

South Lanarkshire
Leisure and Culture

Strategy

2022-2027





Contents

Page

Foreword	4
How we built this Strategy	6
What does SLLC do?	8
External impacts on SLLC	10
Our five-year Strategy	12
Objectives	14
How we will deliver the Strategy	18



Foreword

I am delighted to be able to be present the new Strategy for South Lanarkshire Leisure and Culture 2022 to 2027.

It took several months to develop this Strategy - and rightly so. A wide range of people and organisations came together to create our shared vision of 'Healthier, Happier and More Connected Lives'. We listened carefully to the voices of all our stakeholders and are grateful for their insights and suggestions. Their contributions are reflected here, and their continuing commitment is key to the future success of our Strategy.

That shared vision is at the centre of our thinking as we now move forward to make a renewed and positive difference to people's lives.

South Lanarkshire Leisure and Culture already provides a broad based, impressive, range of programmes with a highly experienced and positively motivated workforce. We do so mainly on behalf of South Lanarkshire Council, and we have a well-earned, respected reputation.

And of course, we knew already about the difficulties facing our communities and as we publish the Strategy, we know that we face significant challenges in society. We will focus our energy on establishing a sustainable service provision that is available for everyone.

The Strategy is ambitious and intends to take us further in matching services to our vision. Over the next five years, we will work with everyone, staff included, to further promote physical and mental wellbeing, providing services that are both accessible to all and targeting our programmes and interventions to ensure we reach those most in need of our services.

It is an ambitious Strategy that requires the alignment of all available resources and, with the commitment of everyone involved, we will keep a close eye on the challenges we face as we work with dedication to deliver on our vision of 'Healthier, Happier and More Connected Lives'.

Dr Avril Osborne
Chair of the Board



How we built this Strategy

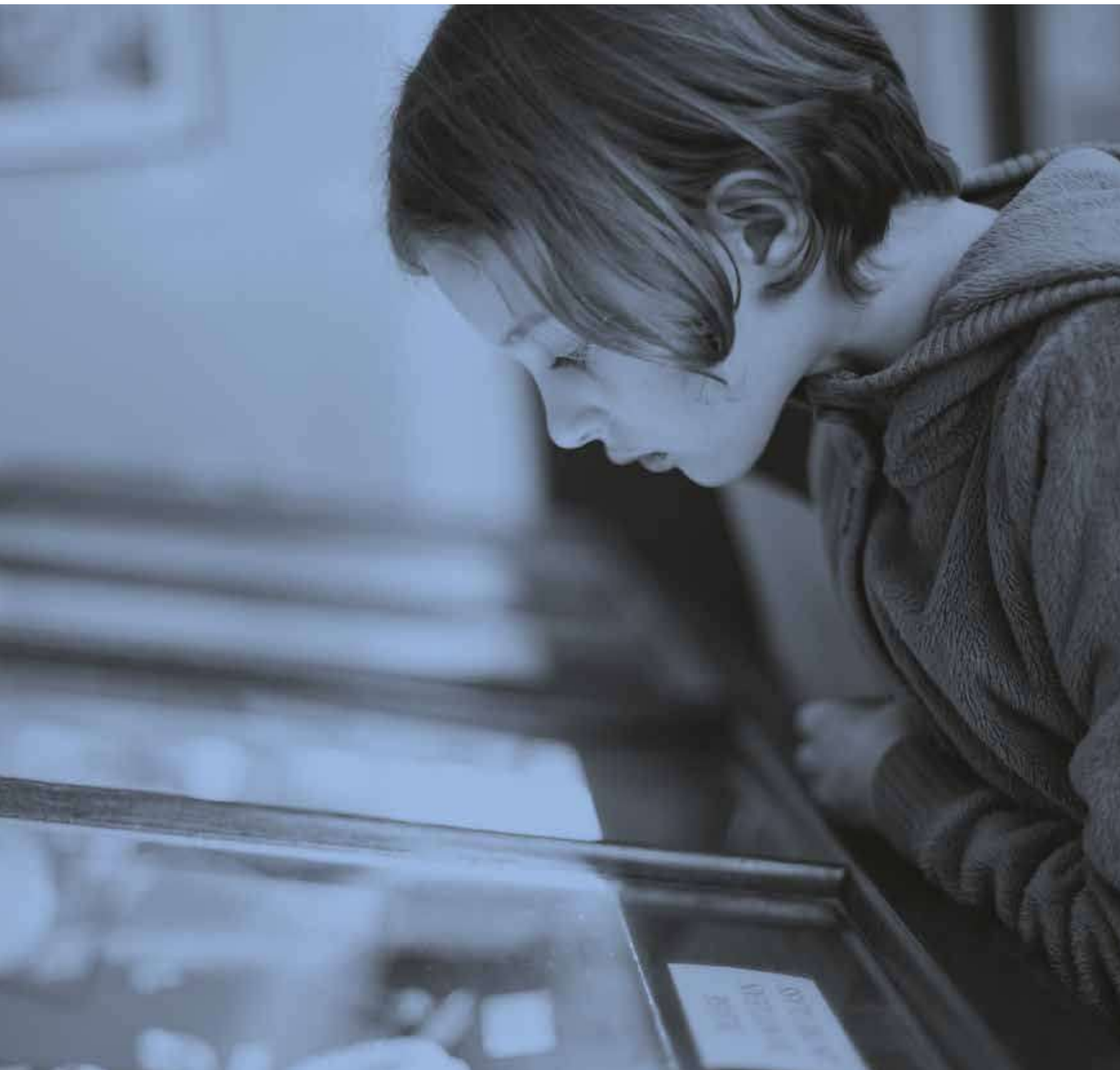
Our strategy has been designed to:

- Target the things that matter to the people of South Lanarkshire
- Be supported by the evidence we see in facts and figures
- Be informed by good practice and in step with legislation and key policies
- Complement the extensive work of the SLC Council Plan and Community Plan

The five-year strategy for SLLC has been developed from:

- The information we have received from consultation and conversations with communities and key partners
- Information from local and national facts and figures
- National and local policy, established best practice, current legislation and guidance





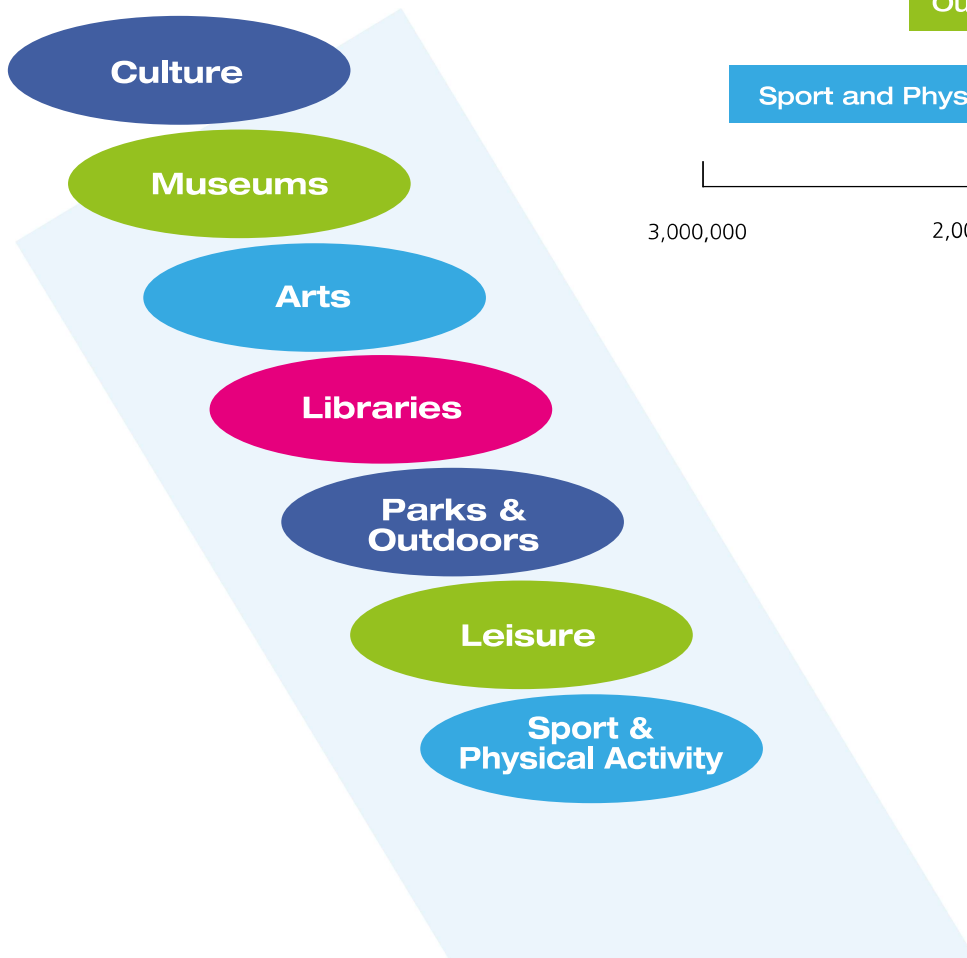
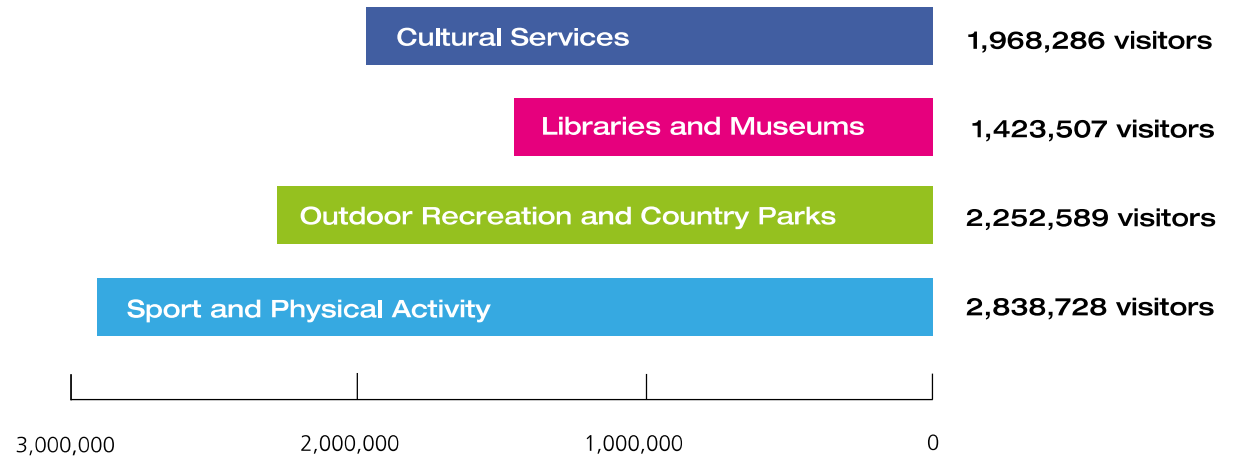
What does SLLC do?

Established in 2010 as a Scottish Charity, SLLC delivers services on behalf of South Lanarkshire Council providing a wide range of programmes and initiatives across the whole of South Lanarkshire which have a positive impact on the health and wellbeing of local residents and beyond.

- £37.5m Annual Budget
- 1,600 Members of staff
- 9 Swimming pools
- 12 Bowling greens
- 6 Golf courses
- 2 Country parks
- 120 Sports pitches
- 5 Cultural venues
- 2 Outdoor learning facilities
- 69 Halls
- 22 Indoor leisure facilities
- 23 Libraries
- 1 Museum

Attendances

Approximately 8.5 million customer visits to its facilities and services including:



External impacts on SLLC

There are several key external factors which impact upon the work of SLLC and which require acknowledgment due to their ability to influence how SLLC operates. These Political, Economic, Social, Technological, Legal and Environmental factors include:

- Pandemic recovery
- Electoral events
- Cost of living impact on individuals
- Cost of utilities and financial challenges
- Changes in demographic and ageing population
- Change in social trends and use of leisure time
- External funding environment
- Legislative and policy changes
- Climate emergency and Net Zero
- Mobile and digital technology
- Commercial competition



Our five-year Strategy



An overview

Vision

Healthier, happier, more connected lives.

Mission

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

Values

- **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.

Objectives

Health and Wellbeing

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

Connected and Engaged

Enable people to connect with each other and with their community through the services we provide

Equality and Inclusion

Provide accessible wellbeing and learning services through targeted interventions

Organisational Sustainability

Develop a business model that allows sustainable provision of quality services in priority areas

Cross Cutting Themes

- Reduce inequality
- Recover, progress and improve
- Work towards a sustainable future

Objective:

Health and Wellbeing

We will:

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

Steps we will take:

- **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
- **Encourage and support the inactive to be active** with focus on positive physical health and wellbeing outcomes
- **Support positive mental health** and deliver on health and wellbeing outcomes
- **Provide early intervention and prevention initiatives** to address health and wellbeing matters at their root cause

Objective:

Connected and Engaged

We will:

Enable people to connect with each other and with their community through the services we provide

Steps we will take:

- **Reach out to people** where they are, by providing services to all communities across South Lanarkshire
- **Support communities to develop and build their capacity** and, where appropriate, explore options for asset transfer of our resources
- **Develop alternative delivery methods** and grow our digital offerings such as online classes and access to e-books
- **Help tackle isolation** by providing initiatives that bring people together



Objective:

Equality and Inclusion

We will:

Provide accessible wellbeing and learning services through targeted interventions

Steps we will take:

- **Ensure equality of opportunity** by making sure that our services are accessible to all
- **Target our programmes and interventions** to ensure we reach those most in need of our services
- **Enable access to learning and information** across our communities and support community learning
- **Provide welcoming inviting spaces** where customers receive a warm reception

Objective:

Organisational Sustainability

We will:

Develop a business model that allows sustainable provision of quality services in priority areas

Steps we will take:

- **Develop a financially sustainable business model** which optimises income and utilises diverse funding streams
- **Develop our people** ensuring staff remain highly skilled and are supported to deliver the best standard of customer service
- **Review our facilities** to ensure we have financially sustainable spaces to enable quality service provision
- **Reduce waste and energy usage** and seek new ways to be more energy efficient across our services



How we will deliver the strategy

We will deliver our strategy by:

Working in partnership – we will work with our partners and stakeholders both nationally and locally to ensure that our strategy delivers for the people of South Lanarkshire.

Aligning all of our resources – including finances, facilities and our people, to ensure successful delivery of the strategy.

Reviewing and evaluating – we will review progress and report our success in meeting our strategic objectives to our Board, South Lanarkshire Council and our stakeholders.

Risks – we will continue to identify areas of risk by carrying out regular analysis of opportunities and threats.



If you need this information in a different format or language, please contact us to discuss how we can best meet your needs.

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