

South Lanarkshire Leisure and Culture

**Who we are and
what we do
2018/20**



SOUTH LANARKSHIRE
Leisure & Culture

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our vision

(where are we going)

Providing opportunities to enrich people's lives

our behaviours

(guide our actions)



We will

- be flexible
- perform
- be efficient
- lead
- work with others
- be adaptable

1. Introduction

Welcome to South Lanarkshire Leisure and Culture's (SLLC) 2018/20 **'Who we are and what we do'** plan. This plan has been designed to complement SLLC's Business and Marketing plans. It will, in conjunction with these plans, cascade down to shape and inform where SLLC will plan and grow the business over the next year.

This plan presents a detailed overview of SLLC, it describes what we do - our services and internal processes, who we work with, who our competitors are and how we make an impact on national and local priorities and outcomes.

'Who we are and what we do' sets out, along with the Business and Marketing plan, to improve employee engagement with SLLC's strategic priorities and enable employees to see how what they do positively impacts on the overall objectives of the organisation.

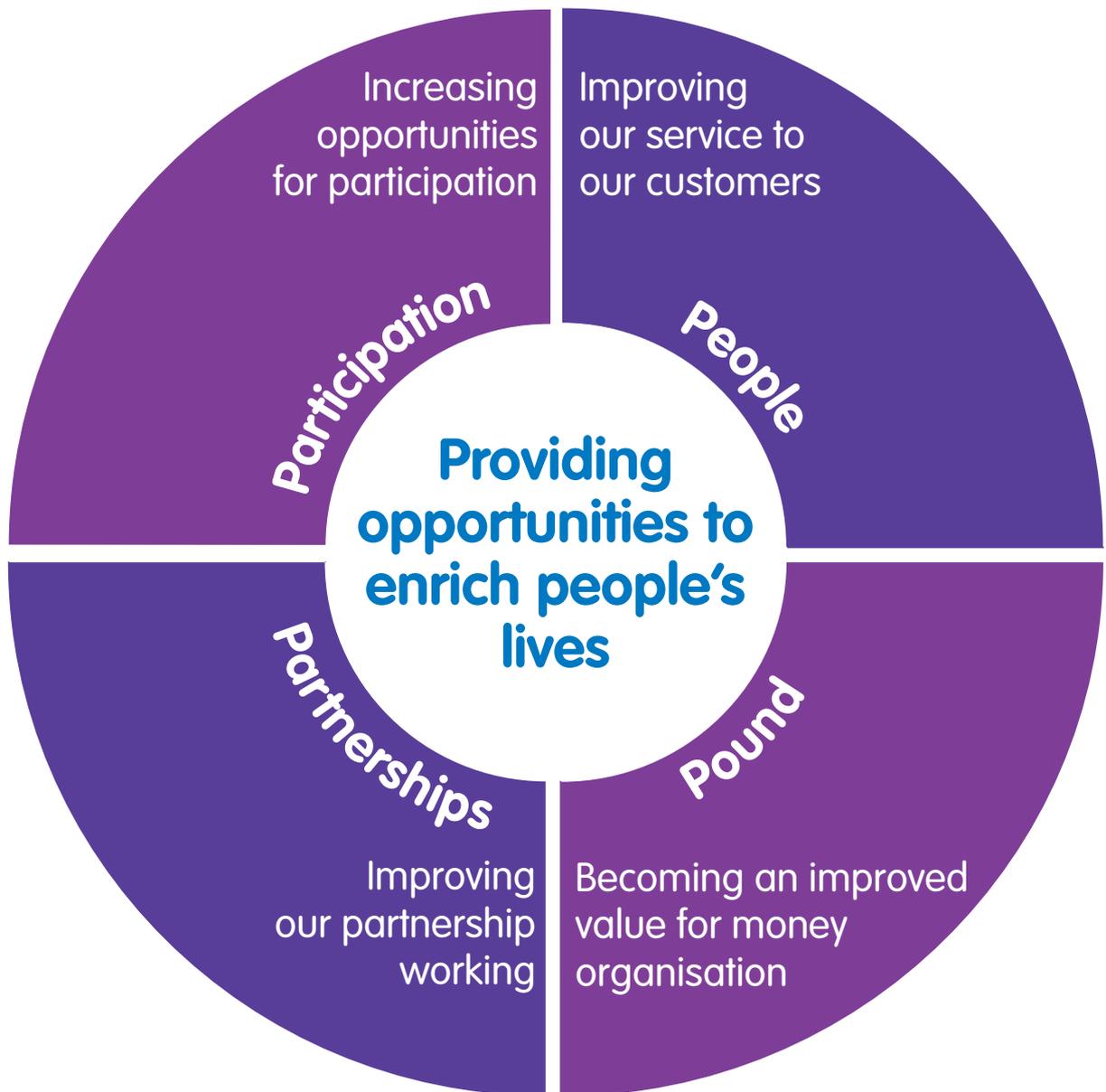
Finally SLLC's **'Who we are and what we do'** and Business Plan are aimed at providing continuous improvement in all our dealings with customers, partners and stakeholders and ensuring that visitors and residents will have more opportunities to take part in cultural and leisure activities and consequently enjoy the benefits of a healthy lifestyle.

Gerry Campbell, General Manager, South Lanarkshire Leisure and Culture

SLLC delivering services in South Lanarkshire



Delivering in South Lanarkshire



2. Who we are and what we do

Who are we?

South Lanarkshire Leisure and Culture Ltd (SLLC) is a company limited by guarantee. It was formed on 1st October 2010 when much of South Lanarkshire Council's (SLC) Cultural Services, Libraries and facilities were transferred to the Leisure Trust which had previously been formed in April 2002 to operate Sports and Recreation Services on behalf of the Council. The Outdoor Resource Base (ORB) was also transferred into the new company at the same time.

Our vision

Our vision provides direction and highlights where we are going
(Providing opportunities to enrich people's lives)



Our values

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



Our mission statement

Our mission statement provides a 'road map' for our company. It states our purpose and why we are here

'Working in partnership to enrich people's lives through the provision of a wide range of high quality services that are customer focused, affordable and accessible to all'



Our objectives

Our objectives act as signposts which show us how we will get there

- Increasing opportunities for **Participation**
- Improving our services to all customers, **People**
- Improving our partnership working **Partnership**
- Becoming an improved value for money organisation **Pound**



Charitable objectives

SLLC's main aim is to provide facilities for recreation, sport and cultural pursuits which are of maximum benefit to the community and in so doing ensure this provision is truly inclusive.

There is no doubt that arts and culture can bring real benefits for communities and individuals alike and participation in physical activity can make a significant and positive contribution to many areas of our lives. It is vital that everyone has the opportunity to participate, and through the following services, SLLC will provide a range of programmes, projects and initiatives which target inequalities and aim to improve life chances for the most disadvantaged as well as provide opportunities to improve the health, wellbeing and the learning environment of the population of South Lanarkshire in general. The formal structure of the company is contained in Appendix 1.

What do we do?

South Lanarkshire Leisure and Culture Ltd (the Trust) is responsible for the operation, management and development of indoor and outdoor sport and leisure facilities, community halls, arts venues, country parks, libraries and museum service throughout South Lanarkshire. Outlined below is an overview of SLLC's five service areas.

Cultural Services

Cultural Services is a very diverse and creative section. It is responsible for the management of five cultural venues namely: The Town House - Hamilton, Rutherglen Town Hall, East Kilbride Village Theatre, East Kilbride Arts Centre and Lanark Memorial Hall. In the main, these venues facilitate larger scale arts performances and events and provide multiple opportunities for our communities to engage, participate and enjoy what the arts and culture have to offer.

The cultural venues also play host to a large number of local community arts groups whose members may draw inspiration from treading the same boards and performing on the same stage as renowned and accomplished artists.

Cultural Services remit includes the management of some 70 plus halls, integrated community facilities and community wings. It also manages community letting within schools. These facilities are hired and used for a multitude of activities and events including social functions, dance schools, sports groups and community group meetings.

Cultural Services also has an Arts Development section made up of arts professionals who create, deliver and support opportunities for our communities to access the arts. The team delivers projects, courses and classes and festivals such as Young at Heart which targets the 50 years plus members of the community.

In addition, Cultural Services work in partnership with a number of national organisations, government bodies, and other local authority services such as Social Work and Education Resources. Cultural Services is committed to improving the health and wellbeing of our communities and works with similar minded organisations, including NHS Lanarkshire to deliver on this particular agenda.

Cultural Services enjoys a strong partnership with Creative Scotland and will continue to work with them in the implementation of their national ten year plan for the arts, screen and creative industries – "Unlocking Potential, Embracing Ambition".

Libraries and Museum

The Libraries Service offers a full and comprehensive range of library services in line with Scottish Government agendas, the public libraries strategy 'Ambition & Opportunity', as well as South Lanarkshire specific objectives. These activities are delivered through a network of 23 public libraries all with 'activeIT' Learning Centres (free internet and Wi-Fi access), a mobile library serving the rural communities and a home delivery service supporting customers who are unable to access libraries. The Libraries Service also provides research, reference and enquiry services supported by family and local history resources. The new 'activeE' online service includes eBooks, eComics, eMagazines and eNewspapers, alongside various other online activities. Informal learning opportunities include digital skills, genealogy research and employability skills. The Children's Library Service offers a full programme of activities linked to literacy and numeracy, and the development of fine and gross motor skills while Information Services supports customer enquiries, reservations and book reviews. Working in partnership with key stakeholders to improve the learning experience for children and young people, the service also makes a significant contribution to the Curriculum for Excellence agenda and is increasingly engaging with NHS Lanarkshire, Alzheimers Scotland and MacMillan Cancer in initiatives and projects supporting the health and wellbeing agenda.

In addition to this, the library service works closely with the Scottish Library and Information Council (SLIC) and other key partners in developing its services.

The Museum Service provides expertise and knowledge across a variety of curatorial and learning disciplines and operates continuous development projects which enhance South Lanarkshire's collection. The service provides informal learning opportunities through holiday activities, family activities, adult learning and special events. Low Parks Museum, a VisitScotland 5 star graded museum, tells the history and development of South Lanarkshire and Hamilton Mausoleum, a well known landmark is also managed by the service. The museum collections are central to the service, with over 150,000 objects which are exploited through comprehensive documentation (including access for online searching or browsing), temporary and permanent exhibitions and object-centered activities. The Museum Service works closely with Museums Galleries Scotland and other key partners in developing its service and projects.

Outdoor Recreation and Country Parks

This service comprises three main areas of service delivery – Outdoor Recreation, Country Parks and Outdoor Learning and Adventure (formerly known separately as the James Hamilton Heritage Park and the Outdoor Resource Base).

Outdoor Recreation is responsible for the operational management and programming of outdoor facilities, including over 130 sports pitches, an indoor synthetic pitch, 12 bowling greens, 6 golf courses, a Golf Development Centre, a watersports centre and seasonal activities (tennis and putting). It works closely with **sportscotland**, national sports governing bodies and local clubs and communities in developing opportunities for participation.

Outdoor Learning and Adventure offers outdoor activity programmes for young people in particular and the community in general. Activities include skiing, sailing, windsurfing, hill walking, canoeing and mountain biking as well as the provision of technical skills, guidance and expertise to partner agencies. Leadership training, team building and personal development programmes also form a large part of the syllabus, with particular emphasis being placed on engaging with hard to reach young people who find more traditional forms of physical activity less appealing.

The Country Parks Service is responsible for the operational management and programming of Chatelherault and Calderglen Country Parks. It works very closely with Scottish Natural Heritage and the Council's Countryside Ranger Service in the provision of both an educational and recreational resource. Each park has approximately 200 hectares of woodland trails and grazing land as well as a well developed visitor centre with associated attractions, including a children's Zoo at Calderglen and an 18th century Georgian Hunting Lodge at Chatelherault.

Sport and Physical Activity

This service is responsible for the operation and management of 22 indoor leisure facilities, of which 9 have swimming pools, an ice rink and two athletics tracks. The service also manages Development Services covering Sports Development, Health and Active Schools, all three of which are central to the development and support of a sustainable infrastructure which will not only increase opportunities for individuals to be engaged in physical activity but will also strengthen pathways to participation and performance. This is achieved through working in local schools (particularly the Active School Co-ordinators) and communities in partnership with NHS, clubs, volunteers, sports councils and national governing bodies.

Although a smaller function, Play Development also sits within this service, working very closely with Education and Social Work by providing an additional support needs holiday programme which provides a structured approach to the development of children's spatial skills, interaction with peers and the development of an interest in regular physical activity.

Funding from external agencies such as **sportscotland** and NHS Lanarkshire plays a significant role in sport and physical activity provision within South Lanarkshire and in particular some of the more developmental and interventionist aspects of such provision.

The Active School Co-ordinators are almost funded entirely from **sportscotland** and it should be noted that it and other externally funded programmes, in particular the health initiatives funded by the NHS, could not be sustained should funding cease.

The management of SLLC's Health and Safety Unit and the Technical Manager also sits within this service.

Central Support Service

A Central Support Service is located in SLLC's offices in Hamilton and provides specialist and generic services for all employees and services alike. The Support Services function comprises three service areas:

- Human Resources – HR services, equality and diversity, in-house training section
- Finance and Information Technology - Financial services, IT support and systems development, administration of SLLC's direct debit membership scheme
- Business Development and Admin – Service improvement, quality management, policy and procedures, performance management, business planning, marketing, administration services

Through the delivery of these aforementioned services, it is hoped that SLLC will have a significant impact on the lives of the residents of South Lanarkshire and the communities in which they live and so improve their quality of life, be it through new or increased participation in leisure, cultural or learning activities or indeed a combination of all three.

3. Local Context

The Council Plan - Connect and the Local Outcomes Improvement Plan (LOIP)

“Community planning is the process through which public services - such as the Council, NHS Lanarkshire, Police Scotland, the Scottish Fire & Rescue Service, Scottish Enterprise, etc. come together with the voluntary and third sector to improve local situations. Since it was established as one of the pilots of community planning in Scotland nearly 20 years ago, the focus of the partnership has been on developing community planning around specific themes – where it has led to strong, successful and effective partnerships and actions, and this remains at the core of community planning activity. There has been a continual focus on those outcomes where evidence and joint analysis shows improvements are required, a rigorous approach to performance management and reporting, and working in partnership with various communities through a variety of engagement activities to achieve these improvements.

Through the 2015 Community Empowerment Act, the Scottish Parliament, for the first time, placed a legal duty on all community planning partners to focus on improving community outcomes and tackling inequalities in outcomes, including in those places and / or those groups of individuals experiencing the poorest outcomes. Communities can be looked at in terms of communities of place, a geographical area, a neighbourhood, village, town, ward, etc; or communities of interest, these are communities of people who share something – a characteristic (disability, ethnicity, GLBTI, etc.) - or an experience or interest (environmental interests, health interests, etc.). Individuals can obviously belong to more than one community. Community Planning Partnerships have to seek to involve communities of interest and of place at all stages of community planning and in particular over the planning and delivery of local outcomes and reducing inequalities.

The Community Planning Partnership is committed to improving the quality of life of everyone in South Lanarkshire by working together and with communities to design and deliver better services.

The partners have now produced a South Lanarkshire Local Outcomes Improvement Plan (LOIP) which covers the whole council area, setting out the local outcomes that the partners want to improve over the next 10 years. It also includes one year and three year outcomes and targets to enable progress towards this vision to be measured. This has involved establishing a clear, evidence-based and robust, strong understanding of local needs, circumstances and aspirations and how these can vary for different places and different population groups in South Lanarkshire.

It provides a shared vision and focus and commits the public sector to making a decisive improvement on local outcomes and in involving communities in planning how to deal with inequalities and improve the outcomes being experienced. This can involve developing new and different ways of working, behaviour and performance under strong governance, accountability and operating arrangements.

In producing the LOIP, the partnership has agreed an Overarching Objective - to tackle deprivation, poverty and inequality – and within this to focus on reducing child poverty and reducing employment related deprivation and income related deprivation.

The Partnership's strategic themes cover:

Partnership Strategic Themes	Connect Ambition
Community Safety and Crime	Make communities safer and stronger and sustainable
Health and Wellbeing	Improve health, care and wellbeing
Sustainable economic growth	Promote economic growth and tackle disadvantage
Children and young people	Get it right for children and young people

The partners have identified the following disadvantaged communities of interest, along with relevant actions, indicators and a set of short, medium and long term targets:-

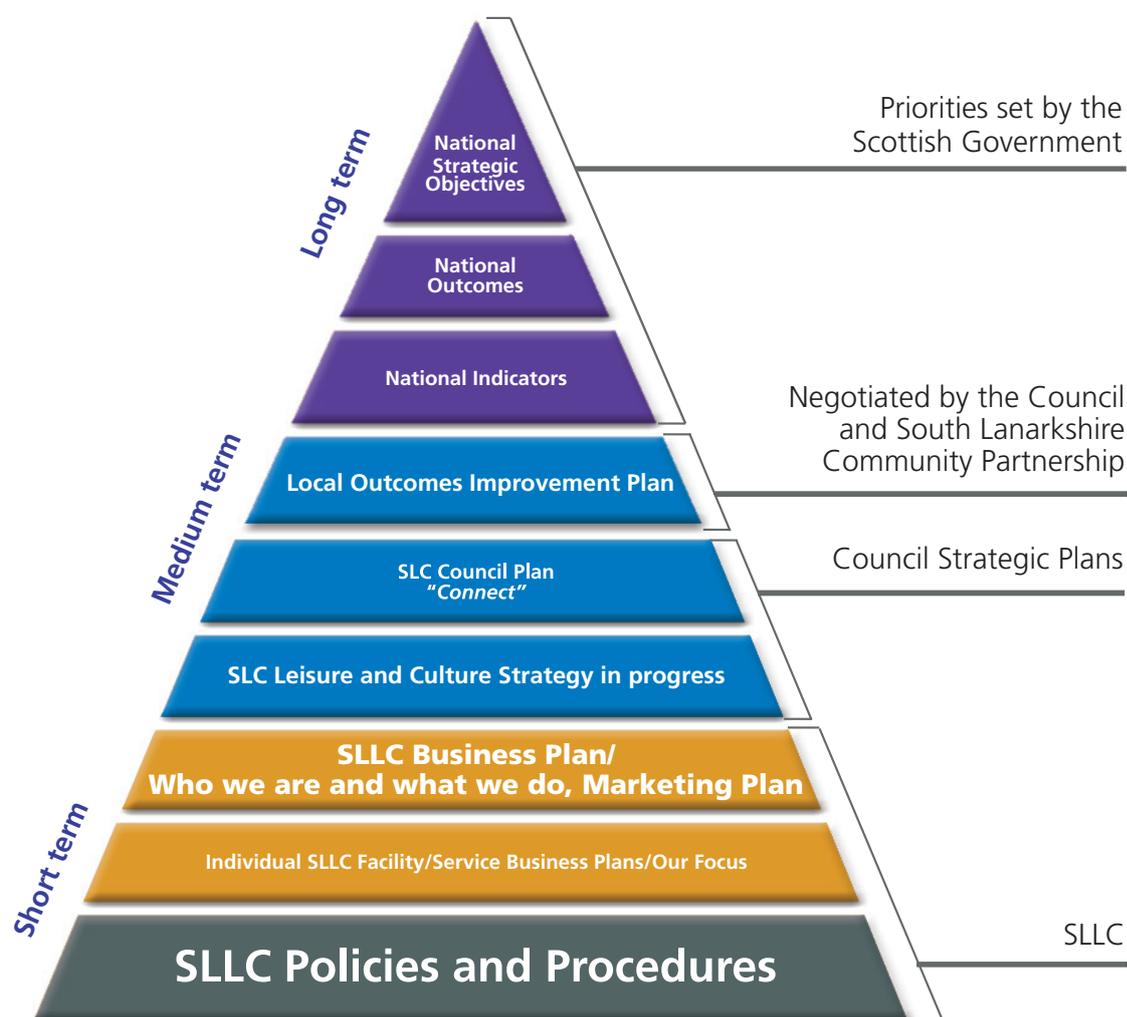
- People affected by substance misuse – especially in respect of drug abuse and with a focus on young people
- Victims of domestic abuse and violence – both those directly and indirectly affected
- Carers – especially unpaid carers
- School leavers
- The unemployed and those in in-work poverty
- Children with additional support needs
- Looked After Children

The 2015 Act also requires partnerships to develop Locality Plans (Neighbourhood Plans in a South Lanarkshire context). These are plans which focus on those local areas which would benefit most from improvement. These are required to meet local needs and ambitions, so the views of local communities are particularly important. The guidance in relation to the Act, states that no locality should have a population of over 30,000 and that there should be local recognition of the area as a valid locality

An exercise looking at a range of indicators of outcomes was undertaken to identify those areas experiencing the most significantly poorer outcomes relative to the South Lanarkshire average. Areas were identified in 9 Council wards and work is now underway to develop a number of Neighbourhood plans.” (South Lanarkshire Council – Community Plan ‘Connect’).

Delivery for South Lanarkshire

SLLC's relationship between the national and local objectives and priorities can be seen in the graphic below. Known as 'the golden thread', the diagram illustrates the hierarchy of plans where the high level national priorities are cascaded down through the Council Plan into SLLC's Business Plan as well as service specific Business Plans, with the priorities established in these plans becoming frontline actions (outputs) and ultimately, outcomes. These in turn are also linked to team and individual work plans and Perform, Develop, Contribute appraisal.



How do we contribute to National Outcomes, and the Local Outcomes Improvement Plan?

In 2007, the Scottish Government launched its strategic framework comprising five strategic objectives: **wealthier and fairer, smarter, healthier, safer and stronger, smarter, greener**. Based on an agreed set of national outcomes and underpinned by agreed national indicators (Appendices 2 and 3). In addition to this the South Lanarkshire Community Planning Partnership and the new Local Outcomes Improvement Plan is seen as a key way to build on the success of the Community Planning process and demonstrates how national and local outcomes are achieved and make a difference to communities and individuals.

In the delivery of the annual Business Plan, SLLC will be assisting in achieving both national and local outcomes. Its overall contribution to the national outcomes can be seen in Appendix 3. In addition to this SLLC is also positively contributing to the Scottish Governments Active Scotland Outcomes Framework (Appendix 4). This framework describes Scotland's ambitions for Sport and Physical Activity. Active Scotland Outcomes contribute to the delivery of national outcomes.

SLLC's contribution to the national outcomes, the Local Outcomes Improvement Plan via the provision of programmes and initiatives is outlined in detail below.

National Outcome: Our children have the best start in life and are ready to succeed

South Lanarkshire Council - Local Outcomes Improvement Plan:

Improving health in the early years

Raising attainment of children

Improving health in pregnancy

How we contribute to the National Outcome and Local Outcomes Improvement Plan

Support the Early Years through the provision of opportunities to raise children and young people's self esteem and resilience through the comprehensive delivery of a range of early years activities.

- Deliver programmes that focus on developing health and wellbeing, literacy, numeracy, increased parental engagement and improved gross and fine motor skills
- Develop programmes for nursery and preschool aged children to prepare for school, improve attendance and increase attainment
- Provide early years provision for 0-5 years through ACE activities and 0-3 years specific early years brand
- Provide referral pathways on behalf of partners e.g. NHS early years practitioners, Weigh to Go - New Mum, healthy families, mum and baby swimming classes

National Outcome: We realise our full economic potential with more and better employment opportunities for our people

South Lanarkshire Council - Local Outcomes Improvement Plan:

Creating and sustaining employment opportunities that provide a fair wage, job security and opportunities to progress

Improving employability of low income groups

Equipping residents with the skills and self confidence to enter and progress through the world of work

Improving connectivity- both physical and digital – to learning job and business opportunities

How we contribute to the National Outcome and Local Outcomes Improvement Plan

Support employment and development opportunities through increasing access to learning and work opportunities which may improve employability across all age groups.

- All services participate in SLLC Training Academy and vocational programmes providing job skills and supported development for unemployed persons
- Provide IT learning opportunities and re-skilling to support employment and job searching and support the introduction of Universal Credit
- Targeting Swim Teacher employment via local secondary schools
- In partnership with SLC Education Resource provide opportunities for young people to develop their skills through volunteering. In addition to this we will also develop and embed a volunteer toolkit which will allow us to promote volunteering opportunities throughout all areas of the business for all age groups
- Liaise with schools to provide experienced volunteers/coach volunteers (Active Schools)
- Service Level Agreements with further education establishments to provide training and work placement opportunities
- Develop community leadership to increase capacity (through clubs and development of Club SL)
- Offering nationally recognised SQA qualifications and modules that can be used to further improve knowledge and skill of our employees as well as improving career advancement prospects
- Paying the living wage and supporting Fair Wage Campaign
- Improve the employability of individuals through the provision of activities and services which improve physical and mental health and wellbeing

National Outcome: We have tackled the significant inequalities in society

South Lanarkshire Council - Local Outcomes improvement

Tackling health inequalities

Promoting good mental health

How we contribute to the National Outcome and Local Outcomes Improvement Plan

Positively contribute to this priority through the provision of quality leisure and cultural activities and health intervention programmes, including mental health programmes, which promote healthier lives and address health inequalities.

- Delivery of Physical Activity Prescription (PAP) tool across four localities working with primary care partners
- Highly trained qualified staff to assist in health and physical activity programming
- Provide access to healthy reading resources prescribed by GP's
- Provide frontline information and signposting to external support services via libraries
- Growth of ACE programme
- Contribute to SLC's outdoor learning provision through Curriculum for Excellence with NHS Lanarkshire
- Libraries develop access to computer-based Cognitive Behavioural Therapy (CBT)
- Outdoor Adventure Resource programmes for looked after children in partnership with SLC Social Work
- Participation in Mental Health Arts and Film Festival
- Intervention programmes for drug/alcohol addiction
- Create dementia friendly services
- Provide information on health topics such as dental care as part of children's Bookbug activities
- Programme of heritage walks and tours which develop mental and physical wellbeing
- Libraries partnership with Macmillan to develop hubs to support those living with cancer and their families
- Libraries activities which support those with dementia dyslexia and autism
- Provide activities to students who experience isolation in partnership with the University of West of Scotland
- Deliver a series of evidence based health intervention projects within learning communities co-ordinated by Active Schools
- Promote the benefits of a healthy lifestyle
- Provide opportunities for participation in leisure, cultural and learning activities
- Develop close links between partner agencies to support the development of arts, cultural, leisure and learning activities in our communities
- Promoting sustainable and inclusive communities and opportunities for all throughout life
- Work in partnership with South Lanarkshire Health and Social Care locality planning groups to develop better integration pathways

National Outcome: We live our lives safe from crime, disorder and danger

South Lanarkshire Council - Local Outcomes Improvement Plan

Safer communities – community engagement

Closing the gap - communities

Preventing young people from engaging in drug misuse

How we contribute to the National Outcome and Local Outcomes Improvement Plan

Work in partnership with local agencies to support the delivery of diversionary programmes and initiatives which aim to tackle anti social behaviour and divert young people from crime.

- Support third party reporting tackling race and hate crimes
- Programme of children's activities encouraging social interaction and confidence building e.g. Minecraft clubs, Coding Club and SpyQuest
- Delivering diversionary activities utilising outdoor adventure in partnership with the Community Safety Partnership
- Diversionary projects targeted at young people such as Move the Goalposts, Sunday Sports scene and Work Service programme via SLC Social Work Resources
- Ensure our services, facilities and employment opportunities are accessible and meet the diverse needs of the community
- Provision of diversionary activities

National Outcome: We live longer healthier lives

South Lanarkshire Council - Local Outcomes Improvement Plan

Tackling health inequalities

Promoting inclusive growth

Improving the local environment

Supporting education, skills and development of children and young people

Supporting parental employment and childcare initiatives

How we contribute to the National Outcome and Local Outcomes Improvement Plan

Provide leisure and cultural activities which encourage older people to actively engage in physical activity, the arts, libraries and the outdoors.

- Libraries home delivery service which assists older peoples' independence and mental health
- Continue to build capacity within the current Actvage programme - encourages over 60's to be physically active, e.g walking football, active mornings
- Continue to deliver and expand Active Health referral programme and pathways for residents with long term conditions
- Provide arts activities in care homes and day centres
- Young at Heart annual festival
- Tea and Line Dancing in various leisure facilities and cultural venues and halls
- Libraries song and smile programme

- Continue to deliver and expand current Active Mornings provision with Seniors Together
- Establishment of locality based health and sports development teams. These teams will collate local data and develop targeted health and physical activity and sport programmes in each locality.
- Promote the benefits of a healthy lifestyle
- Libraries activities which support those with dementia, dyslexia and autism
- Continue to deliver Healthy Families and Child Healthy Weight programmes
- Continue to deliver and develop Early Years programme of events and activities
- Development and promotion of Active Schools programme across all South Lanarkshire schools

It can be seen that SLLC contributes to a number of the national outcomes and the strategic themes of the LOIP and this is also detailed through its contribution to the achievement of the Council Plan – Connect ‘Objectives and Ambitions’. SLLC also contributes to NHS Lanarkshire’s strategic health planning framework ‘A Healthier Future 2012-2020’ and specifically its aim of ‘reducing health inequalities and improving health and healthy life expectancy’. A number of intervention programmes, anticipatory care initiatives alongside health promotion and educational programmes all help ensure that the health inequalities prevalent in South Lanarkshire are being addressed.

By contributing to these national outcomes and strategic themes, SLLC aims to ensure individuals enjoy the benefits of healthier lifestyles and improved feelings of wellbeing through the provision of a range of programmes, initiatives, and projects across its libraries, cultural venues, halls, museums, and indoor and outdoor leisure facilities.

More detail on how SLLC contributes to the Council Plan and the LOIP can be found in SLLC’s annual Business Plan – Outcome Delivery Plan.

The Council Plan, ‘Connect’

The Council’s vision to ‘improve the quality of life of everyone in South Lanarkshire remains at the heart of the Council Plan and along with these values, influences everything that SLC do.

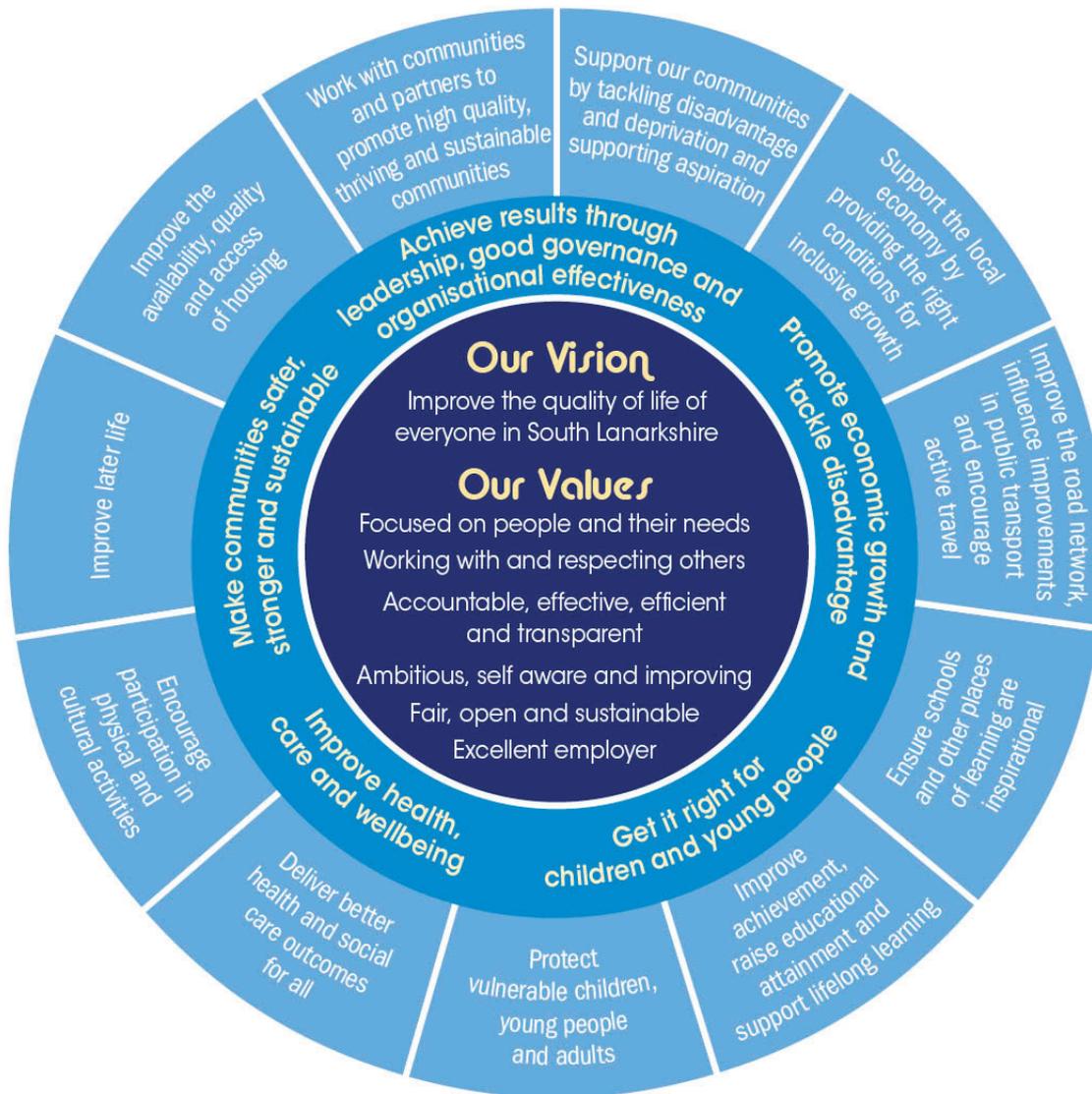
The Council Plan ‘Connect’ has five ambitions which circle the vision and values, linking 11 objectives in the outer ring to the wider work in the community and with other public partners.

The wheel diagram detailed on page 19 is designed to show how the six core values, five ambitions and 11 objectives interact with one another.

SLLC’s Business Plan links into the Council’s vision, values, ambitions and objectives wherever relevant but, given the broad range of cultural, sporting and learning services which SLLC provides, particular focus will be placed on the following specific objectives of

- Encourage participation in physical and cultural activities
- Work with communities and partners to promote high quality, thriving and sustainable communities
- Support our communities by tackling disadvantage and deprivation and supporting aspiration
- Support the local economy by providing the right conditions for inclusive growth

The Council Plan - 'Connect'



Local Government Benchmarking

Local Government Benchmarking Framework (LGBF) Indicators have been developed by the Improvement Service, COSLA and the Society of Local Authority Chief Executives (SOLACE) for implementation across Scotland. The aim is to develop a framework to enable Councils to work together to use performance information in a way which will help understand variations and share good practice. At the core of the framework is an agreed set of performance indicators, with Culture and Leisure Services noted as a collated indicator.

Local Government Benchmarking Framework (LGBF) Indicators

- Target achieved for customer satisfaction (results from Scottish Household Survey) for libraries, museums and leisure facilities
- Cost per attendance of sport and leisure facilities (including swimming pools)
- Cost per visit to libraries
- Cost per visit to museums and galleries

Core Path Plan (SLC)

The provisions of the Land Reform (Scotland) Act 2003 required all Councils and National Park Authorities to prepare a draft Core Path Plan. South Lanarkshire's Core Path Plan was adopted in November 2012, the purpose of which was to identify a network of outdoor access routes suitable for use by walkers, cyclists, horse riders and those wishing to take non motorised access to water (rivers, lochs and reservoirs) for the purposes of recreation and passage.

Community Empowerment (Scotland) Act 2015

In 2015, a new law was approved that means local authorities and public bodies now have a statutory obligation to look at the benefits of transferring buildings and land to community groups. This law gives communities more powers in deciding how their services are delivered and the right to put a case forward evidencing why a community centre, for example, would be better run by the community itself. This act will impact decisions regarding the buildings and land (e.g. sports pitches, community halls) which SLLC currently manage. In recognition of this SLLC will ensure employees have an awareness and understanding of SLLC's responsibilities under the Community Empowerment (Scotland) Act.

Greenspace Strategy (SLC)

South Lanarkshire's Greenspace Strategy will provide a strategic framework for improving the evaluation and management of the Council's urban open spaces. The strategy looks at the Council's land asset in terms of its potential to make a significant contribution to the delivery of the Council's objectives and values particularly in relation to the health, wellbeing and sustainable development of urban communities. Its implementation will improve the linkage between national standards and policy, the South Lanarkshire Local Plan and the implementation of more specialist plans, policies and strategies, such as those for play, parks, woodlands and biodiversity.

National and Local Strategies

There are a number of national and local strategies which largely influence the services of SLLC, therefore in designing and delivering its service, SLLC will also take cognisance of the following key national and local strategies:

- Local Housing Strategy
- Community Learning and Development Strategy
- Regeneration Strategy
- Community Safety Strategy
- South Lanarkshire Outdoor Access Strategy
- Children's Services Strategy
- Sustainability Strategy
- Youth Strategy
- Rural Strategy
- Youth Trust
- Seniors Together
- 'Ambition and Opportunity' – National Strategy for Public Libraries in Scotland
- Creative Scotland 10 year plan 'Unlocking Potential – Embracing Ambition'
- Libraries Information and Digital Services Strategy
- Health and wellbeing Strategy in Libraries

Partnerships – who we work with

A strong framework is essential to improve the quality, efficiency and effectiveness of SLLC in the delivery of outcomes in local communities. The importance therefore of cultivating and developing effective partnerships continues to play a key role even more so in times of severe financial restrictions.

Partnerships already established will be further strengthened through closer links and shared resources with the aim of improving services and increasing the number of people participating in leisure, cultural and learning activities. Some partnerships fall under the Local Outcome Improvement Plan agenda, others relate to the health, learning and green agendas.

In conjunction with SLC, our main partner agencies are

- **sport**scotland
- South Lanarkshire Health and Social Care Partnership
- NHS
- Museums Galleries Scotland
- Scottish Advisory Panel for Outdoor Education
- Scottish Natural Heritage
- SEPA
- Scottish Library and Information Council
- Lanarkshire Association for Mental Health
- The British and Irish Association of Zoos and Aquariums
- Creative Scotland
- Historic Scotland
- VisitScotland
- VisitLanarkshire
- Clubgolf
- PGA
- Communities United Promoting Inclusion (CUPI)
- Heritage Lottery Fund
- New College Lanarkshire
- Lanarkshire Carers
- MacMillan Cancer Support
- Lanarkshire Forum of Museums
- VASLAN
- Clyde and Avon Valley Landscape Partnership
- Alzheimer Scotland
- North Lanarkshire Council
- The University of the West of Scotland
- SPORTA
- VOCAL

SLLC are accredited by the following organisations

- Royal Yachting Association
- Scottish Canoe Association
- Duke of Edinburgh Award
- Mountain Training
- VisitScotland
- National Pool Lifeguard Qualification
- Scottish Qualification Authority

4. External influences

Working in partnership with internal and external agencies, SLLC will continue to develop policies and implement programmes and projects which are aimed at improving the overall quality of life for South Lanarkshire communities and neighbourhoods. There are a number of external influences, including national policies and agencies as well as demographic changes which will contribute to how SLLC delivers and prioritises its services.

Local demographics

The Scottish Index of Multiple Deprivation (SIMD) 2016 was published on 31 August 2016. SIMD is a tool for identifying poverty and inequality across Scotland. This index splits Scotland into 6,976 'datazones' each with a population of 760. The index then groups together 38 'indicators' such as pupil performance and travel time to the GP into the following seven deprivation indicators: Income, Employment, Education, Health, Access to services, Crime and Housing. Each datazone can then be ranked on each of these deprivation indicators and the overall multiple deprivation figures can be derived.

South Lanarkshire has 431 datazones. Of these, 89 (21%) are ranked in the most deprived 20% in Scotland. There are also 21 datazones within South Lanarkshire that rank in the most deprived 5% in Scotland. Only four datazones in South Lanarkshire are in the least deprived 5% in Scotland. There are 41,670 Income deprived people in South Lanarkshire (13.2% of South Lanarkshire's population) and an estimated 23,935 Employment deprived people in South Lanarkshire (11.9% of South Lanarkshire's working age population). Both numbers were the 5th largest in Scotland and the rates were the 10th highest. Furthermore, South Lanarkshire has experienced an increase in multiple deprivations since SIMD 2012 with 4.9% in the most deprived 5% being the highest ever recorded an increase of 2% compared to 2012.

The impacts of an ageing population

In 2016 the population of South Lanarkshire was estimated at 316,378, of this 128,752 were over 50 (41% of the population). This is projected to increase to 143,081 by 2026 (45% of South Lanarkshire's population).

The largest increase is seen in the 85+ age group. This will impact SLLC as national trends indicate that attendance at cultural events or facilities, participation in cultural activities and participation in sport and physical activity also decreases with age (Scottish Household Survey, 2016). The economy will also be impacted, with a lower proportion of the population being of working age. This means that more of the population will have lower disposable incomes for spending on sport and cultural activities.

However, there are opportunities to target 50-74 year olds. This age group as a whole is projected to rise by 5% by 2026 and large dips in attendance of cultural events and participation in sport are not evident in national trends until the 75+ age-groups.

5. South Lanarkshire Leisure and Culture – Internal Processes

Human Resources

To continue in our pursuit of employee engagement and wellbeing we will be developing 'Our People Strategy' for 2018-2021 setting out our intentions to ensure that we continue to listen and act upon our people's opinions and ambitions as well as equipping and enabling our staff to meet our customers expectations.

Employee engagement is now widely accepted as an important factor in achieving performance in the workplace with evidence suggesting that employee engagement positively impacts on productivity, profitability and safety.

As a third sector organisation delivering services on behalf of South Lanarkshire Council, the company is facing very significant challenges as it responds to the twin pressures of reducing budgets and delivering greater value for money for our main funder and the local people it serves. There is therefore a clear implication that during these challenging times, employee engagement is fragile and employee psychological wellbeing may be negatively impacted.

Our people are having to cope with higher demands and fewer resources and if not managed properly people exposed to such pressures for prolonged periods are more prone to stress and are more likely to suffer with poor mental health conditions. We, therefore, have a robust framework of supportive people management practices, namely:

- Terms and Conditions of Employment
- Maximising Attendance
- Recruitment and Selection
- Perform, Develop, Contribute appraisal
- Family Friendly Policies
- Equality and Diversity
- Code of Conduct
- Dignity at Work
- Discipline and Grievance (with appeals against punitive action processed through SLLC's Board of Directors)

Our People Strategy

In order to respond to the challenges of the coming years our attention needs to remain on employee engagement and employee wellbeing. 'Our People Strategy' and associated action plan for 2018-2021 will lay out our road map of how we take forward our business objectives in the current political, social and economic climate and drive towards full and sustainable employee engagement.

SLLC remains committed to the personal and professional development of its entire staff, however, given the current efficiency challenges facing the organisation we have seen a continued drop in attendances at learning and development events. To combat this drop in attendances a blended learning approach has now been adopted and this has led to an increase in staff completing online courses. The challenge being faced is not only delivering the essential training required for core services but how the company is to continue to develop its workforce capability.

The ongoing impact of information technology on how SLLC manages and supports its staff is further evidenced in the drive for self-serve functionality of People Connect with web access now available to all staff. This allows staff to access information, view pay slips, request annual leave and complete expense accounts from their own personal devices at a time convenient to them.

Membership of the Disability Confident initiative 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 (whether full-time, part-time, permanent or temporary) are treated fairly, regardless of age, disability, gender reassignment, marriage/civil partnership, pregnancy/ maternity, race, religion or belief, sex and sexual orientation.

Reward and recognition

The benefits of employee recognition schemes to business improvement are well documented with employees being uniquely placed to identify improvement opportunities for the business and its customers. We have recently reviewed our reward and recognition scheme listening to feedback from our staff and have moved to a peer based recognition scheme.

The recognition scheme targets specific aspects of employee contribution to the business such as commitment to excellence in customer service (under review) and personal sporting achievement at national/international level. In addition SLLC rewards an additional annual leave day to employees after each complete year of service (over a ten year period) as well as recognising twenty five years service with SLLC and its predecessors by presenting a gift.

Employee support

The Employee Assistance Programme continues to support our employees, with an emphasis on wellbeing and a focus on creating a healthier, happier place to work. Staff have access to a range of services from counselling services, financial advice to physiotherapy and cognitive behavioural therapy, thus helping people to stay at work or return quicker from absence relating to mental ill health.

Our employee support continues to help staff with Flexible Working requests being accommodated as well as our continued support to staff in providing a variety of occupational health services, such as appointments with occupational health practitioners, physiotherapy and cognitive behavioral therapy. We believe these services, which are accessed quicker than would be the case via the NHS, help our staff to stay at work helping us to achieve a low spend on our annual employee budget for sickness absence.

Our robust partnership working practices continue with our colleagues in the trade unions with regular Trust wide Joint Consultative Committee meetings held as well as local service/Trade Union partnership meetings in each key area of our business. These meetings have standing agenda items of Health and Safety, Training and Development and Service Improvements.

Training and development

Due to feedback from managers and staff on the existing appraisal scheme a review has been undertaken to modernise our approach. This review is necessary to ensure that we are consistent with best practice and encourages engagement and high performance from all employees.

All learning and development activity will be very closely linked to business needs and our workforce planning strategy which has identified our “5 Key Behaviours Framework”. The framework is a positive set of principles which will help to create a positive culture and working environment for all employees. By equipping staff with the knowledge and skills and investing in their training and development, a culture of both personal and business improvement can be developed.

SLLC is recognised as an approved SQA Centre and we are registered to offer First Aid Courses to both internal and external customers looking to have a national qualification in this area. Over the next few years this approved status will be developed to include and offer additional subjects in the coming years.

Employee resourcing

A key aspect of ‘Our People Strategy’ and of our improvement plans is to recruit a diverse workforce which is motivated, given development opportunities and rewarded for focusing on and meeting the needs of users and stakeholders.

Our ‘Workforce Strategy 2016-2019’ is now embedded and supports our commitment to having the right people, in the right place at the right time. The strategy lays out our approach to workforce planning and the main drivers and impacts for us over the coming years. The strategy is supported by a workforce planning toolkit and learn on line module. Action plans are in place for each area of the service and detailed in an overall Workforce Plan 2017-2020. All action plans will be reviewed on an annual basis.

Staff will be supported and encouraged in personal development in line with the appraisal process giving opportunity for lateral as well as promoted movement within their careers. Our current core staffing level is circa 1200 and this number increases when we include coaches, tutors, seasonal and occasional staff.

Equalities

SLLC is committed to improving equal opportunities in service delivery and recognises the importance of employing a diverse workforce. SLLC has demonstrated this commitment by mainstreaming the principles into all HR policies and procedures and committing resources to train staff in valuing diversity. To assist and achieve legal obligations SLLC will work closely with SLC Corporate Resources to ensure the approach to managing Equality and Diversity in the workplace is adequately resourced. This will ensure that SLLC is kept aware of current Equality and Diversity strategies and where appropriate, can provide assistance to support employees in the workplace.

The mainstreaming of our commitment to equality and diversity has been developed to reflect changes in legislation. All new policies or changes to existing policies and functions will continue to be impact assessed when required. This will establish if stakeholders from a protected background are disproportionately affected by changes to service provision and will identify potential solutions to minimise the effect of change. The drive and enthusiasm SLLC demonstrates to Equality and Diversity for both its employees and customers will generate considerable benefits as an employer of choice and as a service provider.

in promoting equality SLLC will ensure staff are able to fulfil their potential, valuing diversity will equally help.

Health and Safety

SLLC has continually shown its commitment to the importance of a sound health and safety culture. A robust health and safety audit programme is now in place which includes all areas of the business. Through this auditing process, gaps in health and safety provision and practice can be highlighted and appropriate improvement actions identified. This process has also improved the reporting of accidents/incidents and by continual improvement will endeavour to reduce the accident/incident rate within SLLC. Given the diversity and number of facilities that SLLC operates there was a need to prioritise the frequency of audits and this has been reflected in the audit programme.

The policies and procedures within SLLC's health and safety manual continue to be reviewed and improved to ensure our practices reflect current legislation. The manual is an essential part of the health and safety portfolio and allows staff and managers to easily retrieve information, advice and procedure information whilst carrying out their day to day activity.

In a new development, following accreditation in 2015/16, SLLC can now provide nationally accredited Institute of Occupational Safety and Health (IOSH) health and safety training to staff, thus negating the need to source external training for many courses. It is now intended to provide a platform to develop new business streams by outsourcing this type of training to other companies.

SLLC Marketing Plan

SLLC has developed a comprehensive Marketing Plan to facilitate the marketing and promotion of the business. It details SLLC's current situation, looking at both the internal and external environment which impact on our services. The current operating environment is then reviewed and the opportunities and threats outlined.

After looking at the current situation, SLLC's marketing objectives for the forthcoming year are outlined. These objectives are derived from the strengths, weaknesses, opportunities and threats identified as well as SLLC's overall mission statement and business objectives. Details of how these objectives are intended to be met and how this will be measured are then provided in the Marketing Plan.

Marketing objectives

1. To collect and make use of internal and external data
2. To develop SLLC's web presence including its use of social media
3. To work in partnership to provide health and wellbeing
4. To retain customers and increase income

This Marketing Plan will facilitate the promotional aspects of the Business Plan and marketing activity for 2018/19 and will support the actions identified in SLLC's Outcome Delivery Plan. There will be a specific focus on retaining existing customers whilst encouraging new customers, the use of social media as a marketing tool and improved use of data to inform targeted marketing activities.

External funding

SLLC will build on existing funding and develop an effective series of new internal and external contacts with the aim of maximising opportunities to secure funding for revenue expenditure and capital expenditure projects. A key aspect of such funding is the sustainability of the project or service once external funding is withdrawn, particularly where it relates to direct frontline service delivery. SLLC will continue to work with its funding partners to ensure the sustainability of such projects. SLLC will continue to work closely with officials within the Community and Enterprise Resources Department with the aim of maximising funding options in line with SLC corporate initiatives.

Environmental issues

SLLC continues to support the principles of energy management as well as the wider environmental agenda in general. SLLC will continue to develop its role in mainstreaming sustainable developments into all of its activities. Particular emphasis will be placed on the development and implementation of the SLLC Energy and Environmental Policy as well as mechanisms to improve the energy efficiency of our facilities.

Performance management

Organisations which manage performance well focus on capturing and using information about actual performance at all levels of the organisation. Having reliable information means that SLLC can start to make decisions about what needs improving. Additionally, performance indicators supplement those required on a statutory basis but by their very nature are determined by, amongst other things, ever-changing trends in the industry and local priorities. It is important to reflect these priorities in deciding our key performance indicators.

Performance indicators

The emphasis has changed from measuring outputs to measuring outcomes. Given that outcomes can only rarely be measured in terms of a Single Performance Indicator (PI), SLLC has developed a suite of PI's in order to monitor a range of services. Such quantitative and qualitative indicators have already become part of a balanced score card approach to performance reporting, as can be seen in the format of the Quarterly Performance Report, whereby performance is measured in four key areas – financial, customer (eg. satisfaction, retention), internal business processes (eg. service improvements, breakdown in service delivery, delivery of projects) and infrastructure (eg. employee satisfaction, staff turnover). With the introduction of the Scottish Public Service Ombudsman (SPSO's) national Complaints Handling Procedure, additional information is now recorded and reported in relation to complaints which SLLC receives and is reported quarterly to SLLC's Board.

Continuous improvement

Performance management however is not just about collecting performance information; it is about using that information to drive forward the business, to improve the business so that its outcomes for its users are better than they might otherwise have been. There are many performance management frameworks available and SLLC continues to review the different range of tools and activities used to drive improvement. Most systems have as their basis a self evaluation process which identifies both good practice and areas for improvement.

SLLC has developed the use of Q-Pulse (an electronic quality management system) for use in performance reporting, and in line with Council Resources all the service areas now use IMPROVe (an electronic business management/scorecard system) as a means of reporting a

number of Performance Indicators, specifically those relating to customer complaints and any Freedom of Information requests. Furthermore, our Mystery Visitor programme, internal audit programme and external verification of our service by, for instance, liP, Institute of Qualified Lifeguards (IQL) and Visitscotland all serve to identify good practice as well as areas for improvement and encourage ongoing development and delivery of a customer focused service.

The use of these systems will provide SLLC with the basis of a performance measurement system and through that strong performance management where indicators and targets will be grounded in a robust analysis of past trends and robust baselines. SLLC's commitment to continuous improvement will be demonstrated through continued membership of service specific benchmarking groups, considering new or alternative methods of service delivery and by developing a core suite of performance indicators.

Public Performance Reporting

Public Performance Reporting to the stakeholders will continue to raise awareness of our available plans, priorities and services. The requirement to ensure adequate Public Performance Reporting is achieved by various mechanisms including:

- Business Plan progress reports
- Customer Focus Points
- Publication of an Annual Report
- Publication of a Business Plan
- Articles in the South Lanarkshire Reporter
- Information posted on SLC and SLLC's websites
- Publication of Local Government Benchmarking Framework (LGBF) Indicators

By reporting on performance and plans for improvement, SLLC will continue to provide an accountable and high quality service with a focus on continuous improvement.

6. Financial analysis

The level of grant support provided to local government by the Scottish Government remains a reducing one in real terms. In this challenging economic climate, local authorities anticipate further budget reductions. The level of financial settlement for SLC has a direct impact on the service fee payable to SLLC for managing leisure and culture services on their behalf. Therefore, the financial plan assumes the requirement to achieve ongoing savings within the budget for this period.

Asset management

The property and contents of all facilities are key assets of the service. Responsibility for the maintenance and upkeep of facilities lies with SLC with the day to day management of maintenance being the responsibility of SLLC. A Maintenance Expenditure Plan has been agreed with SLC under a Service Level Agreement to meet health and safety requirements for public safety and complement SLC's Capital Investment Programme in Facilities. SLLC provides a list of plant and equipment as well as any information on asset changes at the end of the financial year.

Service level agreements

Strong links have been maintained and reviewed with the internal departments of SLC and SLLC will continue to make use of all existing resources and services. This will be achieved by developing a series of Service Level Agreements (SLA's) with appropriate services. SLLC will continue to develop the detail and monitor the performance of all SLA's. These SLA's also form part of the Memorandum of Understanding between SLC and SLLC.

Financial review

The level of funding required by SLLC is reviewed on an annual basis and agreed with SLC. In determining this sum consideration is given to the financial performance to date and the operational circumstances reflected in the Business Plan.

Financial management

Financial performance reports are prepared on a monthly basis comparing the actual results on both income and expenditure against the planned budget for the same period. Variances are investigated and explained. Company level reports are provided for control purposes to senior management and for monitoring purposes to both the Board and SLC.

At facility/service level, ledger performance reports are provided for comparison against locally held records. Managers are required to comment on these, provide explanation on variances and give details of any commitments not reflected in the reports.

Audited accounts are produced every year and are contained within the Annual Report and Accounts, which is produced in line with the charity SORP (Statement of Recommended Practice) guidelines as updated in 2015.

7. Risk management

SLLC is committed to providing a high quality service in an environment which is safe for customers and staff and which 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 is integral to the delivery of this commitment.

The fundamental aim of SLLC'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 monitored. SLLC will manage risk intelligently, instilling risk awareness across the company. To that end SLLC has in place a risk management strategy which comprises:

- Annual identification and review of the business risks the company 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, SLLC 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 annually by the Audit Committee and focuses on financial, reputational and operational continuity risks. Key risks include the following:

1. Private sector competition - this is mitigated through effective marketing and business planning, the development of a strong brand/image, competitive pricing and investment in facilities
2. Impact of possible reduction in funding due to public expenditure cutbacks - this is mitigated through close liaison with the Council, robust financial management, effective forward planning and impact assessments
3. Failure to comply with legislation - this is mitigated through ensuring all relevant policies and procedures are up to date and the provision of specialist training and partnership working with external agencies/benchmarking groups

In addition, operational risk assessments are in place at each of the facilities/areas where SLLC operates. These risk assessments are subject to continual review and monitoring. Policies and procedures are in place for child protection and officers have been appointed to develop and monitor health and safety risks and to establish procedures to monitor the standards of first aid training and pool lifeguard training, these also being subject to external verification.

SLLC's commitment to risk management is further demonstrated through the decision of its Board in May 2013 to establish an Audit Committee. Meeting three times a year in line with the audit reporting timetable, the Committee has responsibility for overseeing the effective management of organisational risk and reviews risk management practice on an ongoing basis, in addition to the 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.

The Marketing Plan, focusing on the key issues of our services, further identifies areas of potential growth and where expenditure will return additional income for reinvestment.

Information governance

SLLC recognises that good information governance is necessary to enable it to carry out its functions effectively and efficiently. SLLC will continue to review its information governance practices and procedures and will also continue to implement the Information Governance Strategy. We will also continue to build on the progress made in relation to raising awareness with employees of the importance of maintaining good information governance procedures.

SLL Trading Ltd

In view of the mix of activities, a wholly owned trading subsidiary has been established for those activities which are not recognised as charitable, for example vending services. It is possible for the trading company to donate any profits to SLLC, this route being tax efficient providing the donation is applied for charitable purposes. Alternatively, any profits can be reinvested into the activities of the trading company.

Conclusion

This document was developed to set out a clear overview of South Lanarkshire Leisure and Culture (SLLC). The information outlined in this document complements SLLC's Business Plan and Marketing Plan. It also provides an opportunity to examine, in greater detail the positive impact the services delivered by SLLC have on the community of South Lanarkshire. Underpinning this is the role each of the five service areas play in successfully contributing to SLLC's, vision, mission statement, objectives and priorities.

'Who we are and what we do' also highlights the direct links and impact SLLC makes to the strategic objectives of both South Lanarkshire Council and the Scottish Government's National Priorities, Outcomes and Indicators. This in turn, provides further evidence of how SLLC contributes to local and national agendas.

Appendix 1

Structure of the company

1. SLLC is a company limited by guarantee, not having share capital and with charitable status. In addition to being regulated by the Companies Act (1985), the company is also subject to the charities regulator in Scotland, OSCR (Office of Scottish Charity Regulator).
2. The company is responsible for the management and operation of Sports, Cultural, Library and Museum and Recreational Services previously operated by SLC. As well as providing this service, SLLC is required to encourage participation by the local community through the Community Planning Process.
3. There are fourteen members of the company who also serve as Directors. The Directors have the ultimate control of the company subject to providing and operating the services in accordance with the Agreement reached with SLC. The fourteen Directors consist of five nominees from SLC and five members representing local industry, commerce and the cultural and leisure fields. In addition to this there is one trade union representative and one employee representative as well as representation from SLLC's General Manager and Company Secretary.
4. SLLC has charitable status and as a result benefits from exemption from paying non-domestic rates for the various properties it occupies. It is a non-profit distributing body providing cultural, library, sports and leisure facilities and services, and as such, certain charges made to the public are exempt from VAT.
5. SLLC operates out of premises that have a variety of leases and licences, for periods up to fifty years, with various break clauses. SLLC's Headquarters is located at North Stand, Cadzow Avenue, Hamilton.
6. In view of the mix of activities, a wholly owned trading subsidiary, SLLC Trading Ltd, has been established for those activities (e.g. vending, catering) which are not recognised as charitable. The Directors of South Lanarkshire Leisure and Culture Ltd are also Directors of SLLC Trading Ltd.
7. As stated in the company's Memorandum of Association SLLC's charitable objectives are:
 - To provide, or assist in the provision of facilities for recreation, sport, cultural, social or other leisure time occupation as are beneficial to the community, and in particular in connection with the local authority area of South Lanarkshire as defined in the Local Government (Scotland) Act 1994.
 - To provide special facilities for persons who by reason of their youth, age, infirmity or disability, poverty or social and economic circumstances may need special facilities.

Appendix 2

National Outcomes and Indicators

1. We live in a Scotland that is the most attractive place for doing business in Europe.
2. We realise our full economic potential with more and better employment opportunities for our people.
3. We are better educated, more skilled and more successful, renowned for our research and innovation.
4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.
5. Our children have the best start in life and are ready to succeed.
6. We live longer, healthier lives.
7. We have tackled the significant inequalities in Scottish society.
8. We have improved the life chances for children, young people and families at risk.
9. We live our lives safe from crime, disorder and danger.
10. We live in well designed, sustainable places where we are able to access the amenities and services we need.
11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.
12. We value and enjoy our built and natural environment and protect it and enhance it for future generations.
13. We take pride in a strong, fair and inclusive national identity.
14. We reduce the local and global environmental impact of our consumption and production.
15. Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.
16. Our public services are high quality, continually improving, efficient and responsive to local people's needs.

National Indicators and Targets

South Lanarkshire Leisure and Culture contributes largely to those indicators shown in bold.

Indicator 1: Increase the number of businesses

Indicator 2: Increase exports

Indicator 3: Improve digital infrastructure

Indicator 4: Reduce traffic congestion

Indicator 5: Improve Scotland's reputation

Indicator 6: Increase research and development spending

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- Indicator 7:** Improve knowledge exchange from University research
- Indicator 8:** Improve the skill profile of the population
- Indicator 9:** Reduce unemployment
- Indicator 10:** Reduce the proportion of employees earning less than the minimum wage
- Indicator 11:** Reduce the pay gap
- Indicator 12:** Increase the proportion of pre-school centres receiving positive inspection reports
- Indicator 13:** Increase the proportion of schools receiving positive inspection reports
- Indicator 14:** Improve levels of educational attainment
- Indicator 15:** Increase the proportion of young people in learning, training or work
- Indicator 16:** Increase the proportion of graduates in positive destinations
- Indicator 17:** Improve children's services
- Indicator 18:** Improve the quality of healthcare experience
- Indicator 19:** Reduce the percentage of adults who smoke
- Indicator 20:** Reduce alcohol related hospital admissions
- Indicator 21:** Reduce the number of individuals with problem drug use
- Indicator 22:** Improve people's perception about the crime rate in the area
- Indicator 23:** Reduce reconviction rates
- Indicator 24:** Reduce crime victimisation rates
- Indicator 25:** Reduce death rates on Scotland's roads
- Indicator 26:** Improve people's perceptions of the quality of public services
- Indicator 27:** Improve the responsiveness of public services
- Indicator 28:** Reduce the proportion of individuals living in poverty
- Indicator 29:** Reduce children's deprivation
- Indicator 30:** Improve access to suitable housing options for those in housing need
- Indicator 31:** Increase the number of new homes

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- Indicator 32:** Widen the use of the internet
 - Indicator 33:** Improve people's perception of their neighbourhood
 - Indicator 34:** Increase cultural engagement
 - Indicator 35:** Improve the state of Scotland's historic sites
 - Indicator 36:** Improve children's dental health
 - Indicator 37:** Increase the percentage of babies with a healthy birth weight
 - Indicator 38:** Increase the proportion of healthy weight children
 - Indicator 39:** Increase physical activity
 - Indicator 40:** Improve self assessed general health
 - Indicator 41:** Improve mental wellbeing
 - Indicator 42:** Reduce premature mortality
 - Indicator 43:** Improve support for people with care needs
 - Indicator 45:** Reduce emergency admissions to hospital
 - Indicator 46:** Improve access to local greenspace
 - Indicator 47:** Increase people's use of Scotland's outdoors
 - Indicator 48:** Improve the condition of protected nature sites
 - Indicator 49:** Increase the abundance of terrestrial breeding birds: biodiversity
 - Indicator 50:** Increase natural capital
 - Indicator 51:** Increase the state of Scotland's marine environment
 - Indicator 52:** Reduce Scotland's carbon footprint
 - Indicator 53:** Increase the proportion of journey's to work made by public or active transport
 - Indicator 54:** Reduce waste generated
 - Indicator 55:** Increase renewable electricity production

Appendix 3

How SLLC contributes to the National Outcomes

The following provides some examples of how SLLC can contribute to the National Outcomes.

- 1. We live in a Scotland that is the most attractive place for doing business in Europe as a nation.**
 - Opportunities for participation in both physical activity, informal and formal learning activities and cultural activities for residents and visitors, illustrate vibrancy as a nation
 - Excellent cultural, heritage and sporting facilities both natural and built, make Scotland an attractive place to do business as a nation

- 2. We realise our full economic potential with more and better employment opportunities for our people.**
 - The sports and cultural sector is already a significant employer in its own right and has the potential for significant growth
 - Contribute to the development of individuals through programmes that develop core life skills
 - Sport-related tourism and events generate employment across a range of sectors
 - With increased leisure time, there can be an increasing desire to use it for sport and cultural activities, which also support the economy in terms of primary and secondary spend

- 3. We are better educated, more skilled and more successful, renowned for our research and innovation.**
 - Provide access to literacy and learning opportunities through ActiveIT learning centres
 - More people volunteer in sport than in any other sector and skills are developed through participation
 - Contribute to the provision of Curriculum for Excellence and informal learning opportunities
 - Skills development by way of continued education of the workforce through industry development standards
 - Contribute to increased attainment by our young people

- 4. Our young people are successful learners, confident individuals, effective contributors and responsible citizens.**
 - Participation in informal and formal learning, cultural and physical activity raises the confidence, skills and abilities of our young people
 - Volunteering in sports and cultural activities affords young people further development opportunities and raises their contribution as citizens

5. **Our children have the best start in life and are ready to succeed.**
 - Provision of early intervention initiatives and lifelong learning opportunities
 - Physical Education is essential to provide children with a healthy start in life
 - Sport and physical activity in general raises the confidence and skills of young people, teaching key social and life skills and contributing to raised educational attainment
 - Programme and services that support learning and development with opportunities for outdoor learning introduced from an early stage
 - Children's activity programme to support literacy, numeracy, fine gross motor skills in preparation for nursery and school

6. **We live longer, healthier lives.**
 - Participation in the leisure and culture sector can have a positive effect on a person's wellbeing, improves our physical health, enabling people of all ages to live healthier lives
 - Partnerships with NHS Lanarkshire to promote positive mental health attitudes
 - Regular physical activity improves life expectancy

7. **We have tackled the significant inequalities in Scottish society.**
 - SLLC's services are open to all to engage with and can be used as a vehicle to bring communities together and tackle discrimination
 - Barriers to participation amongst some groups, including women, people with a disability and people from socially deprived areas can be overcome. By doing so, sport and culture can help address inequalities

8. **We have improved the life chances for children.**
 - Top athletes provide role models for young people at risk
 - Programmes and services promote personal and social development, active and healthy lifestyles and develop core life skills
 - Participation in sports and cultural activities can benefit mental and/or physical health and/or skill development, and thereby improve life chances

9. **We live our lives safe from crime, disorder and danger.**
 - Activities provide an effective diversionary activity from crime and anti social behaviour
 - Programmes and interventions which meet national Community Safety aims and objectives

10. **We live in well designed, sustainable places where we are able to access the amenities and services we need.**
 - Quality facilities and services should be available for all people across Scotland to access, and are an important element now people view the quality the place in which they live

- 11. We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others.**
- Belonging to a club can provide a sense of community, bringing people together, offer community hubs and offer a support mechanism for many people
 - Work towards meeting national Community Safety and health and wellbeing agendas
 - Sport can develop skills and a sense of responsibility. This is particularly the case through participation in team and outdoor sports and through achievement of leadership and coaching qualification
 - Programme of activities that focus on developing confidence and community capacity building
- 12. We value and enjoy our built and natural environment and protect and enhance it for future generations.**
- Access to the countryside for sport and recreation and cultural enjoyment has been proven to increase people's respect for our natural resources
 - Developing active lifestyles also encourages more sustainable transport and reduces consumption
 - Programmes which educate, inform, and take place in the natural environment
 - Museum collections and museum buildings ensure current and historical perspectives of life in South Lanarkshire are conserved and made available for future generations
- 13. We take pride in strong, fair and inclusive national identity.**
- Contribute to national strategy and networks in connection to outdoor learning and the use of the outdoors for environmental, educational and recreational purposes
 - Supporting Scottish and GB teams in competitive sport provides a focal point to bring the nation together, celebrate our identity and generate national pride
 - Museum Service aims to promote local identity, history and pride as part of the national identity
 - Sport raises our awareness and common understanding of other nations
- 14. We reduce the local and global environmental impact of our consumption and production.**
- Actively pursue and adopt environmentally sustainable systems and processes
 - Work to educate individuals and communities through our programmes and services in respect of both global and local environmental issues
- 15. Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it.**
- Continue to provide a Library home delivery service to people with mobility issues

- Deliver a range of library based group activities to support people with health and wellbeing issues including reminiscence groups for dementia sufferers, partnership supports with MacMillan Cancer and general wellbeing activities
- Partnership programmes and the promotion of Activage and Active Health
- Young at Heart Festival
- Tea Dances at venues/centres
- Provision of accommodation for older people's activities including U3A (University of the third age)
- Charge concession scheme for older people's activities
- Providing open spaces for informal exercise promotes independent healthy living

16. Our public services are high quality, continually improving, efficient and responsive to people's needs.

- Quality facilities and services for participation in the sports and culture sector are demanded by individuals and communities across Scotland
- SLLC is highly committed to continuous improvement throughout the organisation

Given the above it can be seen that SLLC contributes in one way or another to all of the Government's strategic objectives.

Appendix 4

The Active Scotland Framework

The Active Scotland Framework below outlines the key outcomes for Sport and Physical Activity in Scotland over the next ten years and as noted on page 14 this framework contributes to the delivery of the Scottish Government’s national outcomes.

Vision: A More Active Scotland

Physical activity is about getting people moving. Daily walking, playing in a park, going to a gym, training with a team or aspiring to win a gold medal - it doesn't really matter how people get active, it just matters that we do.

Being physically active contributes to our personal, community and national wellbeing.

Our vision is of a Scotland where more people are more active, more often.

National Outcomes

Business	Employment	Research and Innovation	Young People	Early Years	Healthier	Inequalities Tackled	Life Chances
Safe from Crime	Sustainable Places	Resilient Communities	Environment Valued	National Identity	Impact on Environment	Older People Supported	Public Services

Active Scotland Outcomes

We encourage and enable the inactive to be more active	We encourage and enable the active to stay active throughout life	We develop physical confidence and competence from the earliest age.
We improve our active infrastructure - people and places	We support wellbeing and resilience in communities through physical activity and sport	We improve opportunities to participate, progress and achieve in sport

Equality - Our commitment to equality underpins everything we do

Notes

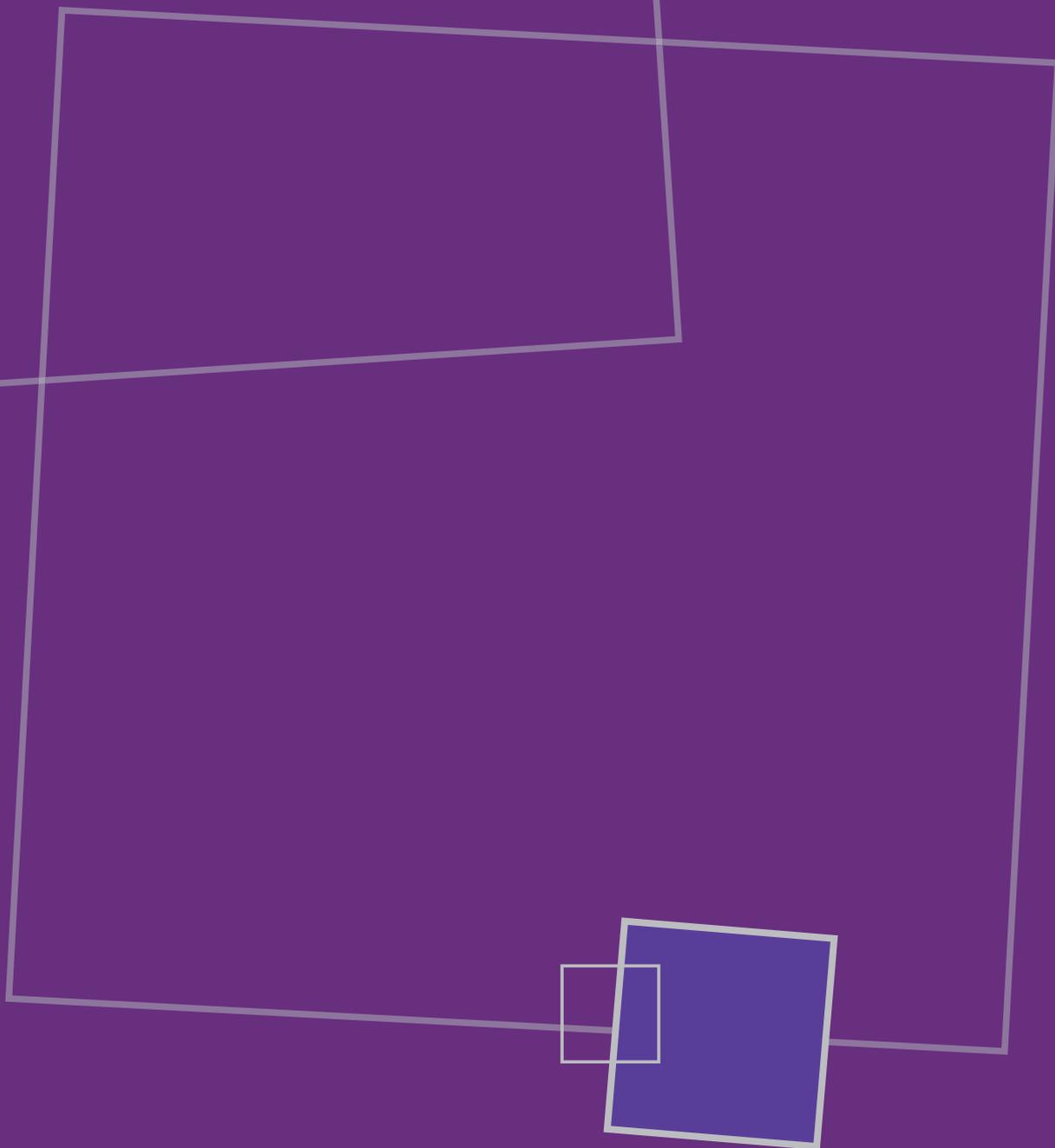
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Leisure & Culture

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South Lanarkshire Leisure and Culture Ltd is a recognised Scottish Charity, No. SC032549

SLC: 1372A