Report

Report to:	**Community and Enterprise Resources Committee**
Date of Meeting:	**3 September 2019**
Report by:	**Executive Director (Community and Enterprise Resources)**

Subject:	**Community and Enterprise Resource Plan: Quarter 4 Progress Report 2018/2019 and Community and Enterprise Resource Plan 2019/2020**

1. Purpose of Report

1.1. The purpose of the report is to:-

♦ provide the Community and Enterprise Resource Plan Quarter 4 Progress Report 2018/2019, for the period 1 April 2018 to 31 March 2019
♦ present the Community and Enterprise Resource Plan 2019/2020 for consideration and endorsement

2. Recommendations

2.1. The Committee is asked to approve the following recommendations:-

(1) that the Quarter 4 Progress Report 2018/2019, summarised at paragraph 4.2. of this report and detailed at Appendix 1, be noted;

(2) that the achievements made by the Resource during 2018/2019, as detailed in paragraph 4.3.of this report, be noted;

(3) that the areas for improvement and management action, as detailed in paragraph 4.4. of this report, be noted;

(4) that the additional scrutiny of changes in RAG status of measures between Quarter 2 and Quarter 4 as summarised at paragraph 4.5 and detailed at Appendix 2 of this report, be noted;

(5) that the Resource Plan 2019/2020 attached as Appendix 3, be endorsed and referred to the Executive Committee for approval;

(6) that the Resource Plan 2019/2020 be uploaded onto the Council's website once approved by the Executive Committee; and

(7) that a Quarter 2 Progress Report on the Resource Plan 2019/2020 be provided to a future meeting of the Committee

3. Background

3.1. The Council Plan Connect 2017 to 2022 was endorsed by the Executive Committee on 8 November 2017 and approved by South Lanarkshire Council on 6 December 2017. The plan sets out the council's vision, values, ambitions and objectives for the five year period. The Council Plan is the starting point for the Resource Planning process and the Resources Plan has been prepared to show, in detail, how Community and Enterprise Resources will contribute to the council's objectives in the coming year.

3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the Council Plan Connect 2017 to 2022.

3.3. Performance management is a keystone of Best Value, and ensures that the council can demonstrate sound governance arrangements. The Resource Plan is one part of the council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.

3.4. As part of this framework the Resource Plan reflects the aspirations of the Council Plan and the Community Plan as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the council's vision, values, ambitions and objectives at all levels.

3.5. The current format for performance reporting has been established since 2007 and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and Resource Committees. The focus has been on reporting progress on council objectives, statutory performance indicators, other key performance measures and high level Resource priorities.

3.6. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

4. Quarter 4 Progress Report 2018/2019

4.1. Progress against all 2018/2019 Resource Plan measures is contained in the Quarter 4 Progress Report 2018/2019, attached as Appendix 1. This report has been produced from the council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:

Status	Definition
Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
Report later	The information is not yet available to allow us to say whether the target has been reached or not. These will be reported when available
Contextual	Included for 'information only', to set performance information in context

4.2. Measures which are classified as 'red' are considered in detail at section 4.4. of this report. To ensure adequate scrutiny of performance across all Resources, the council's Performance and Review Scrutiny Forum may consider 'red' and 'amber' measures at a future meeting.

The overall summary of progress to date is as follows:-

Status	Measures	
	Number	%
Green	103	69.6%
Amber	14	9.4%
Red	1	0.7%
Report later/Contextual	30	20.3%
Totals	**148**	**100%**

4.3. Key achievements for 2018/2019 are noted below:

4.3.1.

Connect Objective: Improve the road network, influence improvements in public transport and encourage active travel	
Resource Objective	**Achievement**
Implement the Roads Investment Programme	Continued to implement the Roads Investment Programme, with 186 carriageway schemes and 25 footway schemes undertaken in the year, resulting in 3.7% of the road network being resurfaced. 31.2% of our road network now requires to be considered for treatment, compared to 31.8% in the previous year.
	Completed a three year programme of street lighting improvements, involving installation of 7,253 lighting columns and 59,000 LEDs.
Provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport	Progressed transportation infrastructure improvements in relation to the City Deal: works have commenced on Greenhills Road, and transportation projects are continuing to be progressed in relation to the Community Growth Areas (CGAs), with site works commenced for the Newton CGA.

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Resource Objective	**Achievement**
Reduce the number of road casualties through road safety improvements and initiatives	A number of road safety projects and road infrastructure improvements have helped contribute to a lower number of serious and fatal casualties in the calendar year 2018: 68 compared to 93 in the previous year.
Provide Planning and Building Standards services which guide and control physical development and land use in the area	Processed major planning applications within an average timescale of 45.1 weeks and householder planning applications within an average timescale of 7.6 weeks (better than the 60 week and 8 weeks targets respectively).

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Resource Objective	**Achievement**
Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal project	The Planning Service continued to progress the Community Growth Area City Deal projects, with an estimated 1,050 houses built since 2015 across these sites.
Provide consumer protection through the work of our Consumer Advice and Trading Standards Service	Our Consumer Advice and Trading Standards service dealt with 81% of consumer complaints within 14 days (against an annual target of 80%), resulting in £405,000 civil redress being returned to consumers and the local economy.
Safeguard health through an effective environmental services regulation and enforcement service	Our Environmental Health team: • helped ensure 87% of local food businesses were broadly compliant with food safety standards in 2018/2019 (against the annual target of 85%); and • continued to progress a number of projects funded via the air quality action plan grant fund, including the Beat the Street project within Lanark and Rutherglen and an electric bike project launched in Rutherglen.
Improve the quality of our streets, parks and other public areas	Achieved high independently assessed scores for our grounds maintenance service (71.5, against the annual target score of 70) and for our street cleanliness service (95.03% of our streets were judged to be of an 'acceptable' standard, compared to our annual target of 95%). Three of our parks successfully retained Green Flag status, with one also receiving a People's Choice Award.
Provide services which help local communities to become more sustainable	Introduced an alternative approach to landfill, with waste collected from households taken to a new facility where the waste is thermally treated, generating electricity that links to the national grid, and reducing the amount of waste going to landfill. We also introduced red tagging of paper/cardboard bins to address contamination in recycling bins - an important step aimed at improving recycling rates.

Connect Objective: Support the local economy by providing the right conditions for inclusive growth	
Resource Objective	**Achievement**
Support local businesses through the development and delivery of business support programmes	As a direct result of business support interventions via grants, loans or advice to 1,791 businesses, 812 jobs were created or sustained and £13.09 million in additional sales was generated.
	Our Economic Development team assisted with the negotiations on the new University of West of Scotland campus which opened on schedule in September 2018.

Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration	
Resource Objective	**Achievement**
Lead partnership approaches to tackling the causes and effects of poverty and inequality	Local stakeholders groups have been established in all three Neighbourhood Planning areas and have developed Neighbourhood Plans for 2019. These groups will oversee the delivery of the plans, including participatory budgeting activity.

Connect Objective: Encourage participation in physical and cultural activities	
Resource Objective	**Achievement**
Provide quality leisure facilities and develop integrated community facilities within new primary schools	Contributed to the development of a new community facility in Strathaven (Avondale Community Wing); completed the upgrade of various grass pitches (Kirktonholme, Tileworks and Raploch) and two synthetic pitches (Ballerup and Lanark); and commenced the development of community facilities within a new school in Elsrickle.
Maintain attendances at SLLC facilities by actively promoting the facilities to the local community and visitors to the area	Within SLLC, 3 million attendances were recorded at facilities managed by the Sport and Physical Activity Section, exceeding the annual target by 5% and the previous year's level of attendance by 3%.
	SLLC recorded: • 964,805 reduced rate attendances by under 16s clubs at SLLC facilities (11% higher than the target); • increased Activage scheme membership (6.6% above target); and • increased attendances at health intervention programmes (35% above target).

4.3.2. Resources have established their own Resource objectives to support the delivery of Connect objectives. In addition to working towards these objectives, we recognise that the council will continually aim to improve and ensure effective and efficient use of resources, and that business will be conducted with integrity and transparency and will operate to the highest standards. In order to monitor and report progress against these values, Resource objectives have also been identified, under the heading Delivering the Plan and achieving Best Value.

4.3.3. Full details of progress against all objectives, actions and measures for 2018/2019 are included in the report from the performance management system, attached as Appendix 1. Further additional performance information is also summarised in the Resource Plan 2019/2020, attached as Appendix 3: in sections 2.1, section 4 and Annex 2.

4.4. Areas for improvement
Measures that have been classified as 'red' (major slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, where required.

Connect Objective: Support the local economy by providing the right conditions for inclusive growth		
Resource Objective: Implement the South Lanarkshire Economic Strategy and support the development and implementation of the Glasgow City Region Economic Strategy and City Deal		
Measure	**Comments/Progress**	**Action by Manager**
Chooselanarkshire.com website maintained and marketing strategy implemented	Future Chooselanarkshire actions and partnership approach to inward investment reviewed - partnership with North Lanarkshire Council (NLC) will end as NLC withdraw from Chooselanarkshire collaboration in order to solely promote North Lanarkshire.	South Lanarkshire inward investment promotion progressed through development of new 'Invest in South Lanarkshire' website which is currently being implemented with support from Corporate PR and IT teams.

4.5. Scrutiny of change in RAG status
A further analysis introduced this reporting period to aid scrutiny of performance, is to highlight and explain all measures that have changed RAG status from Quarter 2 to Quarter 4. On analysis of the measures falling into this category, many of the narrative updates input into the system clearly explained the reason for the change in status which illustrates the improved quality of the comments in the quarterly updates. However the scrutiny did identify a number of measures where services were asked to review the RAG status and/or provide additional explanatory narrative or details to assist understanding. Appropriate amendments were made on the IMPROVe system. A summary of the measures falling into this category of further scrutiny is included at Appendix 2. There are no areas of concern to note.

5.   Resource Plan 2019/2020
5.1.   The Resource Plan 2019/2020 is attached as Appendix 3 and is structured around the following headings:-
1.   Introduction
2.   Context
3.   The Council Plan – Connect
4.   Performance and results
5.   Resourcing the Plan
6.   Action Plan

The Resource Plan is also supported by 2 annexes
♦   Community and Enterprise Resources' Organisational Chart
♦   Additional performance information

5.2.   Resource Objectives 2019/2020
The Resource has established a number of objectives to support the delivery of the Connect objectives in 2019/2020. These are detailed in Appendix 4.

5.3.   To support these objectives, the Resource has developed 51 actions which will be monitored through 129 specific measures. Of these measures, 52 (40%) will be included in the Council Pan Connect Quarter 2 and Quarter 4 Progress Reports 2019/2020, with the rest being monitored and reported at Resource level.

5.4.   Monitoring and reporting
        As part of the performance management arrangements, the Committee will also
        receive a mid-year update of progress on the measures in the Resource Plan – Quarter
        2 Progress Report 2019/2020.

6.   Employee Implications
6.1.   The objectives noted within the Resource Plan will inform the Service Action Plans,
        where applicable, and in turn the Performance Appraisal process for individual
        employees.

7.   Financial Implications
7.1.   The objectives within the Resource Plan are reflected in the respective Resource
        Revenue and Capital budgets and, longer term, within the framework of the council's
        approved Financial Strategy.

8.   Other Implications
8.1.   The Community Plan 2017 to 2027 was agreed at the Community Planning
        Partnership Board on 11 October 2017. A significant element of the delivery of the
        outcomes in the Community Plan will come through the achievement of the actions
        contained within Connect.

8.2.   Resource Plan actions are assessed as part of the Resource's risk management
        arrangements and relevant issues have been added to the Resource Risk Register.

8.3.   The Resource Plan takes into account Resource responsibilities in relation to
        sustainable development.

9.   Equality Impact Assessment and Consultation Arrangements
9.1.   Many of the actions detailed within the Resource Plan reflect ongoing strategies and
        policies which will be or have been the subject of consultation and equality impact
        assessment.

Michael McGlynn
Executive Director (Community and Enterprise Resources)

3 June 2019

Link(s) to Council Values/Ambitions/Objectives
♦   The Resource Plan has been structured upon the Vision, Values, Ambitions and
     Objectives in the Council Plan Connect 2017 to 2022

Previous References
♦   Community and Enterprise Resources Committee – 16 May 2018 Community and
     Enterprise Resource Plan Quarter 4 Progress Report 2017/2018
♦   Community and Enterprise Resources Committee – 21 August 2018 Community and
     Enterprise Resource Plan 2018/2019

List of Background Papers
♦   Council Plan Connect 2017 to 2022
♦   Community and Enterprise Resources Resource Plan 2018/2019

Contact for Further Information
If you would like to inspect the background papers or want further information, please contact:-
Michelle Wilkie (Development Adviser)
Ext: 5717 (Tel: 01698 455717)
E-mail: michelle.wilkie@southlanarkshire.gov.uk