

# **Connect**

## **South Lanarkshire Council's Council Plan 2017 – 22**

**Updated version, February 2020  
following a Mid-term Review**

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# Section 1

## Introduction

Welcome to the updated version of Connect 2017-22, the Council Plan for South Lanarkshire, following a mid-term review.

That mid-term review updated the original Connect in the light of where the council is now, at the start of 2020. The fundamental elements of the Council Plan remain sound and will continue to guide the work of the council. The mid-term review refreshed the commitment to our vision and values, and ensured our actions remain appropriately focused in the light of recent developments and the foreseeable pressures on council services over the next few years.

The Council Plan remains one of the most important documents prepared by the council as we set out our vision, values and ambitions, and it publicly states what we hope to achieve in order to improve outcomes for local people.

As such, this updated document clearly states how the council will continue to serve local communities and residents over the remaining term of the Council Plan. At the very heart of this is our vision, which is **to improve the quality of life of everyone in South Lanarkshire**.

That vision is the driver behind this plan and everything the council does, through the services delivered by our five Resources (Education, Social Work, Community and Enterprise, Housing and Technical, and Finance and Corporate) and in the work we do with communities and partners, such as through the South Lanarkshire Community Planning Partnership and the Health and Social Care Partnership.

The pages which follow set out the purpose of this Council Plan and place this in the latest local and national context. Using the existing Council Plan as the starting-point, the mid-term review emphasised our four priorities going forward – priorities which were stated as ambitions in the previous plan but which now take centre stage as the key drivers of the council's activities.

The preparation of this plan has included consultation with partners and the wider community, as well as council staff – the hard work and commitment of our employees are crucial when it comes to delivering council services, and they are fundamental to the delivery of this plan.

Working together, our aim is to ensure South Lanarkshire remains a great area for our residents to live, and an attractive place for others to visit and in which to invest. This plan outlines how we will deliver on that aim, and on that core vision to improve the quality of life of everyone in South Lanarkshire.

John Ross

**Leader of the Council**

Cleland Sneddon

**Chief Executive**

## Section 2

### Purpose and delivery of the Plan

The Council Plan Connect sets out what we aim to achieve and how that will be done, making the most effective use of resources to deliver the best possible services.

Learning from experience, we have taken the opportunity to update Connect to make it clearer in terms of explaining what is important, what we plan to do during the remainder of the period covered by the plan, and what difference this will make.

The council's Vision "to improve the quality of life of everyone in South Lanarkshire" remains at the centre of Connect. Our values are fundamental to the way the council operates, underpinning and guiding everything we do.

#### **Our Vision**

Improve the quality of life of  
everyone in South Lanarkshire

#### **Our Values**

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

We recognise that to realise our vision we need to work closely with our communities and Community Planning Partners and, following the mid-term review of Connect, we set out how we work with others to deliver our commitments and priorities.

Following consultation, the council has identified these four priorities:

#### **Our Priorities**

Improve health, care and wellbeing  
Ensure communities are safe, strong and sustainable  
Promote sustainable and inclusive economic growth and tackle disadvantage  
Get it right for children and young people

The Council Plan also contains details of what difference we want to make working with the people and communities in the South Lanarkshire area. In working towards these priorities, the council continually will aim to improve and ensure effective and efficient use of resources, and our business will be conducted with integrity and transparency and will operate to the highest standards.

<b>Connect Priority</b>	<b>What difference this will make</b>
Improve health, care and wellbeing	<ul style="list-style-type: none"><li>• Older people will live more independently and choose what matters most about their care and support</li><li>• South Lanarkshire residents will be able to access responsive and integrated services which meet their health and social care needs</li><li>• People will be healthier, fitter and improve their quality of life by through opportunities to access the outdoors, make appropriate food choices, and make</li></ul>

	use of the leisure and cultural facilities and the activities provided by the council
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> <li>• Communities will be empowered and South Lanarkshire will be an environmentally responsible, low-carbon, climate-resilient, clean, attractive and well designed place to live, work and play</li> <li>• Housing needs will be met with the right mix of good quality, affordable and energy efficient homes</li> </ul>
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> <li>• A strong local economy will create the right environment for business growth, to help people find employment and communities to thrive</li> <li>• The quality of life and opportunities in the most deprived neighbourhoods and communities will improve</li> <li>• A high quality and well maintained road and public transport network will enable the flow of people, goods and services and meet the needs of communities</li> <li>• Businesses are supported in the transition to a low carbon and circular economy, able to harness the opportunities these will bring and benefit from lasting and long-term change</li> </ul>
Get it right for children and young people	<ul style="list-style-type: none"> <li>• Children, young people and adults will be protected from all forms of harm, abuse and neglect</li> <li>• All learners in South Lanarkshire will achieve their full potential attainment and achievement</li> <li>• Teachers and educators will set high aspirations and celebrate success</li> <li>• Children and young people will be empowered to protect their future from the effects of climate change through education and collective action</li> </ul>

## **Section 3**

### **The South Lanarkshire context**

South Lanarkshire is home to more than 319,000 people and is one of the largest and most diverse areas of Scotland. The council covers 180,000 hectares of land stretching from close to the centre of Glasgow to near the Scottish Borders. The area has a mix of urban, rural, and former mining environments - almost 80% is classed as agricultural but 70% of the population live in the major settlements in the north.

There are four towns in South Lanarkshire with a population of more than 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 23 towns and settlements with a population of more than 1,000.

The council provides services for everyone in the South Lanarkshire area. Our Council Plan considers the key issues affecting the council, its communities, partners and individuals as well as other external influences. These factors range from social trends, such as the ageing population, to technological developments like the increasing use of social media and mobile technology. Some of the major influences are set out below, while the remainder of this plan shows how we intend to deliver services within the context of these developments.

#### **Climate emergency**

One of the most significant changes since the Council Plan 2017-2022 was approved is growing realisation across the UK and the rest of the world that climate change due to global warming is a deepening crisis which requires an emergency response. Impacts will be felt across the whole range of the council's operation as action on this front gathers pace. In view of this, South Lanarkshire Council approved a motion on 25 September 2019 setting out a statement of intent in response to the climate change emergency. The Council acknowledged the "serious and immediate" threat of climate change and called for an acceleration of the pace of action to tackle the climate emergency. As part of its own response, the Council agreed to establish a committee on Climate Change and Sustainability to oversee climate change work across the council. This updated version of Connect reflects the importance and urgency of this issue, with climate change and sustainable development placed centre stage in our thinking about how we deliver services in the future.

#### **Sustainable Development**

The council has been monitoring and reporting on its carbon footprint since 2005, and over that period, has reduced its carbon emissions by 27%. (The council's Carbon Management Plans provide details on how this was achieved.) Although it has already made good progress in this area, the council now has a duty to meet the national target of net-zero emissions by 2045. This new target will have a direct impact on its work, with advisors to the Scottish Government recommending that more could be done to reduce emissions, particularly from transport and land use, and better use made of renewable heat.

The council also needs to develop long-term measures to allow its communities to adapt and become more resilient to the effects of climate change, now and in the future. The climate has already changed here in the West of Scotland, with warmer temperatures, increased rainfall, and more frequent severe weather impacting on many aspects of our communities, including health, housing, transport, water resources and energy demands.

Using the principles of sustainable development, the council aims to provide improved local services, whilst still ensuring the resilience and sustainability of the environment, the economy and local communities.

## **Zero Waste Plan and circular economy**

Scotland's Zero Waste Plan sets out the Scottish Government's vision for a zero waste society, where all waste is seen as a resource i.e. waste is minimised and valuable resources are not disposed of in landfill.

The plan sets challenging targets for the recycling and composting of domestic waste by local authorities (60% by 2020 and 70% by 2025), which should be achieved alongside the Scottish Government's forthcoming ban on the landfilling of municipal biodegradable waste.

To meet these targets, the council is continuing to promote waste minimisation, reuse and recycling within South Lanarkshire, implementing policies designed to maximise recycling and reduce waste sent to landfill.

The Programme for Government 2019-20 has made a commitment to introduce legislation on developing Scotland's Circular economy. Circular economy is one in which resources are kept in use for as long as possible. The council will incorporate the circular economy principals which can help benefit the environment by cutting waste and carbon emissions; the economy but improving productivity and opening up new markets; and communities by providing local employment opportunities. This will involve all resources but Procurement and Waste Services will have a key role to play. The council has a focus on single use items and promotes the use of reusable items wherever possible.

## **Fair, healthy, and sustainable food system**

The council has been active in relation to food issues for many years, with various activities and initiatives across council departments and in collaboration with partners and third sector organisations. Ensuring the adoption of a co-ordinated and comprehensive approach to tackling food issues and to delivering initiatives within a strategic framework is now a priority for the council. To do this, a Food Strategy for the period 2019-2024 is being prepared and will encompass social, health, economic and environmental concerns related to food. The development of the strategy is also aligned with the national priority to make Scotland a Good Food Nation.

## **Brexit**

The potential impacts of Brexit continue to be a source of great uncertainty, even though Brexit-preparedness at a UK and Scottish level has moved on since the Council Plan was published. The Scottish Government recently published a No Deal Plan, which identifies a new £7 million Rapid Poverty Mitigation Fund for local authorities. This is non-recurring revenue funding for 2019/20 and, in the event of a No Deal, will be distributed to local authorities to direct towards people and communities in greatest need.

## **Financial challenges**

The financial situation for local authorities continues to be challenging, with budgets reducing in real terms since 2013/14, while demand for services continues to increase. Over and above this increasing demand – which is driven by a combination of social, technological and demographic factors – the ability to plan for the future is limited by single-year grant allocations.

Owing to the Scottish Governments declaration of a Climate Emergency there may be financial opportunities such as the Decarbonisation Fund and Switched on Fleets to enable the council to

transition to a low carbon economy. The council will look to benefit from these opportunities where possible.

## **Community Empowerment**

Since the Community Empowerment (Scotland) Act 2015, the community empowerment agenda has moved on, both nationally and within South Lanarkshire. Community empowerment challenges councils and partners to adopt a new way of thinking, working with individuals and communities to jointly design and improve the services that local people need. The council has established a new Community Participation and Empowerment Team (CPET) to help achieve the transformation required.

## **Legislative and policy Changes**

As in 2017, a raft of new legislation will have significant implications for councils and their services. Among the most far-reaching is the new Climate Change Bill which, as noted above, commits Scotland to a target of net-zero emissions of all greenhouse gases by 2045. This comes alongside measures within the Transport Bill giving councils greater say in local bus services and providing options to tackle the growth of traffic in town centres. The role of councils in local decision-making is under examination within the Local Governance Review, which is looking at how best to devolve power to local communities and places in Scotland. Other legislation of note includes:

- The Redress (Survivors of In Care Abuse) Bill
- Transient Visitor Levy Bill
- Changes in national homelessness policy
- New School Food Regulations (to be introduced in October 2020)
- The Transport Bill, which implements a ban on pavement parking and provides for local authorities to have the option to establish municipal bus services
- In the wake of the Grenfell Fire, changes to Scottish building standards came into force on the 1st October 2019 strengthening fire safety standards in new high rise buildings and improving facilities for people with disabilities in new larger buildings. These changes will extend the council's statutory role in terms of carrying out a greater degree of inspection of new buildings and ensuring adherence to new standards through the building warrant process.
- The Planning (Scotland) Act 2019 received Royal Assent on 25th July 2019. This Act aims to give people a greater say in the future of their area through the development of Local Place Plans. It also places a new statutory duty on local authorities to prepare an open space strategy, changes the way in which local authorities' Local Development Plans are prepared, and changes how planning departments process planning applications. The full impact of these new duties for the council will be known once secondary legislation and regulations are introduced by the Scottish Government.
- The Domestic Abuse (Scotland) Act 2018 has created a new criminal offence of domestic abuse; covering physical abuse but also other forms of psychological abuse and coercive and controlling behaviour, bringing clarity for victims so they can see explicitly that what their partner or ex-partner has done to them is wrong and helping ensure perpetrators can be held to account under the criminal law.
- The Children (Equal Protection from Assault) (Scotland) Bill was introduced in the Scottish Parliament on 6 September 2018. The Bill intends to give children equal protection from assault by prohibiting the physical punishment of children by parents and others caring for or in charge of them.
- The new Health and Social Care Standards came into effect in April 2018 replacing the National Care Standards. The new Standards set out what we should expect when using



health, social care or social work services in Scotland. They seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity, and that the basic human rights we are all entitled to be upheld.

- The Scottish Government's Mental Health Strategy 2017-2027 presents a guiding ambition for mental health that is simple but, if realised, will change and save lives. The aim is to prevent and treat mental health problems with the same commitment, passion and drive as we do with physical health problems. Alongside these aims, South Lanarkshire want to create a Scotland where all stigma and discrimination related to mental health is challenged. Adult Mental Health Services in South Lanarkshire are progressive and aim to continuously improve. The Customer Service Excellence Award has been achieved for nine years, continuously demonstrating the high level of customer service attained.
- Emerging themes from the new National Transport Strategy include: economic growth; carbon; equality; health/active travel. A balance will need to be struck between driving inclusive economic growth while achieving zero carbon ambitions.

## **Population**

The population of South Lanarkshire is increasing, especially those in younger age-groups. At the same time, the number of older people (85+) is increasing, and with it the number of older people with complex needs. The working-age population is reducing and the workforce is getting older, a demographic shift which raises challenges for sectors such as social care.

## **Glasgow City Region City Deal**

The Glasgow City Region City Deal is an agreement between the UK Government, the Scottish Government and eight local authorities across Glasgow and the Clyde Valley. It is being used to fund major infrastructure projects, drive innovation and growth, and address challenges in the local labour market.

As part of the City Deal, South Lanarkshire Council is leading the delivery of three major transportation projects being undertaken to boost South Lanarkshire's access to the rest of Scotland. Cathkin Relief Road in Rutherglen / Cambuslang is now complete and open, and the Greenhills Road project in East Kilbride is underway. Development work is also underway in relation to the Stewartfield Way project in East Kilbride which is scheduled for completion in future years.

The council is also leading another City Deal project (the Community Growth Areas) in four key locations within South Lanarkshire: Newton, East Kilbride, Hamilton and Larkhall. This involves promoting private sector house building (up to 9,000 new homes, and including affordable housing) and supporting the development of new schools and community facilities.

In addition, the City Region partnership collaborate on a number of strategic themes which seek to establish a common approach to supporting businesses, key sectors, inward investment, skills and employability, innovation and inclusive growth. South Lanarkshire Council is the lead authority on the Skills and Employability theme which aims to identify the skills employers will need for the future, and ensure that schools and education providers are geared up to provide them e.g. tackling the skills gaps in the NHS and social care.

The Glasgow City Region City deal has been the catalyst for improved collaboration across the City Region. Now that many projects are well into the delivery phase, the City Deal is unlocking longer-term benefits of the partners working together. The city region has also adopted a Regional Economic Strategy and Economic Action Plan and has sparked other collaborative activity, such as the West Partnership Regional Improvement Collaborative.

## **Tackling Poverty, Deprivation and Inequality**

Scottish Index of Multiple Deprivation (SIMD) statistics have highlighted persistent levels of deprivation within a number of South Lanarkshire communities. Tackling local inequalities therefore continues to be a key challenge for us and our partners. The development and implementation of the South Lanarkshire Community Plan and the adoption of our shared overarching objective will help focus the efforts of the council and its partners on tackling poverty, deprivation and inequality in South Lanarkshire.

'In work' poverty is a significant issue and an increasing trend across Scotland and the UK. We are an accredited Living Wage Employer and are continuing to encourage other local employers to pay the living wage to help tackle in-work poverty.

## **Welfare Reform**

Welfare Reform continues to present significant challenges. The establishment of the Social Security Agency has been significant in beginning to take forward these government priorities. As the level of welfare support reduces, people have less money to spend, and this has the potential to drive up demand for a range of council supports and services.

Along with partner agencies, the council will continue to devote significant resources to address the impact of Welfare Reform, support the implementation of the new Scottish system, support our residents and secure their income.

## **Affordable Housing**

The Scottish Government has committed to delivering 50,000 affordable homes by March 2021. This represents a 67% increase in affordable housing supply, with 35,000 homes for social rent.

Through the Local Housing Strategy, we will work with partners to ensure there is an effective housing system across all property types. The Strategic Housing Investment Plan (SHIP) sets out our plan for the delivery of a total of 1,552 affordable houses in partnership with other Registered Social Landlords (RSLs) over the next five years and we will continue to work with RSL partners to increase the supply within South Lanarkshire to meet need. Overall, the council plans to deliver a minimum of 1,000 additional council houses, including those that are currently underway, by 2022.

## **Homelessness and Rapid Rehousing Transition Plans**

In October 2017, the Scottish Government set up the Homelessness and Rough Sleeping Action Group (HARSAG) to produce short and long-term solutions to end homelessness and rough sleeping.

Rapid rehousing is about taking a housing-led approach for people that experience homelessness with a focus on making sure they reach a settled home as quickly as possible, and limiting the amount of time that is spent in temporary accommodation.

The HARSAG produced a final report in June 2018 which put forward a number of recommendations, including that local authorities should develop Rapid Rehousing Transition Plans (RRTP). These plans set out how local authorities and community planning partners intend to transform the use of temporary accommodation with the aim of promoting rapid rehousing.

As part of the Local Housing Strategy (LHS) delivery framework, a multi-agency Homelessness Steering Group was established, with representation from Registered Social Landlord Housing

Providers, Health and Social Care, Support Services, and Third Sector partners, with a remit for progressing actions to achieve the LHS Priority Outcomes for addressing homelessness.

South Lanarkshire's Rapid Rehousing Transition Plan 2019-24 was developed in conjunction with a wide range of partners and submitted to the Scottish Government in December 2018. The final plan was approved by Housing and Technical Resources Committee on 23 January 2019

### **Private Rented Sector**

The Private Sector Tenancies (Scotland) Act 2016 increases the security of tenure for tenants and the responsibilities of landlords. At the same time, the continuing implementation of the Welfare Reform programme may act as a disincentive for private landlords to continue to operate in the sector. This may result in a reduction in the supply of private rented housing within South Lanarkshire.

We will monitor the impact which the legislation has on the council's waiting list and on levels of homelessness. At the same time the council will continue to work with the sector to promote the provision of good quality, well-managed homes.

### **Other Issues**

Other issues which will continue to present challenges include ongoing efforts to tackle disadvantage, including closing the poverty-related educational attainment gap; increasing demand for housing and the push for affordability in the housing sector; the pace of digital transformation including digital inclusion, and the range of action and investment needed to address the climate emergency.

## Section 4

### How we deliver for South Lanarkshire

The council delivers a wide range of services, which cover all communities and touch every household in South Lanarkshire. Guided by our vision and values, and taking account of the challenges and opportunities presented by the wider context, the council's five Resources will focus on delivering the services that people and communities need over the life of the Council Plan.

In everything we do, we strive to continually improve performance and make the best possible use of resources for the people of South Lanarkshire. In setting out our vision and priorities, the Council Plan confirms our clarity of purpose and our ambitions for the future. Taking their lead from Connect, each of the council's [Resources](#) will prepare annual plans which will spell out in greater detail how the ambitions are being delivered throughout South Lanarkshire. This approach forges a strong and transparent link between the council's strategy and the day-to-day business of council services. Performance will be reported and scrutinised by committees regularly at both Connect and Resource level and reported to the public.

[Community and Enterprise Resources](#) comprises various services operating from a wide variety of locations throughout South Lanarkshire. The diverse range of services contributes significantly to the quality of life experienced by both residents and visitors to South Lanarkshire. Activities include:

- 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 and delivering support for local businesses
- 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, concierge, and school crossing patrol services
- providing bereavement services
- managing the council's vehicle fleet including: refuse collection, roads maintenance, street sweeping and passenger transport
- leading the council in developing and promoting sustainability, environmental responsibility and climate change mitigation and adaptation
- leading the council in promoting and developing a fair, healthy, and sustainable food system

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 museums, libraries, art centres, indoor and outdoor sports and leisure centres, community halls and country parks.

[Education Resources](#) is South Lanarkshire's largest service. There are 49,000 young people attending nursery, primary, secondary and additional support needs schools in South Lanarkshire. Education is both a national and local priority.

Our ambition is to deliver services of the highest quality which inspire learners, transform learning and strengthen communities.

We want to provide the best possible learning experiences for children, young people and adults. This will include looking at how best to enhance our early learning and childcare provision in order to meet the needs of families.

We want to raise achievement and attainment and improve children and young people's health and wellbeing. Our focus will be on raising standards, particularly in literacy and numeracy and in closing the gap between the most and least disadvantaged children so that every child has the same opportunity to succeed. We also want to provide our young people with the necessary skills for life and work.

We want our schools and other places of learning to be inspirational, safe and welcoming, and where our staff set high aspirations for all learners, while reducing inequalities.

The National Improvement Framework, with its emphasis on both excellence and equity in equal measure for all children and young people, builds on the implementation of Curriculum for Excellence. This will be the focus for our schools and services over the coming years as we strive to achieve better outcomes for learners.

[Finance and Corporate Resources](#) provides the framework of support which allows the council to deliver its wide range of services on behalf of local people.

This includes the creation and maintenance of key strategies, such as the long-term financial strategy, workforce planning and digital transformation, which ensure the council is run effectively and efficiently. Services provided through the Resource include:

- overseeing the council's budget and ensuring it delivers the ambitions of this Council Plan
- responsibility for the billing and collection of revenue for the council, including Council Tax from domestic properties and non domestic rates from other properties
- helping citizens access services in ways they find convenient, through advice from the Q and A services and Customer Services Centre. Enquiries cover a wide range of services including bin collections, reporting potholes and disabled parking permit requests
- coordinating work with communities and partners to deliver on our priorities and commitments
- through the provision of Personnel Services and driving workforce planning, ensuring the council has the right people with the right skills in place at the right time
- by improving processes through digital transformation, working to increase the efficient delivery of services and allow citizens to access services in ways they prefer and find more convenient
- providing services for the registration of births, deaths and marriages, including civil ceremonies, the Nationality Checking Service and Placing Request Appeals
- responsibility for the administration of licensing applications
- providing administrative support for councillors and committees as they make decisions about the services provided by the council, as well as its legal, internal audit and communications services

[Housing and Technical Resources](#) is the fourth largest social landlord in Scotland and delivers a comprehensive range of key housing management, homelessness, property and land management, repairs, maintenance and improvement services.

Activities include:

- managing a stock of approximately 24,900 homes
- provision of a comprehensive range of services to help prevent and alleviate homelessness, working with over 1,900 homeless households in 2018-19
- provision of our Home Options service with a specific focus on homelessness
- managing the council's adaptation service which helps people with special requirements to continue to live independently
- responsibility for developing and implementing strategies and plans, such as the Local Housing Strategy, Rapid Rehousing Transition Plan, the Strategic Housing Investment Plan and the Tenant Involvement Strategy

- maintaining, repairing and undertaking improvements to the council's property portfolio including energy improvements.
- managing the council's portfolio of properties and land
- working towards our target of building at least a further 1,000 new council homes by 2021
- Providing support to Syrian refugee households settled in our communities.

[Social Work Resources](#) continues to promote social welfare and provide effective care and support to meet the needs of vulnerable people in South Lanarkshire. We are committed to providing responsive and accessible services, with defined standards for service provision and supporting people to maximise their potential, maintain their independence and improve outcomes.

Our Participation and Involvement Strategy sets out the principles through which service users and carers are empowered to influence and shape decisions affecting their lives.

Social Work leads on a range of council objectives. These are often delivered with a variety of internal and external partners including voluntary and independent provider organisations which offer a range of services designed to enable, support, improve and protect the health and social care of people in South Lanarkshire. Activities include:

- dealing with over 50,000 referrals a year
- assessment, specialist assessment and support
- provision of targeted services for vulnerable children, young people and adults and their carers
- providing care at home
- community support services, respite and residential services
- enabling carers to continue in their caring role – for example through carers' organisations which supported over 4,000 carers in 2018-19
- assessment and monitoring in the protection of vulnerable children and adults
- working with those subject to requirements within justice and mental health legislation

Whilst there are challenges facing Social Work, there are also real opportunities, in particular the continuing implementation of health and social care integration, Integrated Children's service planning, and the implementation of the Community Justice Plan.

The work of Social Work Resources builds on and enhances the existing joint working relationships across the partner agencies in South Lanarkshire.



## Section 5

### What is next and what is important?

#### Our Vision

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 four **priorities** state where we will direct our energies to achieve the overall vision.

#### Our Vision

Improve the quality of life of everyone in South Lanarkshire

#### Our Priorities

Promote sustainable and inclusive economic growth and tackle disadvantage

Get it right for children and young people

Improve health, care and wellbeing

Ensure communities are safe, strong and sustainable

#### Our Values

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



## **Our Values**

Our Values are at the core of everything we do. Our Values lead us to set strategic direction and strive for excellence in delivering the services used by residents, customers and visitors in South Lanarkshire.

Our Values for South Lanarkshire are:

### **Focused on people and their needs**

In all that we do, we are focused on the needs and the strengths of the people and communities of South Lanarkshire. This means delivering services that people want and in ways that suit them. The feedback we receive from our customers is key to shaping our services. We listen to what people have to say by talking to them, holding workshops and carrying out surveys and we compare our customer satisfaction against other authorities using the Scottish Household Survey. Local surveys across a wide spectrum of service users further inform how we plan and manage services – from what pupils and parents think about our local schools to the views of carers about respite services and residential care.

Focusing on people and what they want is critical when considering how to make the best use of public funds. Delivering services to those who need them most is a key feature of how we work. In partnership with our communities and our Community Planning Partnership (CPP) partners, we have developed the Community Plan to improve local outcomes in South Lanarkshire with an overarching objective to tackle poverty, deprivation, inequality and the challenges from a changing climate.

### **Working with and respecting others**

Community empowerment and partnership working is essential to the delivery of effective services and extends not only to other organisations but also service users and communities. For example, schools work in partnership with parents and learners, and vulnerable people are supported in partnership with their carers.

### **Accountable, effective, efficient and transparent**

We are accountable for the decisions we make and the services we deliver. Accountability lies at the heart of what we do, and all key decisions are subject to scrutiny by Elected Members (Councillors) through the system of committees and scrutiny forums. Our accountability extends to the results we achieve: we aim to be effective, efficient and transparent, minimising waste and achieving better outcomes for people, communities and the local environment.

### **Ambitious, self aware and improving**

We continually strive to improve our services and make a difference to the lives of the people of South Lanarkshire. We do this through performance monitoring and self evaluation, developing improvement plans where we recognise that we could do better. Driving all of this activity is our goal to achieve more: to improve our performance and achieve better use of our resources. We make all this performance information available in our Public [Performance](#) Reports.

### **Fair, open and sustainable**

We conduct our business honestly, openly and effectively. This means being open to new ideas and testing different approaches, continually looking for better ways to deliver services and get the most value from every pound spent. It means adhering to high standards of governance, being open about why decisions are made and reporting our performance in a rounded and balanced way.

We are a sustainable council, and environmentally responsible in everything we do. Our approach goes beyond looking after the environment and cutting back on greenhouse gas emissions. It is



about making decisions which make sense in the longer term, and targeting and prioritising resources in ways which ensure services are fit for the future. We recognise the imperative of taking action across many fronts to combat climate change, and awareness of this requirement is reflected throughout our work. We also recognise the importance of working with our communities in the transition to a low carbon economy and becoming climate resilient.

### **Excellent employer**

As a council, we aim to ensure our employees are equipped to meet the challenges ahead, build their resilience, support them through personal and organisational change and maximise their performance and competence. We want our employees to be committed, motivated, happy at their work, highly competent and able to deliver on the objectives of the council.

**Our Values support and strengthen one another.**

## **Our Priorities**

Our priorities for South Lanarkshire are to:

### **Get it right for children and young people**

Keeping our children safe, and away from harm, and improving their wellbeing is a key priority. It is everyone's responsibility to help ensure our children are safe. We make a difference by working together to help improve the outcomes for individual children and families, including keeping safe on the internet, enjoying a healthy and active lifestyle and having someone to talk to. We will seek to protect our children's future from the effects of climate change and empower children and young people to take action.

### **Improve health, care and wellbeing**

This priority is about helping individuals and communities to achieve and maintain good health – both good physical health and good mental health. It is about ensuring that the most vulnerable members of society receive care and protection, which is provided in a way that maximises choice and independence, in line with the national outcomes. This includes accessing good quality outdoors to maintain and enhance good health and wellbeing.

### **Promote sustainable and inclusive economic growth and tackle disadvantage**

This priority is about strengthening South Lanarkshire's economy, bringing jobs and opportunities to local people, encouraging growth and investment, and supporting the transition to a low carbon economy which is fundamental to the wellbeing of South Lanarkshire and its residents. It is also about reducing the gap between the most and least disadvantaged and affluent communities, giving everyone an equal opportunity, and creating conditions which enable individuals and communities to contribute equally and share in any economic benefits.

### **Ensure communities are safe, strong and sustainable**

We want to build on our communities' strengths to help them be safe, vibrant, resourceful and engaged. Our aim is to help create attractive, thriving, environmentally responsible low-carbon and climate-resilient communities, neighbourhoods and places where people not only feel safe, but take pride in where they live and can access the services they want, including quality greenspace. We aim to do this through work with communities and people. With the implementation of our Community Justice Plan there is a clear focus on creating an inclusive and respectful society, in which all people and communities live in safety and security, individual and collective rights are supported, and disputes are resolved fairly and swiftly.

**Our Priorities support and strengthen one another.**

## **Best Value and Partnership Working**

In taking forward our priorities, the council aims to achieve results through leadership, good governance and organisational effectiveness. The council is in a unique position in local communities and serves to represent and lead, provide a voice for local people and champion the local identity. Our aim is to ensure the effective delivery of services, continuous improvement, and to transform services to meet people's needs.

We recognise that to deliver our vision we must work closely with our communities and our Community Planning Partners. The South Lanarkshire [Community Planning Partnership](#) brings together communities, local agencies and organisations from the public, private and voluntary sectors to deliver better public services.

## **Section 6**

### **Delivering our Plan**

The council has clearly defined its Vision which, together with the Values, Ambitions and Objectives, will guide service delivery. The actions and measures associated with achieving the Objectives are linked to the budget planning process, our workforce planning and also to the arrangements for performance management and public performance reporting. Taken as a whole, these arrangements ensure that we resource the plan, manage its delivery, and report our progress transparently and effectively.

#### **Funding**

To deliver its objectives, the council operates with a budget of £697 million per annum (2019/20). We have a strong budget planning process led by our Financial Strategy which sets out a detailed medium term forecast for the financial resources required to meet the aims of the council. The Financial Strategy also looks to a longer 10 year outlook, beyond the term of this Council Plan. The Financial Strategy is updated every year.

Through the Financial Strategy the council can ensure that it sets a budget that delivers the ambitions of this Council Plan. The Financial Strategy is informed by the changing environment in which we operate, and the changing needs that we are serving. The strategy helps us manage the resources of the council in the most effective way to ensure that we continue to deliver the services that the residents of South Lanarkshire want, and that we do so while making the best possible use of resources.

There are elements of uncertainty which may influence our Financial Strategy, including a lack of clarity on the level of grant funding that the council will get in future years. In recent times, the council has only received notification of its grant funding for the coming year. At present, Government funding beyond the current year is unknown and is difficult to estimate with any confidence due to a number of factors.

While the council has a degree of assurance over European grant income for the period 2016 to 2020, beyond this timeframe it is not known how European grant income will be affected. This may impact on council funding which is currently used to support the council's policies and overall vision, with its focus currently on employability as well as poverty and inclusion.

The Financial Strategy looks at both the day to day running costs and the capital investment requirements of the council. The council Capital Programme builds on significant capital investment in previous years in our schools, social housing, roads and caring for the elderly. The positive impact on communities from these projects has been, and continues to be, significant.

The Capital Programme 2017-18 to 2019-20 sees the completion of the School Modernisation Programme, through which all our schools have been either rebuilt or modernised to deliver education within a 21st century environment.

In the period up to March 2021, we will look to add an additional 1,000 new council homes, supported financially by the Scottish Government through the Affordable Housing Supply Programme, and we are working towards ensuring that our existing stock of council houses meets social housing standards.

The council's Capital Programme includes an expansion to plans to renew our care homes. Our roads conditions have improved through the Roads Investment Programme, and we will continue to invest in this area. Climate impact screening has been carried out on the Capital Programme to help in the transition to a low carbon economy.

The capital investment programme also includes the council's involvement in the Glasgow City Region City Deal, which has allowed us to access our share of £1.13 billion funding to invest in roads and Community Growth Areas. Changing government policies around early learning and childcare will also drive further investment over the life of this Council Plan.

The "More Homes" funding is in place to 2021, however, there is no clarity on funding beyond this date.

The management of the council's budget is subject to strong controls including robust monitoring arrangements and regular reporting to committees and scrutiny forums.

## **People**

To deliver the next steps contained within Connect, and to meet the challenges and opportunities facing the council, we must ensure that we have the right people with the right skills in the right place at the right time. We have a large and diverse workforce, committed to customer-centred service delivery and we must continue to draw upon the knowledge, skills and dedication of our employees.

Our People Strategy and Workforce Plan sets out our longer term people requirements, taking into account our working environment and service delivery plans. These documents provide us with a strategy and a road map to ensure the council has a committed and well-trained workforce to deliver excellent services now and in the future.

We believe that the people who work for us are our biggest asset and we encourage wellbeing by providing all employees with a safe and healthy working environment where all are treated with dignity and respect.

## **Assets**

The council has a significant asset holding. With over £1.55 billion in land and property assets, 2,295 km of roads network, around 24,900 social houses and a fleet of over 1,400 vehicles, it is essential that our assets are well managed, fit for purpose, and used effectively to support our objectives.

To ensure this, the council has a corporate Asset Management Plan (AMP) which includes specific plans for the key asset categories of property, roads infrastructure, housing, fleet and information communication technology.

Working corporately the AMP process enables us to review the suitability, performance and condition of our assets, target investment and consider future service and investment priorities which will include the steps necessary to meet national climate change targets and adapting to climate change. The process informs strategic decisions and leads to initiatives such as the housing new build and roads investment programmes.

## **Performance management**

We are accountable for everything we do, and reporting our performance allows residents to see for themselves the steps we are taking to improve the quality of life of everyone in South Lanarkshire. By close monitoring and management of performance, we can ensure our plans are delivered effectively, and that our services are continuously improving to deliver better outcomes for everyone.

The council has a structured approach to improvement by managing, monitoring and reporting performance. This allows us to understand our progress and take action where necessary. As part of this we must ensure the public is aware of our performance and continually take on board their views and needs.

The council's performance management system IMPROVe is used to monitor performance against the Council Plan. IMPROVe provides a comprehensive analysis of action being taken across the council to achieve its objectives.

In terms of delivering Connect, each council Resource will prepare an annual plan which takes its lead from the long term planning perspective of the Council Plan and performance will be monitored and reported at both a strategic and a local level throughout the life of the plan.

Robust performance monitoring and reporting arrangements are in place which includes regular progress reports to the council's committees, and this is complemented by public performance information on the council's website.

### **Public Performance Reporting**

The council has a statutory responsibility for public performance reporting. In addition to reporting our progress against the Council Plan, we publish a wide range of other performance information. This puts our activity into context, showing how our performance has changed over time and how we compare with others: for example the Annual Performance Spotlights ([APR](#)), the [Public Performance Reports](#) and the council's public information and new website ([www.southlanarkshirereview.scot](http://www.southlanarkshirereview.scot))

### **Governance**

The role of governance within the council is to ensure that intended outcomes are achieved for citizens and service users and that the council operates in an effective, efficient and ethical manner. Good governance is about the culture, systems, processes and values by which the council conducts its business and delivers services.

There are clear principles which should underpin good governance. The council must be able to demonstrate that: its focus is on its purpose and on the outcomes for citizens and service users; the values for the whole organisation are promoted and demonstrate good governance through behaviour; informed, transparent decisions are taken and risk is managed; the capacity and capability of the council to be effective is developed; members and officers are performing effectively in clearly defined functions and roles; and the council is engaging stakeholders and making accountability real.

In delivering Connect, the council will adhere to and work within a framework of internal values and expected external principles and standards which help to deliver good standards of governance. These standards apply to all elected members and employees.

### **Top Risks**

The council is aware that there will be a number of risks over the period of the Council Plan and we will take steps to ensure that these are kept under review so that they can be evaluated and appropriate action taken to mitigate such risks. As the council delivers Connect, risk management will continue to be a key element in the governance arrangements, providing assurance that the council is compliant with best practice standards and that work is being undertaken to address the gaps highlighted by ongoing council wide and Resource wide risk identification

### **Assurance**

South Lanarkshire Council has a responsibility to ensure business is conducted in accordance with legislation and proper standards and adheres to and works within a framework of internal values and external principles and standards. We ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively through the continuous improvement of service provision and delivery.



## Our Vision

Improve the quality of life of everyone in South Lanarkshire

## Our Priorities

Promote sustainable and inclusive economic growth and tackle disadvantage

Get it right for children and young people

Improve health, care and wellbeing

Ensure communities are safe, strong and sustainable

## Our Values

Focused on people and their needs

Working with and respecting others

Accountable, effective, efficient and transparent

Ambitious, self aware and improving

Fair, open and sustainable

Excellent employer

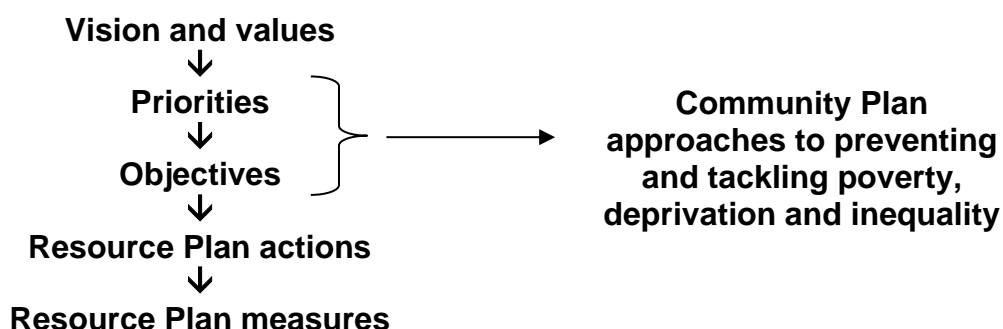


# Annex 1

## How do we get there?

The Council Plan, Connect, contained detailed information on the council's Objectives. These are reproduced below, updated as a result of the mid-term review. The mid-term review sharpened the council's focus on four Priorities, with the Objectives in a supporting role as the link between the Council Plan and the activities of the five Resources. The Objectives and the Next Steps associated with them will continue to play a pivotal role in the strategic planning process through the annual Resource Planning cycle.

The golden thread from the Council Plan and its priorities to the annual Resource Plans and specific measures is shown below:



## Our Objectives

Our Objectives are what we aim to do at an operational level, delivering services that reflect our Vision, Values and Priorities. We engage and work with the public and communities in setting and achieving these Objectives. Progress on how our Objectives are being delivered is identified in terms of key important events or milestones, which are monitored and reported regularly to our committees and the public.

Our objectives support our priorities as set out below.

Priority	Related objectives
Improve health, care and wellbeing	<ul style="list-style-type: none"><li>• Improve later life</li><li>• Protect vulnerable children, young people and adults</li><li>• Deliver better health and social care outcomes for all</li><li>• Encourage and enable participation in physical, outdoor and cultural activities</li></ul>
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"><li>• Improve the availability, quality, and access of housing</li><li>• Work with communities and partners to promote high quality, thriving, low carbon, climate resilient and sustainable communities</li><li>• Support our communities by tackling disadvantage and deprivation, and supporting aspiration</li><li>• Encourage and enable participation in physical, outdoor and cultural activities</li></ul>
Promote sustainable and inclusive	<ul style="list-style-type: none"><li>• Improve the road and electric charging network, influence improvements in public transport and encourage active travel</li></ul>



economic growth and tackle disadvantage	<ul style="list-style-type: none"> <li>• Support the local economy by providing the right conditions for sustainable and inclusive growth</li> <li>• Support our communities by tackling disadvantage and deprivation, and supporting aspiration</li> </ul>
Get it right for children and young people	<ul style="list-style-type: none"> <li>• Improve achievement, raise educational attainment and support lifelong learning</li> <li>• Ensure schools and other places of learning are inspirational</li> </ul>

## Alignment of Council Plan “Next Steps” with Community Plan “Changes Required”

We work closely with our communities and Community Planning partners to deliver the services which people in South Lanarkshire need. The priorities within the Council Plan are aligned with the priorities in the Community Plan 2017-2027, as illustrated by the diagram below:



The alignment between the two plans continues at the level of key activities. The pages which follow show how the council's objectives and Next Steps relate to the required changes identified by the Community Planning partners in the Community Plan.

## Objective: Improve later life

Both nationally and locally, the most significant changes in the population will occur in the over 65 age group. People are living longer, but not always healthier lives.

In addressing this, the Scottish Government has challenged local partners to re-shape current services in line with the wishes of older people. It is widely recognised that older people want to live more independently and choose what matters most about their care and support.

The [Health and Social Care Partnership](#) strives to further improve outcomes for people who use health and social care services and their carers.

Council Plan Next Steps showing key areas of activity	
1.1	Increase the supply of housing to meet the needs of older people, including amenity housing and the supply of adapted homes, and ensure that Care Inspectorate standards are met where they apply
1.2	Embed the Carers (Scotland) Act 2016 throughout the council, to ensure that the needs of all carers are supported, and revise our Carers Strategy
1.3	Implement the strategic intentions for Health and Social Care as set out in the Strategic Commission Plan 2019-21 to improve Health and Wellbeing outcomes for people in South Lanarkshire
1.4	Develop and modernise day care services for older people to create a community hub type facility which provides both onsite and community based services for older people
Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"><li>• Improvements to affordable local housing supply in sustainable locations</li></ul>
	<ul style="list-style-type: none"><li>• Improve support for carers with regards to financial wellbeing and ensure systems are in place to identify those carers who require financial support</li><li>• Implement duties contained in the Carers Act (2016) in South Lanarkshire</li></ul>
	<ul style="list-style-type: none"><li>• Empowering communities to improve their own health and wellbeing</li><li>• Shifting the focus from reactive interventions to early intervention and prevention programmes</li></ul>
	<ul style="list-style-type: none"><li>• Promote good mental health through empowering communities and individuals to improve their own health and wellbeing</li><li>• Reducing social isolation by empowering communities and individuals to improve their own health and wellbeing</li></ul>

## Objective: Protect vulnerable children, young people and adults

The council has a statutory responsibility to protect vulnerable children, young people and adults from all forms of harm, abuse and neglect. We also provide support to people with substance misuse and mental health issues, people affected by domestic abuse and those with a physical and/or learning disability. We make a difference by working together to improve the outcomes for individual children and families.

Council Plan Next Steps showing key areas of activity	
2.1	Continue to protect children and adults from all forms of harm, abuse and neglect
2.2	As a Corporate Parent promote the best possible outcomes for our care experienced children throughout their care journeys and beyond
2.3	Embed the Carers (Scotland) Act 2016 throughout the council to ensure that young carers are supported
2.4	With our partners, use available data to inform the Children's Services Planning processes including our commitment to Children's Rights Reporting
2.5	Continue to develop quality assurance frameworks to improve services which protect vulnerable children, young people and adults
2.6	Deliver robust public protection services for vulnerable children and adults
2.7	Continue to implement the requirements of the Mental Health Act 2015
2.8	A Children's Services Plan which complements the Council Plan has been developed and will report progress annually
2.9	The Community Justice Partnership will work to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities
2.10	Develop procedures to facilitate the implementation of Free Personal Care for under 65's
2.11	Continue to implement Prioritisation/Eligibility Criteria across care groups
2.12	Develop a common approach to risk management, the use of shared chronologies and protection planning around vulnerable individuals which is more integrated across the Partnership

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"> <li>• Reduce numbers of direct and indirect victims of domestic abuse. Focus on promoting health and positive relationships.</li> <li>• Preventing young people from engaging in drug misuse though establishing links between drug misuse and social problems</li> </ul>
	<ul style="list-style-type: none"> <li>• Reduce the gap in positive destinations of care experienced and all young people</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase the financial capability of children and young people</li> <li>• Implement duties contained in the Carers Act (2016) in South Lanarkshire</li> </ul>
	<ul style="list-style-type: none"> <li>• Outcomes in our most deprived areas are improved</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure the South Lanarkshire Child Protection Committee Business Plan reflects the improvement identified by the National Child Protection Improvement Programme and Systems Review 2016-17.</li> </ul>
	<ul style="list-style-type: none"> <li>• Promote good mental health through empowering communities and individuals to improve their own health and wellbeing</li> </ul>
	<ul style="list-style-type: none"> <li>• Improve health in early years of life through efforts to increase breast feeding and Child Development</li> </ul>
	<ul style="list-style-type: none"> <li>• Preventing young people from engaging in drug misuse though establishing links between drug misuse and social problems</li> </ul>

## **Objective: Deliver better health and social care outcomes for all**

South Lanarkshire Health and Social Care Partnership is working to integrate adult health and social care services. The Partnership will deliver the nine national health and wellbeing outcomes.

<b>Council Plan Next Steps showing key areas of activity</b>	
3.1	Continue to implement a programme of work to modernise care at home/home care services as key element of Health and Social Care Integration
3.2	Transform our use of residential bed based resources to create care facilities/models of care that will meet future needs while shifting the balance of care
3.3	Develop localities through implementing locality operational arrangements to complement the newly-established Locality Planning Groups and to take integration to its next natural stage
3.4	Support ongoing implementation of the government's 10 year Self Directed Support programme by 2020, including any learning from themed inspection
3.5	Improve the uptake of nutritious school meals by pupils
3.6	Develop and modernise day opportunity services for adults to create a community hub type facility which provides both on-site and community based services
3.7	Promote the good food strategy to empower communities to improve their own health and wellbeing

<b>Community Plan Changes Required showing key areas of activity related to this objective</b>	
	<ul style="list-style-type: none"><li>• Empowering communities to improve their own health and wellbeing</li></ul>
	<ul style="list-style-type: none"><li>• Reducing social isolation by empowering communities and individuals to improve their own health and wellbeing</li></ul>

## Objective: Improve the availability, quality, and access of housing

Having somewhere to live that is safe and warm is one of the most basic needs. Meeting the housing requirement and promoting access to good quality, affordable homes for all the people of South Lanarkshire remains a key priority for the council. Through significant investment in our housing stock, we have made excellent progress and have achieved the Scottish Housing Quality Standard (SHQS). As part of the works to meet the standard, we have made a considerable impact on key housing priorities and we recognise that improving the energy efficiency of homes and lowering energy costs is one of the main ways in which the council can help to tackle fuel poverty. The council also has responsibilities to tackle homelessness and to help increase the availability of affordable housing.

Council Plan Next Steps showing key areas of activity	
4.1	Further develop our housing options service to help people achieve and sustain appropriate housing
4.2	Work with our Registered Social Landlord (RSL) partners to use available housing to meet housing need
4.3	Promote improvement in the quality of housing
4.4	Promote improvement in the energy efficiency of the housing stock to help address and tackle fuel poverty and climate change so that the housing stock meets the energy efficiency standard by the 2020 deadline
4.5	Continue to work with key partners and funders to seek ways to maximise the delivery of new affordable housing supply of the right size, type and tenure
4.6	Continue with the council's house building programme to deliver a further 1,000 new homes by 2022
4.7	Continue to regenerate priority neighbourhoods through the delivery of new homes, improvements in the existing housing stock and by working with partners
4.8	Implement a new Local Housing Strategy
4.9	Continue to develop new and responsive ways to access council services
4.10	Work with our customers to further develop their involvement in helping to scrutinise and develop our services
4.11	Through our Planning Service, and in conjunction with Housing and Technical Resources, help ensure an appropriate supply of land for housing development
4.12	Implementation of Affordable Housing and Housing Choice Policies within the Local Development Plan

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"><li>• Increase the engagement of low income/unemployed residents in activity to support progress to and within work with a focus on parents, homeless adults and families</li><li>• Prevent and reduce impact of homelessness</li></ul>
	<ul style="list-style-type: none"><li>• Improvements to affordable local housing supply in sustainable locations</li></ul>
	<ul style="list-style-type: none"><li>• Improve housing conditions and local housing affordability</li></ul>
	<ul style="list-style-type: none"><li>• Reduce levels of fuel poverty</li></ul>
	<ul style="list-style-type: none"><li>• Increase Digital Inclusion.</li></ul>

**Objective: Improve the road and electric charging network, influence improvements in public transport and encourage active travel**

A high quality and well maintained road network matters to everyone in South Lanarkshire and beyond – businesses use it to deliver goods and services, workers use it to get to and from their place of work, and families use it every day.

<b>Council Plan Next Steps showing key areas of activity</b>	
5.1	Implement our Roads Investment Programme to improve our roads, footways, bridges, and road network infrastructure
5.2	Deliver a roads winter maintenance service
5.3	Work with partners to deliver major road infrastructure improvements which support economic development, including those undertaken as part of the City Deal
5.4	Work with partners to improve public transport infrastructure and deliver our Park and Ride Strategy
5.5	Encourage active travel and recreational access to the outdoors through improvements to our cycle route networks and path networks
5.6	Promote electric vehicle infrastructure to support the transition to a low carbon economy

<b>Community Plan Changes Required showing key areas of activity related to this objective</b>	
	<ul style="list-style-type: none"><li>• Improved physical connectivity to learning, jobs and business opportunities</li><li>• Improvements to affordable local housing supply in sustainable locations</li></ul>
	<ul style="list-style-type: none"><li>• Provision of affordable and accessible public transport through the delivery of the Local Transport Strategy.</li></ul>

## **Objective: Work with communities and partners to promote high quality, thriving, low carbon, climate resilient and sustainable communities**

Our work with communities and partners strengthens everything we do and allows communities to achieve more than the council could deliver on its own. Our partnership plans set out priorities – based on an understanding of local assets, need and opportunities - and support our working relationship with the Scottish Government and many external, national and local organisations.

The council is in a unique position - it serves to both represent and lead communities, acting as a voice for local people and a champion of local identity. Local communities and groups can be empowered to influence decisions and make positive changes to local situations and circumstances.

We aim for South Lanarkshire to be an environmentally responsible, low carbon, climate resilient, safe, clean, attractive and well-designed place to live, work and play. High quality places, which meet the needs of the present without compromising the needs of future generations, help promote personal wellbeing and a sense of ownership by the community.

<b>Council Plan Next Steps showing key areas of activity</b>	
6.1	Ensure appropriate supply of land for new housing and employment development is maintained
6.2	Work in partnership with the business community and other partners to support thriving, attractive, sustainable and low carbon town centres
6.3	Work with developers and public and private sector partners to deliver the four Community Growth Areas City Deal projects
6.4	Continue to strive with our communities to achieve greater participation and involvement in decision making – including real participation in spending decisions. Work with our communities and Community Planning Partners to implement the provisions of the Community Empowerment Act, including taking forward a Local Outcomes Improvement Plan (LOIP) which delivers on the aspirations of our neighbourhoods and communities
6.5	Implement the provisions of the Community Empowerment Act, including development of the Local Outcomes Improvement Plan (LOIP) for South Lanarkshire
6.6	Provide access to timely support and interventions for people/groups who are disadvantaged
6.7	Promote safety through road improvements, through consumer protection work, through the delivery of services to tackle anti-social behaviour and through the implementation of the Community Justice Outcomes Improvement Plan to reduce further offending
6.8	Deliver a range of measures which improve the local natural environment, including minimising waste, improving air quality, conserving, protecting and enhancing biodiversity, remediating vacant and contaminated land, and protecting against floods
6.9	Continue to regenerate priority neighbourhoods through the delivery of new homes; improvements in existing stock and the surrounding environment, and optimise investment from partner organisations
6.10	Make use of new technologies and inclusive approaches to encourage communities to get involved
6.11	Work in partnership to achieve more challenging carbon emission reduction targets, adapt to the effects of a changing climate, and act more sustainably
6.12	Promote a natural environment which is resilient, enhanced and protected
6.13	Ensure all Council led plans, policies, programmes and strategies are subject to SEA, where required

<b>Community Plan Changes Required showing key areas of activity related to this objective</b>	
	<ul style="list-style-type: none"><li>• Improve housing conditions and local housing affordability</li></ul>
	<ul style="list-style-type: none"><li>• Improved physical connectivity to learning, jobs and business opportunities</li><li>• Improvements to affordable local housing supply in sustainable locations</li></ul>
	<ul style="list-style-type: none"><li>• Ensure communities are more actively involved in local decision making.</li></ul>
	<ul style="list-style-type: none"><li>• Outcomes in our most deprived areas are improved.</li></ul>



	<ul style="list-style-type: none"> <li>• Improve health during pregnancy</li> <li>• Outcomes in our most deprived areas are improved</li> </ul>
	<ul style="list-style-type: none"> <li>• Continuous improvement to environmental quality and communities living more sustainably.</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase Digital Inclusion.</li> </ul>
	<ul style="list-style-type: none"> <li>• Provision of affordable and accessible public transport through the delivery of the Local Transport Strategy</li> </ul>

**Objective: Support the local economy by providing the right conditions for sustainable and inclusive growth**

A strong local economy and creating the right environment for business growth are key components of a flourishing South Lanarkshire. This in turn helps all local people to find employment and local communities to thrive.

<b>Council Plan Next Steps showing key areas of activity</b>	
7.1	Implement the Glasgow City Region Economic Strategy (with City Region partners) and implement the South Lanarkshire Economic Strategy at local level
7.2	Support unemployed people into jobs, training or further education and prioritise efforts to support young people into the job market by continued provision of employability initiatives
7.3	Implement the Developing Scotland's Young Workforce strategy, providing, promoting and valuing a range of learning, leading to a wide variety of jobs and ensuring all young people have fair access to these opportunities
7.4	Support local businesses through our business advice services, and support key business initiatives
7.5	Lead the Supplier Development Programme which supports small and medium sized businesses to tender for public sector contracts
7.6	Support voluntary organisations by providing advice on governance, training, funding, and specifically the Community Asset Transfer process
7.7	Support the transition to a low carbon and circular economy

<b>Community Plan Changes Required showing key areas of activity related to this objective</b>	
	<ul style="list-style-type: none"> <li>Improved physical connectivity to learning, jobs and business opportunities</li> </ul>
	<ul style="list-style-type: none"> <li>Increased commitment and efforts to promote fair work and tackle in-work poverty</li> <li>Increase the engagement of low income/unemployed residents in activity to support progress to and within work with a focus on parents, homeless adults and families</li> <li>The life chances of our children within our Datazones are improved</li> <li>Reduce the gap in positive destinations of care experienced and all young people</li> <li>Step change in the creation of vocational pathways into STEM and other careers ultimately increasing youth employment opportunities and providing in-work progression routes</li> </ul>
	<ul style="list-style-type: none"> <li>Increase number of business start-ups in more deprived communities</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure communities are more actively involved in local decision making</li> </ul>

## Objective: Support our communities by tackling disadvantage and deprivation, and supporting aspiration

Everyone in South Lanarkshire should have access to the same opportunities and should be able to enjoy the same quality of life, regardless of their social circumstances or where they live. Levels of poverty vary greatly between the most and least deprived neighbourhoods and between different groups. Our services make a significant contribution to tackling inequality. However, we recognise that partnership working is key to addressing this issue.

Council Plan Next Steps showing key areas of activity	
8.1	Deliver a range of measures which contribute to the Community Plan overarching objective of tackling deprivation, poverty and inequality
8.2	Continue to raise attainment and achievement, and close the poverty related attainment gap
8.3	Respond to the challenges for tenants, residents and the council arising from Welfare Reform, with a particular focus on the impacts of the roll out of Universal Credit
8.4	Continue to work with partners to provide intensive support to vulnerable families
8.5	Improve energy efficiency initiatives to help tackle fuel poverty
8.6	Deliver a range of measures to meet its statutory duty to report on efforts to reduce child poverty – especially in respect of income from employment, income from benefits and reducing the cost of living
8.9	Reduce food insecurity and poverty by working with community food initiatives and partners

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"> <li>• Ensure communities are more actively involved in local decision making</li> <li>• Outcomes in our most deprived areas are improved</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase the take up of places for eligible 2 year olds</li> <li>• Improve health in early years of life through efforts to increase breast feeding and Child Development</li> <li>• The life chances of our children within our Datazones are improved</li> <li>• Reduce the gap in positive destinations of care experienced and all young people</li> <li>• Step change in the creation of vocational pathways into STEM and other careers ultimately increasing youth employment opportunities and providing in-work progression routes</li> </ul>
	<ul style="list-style-type: none"> <li>• Maximise uptake of benefits and entitlements for low income households</li> <li>• Improve access to food and crisis aid and ensure those accessing aid receive the advice and support required (money/debt; benefits; housing, etc. to find more sustainable solutions</li> <li>• Reduce uptake of high cost debt and encourage saving</li> </ul>
	<ul style="list-style-type: none"> <li>• Reduce the impact of substance misuse on children and young people</li> </ul>
	<ul style="list-style-type: none"> <li>• Reduce levels of fuel poverty</li> </ul>
	<ul style="list-style-type: none"> <li>• Increase the engagement of low income/unemployed residents in activity to support progress to and within work with a focus on parents, homeless adults and families</li> <li>• Improve support for carers with regards to financial wellbeing and ensure systems are in place to identify those carers who require financial support</li> <li>• Reduce uptake of high cost debt and encourage saving</li> <li>• Increase the financial capability of children and young people</li> <li>• Improved financial wellbeing of low income families and vulnerable service users</li> <li>• More vulnerable/low income parents – in particular women – able to support progress to and within work and income stability</li> <li>• Ensure the delivery of 1140 hours Early Learning Childcare for all eligible children by August 2020</li> <li>• More vulnerable/low income parents – in particular women – able to support progress to and within work and income stability</li> </ul>

## **Objective: Improve achievement, raise educational attainment and support lifelong learning**

Education remains both a national and a council priority. Our aim is that 'All learners in South Lanarkshire achieve their full potential attainment and achievement'. This means delivering learning opportunities and committing to improving literacy, numeracy, health and wellbeing, knowledge, skills, confidence and creativity, which will inspire learners, transform learning and strengthen communities. We will continue to build on the strong foundations we have in Getting it right for every child (GIRFEC), Curriculum for Excellence, Teaching Scotland's Future, Developing Scotland's Young Workforce, and through our Youth Learning and Community Development Planning.

<b>Council Plan Next Steps showing key areas of activity</b>	
9.1	Progress the Scottish Government's commitment to increase nursery hours for three and four year olds by August 2020
9.2	Take forward the National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy
9.3	Continue to achieve equity by 'closing the attainment gap' and meeting the aspirations of the Scottish Attainment Challenge
9.4	Promote development of the right range of skills, qualifications and achievements to enable all learners to succeed
9.5	Improve health and wellbeing outcomes for children and families and getting it right for every child
9.6	Continue to engage with parents/carers to involve them in family learning activities and experiences with their children to support the improvement of reading, writing, skills for lifelong learning and the promotion of positive health and wellbeing
9.7	Develop employability skills and sustained, positive school leaver destinations for all young people
9.10	Empower young people to take action on the climate emergency

<b>Community Plan Changes Required showing key areas of activity related to this objective</b>	
	<ul style="list-style-type: none"><li>• Ensure the delivery of 1140 hours Early Learning Childcare for all eligible children by August 2020</li></ul>
	<ul style="list-style-type: none"><li>• Increase the take-up of places for eligible 2 year olds</li><li>• Improve health in early years of life through efforts to increase breast feeding and Child Development</li></ul>
	<ul style="list-style-type: none"><li>• The life chances of our children within our Datazones are improved</li><li>• Reduce the gap in positive destinations of care experienced and all young people</li><li>• Step change in the creation of vocational pathways into STEM and other careers ultimately increasing youth employment opportunities and providing in-work progression routes</li></ul>
	<ul style="list-style-type: none"><li>• Improve health during pregnancy</li><li>• Improve health in early years of life through efforts to increase breast feeding and Child Development</li><li>• Reduce the impact of substance misuse on children and young people</li></ul>

## **Objective: Ensure schools and other places of learning are inspirational**

The investment made by the council in modernising its school buildings and learning environments and in Information and Communications Technology (ICT) infrastructure is designed to create welcoming and inspiring places of learning where teachers and educators set high aspirations and celebrate success.

<b>Council Plan Next Steps showing key areas of activity</b>	
10.1	Progress the council's Schools Modernisation Programme and continue to invest in the education estate, transforming the learning environment for all learners
10.2	Support learning and raise attainment through the use of digital technologies and the ICT infrastructure
10.3	Deliver high quality continuous professional learning to support all staff in achieving excellent learning and teaching and service delivery
10.4	Equip staff to deliver high quality learning and teaching, inspire learners, improve attainment and celebrate success
10.5	Progress leadership development at all levels, within establishments and schools

<b>Community Plan Changes Required showing key areas of activity related to this objective</b>	
	<ul style="list-style-type: none"><li>• Increase digital inclusion</li></ul>

## **Objective: Encourage and enable participation in physical, outdoor and cultural activities**

Improving the health of individuals and communities is a key challenge for South Lanarkshire and Scotland as a whole. Lifestyle, poverty and environmental factors all have a part to play, and the council's approach to improving health will involve working with communities and partners to target the most disadvantaged communities. The operation, management and development of indoor and outdoor sports and leisure facilities, community halls, arts venues, country parks, libraries and museum is carried out on behalf of the council by South Lanarkshire Leisure and Culture (SLLC), a charitable trust. Through the provision of these facilities, combined with the community use of schools, we provide a focus for community learning and recreational activities, promote participation in cultural activities, and support healthier lifestyles.

<b>Council Plan Next Steps showing key areas of activity</b>	
11.1	Invest in quality leisure facilities, including buildings and sports pitches
11.2	Actively promote SLLC facilities encouraging participation by the local community and visitors to the area
11.3	SLLC develops activity programmes which support equitable access for all, including older people and under 16s groups
11.4	SLLC works with strategic partners, in particular the Health and Social Care Partnership, to contribute to the health inequalities agenda and improving later life
11.5	Promote healthy living and wellbeing
11.6	Promote the use and enjoyment of open space and greenspace, including the development of Local Nature Reserves

<b>Community Plan Changes Required showing key areas of activity related to this objective</b>	
	<ul style="list-style-type: none"><li>• Promote good mental health through empowering communities and individuals to improve their own health and wellbeing</li><li>• Reducing social isolation by empowering communities and individuals to improve their own health and wellbeing</li><li>• Shifting the focus from reactive interventions to early intervention and prevention programmes</li></ul>