendix 1) sets out the operation and conduct of the Board including appointment and responsibilities of Trustees, training and development, procedures for meetings, committees, risk management and the code of conduct.

3.3. The Governance Guide refers to the Constitution of SLLC but does not supersede the Constitution itself which retains its primacy. The guide covers:

- ◆ Background of South Lanarkshire Leisure and Culture and South Lanarkshire
- ◆ Key Facts
- ◆ Role and Responsibilities of Trustees and Chair
- ◆ Role and Responsibilities of Chief Executive
- ◆ Appointment of Trustees
- ◆ Training and Development
- ◆ Procedures for Board Meetings
- ◆ Committees
- ◆ Risk Management
- ◆ Code of Conduct
- ◆ Key References

3.4. At the Board meeting of 15 November 2023 Trustees approved the Guide as a working document with updates to be provided at a future Board meeting in respect of:

- ◆ The procedure for Board meetings
- ◆ Breach of the Code
- ◆ Leaving the Board

3.5. A subsequent addition has also been made to the Nominations Committee function in relation to Chief Executive hearings in line with procedural recommendations.

3.6. The Governance Guide has been updated to contain the above amendments.

4. Next Steps

4.1. Following approval by the Board of the Governance Guide, the document will be designed into a corporate document for Trustees reference and for use for the induction of any new Trustees.

5. Employee Implications

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

6. Financial Implications

6.1. As outlined in the report.

7. Other Implications

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

8. Equality Impact Assessment and Consultation Arrangements

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

Nick Lansdell
Head of Strategy and Governance

28 February 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

Governance Guide

Approved by Board of SLIC November 2023

Review date 2027

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Introduction

Being a Trustee is a governance role and your responsibility is to ensure the effective governance and financial management of South Lanarkshire Leisure and Culture SCIO (Scottish Charitable Incorporated Organisation - referred to as SLLC or the SCIO). The role entails monitoring and advising on strategy, resources, performance and risk at Board and Committee level and, at Board level, approving strategy and resource. You are required to perform specific duties and have a general responsibility on public service delivery for all customers.

Our Vision is: Healthier, happier, more connected lives.

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

Our Values are:

Do the right thing Even when no one's looking.

Be a great team Work together, share ideas, share mistakes, share successes.

Own it Be accountable for outcomes good and bad. Don't pass the buck.

Be positive Be hospitable. Make people feel good.

This Governance Guide for Trustees explains the operation and conduct of the Board including appointment and responsibilities of Trustees, training and development, procedures for meetings, committees, risk management and sets out the code of conduct.

The Governance Guide refers to the Constitution of SLLC but does not supersede the Constitution itself which retains its primacy. [{insert link to Constitution}](#)

Background of South Lanarkshire Leisure and Culture

SLLC is currently a charity responsible for the delivery of leisure and cultural activities on behalf of South Lanarkshire Council. It is registered and approved as a SCIO by the Office of the Scottish Charity Regulator (OSCR)

It includes SLL Trading Limited (South Lanarkshire Leisure trading company) - a wholly owned subsidiary of the SCIO.

Membership of SLLC comprises South Lanarkshire Council and South Lanarkshire Council Nominees Limited.

The Board comprises of 14 Trustees of which five are representatives of South Lanarkshire Council with the remainder being independent Trustees including one Trade Union representative. The Chair is an independent Trustee and the Vice Chair is a South Lanarkshire Council Representative Trustee.

The SCIO's purposes are:

- To advance the arts, heritage, culture and science
- To advance public participation in sport
- To provide recreational facilities, and organise recreational activities with such facilities/activities being made available to members of the public at large with the object of improving their conditions of life
- To advance education
- To advance health
- To advance citizenship and/or community development (which may include the promotion of civic responsibility, volunteering, the voluntary sector and/or the effectiveness or efficiency of charities) To relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage
- To promote, establish, operate and/or support other similar schemes and projects which further charitable purposes

SLLC currently, in 2023, employs over 1,100 members of staff and has an operating budget of around £40million per annum, delivering services in five main areas:

- Sport and Physical Activity (incorporating Development Services and Active Schools)
- Cultural Services (incorporating Arts Development)
- Libraries Service
- Outdoor Recreation and Outdoor Learning and Adventure Service
- Country Parks, Golf and Museum Service

About South Lanarkshire Leisure and Culture

In 2023 the activities undertaken by SLLC are wide ranging and include the management of:

18 indoor leisure facilities including 18 fitness gyms, 9 swimming pools and health suites, sports halls, an ice rink, two athletics tracks and outdoor 5-a-side football pitches: Development Services including Active Schools, Health, Sports Development and Play Development. Five cultural venues namely, The Town House - Hamilton, Rutherglen Town Hall, East Kilbride Village Theatre, East Kilbride Arts Centre, Lanark Memorial Hall. Management and overview of 55 halls and integrated community facilities and the provision of community letting within primary and secondary schools. Arts Development section which delivers arts related projects, courses, classes and festivals. 22 public libraries and home delivery and online library service. Outdoor facilities including over 120 sports pitches, an indoor synthetic pitch, 12 bowling clubs, a water sports centre, an Outdoor Resource Base and activity programme and seasonal activities such as tennis and putting. Six golf courses and two Country Parks and associated attractions including approximately 200 hectares of woodland trails and grazing rights at each park, a children's zoo and an 18th century Georgian hunting lodge.

Key Information **[infographic]**

South Lanarkshire Leisure and Culture SCIO operate: 18 Indoor leisure facilities 120 Sports pitches 6 Golf courses 12 Bowling greens 9 Swimming pools 2 Country parks 2 Outdoor learning facilities 5 Cultural venues 55 Halls 22 Public libraries 150,000 Museum objects.

About South Lanarkshire (statistics) [infographic]

MAP of South Lanarkshire

Key Facts

Covers an area of 684 square miles (1,772 square km)

Population 322,630

Urban residents 75%

Rural residents 25%

431 Datazones within SLC and 5 of these sit in the lowest 20% of the Scottish Index of Multiple Deprivation (SIMD) 6,976 datazones across Scotland

Adult Population 266,930 or 82.7% (Scotland 83.4%)

Under 16's 55,700 or 17.3% (Scotland 6.7%)

SLC residents in work or self-employed 71.3% (Scotland 70.9%)

Employment deprived in SLC 9.7% (Scotland 9.3%)

SLC residents said health was very good or fair 202,051 or 64.4% (Scotland 64.7%)

SLC residents with long term health problems 33,624 or 10.7% (Scotland 9.6%)

Income deprived in South Lanarkshire 12.8% (Scotland 12.2%)

SLC has a higher level of uptake of residents receiving all categories of health-related benefits than Scottish average.

Roles and Responsibilities of all Trustees

The role of Trustees is to provide SLLC with strategic vision, to ensure financial stewardship and to ensure that it delivers its functions in accordance with policies and priorities and that it ensures adequate risk management and audit arrangements. The Board principally focuses on strategy, performance, resources, and in particular financial resources.

All Trustees should be ready to provide comprehensive scrutiny of agenda papers, challenge constructively, share collective responsibility and support decisions once taken by the Board. They must also respect the confidentiality of sensitive information and any debate of a confidential nature must not be reported outside the Boardroom.

Each of the Trustees has a duty, in exercising functions as a charity Trustee, to:

- act in the interests of the SCIO.
- seek, in good faith, to ensure that the SCIO acts in a manner which is in accordance with its purposes.
- act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person.

The responsibilities of Trustees include attending meetings of the Board (which are intended to be held quarterly, although additional meetings of the Board may be called) and serving on any committee(s) of the Board if requested to do so by the Board. You shall also be required to devote such time as may be considered reasonably necessary to discharge these duties.

The main aspects of the Trustees role are to:

- Share insights and expertise, and bring specialist knowledge and experience
- Support the organisation on strategy and major decision-making to deliver all activities effectively.
- Promote values for the whole organisation and demonstrate the values of good governance
- Undertake legal obligations and contribute to discussions and decision-making
- Contribute to our public charitable objectives.
- Work collaboratively with the other Trustees and partners within the organisation.
- Undertake learning and development sessions to support you in the role of the Trustee
- Attend a minimum of 4 meetings a year within South Lanarkshire
- Volunteer to participate in sub committees and SLLC events
- Adhere to the 9 general principles of public life. These are selflessness, integrity, objectivity, accountability, openness, honesty, leadership, duty and respect.
- Support the decision of the Board, irrespective of personal and conflicting views or pressures from external sources.

Additional aspects of the Chair Role

The Chair is an appointment by the SCIO, in partnership with SLC as the member. The Chair is an independent Trustee and is politically impartial. The Chair has additional responsibilities to those of Board Trustees, particularly leadership, supporting the Chief Executive and a diverse leadership team and the conduct of Board business. The Chair sets, on behalf of the Board, the annual objectives for the Chief Executive. In this way, line management is effected in line with Local Government guidance for Chief Executives. The Chair will act effectively as the principle ambassador for SLLC.

Relationship between Chair, Board and Chief Executive

The relationship between the Board and its Chief Executive is routinely executed via the Chair/ Chief Executive relationship. It is the responsibility of each to work on the basis of open communication, trust and respect, and with a focus on the strategic direction, resource management and risk oversight of the SCIO.

Based on best practice, the performance of the Chief Executive is reviewed annually, and sits alongside the routine and ongoing discussion between the Chair and the Chief Executive, which in turn is based on common understanding of the strategic, financial direction of the service and with clear understanding of the risks the service faces.

As such, the appraisal is simply one dimension of a continual process. On confirmation that the process of the annual appraisal has been completed, and annual objectives for the time ahead set, it is the responsibility of the Board Trustees to note the objectives and to discuss whether and how they can enhance support for the Chief Executive in their role.

Role and Responsibilities of Chief Executive

The Chief Executive is appointed by the Board to lead, advise and recommend on strategy, resources and risk in doing so they will develop and implement the organisation's strategy and the day-to-day operations of the organisation. The Chief Executive leads and manages a portfolio of services within SLLC, leading and directing a wider Leadership Team responsible to them for multi-functional services to drive forward improvements and ensure operations are conducted effectively through annual action planning. The Chief Executive has delegated authority within an approved scheme for matters including HR, finance, procurement, business development and operations. The Chief Executive is responsible for the development and implementation of policies and strategic initiatives to ensure an integrated approach to the management of SLLC affairs.

Main aspects of the Chief Executive role are to:

- To lead in the operational delivery, target setting, and continuous improvement aligned to the delivery of the organisations' strategic initiatives, aims and objectives
- To be responsible for the strategic management of resources and policy planning
- To act as the primary interface with the Board in ensuring the effective delivery of services, consistent with the priorities, values and objectives of SLLC
- To develop, implement and maintain effective management information, performance monitoring and review mechanisms to ensure that resources are effectively developed, and targets are met
- To provide advice and guidance on policy and strategic issues
- To liaise and where appropriate develop partnerships with other bodies, organisations and individuals as necessary

Appointment of Trustees

Upon appointment, Trustees are issued a letter with their terms and conditions appointment details and length of appointment. If a Trustee is uncertain about any aspect, they should seek advice from the Chief Executive of SLLC.

Fees: Trustees are not entitled to any remuneration in respect of their appointment. For the avoidance of doubt, no additional fee shall be paid for serving on the Board or on any committees of the Board.

Service is not pensionable: The role of Trustee is not pensionable.

Compliance with applicable rules, code: Trustees must always comply with the Charities and Trustee Investment (Scotland) Act 2005. They will always comply with the Companies Act 2006 and any other relevant law, rules or regulations, in each case to the extent applicable in respect of their appointment as a director of the trading company.

Confidential Information: Given the nature of the SCIO's activities and the involvement which a Trustee has in the business and affairs of the SCIO, they will have direct access to information, much of which may be confidential and the disclosure of which could be extremely damaging to the business of the organisation.

Except in the proper performance of their duties as a Trustee, they must not, either whilst they remain a Trustee, without prior written consent of the Board, use for their own benefit or for the benefit of any other person, company or other undertaking (other than the Company) or, except to the extent required by law or a court of competent jurisdiction, directly or indirectly divulge or disclose to any person (other than any person employed by the SCIO whose province it is to know the same) any Confidential Information which has come or may come to their knowledge whilst they remain a Trustee or previously or otherwise. Whilst they are a Trustee, they will use all reasonable endeavours to prevent the publication, divulgence or disclosure by third parties of any Confidential Information. For the purpose of this letter "Confidential Information" means:

- trade secrets and information relating to the business, employees, finances, dealings, transactions and affairs of the Company which is for the time being confidential to the Company
- analyses made or views taken by the Company in respect of the businesses, finances, dealings, transactions and affairs of the Company or third parties, and
- information in respect of which the SCIO is bound by an obligation of confidentiality to a third party,
- but excluding from the foregoing definition of "Confidential Information" any information which may (otherwise than through your default) become available to, or within the knowledge of, the public generally

No directorships, etc. with competitors: A Trustee will not, without the prior consent of the Board (which will not be unreasonably withheld), during the continuance of their appointment as a Trustee, be employed by or provide services to or act as a director or other officer of any person, company or other undertaking which carries out business in direct competition with that of the Company.

Training and Development

Training and development opportunities are provided for Trustees as required. Initial training is provided when a new Board convenes and covers the following duties:

- Overview of constitutional structure
- Key elements of constitution (purposes/Trustee appointment etc)
- Charity Trustee duties in charity law
- Director duties in Companies law (trading company)
- Governance Principles (managing conflicts of interest; independence; risk management)
- Relevant issues for charity Trustees from other areas of the law

Further training will be provided to carry out Trustee duties, particularly covering areas, e.g. roles and responsibilities, financial management, etc.

Training remains mandatory for Trustees and its importance has been highlighted by the OSCR. Trustees who are unable to attend training will be required to attend at an alternative time and a record of training maintained to reflect attendance. In exceptional circumstances and at the discretion of the Board Secretary, training materials will be circulated to any Trustee who has not been able to attend a training session.

Procedure for Board meetings

The Board meets a minimum of four times a year to consider SCIO business and may refer decision-making on certain business items to Committees. Additional meetings should be convened as deemed necessary.

The Chair will plan and agree agendas in conjunction with the Chief Executive and the Board Secretary. The Chair leads, influence and conduct Trustee meetings. Each meeting will have an agenda and require preparation beforehand. Each item will require either noting, discussing, monitoring or making a decision. Following this process, the Board will either approve recommendations, not approve recommendations or note reports.

Where any Trustee wishes a resolution is to be considered at a Board meeting the resolution can be submitted to the Board Secretary no later than three days in advance of the Board meeting and subsequent to receipt of Board papers. At this point the Board Secretary will confer with the Chair on the competence of the resolution and will seek to circulate the resolution to Trustees in advance of the Board meeting. In exceptional circumstances the Board Secretary and Chair will consider a request for an urgent item to be placed on the agenda. A competent motion will be one that is deemed as such by the Chair as being clear, unambiguous, relevant to the agenda item and to the recommendations to which it refers. It must also be in line with the Constitution. Any resolution should have been seconded by at least one additional Trustee.

As detailed in the Constitution for full Board meetings valid decisions require a quorum of 5 Trustees to be present. This quorum should comprise at least one Trustee who is appointed by virtue of being an elected member and at least three Trustees who are appointed as independent trustees. Trustees are not entitled to appoint substitutes to vote in their place at Board meetings.

Whilst free and frank discussion and the airing of different viewpoints is encouraged as part of the healthy operation of the Board, the general principle of agreeing decisions collectively is encouraged and the Chair will aim to promote universal agreement from the Board.

Where clear difference in viewpoints exists, the Chair may call a vote, or alternatively a Trustee may request a vote. Where a vote is to take place, each Trustee will have one vote which must be given personally. Where an equal number of votes occurs the Chair has a second (casting) vote. The minute of the meeting will record where a decision has been approved by Trustees and whether this was following a vote however full details of votes cast are not recorded in the minute.

A Trustee must not vote at a Board meeting on any resolution which relates to a matter in which they have a personal interest or duty which conflicts (or may conflict) with the interests of the SCIO. In such instances a Trustee must withdraw from the meeting while an item of that nature is being dealt with (see Conflict of Interest section for further information).

Board papers are aimed to be published online five working days after the date of the Board meeting, with any longer time periods being the exception.

Special Board meetings

Special Board meeting may be convened from time to time in exceptional circumstances.

Business that is regarded as confidential will typically, but not exclusively, relate to matters whereby there is risk of:

- prejudice to the effective conduct of public affairs
- endangering health and safety
- breach of confidence
- breach of legal privilege
- prejudice to commercial interest
- breaching some other law, such as disclosing personal information in contravention of the UK General Data Protection Regulations (UK GDPR) or the Data Protection Act 2018 (DPA 2018).

Due to the confidential nature of business conducted at Special Board meetings these papers are not published except by a subsequent decision of a Special Board meeting.

Other Board meetings

Briefing session for Trustees may be held outwith Board meetings when required. These meetings are less formal and are not minuted.

Committees

SLLC will delegate the process of monitoring and assurance to Committees, seeking advice from Committees, but retaining decision making in relation to finance, resources, including financial resources and risk.

The SLLC Board may delegate any of their powers to committees. The rules of procedure for each committee, and the provisions relating to membership of each committee, shall be set by the Board and any delegated powers may be revoked or altered by the Board at any time. Committees are obligated under the Constitution to report regularly to the Board.

Whilst Committees will provide scrutiny, assurance and advice to the Board decisions will continue to be made at Board level except where the Board itself has expressly delegated tasks to a committee – for example the Performance Finance and Audit Committee will agree audit and external audit plans and have oversight of risk policy.

Where a meeting is not quorate business can be discussed but will require to be taken to the board for decisions.

It is anticipated that all Trustees will actively participate in committees.

Currently the Board operates with three sub-committee as follows:

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

Only members of the committee have the right to attend committee meetings. However, the Chair of the SCIO, Vice-Chair of the SCIO and Chief Executive may attend committees ex-officio at any time. Other individuals such as the Company Secretary, SLC Internal Audit Manager and representatives from the Finance Section and other areas of the SCIO may be invited to attend all or part of any meeting as and when appropriate.

Trustees will be invited to sit on committees by the Chair who will bring their final recommendations to Board for approval. This process will consider the skills of individual Trustees including by reference to the existing skills matrix to ensure that committee membership best utilises Trustees skills. Committee membership will also reflect the overall composition of the Board by ensuring there is a distribution of both independent and elected member Trustees across the committees.

Performance, Finance and Audit Committee

Function of Committee

The functions of the Performance, Finance and Audit Committee are:

- **Financial reporting:** The Committee shall consider the integrity of the financial statements of the SCIO including its annual financial report. The Committee shall also receive summary financial statements and be advised of significant financial returns to regulators such as Companies House and OSCR.
- **Internal controls and risk management systems:** The Committee shall keep under review the effectiveness of the SCIO's internal controls and risk management systems, consider major risk exposures and steps taken by management to control these.
- **Whistleblowing and fraud:** The Committee shall keep under review the SCIO's arrangements for its employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters that relate to whistle blowing. All arrangements will allow independent investigation and appropriate follow up action.
- **Internal audit:** The Committee shall review and agree the content and scope of plans, review progress with findings and recommendations and receive reports as appropriate pertaining to the provision of the internal audit function by SLC.
- **External Audit:** The Committee shall consider and make recommendations to the Board, in relation to the appointment, re-appointment and removal of the SCIO's external auditor. The Committee shall receive reports on selection process for new auditors. If an auditor resigns the Committee shall review the issues leading to this and make recommendation on whether any action is required.
- **Performance:** The Committee shall oversee performance against targets and support continuous improvement in performance.
- **Health and Safety:** The Committee shall consider and monitor measures for safeguarding the health, safety and welfare at work and consult with the appointed competent safety representatives for the purpose of promoting and developing such measures and to make recommendations to the Board who are ultimately responsible for Health & safety.
- **Adult and child protection:** The Committee shall have oversight of internal and inter-agency policies in respect of adult and child protection.
- **People governance:** The Committee shall support a culture of the highest standards of staff management in line with policies and procedures including staffing policy and strategy procedures.
- **Reporting responsibilities:** The Committee Chair shall report to the Board on its proceedings after each meeting on all matters within its duties and responsibilities. The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action is needed.
- **Other matters:** The Committee shall take on any other matters that the Trustees wishes to delegate to the Committee for further consideration or scrutiny.

Membership and attendees

Committee membership will be agreed by the Board. Membership of the Committee will comprise:

- Six (6) Trustees of which no less than two (2) are to be appointed to the Board as an elected member and no less than four (4) are appointed to the Board as independent members.

Officers who will support the Committee include:

- Head of Strategy & Governance/ Company Secretary
- Head of Corporate Services

Chair and Vice Chair

The Chair and Vice Chair will be appointed on recommendation to the Board and the Chair will be an independent Trustee and Vice-Chair a Trustee who is an elected member. Chair and Vice-Chair shall retire in line with their Board retirement.

Meetings

Meetings will be held quarterly (approximately two weeks in advance of Full Board Meetings) or more frequently where circumstances warrant it. A yearly programme of dates will be prepared, agreed and circulated in advance.

Quorum

The quorum of the Committee shall be at least three (3) Trustees.

Policy and Strategy Committee

Function of Committee

The functions of the Policy and Strategy Committee are:

- **Policy and Strategy:** The Committee shall review 5-year strategy and objectives in the context of available anticipated resources and overall performance in a strategic context. The Committee shall also consider any proposals considered by the SLLC Board to amend or modify existing policies including terms and conditions of employment. This will be conducted in partnership with the Council and consulting Trade Union partners where required.
- **Commissioning:** The Committee shall consider the submissions of the SLC commissioning intentions and will advise the Board and SLC on the financial consequences and thereafter on delivery and the alignment of resources.
- **Other matters:** The Committee shall take on any other matters that the Trustees wishes to delegate to the Committee for further consideration or scrutiny.

Membership

Committee membership will be agreed by the Board. Membership of the Committee will comprise:

- Six (6) Trustees of which no less than two (2) are to be appointed to the Board as an elected member and no less than four (4) are appointed to the Board as independent members.

Officers who will support the Committee include:

- Head of Strategy and Governance/Board Secretary
- Head of Corporate Services

Chair and Vice Chair

The Chair and Vice Chair will be appointed on recommendation to the Board and the Chair will be an independent Trustee and Vice-Chair a Trustee who is an elected member. Chair and Vice-Chair shall retire in line with their Board retirement.

Meetings

Meetings will be held twice a year, more frequently where circumstances warrant it. A yearly programme of dates will be prepared, agreed and circulated in advance.

Quorum

The quorum of the Sub Committee shall be at least three (3) Trustees.

Nominations Committee

Function of Committee

The functions of the Nominations Committee are:

- **Appointments:** The Committee shall be responsible for recommending to the Council appropriate individuals for appointment as independent charity Trustees. The Committee shall also be responsible for the recruitment and appointment of the Chief Executive.
- **Skills Matrix:** The Committee shall set an appropriate skills matrix to guide it in selecting and evaluating appropriate Board candidates, and should review and adjust that skills matrix from time to time.
- **Succession Plan:** The Committee shall develop a succession plan for the Board in line with the Constitution, considering both the requirements for Board composition and the length of service of Trustees.
- **Identify Nominees for Independent Trustees:** The Committee shall seek nominations for Trustees falling within the remit of the Nominations Committee via an open recruitment process.
- **Consider notes of interest:** The Committee shall consider all expressions of interest from prospective Trustees.
- **Maintain a Register:** The Committee shall maintain a register of suitable candidates for future reference.
- **Chief Executive:** The Committee shall be responsible for the recruitment and appointment of the Chief Executive with support of an SLC Officer.
- **Chair and Vice Chair:** The Committee shall recommend a Chair of the SCIO and a Vice Chair of the SCIO to the Board and agree an appointment panel (in such circumstances the existing Chair and Vice-Chair shall absent themselves from decision making for their own role). As appropriate the Committee shall seek the views of the Members of SLLC in respect of the appointment of the Vice Chair.
- **Hearings:** The Committee shall agree membership of, and convene, any Assessment Groups, Hearing Committees and Appeals Committees in relation to Chief Executive conduct if required and the Committee will oversee and seek assurance on due process. These panels will be chaired by the Performance, Finance and Audit Committee Chair, Policy and Strategy Committee Chair, and the Board Chair respectively and panel membership will be agreed with the panel Chairs. In any unforeseen circumstances the Board Chair will arrange, through the Board Secretary, for independent legal advice to be sought.
- **Other matters:** The Committee shall take on any other matters that the Trustees wishes to delegate to the Committee for further consideration or scrutiny.

Membership

Committee membership will be agreed by the Board. Membership of the Committee will comprise:

- Five (5) Trustees which will include the Chair of the SCIO and a minimum of two (2) Trustees whom must be a charity Trustee appointed as elected members.

Officers who will support the Committee include:

- The Chief Executive and Head of Strategy and Governance/Board Secretary will advise the nomination committee.
- The Chief Executive will support the application process for any incoming Board Chair.

Chair

The Chair shall be the chair of the SCIO.

Meetings

Meetings will be held at least annually or more frequently where circumstances warrant it. A yearly programme of dates will be prepared, agreed and circulated in advance. Meetings will be held as required.

Quorum

The quorum of the Nominations Committee shall be at least three (3) Trustees.

Risk Management

SLLC is committed to providing a high quality service in an environment which is safe for customers and staff and is underpinned by the public service values of accountability, probity and openness.

Robust risk management and internal control are an essential part of good governance and are integral to the delivery of this commitment. The fundamental aim of the SCIO's risk management approach is to ensure that all key risks which could introduce uncertainty to the achievement of its strategic objectives are identified, analysed, evaluated, managed and mitigated, and monitored. The Board has a role to manage risk intelligently, instilling risk awareness across the SCIO. To that end the SCIO has in place a risk management strategy which comprises:

- Annual identification and review of the business risks the SCIO may face
- The maintenance and development of a risk register detailing the systems and controls required to manage and mitigate the risks identified

Through a process of prioritisation and assessment, the SCIO is able to focus on the business risks most likely to have the highest impact on its operations should they materialise. The risk register is reviewed by the Finance and Performance Sub Committee and focuses on financial, reputational and operational continuity risks.

The Finance and Performance Sub Committee meets prior to each Board meeting. The Committee has responsibility for overseeing the effective management of organisational risk and reviews risk management practice on an on-going basis in addition to an annual review of the risk register.

The Council's Internal Audit department, also carries out regular cyclical reviews, focusing on areas of perceived risk which are designed to report on the effectiveness of the risk management process.

Code of Conduct

Behaviours and Values

We ask all Trustees to share SLLC's vision of 'Healthier, happier, more connected lives' and to achieve excellence in all that you do, sharing insights, expertise, ideas, and successes.

You will:

- Promote values for the whole organisation and demonstrate the values of good governance through behaviour including the Values of the SCIO namely:

Do the right thing - Even when no one's looking.

Be a great team - Work together. Share ideas. Share mistakes. Share successes.

Own it - Be accountable for outcomes good and bad. Don't pass the buck.

Be positive - Be hospitable. Make people feel good.

- Support the organisation on strategy and major decision-making to deliver all activities effectively
- Support the Chair in their efforts to lead the organisation
- Support the Chief Executive and their team in the effective leadership of the SCIO
- Be fully prepared and contribute to meeting goals at Board meetings (minimum 4 times a year)
- Participate in induction, training and development activities for Board Members

Principles

In addition to having a duty to act in the best interest of the SCIO and in accordance with the core functions and duties of the organisation, Trustees are also asked to adhere to general key principles:

- **Duty:** To uphold the law and act in accordance with the law and in the best interest of SLLC and in accordance with the core functions and duties of the organisation
- **Selflessness:** Take decisions solely in term of the SCIO interest and not act to gain financial or other material benefit for yourself, family or friends.
- **Integrity:** You must not place yourself under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence you in the performance of your duties.
- **Objectivity:** You must make decisions solely on merit and in a way that is consistent with the functions of SLLC when carrying out business including making appointments, awarding contracts or recommending individuals for rewards and benefits
- **Accountability and Stewardship:** You are accountable for your decisions and actions. You have a duty to consider issues on their merits, taking account of the views of others and must ensure that the SCIO uses its resources prudently and in accordance with the law
- **Openness:** You have a duty to be as open as possible about your decisions and actions
- **Honesty:** You have a duty to act honestly. You must declare any private interests relating to your duties and take steps to resolve any conflicts arising in a way that protects the SCIO interest

- **Leadership:** You have a duty to promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of the SCIO and its members in conducting business
- **Respect:** You must respect fellow members of the Board and employees of SLLC and the role they play, always treating them with courtesy. Similarly, you must respect members of the public when performing duties

Conduct at meetings

In addition to following the procedures for Board meetings as detailed in the Constitution and this Governance Guide, Trustees are asked to:

- Follow the Policies, Procedures and Practices relating to governance at Board level and be held to the same standards for these as the employees
- On occasions where a vote may be required, vote on agreed items during the meeting and accept a majority vote on any issue as decisive and final (where a vote is evenly split the Chair has a casting vote)
- Respect the authority of the Chair and their role as meeting leader
- Maintain confidentiality unless authorised by the Chair or the Board to speak of it

Confidentiality

The responsibilities of Trustees currently falls within scope of both charity and company legislation.

The clear guidance from OSCR is that, in line with their statutory duties, our Trustees must act always in the best interests of the charity. A breach can include financial forecasts, price sensitive and strategic matters: it is a disclosure to any other person, without authority and generally used in circumstances where information is not, as yet, in the public domain, and is not trivial, and it would cause harm.

The sharing of information from a meeting that is held in confidence could be as viewed as contrary to the best interest of the SCIO and therefore held as being in breach of these responsibilities.

Throughout Trustees must act in accordance with a charity's constitution and make decisions based only on the SCIO's interests and not his or her own, or those of any body to which he or she might also have a duty.

It is worth considering in the event that a disclosure was made, following a confidential meeting, that there would be a likely breach of trust that would inhibit the functioning of any future meetings held in similar circumstances.

Conflict of Interest

As a Board Trustee, you must put the interests of the SCIO before your own interests or those of any other person or organisation including those responsible for your appointment. Where you cannot do that, there may be a conflict of interest. A conflict of interest is any situation in which a Trustees personal interests, or interests that they owe to another body, may (or may appear to) influence or affect the director's decision making.

The term 'conflict of interest' can cover a range of situations and may also be called a 'conflict of roles' or 'conflict of duty. Examples of what may construe a conflict of interest include:

- Where a Trustee could gain financial benefit from a decision the charity has to make
- A Trustee is discussing a contract or business arrangement with an organisation their family have links to
- A Board Trustee is also an employee of a company that the charity is doing business with an employee, or potential employee, of the charity is connected to one of the charity Trustees
- Being a Trustee of two or more charities that are competing for the same grant(s) or funding
- Being a Trustee of a charity where you are also a service user or customer, in which case this should be declared
- A Board Trustee applying for a job in the charity

An interest held by an individual who is "connected" with the charity Trustee under section 68(2) of the Charities and Trustee Investment (Scotland) Act 2005 (husband/wife, partner, child, parent, brother/sister etc) shall be deemed to be held by that charity Trustee.

A Trustee will be deemed to have a personal interest in relation to a particular matter if a body in relation to which they are an employee, director, member of the management committee, officer or elected representative has an interest in that matter.

However, any Trustee appointed by virtue of being an elected members or officers of the Council (in line with the Constitution) shall be entitled to vote in relation to a particular matter notwithstanding that the Council has an interest in that matter. In such instances the Trustee shall comply with the provisions of Constitution and in the instance that a personal interest or duty which conflicts (or may conflict) with the interests of the SCIO exists the Trustee must withdraw from the meeting while an item of that nature is being dealt with.

In circumstances giving rise to the possibility of a conflict of interest between the SCIO and any other party the Trustee must:

- Act in accordance with a charity's constitution and make decisions based only on the SCIO's interests and not his or her own, or those of any body to which he or she might also have a duty
- Ensure that the SCIO complies with any direction, requirement, notice or duty imposed under or by virtue of the Charities and Trustee Investment (Scotland) Act 2005.

Each Trustee shall comply with the Code of Conduct (incorporating detailed rules on conflict of interest) prescribed by the Board.

Breach of Code

In line with the Constitution any persistent, material or serious breach any of any part of this Code of Conduct may result in removal from the Board of Trustees. Removal will be by resolution to the Board. In such instances the Trustee who is the subject of the resolution will be given reasonable prior written notice of the grounds upon which the resolution for their removal is to be proposed and the Trustee concerned will be given the opportunity to address the meeting at which the resolution is proposed, prior to the resolution being put to the vote. The vote (to the nearest round number) of the charity Trustees then in office vote in favour of the resolution.

In the event that a breach of code was to be committed by a Trustee who is an elected member then a suspension would be put in place and a recommendation would be made to the Council in respect of the Trustee's continuation as an appointee to the Board.

It should be noted that the Constitution does not provide the option to appeal a decision to terminate a Trustee from office following a breach of the Code of Conduct. However, a terminated Trustee may make representation to the Chair who may review the termination in light of new information within one month of the date of the termination and the Chair will then present this information to the Board.

Leaving the Board

In the event of resignation notification should be made to the Chair in writing.

Further detail regarding the serving of Trustees and their appointment and resignation and termination of office is contained within the Constitution. It should be noted that the Constitution sets out that where a Trustee is absent (without good reason, in the opinion of the Board) from more than three consecutive meetings of the Board – their office may be terminated but only if the Board resolves to remove them from office.

When a Trustee leaves the Board this will be confirmed in writing by the Chair.

Key References / Documentation

SLLC operate their services for customer and staff with several corporate policies including:

- Finance
- Health and Safety
- Human Resources
- Information Governance
- IT
- Marketing

All our policies can be issued on request to assist Board Trustees in their role.

Constitution

Useful guides/website links:

A guide for Board Members of Public Bodies in Scotland (April 2015)

Audit Scotland - Gives independent assurance to the people of Scotland that public money is spent properly, efficiently and effectively.

Chartered Institute of Public Finance and Accountancy - Public financial management.

Ethical Standards Commissioner - Encourages fairness, good conduct and transparency in public life in Scotland.

Government Legislation - For all UK Legislation such as Companies Act 1985, Human Rights Act, Bribery Act 2010, etc.

Health and Safety Executive - The National regulator for Health and Safety in the workplace.

Information Commissioner's Office - The UK's independent authority set up to uphold information rights in the public interest, promoting openness by public bodies and data privacy for individuals.

Organisation Scottish Charity Regulator - Independent Regulator and registrar for Scotland's charities, provides guidance and support to charities.

Scotland's National Performance Framework - Scotland's National Performance Framework and how Scotland is performing against it.

Scottish Public Services Ombudsman - For final stages of complaints about public service organisations in Scotland.

The Improvement Service - The 'go to' organisation for Local Government improvement in Scotland

The Scottish Government

The Scottish Parliament

The Standards Commission for Scotland - Independent public body, responsible for encouraging high standards of behaviour by councillors and those appointed to Boards of devolved public bodies.



Report

Report to:	Board of Trustees
Date of Meeting:	28 February 2024
Report by:	Nick Lansdell, Head of Strategy and Governance

Subject:	South Lanarkshire Leisure and Culture SCIO (SLLC) Board Committees
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1. Purpose of Report

1.1. The purpose of the report is to:

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

2. Recommendations

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

- (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.

3. Background

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

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

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

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

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

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

4. Next Steps

- 4.1. Following approval by the Board of the committee membership it is anticipated that the incoming committee members will meet to discuss terms of reference of the committee prior to the whole committee system being operational in 2024.
- 4.2. Whilst committees will provide scrutiny, assurance and advice to the Board, decisions will continue to be made at Board level except where the Board itself has delegated tasks to a committee.

5. Employee Implications

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

6. Financial Implications

- 6.1. As outlined in the report.

7. Other Implications

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

8. Equality Impact Assessment and Consultation Arrangements

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

Nick Lansdell

Head of Strategy and Governance

28 February 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

Appendix 1 – SLLC Board Committee Membership

Committee	Independents	Elected Members
Performance Finance and Audit Committee	Alan Morrison (Chair) Lisa Maule Neil Brown Stephen Smellie	Cllr Mo Razzaq (Vice Chair) Cllr John Anderson
Planning and Strategy Committee	Dr Angela Beggan (Chair) Chris Goudie Craig Cunningham Robert Craig	Cllr Andrea Cowan (Vice Chair) Cllr Ross Lambie
Nomination Committee	Dr Avril Osborne (Chair) Neil Brown Chris Goudie	Cllr Maureen Devlin (Vice Chair) Cllr Ross Lambie

South Lanarkshire
Leisure and Culture

Quarterly Report

Quarter 3
October to December 2023



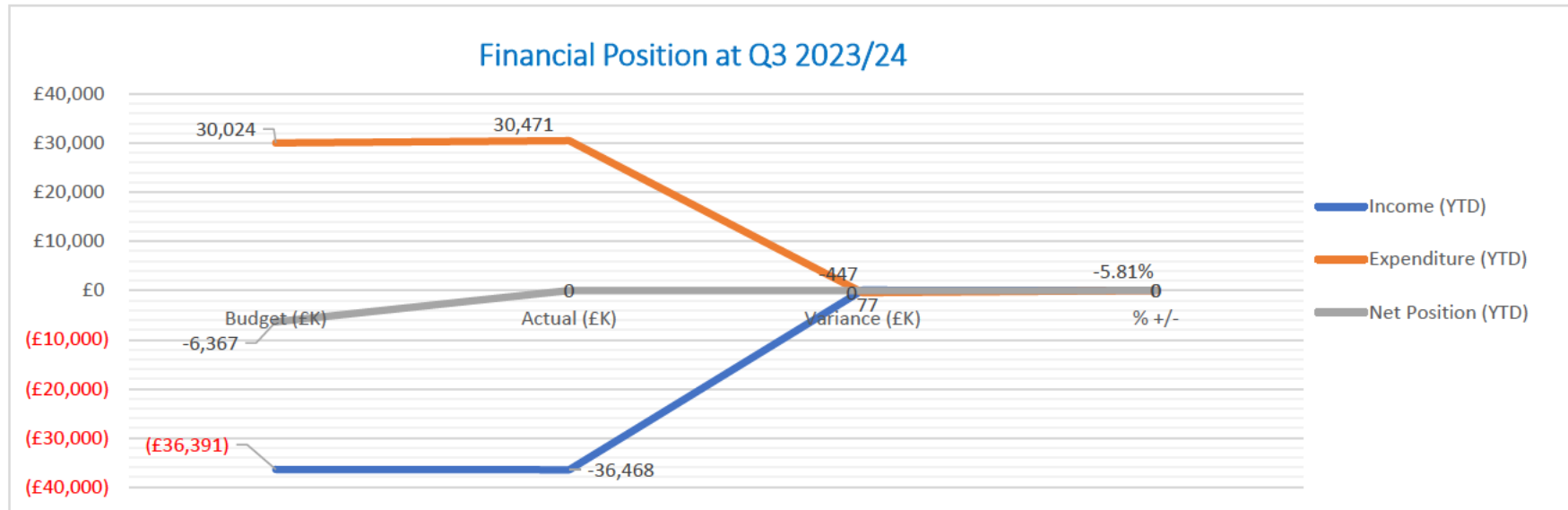
SOUTH LANARKSHIRE
Leisure & Culture

1. Business Perspective

Budgetary position

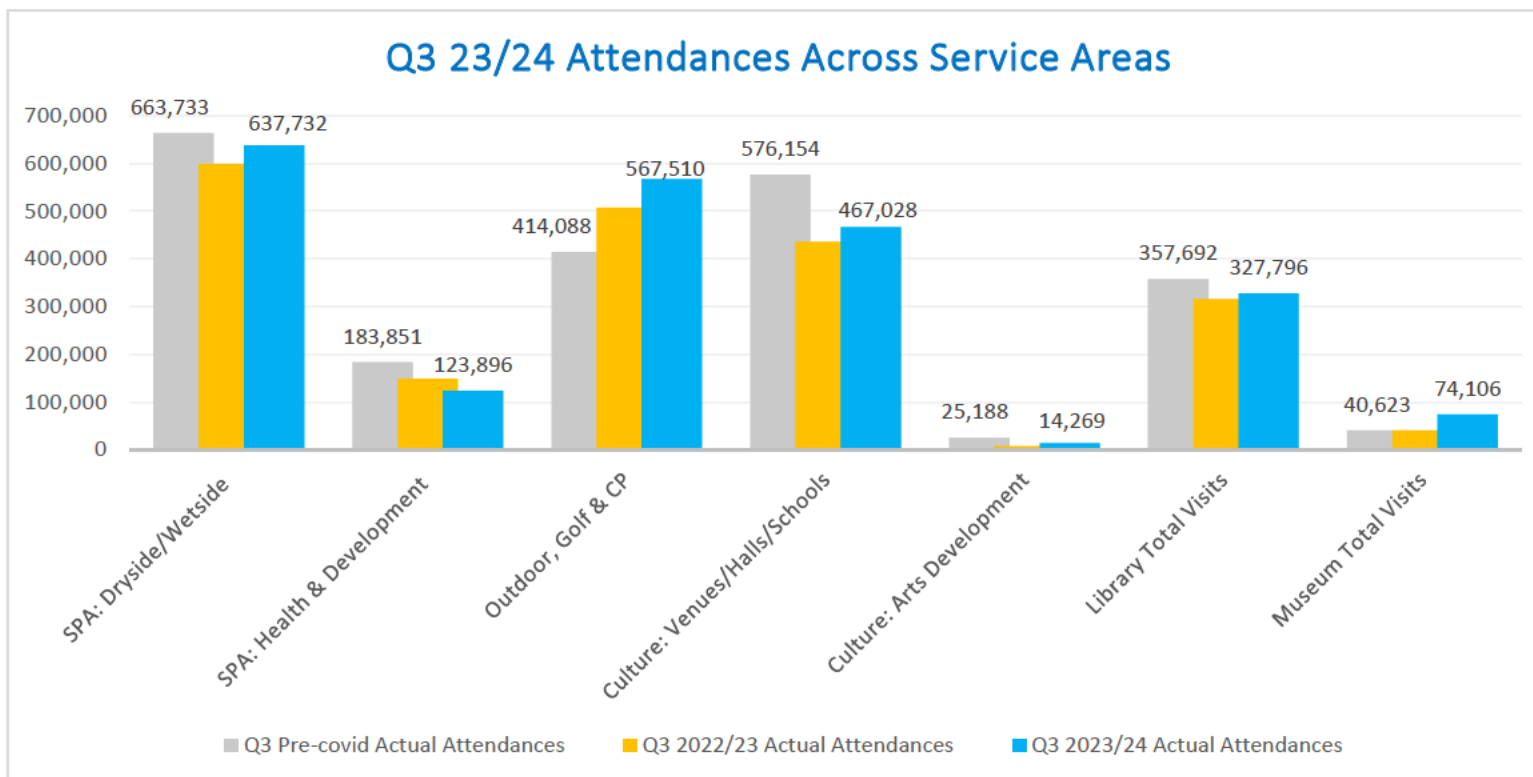
The £77K over-recovery in income against budget partially offsets the £447K of expenditure overspends against budget, resulting in an unfavourable net position of £370K. This is a £82K improvement on the November position due to £233K improvement in the level of year to date income recovery across all services partially offset by a £151K increase in the year to date expenditure overspends.

Measure: FINANCE	Budget (£K): Q3	Actual (£K): Q3	Variance (£K):	% +/-
Income (YTD)	(£36,391)	(36,468)	77	+0.21%
Expenditure (YTD)	30,024	30,471	(447)	(1.49%)
Net Position (YTD)	(6,367)	(5,997)	(370)	(5.81%)



Q3 Attendances – year on year comparison

The table below provides a comparison of Q3 performance against both 2022/23 and 2019/20 (pre-covid) attendances.

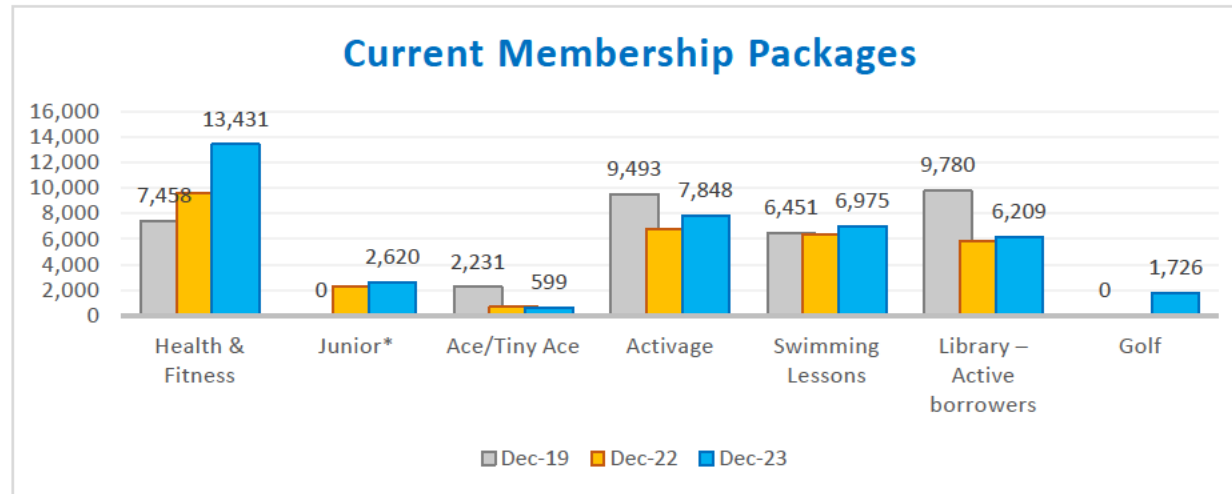


Notes:

- Q3 Sport and Physical Activities (SPA) – wetside attendances 17% ↑ on previous year, with dryside attendances 5% ↓, and Development Services 17% ↓. YTD wetside/dryside combined 13% ↑ and Development Services 1% ↑.
- Q3 Cultural facilities 7% ↑ with Arts Development 78% ↑ on previous year. YTD comparison against previous year: Cultural facilities 11% ↑ with Arts Development 69% ↑.
- Q3 Library physical visits increased by 12% with virtual visits 4% ↓ on previous year. YTD position overall 15% ↑.
- Q3 Outdoor Recreation, Golf and CP's 12% ↑. YTD comparison for Outdoor Recreation, Golf and CP's 8% ↑ on previous year.

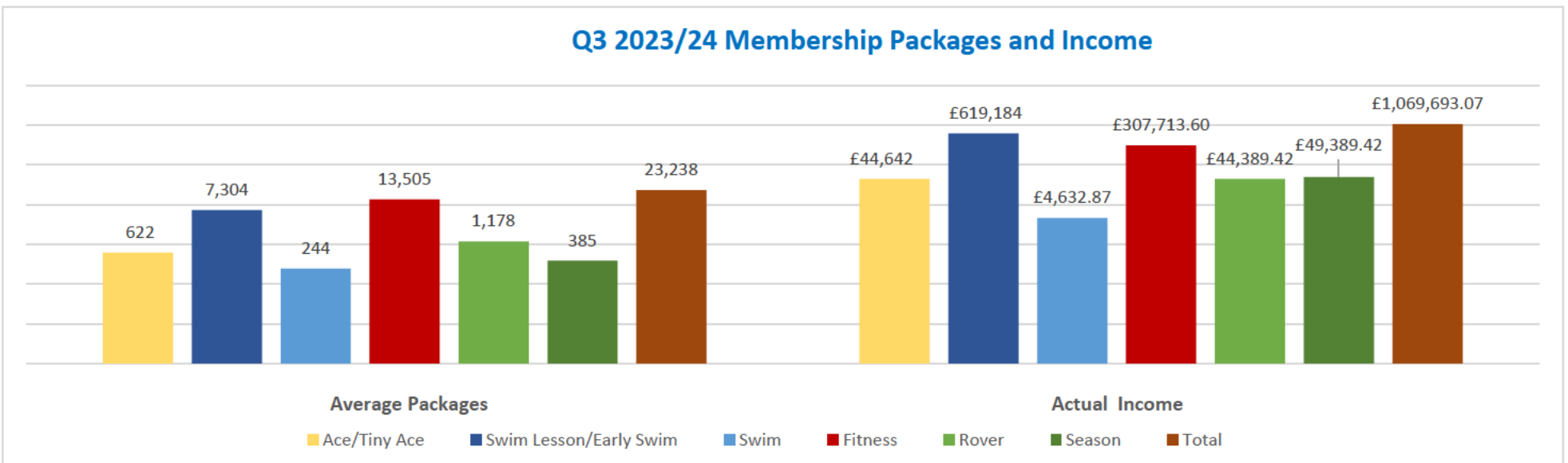
Measure: ATTENDANCES	Q3 Pre-covid Actual Attendances	Q3 2022/23 Actual Attendances	Q3 2023/24 Actual Attendances	% +/- Q3 Current Year vs Q3 Previous Year
SPA: Dryside/Wetside	663,733	598,705	637,732	7%↑
SPA: Health & Development	183,851	148,949	123,896	17%↓
Outdoor, Golf & CP	414,088	506,903	567,510	12%↑
Culture: Venues/Halls/Schools	576,154	435,724	467,028	7%↑
Culture: Arts Development	25,188	8,019	14,269	78%↑
Libraries:				
Physical visits	260,852	149,081	167,252	12%↑
Virtual visits	<u>96,840</u>	<u>166,624</u>	<u>160,544</u>	4%↑
Total	357,692	315,705	327,796	4%↑
Museums:				
Physical visits	34,367	34,674	62,707	81%↑
Virtual visits	<u>6,256</u>	<u>6,457</u>	<u>11,399</u>	77%↑
Total	40,623	41,131	74,106	80%↑

Q3 Membership Packages – year on year comparison



Notes:

- Health and fitness memberships (includes Juniors 2,620) has increased by 40% against last year 2022/23.
- Junior packages are working well and continue to grow, up 15% on the same period last year.
- The average retention period of cancelled members (846) is 10 months.
- Library: Active Borrowers continues to grow by 6% and represents members who have used the service recently. YTD position is 32% up on previous year but remain 33% below pre-covid borrowers.

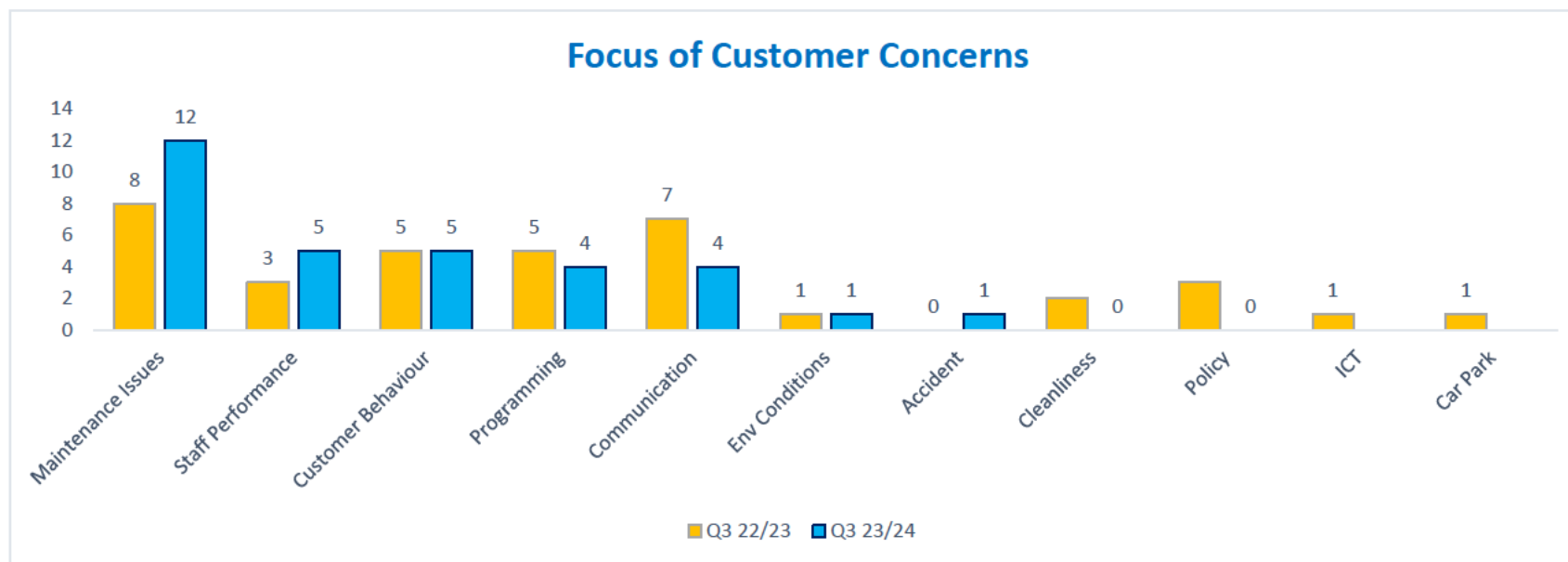


Measure: Memberships	Q3 Pre-Covid December 2019	Q3 Previous Year December 2022	Q3 Current Year December 2023	%+/- Current Year vs Previous Year
Health & Fitness (inc D/D, annual & Junior*) packages	7,458	9,568	13,431	40↑%
Junior*	N/A	2,271	2,620	15↑%
Ace/Tiny Ace	2,231	702	599	15↓%
Activage	9,493	6,748	7,848	16↑%
Swimming Lessons	6,451	6,373	6,975	9↑%
Library – members Library – Active borrowers	9,780	5,848	139,953 6,209	6%↑
Golf	-	-	2,739	

Note:

- Figures represent 'live memberships' at 31 December 2023
- Accurate golf membership figures are not available for previous years due to system settings, this was corrected from April 2023 to ensure historical data can be retrieved going forward.

Customer Focus



Measure: CUSTOMERS	Quarter 3 2022/23	Quarter 3 2023/24	% +/- Q3 Current Year vs Q3 Previous Year
Complaints	40	36	10%↓

Notes:

- Quarter 3 saw 36 recorded customer concerns across our services.
- 29 were handled by the SPA service (80%), 3 by Culture (8%), 2 by Outdoor (6%) and 2 by Libraries (6%).
- 32 complaints (89%) were closed off, all of which were fully resolved at the frontline resolution stage.
- 56 issues were closed off on time, equating to 75% completed within timescales.
- 4 remain open awaiting conclusion from relevant manager.

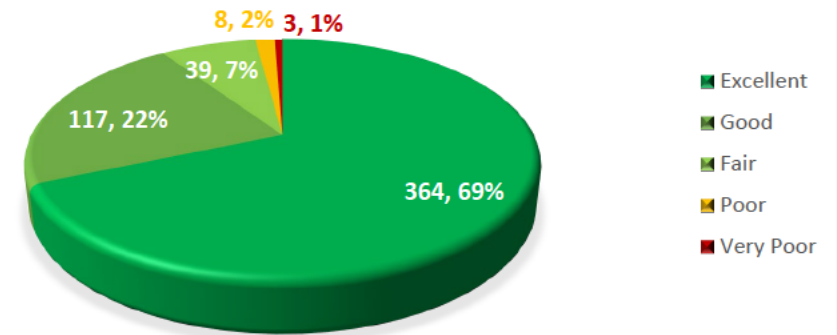
Customer Satisfaction

Overall Satisfaction

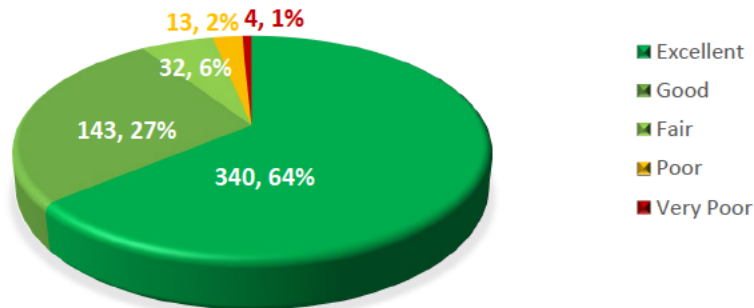
Throughout December we directed our satisfaction survey towards our Cultural and Library service users, however links were available for all customers through our webpage or social media. Over 530 customers completed the short survey based on the same core questions from our annual survey reported in quarter one (which is used as our base measure, to measure improvement). Around 4% of our membership took the time to give valuable feedback which helps clearly identify things we do really well and things we need to consider for improvement.

Results again this quarter have followed a similar trend returning excellent performance through very challenging times and again an overall satisfaction rate of 97% which was supported by more specific aspects of service delivery - Staff Performance 94%, Cleanliness 91%, Value of Money 98%, and Quality of equipment/services 84% as outlined in the graphs below.

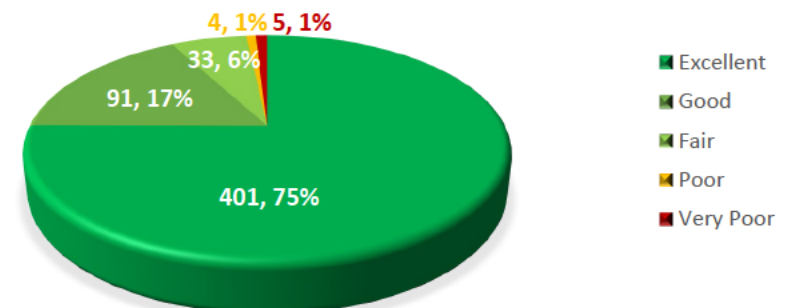
How did we perform -
Value for money - Top 3 responses : 98%



How did we perform -
Overall - Top 3 responses: 97%



How did we perform -
Staff performance - Top 3 responses: 98%



Health & Wellbeing

Why customers visited our sites:

- 28% said it's about improving their health.
- 19% said a place to socialise.
- 18% said a place to relax.

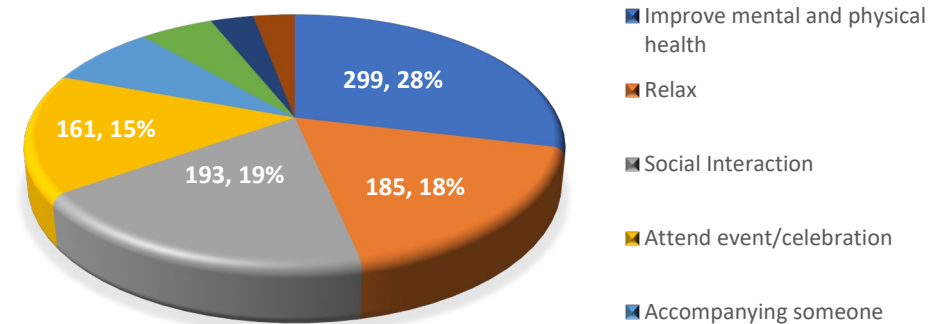
How customers felt after their visit:

62% of respondents felt they achieved their goal, felt happier, healthier, better and more energised.

80% said their visit had a positive impact on their health and wellbeing.

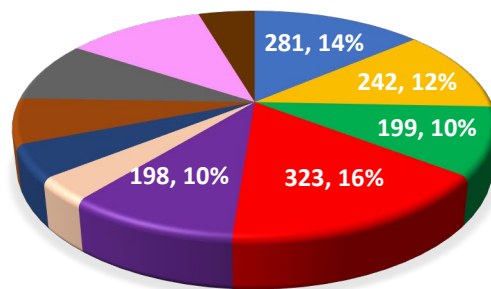
What was the reason for your visit?

Top 4 responses: 80%



Following your visit, how did you feel?

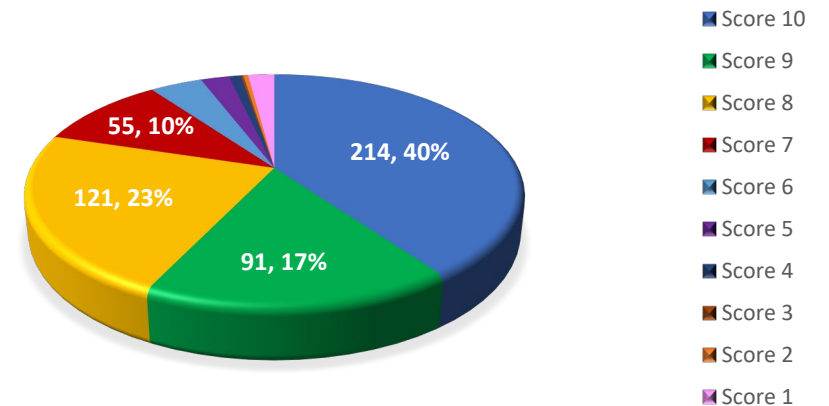
Top 5 responses: 62%



■ Achieved my goal ■ Better ■ Energised ■ Happier ■ Healthier

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

80% scored 8 and above

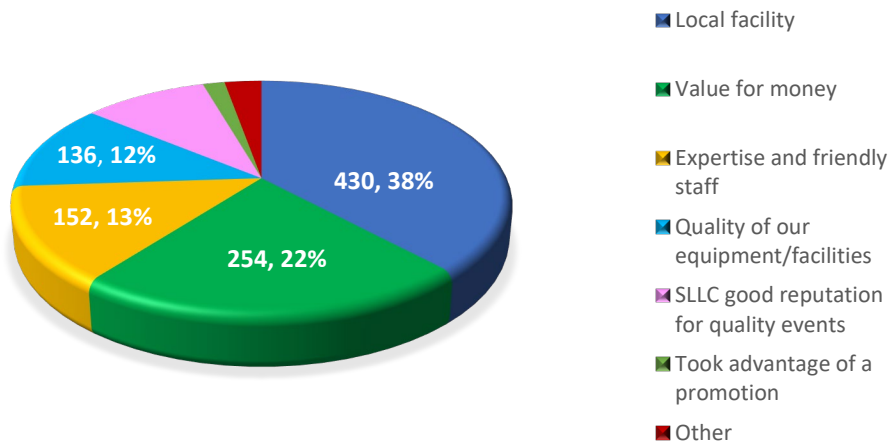


■ Score 10
 ■ Score 9
 ■ Score 8
 ■ Score 7
 ■ Score 6
 ■ Score 5
 ■ Score 4
 ■ Score 3
 ■ Score 2
 ■ Score 1

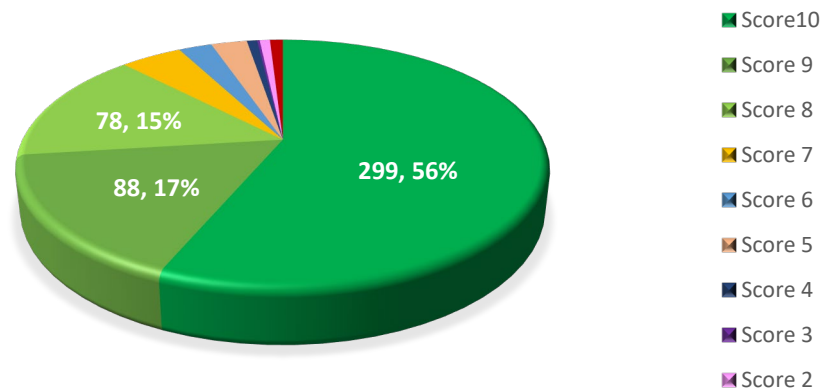
Why customers chose SLLC:

Top three ways people heard about SLLC - word of mouth 40%, other 20% and 15% website. Over 90% of respondents said they found our social media pages and booking process easy to navigate and use.

**Why did you choose an SLLC facility?
Top 4 responses: 85%**



**How likely are you to recommend SLLC to a friend?
Top 3 responses (scoring 8-10): 88%**



Safety

As you would expect health and safety is a key priority for SLLC, quarter 3 saw a drop in accidents/incidents against last year, in part due to the robust Health and Safety policies and procedures in place to ensure risks are minimised. Over the quarter staff were involved in 1 minor accident, 1 incident and 1 violent incident with customers involved in 3 major accidents and 11 minor accidents.

Measure: HEALTH & SAFETY	Quarter 3: 2022/23	Quarter 3 2023/24	% +/- Q3 Current Year Vs Q3 Previous Year
Accidents/Incidents to staff	9	4	56%↓
Accidents/Incidents to customers	27	23	15%↓

2. Performance against SLLC Strategy 2022 - 2027

Objectives to meet Strategy Outcomes

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

2023 (Year 2) – Priorities, Activities and Achievements

Key Priorities	Priority 1 (HWB1) Participate in a whole system approach to health and wellbeing along with our partners including the NHS, the Health and Social Care Partnership and others, to improve health and wellbeing for individuals and communities within South Lanarkshire	Priority 2 (HWB2) Encourage and support the inactive to be active with focus on positive physical health and wellbeing outcomes	Priority 3 (HWB3) Support positive mental health and deliver on health and wellbeing outcomes	Priority 4 (HWB4) Provide early intervention and prevention initiatives to address health and wellbeing matters at their root cause
Comments from Chair of Health and Wellbeing Group	<p>An exceptionally busy and fruitful quarter from a Health and Wellbeing perspective. Our Arts Development section continue to take performing arts and music into social work and care environments providing opportunities for self-expression for people who otherwise would be unable to participate.</p> <p>We also saw the biggest Mud Madness event to date at Chatelherault in October. In addition, our Physical Activity Prescription continues to deliver great outcomes.</p> <p>We will continue to work together with partners to improve the Health and Wellbeing of our residents – and staff.</p>			

Health and Wellbeing successes

Arts Development

Our Arts Development team have been busy this quarter delivering a number of bespoke activities in conjunction with external organisations including drumming workshops for young people with additional support needs; arts and craft sessions within Social Work Adult Day Centres and Movers and Shakers dance/movement sessions for elderly residents in a care home setting.

Mud Madness 2023

Mud Madness 2023 at Chatelherault Country Park in October proved to be our most monumental event to date. A combination of club runners and enthusiastic members of the public saw an impressive 928 participants take part. The event had participants of all ages and was a resounding success, providing a remarkable opportunity for people to connect and engage, take part in a health and fitness activity, and have an absolute blast!

Scottish Mental Health Arts Festival

Art can help improve mental health and provide opportunities for self-expression. Funding was acquired by Arts Development from the Scottish Mental Health Arts Festival to deliver art workshops as part of their annual festival. Creative Painting sessions in Hamilton Town House and Lanark Memorial Hall were delivered along with Drama Therapy sessions in Hamilton Town House. Dance workshops were delivered in East Kilbride Arts Centre and a photography workshop was delivered at Cuningar Loop, Rutherglen.

Book Week Scotland

Book Week Scotland events were hosted in libraries from 13 to 19 November 2023. Highlights were visits by bestselling author Alexander McCall Smith to Biggar library, local author and Mindfulness expert Martin Stepek at Fairhill Library and John Moore at Hamilton Town House Library talking about his book, 'The Clyde: Mapping the River'. An extensive programme of children's events celebrated the wealth of Scottish literature with themed Bookbug events in all libraries and school groups attending sessions with local storyteller Gerry Durkin. The events were funded by Scottish Library and Information Council funding and 500 free Adventure themed books were gifted through libraries and local foodbanks

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

Key Priorities	Priority 1 (CE1) Reach out to people where they are, by providing services to all communities across South Lanarkshire	Priority 2 (CE2) Support communities to develop and build their capacity and, where appropriate, explore options for asset transfer of our resources	Priority 3 (CE3) Develop alternative delivery methods and grow our digital offerings such as online classes and access to e-books	Priority 4 (CE4) Help tackle isolation by providing initiatives that bring people together
Comments from Chair of Connected and Engaged Group	<p>SLLC has been reaching out to communities by consulting with them on how SLLC services are delivered in the future. To date the consultation has had an excellent response with over 4500 responses. As part of this process SLLC has consulted with partner agencies collating feedback on the wider impacts of SLLCs services on its stakeholders.</p> <p>SLLC are continuing to work closely with SLC on a number of requests about potential Community Asset Transfers (CAT). The development team are working closely with local Universities and colleges to facilitate the vast amount of student placements to build capacity for the Active Schools programme across every primary and high school in SL with over 700 students being placed.</p> <p>SLLC is continuing to develop and will be launching the SLLC app early 2024 which will transform the delivery method of how we engage with current and new customers. Development services continue to pilot alternative delivery methods and this quarter launched a cycling project in partnership with Scottish Cycling and drumming workshops with Covey Befriending collaborating with its 'Angels Group'</p> <p>SLLC continues to grow its partnerships to bring its communities of interest together. Notably via Clyde Gateway delivering a Supporting Families programme with 64 families across three geographical areas in SL (review below). SLLC staff also attended and showcased its services at the older people's assembly this quarter which had 120 participants form all areas of SL.</p> <p>Review: <i>"The e-mails, telephone calls, the mindfulness sessions, reassurance and guidance from the Supporting Families programme has meant more than I can ever say ... It has also been a great sense of security for me and my son as I'm a single parent, it's good to have support to access the resources and the help and support that is available and that wouldn't have been possible without the Supporting Families programme".</i></p>			

Connected and Engaged successes

Ceramics Workshop

Working with PAMIS, an organisation which supports carers of people with profound and multiple learning disabilities, our Arts Tutor delivered four weeks of ceramics workshops where participants learned hand building techniques to make ceramic pieces. The course was well received with participants enjoying doing an activity that they had never done before.

Sound in Art

Low Parks Museum welcomed a party of 50 students from Glasgow School of Art as they explored the topic 'Sound in Art'. After a visit to experience the unique acoustics of Hamilton Mausoleum, the groups spent the remainder of the day exploring the museum and enjoying lunch in the cafe. The work inspired by the student's visit will be shared by GSA in due course.

Connecting with Managers

The HR section issued a special Connecting with Managers bulletin that concentrated on health and well-being and supports that are available to staff and managers. The trades unions thanked us for all this information and stated that they would raise it at the JTUC for South Lanarkshire Council to do the same as it was a great example of best practice.

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

Key Priorities	Priority 1 (EI1) Ensure equality of opportunity by making sure that our services are accessible to all	Priority 2 (EI2) Target our programmes and interventions to ensure we reach those most in need of our services	Priority 3 (EI3) Enable access to learning and information across our communities and support community learning	Priority 4 (EI4) Provide welcoming inviting spaces where customers receive a warm reception
<p>Comments from Chair of Equality and Inclusion Group</p>	<p>Activage membership marketing has taken place across all services. The group also have a greater understanding of the makeup of the membership following collection of data on uptake by gender and by SIMD area. Training of front of house staff remains a priority action to ensure greater understanding of the benefits of membership to our ageing population. Equality Impact Assessment completed on the proposed price increase of Activage membership, with the group responsible for engaging with third sector groups to gather thoughts and views via the SLC Access Panel.</p> <p>E&I project data tracker completed with over 60 entries. The tracker captures the current equalities data we have on participants attending our targeted programmes, with the aim to have a consistent approach across resources. Intention is the data will inform the scaling up of good practice while targeting groups not participating in our services.</p> <p>Clubs and Communities Learning and Development booklet produced and circulated across various platforms and partnerships. Our learning offer is being reviewed to understand if there is a need for rural courses/classes and gender specific classes however this requires further discussion due to capacity to deliver.</p> <p>E&I mandatory training modules shared with staff for completion via ‘all staff’ memo. Data shared on current completion rates which currently sits at 40% (all staff memo was circulated in November 2023 advising staff to have the modules completed by the end of January 2024 to encourage completion). All services represented on the group also asked to share with respective teams. Restricted funds identified from VASLAN which have supported the planning of autism training for front line staff. Workshops are scheduled to take place from January to March with 150 places available.</p>			

Equality and Inclusion successes

Culture Pantos

For another year, Rutherglen Town Hall, Hamilton Town House, East Kilbride Village Theatre and Lanark Memorial Hall, provided a BSL performance of their pantomime show. We liaised with the BSL interpreters earlier in the year, providing them with the panto script and arranging dates for the interpreters to attend panto rehearsals. One show per venue is picked to have the BSL interpreters attend. The show is advertised as BSL friendly within all our literature and ensured that we could offer an opportunity for the deaf community to enjoy the panto experience.

Development Services KEAR Campus Whithorn Base

In partnership with Education the Active Schools team have been supporting a new sport and physical activity programme within KEAR Campus Whithorn base in Hillhouse. The pupils targeted have a range of neurological and behavioural challenges, SLLC coaching staff have worked alongside school staff at the base to motivate and encourage four pupils to engage with different activities ranging from tennis to boccia. The staff have noted positive improvements within the four identified pupils who have become very engaged and inspired by the programme.

Library Digital resources accessibility

The Library service's digital collections continue to grow and offer a range of accessibility options. By December 2023 BorrowBox provided access to a collection of just over 5,000 eAudiobooks and almost the same number of eBooks. eBooks offer accessibility features such as changing the font type, including one for dyslexic readers, and changing the 'paper', for example displaying white text on a black background, making reading in the dark more comfortable. Font size can also be adjusted to suit, therefore giving every title in the collection large print capability.

The PressReader app also provides free access to over 7,000 eMagazines and eNewspapers from 150 countries, including around 700 UK based titles, offering potentially huge savings over physical publications. A device's pinch-to-zoom functionality ensures that content can be resized to make the reading experience comfortable and enjoyable. The app also includes text-to-speech and translation options. These accessibility options have undoubtedly contributed to significant year-on-year increases in usage, with 3,656 active users accessing our eAudio and eBooks by December 2023 and 119,163 magazines and newspapers read.

Museum Service

In October of this year, Low Parks Museum welcomed a party of 18 to visit the mausoleum, most of whom were Ukrainian refugees from supported accommodation along with their interpreter. One member of our team prepared a basic outline of his talk, containing a summary of the key information on the building, and translated this into Ukrainian via Google Translate! Our visitors were delighted by this touching gesture.

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

Key Priorities	Priority 1 (OS1) Develop a financially sustainable business model which optimises income and utilises diverse funding streams	Priority 2 (OS2) Develop our people ensuring staff remain highly skilled and are supported to deliver the best standard of customer service	Priority 3 (OS3) Review our facilities to ensure we have financially sustainable spaces to enable quality service provision	Priority 4 (OS4) Reduce waste and energy usage and seek new ways to be more energy efficient across our services
Comments from Chair of Organisational Sustainability Group	<p>We continue to review the facilities in line with SLC asset review and the required savings for SLLC.</p> <p>Working group now established to review existing vending contracts and work is underway to propose a new business model within facilities and procure new contracts. Initial work has commenced to review existing franchise contracts and to explore further commercial opportunities.</p> <p>Work has been undertaken by the Finance Team to more accurately reflect specific income and expenditure incurred by services and to enable more accurate forecasting. This exercise was completed in conjunction with the development of the financial outturn for 2023/24, both of which have informed the work by the Leadership Team to model the budgetary requirements for 2024/25 and 2025/26, including expected pressures, mitigations, savings and service rationalisation. An output of this process will be the new base budget for 24/25, which will be more reflective of service costs and income for the year ahead and will become the base information in the development of the new SLLC Financial Business Plan. The aim is to have the financial plan completed during summer 2024 so that it can inform the 25/26 budget setting process.</p> <p>Performance Appraisals continue to be rolled out, identifying development needs, essential and specialised training in some areas. A new and robust induction plan will shortly be delivered to all service areas and this will be embedded into all recruitment processes.</p> <p>A newly formed working group has now been established to focus on new ways to be more energy efficient. Training opportunities have been identified for our appointed energy champions and the delivery of this will continue along with setting targets and milestones for the following financial year.</p>			

Organisational Sustainability successes

Low Parks Museum

During the festive period, the museum service delivered a Successful Christmas programme of commercial events, including breakfast and lunch with Santa, quiet drop-in sessions with Santa, carol concert, and Festive Fizz afternoon tea. All events were well received with over 400 attendances.

Calderglen Country Park

Once again, Calderglen Country Park delivered a number of seasonal events during the school October week and Halloween season. Just over 200 children participated in the mythical creature's hunt within Calderglen Zoo. Calderglen Cafe organised a pumpkin picking date night event for the first time which was a complete sell out, with over 100 children in attendance.

Santas grotto at Calderglen continues to be one of the most popular in the area. This year over 1,000 children and their families participated in our Santa experience. Working in partnership with the cafe we offered a free hot chocolate to all children attending. Included in the experience was a visit to the zoo to participate in festive craft workshops and activities.

Over the last three months, Calderglen Zoo has had students shadowing animal keepers one day a week, through the GradU8 Students scheme. This scheme offers opportunities to select individuals from different backgrounds to gain work experience in different industries.

One of our highly experienced animal keepers from Calderglen Zoo got the opportunity to attend the annual BIAZA Communication Conference in November which provides zoos from all over the UK the opportunity to network and discuss conservation strategies.

Chatelherault Country Park

The team at Chatelherault introduced a new event to their seasonal programme, working in partnership with Folksy Theatre Company we delivered a sold out "Forrest of Horrors" Event. Some of the trails were transformed with lighting and cast actors leading a guided tour around the park, 150 visitors participated in this event.

The festive programme continued at Chatelherault. Our ever popular retail and supper event was a huge success, with many families coming along to participate in our retail and children's Christmas party. SLLC recorded record sales in the gift shop at this event.

A number of other festive events also took place including Christmas lunch as well as a new addition to the programme 'Afternoon Tea with Mrs Claus', all of these events were almost sold out with over 200 visitors attending. In addition to this Santa's Grotto was available ever weekend in December which attracted 890 children along with their families.

3. Capital Projects

Through capital investment, SLLC have secured £225K to upgrade our Health & Fitness product with the addition of new cardiovascular fitness equipment in a selection of our gyms as well as indoor group fitness-class bikes. The delivery of 133 individual items of fitness equipment over 12 facilities is set to make a tangible difference to the user experience by providing quality service provision. In addition, it gives our health and fitness teams quality resources to impact on the customers health and wellbeing.

The Country Parks masterplan covering both Calderglen and Chatelherault Country Parks is progressing to tender and the Horseshoe bridge at Calderglen Country Park has now been completed. Priory Park changing rooms project in Blantyre is progressing to tender and Douglas Pitch floodlights have been installed meaning the pitch can be used in evenings in winter months.

4. Emerging Challenges

The following challenges remain

- Inflation remains high and it is anticipated to fall in future quarters however prices will continue to increase.
- Utilities have been pre-purchased however it is anticipated that costs are likely to remain high.
- The employment market remains competitive

Some of our older facilities require investment to bring to modern standards or to halt any further deterioration

5. What we did well

Carlisle Leisure Centre

A new customer complimented the welcoming, friendly staff and cleanliness of the facility after her first visit, she thanked everyone for making her visit a pleasure, saying staff gave her the confidence to return.

Hamilton Town House

Chopin En Route was a delightful event, a real treat both educationally and musically, we need more of this.

Low Parks Museum

Couldn't rate Afternoon Tea event highly enough, staff were attentive, couldn't be more helpful nothing a problem. Great value and a lovely way to relax, will definitely be back.

Customer Recognition

EK Central Library

Use on a regular basis and find the staff and layout outstanding – a hub of the community and located near the car park which is great.

Chatelherault Country Park

Mud Madness event was fantastic (again), this is the third time we have entered as a family. It was brilliant.

Dollan Aqua Centre

On my 'Getting Healthier Journey' - to the entire team, your professionalism, extra care, and helpfulness is very impressive.

'Contagious energy'

'Camaraderie with every single person is so motivating'

'Works us hard but with a gentle, calming manner'

AUDIT COMMITTEE UPDATE

5 FEBRUARY 2024

1. Key issues considered:
 - ◆ Internal Audit Activity Report
 - ◆ Internal Audit Plan 2024/25
 - ◆ Credit Card Review
 - ◆ Petty Cash Review 2022/23
 - ◆ Cash Security
 - ◆ Fusion
 - ◆ Insurance Tender
 - ◆ Risk Register

2. Key issues to highlight:
 - ◆ 2023/24 Audit Plan progressing as expected with anticipated completion by March 2024.
 - ◆ One upcoming action regarding Low Parks Inventory is likely to run beyond timescale for completion. The Audit Committee (AC) will be updated on this at the next meeting.
 - ◆ Internal Audit (IA) have started work on the Audit Plan for 2024/25 and welcome feedback from the AC, the Board and Leadership Team (LT) regarding any ideas for inclusion in the plan. These should be communicated to the Head of Strategy and Governance.
 - ◆ There were no major concerns highlighted from the credit card and petty cash review for the period reported.
 - ◆ IA conducted an investigation following some irregularities regarding petty cash in two sites. One was in relation to clear control weaknesses which were identified on site in advance of IA visiting. IA are satisfied that improvements have been made. The other site had good controls in place and the irregularity was down to human error. All SLLC sites will be issued with a reminder of good cash security measures.
 - ◆ The AC were reminded that SLLC's current insurance provider had been extended by one year to allow us to go to tender for a new provider at the same time as South Lanarkshire Council. SLLC's part is concluded and SLC are still working through some detail with implementation set for 1 April 2024.

3. Any decisions/approvals taken to highlight:
 - ◆ The AC agreed to close off outstanding internal audit actions; ACE, Trade/Venue Sales MI and Data Protection (corporate overview).
 - ◆ Due to a reduction in credit card spend levels and other priorities faced by the Finance Team, it was agreed that there will not be a review of the 2023 credit card spend. Balances and transactions will continue to be tracked and anything worthy of note flagged with the AC. The Chair requested five year spend information for a future AC meeting in the absence of a full review of the credit cards for 2023.

4. Any risks identified to highlight:
 - ◆ None.



Report

Report to:	Board of Directors
Date of Meeting:	28 February 2024
Report by:	Ross McKie, Head of Corporate Services

Subject:	Gender Pay Gap Position Update
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1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ Update the Board on the legal requirement for SLLC to produce Gender Pay Gap information and provide details of the position as at 5 April 2023.

2. Recommendation(s)

2.1. The Board is asked to note the following:

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

3. Background

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

4. Data Gathering

- 4.1. On 5 April 2023 SLLC had 1,412 full-pay relevant employees (556 male and 856 female) who are included within our findings. Full-pay employees are those who have been paid their usual full basic wage on 5 April 2023 and casual workers who have worked between the dates 27 March 2023 to 23 April 2023.
- 4.2. Employees who were on leave with reduced pay (e.g. maternity leave, sick leave with either half or no pay) during the relevant period have been excluded from the analysis.
- 4.3. Employees who are in receipt of first aid allowance have had their hourly rate increased accordingly.
- 4.4. Employees who are part of a salary sacrifice scheme (Childcare Voucher, Enhanced Leave or Cycle to Work) have had their hourly rate decreased accordingly.
- 4.5. Employees are split into quartiles, with 353 in each, to provide further analysis on the gender pay gap.

5. Findings

- 5.1. SLLC has a mean gender pay gap of 4.2%, which is 9.7% less than the national figure of 13.9% for 2022, as reported by the Office for National Statistics (ONS). There is no provisional data available for 2023 at present.
- 5.2. The ONS reported a national median pay gap of 14.9% for 2022, with SLLC reporting as 1.0%.
- 5.3. Further statistics by region and business industry for comparison is shown below:

Mean and Median Pay Gaps

	Mean	Median
United Kingdom	13.9%	14.9%
Scotland	11.0%	12.2%
South Lanarkshire	7.7%	12.0%
Arts, Entertainment and Recreation	20.3%	8.3%

Source: ONS.gov.uk (2022)

- 5.4. In the lower quartile male employees are paid 0.3% more than female employees in the mean calculation, with a 0% median pay gap.
- 5.5. The lower middle quartile shows that male employees are paid 0.1% more than females in the mean calculation with no difference in the median calculation.
- 5.6. In the upper middle quartile male employees are paid 0.2% higher in the mean calculation and 2.5% higher in the median calculation.
- 5.7. The upper quartile, which is made up of 51% female and 49% male employees show a mean pay gap of 1.6% in favour of male employees. Male employees are paid 2.8% more in the median calculation.
- 5.8. In 2022, SLLC reported a mean gender pay gap of 3.0% and a median gender pay gap of 0%.
- 5.9. A full breakdown of the analysis is provided as Appendix 2 for further information.

6. Employee Implications

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

7. Financial Implications

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

8. Other Implications

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

9. Equality Impact Assessment and Consultation Arrangements

9.1. The report will be shared at the next JCC meeting. The data is published on both the Government and SLLC websites.

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

Ross McKie
Head of Corporate Services

28 February 2024

Link to SLLC Objectives

◆ Equality and Inclusion

Previous References

- ◆ Board Report, 1 March 2023: Gender Pay Gap Report
- ◆ Board Report, 23 February 2022: Gender Pay Gap Report
- ◆ Board Report, 19 May 2021: Gender Pay Gap Report
- ◆ Board Report, 19 February 2020: Gender Pay Gap Report

List of Background Papers

◆ None

Contact for Further Information

If you would like further information, please contact:

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Appendix 1 – Gender Pay Gap Statement 2023

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

The Gender Pay Gap data supplied is correct for all employees in post as at 5 April 2023.

On that date there were 1412 relevant and full-pay employees, 556 (39.4%) males and 856 (60.6%) females.

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

Difference between male and female		
	Mean	Median
Hourly fixed pay	4.2%	1.0%
Bonus paid	0%	0%

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

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

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

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

SLLC has a median gender pay gap of 1%, meaning that we compare favourably to the national figure of 14.9%, as reported by the Office for National Statistics (ONS).

The ONS reported that the mean pay gap was 13.9% in 2022, with SLLC reporting a 4.2% gap - over 9% less than the national average.

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

**Appendix 2
Gender Pay Gap 2023**

Overall

Mean Hourly Rate £13.26
Median Hourly Rate £11.81

	No. Of Emp	%	Mean Hourly Rate	Median Hourly Rate
Male	543	40.6	£13.50	£11.81
Female	795	59.4	£13.10	£11.81
Total	1338			

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

Quartile 1 - Lower Quartile

Mean Hourly Rate £11.13
Median Hourly Rate £11.11

	No. Of Emp	%	Mean Hourly Rate	Median Hourly Rate
Male	110	32.9	£11.14	£11.11
Female	224	67.1	£11.12	£11.11
Total	334			

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

Quartile 3 - Upper Middle Quartile

Mean Hourly Rate £12.81
Median Hourly Rate £12.54

	No. Of Emp	%	Mean Hourly Rate	Median Hourly Rate
Male	115	34.3	£12.95	£12.96
Female	220	65.7	£12.74	£12.54
Total	335			

Mean Gender Pay Gap 1.6%
Median Gender Pay Gap 3.2%

Quartile 2 - Lower Middle Quartile

Mean Hourly Rate £11.52
Median Hourly Rate £11.55

	No. Of Emp	%	Mean Hourly Rate	Median Hourly Rate
Male	162	48.4	£11.52	£11.41
Female	173	51.6	£11.53	£11.55
Total	335			

Mean Gender Pay Gap -0.1%
Median Gender Pay Gap -1.2%

Quartile 4 - Upper Quartile

Mean Hourly Rate £17.58
Median Hourly Rate £15.99

	No. Of Emp	%	Mean Hourly Rate	Median Hourly Rate
Male	156	46.7	£17.62	£16.43
Female	178	53.3	£17.55	£15.80
Total	334			

Mean Gender Pay Gap 0.4%
Median Gender Pay Gap 3.8%

Risk Register – 2022/23

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 frozen.. Lack of funding could result in SLLC requiring to make major decisions on the viability of service provision in non-viable areas, which could lead to closure of facilities, and the loss of posts. Funds may also be required to be diverted from other areas such as investment in resources and materials/equipment and maintenance to ensure that SLLC remained within budgets. Overspending could lead to a depletion of SLLC reserves to support revenue issues leaving SLLC unable to react to future financial emergencies and may lead to poor governance.	Leadership Team	20	<ol style="list-style-type: none"> 1. Statutory financial regulations 2. Robust financial procedures 3. Annual business plan 4. Performance reporting 5. Audits 6. Regular communication with SLC 7. Implementation of efficiency savings 	Good	Mitigate	16	<ol style="list-style-type: none"> 1. Current Annual report 2. Quarterly performance reports 3. Current Annual Business Plan 4. Monthly budget monitoring 	<ol style="list-style-type: none"> 1. Efficiency savings review 2. Annual review of charges 3. Internal service reviews – identification of service priority 4. Linking with national governing bodies and agendas, sourcing external funding opportunities to support service delivery and development were appropriate 5. 3 year service plan
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 private sector competitors which are located in the close proximity to SLLC facilities and who offer similar services or products at a cheaper price could result in the viability of service provision being reviewed which could lead to SLLC withdrawing from certain business areas resulting in loss of jobs. The loss of customers to competitors could affect usage targets and will also result in a loss of income being generated. Competitors could offer better salaries and conditions and our employees leave to join them causing SLLC to be unable to deliver fitness classes and other services due to lack of staff.</p>	Head of Operations/Head of Business Development	16	<ol style="list-style-type: none"> 1. Maintain quality services in facilities – programming; courses; classes 2. Trained/qualified staff 3. Marketing and marketing team 4. Use of IT – online and social media 5. Benchmark on pricing 6. Quality assessment – audit mystery visits 7. External assessments – Visit Scotland 8. Strong partnership working – extends community engagement 9. Membership retention and promotion. Proactive customer contact. 10. Review and amend prices with benchmarking 11. Pay and conditions 	Adequate	Mitigate	12	<ol style="list-style-type: none"> 1. Competitor analysis, detail of business model and likely impact 2. Alliance contract providing industry leading marketing and sales advice 	<ol style="list-style-type: none"> 1. Review of customer contact/ engagement 2. More progressive use of IT – Fits in IT service Plan 3. Improve market analysis 4. Improve customer consultation 5. Implementation of Pricing Policy to react to market

Ref	Key Risk	Risk Description	Lead Officer	Inherent risk score	Control measures in place	Assessment of controls	Risk Treatment	Residual risk score	Sources of Assurance	Further action required
03	Poor condition of assets	<p>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.</p> <p>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.</p> <p>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.</p>	Head of Operations	9	<ol style="list-style-type: none"> 1. SLA with SLC H&TR – Post 2000 Maintenance Agreement. Annual meeting with H&TR. 2. Condition surveys carried out by H&TR 3. Reporting defects process in place 4. Legislative compliance managed by H&TR 5. Business continuity plans 6. Health and Safety Management System/Safe systems of work 7. Insurance cover 8. Maintenance of specialist equipment managed through procedures (SLLC) 9. Regular inspection and audit of premises (condition and H&S) 10. Maintenance plan for fixtures and fittings. 11. 	Good	Mitigate	9	<ol style="list-style-type: none"> 1. Property Condition Reports 2. Internal service Review 3. Agreement by SLC to access PIF funds 4. SLC Investment fund - £13m 5. SLC led Asset Review 	<ol style="list-style-type: none"> 1. Review SLLC/HTS SLA 2. Review operational procedures in line with legislation 3. Make recommendation to SLC on repairs programme. 4. Liaise with H&TR re any procedural or legislative changes.
04	Information technology	<p>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.</p>	Head of Corporate Services	12	<ol style="list-style-type: none"> 1. SLA with SLC 2. External supplier arrangements 3. Dedicated IT team within SLLC 4. IT Service Plan 5. Business Continuity/Contingency plans in place for times when systems down 6. Tender process for new customer facing system will be complete during 2023 	Adequate	Mitigate	9	<ol style="list-style-type: none"> 1. Current year SLLC IT Strategy 2. Procurement of new customer facing systems 	<ol style="list-style-type: none"> 1. Maintenance, development and implementation of the various IT projects remains costly and time consuming. Budget needs to be retained to allow for continued improvements.

Ref	Key Risk	Risk Description	Lead Officer	Inherent risk score	Control measures in place	Assessment of controls	Risk Treatment	Residual risk score	Sources of Assurance	Further action required
05	Lack of staff, staff skills and the capacity to deliver the Service	<p>The Covid19 Pandemic has had an impact on ways of working as well as recruitment practices with ongoing uncertainty in recruitment, causing various issues for many Scottish businesses including our own. The pandemic has also normalised remote working for many, and our business needs to adapt to new ways of supporting hybrid workers as well as continuing the support in the workplace for those whose jobs are front-line serving our customers.</p> <p>Failure of SLLC to recognise and adapt recruitment processes and procedures could result in us failing to attract and retain talent to our business. Failure to reinstate training and personal development of all staff will result in a reduction in the quality-of-service delivered and if we fail in recruiting talent and fail in engaging with all staff groups, we could see staff morale/motivation reducing which will have a detrimental impact on overall service delivery. This may also lead to a loss of income due to an inability to attract staff and an inability to invest in the retaining of competence levels or being unable to attract and/or develop qualified staff which could have an ultimate detrimental impact to our reputation and could cause damage to the reputation and the profile of SLLC.</p> <p>Also the fact that we have an aging workforce in some areas of the SLLC could have an impact on service delivery as age related injuries or conditions could result in some staff not being able to do the full range of tasks associated with their posts.</p>	Head of Corporate Services	16	<ol style="list-style-type: none"> 1. Agile Working Policy 2. Covid19 Recovery Toolkit 3. Recruitment Review 4. Reinstate Training and development programme 5. PDR 6. Performance reporting 7. Reinstate robust in-house training programme 8. HR policies and procedures 9. Audit – staff survey, PDR, HR etc 10. Workforce Plan 	Adequate	Mitigate	9	<ol style="list-style-type: none"> 1. HR policies and procedures 	<ol style="list-style-type: none"> 1. Full review of Recruitment Processes and procedures. 2. Investment to training and development reinstated. 3. Ensuring pay scales remain competitive 4. follow workforce planning action plan. 5. Identify service commonalities and develop a transferable skills programme 6. Consider an employability programme 7. Expand on the volunteer programme, providing a wider range for skills and experiences to our volunteers. 8. Staff Retention Policy

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

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
08	Business continuity	<p>Business continuity plans are not embedded consistently throughout the SLLC. This could result in interruption to service delivery as a result of:</p> <ul style="list-style-type: none"> • Non-access to buildings • Power failures • IT failures • Loss of staff (illness etc) <p>In times of emergency this could result in SLLC being unable to provide services to members of the public; suffer loss of income; and could damage SLLC's reputation.</p>	Head of Operations	12	<ol style="list-style-type: none"> 1. Business continuity plans in place. Training and roll out of plans taken place. These are drilled down to Section Plans. 2. Emergency action plans/emergency operational procedures in place. 3. Severe weather procedure in place. 4. Emergency directory 5. SLLC dovetail into SLC's procedures. Representation on SLC teams/committees. SLLC follow SLC plans/guidance etc. 6. IT – linked to SLC IT Services; back up procedures etc 7. Vital document processes 	Adequate	Mitigate	6	<ol style="list-style-type: none"> 1. Business Continuity Plans in place for most services reflecting SLC plans. 2. Training & roll out plans in place 	<ol style="list-style-type: none"> 1. Business Continuity Plan to be reviewed and updated 2. Annual Review of plans/review of areas of non-compliance. 3. Refresher training to be arranged to ensure all necessary staff are aware of procedures.
09	Security/Anti-social behaviour	<p>Anti social behaviour and criminal activity could lead to damage as a result of inadequate security arrangements at SLLC premises.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Theft of lead and other precious metals • Vandalism (buildings in remote areas – football pavilions/museum store) • Fire <p>This could lead to loss of service provision, cost of repair, insurance claims, and poor reputation due to condition of assets.</p> <p>UK Terrorism threat levels being increased from substantial to severe and then to critical. This could lead to interruptions to the delivery of service, cancellation of events closure of facilities and increased facility checks.</p> <p>Antisocial behaviour presents a risk to staff particularly lone workers</p>	Head of Operations	12	<ol style="list-style-type: none"> 1. Property Security Group (looks at high incidences) 2. Physical control measures (CCTV/Alarms) 3. Building checks/surveys by Insurers 4. Engagement with Community Wardens via Area Action Teams 5. Advice and guidance from Council Security Manager 6. Fire & security checklists completed by SLC and SLLC H&S staff 7. Updated local security information from Police Scotland. 	Good	Mitigate	6	<ol style="list-style-type: none"> 1. Internal and external audits 2. Partnerships 	<ol style="list-style-type: none"> 1. Continued application of SLC advice and guidance 2. Review of CCTV provision and lone working body worn systems
10	Partnerships	<p>Risks include difficulties in funding, commitment, 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 Strategy and Governance/Head of Corporate Services	9	<ol style="list-style-type: none"> 1. Local SLA's in place for individual projects 2. Regular monitoring of-Restricted Funds expenditure 3. Performance reporting/management for individual Restricted Funds 8. Communication/ Meetings with partners 	Adequate	Mitigate	6	<ol style="list-style-type: none"> 1. Monthly restricted funds monitoring spread sheet 2. SLC Strategic Commissioning Plan setting out the 'ask' from SLLC 	<ol style="list-style-type: none"> 1. Undertake risk assessment of each partnership using SLC Partnership Risk Management guidance

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11	Changing demographic and socio-economic structure	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.	Head of Strategy and Governance	12	<ol style="list-style-type: none"> 1. Business and marketing plans; SWOT analysis and PESTLE analysis 2. SLC policies and plans – Connects; Stronger Together 3. Partnership working such as Seniors Together, governing bodies, SportScotland and associated research bodies 4. Performance reporting 5. Concession scheme 6. Marketing reviews; target marketing 7. Programme reviews (of activities, courses on offer etc.) 8. Internal Service reviews 	Good	Mitigate	6	<ol style="list-style-type: none"> 1. Quarterly performance reports analysis) 2. Annual Strategic Action Plan 	<ol style="list-style-type: none"> 1. Efficiency savings reviews 2. Use available resources to identify demographic breakdown patterns & trends for the future service provision.
12	Long term planning	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.	Leadership Team	12	<ol style="list-style-type: none"> 1. Annual business plan 2. Annual marketing plan 3. Asset reviews/Condition surveys 4. Capital investment plans (SLC) 	Adequate	Mitigate	6	<ol style="list-style-type: none"> 1. 5 Years Strategy 2. Individual Annual Service Plans 	<ol style="list-style-type: none"> 1. Implementation longer term strategy for the delivery the services.
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"> 1. Partnership working with SLC's procurement service 2. SLLC authorised signatories 3. SLLC Financial regulations and Standing Orders on Contracts 4. Internal and external audit programme 5. Staff training via SLC and SLLC 6. Effective and improved procurement practices 	Adequate	Mitigate	6	<ol style="list-style-type: none"> 1. Regular Internal audit reports on procurement capability and supplier expenditure review 2. Ongoing work of the Procurement Review Group 3. Reviewed procurement procedures 4. Up to date contract register 5. iProc now planned for implementation during 2023/24 	<ol style="list-style-type: none"> 1. Improve staff awareness/procedural training. Learn on Line programme in place. 2. SLLC will be included in wider SLC roll out of Oracle Fusion system

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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	<p>The Libraries' service holds a large collection of stock which would enable an element of replacement.</p> <p>In addition, a portion of the stock budget would be redirected to the library in questions albeit reducing the investment in the others.</p> <p>Maintenance of buildings would reduce the chance of flood thereby reducing the risk.</p> <p>Staff training in ensuring security checks and attention to potential risk being averted.</p> <p>These collections are stored in secure accommodation thereby reducing the risk of theft or damage.</p>	Adequate	Mitigate	6	<p>1. Property Condition Reports</p> <p>2. Internal service Review</p>	<p>1. Liaise with HTR re any procedural or legislative changes.</p> <p>2. Investment to training and development</p>
15	Death or serious injury to a member of staff or to a member of the public	<p>Employees and members of the public are at risk of injury, potentially fatal, as a result of:</p> <ul style="list-style-type: none"> • Inadequate health and safety arrangements • Unsafe working practices • Non adherence to safe systems of work/OHSMS • Lack of PPE • Defects not being reported or repaired • Poor maintenance of facilities or equipment <p>This could result in SLLC being fined for breaching H&S legislation and also open to litigation from injured parties.</p>	Head of Operations	10	<ol style="list-style-type: none"> 1. Health and Safety policy and procedures 2. Dedicated Health and Safety team 3. H&S risk assessments, SSOW, COSHH assessments. Follow up H&S audits, completion of H&S action plans (external and internal audits). Including first aid arrangements. 4. Trained/qualified and appropriate staffing 5. Claims trend analysis; assessments post incident 6. Record of "accidents, incidents ,near misses and violent incidences" 7. Suitable and sufficient equipment such as defibs in place 8. PPE 9. 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 10. Poor condition of buildings – daily checklist and recording of concerns via appropriate reporting systems 11. Water testing contracts 	Good	Mitigate	5	<p>1. Health & Safety Policies, Procedures and working practices</p>	<ol style="list-style-type: none"> 1. Review of checklists and procedures to continue in line with current policy 2. Review Claims information to establish any existing patterns 3. Audit programme to be resumed

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

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19	Governance arrangements	Further work to embed principles of good governance by officers and board members could seriously affect the sound reputation of SLLC.	Head of Strategy and Governance	8	<ol style="list-style-type: none"> 1. Issue information pack to Trustees on appointment which they must sign 2. Development sessions for Board as appropriate 	Adequate	Mitigate	3	<ol style="list-style-type: none"> 1. Info pack received by all Board Members 2. Quarterly Audit Committee 3. Board member training with Sheppard & Wedderburn. 	<ol style="list-style-type: none"> 1. Implementation of Cross party Working group action of review of Board structure and establishment of SLLC as a SCIO
20	Fraud and theft	<p>Due to lack of effective controls, fraud or theft could be committed by employees or members of the public.</p> <p>Examples include:</p> <ul style="list-style-type: none"> • Theft of cash • Theft of goods • Misuse of equipment, mobile phones or vehicles • Collusion • Misuse of concessions • Using facilities without paying <p>This could result in loss of money/goods etc; staff time due to investigations by Police or Internal Audit; and damage to SLLC's reputation.</p>	Head of Corporate Services	12	<ol style="list-style-type: none"> 1. Framework of policies and procedures – Code of Conduct; Financial Regulations etc 2. Internal Audit function 3. Audit Committee 4. External Audit function 5. Compliance and regulation – Companies House and OSCR 3. Physical security measures – CCTV, alarms, and safes 	Good	Mitigate	3	<ol style="list-style-type: none"> 1. Financial Regulations and Scheme of Delegation in place and training in place. 2. Memos issued after completion of individual audit assignments (as appropriate) to ensure dissemination of information across the business on control matters 	<ol style="list-style-type: none"> 1. Memos issued after completion of individual audit assignments (as appropriate) to ensure dissemination of information across the business on control matters.