

# Community and Enterprise Resource Plan 2017 - 18



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## Section One – Introduction

I am pleased to introduce our Resource Plan for 2017-18 which sets out our objectives and priorities for the coming year. This is the main annual business planning document for the Resource and all of its employees. It reflects the council's key priorities as set out in the Council Plan 'Connect', provides an overview of the Resource's main areas of activity, summarises our service achievements in 2016-17, and sets out our plans for maintaining and improving services in 2017-18.

South Lanarkshire is home to more than 316,000 people and covers 180,000 hectares of land, stretching from close to the centre of Glasgow to near to the Scottish borders. Providing services in this large and diverse geographical area is a considerable challenge for Community and Enterprise Resources, and in 2017-18, the Resource will spend £99.202 million on delivering key services, plus a further £52.174 million on capital projects.

Our Resource comprises four service areas – Facilities, Waste and Grounds Services; Roads and Transportation Services; Fleet and Environmental Services; and Planning and Economic Development Services; and is supported by a Performance and Development Team and Support Team. The Resource employs 3,396 people who together provide a wide range of services for local communities, including:

- maintaining our road network to support safe and effective transport, and promoting active travel;
- collecting and disposing of waste and encouraging recycling;
- keeping our streets clean and maintaining and developing play parks, gardens and open spaces;
- promoting economic development, access to jobs, and delivering support for local businesses;
- managing programmes to tackle disadvantage and deprivation;
- providing Planning and Building Standard services which guide and control physical development and land use in the area;
- protecting public health through the delivery of environmental health services;
- supporting consumer support through trading standards services;
- delivering key services within schools and council offices, including cleaning, catering, receptionist, janitorial and crossing patrol services;
- providing bereavement services;
- managing the council's vehicle fleet, including: refuse collection, roads maintenance, street sweeping and passenger transport; and
- leading the council in developing and promoting sustainability.

The Resource also has a significant role to play in managing the relationship between the council and South Lanarkshire Leisure and Culture (SLLC). SLLC, on behalf of the council, promotes the health and wellbeing of South Lanarkshire residents through the council's museum, libraries, arts centres, indoor and outdoor sports and leisure centres, community halls and country parks.

This Resource Plan details some of our major achievements in the above areas in the last year, listed in sections 2.1 and 4.2 and Annex two of this plan. In particular, I would like to highlight the following:

- We completed the Cathkin Relief Road (a new road aimed at relieving congestion in the Rutherglen area).
- We refurbished East Kilbride Ice Rink in line with the wider town centre development.
- We resurfaced 4.84% of our road network and installed over 15,794 LEDs as part of our LED street lighting programme; and along with Strathclyde Partnership for Transport, received a



Scottish Transport Award for our approach to road safety, traffic management and enforcement.

- We rolled out our new food and garden waste collection service to the Rutherglen, Cambuslang and Clydesdale areas.
- Through employability programmes, we assisted 2,144 people to secure employment, education or training, and we assisted 1,879 businesses with grants, loans or property advice.
- We implemented our 2016-17 Tackling Poverty Programme.
- Our street cleaning service received an Association for Public Service Excellence Most Improved Performer Award.
- 98 of our schools received the Eat Safe Award from Food Standards Scotland.
- We achieved Green Flag Awards for three of our district parks: Cambuslang Park, Strathaven Park, and Castlebank Park; and Strathaven Park received a People's Choice Award, coming first in Scotland and fourth in the UK.
- We retained the Customer Service Excellence Award in our Planning Service, Building Standards Service, and Bereavement Service.
- Our Building Standards Team worked with Trading Standards and Police Scotland as part of an operation to tackle doorstep crime, resulting in a Local Authority Building Standards Scotland Customer Focus Award.
- Both our Facilities and Grounds Services received Royal Society for the Prevention of Accidents Gold Achievement Awards for their commitment to health and safety in the workplace.
- We continued to provide training to all Scottish crematoria in respect to the cremation of infants following recommendations made by the Infant Cremation Commission.

None of these achievements or awards would be possible without the commitment and efforts of our staff, and I would like to thank them for their contribution. As always, there are new challenges to face, and this Resource Plan outlines how we will develop and improve our services over the next year. Some of our priorities for the year include:

- continuing to implement the Roads Investment Programme;
- progressing the Glasgow City Region City Deal projects, including four Community Growth Area sites (at Newton, East Kilbride, Hamilton and Larkhall) and two major transport infrastructure projects in East Kilbride;
- continuing activity aimed at increasing waste recycling and reducing the council's greenhouse gas emissions;
- assisting 1,200 people into employment or training/education via our employability programmes, and managing the Tackling Poverty Programme;
- completing a new primary school community wing and synthetic pitch in Newton, and replacing Ballgreen Hall and Library with a new integrated facility within St Patrick's Primary School; and
- continuing to provide new burial ground across South Lanarkshire.

Further detail on our 2017-18 priorities is included within the action plan at section 6 of this plan and within the service plans which complement this Resource Plan (these plans are available to view on the Council intranet).

As we look forward to the challenges in the year ahead, the continued commitment and effort of all our employees remains vital in delivering the council's vision: to 'improve the quality of life of everyone in South Lanarkshire'.



**Michael McGlynn**  
**Executive Director**  
**Community and Enterprise Resources**

## Section Two – Context

### 2.0. Introduction

The challenges facing local government in Scotland continue. However, even with the ongoing financial constraints, the council continues to do everything in its power to protect and maintain vital services.

The following overview gives a brief outline of the extent of the services that we deliver. These services will be significantly impacted in the coming year by social change, legislation and policies, the council's key plans and other statutory commitments.

### 2.1. Resource overview

Here is just some of the activity which was undertaken by Community and Enterprise Resources in 2016-17:

#### **Facilities, Waste and Grounds Services**

- provided 4.718 million nutritious school meals and over 96,400 community meals to Social Work clients
- managed 166,938 tonnes of waste from 149,326 households and other council areas, and recycled 83,500 tonnes of different materials, including plastics, paper, metals, and glass
- maintained almost 2,700 hectares of diverse land types and over 3,250 gardens as part of the council's care of garden scheme
- carried out 1,260 burials and 1,650 cremations
- cleaned up over 260 items of graffiti
- attended to over 1,450 arboricultural enquiries
- provided landscape design and horticultural advice service to 28 local community groups

#### **Roads and Transportation Services**

- carried out 215 carriageway improvement and 56 footway improvement schemes and resurfaced 4.84% of the council's roads network
- completed parapet and bridge strengthening works at five locations
- completed Cathkin Relief Road and progressed the design of Greenhills / Strathaven Road corridor improvements
- continued programme of street lighting improvement/renewals by installing 15,794 LEDs within street lights and replacing 4,175 lighting columns
- completed Route Action Plan and single site works at four locations across South Lanarkshire, along with various other road safety infrastructure improvements
- delivered traffic signal and pedestrian crossing maintenance / capacity improvements and new installations at seven locations
- delivered projects aimed at increasing cycling, including: the completion of NCN 74 cycle route works between Lesmahagow and Happendon and on sections of East Kilbride cycle routes

#### **Fleet and Environmental Services**

- managed and maintained the council's fleet of 1,741 vehicles and items of plant machinery
- transported 1,060 children and adults to council facilities each day
- procured 26 new vehicles and items of plant

- carried out just under 2,540 inspections and alternative enforcement interventions at food premises and 220 health and safety inspections and investigation visits
- acted on 5,870 enquiries relating to environmental pollution, just under 4,160 pest control requests, 393 reports of stray dogs and 3,077 noise complaints, and conducted 2,439 litter and dog fouling patrols
- provided advice and assistance in relation to just over 4,030 trading standards related complaints and obtained £286,000 of redress for local consumers in terms of faulty goods and services

### **Planning and Economic Development**

- processed 4,182 planning and building warrant applications, representing several hundred million pounds of investment
- dealt with ten planning appeals
- 208 planning enforcement cases were investigated
- through employability programmes, 2,144 people successfully secured employment or commenced education or training
- 1,879 businesses were assisted via grants, loans or property advice, generating £15.69 million in sales and creating or sustaining 997 jobs
- £8.13 million external funding support was secured from Scottish Government and Lottery sources

The Resource also completed the refurbishment of East Kilbride Ice Rink.

Additional performance information in relation to all of the above services is provided at 4.2 and in Annex two of this Resource Plan.

## **2.2. Social change, legislation and policies**

### **2.2.1. Glasgow City Region City Deal**

A City Deal worth £1.13 billion for the Glasgow City Region was agreed in July 2014. The City Deal is being used to fund major infrastructure projects, drive innovation and growth, and address challenges in the local labour market. Community and Enterprise Resources' Roads and Transportation Service has been leading the delivery of three major transportation projects within the City Deal which are being undertaken to boost South Lanarkshire's access to the rest of Scotland. Cathkin Relief Road (£22 million) in Rutherglen/Cambuslang is now complete and open, with the bulk of the other projects in East Kilbride (Greenhills Road/A726 and Stewartfield Way - £23 million and £62 million respectively) taking place between 2017 and 2024.

A further City Deal project, the Community Growth Areas (£62 million), is being led by our Planning and Economic Development Service and seeks to promote private sector house building in four key locations within South Lanarkshire: Newton, East Kilbride, Hamilton and Larkhall. The Service will also seek to ensure the maximum economic and community benefits are secured and will lead discussion on a number of labour market and business innovation measures being progressed under the banner of City Deal.

### **2.2.2. Economic regeneration and tackling poverty**

Through the Sustainable Economic Growth Board, the council, together with its community planning partners, is reaffirming its commitment to generating improvements in South Lanarkshire's economy for the benefit of its businesses, communities and residents alike. To this end, Community and Enterprise Resources, through the work of Planning and Economic Development Services, will continue to provide support to businesses in 2017-18. Activity will

be focused on innovation and growth and ensuring business support activities are targeted to achieve the best outcomes.

In addition to supporting the above Sustainable Economic Growth Board, the Service also leads partnership work to tackle poverty and inequality via the Tackling Poverty and Inequalities Board. This work supports a range of activities to tackle the causes and effects of poverty, with the focus on early intervention and prevention; early years; health improvement; employability; and financial inclusion/welfare reform.

The Scottish Index of Multiple Deprivation has highlighted that there has been little shift in the relative position of South Lanarkshire Council's most deprived communities. Tackling local inequalities therefore continues to be a key challenge and priority. Welfare Reform will continue to present significant challenges in the period 2017-22 to our residents and to the council. There is strong evidence to suggest that the roll out of Universal Credit in South Lanarkshire will impact significantly on levels of poverty, and in particular, child poverty. A communication plan is in place to ensure we are effectively communicating the key messages linked to welfare reform to staff, elected members, the public and partners. Through the council's Corporate Welfare Reform group, the Resource's Planning and Economic Development Service also plays a key role in the development and delivery of the Welfare Reform Risk Register and Welfare Reform Action Plan which ensure we are aware of, and are responding to, the key risks associated with these changes.

### 2.2.3. Statutory requirements

New and revised legislation will impact on the work of the Resource in 2017-18. This includes:

| <b>Statutory requirements – Community and Enterprise Resources</b> |  |
|--|--|
| <b>Legislative area</b>  | <b>Impact</b>  |
| The Climate Change (Scotland) Act 2009                             | <p>The Climate Change (Scotland) Act 2009 places duties on the entire Scottish public sector to contribute to the delivery of national greenhouse gas emission reduction targets.</p> <p>For South Lanarkshire Council, this includes: taking action to reduce greenhouse gas emissions from the delivery of our own services, and using council powers and influence to reduce emissions in the South Lanarkshire area in general through, for example, the delivery of planning, roads and transportation and waste management services (all Community and Enterprise Resources services).</p> <p>The Act also requires all local authorities and other major players to report on what is being done to comply with climate change duties and requires the council to consider taking action to prepare for the <i>impact</i> of future climate change. Community and Enterprise Resources will take a lead role in engaging community planning partners in joint action on climate change.</p> |
| Zero Waste Strategy and the Waste (Scotland) Regulations 2012      | <p>The Scottish Government's Zero Waste Plan aims to promote the recovery and reuse of resources in waste. The strategy sets challenging targets for the recycling and composting of domestic waste by local authorities (60% by 2020 and 70% by 2025). These targets should be achieved alongside the Scottish Government's forthcoming ban on the land-filling of municipal biodegradable waste. Community and Enterprise Resources' Waste Service has</p>   |

| <b>Statutory requirements – Community and Enterprise Resources</b> |   |
|--|---|
| <b>Legislative area</b>  | <b>Impact</b>   |
|  | already completed the roll out of new recycling services to help achieve these targets, and in 2017-18 will review service delivery and aim to further improve the quality and quantity of recycling material collected.  |
| Community Empowerment (Scotland) Act 2015                          | The Scottish Government introduced this Act which contains diverse proposals with potential implications for Community and Enterprise Resources. As well as permitting the Scottish Government to set national outcomes relating to functions carried out by local authorities, the Act includes new ways for communities to take on public sector assets and be involved in community planning. This legislation could potentially impact on assets owned /managed by South Lanarkshire Leisure and Culture and Facilities, Waste and Grounds Services.  |
| Flood Risk Management (Scotland) Act 2009                          | Flood Risk Management Strategies published by SEPA for all 14 Local Plan Districts within Scotland set the national direction of future flood risk management, helping to target investment and coordinate actions across public bodies.<br><br>Local Flood Risk Management Plans (LFRMPs), which were developed in parallel with the Strategies, were published by local authorities in June 2016. These LFRMPs provide local detail on the funding and delivery timetable for actions in 2016-21, and will be updated every six years. As the council is a Responsible Authority under the Flood Risk Management Act, Community and Enterprise Resources' Roads and Transportation Services continue to be heavily involved in undertaking relevant actions set out within two of these LFRMPs and in the development of the next phase of Strategies and LFRMPs. |
| Planning Review  | New legislation will be introduced in 2017 aimed at improving and modernising the Scottish planning system. It will include proposals for reconfiguring the development plan system, setting out proposals for using the planning system to assist in the delivery of infrastructure, changes to the development management system aimed at improving its efficiency and transparency, new methods of community engagement, and enhancing the role of IT in the delivery of the planning system. This will require the Council's existing processes and procedures to be reviewed and updated to ensure they accord with the new legislation.   |
| General Data Protection Regulation                                 | Work will be required in implementing the General Data Protection Regulation.   |

Specific actions to address these legislative impacts are detailed in Section 6 (Action Plan) of the Resource Plan. Legal Services will assist all Resources to meet the demands of new and changing legislation.



## 2.3. The Council Plan, the Community Plan, and the Local Outcomes Improvement Plan (LOIP)

**2.3.1. Community planning** is the process through which public services come together to positively change local situations. The Community Planning Partnership (CPP) 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. Through the 2015 Community Empowerment Act, the Scottish Parliament gave a statutory purpose, for the first time, to community planning: to focus on improving outcomes and tackling inequalities in outcomes. This includes those communities (covering areas and/or groups of individuals) experiencing the poorest outcomes.

**2.3.2.** The legislation calls for the Community Planning Partners to develop 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. The requirement is for a LOIP that demonstrates a clear, evidence-based, robust and strong [understanding of local needs, circumstances and aspirations](#) and how these can vary for different places and population groups in South Lanarkshire or between South Lanarkshire and Scotland as a whole.

The LOIP is seen as a key element in the delivery of public service reform at local level. It will provide a shared vision and focus and binds the public sector to making a decisive improvement on local outcomes. This can involve developing new and different ways of working, behaviour and performance under strong [governance, accountability](#), and operating arrangements.

The strategic themes of the CPP and the LOIP are clearly aligned to the Ambitions in the Council Plan, Connect 2017-22, as shown below.

| Partnership strategic theme      | Connect Ambition                                 |
|----------------------------------|--|
| Community safety and crime       | Make communities safer, stronger and sustainable |
| Health and wellbeing             | Improve health, care and wellbeing               |
| Sustainable economic growth      | Promote economic growth and tackle disadvantage  |
| Tackling poverty and deprivation | Promote economic growth and tackle disadvantage  |
| Children and young people        | Get it right for children and young people       |

The Council Plan is considered in more detail in Section 3.

## 2.4. Other commitments

### 2.4.1. Partnership working

Community and Enterprise Resources has significant responsibilities when working in partnership with others, and the role played by partnerships in shaping and delivering services is increasingly important. These partnerships are identified and reviewed within the Resource's Partnership Risk Register on an annual basis. Here are just some of them:

- City Region City Deal
- Glasgow & Clyde Valley Strategic Development Plan Joint Committee
- New Lanark Partnership
- Clyde Gateway Partnership
- Lanarkshire Area Tourism
- Business Gateway
- University of West of Scotland
- Road Safety West of Scotland
- Flood Risk Management Plan Districts
- Sustainability Partnership
- Waste Partnership
- Friends' organisations for local nature sites
- Public Health Partnership
- Police Scotland Trading Standards Attachment

- East Kilbride Task Force
- Supplier Development Programme
- Community Regeneration Partnership
- West of Scotland Loan Fund
- Rural Partnership
- Scottish Chief Officers of Transportation
- South Lanarkshire Greenspace Partnership
- South Lanarkshire Outdoor Access Forum
- Biodiversity Partnership
- Clyde and Avon Valley Landscape Partnership
- Strathclyde Partnership for Transport

#### 2.4.2. Service reviews

During 2016-17, efficiency reviews of the following services were undertaken (many are still underway):

- Finance (all Resources)
- Employability
- Regeneration (all Resources)
- Overtime (all Resources)
- Working patterns
- Advice and voluntary sector (all Resources)
- Fleet
- Facilities Management
- South Lanarkshire Leisure and Culture
- Contracts (all Resources)
- Planning and Building Standards
- Roads and Transportation
- Policy and Strategy (all Resources)
- Business Administration (all Resources)
- Waste Management

The recommendations, action plans and changes to service delivery from these service reviews will be introduced during 2017-18.

Further service efficiency reviews, including Ground Services, will continue to be examined in the coming year.

#### 2.4.3. Equality and diversity

Equality is an integral part of achieving best value and is an underpinning value of the council's vision to improve the quality of life of everyone in South Lanarkshire. The council is committed to: eliminating discrimination, harassment and victimisation; promoting equality of opportunity; and fostering good relations in all that it does. In doing so, it will reduce disadvantage and deprivation arising from its own activities and will work with others to do so in the South Lanarkshire area.

Community and Enterprise Resources has a key role to play in delivering the council's equality outcomes, and will take forward the following key actions:

- Increase employability within the community, and support vulnerable groups to make the transition into employment.
- Ensure the transport provision reflects the needs of the community and encourage active travel.
- Monitor the parking requirements for disabled people on an ongoing basis to ensure individuals can participate in day to day life.
- Take account of older and disabled people's needs when street-scaping throughout South Lanarkshire's shopping centres to ensure they are accessible.
- Ensure inclusive design is adhered to when designing buildings in South Lanarkshire and that vulnerable groups are consulted and involved regarding changes to buildings in their community.

#### 2.4.4. Sustainable development

Sustainable development is an integral part of best value and is also a priority for the council. The council has a statutory requirement under the Public Sector Climate Change Duties to: reduce carbon emissions arising from its own activities and to work with others to reduce those

of the South Lanarkshire area in general; adapt to current and future changes in climate to ensure continued service delivery; and promote the sustainable development of the council and our local communities. The council also has a statutory requirement under the Biodiversity Duty to further the conservation of biodiversity.

Community and Enterprise Resources has a key role to play in delivering aspects of the council's Sustainable Development Strategy; Climate Change Duties Improvement Action Plan; and the Biodiversity Implementation Plan, both in co-ordinating activity around these areas for the council as a whole, and in delivering particular aspects of the aforementioned strategy and plans, including: carbon management, biodiversity and countryside services, environmental protection, waste management, development planning, transportation, and supporting community regeneration.

#### 2.4.5. Information governance

Community and Enterprise Resources recognises that good information governance is necessary for the Resource and the council to carry out its functions efficiently and effectively.

The Information Governance Board, which has representation from all Resources, oversees the council's information management activities, driving forward improvements and developing policies, procedures and guidance. The framework for information governance is provided by the Information Strategy 2014-17. This strategy outlines a number of key actions which will ensure that all Resources will progress improvement in the management of information throughout the council.

The council's first Records Management Plan was submitted to the Keeper of the Records at the National Records of Scotland in December 2016. This was a statutory requirement of the Public Records (Scotland) Act 2011.

Improvement actions from the National Records of Scotland assessment of the Record Management Plan will be an integral part of the redevelopment of the council's Information Strategy, which will be reviewed in 2017.

#### 2.4.6. Top risks

To successfully manage risk, council and resource plan objectives must inform the council's risk management arrangements. The council reviews its top risks each year and common themes are identified.

##### **The top risks identified for the council are:**

- Reduction in council funding, resulting in difficulties maintaining front line services
- Potential liability arising from claims of historic abuse
- Failure to maintain the required pupil/teacher ratio
- Information management not subject to adequate control
- Fraud, theft, organised crime and cyber attacks
- Failure to achieve results and demonstrate continuous improvement, through leadership, good governance and organisational effectiveness
- Failure to work with key partners to achieve the outcomes of the Local Outcome Improvement Plan
- The council is not sufficiently prepared to deliver the Integration Joint Board Strategic directions set out in the Strategic Commissioning Plan 2016-19
- Increasing levels of adverse weather

In the coming year, Community and Enterprise Resources will take forward all reasonable necessary actions, where appropriate, to mitigate or reduce the Resource's exposure to these key risks.

#### 2.4.7. Benchmarking

Best value, a concept first introduced into the public sector through the Local Government (Scotland) Act 2003, seeks to drive continuous improvement in public service delivery. Best value has entered a new era which is intended to bring about more proportionate and risk-based external scrutiny of councils by national inspection bodies; placing greater emphasis on the use of self-assessment, benchmarking and public performance reporting to promote continuous improvement.

With the support of the Accounts Commission, the Society of Local Authority Chief Executives (SOLACE) has been working with the Improvement Service and has established a Local Government Benchmarking Framework (LGBF) and indicators for council services in Scotland.

The move away from league tables to benchmarking is to enable comparisons to be made on spending and performance between similar council groups (these are called family groups) and to share areas of good practice and innovative ideas, with a long term aim to improve performance.

The LGBF indicators are included in this Resource Plan and, along with many other indicators and measures, will be monitored throughout the year. Performance against these indicators can be found in our [Public Performance Reports](#).

The results for all Scottish councils and the family groups can be found on the online tool [mylocalcouncil](#).

#### 2.4.8. External regulations and inspection

Community and Enterprise Resources will be subject to further requirements stemming from legislation and government policy that influence service delivery. The Best Value framework and the Shared Risk Assessment continue to focus on overall council efficiency, self-assessment, performance and improvement.

#### 2.4.9. Digital and ICT Strategy

The council's Digital and ICT strategy sets out how South Lanarkshire Council will use new technologies to help deliver its vision 'to improve the quality of life of everyone in South Lanarkshire'. It describes how services will be delivered as 'Digital First' and how we will work with partners, service users and suppliers to create the data infrastructure to support digital services. The strategy also sets out the technical foundations necessary to realise the council's digital vision. This includes ensuring that appropriate and sustainable computer systems, networks, ICT skills, software and data services are in place to support the transformation to a Citizen Centric and Digital Council both in the short term and in the years beyond.



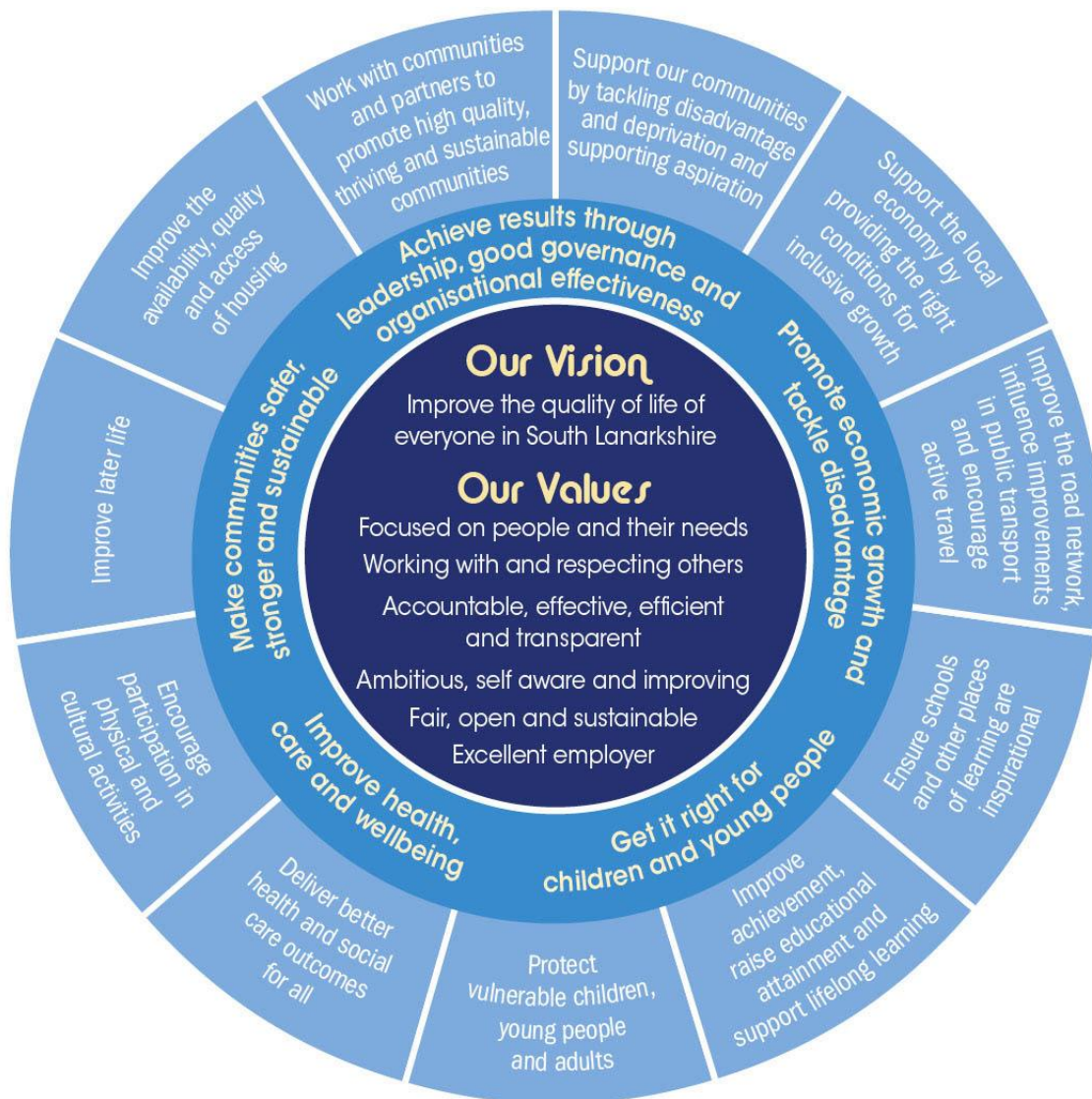
## Section Three - The Council Plan - Connect

### 3.0. 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 our values, influences everything that we do.

Our five ambitions circle our vision and values, linking our 11 objectives in the outer ring to the wider work in our communities and with our other public partners.

The wheel diagram below is designed to show how our six core values, five ambitions and 11 objectives interact with one another. For example, success in giving our children a better start in life links to early learning, their wellbeing, improvement in achievement and attainment and developing their skills for learning, life and work. This will lead to better prospects and improve life chances for young people and the economy as a whole.



### **3.1. Resource Objectives**

Community and Enterprise Resources has established the following Resource objectives to support the delivery of Connect objectives in 2017-18.

#### **3.1.1. Connect objective – Deliver better health and social care outcomes for all**

By working towards this objective, the council aims to assist individuals and communities to achieve good health and wellbeing.

To support the delivery of this Connect objective, Community and Enterprise Resources has developed the following Resource objective:

- provide opportunities for all school children to access nutritious school meals

The main action in this area is to provide 4.8 million nutritious school meals to South Lanarkshire Council pupils, including the provision of free school meals for primary 1-3 pupils.

#### **3.1.2. Connect objective – Improve the availability, quality, and access of housing**

By working towards this objective, the council aims to ensure that housing needs will be met, with good quality, affordable and energy efficient homes.

To support the delivery of this Connect objective, Community and Enterprise Resources has developed the following Resource objective:

- ensure an adequate supply of housing, industry and business land and green space is maintained

The main action in this area is to monitor the Local Development Plan policies to ensure at least a five year supply of housing land is maintained, as well as an adequate supply of land for business and green space.

#### **3.1.3. Connect objective – Improve the road network, influence improvements in public transport and encourage active travel**

By working towards this objective, the council aims to ensure that South Lanarkshire's road and public transport network enables the flow of people, goods and services.

To support the delivery of this Connect objective, Community and Enterprise Resources has developed the following Resource objectives:

- implement the Roads Investment Programme
- provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport
- encourage active travel and recreational access to the outdoors

The main actions in this area include: implementing the Roads Investment Programme, delivering two transport infrastructure projects in East Kilbride as part of the City Deal, extending the network of cycle routes, upgrading, maintaining and promoting path networks, and extending the Clyde Gateway.

#### **3.1.4. Connect objective – Work with communities and partners to promote high quality, thriving and sustainable communities**

By working towards this objective, the council aims for South Lanarkshire to be an environmentally responsible, clean, attractive and well-designed place to live, work and play.

To support the delivery of this Connect objective, Community and Enterprise Resources has developed the following Resource objectives:

- provide Planning and Building Standards services which guide and control physical development and land use in the area
- sustain the quality of our town and neighbourhood centres
- work with developers and public and private sector partners to deliver the Community Growth Areas City Deal project
- reduce the number of road casualties through road safety improvements and initiatives
- provide consumer protection through the work of our Consumer Advice and Trading Standards Service
- improve the quality of streets, parks and other public areas
- create high quality cemeteries and provide sustainable options for burial
- provide services which help local communities to become more sustainable
- improve the council's environmental performance and reduce its greenhouse gas emissions
- safeguard health through an effective environmental services regulation and enforcement service
- regenerate and bring back into use vacant and derelict and contaminated land
- protect biodiversity and enhance green space in South Lanarkshire

The main actions in this area include: progressing the Community Growth Area sites within the City Deal project, maintaining street cleanliness and grounds, reducing waste and increasing recycling, improving urban green spaces, undertaking regulatory activity designed to protect consumers, providing a school crossing patrol service, delivering road safety improvements aimed at reducing road accidents, and engaging community planning partners in joint action on climate change.

### **3.1.5. Connect objective – Support the local economy by providing the right conditions for inclusive growth**

By working towards this objective, the council aims to create the right environment for business growth to help people find employment and communities to thrive.

To support the delivery of this Connect objective, Community and Enterprise Resources has developed the following Resource objectives:

- implement the South Lanarkshire Economic Strategy and support the development and implementation of the Glasgow City Region Economic Strategy and City Deal
- support unemployed people into jobs, training or further education and prioritise efforts to support young people into the job market
- support local businesses through the delivery of business support programmes
- develop the area's tourism potential
- implement the Lanarkshire Leader Rural Development Strategy
- support key voluntary organisations and help to develop the social economy

The main actions in this area will include: implementing the South Lanarkshire Economic Strategy, developing and progressing employability services, delivering services to businesses, implementing the Tourism Strategy, and improving volunteering opportunities.

### **3.1.6. Connect objective – Support our communities by tackling disadvantage and deprivation and supporting aspiration**

By working towards this objective, the council aims to improve the quality of life in the most deprived neighbourhoods and communities in South Lanarkshire.

To support the delivery of this Connect objective, Community and Enterprise Resources has developed the following Resource objective:

- lead partnership approaches to tackling the causes and effects of poverty and inequality

The main actions in this area include contributing to the preparation of the Local Outcome Improvement Plan (see 2.3.2.) and managing the Tackling Poverty Programme.

### **3.1.7. Connect objective – Encourage participation in physical and cultural activities**

By working towards this objective, the council aims to promote participation in cultural activities and support healthier lifestyles.

To support the delivery of this Connect objective, Community and Enterprise Resources has developed the following Resource objectives:

- provide quality leisure facilities and develop integrated community facilities within new primary schools
- maintain attendances at SLLC facilities by actively promoting the facilities to the local community and visitors to the area

The main actions in this area include upgrading our community facilities and maximising the number of individuals engaging in cultural activities and participating in physical activity at our leisure facilities.

### **3.1.8. Delivering the Plan and achieving Best Value**

To support the delivery of the Council Plan and achieve Best Value, Community and Enterprise Resources has developed the following Resource objectives which govern how we carry out our business and deliver all our services:

- provide sound financial stewardship for the council
- deliver and communicate the Council Plan and ensure high standards of governance
- develop improvement activity and promote scrutiny
- promote equality and the wellbeing of staff
- improve the skills, flexibility and capacity of the workforce
- other actions in support of delivering the Plan and achieving Best Value

The main actions in this area include: carrying out self-assessment and benchmarking activity, dealing with information requests, monitoring key personnel policies, and co-ordinating the Resource's IT projects.



## Section Four – Performance and results

### 4.0. Introduction

In this section we report our key performance and results for the financial year just ended 2016-17.

### 4.1. Performance against Resource Plan objectives 2016-17

The Community and Enterprise Resources' Resource Plan for 2016-17 had 170 measures set against 13 of the council objectives. Performance against these measures was as follows:

| Council objective  | Green        | Amber       | Red         | Report later | Total       |
|--|--------------|-------------|-------------|--------------|-------------|
| Improve road network and influence improvements in public transport  | 11           |             |             | 5            | 16          |
| Support the local economy by providing the right conditions for growth, improving skills and employability | 32           |             |             | 4            | 36          |
| Tackle disadvantage and deprivation  | 3            |             |             |              | 3           |
| Develop a sustainable council and communities  | 11           | 3           |             | 2            | 16          |
| Improve the quality of the physical environment  | 11           | 3           | 1           | 1            | 16          |
| Improve community safety   | 8            |             |             |              | 8           |
| Improve and maintain health and increase physical activity   | 12           | 4           | 1           |              | 17          |
| Promote participation in cultural activities and provide quality facilities to support communities         | 2            | 2           | 2           |              | 6           |
| Strengthen partnership working, community leadership and engagement  | 6            |             |             | 8            | 14          |
| Provide vision and strategic direction   | 2            |             |             | 1            | 3           |
| Promote performance management and improvement   | 11           |             |             | 10           | 21          |
| Embed governance and accountability  | 6            |             |             | 1            | 7           |
| Achieve efficient and effective use of resources   | 6            |             |             | 1            | 7           |
| <b>Total</b>   | <b>121</b>   | <b>12</b>   | <b>4</b>    | <b>33</b>    | <b>170</b>  |
| <b>%</b>   | <b>71.2%</b> | <b>7.1%</b> | <b>2.3%</b> | <b>19.4%</b> | <b>100%</b> |

### Key to performance monitoring system:

|                     |  |
|---------------------|--|
| <b>Green</b>        | The timescale or target has been met as per expectations   |
| <b>Amber</b>        | There has been minor slippage against timescale or minor shortfall against target  |
| <b>Red</b>          | There has been major slippage against timescale or major shortfall against target  |
| <b>Report later</b> | For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available |

### 4.2. Key achievements

The following table highlights achievements during the financial year 2016-17.

| <b>Council objective: Improve road network and influence improvements in public transport</b>  |  |
|--|--|
| <b>Resource objective</b>  | <b>Achievement</b>   |
| Implement the Roads Investment Programme for road and footway improvements   | Continued to implement the Roads Investment Programme, with 215 carriageway schemes and 56 footway schemes undertaken during the year, resulting in 4.84% of the road network being resurfaced during this period.   |
| <b>Council objective: Support the local economy by providing the right conditions for growth, improving skills and employability</b> |  |
| <b>Resource objective</b>  | <b>Achievement</b>   |
| Support the Glasgow and Clyde Valley City Deal in the delivery of infrastructure, employability and business competitive projects    | Completed the Cathkin Relief Road (a brand new road aimed at relieving congestion in the Rutherglen area) – opened on 24 <sup>th</sup> February 2017.<br>Progressed Glasgow City Region City Deal Community Growth Area projects, with Outline Business Cases approved by the City Region Cabinet for the Hamilton and Larkhall areas. |
| Support local businesses through development and delivery of business support programmes   | Assisted 1,879 businesses with grants, loans or property advice during the year, helping to generate £15.69 million in sales and creating or sustaining 997 jobs.  |
| Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs                        | Through our employability programmes, helped 2,144 people secure employment or commence education/training. In the calendar year 2016, the South Lanarkshire employment rate for the 16-64 age group was 75.2% - 2.3% above the Scottish average (72.9%).  |
| <b>Council objective: Tackle disadvantage and deprivation</b>  |  |
| <b>Resource objective</b>  | <b>Achievement</b>   |
| Oversee and monitor the implementation of the Tackling Poverty Programme   | Implemented the 2016-17 Tackling Poverty Programme.  |

| <b>Council objective: Develop a sustainable council and communities</b>   |  |
|---|--|
| <b>Resource objective</b>   | <b>Achievement</b>   |
| Provide services and infrastructure which help local communities to become more sustainable   | Completed the roll out of new food and garden waste collection services across South Lanarkshire, with the service rolled out to Rutherglen / Cambuslang and Clydesdale. In 2016-17, the Council achieved a household waste recycling rate of 53.1% (against the annual target of 50%).  |
| <b>Council objective: Improve the quality of the physical environment</b>   |  |
| <b>Resource objective</b>   | <b>Achievement</b>   |
| Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities | Achieved a high independently assessed score for grounds maintenance - 74, against annual target score of 70. Published 2015-16 street cleanliness scores show 98% of our streets to be of an 'acceptable' standard, placing us third of 32 local authorities in Scotland.               |
| <b>Council objective: Improve community safety</b>  |  |
| <b>Resource objective</b>   | <b>Achievement</b>   |
| Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives  | Continued the programme of street lighting improvements, installing 4,175 lighting columns and commencing the second phase of the LED improvement programme - 15,794 LED luminaires were installed this financial year.  |
| <b>Council objective: Improve and maintain health and increase physical activity</b>  |  |
| <b>Resource objective</b>   | <b>Achievement</b>   |
| Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle   | Refurbished East Kilbride Ice Rink in line with the wider town centre development  |
| <b>Council objective: Promote participation in cultural activities and provide quality facilities to support communities</b>                                |  |
| <b>Resource objective</b>   | <b>Achievement</b>   |
| Improve facilities for arts and cultural activities and provide quality facilities to support communities   | 0.56 million visitors attended South Lanarkshire Leisure and Culture cultural venues, exceeding the annual target by 2.2%.   |
| <b>Council objective: Strengthen partnership working, community leadership and engagement</b>   |  |
| <b>Resource objective</b>   | <b>Achievement</b>   |
| Strengthen partnership working, community leadership and engagement   | Achieved high satisfaction results in customer surveys for Environmental Health service (85%), Consumer Advice and Trading Standards service (100%), the Cleaning and Catering service (98%), the Bereavement service (95%), and South Lanarkshire Leisure and Culture facilities (96%). |

| <b>Council objective: Promote performance management and improvement</b> |   |
|--|---|
| <b>Resource objective</b>  | <b>Achievement</b>  |
| Promote performance management and improvement                           | Customer Service Excellence Awards were retained by the Bereavement Service, the Planning Service and the Building Standards Service. |

Additional achievements and performance information are listed in Annex two of this plan.

#### 4.3. Key measures not achieved

Four measures have been classified as 'red' (there has been major slippage against timescale or shortfall against target) against the 2016-17 Resource Plan. Details are as follows:

| <b>Council objective: Improve the quality of the physical environment</b>  |  |   |   |
|--|--|---|---|
| <b>Resource objective: Assess and determine development proposals in line with Planning and Building Standards legislation and the council's Local Development Plans</b> |  |   |   |
| <b>Action</b>  | <b>Measure</b>   | <b>Progress</b>   | <b>Management action, responsibility, deadline</b>  |
| Manage processing of planning applications to ensure needs of applicants and the community are met   | 70% of major planning applications determined within four months | In 2016-17, 40% of major applications were determined within four months. | <p>These figures are an improvement on the previous two years, when 25% and 23.8% of major applications were determined within four months.</p> <p>Alternative planning indicators are being included within next year's Resource Plan in line with indicator results reported to Scottish Government - includes 'average processing time for major planning applications' and 'percentage approval rate' (will provide more rounded picture of SLC's planning performance).</p> <p>Head of Planning and Economic Development</p> |



| <b>Council objective:</b> Promote participation in cultural activities and provide quality facilities to support communities         |   |  |  |
|--|---|--|--|
| <b>Resource objective:</b> Improve facilities for arts and cultural activities and provide quality facilities to support communities |   |  |  |
| <b>Action</b>  | <b>Measure</b>  | <b>Progress</b>  | <b>Management action, responsibility, deadline</b>   |
| Achieve target number of attendances at museums  | Achieve target number of visits to/usages of council funded or part-funded museums per 1,000 population (762) | The number of visits to/usages of council funded or part-funded museums in 2016-17 per 1,000 population (593.82) is 20% below the annual target. | Attendances at museums have declined compared to the previous year due to the closure of the David Livingstone (DL) Museum for refurbishment. Bad weather and improved recording methods at Chatelherault Museum also contributed to the lower number compared to the previous year. |
|  | Achieve target number of those visits that were in person per 1,000 population (597)                          | The number of those visits which were in person per 1,000 population in 2016-17 (454.4) was 22% below the annual target                          | Targets for 2017-18 have been reviewed to take cognisance of the closure of the DL Museum.<br><br>General Manager<br>SLLC  |

| <b>Council objective:</b> Improve and maintain health and increase physical activity   |   |  |   |
|--|---|--|---|
| <b>Resource objective:</b> Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle |   |  |   |
| <b>Action</b>  | <b>Measure</b>  | <b>Progress</b>  | <b>Management action, responsibility, deadline</b>  |
| Maximise the number of attendances at leisure facilities   | Maintain number of attendances per 1,000 population for other indoor sports and leisure facilities, excluding pools in a combined complex (4,827) | The number of attendances per 1,000 population for other indoor sports and leisure facilities in 2016-17 (4,400) is 7.8% lower than the previous year, due to a continued fall in gym memberships, the closure of Burnhill Recreation Centre, and the closure of EK Ice Rink for eight months of the year. | An increase in 2017-18 attendances at indoor sport and leisure facilities is anticipated for a number of reasons: <ul style="list-style-type: none"> <li>• more targeted marketing aimed at increasing fitness memberships;</li> <li>• the growing ACE junior membership; and</li> <li>• the reopening of East Kilbride Ice Rink in December 2016.</li> </ul> General Manager<br>SLLC |

#### 4.4. Benchmarking

Community and Enterprise Resources benchmarks its performance across 27 Local Government Benchmarking Framework (LGBF) indicators. The Improvement Service

recently published the 2015-16 LGBF results (with the 2016-17 results due at the end of 2017).

In 2015-16, the Resource's performance was higher than the Scottish average for 16 of these indicators and below the Scottish average for 11 of the indicators. The following tables show two areas where our performance was above the Scottish average and in the top quartile of the 32 local authorities, and two areas where our performance is below the Scottish average and in the fourth quartile.

| <b>(Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site</b>   |                |                |                |
|---|----------------|----------------|----------------|
| <b>Year</b>   | <b>2013-14</b> | <b>2014-15</b> | <b>2015-16</b> |
| <b>SLC</b>  | 0.8 hours      | 0.5 hours      | 0.51 hours     |
| <b>Scotland</b>   | 80.7 hours     | 58.9 hours     | 70.3 hours     |
| <p>In 2015-16, we responded to domestic noise complaints within an average timescale of half an hour – the same as the previous year and within our two hour target. This response time was also substantially lower than the Scottish average figure of 70.3 hours (70 hours and 18 minutes). The reason for this is the nature and scope of the service provided by our Environmental Health team: we respond to noise complaints seven days per week until 3.00 am. Not all Scottish councils provide this level of service which impacts on their response time in dealing with noise complaints.</p> |                |                |                |

| <b>Cleanliness score</b>  |                |                |                |
|---|----------------|----------------|----------------|
| <b>Year</b>   | <b>2013-14</b> | <b>2014-15</b> | <b>2015-16</b> |
| <b>SLC</b>  | 99%            | 98%            | 98%            |
| <b>Scotland</b>   | 96%            | 94%            | 93%            |
| <p>In 2015-16, our street cleanliness survey scores remained the same as the previous year and were higher than the Scottish average. These scores are based on a series of both local and independent inspections of a sample of streets and other relevant land held in council ownership. 98% of streets were found to be of an acceptable standard placing us 3<sup>rd</sup> of 32 local authorities in Scotland.</p> |                |                |                |

| <b>Percentage of procurement spend on local small/medium enterprises</b>  |                |                |                |
|---|----------------|----------------|----------------|
| <b>Year</b>   | <b>2013-14</b> | <b>2014-15</b> | <b>2015-16</b> |
| <b>SLC</b>  | 9.4%           | 11%            | 11.9%          |
| <b>Scotland</b>   | 19.6%          | 19.6%          | 19.7%          |
| <p>The percentage of procurement spend on small/medium enterprises relates to the value of council contracts and services which are awarded to small and medium sized businesses in South Lanarkshire. In 2015-16, this was higher than in the previous year; although still lower than the Scottish average. It remains a council objective to increase local procurement spend to match the Scottish average, and there are early signs that performance in this area is improving.</p> |                |                |                |

| Cost of parks and open spaces per 1,000 of the population   |         |         |         |
|---|---------|---------|---------|
| Year  | 2013-14 | 2014-15 | 2015-16 |
| SLC   | £31,498 | £32,458 | £32,834 |
| Scotland  | £23,296 | £23,406 | £21,794 |
| <p>South Lanarkshire Council's cost of parks and open spaces were higher than the previous year and higher than the Scottish average figure. The increase in costs from 2014-15 to 2015-16 can be explained by additional capital works, including improvements to cemetery infrastructure, upgrade to hard and soft landscaping within sheltered housing complexes, and the rebuild of a play area. These additional projects resulted in increased expenditure costs. Higher costs can also be explained by the range of services provided in South Lanarkshire across a broad spectrum of geographical landscapes and including a number of services which are provided more frequently than by other local authorities. Changes in service delivery implemented in 2016-17 should lead to a reduction in our cost of parks and open spaces going forward.</p> |         |         |         |

A comprehensive list of the council's benchmarking indicators and our performance in relation to these is available to view in the following [Local Government Benchmarking Framework Report](#). You will also find further performance information on the [performance pages](#) of the council website, including: South Lanarkshire Council's Annual Performance Report; Public Performance Reports; and six monthly progress reports on the Connect objectives.

#### 4.5. Customer views

The council conducted its latest South Lanarkshire Household Survey in spring 2014. Feedback from residents was generally positive. 84% of those who responded were satisfied with the overall service provided by the council. Residents were asked to assess the 'general service' provided by the council, key 'council services', and recommend areas for improvement.

The Resource also has in place a wide ranging continuous and periodic survey programme covering its services, which provides further insight into particular service processes and is used to identify areas of satisfaction and areas for improvement.

| Survey activity                                     | 2014-15<br>Overall<br>satisfaction<br>with service | 2015-16<br>Overall<br>satisfaction<br>with service | 2016-17<br>Overall<br>satisfaction<br>with service |
|---|--|--|--|
| Building Standards                                  | 95%  | 85%  | 92%  |
| Planning  | 100%   | 93%  | 90%  |
| South Lanarkshire Leisure<br>and Culture facilities | 96%  | 96%  | 96%  |
| Bereavement   | n/a  | 85%  | 95%  |
| Cleaning and catering                               | 98.9%  | 96.8%  | 98%  |
| Consumer Advice and<br>Trading Standards            | 86%  | 86%  | 100%   |
| Environmental Health                                | 81%  | 89.3%  | 85%  |

Community and Enterprise Resources will take forward all reasonable actions, where appropriate, to improve resident satisfaction with the services that we deliver. The

actions being progressed can be found in the action plan at section 6. Our next Residents' Household Survey will be in 2017.

#### **4.6. Areas for improvement**

Community and Enterprise Resources is committed to continuous improvement. As part of this process, we monitor our performance, participate in benchmarking activities, and acknowledge the results of consultations and feedback from complaints. In 2017-18, we will use this information to develop and improve the services we provide. Specific areas for improvement are mentioned in this section under 'Key measures not achieved' and 'Benchmarking', with the remainder addressed within the action plan in section 6.

## Section Five – Resourcing the plan

### 5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing.

### 5.1. Revenue and capital resources 2017-18

The council's medium-term Financial Strategy, approved by elected members in June 2015, provides details on the funding assumptions for the years 2017-18 and 2018-19. This strategy details the council's proposals for managing its finances and also the principles and assumptions used in preparing the revenue budgets.

Following on from this, an updated strategy for 2017-18 was approved by elected members on 6 July 2016, which updated the assumptions specifically for that year. The final budget position for the year 2017-18 was reported to members on 16 February 2017.

The council also has a longer-term strategy covering 2019-20 to 2025-26 which identifies issues likely to impact on the budget as we move into this period.

A new three year Capital Programme covering the three years from 2017-18 to 2019-20 was approved by the council on 16 February 2017. This confirms the capital spending plans and funding for the three year period.

### 5.2. Revenue budget 2017-18

The Resource has a net revenue budget of £99.202 million for 2017-18. The table below allocates this budget across the services:

| Net budget by service                     | 2017-18        |              |
|---|----------------|--------------|
|   | £ million      | %            |
| Facilities, Waste, and Grounds            | 41.030         | 41           |
| Roads and Transportation                  | 31.606         | 32           |
| Planning and Economic Development         | 4.559          | 5            |
| Fleet and Environmental                   | 3.330          | 3            |
| South Lanarkshire Leisure and Culture Ltd | 18.677         | 19           |
| <b>Total</b>                              | <b>99.202*</b> | <b>100.0</b> |

\*This figure excludes non controllable income and expenditure (depreciation and Corporate and Democratic Core).



### 5.3. Capital budget 2017-18

The following capital budget is allocated to the Resource for 2017-18:

| <b>Capital Programme 2017-18</b>          |                  |
|---|------------------|
| <b>Project</b>                            | <b>£ million</b> |
| Roads and Transportation                  | 35.636           |
| Planning and Economic Development         | 12.922           |
| Facilities, Waste, and Ground             | 3.172            |
| South Lanarkshire Leisure and Culture Ltd | 0.444            |
| <b>Total</b>                              | <b>52.174*</b>   |

\*These figures do not include any previous year slippage, previously approved adjustments, or 2016/17 carry forward. The figures are reflective of the Approved Programme for 2017/18 for Community and Enterprise Resources, which is part of the overall programme approved for the full Council of £112.839m.

### 5.4. Resource employees

Community and Enterprise Resources has 3,396 employees in total, as at the end of March 2017: 3,326 employees within four services and 70 employees within two teams which support the Resource (Performance and Development Team and Support Team). The number of employees by service is as follows:

| <b>Service</b>                    | <b>Number of employees</b> |
|-----------------------------------|----------------------------|
| Facilities, Waste, and Grounds    | 2,617                      |
| Roads and Transportation          | 336                        |
| Fleet and Environmental           | 263                        |
| Planning and Economic Development | 110                        |
| <b>Total</b>                      | <b>3,326</b>               |

We support these employees to deliver their duties through a range of policies including supervision, personal appraisal and a robust training framework and we provide a range of preventative and early intervention strategies to maximise attendance. We recognise the importance of work life balance in today's society and offer a number of family friendly and flexible working initiatives.

## Section Six – Action Plan

### 6.0. Resource actions for 2017-18

This Action Plan identifies the Resource objectives and associated actions for 2017-18. The lead officer responsible for each action and the related measures is identified. Connect objectives are listed in the order in which they appear in the Council Plan progress reports. The reference numbers link directly to the Connect next steps which are reported against the Council Plan at quarter 2 and quarter 4 each year, and the links show where the actions and measures tie into other strategies, plans and frameworks.

| Key to Links:                                  |                                       |
|--|---------------------------------------|
| Connect – The Council Plan – Connect 2017-22   | CSS – Community Safety Strategy       |
| SDS – Sustainable Development Strategy         | ASBS – Anti-social Behaviour Strategy |
| BDIP – Biodiversity Duty Implementation Plan   | LTS – Local Transport Strategy        |
| LGBF – Local Government Benchmarking Framework | ADM – All Directors Measure           |

| Connect objective: Deliver better health and social care outcomes for all                           |  |                           |  |
|---|--|---------------------------|--|
| Resource objective: Provide opportunities for all school children to access nutritious school meals |  |                           |  |
| Action  | Measures and timescales  | Connect reference / links | Responsibility                                 |
| 1. Continue to provide nutritious school meals to South Lanarkshire Council pupils                  | Level of paid primary school meals in 2017-18 sustained at 2016-17 level   | Connect 3.6               | Head of Facilities, Waste and Grounds Services |
|   | Level of paid secondary school meals in 2017-18 sustained at 2016-17 level | Connect 3.6               |  |
|   | Sustain uptake of 75% in P1- P3 school lunches                             |                           |  |

| Connect objective: Improve the availability, quality and access of housing   |   |                           |   |
|--|---|---------------------------|---|
| Resource objective: Ensure an adequate supply of housing, industry and business land and green space is maintained |   |                           |   |
| Action   | Measures and timescales   | Connect reference / links | Responsibility                            |
| 2. Monitor Local Development Plan policies for supply of housing, industry and business land and green space       | Local Development Plan policies monitored during 2017-18 to ensure: at least five year supply of housing land is maintained; an adequate supply of land is available for work and business activity; and an adequate supply of land is available for green space in the main urban communities of South Lanarkshire | Connect 4.11              | Head of Planning and Economic Development |

**Connect objective:** Improve the road network, influence improvements in public transport and encourage active travel

**Resource objective:** Implement the Roads Investment Programme

| Action   | Measures and timescales  | Connect reference / links | Responsibility                            |
|--|--|---------------------------|---|
| 3. Continue to undertake road and footway improvements   | 4.3% of the road network resurfaced by March 2018  | Connect 5.1 LTS           | Head of Roads and Transportation Services |
|  | 165 carriageway schemes and 10 footway schemes completed during 2017-18  | Connect 5.1 LTS           |   |
|  | Percentage of A class roads that should be considered for maintenance treatment  | LGBF                      |   |
|  | Percentage of B class roads that should be considered for maintenance treatment  | LGBF                      |   |
|  | Percentage of C class roads that should be considered for maintenance treatment  | LGBF                      |   |
|  | Percentage of U class roads that should be considered for maintenance treatment  | LGBF                      |   |
|  | Maintain or reduce the percentage of our road network that requires maintenance treatment (e.g. red category)  | Connect 5.1 LTS           |   |
|  | Cost of maintenance (expenditure) per kilometre of road  | LGBF                      |   |
| 4. Continue to undertake safety checks on bridges and implement a prioritised maintenance programme          | Bridge improvement and maintenance projects implemented in line with agreed capital programme by March 2018  | Connect 5.2 LTS           | Head of Roads and Transportation Services |
| 5. Deliver prioritised traffic signal and pedestrian crossing maintenance improvements and new installations | Traffic signal and pedestrian crossing maintenance improvements projects / schemes delivered in line with agreed 2017-18 capital and revenue programme | LTS CSS                   | Head of Roads and Transportation Services |
| 6. Continue programme of street lighting improvements  | 220 lighting columns improved / renewed by the end of March 2018   | Connect 5.3               | Head of Roads and Transportation Services |
|  | Roll out of LED lighting technology completed in line with agreed investment programme   | Connect 5.3               |   |
| 7. Deliver a winter maintenance service  | Winter policy procedures and documents, including gritting routes, implemented and reviewed as necessary   | Connect 5.4 LTS           | Head of Roads and Transportation Services |

| <b>Connect objective:</b> Improve the road network, influence improvements in public transport and encourage active travel  |   |                                  |   |
|---|---|----------------------------------|---|
| <b>Resource objective:</b> Provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport |   |                                  |   |
| <b>Action</b>   | <b>Measures and timescales</b>  | <b>Connect reference / links</b> | <b>Responsibility</b>                     |
| 8. Deliver road and transportation infrastructure improvements to support new development, including those undertaken as part of the City Deal                      | Prioritised road infrastructure designed and / or constructed by March 2018 in line with available external and internal capital funding  | Connect 5.5<br>LTS               | Head of Roads and Transportation Services |
|   | Subject to completion of the relevant assurance processes, progress and deliver two major transport infrastructure projects (i.e. Greenhills Road and Stewartfield Way) in line with agreed programme / profiling | Connect 5.5<br>LTS               |   |
| 9. Encourage greater use of public transport by working with partners to improve public transport infrastructure  | Prioritised improvements to bus and rail infrastructure (e.g. park and ride) delivered by March 2018 in line with available external funding  | Connect 5.6<br>LTS<br>SDS        | Head of Roads and Transportation Services |
|   | Development of Park and Ride Strategy   | Connect 5.6<br>LTS<br>SDS        |   |

| <b>Connect objective:</b> Improve the road network, influence improvements in public transport and encourage active travel  |   |                                  |  |
|---|---|----------------------------------|--|
| <b>Resource objective:</b> Encourage active travel and recreational access to the outdoors  |   |                                  |  |
| <b>Action</b>   | <b>Measures and timescales</b>  | <b>Connect reference / links</b> | <b>Responsibility</b>                          |
| 10. Encourage active travel and recreational access to the outdoors by extending network of cycle routes, upgrading, maintaining and promoting path networks, and extending Clyde Walkway | Walking and cycling projects / schemes delivered in line with agreed 2017-18 capital programme  | Connect 5.7<br>LTS<br>SDS        | Head of Roads and Transportation Services      |
|   | Outdoor Access Strategy developed and approved by Committee by December 2017, with implementation thereafter  | Connect 5.7<br>SDS               | Head of Facilities, Waste and Grounds Services |
|   | Continued investigation into partnership and external funding opportunities for extension of Clyde Walkway to link with neighbouring long distance routes - proposal paper for Community Services Committee submitted by March 2018 | Connect 5.7<br>SDS               |  |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities   |  |                                  |   |
|--|--|----------------------------------|---|
| <b>Resource objective:</b> Provide Planning and Building Standards services which guide and control physical development and land use in the area                                    |  |                                  |   |
| <b>Action</b>  | <b>Measures and timescales</b>   | <b>Connect reference / links</b> | <b>Responsibility</b>                     |
| 11. Ensure council has development plans which promote sustainable economic growth and regeneration and guide decisions on location of new developments and regeneration initiatives | Strategic Development Plan prepared for adoption by Clydeplan Group by December 2017   | Connect 6.1 SDS                  | Head of Planning and Economic Development |
|  | Main Issues Report published by April 2017   | Connect 6.1                      |   |
|  | Proposed Local Development Plan published by January 2018  | Connect 6.1 BDIP                 |   |
| 12. Provide effective and efficient Planning and Building Standards service  | Major planning applications determined within an average timescale of 45 weeks   |                                  | Head of Planning and Economic Development |
|  | Householder planning applications determined within an average timescale of 5 weeks  |                                  |   |
|  | Local (non-householder) planning applications determined within an average timescale of 11 weeks   |                                  |   |
|  | Average number of weeks to deliver a commercial planning application decision  | LGBF                             |   |
|  | 95% of all applications granted (approval rates)   |                                  |   |
|  | Cost per planning application  | LGBF                             |   |
|  | Actions to successfully retain Customer Service Excellence award undertaken in preparation for reassessment of Planning service in September 2017          |                                  |   |
|  | Actions to successfully retain Customer Service Excellence award undertaken in preparation for reassessment of Building Standards service in November 2017 |                                  |   |
|  | Planning service satisfaction target for applicants and agents (85%)   |                                  |   |
|  | Satisfaction levels with Building Standards service sustained or improved against baseline (87%)   |                                  |   |



| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities       |  |                                  |   |
|--|--|----------------------------------|---|
| <b>Resource objective:</b> Sustain the quality of our town and neighbourhood centres   |  |                                  |   |
| <b>Action</b>  | <b>Measures and timescales</b>   | <b>Connect reference / links</b> | <b>Responsibility</b>                     |
| 13. Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration | Promote town centre development opportunities, provide support to Business Improvement Districts (BIDS), and work with the business community and partners to maximise opportunities for growth, investment and regeneration | Connect 6.2                      | Head of Planning and Economic Development |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities                     |  |                                  |   |
|--|--|----------------------------------|---|
| <b>Resource objective:</b> Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal project |  |                                  |   |
| <b>Action</b>  | <b>Measures and timescales</b>   | <b>Connect reference / links</b> | <b>Responsibility</b>                     |
| 14. Deliver Community Growth Areas City Deal project   | Community Growth Area sites progressed in accordance with criteria and programme specified in South Lanarkshire Local Development Plan and City Deal | Connect 6.3                      | Head of Planning and Economic Development |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities |  |                                  |  |
|--|--|----------------------------------|--|
| <b>Resource objective:</b> Reduce the number of road casualties through road safety improvements and initiatives           |  |                                  |  |
| <b>Action</b>  | <b>Measures and timescales</b>   | <b>Connect reference / links</b> | <b>Responsibility</b>                          |
| 15. Assist provision of safe routes to and from school through operation of school crossing patrol service                 | School crossing patrol cover provided at 125 sites in 2017-18  | Connect 6.7                      | Head of Facilities, Waste and Grounds Services |
| 16. Deliver prioritised road safety infrastructure improvements and promote road safety                                    | Road safety projects / schemes delivered in line with agreed 2017-18 capital programme   | Connect 6.7<br>LTS<br>CSS        | Head of Roads and Transportation Services      |
|  | Contribute to national casualty reduction targets, from a base of the average for 2004 to 2008, of a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children the national target is a 50% reduction in fatalities and 65% reduction in serious casualties | Connect 6.7<br>LTS<br>CSS        |  |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities   |   |                            |  |
|--|---|----------------------------|--|
| <b>Resource objective:</b> Provide consumer protection through the work of our Consumer Advice and Trading Standards Service |   |                            |  |
| Action   | Measures and timescales   | Connect reference / links  | Responsibility                           |
| 17. Provide an effective and efficient Consumer Advice and Trading Standards Service   | Support maintained for vulnerable groups and neighbourhood watch areas by responding to 100% of door step crime reports on the same or next working day | Connect 6.7<br>CSS<br>ASBS | Head of Fleet and Environmental Services |
|  | 65% of consumer complaints completed within 14 days   |                            |  |
|  | 85% customer satisfaction with consumer complaints and business advice requests responded to by Trading Standards                                       |                            |  |
|  | Cost of Trading Standards per 1,000 population  | LGBF                       |  |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities |  |                           |  |
|--|--|---------------------------|--|
| <b>Resource objective:</b> Improve the quality of streets, parks and other public areas                                    |  |                           |  |
| Action   | Measures and timescales  | Connect reference / links | Responsibility                                 |
| 18. Provide an effective and efficient street cleaning service   | Local Enforcement Audit and Management System (LEAMS) street cleanliness score (90% acceptable)    | Connect 6.8<br>LGBF       | Head of Facilities, Waste and Grounds Services |
|  | Net cost of street cleaning per 1,000 population   | LGBF                      |  |
|  | Percentage of adults satisfied with street cleaning (results from Scottish Household Survey)       | LGBF                      |  |
| 19. Provide an effective and efficient grounds maintenance service   | Land Audit Management System (LAMS) score of 70 achieved   | Connect 6.8               | Head of Facilities, Waste and Grounds Services |
|  | Cost of parks and open spaces per 1,000 of the population  | LGBF                      |  |
|  | Percentage of adults satisfied with parks and open spaces (results from Scottish Household Survey) | LGBF                      |  |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities |   |                           |  |
|--|---|---------------------------|--|
| <b>Resource objective:</b> Create high quality cemeteries and provide sustainable options for burial                       |   |                           |  |
| Action   | Measures and timescales   | Connect reference / links | Responsibility                                 |
| 20. Provide an effective and efficient bereavement service   | Increase burial ground capacity in and around existing South Lanarkshire cemeteries   | Connect 6.8               | Head of Facilities, Waste and Grounds Services |
|  | Actions to successfully retain Customer Service Excellence award undertaken in preparation for reassessment of Bereavement Services |                           |  |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities |  |                           |                |
|--|--|---------------------------|----------------|
| <b>Resource objective:</b> Create high quality cemeteries and provide sustainable options for burial                       |  |                           |                |
| Action   | Measures and timescales  | Connect reference / links | Responsibility |
|  | 95% customer satisfaction within Bereavement Services achieved |                           |                |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities  |   |                           |  |
|---|---|---------------------------|--|
| <b>Resource objective:</b> Provide services which help local communities to become more sustainable   |   |                           |  |
| Action  | Measures and timescales   | Connect reference / links | Responsibility                                 |
| 21. Ensure Council has strategy and action plan that promotes sustainable development within service delivery and compliance with public sector climate change duties | Implement actions within the Climate Change Duties Compliance Improvement Action Plan within agreed timescales (CER Resource only) (all directors measure)              | ADM                       | Operations Manager                             |
|   | Implement actions within the Climate Change Duties Compliance Improvement Action Plan within agreed timescales (council wide)   | Connect 6.12 SDS          |  |
|   | Council's performance in complying with public sector climate change duties evaluated and annual statutory Climate Change Duties Report published by 30th November 2017 | Connect 6.12 SDS          |  |
|   | Participate in 'Climate Ready Clyde' partnership during 2017-18   | Connect 6.12 SDS          |  |
|   | Sustainable Development and Climate Change Strategy 2017-22 (and accompanying communications plan) approved by Executive Committee by December 2017                     | Connect 6.12 SDS          |  |
| 22. Provide an effective and efficient household waste and recycling collection service   | Net cost of waste collection per premise  | LGBF                      | Head of Facilities, Waste and Grounds Services |
|   | Net cost of waste disposal per premise  | LGBF                      |  |
|   | Percentage of adults satisfied with refuse collection (results from Scottish Household Survey)  | LGBF                      |  |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities                  |  |                               |  |
|---|--|-------------------------------|--|
| <b>Resource objective:</b> Provide services which help local communities to become more sustainable   |  |                               |  |
| 23. Introduce new waste management initiatives to reduce waste and increase recycling   | Ongoing education and awareness undertaken and waste service procedures reviewed to promote waste minimisation, reuse and recycling within local communities | Connect<br>6.8<br>SDS         | Head of Facilities, Waste and Grounds Services |
|   | Performance of waste and recycling contracts monitored and internal monthly updates developed on performance within each contract                            | SDS                           |  |
|   | The percentage of total household waste arising that is recycled (council target is 50% in line with Government target)                                      | Connect<br>6.8<br>SDS<br>LGBF |  |
| 24. Manage flooding priorities and deliver prioritised flood protection schemes   | Prioritised flood protection projects / studies / delivered by March 2018 in line with available capital / revenue funding                                   | Connect<br>6.8<br>LTS<br>SDS  | Head of Roads and Transportation Services      |
| 25. Ensure Strategic Environmental Assessment of all appropriate policies, plans, programmes and strategies is undertaken                   | Strategic Environmental Assessments undertaken on all appropriate council led policies plans and strategies, as statutorily required                         | SDS                           | Head of Planning and Economic Development      |
| 26. Monitor local environmental conditions through preparation and monitoring of the biennial update of the State of the Environment report | Updated biennial State of the Environment report finalised by December 2017  | Connect<br>6.8<br>SDS         | Head of Planning and Economic Development      |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities                  |  |                                  |                       |
|---|--|----------------------------------|-----------------------|
| <b>Resource objective:</b> Improve the council's environmental performance and reduce its greenhouse gas emissions                          |  |                                  |                       |
| <b>Action</b>   | <b>Measures and timescales</b>   | <b>Connect reference / links</b> | <b>Responsibility</b> |
| 27. Further implement the Carbon Management Plan to reduce greenhouse gas emissions from council services (buildings, waste, transport etc) | 10% reduction in the council's greenhouse gas emissions achieved by March 2021, compared to 2015-16 (equivalent to 2% each year) | Connect<br>6.8<br>SDS            | Operations Manager    |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities |  |                                  |  |
|--|--|----------------------------------|--|
| <b>Resource objective:</b> Improve the council's environmental performance and reduce its greenhouse gas emissions         |  |                                  |  |
| <b>Action</b>  | <b>Measures and timescales</b>   | <b>Connect reference / links</b> | <b>Responsibility</b>                    |
|  | Compliance with Carbon Reduction Commitment (CRC) scheme achieved within deadlines   | SDS                              |  |
| 28. Deliver 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target      | Implement fuel efficiency measures to achieve a 4% reduction in vehicle emissions by March 2018 (relative to baseline year of 2014-15) (Resource figure) (all directors measure) | ADM                              | Head of Fleet and Environmental Services |
|  | Implement fuel efficiency measures to achieve a 4% reduction in vehicle emissions by March 2018 (relative to baseline year of 2014-15) (council wide figure)                     | Connect 6.8 SDS                  |  |
| 29. Provide effective and efficient fleet management and maintenance service   | Target achieved for percentage of council vehicles presented externally for an MOT passing without additional work being required (target 90%)                                   |                                  | Head of Fleet and Environmental Services |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities |   |                                  |  |
|--|---|----------------------------------|--|
| <b>Resource objective:</b> Safeguard health through an effective environmental services regulation and enforcement service |   |                                  |  |
| <b>Action</b>  | <b>Measures and timescales</b>  | <b>Connect reference / links</b> | <b>Responsibility</b>                    |
| 30. Provide an effective and efficient Environmental Health service  | Implementation of Air Quality Action Plan by March 2018   | Connect 6.8 SDS                  | Head of Fleet and Environmental Services |
|  | Broad compliance with food safety statutory requirements secured in 85% of premises   | Connect 6.7                      |  |
|  | Incidence of notified food borne infection reduced from 2006-07 baseline figures by 8.5% by March 2018  | Connect 6.7                      |  |
|  | 90% of public health service requests responded to within two working days  |                                  |  |
|  | 90% of fly tipping complaints responded to within two days  | Connect 6.7 ASBS                 |  |
|  | 90% of dog fouling complaints responded to within two days  | Connect 6.7 ASBS                 |  |
|  | For all those noise complaints requiring attendance on site, the average time (hours) between the time of complaint and attendance on site (including both those dealt with and not dealt with under Part V of the Antisocial Behaviour Act 2004) | Connect 6.7 LGBF ASBS            |  |



| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities |   |                           |                |
|--|---|---------------------------|----------------|
| <b>Resource objective:</b> Safeguard health through an effective environmental services regulation and enforcement service |   |                           |                |
| Action   | Measures and timescales                                     | Connect reference / links | Responsibility |
|  | Cost of Environmental Health per 1,000 population           | LGBF                      |                |
|  | 85% customer satisfaction achieved for Environmental Health |                           |                |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities |   |                           |   |
|--|---|---------------------------|---|
| <b>Resource objective:</b> Regenerate and bring back into use vacant and derelict and contaminated land                    |   |                           |   |
| Action   | Measures and timescales   | Connect reference / links | Responsibility                            |
| 31. Implement Contaminated Land Strategy and vacant derelict / contaminated land programme                                 | Implement Contaminated Land Strategy for South Lanarkshire                            | Connect 6.8 SDS           | Head of Fleet and Environmental Services  |
|  | Deliver Vacant and Derelict Land Fund Programme, including Shawfield Remediation Plan | Connect 6.8               | Head of Planning and Economic Development |

| <b>Connect objective:</b> Work with communities and partners to promote high quality, thriving and sustainable communities              |  |                           |  |
|---|--|---------------------------|--|
| <b>Resource objective:</b> Protect biodiversity and enhance green space in South Lanarkshire  |  |                           |  |
| Action  | Measures and timescales  | Connect reference / links | Responsibility                                 |
| 32. In partnership with local communities, continue programme of restructuring council owned woodland and improving recreational access | Phase 1 of Management Plan at Millheugh/ Greenhall Estate implemented by March 2018 (includes woodland restructuring and recreational access improvements)   | Connect 6.8 SDS           | Head of Facilities, Waste and Grounds Services |
|   | Phase 2 of Chatelherault landscape and access regeneration project implemented (includes restructuring of footpath network, replacing and repairing of footbridges, woodland restructuring, and invasive species treatments) | Connect 6.8 SDS           |  |
|   | Phase 1 of Management Plan for Mauldslie and West Brownlie Woods implemented by March 2018 (includes woodland restructuring and recreational access improvements)  | SDS                       |  |
| 33. Deliver South Lanarkshire Council Biodiversity Duty Implementation Plan   | Deliver South Lanarkshire Council Biodiversity Duty Implementation Plan and prepare and submit three yearly monitoring report to Scottish Government by January 2018   | Connect 6.8 SDS BDIP      | Head of Facilities, Waste and Grounds Services |

| <b>Connect objective:</b> Support the local economy by providing the right conditions for inclusive growth   |  |                                  |   |
|--|--|----------------------------------|---|
| <b>Resource objective:</b> Implement the South Lanarkshire Economic Strategy and support the development and implementation of the Glasgow City Region Economic Strategy and City Deal |  |                                  |   |
| <b>Action</b>  | <b>Measures and timescales</b>   | <b>Connect reference / links</b> | <b>Responsibility</b>                     |
| 34. Implement South Lanarkshire Economic Strategy in conjunction with Community Planning Partnership and other partners  | Promote the South Lanarkshire Economic Strategy, implement associated actions in the Sustainable Economic Growth Partnership Improvement Plan, and report to the Sustainable Economic Growth Board   | Connect 7.1                      | Head of Planning and Economic Development |
| 35. Support the Glasgow City Region City Deal development programmes   | Provide corporate oversight of City Deal infrastructure, business innovation and skills and employment programmes, with specific responsibility for progressing business case approvals for Roads and Community Growth Area projects and measurement of economic impact and outcomes | Connect 7.1                      | Head of Planning and Economic Development |
| 36. Develop single door approach to economic development and inward investment activity to ensure South Lanarkshire maximises its potential as key business and employment location    | Undertake activity aimed at increasing the number of companies engaged with partners which lead to improved performance and turnover, increased employment, innovation, investment and internationalisation  | Connect 7.7                      | Head of Planning and Economic Development |
|  | Chooelanarkshire.com website maintained, marketing strategy implemented, and informal property network developed   |                                  |   |

| <b>Connect objective:</b> Support the local economy by providing the right conditions for inclusive growth   |  |                                  |   |
|--|--|----------------------------------|---|
| <b>Resource objective:</b> Support unemployed people into jobs, training or further education and prioritise efforts to support young people into the job market |  |                                  |   |
| <b>Action</b>  | <b>Measures and timescales</b>   | <b>Connect reference / links</b> | <b>Responsibility</b>                     |
| 37. Develop and progress employability services focused on priority client groups  | Continue delivery of employability services underpinned by European Structural Funds                                       | Connect 7.2                      | Head of Planning and Economic Development |
|  | A minimum of 1,200 of the people supported via employability programmes go on to access employment or training / education | Connect 7.2                      |   |
|  | % unemployed people assisted into work from council funded / operated employability programmes                             | LGBF                             |   |
|  | Gap in the working age employment rate reduced or maintained at 0.6% above the Scottish average by March 2018              | Connect 7.2                      |   |

| <b>Connect objective:</b> Support the local economy by providing the right conditions for inclusive growth   |  |                           |                |
|--|--|---------------------------|----------------|
| <b>Resource objective:</b> Support unemployed people into jobs, training or further education and prioritise efforts to support young people into the job market |  |                           |                |
| Action   | Measures and timescales  | Connect reference / links | Responsibility |
|  | Initiatives and projects developed and delivered to support the most vulnerable young people leaving school and beyond, as per the council's Youth Action Plan | Connect 7.2               |                |
|  | % of 16-19 year olds within South Lanarkshire Council participating in education, training or employment   | Connect 7.2               |                |

| <b>Connect objective:</b> Support the local economy by providing the right conditions for inclusive growth   |  |                           |   |
|--|--|---------------------------|---|
| <b>Resource objective:</b> Support local businesses through the delivery of business support programmes  |  |                           |   |
| Action   | Measures and timescales  | Connect reference / links | Responsibility                            |
| 38. Support local businesses through effective company development activity and general business advice services and continue to invest in key business initiatives such as Clyde Gateway and the East Kilbride Task Force | Over 1,500 businesses assisted per annum with grants, loans or advice  | Connect 7.4               | Head of Planning and Economic Development |
|  | Between 500 – 1,000 jobs created or sustained per annum as a direct result of local authority intervention                           | Connect 7.4               |   |
|  | Value of sales generated by businesses assisted by Economic Development between £10 million - £20 million of sales                   | Connect 7.4               |   |
|  | Percentage of procurement spend on local small/medium enterprises  | LGBF                      |   |
|  | East Kilbride Task Force Action Plan implemented   | Connect 7.4<br>SDS        |   |
|  | Number of business gateway start-ups per 10,000 population   | LGBF                      |   |
|  | Oversee management of Supplier Development Programme including strategic development and delivery of events, training and e-commerce | Connect 7.5               |   |
|  | Provision of specialist support to food and drink companies through liaison with Scotland Food and Drink and other partners          |                           |   |
|  | Relocation of University of West of Scotland to new Hamilton International Park campus   |                           |   |

| <b>Connect objective:</b> Support the local economy by providing the right conditions for inclusive growth        |   |                           |   |
|---|---|---------------------------|---|
| <b>Resource objective:</b> Develop the area's tourism potential   |   |                           |   |
| Action  | Measures and timescales   | Connect reference / links | Responsibility                            |
| 39. Continue to implement Tourism Strategy and work with sector to develop profile of area as visitor destination | Tourism Strategy delivered via Lanarkshire Area Tourism Partnership | Connect 7.4 SDS           | Head of Planning and Economic Development |

| <b>Connect objective:</b> Support the local economy by providing the right conditions for inclusive growth |  |                           |   |
|--|--|---------------------------|---|
| <b>Resource objective:</b> Implement the Lanarkshire Leader Rural Development Strategy                     |  |                           |   |
| Action   | Measures and timescales  | Connect reference / links | Responsibility                            |
| 40. Deliver Clyde and Avon Valley Landscape Partnership (CAVLP) programme                                  | Complete final year of CAVLP project activity and ensure efficient programme closure |                           | Head of Planning and Economic Development |

| <b>Connect objective:</b> Support the local economy by providing the right conditions for inclusive growth |  |                           |   |
|--|--|---------------------------|---|
| <b>Resource objective:</b> Support key voluntary organisations and help to develop the social economy      |  |                           |   |
| Action   | Measures and timescales  | Connect reference / links | Responsibility                            |
| 41. Improve volunteering opportunities for individuals and organisations                                   | Work with VASLAN to support key voluntary organisations and improve volunteering opportunities and raise voluntary sector capacity | Connect 7.6               | Head of Planning and Economic Development |
| 42. Implement South Lanarkshire Social Economy Partnership strategy and action plan                        | Social Economy support through Business Gateway implemented for ten social economy organisations by March 2018                     | Connect 7.6               | Head of Planning and Economic Development |
|  | Voluntary organisations interested in Community Asset Transfer process engaged with and supported                                  | Connect 7.6               |   |

| <b>Connect objective:</b> Support our communities by tackling disadvantage and deprivation and supporting aspiration |  |                           |   |
|--|--|---------------------------|---|
| <b>Resource objective:</b> Lead partnership approaches to tackling the causes and effects of poverty and inequality  |  |                           |   |
| Action   | Measures and timescales  | Connect reference / links | Responsibility                            |
| 43. Oversee implementation of Tackling Poverty Programme   | Tackling Poverty Programme 2017-18 presented to Sustainable Economic Growth Board for approval by September 2017, and implemented thereafter | Connect 8.1               | Head of Planning and Economic Development |
|  | Report on impact of Tackling Poverty Programme 2016-17 presented to Sustainable Economic Growth Board by September 2017                      |                           |   |
|  | Financial inclusion network linked to preparation for welfare reform developed and supported   | Connect 8.1               |   |

| <b>Connect objective:</b> Encourage participation in physical and cultural activities  |  |                           |                    |
|--|--|---------------------------|--------------------|
| <b>Resource objective:</b> Provide quality leisure facilities and develop integrated community facilities within new primary schools |  |                           |                    |
| Action   | Measures and timescales  | Connect reference / links | Responsibility     |
| 44. Provide new or refurbished community facilities  | Progress development of community facilities, including: completion of new build primary school community wing and synthetic pitch at Newton by summer 2017, site start on new community facilities within new build Primary School at Elsrickle by spring 2018; replacement of Ballgreen Hall and Library with new integrated facility within St Patrick's Primary School completed by spring 2018; and upgrade of three synthetic pitches progressed by March 2018 | Connect 11.1              | Operations Manager |

| <b>Connect objective:</b> Encourage participation in physical and cultural activities   |   |                           |  |
|---|---|---------------------------|--|
| <b>Resource objective:</b> Maintain attendances at SLLC facilities by actively promoting the facilities to the local community and visitors to the area |   |                           |  |
| Action  | Measures and timescales   | Connect reference / links | Responsibility   |
| 45. Maximise the number of attendances at leisure facilities  | Achieve 3 million attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture | Connect 11.2              | General Manager<br>South Lanarkshire Leisure and Culture |
|   | Achieve target number of attendances for swimming pools (1.6 million)   |                           |  |
|   | Achieve target number of attendances for other indoor sports and leisure facilities (excluding pools) (1.4 million)                           |                           |  |



| <b>Connect objective:</b> Encourage participation in physical and cultural activities   |  |                                  |  |
|---|--|----------------------------------|--|
| <b>Resource objective:</b> Maintain attendances at SLLC facilities by actively promoting the facilities to the local community and visitors to the area |  |                                  |  |
| <b>Action</b>   | <b>Measures and timescales</b>   | <b>Connect reference / links</b> | <b>Responsibility</b>                                    |
|   | Achieve target number of attendances at outdoor recreation and country parks (2.2 million)   |                                  |  |
|   | % of adults satisfied with leisure facilities  | LGBF                             |  |
|   | Cost per attendance at sports facilities   | LGBF                             |  |
| 46. Maximise the number of attendances at cultural activities   | Achieve 3.4 million attendances at facilities managed by Cultural Services and the Libraries and Museum Services   | Connect 11.2                     | General Manager<br>South Lanarkshire Leisure and Culture |
|   | Achieve target number of attendances at Cultural Services facilities (2.2 million)   |                                  |  |
|   | Achieve target number of library visits (1.2 million)  |                                  |  |
|   | Achieve target number of visits to/usages of council funded or part-funded museums (190,000)   |                                  |  |
|   | % of adults satisfied with libraries   | LGBF                             |  |
|   | % of adults satisfied with museums and galleries   | LGBF                             |  |
|   | Cost per library visit   | LGBF                             |  |
|   | Cost of museums per visit  | LGBF                             |  |
| 47. Deliver activity programmes which will support equitable access for all, including older people and under 16s groups                                | Achieve 870,000 under 16 reduced rates attendances at South Lanarkshire Leisure and Culture facilities by March 2018 (includes halls, school lets, outdoor and indoor leisure) | Connect 11.3                     | General Manager<br>South Lanarkshire Leisure and Culture |
|   | Achieve 430,000 over 60's attendances by residents using South Lanarkshire leisure facilities  | Connect 11.3                     |  |
|   | Achieve 7,600 registered members of 'Activage' scheme  |                                  |  |

| <b>Delivering the plan and achieving Best Value</b>  |  |                                  |   |
|--|--|----------------------------------|---|
| <b>Resource objective:</b> Provide sound financial stewardship for the council   |  |                                  |   |
| <b>Action</b>  | <b>Measures and timescales</b>   | <b>Connect reference / links</b> | <b>Responsibility</b>                     |
| 48. Attract external funding support of £3m from European Union, lottery and related sources to support corporate objectives | Annual target achieved resulting in £3m external funding invested in South Lanarkshire |                                  | Head of Planning and Economic Development |

| Delivering the plan and achieving Best Value  |  |                           |  |
|---|--|---------------------------|--|
| Resource objective: Deliver and communicate the Council Plan and ensure high standards of governance  |  |                           |  |
| Action  | Measures and timescales  | Connect reference / links | Responsibility   |
| 49. Promote resilience / emergency preparedness for the council   | Increase awareness of resilience/ emergency preparedness initiatives/ practices within and external to the council by March 2018   |                           | Head of Roads and Transportation Services                |
| 50. Deliver the objectives of the Council Plan Connect  | Deliver annual Resource Plan and review suite of measures for coverage and relevance   | ADM                       | Executive Director of Community and Enterprise Resources |
| 51. Promote high standards of information governance  | Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented   | ADM                       | Executive Director of Community and Enterprise Resources |
| 52. Ensure that high standards of governance are being exercised  | 80% of risk control actions completed by due date  | ADM                       | Executive Director of Community and Enterprise Resources |
|   | 90% of audit actions completed by due date   | ADM                       |  |
|   | Complete Resource governance self assessment by due date and develop actions to address non-compliant areas  | ADM                       |  |
| 53. Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA | 90% of Freedom of Information (FOISA) requests to be processed within the 20 working day period  | ADM                       | Executive Director of Community and Enterprise Resources |
|   | 90% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances | ADM                       |  |
|   | 90% of Data Protection Act (DPA) requests to be processed within 40 calendar days  | ADM                       |  |

| Delivering the plan and achieving Best Value   |   |                           |  |
|--|---|---------------------------|--|
| Resource objective: Develop improvement activity and promote scrutiny  |   |                           |  |
| Action   | Measures and timescales   | Connect reference / links | Responsibility   |
| 54. Implement effective best value management arrangements to ensure continuous improvement and efficient and effective service delivery | Engage in self evaluation activity and take forward any improvement actions   | ADM                       | Executive Director of Community and Enterprise Resources |
|  | Use the results of benchmarking activity (including the Local Government Benchmarking Framework) to inform and improve service delivery |                           |  |

| Delivering the plan and achieving Best Value   |   |                           |  |
|--|---|---------------------------|--|
| Resource objective: Promote equality and the wellbeing of staff  |   |                           |  |
| Action   | Measures and timescales   | Connect reference / links | Responsibility   |
| 55. Develop and implement council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED) | Number of policies recommended, not recommended or piloted as a result of Equality Impact Assessments undertaken for all relevant policies, strategies and procedures | ADM                       | Executive Director of Community and Enterprise Resources |
|  | Provide annual report to the Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes  | ADM                       |  |

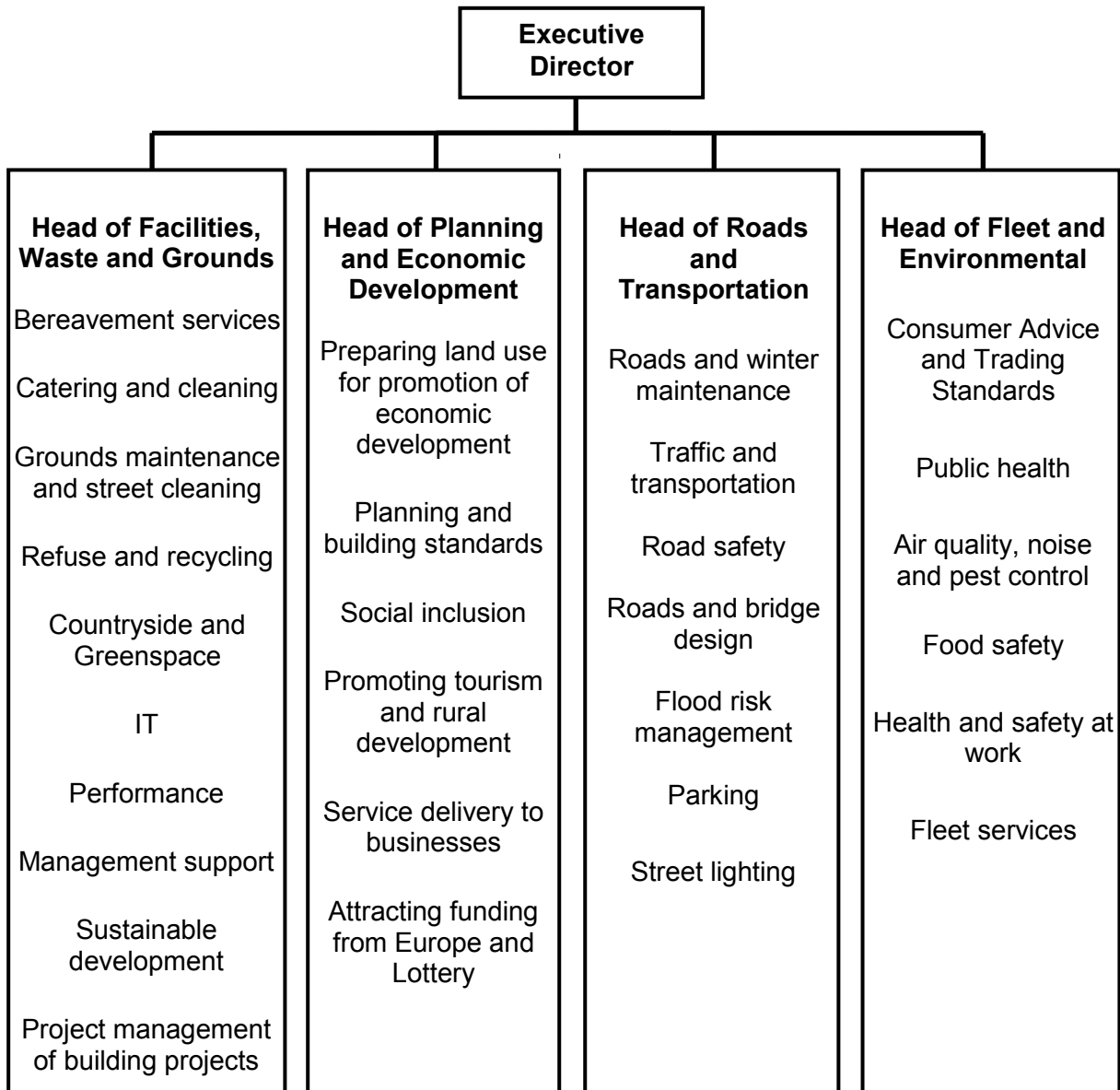
| Delivering the plan and achieving Best Value  |   |                           |  |
|---|---|---------------------------|--|
| Resource objective: Improve the skills, flexibility and capacity of the workforce   |   |                           |  |
| Action  | Measures and timescales   | Connect reference / links | Responsibility   |
| 56. Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development opportunities | 100% coverage of Performance Appraisals (PAs) of employees in scope | ADM                       | Executive Director of Community and Enterprise Resources |
|   | Resource labour turnover rate to be less than 5%                    | ADM                       |  |

| Delivering the plan and achieving Best Value   |   |                           |  |
|--|---|---------------------------|--|
| Resource objective: Improve the skills, flexibility and capacity of the workforce                  |   |                           |  |
| Action   | Measures and timescales   | Connect reference / links | Responsibility   |
| 57. Implement the council workforce strategy toolkit and continue the cyclical reporting framework | Complete review of workforce plan and develop actions to respond to workforce changes and meet future needs | ADM                       | Executive Director of Community and Enterprise Resources |

| Delivering the plan and achieving Best Value   |   |                           |                 |
|--|---|---------------------------|-----------------|
| Resource objective: Other actions in support of delivering the Plan and achieving Best Value |   |                           |                 |
| Action   | Measures and timescales   | Connect reference / links | Responsibility  |
| 58. Coordinate the delivery of the Resource's IT CMT projects                                | Monitor, deliver and participate in main IT themes, including mobile working and customer contact   |                           | Support Manager |
| 59. Prepare Resource for implementation of replacement corporate EDRMS and workflow software | System familiarisation, document and data mapping and migration, fileplan set up, correspondence workflow specification developed and tested, procedures revised, and training delivered (all by December 2017) |                           | Support Manager |

## Annex 1

### Community and Enterprise Resources Resource organisational structure



## Annex 2

### Additional performance information

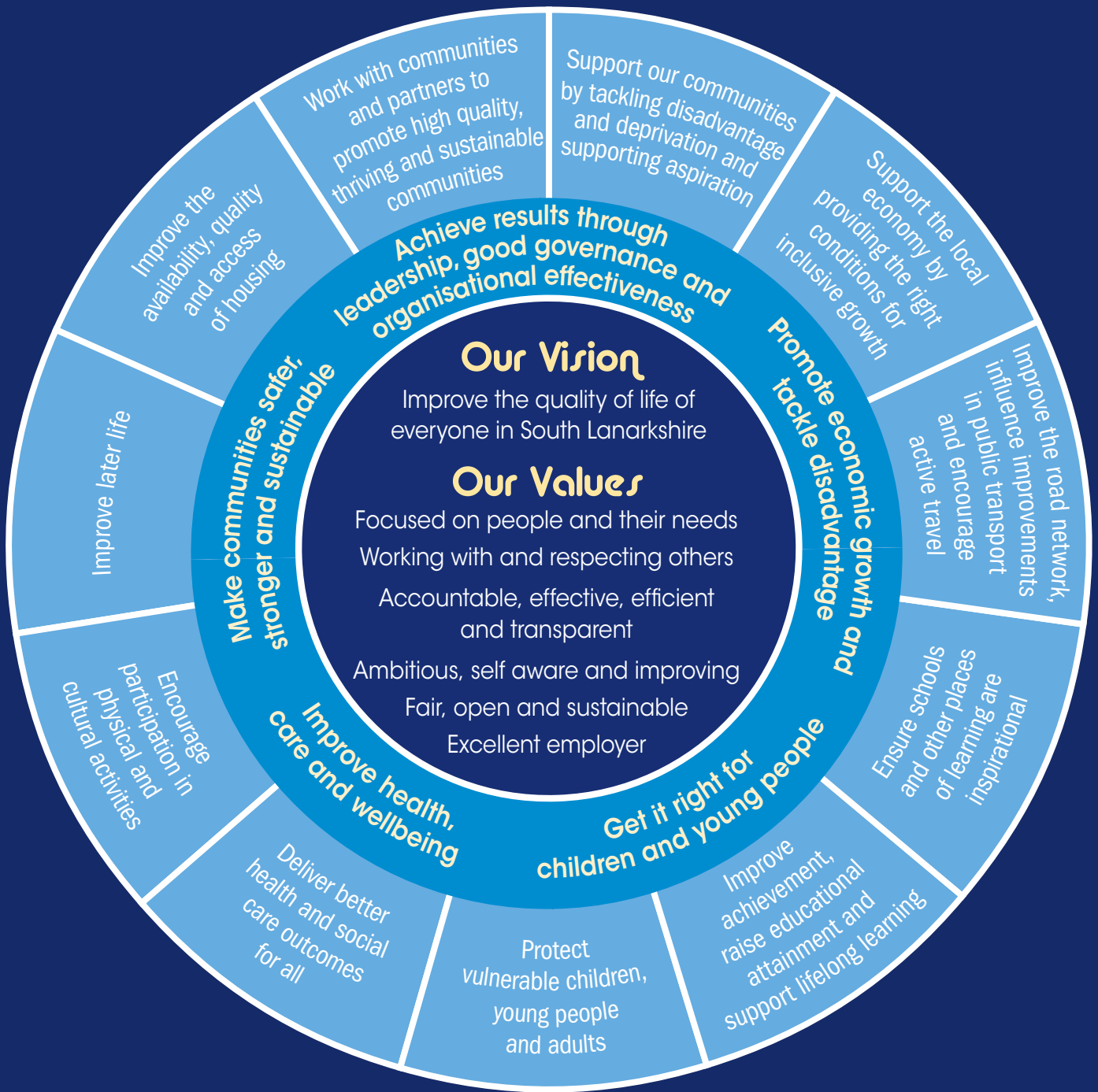
#### Progress against key actions and measures 2016-17

| Council objective: Improve the quality of the physical environment  |  |
|---|--|
| Resource objective  | Achievement  |
| Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities | Responded to domestic noise complaints within 32 minutes, exceeding the annual service target of two hours; and responded to 99.3% of fly tipping complaints and 96.9% of dog fouling complaints within two working days, exceeding the annual target of 90% for both measures.  |
|   | Achieved Green Flag accreditation for Cambuslang Park, Castlebank Park, and Strathaven Park. The latter was also given a national Keep Scotland Beautiful People's Choice award – this was recognised in the Houses of Parliament in an Early Day Motion sponsored by the local MP.  |
| Protect biodiversity and enhance green space in South Lanarkshire   | Completed first phase of felling of conifer plantations on the western side of Chatelherault Country Park and installed rock ramps on Millheugh and Avonmill weirs to allow salmon spawning access to the Avon water catchment.  |
| Council objective: Improve community safety   |  |
| Resource objective  | Achievement  |
| Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives  | Carried out a number of road safety projects and initiatives, including: <ul style="list-style-type: none"> <li>– Route Action Plan works (on the B7018 from Kirkfieldbank to the B7078); anti skid surfacing (on the A726 at Knotlairs Farm, Strathaven and A72 east of the M74 Junction 7); and electronic warning signs (erected at the B7078 Candermill Road Crossroads, Stonehouse); and</li> <li>– implementation of road safety education training initiatives at various schools, such as Kerbcraft, Bikeability, Road Safety Calendar Competition, Junior Road Safety Officer Scheme and Theatre in Education.</li> </ul> |
|   | Continued to provide school crossing patrol cover at 148 sites.  |
| Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services                               | Our Consumer Advice and Trading Standards team: <ul style="list-style-type: none"> <li>– responded to 100% of intelligence reports of door step crime the same or next working day; and</li> <li>– dealt with 82% of consumer complaints within 14 days against an annual target of 65%, returning £285,000 to the local economy by way of civil redress in justified complaints.</li> </ul>   |
| Council objective: Promote participation in cultural activities and provide quality facilities to support communities                                       |  |
| Resource objective  | Achievement  |
| Improve facilities for arts and cultural activities and provide quality facilities to support communities   | Near to completion on the construction of the community wing/synthetic pitch within Newton Farm Primary School (completion due summer 2017).   |



| <b>Council objective: Develop a sustainable council and communities (Priority)</b>                        |  |
|---|--|
| <b>Resource objective</b>   | <b>Achievement</b>   |
| Improve the council's environmental performance and reduce its greenhouse gas emissions                   | Ongoing carbon management projects and initiatives led to a reduction in greenhouse gas emissions from council services of 3.6% in 2015-16, compared to 2014-15.   |
|   | Council wide and Community and Enterprise Resource wide vehicle emissions reduced by 6.03% and 6.30% (respectively) in 2016-17, compared to 2014-15.   |
| Provide services and infrastructure which help local communities to become more sustainable               | Completed cycle route works between Lesmahagow and Happendon and on sections of East Kilbride cycle routes.  |
| <b>Council objective: Improve and maintain health and increase physical activity</b>                      |  |
| <b>Resource objective</b>   | <b>Achievement</b>   |
| Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle | Exceeded the annual target for the number of attendances at outdoor recreation and country parks (2.226 million compared to the target of 2.100 million).  |
|   | Recorded 876,690 reduced rate attendances by under 16s at South Lanarkshire Leisure and Cultural facilities (exceeding the annual target of 870,000 attendances), and increased Activage membership for residents aged 60+ by 6% on last year.   |
|   | Offered free meals to all primary 1-3 pupils, with a 76% uptake during the year.   |
| Safeguard health through an effective environmental services regulation and enforcement service           | Services provided by our Environmental Health team helped ensure: <ul style="list-style-type: none"> <li>– 86.9% of local food businesses were broadly compliant with food safety standards (against the annual target of 85%); and</li> <li>– the number of food safety incidents recorded in the year (141) was lower than the annual target (fewer than 170) and lower than the previous year (160).</li> </ul> |
|   | Responded to 97.46% of public health incidents within two working days (against the target of 90%).  |
| <b>Council objective: Achieve efficient and effective use of resources</b>                                |  |
| <b>Resource objective</b>   | <b>Achievement</b>   |
| Achieve efficient and effective use of resources  | Attracted £8.13 million in external funding support from Scottish Government and Lottery sources, exceeding the annual target of £5 million.   |

Additional performance information is also available in the introduction, at section 2.1 and section 4.2 of this Resource Plan.



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

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