

## SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Committed, board members with a wealth of experience across a number of business areas, all of whom are volunteers.</li> <li>• Committed staff across the company who want to do the right thing.</li> <li>• Facility / staff presence throughout the Borders area.</li> <li>• Knowledgeable staff.</li> <li>• Track record of delivering successful programmes within health conditions.</li> <li>• Good partnership working with sport clubs, NHS, other 3<sup>rd</sup> sector providers.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Over reliance on SBC management fee and additional funding support.</li> <li>• Loss of knowledge and experience within some teams.</li> <li>• Loss of director team over time, unsustainable flat management structure, 13 direct reports to CEO.</li> <li>• Unstable financial position.</li> <li>• Large ageing facility estate.</li> <li>• Focussed operationally, rather than strategic.</li> <li>• Traditional approach.</li> <li>• Difficult decisions require to be made, needing political support.</li> <li>• Recruitment and selection in competitive employment market.</li> <li>• Wider issues eg lack of transport and rurality of population impact on service take up.</li> <li>• ICT – duplicate networks (LB / SBC) and poor ICT / network / WI-FI in some areas.</li> <li>• Customer retention in business-critical areas.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Changes as a result of the Service Review / Transformation Programme.</li> <li>• Willingness of LB / other partners to 'do things differently'.</li> <li>• External funding, sponsorship etc as part of Funding Strategy, resourced appropriately.</li> <li>• Staff training enhanced throughout the operation.</li> <li>• Increased collaboration with the 3<sup>rd</sup> sector.</li> <li>• Digital developments.</li> <li>• Developing political support.</li> <li>• More efficient business processes through digitisation, service efficiencies £.</li> </ul>	<ul style="list-style-type: none"> <li>• SBC funding challenges – own £ resources and ringfenced funding from SG.</li> <li>• Unsustainable business model</li> <li>• Real living wage increases</li> <li>• Utility and other inflation at high levels</li> <li>• Increased competition for some services eg health and fitness</li> <li>• Customers access to some services has changed since the pandemic.</li> <li>• Lack of investment in facilities – customers voting with their feet</li> <li>• Digital offering</li> <li>• Increased competition within the health and fitness sector by national and local brands.</li> <li>• Political context</li> </ul>

## PESTLE ANALYSIS / PESTLE

POLITICAL	ECONOMIC
<ul style="list-style-type: none"> <li>• Real Living Wage increases.</li> <li>• UK / Scottish Government funding settlements and ringfencing.</li> </ul>	<ul style="list-style-type: none"> <li>• Inflationary increases, particularly with regards to utilities</li> <li>• Declining local authority budgets (in real terms), further exacerbated by ring-fencing meaning non-statutory services eg sport and leisure are disproportionately impacted.</li> <li>• Real Living Wage increases and impact on compressed salary scales.</li> <li>• General cost of living pressures for customers impact of levels of discretionary income.</li> <li>• Scottish Borders is a low wage economy.</li> <li>• Ageing population and growing uneconomically active population.</li> </ul>
SOCIAL	TECHNOLOGICAL
<ul style="list-style-type: none"> <li>• Increasing age of population.</li> <li>• Increasing health inequalities within the population.</li> <li>• Increase in working patterns post-Covid eg increase in WHF, less desire to work unsocial hours / shift patterns.</li> <li>• Increased focus on work / life balance.</li> </ul>	<ul style="list-style-type: none"> <li>• Complex and numerous booking systems / management information systems / CRM.</li> <li>• New digital developments, including AI.</li> <li>• Increased reliance on agile working capabilities.</li> </ul>
ENVIROMENTAL	LEGAL
<ul style="list-style-type: none"> <li>• Target of Scottish Borders being net zero by 2045.</li> <li>• Weather related events eg flooding and impact on buildings / business.</li> <li>• Focus on green travel, including electric vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>• Changes to employment legislation.</li> <li>• Health and Safety legislation.</li> <li>• Industry specific legislation.</li> </ul>