Report

Report to:	**Enterprise Services Committee**
Date of Meeting:	**12 July 2016**
Report by:	**Executive Director (Community and Enterprise Resources)**

Subject:	**Community and Enterprise Resources' Resource Plan - Quarter 4 Progress Report 2015/2016 and Resource Plan 2016/2017**

1.   Purpose of Report
1.1.   The purpose of the report is to:-

- ◆ provide the Quarter 4 Progress Report 2015/2016 against the Resource Plan 2015/2016 relating to the remit of Enterprise Services; and
- ◆ present the Community and Enterprise Resources' Resource Plan 2016/2017 for consideration and endorsement

2.   Recommendation(s)
2.1.   The Committee is asked to approve the following recommendation(s):-

(1)   that the Quarter 4 Progress Report 2015-16 relating to the remit of Enterprise Services, attached as Appendix 1, be noted;

(2)   that the achievements made by Enterprise Services during 2015-16, as detailed in paragraph 4.3. of this report, be noted;

(3)   that the Resource Plan 2016-17, attached as Appendix 2, be endorsed and referred to the Executive Committee for approval; and

(4)   that a Quarter 2 Progress Report 2016-17 on the Resource Plan relating to the remit of Enterprise Services be provided to a future meeting of the Committee.

3.   Background
3.1.   A new Council Plan – Connect covering the period 2012-2017 was approved by the Executive Committee and the full Council in October 2012. A mid term review of the Plan was approved by the Executive Committee on 24 June 2015. The Plan sets out the Council's vision, partnership ambitions, objectives and priorities for the five year period. The Council Plan is the starting point for the Resource Planning process, and the 2016-17 Resource Plan has been prepared to show, in detail, how Community and Enterprise Resources will contribute to the Council's objectives and wider partnership ambitions in the coming year.

3.2.   The Resource Plan follows an 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.

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, the Community Plan, the Single Outcome Agreement and the Partnership Improvement 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 for officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, partnership ambitions, objectives and priorities at all levels.

3.5. The current format for performance reporting has been established for several years 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 2015-16

4.1.   Progress against all 2015-16 Resource Plan measures relating to the remit of Enterprise Services is contained in the Quarter 4 Progress Report 2015-16 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	These are 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. To ensure adequate scrutiny of performance across all Resources, the Council's Performance and Review Scrutiny Forum may consider 'red' or 'amber' measures (where they relate to Resource or Connect priorities) at a future meeting. The overall summary of progress to date in relation to the Enterprise Services measures (including Planning and Economic Development and Roads and Transportation Services) is as follows:

Status	Measures	
	Number	%
Green	96	83
Amber	9	8
Red	1	1
To be reported later/Contextual	10	8
Totals	**116**	**100%**

4.3. Achievements for 2015-16 are noted below:

4.3.1. **Partnership Ambition: Make communities safer and stronger**

Council Objective: Improve community safety	
Resource Objective	**Achievement**
Reduce the number of road casualties through road safety and other infrastructure 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 2015: 74 compared to 96 in the previous year.

Partnership Ambition: Promote recovery and sustainable economic growth

Council Objective: Improve road network and influence improvements in public transport (Priority)	
Resource Objective	**Achievement**
Implement the Roads Investment Programme for road and footway improvements	Continued to implement the Roads Investment Programme, with 243 carriageway schemes and 46 footway schemes undertaken during the year, resulting in 6.16% of the road network being resurfaced during this period, thereby reducing the percentage of road that requires maintenance from 33.8% to 33.5%.
Provide road infrastructure improvements to support new developments	Completed a number of projects designed to reduce the journey time on the Hamilton town centre road network, including upgrading existing traffic signals, reconfiguring the Urban Traffic Control system, upgrading bus stops to include high access kerbs, and upgrading steps between the bus station and Quarry Street.

Council Objective: Support the local economy by providing the right conditions for growth, improving skills and employability (Priority)	
Resource Objective	**Achievement**
Support the Glasgow and Clyde Valley City Deal in the delivery of infrastructure, employability and business competitiveness projects	Progressed the three major road infrastructure projects within the Clyde Valley City Deal, commencing site works on the Cathkin relief road. Facilitated the delivery of the new Newton Primary School/Community facilities through City Deal funding as it relates to Newton Community Growth Area.
Support local businesses through development and delivery of business support programmes	Assisted 1,560 businesses with grants, loans or property advice during the year, helping to generate £10.13 million in sales and creating or sustaining 718 jobs.
Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs	Through our employability programmes, helped 2,542 people successfully secure employment or commence education / training in the last twelve months.
	Continued to deliver the 16+ Learning Choices programme in all South Lanarkshire secondary schools. Current figures from Skills Development Scotland show a positive destination rate of 93% for South Lanarkshire school leavers - 0.7% higher than last year, and 0.1% above the national rate.
Council Objective: Develop a sustainable Council and communities (Priority)	
Resource Objective	**Achievement**
Provide services and infrastructure which help local communities to become more sustainable	Published the Council's State of the Environment Report, which helps the Council understand its environment and the opportunities and challenges it faces to protect it.
	Completed flood protection projects identified within the capital programme for 2015/16, including flood protection works at Wellhall Road, Pollock Avenue, and Cameron Crescent all Hamilton.
	Over 31,000 LEDs have been installed in street lights as part of the LED lighting improvement programme, which commenced at the start of June 2015.

Partnership Ambition: Tackle poverty, disadvantage and deprivation

Council Objective: Tackle disadvantage and deprivation (Priority)	
Resource Objective	**Achievement**
Oversee and monitor the implementation of the Tackling Poverty Programme	Implemented the 2015/16 Tackling Poverty Programme and implementing the 2016-17 programme.
	Continued to implement an 'asset based approach' to community engagement, with eight communities (each with at least one data zone within the 5% most deprived in Scotland) continuing to benefit from targeted capacity building support. A Participatory Budgeting programme was successfully facilitated in four of the areas, leading to investment in around 20 community led projects aimed at improving outcomes for children and young people.

Partnership Ambition: Achieve results through leadership, good governance and organisational effectiveness

Council Objective: Promote performance management and improvement	
Resource Objective	**Achievement**
Promote performance management and improvement	Customer Service Excellence Award was retained by the Planning Service and the Building Standards Service.
Council Objective: Achieve efficient and effective use of resources	
Resource Objective	**Achievement**
Achieve efficient and effective use of resources	Attracted £13.17 million in external funding support from European Union, National Lottery, Scottish Government, and the Heritage Lottery Fund, exceeding the annual target of £5 million.

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

Partnership Ambition: Make communities safer and stronger		
Council Objective: Improve the quality of the physical environment		
Resource Objective: Assess and determine development proposals in line with Planning and Building Standards legislation and the Council's Local Development Plans		
Measure	Comments/Progress	Action by Manager (where applicable)
70% of major planning applications determined within four months	23.8% of major planning applications were determined within four months in 2015/16.	Position regarding major applications regularly reviewed and assessed by Planning area managers and at Planning Service managers' meeting, in order to identify actions needed to progress assessment and determination. Head of Planning and Economic Development

5.   Resource Plan 2016-17

5.1.   The Resource Plan 2016-17 is attached at Appendix 2 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 two annexes:
* Community and Enterprise Resources' Organisational Structure
* Additional performance information

5.2.   Monitoring and reporting:
As part of the performance management arrangements, the Committee will also receive a mid-year update of progress on the measures identified in the Resource Plan – Quarter 2 Progress Report 2016-17 relating to the remit of Enterprise Services.

5.3.   Resource Objectives for 2016-17
The Resource has established the following Resource Objectives to support the delivery of Connect Objectives in 2016-17.

Connect Objective	Community and Enterprise - Resource Objectives
Improve the quality of the physical environment	• Unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks • Assess and determine development proposals in line with Planning & Building Standards legislation and the Council's Local Development Plans • Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities • Protect biodiversity and enhance Greenspace in South Lanarkshire
Improve community safety	• Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services • Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives
Promote participation in cultural activities and provide quality facilities to support communities	• Improve facilities for arts and cultural activities and provide quality facilities to support communities
Improve road network and influence improvements in public transport (priority)	• Implement the Roads Investment Programme for road and footway improvements • Provide road infrastructure improvements to support new developments
Support the local economy by providing the right conditions for growth, improving skills and employability (priority)	• Support the Clyde Gateway Regeneration initiative • Support local businesses through development and delivery of business support programmes • Support the Glasgow and Clyde Valley City Deal in the delivery of infrastructure, employability and business competitiveness projects • Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs • Undertake regulatory advice and support proactively to enhance fair trade and business competitiveness • Develop the area's tourism potential • Update and implement the Rural Strategy and action plan • Support and develop the South Lanarkshire community and voluntary sector • Establish opportunities for sustainable economic growth through the preparation, adoption and implementation of Development Plans
Develop a sustainable Council and communities (priority)	• Improve the Council's environmental performance and reduce its greenhouse gas emissions • Provide services and infrastructure which help local communities to become more sustainable

Connect Objective	Community and Enterprise - Resource Objectives
Improve and maintain health and increase physical activity	• Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle • Safeguard health through an effective environmental services regulation and enforcement service
Tackle disadvantage and deprivation (priority)	• Oversee and monitor the implementation of the Tackling Poverty Programme
Strengthen partnership working, community leadership and engagement	Community and Enterprise Resources will continue to progress key actions and measures related to these Connect objectives. Specific actions and measures in support of the delivery of the objectives are illustrated within section six of the Resource Plan - The Action Plan.
Provide vision and strategic direction	
Promote performance management and improvement	
Embed governance and accountability	
Achieve efficient and effective use of resources	

5.4. To support these objectives, the Resource has developed 87 actions which will be monitored through 171 specific measures. Of these measures, 51 (30%) will be included in the Council Plan – Connect Quarter 2 and Quarter 4 Progress Reports 2016-17, with the remaining being monitored and reported at Resource level.

6. Employee Implications
6.1. The objectives and priorities noted within the Resource Plan will inform the Service Action Plans, where applicable, and in turn the Performance Development and Review process for individual employees in 2016-17.

7. Financial Implications
7.1. The objectives and priorities within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets for 2016-17 and, longer term, within the framework of the council's approved Financial Strategy.

8. Other Implications
8.1. 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.

8.2. 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)

20 June 2016

Link(s) to Council Values/Objectives
♦   The Resource Plan has been structured upon the vision, partnership ambitions, objectives and priorities of the Council Plan - Connect.

Previous References
♦   Community and Enterprise Resources Committee – 30th June 2015

List of Background Papers
♦   The Council Plan – Connect Mid Term Review 2015
♦   The Council Plan - Connect 2012-17
♦   Community and Enterprise Resources – Resource Plan 2015-16

Contact for Further Information
If you would like to inspect the background papers or want further information, please contact:- Michelle Wilkie (Development Officer)
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