



South Lanarkshire  
Leisure and Culture Limited

# Annual

## Strategic Report

2022-2023



SOUTH LANARKSHIRE  
Leisure & Culture



2022-2023

Annual Strategic Report



# Message from the Chief Executive and Chair



**Kay Morrison**  
Chief Executive

In a year of change, 2022 saw us welcome several new Board members, including a new Chair and Vice-Chair, who along with remaining existing members collectively offer a wide range of experience and skills to support the ongoing work of South Lanarkshire Leisure and Culture. The end of the year also saw the retirement of some of the leadership team and we wish them well for the future.

Throughout the year, wider economic circumstances presented some significant financial pressures with abnormally high levels of inflation, increased utility costs and a cost of living crisis all impacting on our ability to deliver services.

As always, staff rose to the challenge and we continued to rebuild, with customers returning to our facilities, fitness memberships growing, panto season returning, and an increased digital offering being well received by customers. Our staff remain core to our success and are rightly recognised by our customers for the outstanding level of service they deliver.

We were pleased to play a key role in South Lanarkshire Council's 'Warm Welcome' initiative, whose extra funding enabled SLLC to keep those facilities operating at the time open through the winter period. As a result, people across our communities had open access to warm spaces within SLLC run facilities throughout winter 2022-23.

Focussing on the future, and with a collaborative approach with staff and stakeholders, we launched our 5 year strategy aligning with the South Lanarkshire Community and Council plans, which provides a clear vision for the years ahead. Strategic working groups with a range of staff from across the organisation are working together to deliver on the key outcomes of:

- Health and wellbeing
- Connected and engaged
- Equality and inclusion
- Organisational sustainability

We continue to work with our partners in pursuit of our vision of healthier, happier, more connected lives.



**Dr Avril Osborne**  
Chair of the Board

On behalf of the Board, and as incoming Chair, it is my privilege to present the 2022-23 Annual Strategic Report for South Lanarkshire Leisure and Culture (SLLC or 'the company').

This year has been one of overcoming challenges. Post COVID-19 recovery has seen marked improvement in attendances across all our areas, although we also faced rationalisation of our services as the economic context of national pressures had a local impact. Challenges were met with the support of staff, our leadership team and managers, and achieved with as minimal impact on services as was possible.

Our five-year Strategy, with our Vision, Mission and Values statement, continues to drive us as we seek to consolidate our contribution to health and wellbeing for our community and visitors.

A significant moment was the successful conversion to a SCIO (Scottish Charitable Incorporated Organisation), completed in April 2023, allowing us to move forward as we reflect up to date governance. As such, we now have a well established membership of Trustees, committed to acting in the best interests of the business, whilst we continue to work with our key partner, South Lanarkshire Council.

The Board has been well advised, informed and supported by Kay Morrison and our thanks are due to her and the leadership team for stewardship of the financial and strategic direction and for the healthy culture which prevails across the staff families.

But it is to staff as a whole that the Board wishes to pay particular thanks as their resilience, commitment and positivity are evident throughout every and all of our interactions.

Looking forward, I am sure there will be challenges ahead but 2022-23 has set the basis for approaching the incoming year with vigour and commitment for all we aspire to achieve and we have a solid foundation to continue towards a sustainable future.

# Introduction to South Lanarkshire Leisure and Culture

South Lanarkshire Leisure and Culture Limited is a not-for-profit Scottish Charity responsible for the operation, management and development of indoor and outdoor sport and leisure facilities, community halls, arts venues, country parks, libraries and a museum and associated initiatives and events throughout South Lanarkshire.

We work in partnership with our main funder, South Lanarkshire Council, to ensure the highest possible service is offered to residents and visitors to the area.

The business delivers services in the following main areas:

- Sport and Physical Activity (Leisure Centres, Swimming Pools, Development Services, Ice Rink, Active Schools and Health and Safety)
- Cultural Services (Community Halls, Venues, School Lets and Arts Development)
- Libraries and Museums Service
- Outdoor Recreation (Outdoor Recreation, Outdoor Learning and Adventure, Water Sports Centre, Country Parks and Golf)

Key to delivering on our **Vision** and **Mission** are the **Values** that we hold:

**V**ision:  
Healthier, happier, more connected lives.



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

**V**alues:

- **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.

## Main Services

### Entertainment

East Kilbride Arts Centre  
East Kilbride Village Theatre  
The Town House, Hamilton  
Lanark Memorial Hall  
Rutherglen Town Hall

### Halls and Centres

Hillhouse and Earnock Community Centre  
SL Lifestyles Carluke  
SL Lifestyles Fairhill  
SL Lifestyles Stonehouse  
Whitehill Neighbourhood Centre  
Fernhill Community Centre

### Libraries

East Kilbride Central Library  
Hamilton Town House Library  
Lanark Library  
Rutherglen Library

### Museums

Low Parks Museum

### Outdoor Activities

Biggar Golf Course  
Calderglen Country Park  
Chatelherault Country Park  
Hamilton Palace Sports Ground  
Hollandbush Golf Course  
James Hamilton Heritage Park  
Langlands Golf Course  
Torrance House Golf Course  
Outdoor Resource Base

### Sport and Leisure

Blantyre Leisure Centre  
Carluke Leisure Centre  
Dollan Aqua Centre  
East Kilbride Ice Rink  
Hamilton Water Palace  
John Wright Sports Centre  
Larkhall Leisure Centre  
SL Lifestyle Eastfield  
SL Lifestyles Lanark



‘Great to have the book to look through online and have them ready to collect, Rutherglen is fantastic’

## Customer satisfaction

As recovery continues, we have worked tirelessly under challenging circumstances to provide quality programmes and services ensuring customers feel happy and confident in their familiar surroundings once again. Almost 3,000 customers provided very positive feedback.

What our customers said...

95% said the service was either excellent, good or fair - we couldn't have asked for much more.

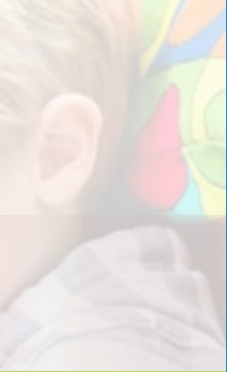
97% said staff were excellent, good or fair – our staff are undoubtedly the backbone of our operation and are greatly valued.

95% said services were 'value for money' – great news as we aim to ensure our services are accessible.

89% of customers said their visit had a positive impact on them, including feeling:

- Better
- Energised
- Happier
- Healthier





'The staff have been so warm, friendly, helpful and professional every time I visit'

'Over 60s card - best thing going into retirement apart from not working''



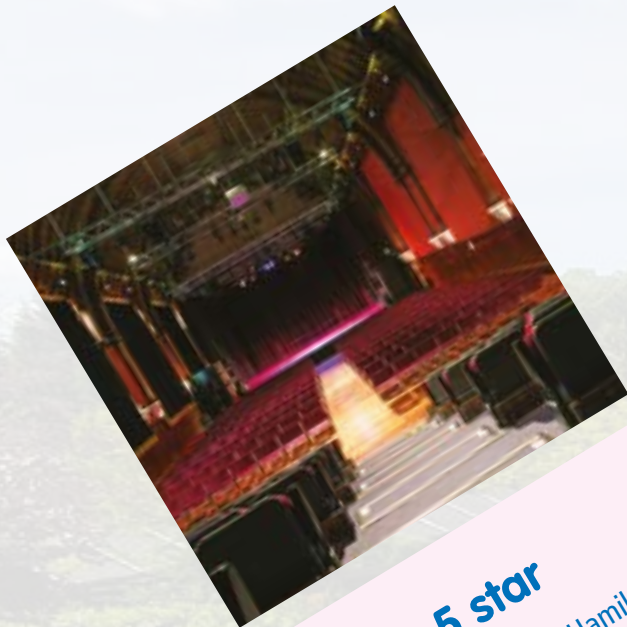
'it is the closest gym to my home, and very good value for money'



## External recognition

The quality of service we provide is one of our greatest responsibilities. External verification of the standards of both our facilities and the service we deliver is further evidenced through VisitScotland awards.

VisitScotland is Scotland's national tourist board. Working closely with private businesses, public agencies and local authorities, VisitScotland works to ensure that visitors experience the very best of Scotland and that the country makes the most of its outstanding tourism assets and realises its potential. VisitScotland provides quality assurance to visitors and quality advice to industry partners to help the industry meet - and strive to exceed - visitors' expectations.



**5 star**

The Town House, Hamilton  
Rutherglen Town Hall

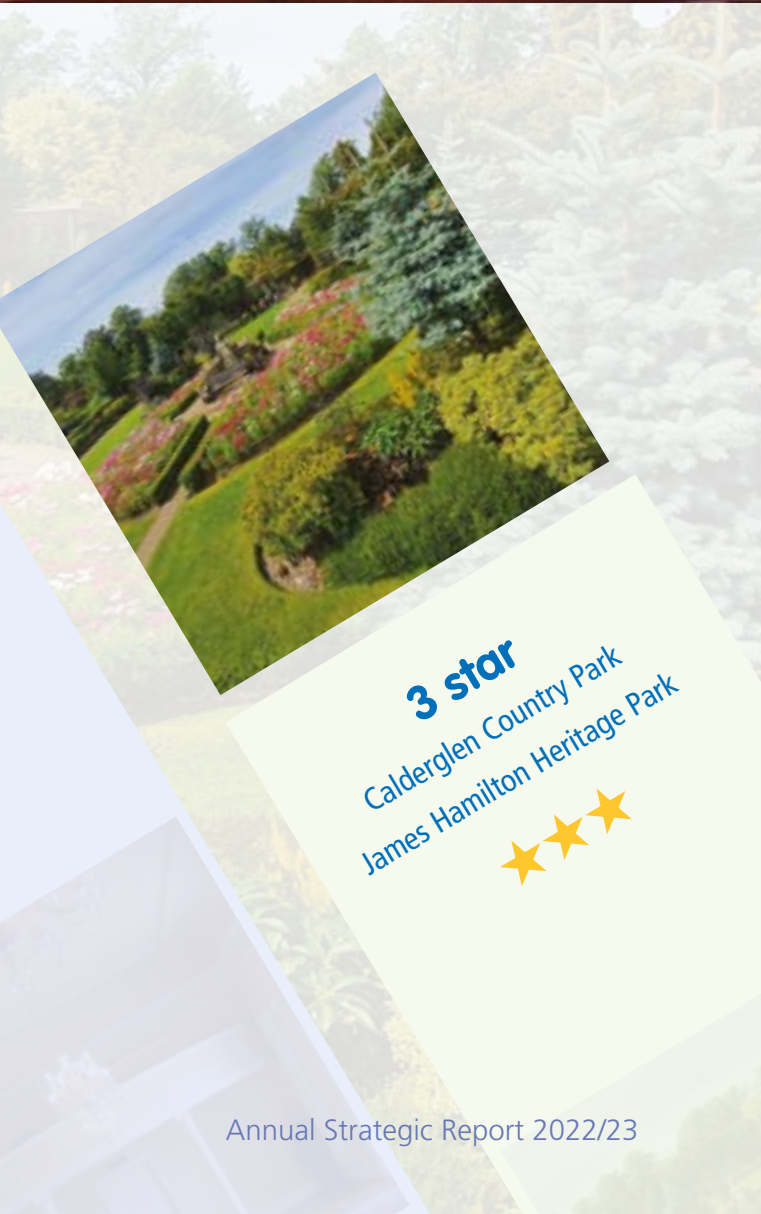


**4 star**

Chatelherault Country Park  
Low Parks Museum  
Lanark Memorial Hall







**3 star**  
 Calderglen Country Park  
 James Hamilton Heritage Park

★★★★

Additionally, The VisitScotland Information Partner (VIP) programme applies to The Town House, Hamilton, Rutherglen Town Hall and Lanark Memorial Hall.



# SLLC Strategy 2022-27

In line with our Vision, Mission and Values, the South Lanarkshire Leisure and Culture Strategy 2022-27 was published in June 2022.

The creation of the strategy was the result of extensive consultation with our staff, partners and stakeholders who provided input via a range of surveys and workshops.

During the development of the strategy we also worked closely with our Council partners and in particular we have made use of the evidence provided by the Council including social, economic and health related data.

The strategy sets out the strategic objectives for the next five years which are based on the themes of:

## 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

These objectives sit alongside the cross-cutting themes of 'reduce inequality', 'recover, progress and improve' and 'work towards a sustainable future' identified by the Council Plan and Community Plan.



# Our 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

Over recent years there has been a greater understanding of the positive impact that creative or cultural activity can have on our health and wellbeing.

Our venues across South Lanarkshire provide fantastic opportunities to access or even participate in the arts with a wide programme of shows, performances and entertainment being provided across our five prestige venues as well as our wide-ranging programme of courses and classes to accommodate all needs, ages and abilities. This year we were delighted to welcome a phenomenal 98,076 people to our cultural performances, with record attendances at our Christmas pantos, and an additional 32,214 people participating in our courses and classes.

The arts are for everyone and, like a good night's sleep, the arts are proving important to our health and wellbeing.

### Healthy Reading

Our Library Service works in partnership with the NHS on key health and wellbeing projects to make information and resources more accessible to people in their local community. The Healthy Reading collection has been expanded to include books in hard copy and e-format to support young people dealing with difficult issues in their lives. Books recommended by health professionals are available in libraries and online and offer trusted information sources. We also have graphic novels and fiction stories that deal with sensitive issues such as body image, gender identity and how to navigate the complex world of social media. The books aim to educate and provide opportunities to read about other young people's experiences and feelings to help them better understand what they are going through.



### Taking a trip down memory lane

Libraries' memory groups are open to all and provide an opportunity for people to share memories and conversation over a cup of tea. The groups meet regularly at Fairhill, Forth, Hamilton Town House and Rutherglen libraries, and are themed to reflect on topics such as working life, leisure, home life, local shops and landmarks. There are Football Memories groups at East Kilbride Central and Rutherglen libraries, providing discussion forums for all things football related. Groups can help reduce social isolation; a group member recently commented 'the group has been a lifeline for me since my wife passed away. The banter is great, and the group has helped with the loneliness of being a widower'.

The groups have been established as part of the Scotland-wide "Memories Scotland" project which promotes social history reminiscence for enjoyment and wellbeing. The sessions are dementia-friendly and welcoming to everyone - young or old.





## Mud Madness

October saw Mud Madness, now established as a firm favourite in the SLLC calendar, attract over 800 participants to the event held in Chatelherault Country Park.

Over 120 primary age children took part in the 1k event, whilst over 700 families, individuals and teams took on the more challenging 5k route.

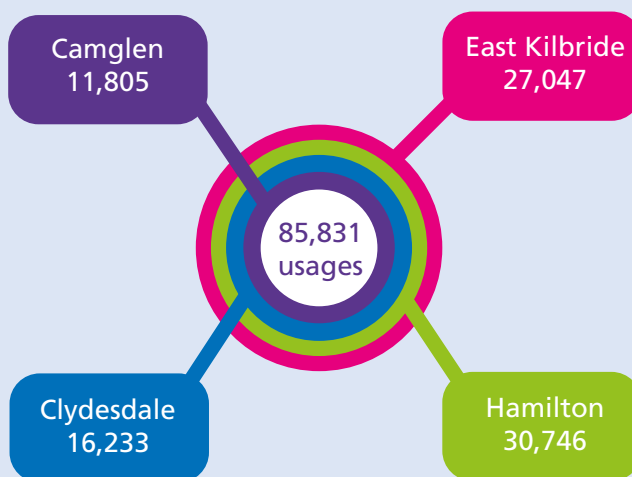
This year we also welcomed twelve local sports clubs and youth groups to this popular event.



## Health interventions

Health intervention pathways, in partnership with NHS Lanarkshire, have continued to develop during 2022-23 with SLLC receiving over 5,000 individual referrals. Patients are referred from general practices across South Lanarkshire as well as from long-term condition health professionals who focus on early intervention prevention and rehabilitation. Each individual referred made use of our services with gym, swimming and specific health classes such as Strength and Balance proving the most popular activities. There are many reasons for health intervention referrals with the most common being mental health, weight management, falls and musculoskeletal related.

## Current Programme Output 2022-23



# Our objective:

## Connected and Engaged

**We will... enable people to connect with each other and with their community through the services we provide**

### SLLC Fitness Live

The SLLC Fitness Live event in January 2023 saw 267 people take part.

For the very first time we held our events simultaneously across three venues - Lanark Memorial Hall, The Town House, Hamilton and Rutherglen Town Hall.

The venues showcased the wide variety of fitness classes offered by SLLC including the latest Les Mills releases, Spin Fit, yoga, relaxation and dance. Participants enjoyed a full morning of classes, with the experience enhanced by the addition of Myzone screens, as well as an array of healthy snacks throughout.



**On the day, surveys provided lots of great feedback and comments to help us improve on next year's event.**

'Loved the body attack class. Was fab. All classes were amazing though. The day in general was just such a buzz. Can't wait to do it again next year. Thanks for having us!'

'Body Pump, Combat, Spin and Attack are my favourites but really enjoyed Hiit and class with the drumsticks. Also a good selection of snacks. Can't fault anything. The staff and instructors do a terrific job'

'Loved the chat from the instructors, it really showed their passion for fitness. Enjoyed trying a few classes that I've never tried before'

### Wi-Fi install

The conclusion of a successful Wi-Fi pilot project at John Wright Sports Centre (JWSC) was the green light for the commissioning and implementation of Wi-Fi on a permanent basis at the site. The success at JWSC has paved the way for the implementation of the technology in other sites across SLLC, with Blantyre Leisure Centre scheduled next.

## Glasgow University field study

Calderglen Zoo also hosted its annual two day field study event for Glasgow University students. Each year the zoo hosts this event, which allows undergraduate students on Glasgow University's zoology degree course a chance to carry out in depth behavioural and welfare studies at Calderglen Zoo. Students can study a variety of species in the zoo, monitoring their behaviour and compare it to influencing external factors such as visitor density or noise in the zoo. These studies prove invaluable to the animal keepers as the findings can help shape changes to management conditions such as feeding routine or enclosure modification. They also allow students to practise practical data collection, and animal observation methods ahead of the point where they choose a dissertation subject. The event is always busy and fun, and this event was no different. Staff, students, and animals gained a lot of enrichment from the two-day event.



## Stay and Play - Warm Welcome initiative

As part of the Warm Welcome initiative the Library Service introduced Stay and Play sessions. Families were encouraged to stay after Bookbug sessions and were offered warm drinks and access to books, games and toys which provided entertainment for children, whilst giving parents and carers the opportunity to play with their children in a warm and safe environment. The initiative encouraged families to come along to libraries at other times, particularly after school. We received extremely positive feedback with an average of 10 to 15 families staying after each session.

### Comments received from customers:

'These have been a lifesaver, especially in the run up to Christmas'

'Gives the wee ones a chance to interact with each other'

'Nice to stay in a warm place after Bookbug and not feel like we have to rush away. There is a community vibe, and it is nice to save money and come out the house'



# Our objective: Equality and Inclusion

**We will...provide accessible wellbeing and learning services through targeted interventions**

## Inverclyde Additional Support Needs residential

Our Development Services Inclusion Working Group organised a residential trip to the sportscotland National Sports Training Centre in Inverclyde for 72 young people, representing nine schools/ASN (additional support needs) bases across South Lanarkshire. The visit was designed to create a positive experience for the young people and their families with a full range of inclusive activities on offer and accommodation available for parents and carers if they wished to stay and support their child. As part of the trip Sports Coach Academy pupils from Rutherglen High School participated in a range of training courses enabling them to provide primary school pupils, also living with a disability, with the opportunity to try new activities, with the highlight being a Boccia Bonanza festival delivered by the young people on the final day. SLLC staff delivering during the two day trip had completed 'inclusion' training to ensure they were confident in supporting all young people participating. The trip was planned and organised in partnership with Scottish Disability Sport who provided resources and additional support during the residential stay.

Feedback from staff, pupils and parents was very positive, highlighting a desire for the event to be expanded and for larger numbers of pupils to be catered for at any future events.



## Animal encounters...

Between February and March 2023, Calderglen Zoo delivered a series of 'Animal Encounter' sessions for North Lanarkshire College's (NLC) Additional Support Needs department. The sessions adopted a different format to standard school groups to accommodate students' needs and interests. The sessions were very rewarding for both students and zoo staff involved, and we plan to deliver these regularly in partnership with NLC during a term time that works for the ASN department.



A photograph of a garden path made of grey paving stones. To the right, there is a wooden planter box filled with soil and several flowers, including purple and pink ones. In the background, there are green bushes and trees. The overall scene is outdoors and well-maintained.

## Calderglen Zoo's Autism Friendly Mornings

During the school summer holidays of 2022, Calderglen Zoo implemented a series of Autism Friendly Mornings. These consisted of the zoo opening an hour earlier for those who benefitted from a quiet hour admission before the zoo opened to the general public.

Certain modifications to the zoo are implemented during these quiet hours. Additional signage to loud areas were added, indicating noisy species or areas in proximity to the car park for example. Quiet rest areas were provided with additional seating, and areas that can lead to overstimulation, such as neon lights in the gift shop or sound effects on exhibits, were blocked or turned off. These modifications were designed to make the zoo visit a more enriching experience for neurodivergent customers.

Following feedback, we have repeated the series and are currently in our second summer running the event with slight modifications. In the future we hope to increase the number of sessions and possibly expand into sensory areas and display days to offer a more inclusive experience to a wider audience requiring modifications.

## ...contd **Our objective** Equality and Inclusion



### **Makaton storytelling in libraries**

Makaton is a unique language programme that uses symbols, signs, and speech to enable people to communicate. It supports the development of essential communication skills such as attention and listening, comprehension, memory, recall and organisation of language and expression.

Children with communication and learning difficulties such as autism, developmental language disorder, multi-sensory impairment, verbal dyspraxia, or English as an additional language, can all use Makaton symbols and signs, either as their main method of communication or to support speech. By using Makaton, children and adults can take a more active part in life, because communication and language are the key to everything we do and learn.

A successful application to the Scottish Library Information Council's Public Library Improvement Fund provided funding to train fourteen Children's Library Assistants in the use of Makaton in songs, stories, and rhymes.

Makaton is now successfully embedded into popular Bookbug sessions. Children's Assistants have also mainstreamed Makaton into a wide range of activities including storytelling, craft, and play activities. Customer feedback has been extremely positive –

*'The best Bookbugs class. I went along with my little boy who has hearing loss and found they had a member of staff signing. I was blown away by the effort to be inclusive. Thank You!'*

Going forwards the Library Service will work towards gaining Makaton Friendly status which includes the use of Makaton signage, in addition to signing which has been shown to benefit adults with dementia and those who are non-verbal.

17,295 children and 15,660 adults attended Bookbug sessions from April 2022 to March 2023.



Lead swimming teacher Nathan and pupil Jack

## Swimming Development ASN programme

Our ASN Learn to Swim programme continues to go from strength to strength, as 176 children with additional support needs regularly attended one of our nine pools during the last year. The mental and physical health aspects are beneficial to both the participants and their families.

### Noah is 11 years old, is partially blind and has severe joint immobilisation issues.

Noah has been attending the group lesson programme since January 2023. Swimming is the one thing that gets him out the house and he is so excited to attend. Noah really struggled to confidently put his face in the water initially but after perseverance and practise, he can now swim 10 metres on his front and float on his back. His family also now go swimming together at weekends because of Noah's increased confidence.

### Jack is 8 years old, autistic and non verbal.

Jack attends swimming twice a week in the group lessons programme and with his school. Jack has attended since January 2023 and can now follow instruction within a small group with assistance from his Dad. His Mum said 'Jack loves the swimming class it has been so beneficial for him. He gets very much excited beforehand and says he is going swimming for treasure. Jack struggles with instructions as he gets too excited about being in the water and has very limited speech. He needs instructions repeated a few times before he will think about it. The instructors are fantastic with this and take this very much into consideration when he is at the class. He is doing things at his pace and he feels very comfortable in this class'.

### Nathan has autism and attended lessons at Eastfield with REACH Lanarkshire Autism group when he was 8 years old.

Nathan went on to swim competitively for City of Glasgow Seals Swimming Club. In 2020 he was chosen to represent Scotland in the Special Olympics, however due to COVID-19, the games were cancelled. In 2023 he completed his swimming teacher qualification through SLLC's ongoing employability scheme with Active Schools Sports Coach Academy. He now works as a Lead Swimming Teacher at Hamilton Water Palace and regularly assists the current ASN classes.

# Our objective: Organisational Sustainability

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

## Creative media opportunities

Libraries South Lanarkshire social media channels were launched on Facebook, Instagram and Twitter to provide targeted marketing forums for both information provision and the promotion of library activities. The Information Services team worked with staff to generate creative content, with an emphasis on video. This was made possible when we received digital equipment and training paid for by the Public Library Improvement Fund. Highlights were an infomercial 'Beyond the Books', highlighting the breadth of library services and enabling us to offer a variety of digital content such as author talks, Bookbug and story sessions available on Youtube 24/7.



## Museum Service

In September 2022, Low Parks Museum successfully obtained funding from the Army Museums Ogilby Trust to replace the display case lighting within The Cameronians (Scottish Rifles) regimental gallery. The previous lighting was dim and inefficient and was frequently commented on by visitors to the museum. By changing over to modern, energy efficient LED lighting, we helped improve the visibility of the museum displays, while helping to reduce our carbon footprint and energy costs. Feedback on the new lighting has been overwhelmingly positive.

A successful grant submission to Museum Galleries Scotland also allowed us to install a state-of-the-art environmental monitoring system in our external museum stores in January 2023. The grant award has enabled us to remotely monitor the temperature and humidity of the stores in real-time. Not only does this help ensure the museum collections are stored in optimal conditions but it allows us to adjust our heating and dehumidification units to help minimise energy wastage. The ability to monitor the system remotely has also reduced the need for site visits, further cutting down on vehicle usage and associated emissions.





## Calderglen Zoo

In February Calderglen Zoo was voted the winner of the 'Shape of enrichment' funding award securing a fully resourced renovation of an enclosure.

Shape of Enrichment renovated the coati and Scottish wild cat enclosures.

Both coatis and the wildcat have benefited greatly from the additional enrichment in the enclosures.

## Solar panels

In August 2022, South Lanarkshire Council commenced the installation of 400 solar panels onto the south facing roof of South Lanarkshire Lifestyle Eastfield.

Initial outlay for the project came from South Lanarkshire Council's Central Energy Efficiency Fund (CEEF).

The benefits of the installation are both environmental and financial. Eastfield will reduce its carbon footprint, with annual Co2 emissions per year estimated to be 26.81 tonnes, the equivalent of planting 1,231 trees. On a financial level month on month savings are already being made and the projection is that SLLC will save almost £745,000 over the next 20 years.

The installation also means that Eastfield is less reliant on the national grid, with indications already showing that there will be periods when the centre will use only electricity generated by the solar panels.



# Our online portfolio

We are delighted to report our online presence has continued to grow on all platforms collectively, increasing our current audience base by 32,125 to 1,004,365. These platforms enable us to raise brand awareness, showcase instant information on our services and build a strong online community. We are committed to continue to grow this, delivering fresh content to ensure we are meeting our audiences' expectations.

In 2023/24 we aim to raise the profile of our library service by launching library specific online platforms connecting the community of South Lanarkshire to their local library service and celebrating what they have to offer.

## Five main Facebook accounts

# 68,374 followers

Children's activities in South Lanarkshire

Cultural activities in South Lanarkshire

Leisure in South Lanarkshire

South Lanarkshire Leisure and Culture

Low Parks Museum

## One website

# 917,167 visitors

[www.slleisureandculture.co.uk](http://www.slleisureandculture.co.uk)

## Three YouTube channels

# 1,496 subscribers

South Lanarkshire Leisure and Culture

SLLC Libraries Children's Team

SLLC Online Arts Classes and Courses

## Four Twitter accounts

# 15,698 followers

@SLLeisCulture

@SportnHealthSL

@blantyreleisure

@ActiveSchoolsSL

## One Instagram account

# 1,630 followers

SLLeisCulture



  
SOUTH LANARKSHIRE  
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# Working for SLLC

**In line with our Vision, we are working to ensure we have a healthier, happier and more connected workforce.**

## Healthier

Recognising the efforts the workforce made over the last couple of years, delivering services during the very difficult circumstances of the pandemic and coupled with the pressures associated with the current cost of living crisis, SLLC's Leadership Team took the opportunity to thank the whole workforce for their efforts by awarding staff an additional day off for employee wellbeing.

The purpose of this day was to allow employees to focus on their own well-being and to think of themselves, switch off and do something that would have a beneficial impact on their wellbeing and personal resilience.

On-line meditation and yoga classes were suggested as activities employees could trial and employees were given access to classes via SLLC Healthy Working Lives bulletins.

One group who took advantage of the wellbeing day were staff members from Active Schools. On a sunny day in June the team took time away from their desks to climb Tinto Hill near Biggar. The group really enjoyed the challenging climb and the opportunity to switch off from normal daily work tasks. Having split into two groups to negotiate separate routes to the top, they regrouped at the bottom again to enjoy a well earned cup of tea and cake.





## Happier

SLLC recognised that the pandemic increased the number of employees accessing work remotely and, as a result, there were instances of employees blurring the line between home and work life in a way which was not conducive to good mental health and wellbeing.

To ensure our employees have the correct work life balance the Right to Disconnect Policy was introduced.

The use of modern technology and the impact on individuals of feeling constantly connected meant that SLLC had to provide a balance between the opportunities new technology brings and enabling employees to switch off from work. The policy provides employees and line managers with guidance and support as to how best to apply this.

SLLC also recognised the benefits to individuals and the organisation in adopting a four day week where possible.

Some of the benefits to staff are summed up here by Liz Rodger, Librarian Quality Manager:

'I have worked within South Lanarkshire since 2001. I have worked a variety of work patterns over the years, full and part-time, however I currently work a reduced working week - Tuesday to Friday.

When I worked Monday – Friday I always felt the weekend was too short, no sooner finished on Friday and it was Monday morning again. Adding the Monday to the weekend has made it much more of a break, a better work life balance and I think I enjoy work more for having that free time.

I use my time on a Monday to meet with friends in the morning, followed by lunch and shopping etc and before my elderly mother passed away, I used this time to be with her.

I now have two granddaughters. Having the Monday free from work allows me to support my son and daughter-in-law with childcare – we often use the Monday to go on outings etc.

I really enjoy my work but I think this is in part because of the four day week. I have a good work life balance and have the time to meet up with friends whom I'd seldom see if I were to work five days.

There isn't a downside – I work more effectively and if necessary am happy to switch my day off to accommodate meetings or training sessions, but this seldom happens. The key to making it work is good communications with colleagues and when necessary, a degree of flexibility'



Liz and her friends on their way to walk the West Highland Way

## ...contd Working for SLLC

### More Connected

SLLC uses a flexible learning approach of e-learning and in person sessions to ensure staff continue to expand their knowledge base, develop within their roles and learn new skills.

E-learning allows staff to choose when they learn and at their own pace, and they can revisit the course many times to review subjects to refresh learning. Additionally, disruption to work time is minimised as staff can log in to e-learning within their workplace.

We all learn in different ways, so offering a variety of methods using a blended approach, offers staff a style that suits them and allows their learning to be a success.

**1,339 staff**  
undertook Learn online  
modules in 2022/23

**312 staff**  
attended in-person  
training courses

**4,999 staff**  
Learn online  
modules completed

## Gender Pay Gap

SLLC reported on our Gender Pay Gap based on data as at 5 April 2022. SLLC had 1,338 full pay relevant employees (543 males and 795 female) who were included in our findings. Full-pay employees are those who have been paid their usual full basic wage on 5 April 2022 and casual workers who have worked between the dates 28 March 2022 to 24 April 2022.

The company has a mean gender pay gap of 3.0%, which is over 11% less than the national average of 14.7% as stated on the Office for National Statistics website and zero median pay gap, compared to the official UK government figure of 14.9%.

## Health and Safety

This year has seen a return to the more 'traditional' side of Health and Safety with observational audits continuing to be undertaken. A full programme of audits has been scheduled to take place.

South Lanarkshire Leisure and Culture Limited had 48 Landlord (including Fire Risk Assessment) audits conducted by South Lanarkshire Council throughout the course of the year.

The Institute of Occupational Safety and Health (IOSH) training has resumed with four refresher courses taking place and four new courses, to allow further development of staff and to ensure continuing compliance in relation to our duties under our health and safety policy. The health and safety function continues to provide managers and officers with the relevant information and support they require to remain compliant.

The health and safety function has also been aware of its carbon footprint and therefore invested, as an ongoing commitment, to achieve greater reductions by reducing the level of printing and use of paper by utilising current technology to inform and support staff.



# Financial Review

The principal funder for the year 2022/23 was South Lanarkshire Council (SLC). The service fee we receive allows the Company to set its annual revenue budget. There have been a number of pressures during the year including inflation, and income pressures as SLLC tackled post covid recovery and these pressures were actively managed including support provided by the Council. An extraordinary item of expenditure was incurred during 2022/23, being the settlement of an outstanding employee tribunal case. £580,000 of funds had been placed into the general reserve at the end of the previous financial year (2021/22) and were drawn down and used to provide for the majority of this settlement with the balance funded from a better than expected overall operating position. The prior year figures were restated to take account of over accrued expenditure of £330,955. This resulted in a decrease in accruals of £330,955; and a decrease in prior year expenditure of £42,021; which resulted in an increase in general funds excluding pension reserves of £330,955 in both the consolidated and company financial statements. The general Fund excluding Pension reserve is £806K at the year end. The net movement in total reserves, including general, designated, restricted and pension reserves, shown in the 2022/23 Statement of Financial Activities was £7.120m and Charity reserves as £7.126m

## Post balance sheet events

On 3 April 2023, SLLC converted to a Scottish Charitable Incorporated Organisation (SCIO) and will now be known as South Lanarkshire Leisure and Culture SCIO. All assets and liabilities of the Limited Company were transferred to the SCIO on this date and existing funding arrangements with South Lanarkshire Council remain in place.

The financial statements have been prepared for the period 1 April 2022 to 2 April 2023 but the comparatives are for the year to 31 March 2023 as SLLC converted to a Scottish Charitable Incorporated Organisation (SCIO) on 3 April 2023. The charitable company decided to extend the current period by 2 days which is longer than the comparatives as allowed by Companies Act.

## SLL Trading Limited

The Company's wholly owned subsidiary, SLL Trading Limited, generated turnover of £1,162k (2021/22: £780k) and a profit before taxation of £22k (2021/22: £16k). The subsidiary company has gifted its profits from 2021/22 in full to the parent company through the gift aid scheme. The principal activity of the trading company is the provision of vending and catering services within the leisure and cultural facilities operated by South Lanarkshire Leisure and Culture Limited.

## Reserves Policy

The Board monitors the reserves position of the Company on a regular basis. As at 2 April 2023, the Group General Fund excluding pension reserve amounts to £806k (2022 restated: £959k). The Repairs and Renewals Fund is used mainly to fund the replacement of health and fitness equipment and other asset improvements across the Company's facilities. As at 2 April 2023, the Repairs and Renewals Fund amounts to £235k (2022: £247k). Free Reserves (including designated funds) at 2 April 2023 amount to £496k (2022 restated: £720k). The Group Free reserves have been calculated as unrestricted funds excluding the pension reserve, adjusted for fixed assets and related long term creditors. As at 2 April 2023, total Restricted Funds held amount to £877k (2022: £720k). This relates to balances held on projects and initiatives for which grant funding is received from external bodies and organisations. The Group Balance Sheet shows a net asset position of £4,026k (2022 restated: £11,146k). This is attributable to a net asset of the pension fund of £2,108k (2022: £9,175k). This increase in asset value follows further changes in financial assumptions made by the pension fund actuaries.

## Investment Powers and Policy

The Board is permitted through the Memorandum and Articles of Association to invest and deal with funds not immediately required in such investments as may be thought fit. Surplus cash this year was deposited with the Bank of Scotland. For comparison purposes, the performance of the account is benchmarked against the SONIA (Sterling Overnight Index Average) which is the average of the interest rates that banks pay to borrow sterling overnight from other financial institutions and other institutional investors. During 2022/2023 the average interest rate achieved was 0.07%. (2021/22: 0.09%) against a benchmark rate of 2.26% (2021/22: 0.14%).

## Disclosure of information to the auditor

In so far as the directors are aware:

- there is no relevant audit information of which the Company's Auditor is unaware; and
- the Directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the Auditor is aware of that information.

### Five Year Financial Performance

Group Results	18/19	19/20	Restated	Restated	
	000s	000s	20/21	21/22	22/23
Unrestricted General Funds					
Expenditure	35,841	35,651	29,350	32,541	40,112
Income	35,717	35,607	29,562	33,137	39,947
<b>Surplus/(Deficit)</b>	<b>(124)</b>	<b>(44)</b>	<b>212</b>	<b>596</b>	<b>(165)</b>
<b>General Reserve</b>	<b>60</b>	<b>40</b>	<b>321</b>	<b>959</b>	<b>806</b>
<b>Repairs &amp; Renewals Fund</b>	<b>382</b>	<b>358</b>	<b>289</b>	<b>247</b>	<b>235</b>
Restricted Funds					
Expenditure	1,404	1,441	1,484	1,472	1,703
Income	1,274	1,471	1,101	1,606	1,591
<b>Restricted Fund Balances</b>	<b>486</b>	<b>516</b>	<b>899</b>	<b>765</b>	<b>877</b>

## Governance

South Lanarkshire Leisure and Culture Limited is a company limited by guarantee, a registered charity, and an Arm's Length External Organisation of South Lanarkshire Council, our principal funder.

Since the establishment of South Lanarkshire Leisure and Culture Limited, new governance models have emerged. South Lanarkshire Council and South Lanarkshire Leisure and Culture Limited have worked together to consider which governance model will deliver the best outcomes for both organisations. The proposal to move to a Scottish Charitable Incorporated Organisation (SCIO) was agreed by both South Lanarkshire Council and the South Lanarkshire Leisure and Culture Limited Board.

The agreed date for transfer to the new SCIO was set for 3 April 2023. SLL Trading will become a subsidiary of the SCIO.

### Directors:

**Dr Avril Osborne (Chair from November 2022)** (appointed 15 September 2022)

**Alan Morrison (Ad Interim Chair)** (appointed 4 May 2022)

**Councillor John Anderson** (appointed 22 June 2022)

**Dr Angela Beggan**

**Neil Brown** (appointed 15 September 2022)

**Councillor Andrea Cowan** (appointed 22 June 2022)

**Robert Craig**

**Craig Cunningham**

**Councillor Maureen Devlin** (appointed 22 June 2022)

**Chris Goudie** (appointed 15 September 2022)

**Councillor Ross Lambie** (appointed 22 June 2022)

**Paul McCormick** (resigned 31 January 2023)

**Lisa Maule** (appointed 15 September 2022)

**Councillor Mo Razzaq** (appointed 22 June 2022)

**Stephen Smellie**

**David Booth** (resigned 7 June 2022)

**Councillor Peter Craig** (Chair) (resigned 4 May 2022)

**Councillor Gerry Convery** (resigned 7 June 2022)

**Councillor Margaret Cooper** (resigned 7 June 2022)

**Councillor Lynne Nilon** (resigned 5 May 2022)

**Johan Steele** (resigned 1 June 2022)

**Chief Executive: Kay Morrison** (appointed 21 March 2022)

**Company Secretary: Nick Lansdell** (appointed 3 May 2022)

External Auditors: **Azets Audit Services**

Internal Auditors: **South Lanarkshire Council**

Legal Advisers: **Shepherd and Wedderburn LLP**

Bankers: **Royal Bank of Scotland**

Charity Number: SC032549

Company Number: SC 225702

Registered Office: Floor 5,  
Council Offices, Almada Street, Hamilton,  
ML3 0EW





Annual Strategic Report for the period ended 2 April 2023.

Further copies of this report are available in PDF format on our website or by e-mailing:  
[customer.services@southlanarkshireleisure.co.uk](mailto:customer.services@southlanarkshireleisure.co.uk)

or alternatively by contacting us at:

South Lanarkshire Leisure and Culture SCIO

Floor 5, Council Offices, Almada Street, Hamilton ML3 0EW

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

Telephone: 01698 476262

Text phone: 18001 01698 476262

or e-mail: [customer.services@southlanarkshireleisure.co.uk](mailto:customer.services@southlanarkshireleisure.co.uk)



SOUTH LANARKSHIRE  
Leisure & Culture

[www.slleisureandculture.co.uk](http://www.slleisureandculture.co.uk)

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

SLLC: 3061A(1)

2022-2023

Annual Strategic Report