

# connect

Council Plan  
2022  
2027

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# Introduction

## Welcome to South Lanarkshire Council's plan for 2022 – 2027.

This plan is written against the backdrop of enormous changes both near to home, in Scotland and the UK, and further afield on the world stage.

We live in uncertain times and the pandemic has shown us more clearly than ever before the value of local services rooted in local places and communities.

South Lanarkshire Council is proud of its role as a key anchor organisation, sitting at the heart of local decision-making and democracy, championing South Lanarkshire and working ceaselessly for the benefit of those who live, work, visit and do business in South Lanarkshire.

This plan reflects the experience of our communities over the last few years. It is the result of an extended process of engagement and listening, which saw us engage communities the length and breadth of the council area.

The outcome is a plan which is **organised around the themes** which came up in our conversations and which **speaks to the concerns** of people across South Lanarkshire.

Time and again our conversations touched on the need to put people first and take steps to tackle deprivation and inequality. Also on people's minds were the effects of the pandemic – on business and town centres, on jobs, education, mental and physical health, on young people and older people and those in vulnerable groups. And finally there was widespread recognition that we all need to play our part in tackling, with urgency, the challenges of climate change which are increasingly apparent to us all.

For these reasons we have made these topics the core priorities in our plan. Everything we do in delivering our services in South Lanarkshire has to advance these priorities.

This plan explains how we will use our influence and deliver our services to act on the things that matter to our residents. We look forward to continuing our work with communities over the next five years to improve the lives and prospects of everyone in South Lanarkshire.



Joe Fagan  
Leader of the council



Cleland Sneddon  
Chief Executive



# Who we are and what we do

The council delivers a wide range of services that touch all communities and every household in South Lanarkshire. At the heart of the council's vision are our values based on fairness, empathy and the commitment to make a difference to the lives of all of our citizens and communities. Our values express our determination to be ambitious for South Lanarkshire and to be a high-achieving and high-performing council.

## 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

**Community and Enterprise Resources** is responsible for diverse services that impact significantly on the quality of life experienced by residents, businesses and visitors to South Lanarkshire. Activities include:

- Keeping our streets clean and maintaining and developing play parks, gardens, open spaces and allotments/food-growing opportunities
- Collecting and disposing of waste and encouraging recycling
- Maintaining our road network to support safe and effective transport, and promoting active travel
- Promoting economic development/recovery and delivering support for local businesses
- Supporting town centres and physical regeneration
- Providing planning and building standard services that guide and control physical development and land use in the area and ensure the health and safety of persons in or about buildings and the conservation of energy and achievement of sustainable development
- Developing and promoting sustainability, the transition to a net zero carbon economy and addressing climate change
- Promoting and developing a fair, healthy, and sustainable food system
- Delivering key high quality services within schools and council premises, including cleaning, catering, receptionist, janitorial, concierge, and crossing patrol services
- Protecting public health through the delivery of environmental health services
- Providing trading standards to protect consumers and communities
- Providing bereavement services
- Procuring and managing the council's vehicle fleet, including refuse collection, roads maintenance, street sweeping and passenger transport.

**South Lanarkshire Leisure and Culture (SLLC)** on behalf of the council, promotes the health and wellbeing of South Lanarkshire residents through the council's museum, libraries, art centres, indoor and outdoor sports and leisure centres, community halls and country parks.

**Education Resources** is South Lanarkshire Council's largest service. There are over 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 purpose is: Inspiring learners, transforming learning, strengthening partnerships.

Our priorities are to:

- Improve health and wellbeing to enable children and families to flourish
- Ensure inclusion, equity and equality are at the heart of what we do
- Provide a rich and stimulating curriculum that helps raise standards in literacy and numeracy
- Support children and young people to develop their skills for learning, life and work
- Empower learners to shape and influence action on climate change and sustainability.

These priorities align closely with the National Improvement Framework, that sets out a clear framework for schools and educational settings across Scotland.

**Finance and Corporate Resources** provides support that allows the council to deliver its wide range of services on behalf of local people.

Services include:

- Preparing council budgets and financial strategies
- Collecting revenue e.g. through Council Tax
- Personnel services
- Support for councillors and committees
- Professional services such as legal services, internal audit
- Communications
- IT services
- Registration of births, deaths and marriages/civil ceremonies.



**Housing and Technical Resources** is the fourth largest social landlord in Scotland and is responsible for developing and delivering on strategies and plans relating to housing and homelessness. It is also responsible for delivery of maintenance and improvement works to the council's property portfolio. Activities include:

- Managing a stock of over 25,000 homes including sheltered housing and two sites and services for the Gypsy/Traveller community
- Providing services to people who are homeless or at risk of becoming homeless
- Delivery of the integrated Home Options service
- Engaging with tenants and communities and providing advice and support services
- Managing the council's property portfolio
- Delivery of repairs and maintenance services and works to the property portfolio to ensure legislative compliance
- Designing, managing, and delivering property construction projects, additional affordable housing and regeneration programmes
- Providing services to support refugees
- Working with others to tackle anti-social behaviour and promote community safety

**Social Work Resources**, working alongside South Lanarkshire Health and Social Care Partnership, promotes social welfare and provides effective care and support to meet the needs of vulnerable people in South Lanarkshire. Working with partners, including voluntary and independent provider organisations, activities include:

- Responding to over 50,000 referrals a year
- Assessment, specialist assessment and support
- Services for vulnerable children, young people and adults and their carers, as part of our commitment to public protection
- Supporting adults to meet outcomes such as staying active, independent, connected and engaged
- Supporting carers to meet their personal outcomes such as breaks from care, sustaining employment, staying healthy
- Providing residential care
- Justice and mental health legislation

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



# How we wrote the plan

We asked **communities to tell us** what is important to them. Information from many sources including local community plans, face to face discussions, online feedback, feedback from community groups, community events and surveys has been gathered to help us to write this plan.

In 2021, over 3,300 people answered our survey about what matters to you, and we had conversations with 27 different groups to find out more.

We also looked at **core facts and figures** about South Lanarkshire and its people, tracking trends over time and establishing what the data says about our people and our place.

Finally, we looked at what else is happening in Scotland, the UK and further afield, to be guided by **good practice, legislation and policy** relevant to our activities.



## What communities have told us

Puts the **focus** on the topics that matter to the people of South Lanarkshire



## What the facts and figures tell us

Ensures our actions are backed up by the **evidence** we see in facts and figures



## What best practice, legislation and policy tells us

Ensures our plan is informed by good practice and in step with legislation and key policies

These reference points appear throughout this plan.

We have gathered key messages and data in the following pages which describe **"Our People, Our Place"**. This is the context for our plan.

# How we wrote the plan

**We started with these key messages from the consultation and our existing data**

## Our People

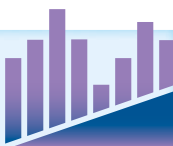
### Key messages



- People require basic needs – shelter, food, heating etc.
- To have good mental health, we need good outside space.
- More life skills teaching required – money management, mortgages and use of credit. The skills that should be promoted are IT/ Digital skills as well as interpersonal.
- Many people are trapped indoors and live a lonely existence, some not knowing their neighbours. Events, funding, and social activities for all to bring communities together.
- Need to focus on improving the lives of the many families in South Lanarkshire Council living in poverty through improving their access to health and social care services, improving their digital skills and ability to get on-line and improving access to healthy, low-cost food.
- Focussing on what matters to people – not what is the matter with them.

- Just over 1 in 4 (27%) of South Lanarkshire's population is aged under 24, and while the population of South Lanarkshire is projected to increase overall by 2028 (up 2%), decreases are projected in most age groups under age 64.
- The over 75 population, however, is projected to grow by 25%.
- South Lanarkshire residents earn an average of £15.28 per hour, with unequal pay leading to a gender pay gap (the difference between male and female hourly earnings) of £1.86 or 11.4%.
- Around 21.3% of all children aged 0 to 15 in South Lanarkshire are in relative low-income households, slightly below the 22.4% figure for Scotland.
- Compared to Scotland, life expectancy in South Lanarkshire is around 0.5 years lower for both males and females.
- The percentage of adults with no formal qualifications in South Lanarkshire is 8.9%, slightly higher than the Scottish average of 8.1%.

### Data



- South Lanarkshire has a population of 320,820, which is just under 6% of Scotland's total population. In terms of population, South Lanarkshire is the fifth largest local authority in Scotland.
- Our population is projected to both grow and age. By 2028 the population of South Lanarkshire is projected to increase by almost 2% to 325,243.

### Other key considerations



- Pandemic recovery and renewal
- Tackling poverty, deprivation and inequality
- Community empowerment and community wealth building
- Housing and homelessness
- Legislative and policy changes

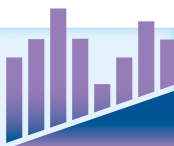
## Our Place

### Key messages



- Where I live there is a good community spirit
- Public transport links in some areas are poor and not everyone in our communities has access to online services
- Community spirit and involvement has changed for the better in communities, developing neighbourhood plans has helped this, so do more of this
- The needs of every community will differ according to the size, who lives there, and what the community means to people. Many local communities have come together more since the Covid pandemic and that is a good start
- Community hall areas in villages would enhance and address health inequalities.
- We need more affordable lets for groups to meet in their local area.
- Recognise the limited resources that communities have to do what they want.
- Create an environment where if a community faces a setback it can learn, bounce back and keep going.

### Data



- South Lanarkshire covers an area of 1,772 square kilometres, almost 80% of which is in agricultural use.
- 3 out of 4 people in South Lanarkshire live in urban areas. The largest settlements are East Kilbride (75,000), Hamilton (54,000), Rutherglen (31,000) and Cambuslang (29,000), all towards the north of the council area. In the south the largest settlements are Carluke, Lanark, Strathaven, Biggar and Forth.

- There are 148,483 households in South Lanarkshire and the number has grown each year since 2001.
- By 2028 the number of households in South Lanarkshire is projected to increase by around 5% to 153,273.
- There are 2,413 km of road in South Lanarkshire, 2,271 km of which (94%) are maintained by the council.
- There are just under 10,000 active businesses in South Lanarkshire, accounting for 5.4% of all Scottish active businesses.
- South Lanarkshire is home to 149 schools: 125 Primary schools, 17 Secondary schools and 7 Additional Support Needs schools. It is also home to South Lanarkshire College and the University of the West of Scotland.

### Other key considerations



- Climate emergency and sustainable development, including zero waste, circular economy and sustainable food system
- Population
- Financial challenges
- Glasgow City Region City Deal
- Legislative and policy changes

## Our vision

“Our shared vision is to improve the lives and prospects of everyone in South Lanarkshire”

This plan sets out how we will deliver on that vision by focusing on what matters to the people of South Lanarkshire and the priorities they have identified for people, progress and planet.



# Our priorities

In our conversations with communities in South Lanarkshire, three themes came up time and again. These three topics were so widespread and touched on so many aspects of people's lives that we have used them as foundations for our plan.

## People – we need to put people first and reduce inequality

Together, we will take a people first approach to reducing inequality and improving lives and life prospects.

Along with our Community Planning Partners, we will continue to have "Community Conversations That Matter". We will work with communities to ensure that their voices are heard and support them to take action on the things that are important to them through a "Can Do" approach.

## Progress – we need to recover, progress and improve

Together, we will build on what we have learned to recover from the pandemic, make progress in the things that matter for South Lanarkshire, and continuously improve how we do things.

Progress is about delivering the right things that matter to everyone, in the right place and at the right time. Our focus will be to continue to grow and develop the relationships and the excellent partnership working that has supported our communities throughout the pandemic.

## Planet – we need to work towards a sustainable future in sustainable places

We will act in ways that protect our natural world for a healthier future. We will work together to develop local solutions to protect nature and to take action on climate change and support our young people to lead the way.

These are our priorities, which we will reflect in everything we do.



## Our outcomes

In our conversations across South Lanarkshire, people told us what mattered to them and their communities.

Although we encountered a wide range of opinions, when people were asked about what mattered most, and what the council and its partners should focus on, they talked about similar things. They valued a sense of community, good neighbours, safe neighbourhoods and environments. They wanted to see children and young people given the best start in life and support to thrive. They wanted good housing, good parks and open spaces, and good options for getting around, whether by car or public transport. And people told us they wanted to see the economy of South Lanarkshire recover and grow, with thriving town centres and good jobs and training opportunities for local people.

Guided by what you have told us, we have taken these topics and grouped them under six outcomes. These outcomes capture what it is that people value and want to see in South Lanarkshire.

This plan sets out what we will do to deliver these outcomes for the benefit of everyone in South Lanarkshire.

### Communities and environment

**Caring, connected, sustainable communities**

### Education and learning

**Inspiring learners, transforming learning, strengthening partnerships**

### Health and wellbeing

**People live the healthiest lives possible**

### Children and young people

**Our children and young people thrive**

### Housing and land

**Good quality, suitable and sustainable places to live**

### Our economy

**Thriving business, fair jobs and vibrant town centres**

These outcomes capture what it is that people value and want to see in South Lanarkshire.

The rest of this plan sets out how we will deliver what our communities have told us they want – **our outcomes.**



# Communities and environment

## Caring, connected, sustainable communities

### What communities told us

Residents value outdoor play areas for children, as well as clubs and activities that give children and young people something to do.



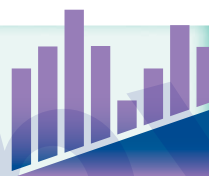
The quality and safety of local parks, woodlands, nature trails and paths is important if people are to enjoy the outdoors.

Good neighbours and a sense of community make a huge difference to quality of life.

People are increasingly feeling the effects of rising prices impacting on everyday essentials such as food, clothing, travel and heating.

### Data

Most South Lanarkshire residents rate their local neighbourhood as a very or a fairly good place to live and feel that they can rely on someone in their neighbourhood for help.



Fuel poverty is an issue for many households, with around 1 in 5 experiencing fuel poverty and 1 in 10 in extreme fuel poverty.

Of the 153,658 tonnes of household waste generated in South Lanarkshire, just under 18% is sent to landfill with the rest being recycled or composted (approx 41%) or diverted from landfill by other means (approx 42%).

In April 2021, there were 5 food growing sites owned and managed by South Lanarkshire Council with a total of 335 plot holders.

### Other key considerations

The council declared a climate emergency in 2020 and has developed a sustainable development and climate change strategy that sets out the council's priorities as it transitions to net zero.



Protecting and enhancing specific aspects of our local environment is tackled by the South Lanarkshire Biodiversity Strategy; the Air Quality Strategy; Litter Strategy.

Other strategies and plans which will make a difference include the Food Growing Strategy and the Good Food Strategy.



## What we do now

- Keeping our streets clean and maintaining and developing play parks, gardens, open spaces and allotments/food growing opportunities
- Collecting and disposing of waste and encouraging recycling
- Maintaining our road network to support safe and effective transport, and promoting active travel
- Manage the use and development of land in the public interest and ensure work on new and existing buildings meets national standards
- Developing and promoting sustainability and addressing climate change
- Promoting and developing a fair, healthy, and sustainable food system
- Registration of births, deaths and marriages/ civil ceremonies.

**We will work with communities to create safe, strong sustainable places.**

## What we will deliver

- Work with communities to create safe, strong sustainable places
- Act on what our communities tell us
- Support a circular economy by re-using, recycling and generating energy from the waste we manage
- Increase digital access in rural areas
- Address climate change by reducing carbon emissions, adapting to the impacts of climate change, and acting sustainably
- Ensure high-quality streets, parks and other public areas so that South Lanarkshire is a place where people want to live, work, visit and invest
- Improve road and transport infrastructure, including public transport and opportunities for active travel
- Develop a healthier, fairer and more sustainable food system
- Empower learners, to shape and influence action on sustainability and climate change.

## What will success look like?

- Reduced carbon emissions
- Increase in household waste recycling
- More people reporting a strong sense of community
- Increased ownership of local assets
- Protect our natural environment and enhance our green spaces
- Develop and promote food growing opportunities
- Invest in services to protect the vulnerable.

# Education and learning

Inspiring learners, transforming learning,  
strengthening partnerships

## What communities told us



Improve health and wellbeing to enable children and families to flourish.

Provide a rich and stimulating curriculum that helps raise standards in literacy and numeracy.

Support children and young people to develop their skills for learning, life and work.

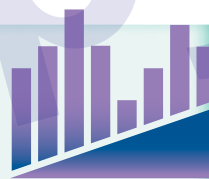
Adult learning should be affordable and accessible to older adults. This is good for mental health and physical health and making friendships.

Digital training and accessible learning with opportunities to gain skills are important for adults and young people alike.

Life skills teaching is required – money management, mortgages and use of credit. The skills that should be promoted are IT/Digital skills as well as interpersonal.

Create an environment for communities to fall down, learn and get back up and keep going.

## Data



South Lanarkshire is home to 149 schools: 125 Primary schools, 17 Secondary schools and 7 Additional Support Needs schools. It is also home to South Lanarkshire College and the University of the West of Scotland.

The percentage of adults with no formal qualifications in South Lanarkshire is 8.9%, slightly higher than the Scottish average of 8.1%.

In 2020/21, 70% of primary pupils achieved expected levels in literacy compared to 68% nationally and 78% achieved expected levels in numeracy compared to 75% nationally.

In 2020/21, 96% of school leavers were in a positive destination compared to 95% nationally.

## Other key considerations



Our young people have asked to be involved in shaping and influencing actions on climate change and sustainability.

Our stakeholders have agreed that we work together to ensure inclusion, equity and equality are at the heart of what we do.

## What we do now

- Quality education through 125 Primary schools, 17 Secondary schools and 7 Additional Support Needs schools
- The best possible learning experiences for all learners
- Curriculum for excellence
- Key services within schools, including cleaning, catering, janitorial, and crossing patrol services

## What we will deliver

- Provide a rich and stimulating curriculum that helps raise standards in literacy and numeracy
- Ensure inclusion, equity and equality are at the heart of what we do



## What will success look like?

- Improved attainment in literacy and numeracy
- Improved attendance
- Improved positive destinations for our young people



Improve health and wellbeing to enable children and families to flourish.

# Health and wellbeing

## People live the healthiest lives possible

### What communities told us

Isolation and poverty have a big impact on health and wellbeing.

Mental health is an issue that concerns many residents, especially as it affects children and young people

Affordable and accessible activities – something for everyone whatever their ability or budget – are really important.

Carers can feel isolated, undervalued and frustrated at the lack of opportunities to “make a better life” for themselves and their families.



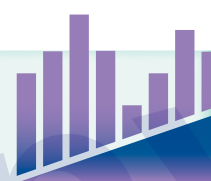
### Data

In 2021, residents scored their life satisfaction, happiness and sense of purpose lower than the Scottish average.

Compared to Scotland, life expectancy in South Lanarkshire is around 0.5 years lower for both males and females.

Pre-pandemic figures show that only 8% of adults in South Lanarkshire use active travel (walking or cycling) to get to work.

Emergency hospital admissions are higher than the Scottish average in South Lanarkshire.



### Other key considerations

Social Work (Scotland) Act 1968; Adults with Incapacity (Scotland) Act 2000; Mental Health (Care and Treatment) (Scotland) Act 2003; Adult Support and Protection (Scotland) Act 2007

Integrated Strategic Commissioning Plan 2019 – 2022 focusses on the development of better integrated health and social care services for people in South Lanarkshire.

Independent Review of Adult Social Care – Proposals for a National Care Service for Scotland



## What we do now

- Protecting public health through the delivery of environmental health services
- Safe, well maintained open spaces and parks for the benefit of all
- Protection 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
- Justice and mental health services
- Providing school menus that meet the Food and Drink In Schools (Scotland) Regulations 2020
- Providing bereavement services.

- Deliver day opportunities for adults and older people that promote increased choice and options
- Help people to continue to live within their homes and communities through integrated community health and social care services.

## What will success look like?

- Increasing scores for resident life satisfaction, happiness and sense of purpose
- Improved life expectancy for males and females
- Increased number of people supported to live independently at home.

## What we will deliver

- Support people to live active and independent lives
- Work with our communities to deliver person-centred care and support
- Improve health and wellbeing to enable children and families to flourish
- Carry out our statutory function to protect children, young people and adults from risk of harm
- Promote self-care and self-management
- Promote early intervention and prevention to achieve healthy, active lives and reduce inequalities



# Children and young people

## Our children and young people thrive

### What communities told us

Building young peoples' resilience and giving them skills for life and citizenship is important.

The activities available for children and young people are held in high regard and it is important to ensure they are available to everyone and cater to all needs.

We should value the views of children and young people and involve them in decision-making and give them a say in how services are designed and delivered.



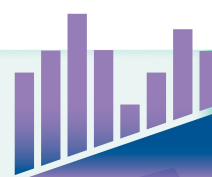
### Data

Just over 1 in 4 (27%) of South Lanarkshire's population is aged under 24, and while the population of South Lanarkshire is projected to increase overall by 2028 (up 2%), decreases are projected in the 0 to 15 age group (down by -4%) and the 16 to 24 age group (down by -2%).

Around 21.3% of all children aged 0 to 15 in South Lanarkshire are in relative low-income households, slightly below the 22.4% figure for Scotland as a whole.

Latest figures show there are 786 looked after children (LAC) in South Lanarkshire. The most common settings for looked after children were with friends/relatives (37%) or in foster care (26%).

In the 12 months to September 2021, the employment rate for those aged 16 to 19 was 35%. The South Lanarkshire rate was a tenth higher than the Scottish rate of 31.7%. In the case of those aged 20 to 24, over the same period, the South Lanarkshire employment rate was 79.4%, nearly a fifth greater than the Scottish rate of 67.9%.



### Other key considerations

The following legislation provides important direction and guidance for our planning: The Children and Young People (Scotland) Act 2014; The Community Empowerment (Scotland) Act 2015; The Carers (Scotland) Act 2016 (includes rights for young carers).

Children's Service Plan Getting it Right for South Lanarkshire's Children, Young People and Families 2021 – 2023; NHS Lanarkshire Child Health Plan; Corporate Parenting Strategy and Action Plan; Child Protection Business Plan.

The Promise (Independent Care Review) of Scotland's Care system, including the underpinning legislation, practices, culture and ethos, setting out an overall view of what the new approach to supporting children, young people and families should be.





## What we do now

- Promote children's rights in line with the United Nations Convention on the Rights of the Child (UNCRC) to empower children and young people and to keep them safe
- Support care experienced young people to achieve positive learning outcomes and positive destinations
- Support and protect children and young people
- Support children and young people to remain with their own families in their own communities wherever possible
- Provide family support to promote the welfare and development of children, young people and their families
- Providing residential care and supporting kinship care
- Support for young carers
- Fostering and adoption
- Youth justice.

## What we will deliver

- Support parents/carers and family members to continue to be regularly engaged in communications with their child's school
- Support children and young people to develop their skills for learning, life and work
- Ensure children have the best start in life and are supported to realise their potential
- Improve the health and wellbeing of children, young people and families
- Improve the life chances of children and young people in need of care and protection.

## What will success look like?

- Positive learning outcomes and positive destinations for care experienced young people
- Percentage of Child Protection Investigations completed that progress to Case Conference
- Percentage of our looked after children and young people accommodated in residential placements.

# Housing and land

## Good quality, suitable and sustainable places to live

### What communities told us

Provide good value affordable rents for tenants while allowing continued investment, particularly in the current economic climate.

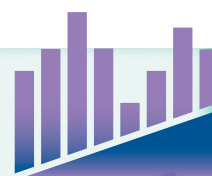


Where I live there is a good community spirit.

The Gypsy Traveller community have stated that "By working with the council, our community have been fully involved in the decision-making process about the new facilities making us feel valued."

### Data

South Lanarkshire is the fourth largest social landlord in Scotland managing over 25,000 homes, this includes 800 new homes constructed over the last five years and an additional 220 acquired via our open market purchase scheme.



There are 148,483 households and 153,863 dwellings in South Lanarkshire and the numbers of both have increased each year since 2001.

On average, the council receives approximately 2000 homeless applications per year.

By 2028 the number of households in South Lanarkshire is projected to increase by almost 5% to 153,273.

### Other key considerations

The Local Housing Strategy sets out how the council and partners will meet housing need and demand. It makes links to the quality of the built environment and sustainable communities.



The Rapid Rehousing Transition Plan (RRTP) sets out how we will work with partnering agencies to bring about a step change in addressing homelessness.

The Local Development Plan 2 (LDP2) outlines the development and land use strategy for South Lanarkshire.

The Strategic Housing Investment Plan is a 5-year rolling plan that links the strategic priorities identified in South Lanarkshire's Local Housing Strategy (LHS) to a strategic plan for the delivery of additional affordable housing.

Housing to 2040 sets out a vision for housing in Scotland to 2040 and a route map to get there. It aims to deliver our ambition for everyone to have a safe, good quality and affordable home that meets their needs in the place they want to be.



## What we do now

- Manage a stock of over 25,000 homes including sheltered housing and two sites and services for the Gypsy/Traveller community
- Provide services to people who are homeless or at risk of becoming homeless
- Deliver our Integrated Home Options service
- Engage with tenants and communities and provide advice and support services
- Provide Strategic and Support functions across the resource
- Manage the council's property portfolio including properties for sale or lease
- Deliver repairs, maintenance and legislative compliance works to the council's property portfolio to ensure legislative compliance.
- Design, manage and deliver property construction projects, additional affordable housing and regeneration programmes
- Provide services to support refugees
- Work with others to tackle anti-social behaviour and promote community safety

## What we will deliver

- Support people to access and sustain housing which meets their needs through our Integrated Housing Options service
- Provide a comprehensive range of services to help prevent and alleviate homelessness including the provision of suitable temporary and supported accommodation
- Provide high quality services to our tenants, including those who live in sheltered housing and residents at our Gypsy/Traveller sites
- Work to bring vacant and derelict land sites into productive use
- Promote a mix and choice of homes by facilitating private housing development
- Work with property owners and landlords to make sure our private housing is suitable for the needs of our residents
- Work to bring empty homes back into use to help meet needs within South Lanarkshire
- Deliver a first-class repairs and maintenance service
- Continue to develop a range of properties to meet the council needs
- Continue to deliver an affordable housing programme to meet needs
- Manage the council's portfolio of properties and land
- Continue to engage and work with tenants and other customers to design our services.
- Support the sustainability and prosperity of rural communities and economy while protecting the distinctive character of the rural area.

## What will success look like?

- Increased levels of affordable rented homes
- Improved outcomes for households experiencing homelessness, including access to settled accommodation
- Ensure our repairs service continues to meet the needs of customers
- More energy efficient council homes.

# Our economy

## Thriving business, fair jobs and vibrant town centres

### What communities told us

People need to be able to access training and skills to help them get into a job or to progress in their employment.

Transport links can be a problem for employment, particularly in rural areas.

Support is needed for local small businesses and town centres need help to recover from the pandemic.



### Data

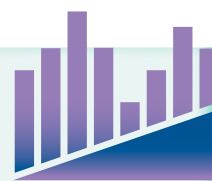
South Lanarkshire residents earn an average of £15.28 per hour in 2021, with unequal pay leading to a gender pay gap (the difference between male and female hourly earnings) of £1.86 or 11.4%.

In 2020 there were an estimated 18,000 people (20.8% of employees) in South Lanarkshire who were earning less than the UK Living Wage (£9.50).

South Lanarkshire productivity (GVA per head) is increasing but is 21% lower than the Scottish average.

There are just under 10,000 active businesses in South Lanarkshire, accounting for 5.4% of all Scottish active businesses.

The one-year survival rate for South Lanarkshire companies established in 2019 who were still in business in 2020 was 92.9% compared to 90.5% in Scotland. The five-year survival rate for South Lanarkshire, for businesses started in 2015 and still in business in 2020 was 39.3% slightly below the Scottish average of 39.4%.



### Other key considerations

A number of strategies work together to support and improve our local economy, including Promote – the South Lanarkshire Economic Strategy, the South Lanarkshire Tourism Strategy, the Local Transport Strategy, the Park and Ride Strategy.



## What we do now

- Promoting economic development/recovery and delivering support for local businesses
- Maintain a range and choice of sites for employment use across South Lanarkshire and respond to the changing nature of our town centres by encouraging a more diverse mix of uses
- Providing planning and building standard services which guide and control physical development and land use in the area
- Providing trading standards to protect consumers and communities.

## What we will deliver

- Minimise unemployment and underemployment with a focus on disadvantaged communities
- Train individuals to develop and grow their skills, to be more productive and prosperous in the workplace to benefit both employers and workers and thereby create, sustain and retain a viable workforce
- Improve employment and entrepreneurial activity in key business sectors at key locations
- Help create town centres that offer a social, cultural and economic heart to a community and contain shared built environment, heritage and spaces that, with the right conditions, provide inclusive and sustainable centres
- Deliver council and community planning partners' strategic projects to enable economic development and sustainable growth
- Promote South Lanarkshire as a leisure and tourism destination and realise the potential our tourism, heritage and cultural attractions and outstanding natural environment have in contributing to the economic wellbeing of the area

- Work with business to become digitally confident, highlighting the need to utilise digital tools to grow and the benefits of a digitally empowered workforce
- Create and build collaborative partnerships between local government, public sector partners, businesses and business organisations as we embark on our journey to net zero to enable the creation of sustainable businesses that thrive, innovate and support our local communities
- Establish a responsible, resilient, equitable and locally based procurement framework that maximises opportunities for local and third sector businesses to bid for and win contracts in our area
- Recognise that fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and society.

## What will success look like?

- More people in employment and economically active
- Reduced poverty and household debt
- Increased value of spend with local businesses
- Increased number of living wage employers in South Lanarkshire.



# Delivering the plan

## Funding

To deliver its objectives, the council operates with a budget of £834 million per annum (2022/23). 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 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.

The Financial Strategy looks at the day to day running costs for the council. The council also has a capital spend programme that builds on significant capital investment in previous years, which included spend in our schools, social housing, and roads.

There are elements of uncertainty that may influence our Financial Strategy, including a lack of clarity on the level of grant funding that the council will get in future years. We are also facing, as many others are, significant additional pressures due to increasing costs including utilities, fuel and high inflation levels, and that will mean that the financial position for the council over the next few years will be difficult.

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 enable delivery of the Council Plan, and continue the provision of high quality, responsive services, it is essential to have the right people with the right skills in the right place at the right time. Our employees are committed to innovative, customer-centred service delivery and adaptable to the challenges and opportunities that arise. The council must continue to draw upon the knowledge, skills and dedication of our employees while ensuring they are supported, committed and engaged to undertake their role.

Our People Strategy and Workforce Plan set out our longer term people requirements, taking into account our strategic priorities, working environment and service delivery plans. These documents provide us with a strategy and a road map to ensure the council has a flexible, 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 will continue to support the wellbeing of all employees with a safe and healthy working environment where all are treated with dignity and respect.

## Physical and other assets

The council has a significant asset holding. With over £1,800 million in land and property assets, 2,295 km of roads network, over 25,000 social houses and a fleet of over 1,600 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.

This will include the steps necessary to meet national climate change targets and influence future proposals to utilise the council's portfolio of assets in a way that improves energy efficiency whilst reducing carbon outputs.

## 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 our services and deliver our vision. 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.

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

## 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 the plan, 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.

## Governance and assurance

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 that 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.

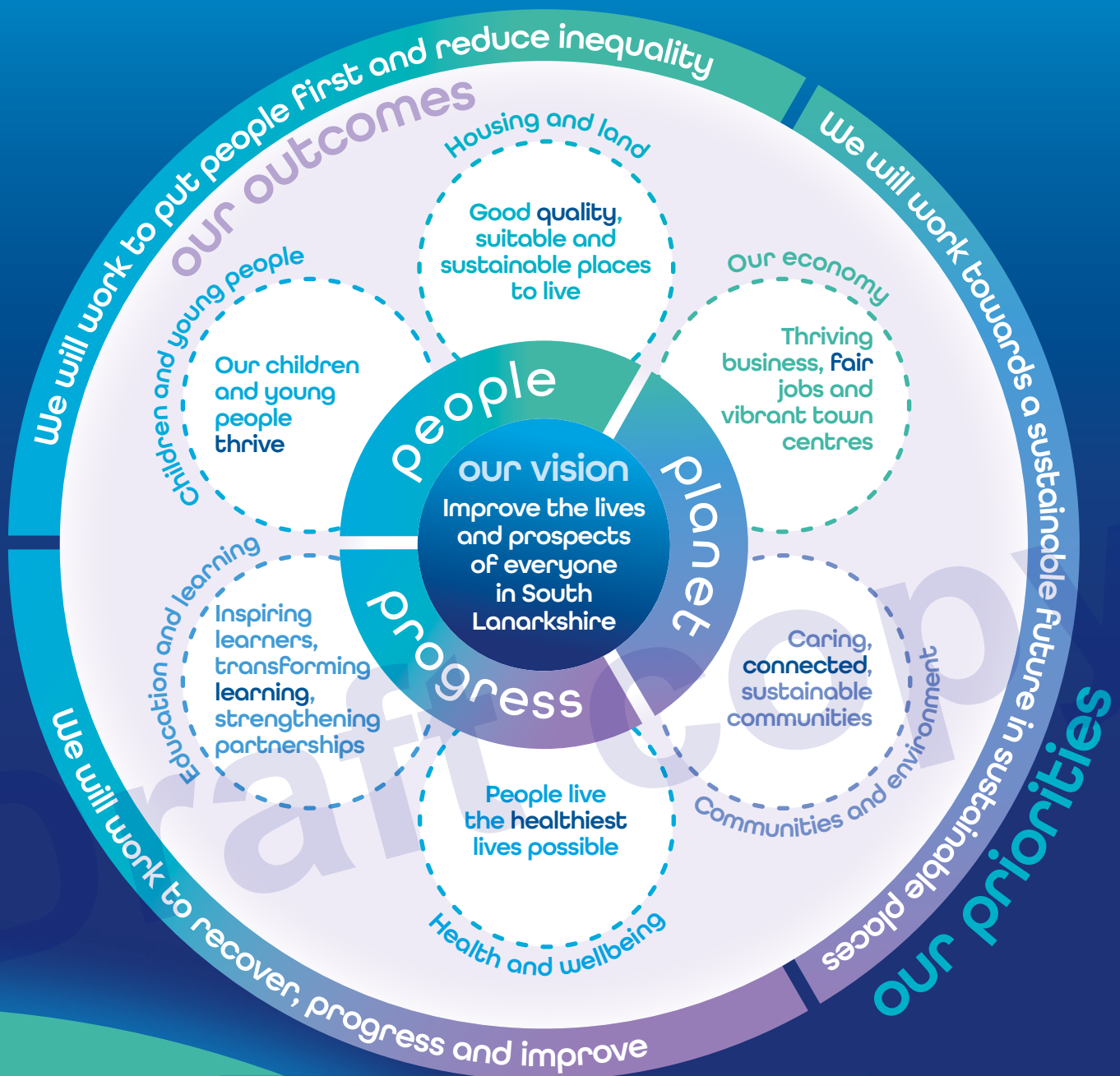
In delivering the Council Plan, the council will adhere to and work within a framework of internal values and expected external principles and standards that help to deliver good standards of governance. These standards apply to all elected members and employees.

## How to find out more and get involved

There are many ways to get involved in your local community and influence the work of the council and the Community Planning Partnership, for example, through volunteering, joining a local action group, helping to find out what matters in your area or getting involved in how decisions are made.

More information can be found on the Community Planning website:  
[www.southlanarkshirecommunityplanning.org](http://www.southlanarkshirecommunityplanning.org)

# The plan on a page



## 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