

Report

6

Report to:	Enterprise Services Committee
Date of Meeting:	21 August 2012
Report by:	Executive Director (Community and Enterprise Resources)

Subject:	Community and Enterprise Resources Resource Plan 2012/2013
----------	---

1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ consider and endorse Community and Enterprise Resources' Resource Plan 2012/2013.

2. Recommendation(s)

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

- (1) that the achievements made by Enterprise Resources during 2011/2012 are noted, as detailed in Appendix 2 of this report;
- (2) that the Community and Enterprise Resources' Resource Plan 2012/2013 be referred to the Executive Committee for approval; and
- (3) that a 6 monthly interim progress report on the 2012/2013 Resource Plan be provided to a future meeting of the Committee.

3. Background

3.1. A new draft Council Plan covering the period 2012 to 2017 was approved by the Executive Committee in February 2012 and will be considered in final form by the Council in October 2012. The Plan sets out the Council's vision, objectives and priorities for the next five years. The Council Plan is the starting point for the Resource Planning process and the 2012/2013 Resource Plan has been prepared to show in detail how Community and Enterprise Resources will contribute to the Council's objectives in the coming year. As the Resource Plan encompasses both Enterprise and Community Services, it has also been submitted to the Community Services Committee for its consideration.

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 national and local context within which the Resource operates and establishes objectives and priorities for the year ahead based on the goals 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 and Single Outcome Agreement, as well as being complemented by the details of individual Service and Business 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, priorities, objectives and improvement themes 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 to Resource Committees. The focus has been on reporting progress on Council Plan actions, 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. Resource Plan Detail, Monitoring and Reporting

- 4.1. The full Resource Plan is attached, and is structured around the following headings:-
- ◆ Introduction
 - ◆ National context
 - ◆ Local context
 - ◆ Resource overview, major achievements and performance 2011/2012
 - ◆ Resource objectives/actions 2012/2013
 - ◆ Capital and Revenue Resources 2012/2013
 - ◆ Organisational Structure
- 4.2. As part of the performance management arrangements, the Committee will also receive a mid year update of progress on the actions identified in the 2012/2013 Resource Plan.

5. Progress – 2011/2012

- 5.1. During 2011/12, the Council undertook a review of its structure and as a result Community Resources and Enterprise Resources were merged to become Community and Enterprise Resources. All future progress updates on the Resource Plan for 2012/13 will, therefore, include updates covering the remit of the newly merged Resource. This report and its appendix, however, details 2011/12 progress against Enterprise Resources Resource Plan measures only. The appendix has been produced through the Council's performance management reporting system IMPROVe, and involves a traffic light format using the following definitions to give a status report on each measure:-

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
To be reported later	For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available

Measures which are classified as “red” are considered in detail at section 5.3 below. To ensure adequate scrutiny of performance, 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 as at 31 March 2012 is as follows:-

	Enterprise Resource Plan	
Total number of measures	167	
Status – Green	115	(68.9%)
Status – Amber	24	(14.3%)
Status - Red	6	(3.6%)
Reportable at a later stage	22	(13.2%)

5.2. Key Resource highlights for 2011/2012 are noted below:

Council Objective	Resource Objective	Achievement
Improve the road network and public transport	Implement a major programme of carriageway resurfacing to reflect maintenance requirements across all classes of road	<ul style="list-style-type: none"> Completed a road maintenance and reconstruction programme, including 242 carriageway and 50 footway schemes, resurfacing 9.02% of the Council’s roads network Completed assessment checks on six bridges and strengthening works of Ryelands Burn Bridge Delivered an effective and efficient winter maintenance service
	Promote the development of modern public transport facilities	<ul style="list-style-type: none"> Delivered key projects promoting the development of modern public transport facilities including working with SPT to progress Hamilton bus/rail interchange
	Undertake and promote a series of new roads proposals	<ul style="list-style-type: none"> Worked alongside partners to complete the M74 extension which won the 2012 COSLA Gold Award for ‘Delivering Excellence’

Support the local economy by providing the right conditions for growth, improving skills and employability	Develop the area's tourism potential and its image / profile	<ul style="list-style-type: none"> Continued implementation of the Tourism Action Plan
	Support the Clyde Gateway Regeneration Initiative	<ul style="list-style-type: none"> Supported the Clyde Gateway regeneration initiative
	Deliver support to local businesses	<ul style="list-style-type: none"> Provided grants, loans or property advice to 1,935 local businesses, generating £21.15m in sales and creating or sustaining 1,315 jobs Implemented Capital Programme investment in improving and developing business and industrial infrastructure
	Promote employability and access to jobs	<ul style="list-style-type: none"> Supported 3,750 people through employability programmes with 2,144 people going on to employment or training/education
	Tackle poverty	<ul style="list-style-type: none"> Updated the Tackling Poverty Partnership Improvement Plan Two child poverty events took place with over 150 attendees and received positive feedback
	Support and develop the South Lanarkshire community and voluntary sector	<ul style="list-style-type: none"> Supported the implementation of Voluntary Action South Lanarkshire (VASLAN)
Improve the quality of the physical environment	Improve our towns and villages through improved management and maintenance, promotional events and investment	<ul style="list-style-type: none"> A range of town centre activities and projects progressed with town group organisations and the private sector including promotion of Hamilton Business Improvement District (BID)
	Unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks	<ul style="list-style-type: none"> Delivered 2011/12 vacant and derelict/contaminated land programme
	Set out strategy for development and land use across the whole of the Council's area	<ul style="list-style-type: none"> Completed £800,000 of investment in repairs and improvements to the fabric of properties and to the public realm through the Leadhills Conservation Area Regeneration Scheme in partnership with Historic Scotland Produced Minerals Local Plan and prepared the Main Issues Report for the South Lanarkshire Local Development Plan Dealt with 3,758 planning and building applications representing several hundred million pounds of

		investment, contributing significantly to the economy of South Lanarkshire
Improve community safety	Invest in road safety improvements in terms of lighting, traffic signals and accident reduction measures	<ul style="list-style-type: none"> • The number of fatal and serious casualties has reduced from 94 in 2010 to 91 in 2011 and is on target to achieve Scottish Government targets • Completed six route action plans and engineering works around eight schools • Rural Roads Initiative won the 2011 Scottish Transport Award for Excellence in Road Safety
Vision and strategic direction	To secure quality living and working environments for health, wellbeing and economic prosperity	<ul style="list-style-type: none"> • Published finalised Residential Design Guide • Improved opportunities, networks and facilities aimed at increasing walking, cycling and use of public transport • The food and drink sector were promoted through participation at the SECC BBC Good Food Show and four South Lanarkshire companies were showcased at the event, receiving very positive response
Vision and strategic direction	Vision and strategic direction	<ul style="list-style-type: none"> • Updated the South Lanarkshire State of the Environment Report providing baseline information on local environmental conditions
Governance and accountability	Governance and accountability	<ul style="list-style-type: none"> • Led the implementation of a corporate Information Governance Strategy for the Council
Performance management and improvement	Performance management and improvement	<ul style="list-style-type: none"> • Fully completed Planning and Building Standards and Regeneration Services PSIF assessments
Efficient and effective use of resources	Manage land and property assets efficiently	<ul style="list-style-type: none"> • Attracted £8.3m in external funding support from EU, National Lottery, Government and other sources • Managed distribution of community benefit funds generated by windfarm and other forms of development

5.3. Areas for improvement – measures that have been classified as “red” (there has been 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.

Council objective: Improve the quality of the physical environment			
Resource objective: Set out strategy for development and land use across the whole of the Council's area			
Local action	Measure	Progress	Corrective Action
Manage processing of planning applications to ensure meet needs of applicants and the community	80% of non-householder planning applications determined within 2 months	46% of applications were determined within two months. Although the percentage has not met target and is lower than last year the number of applications determined is up slightly. Non-householder applications take considerably longer to process due to the complex nature of the applications making the target timescales more difficult to achieve. An increasing number of issues are now required to be considered in the assessment of non-householder applications and this has an impact on processing times.	Results from customer satisfaction surveys undertaken over the last twelve months show that while performance figures remains below target, the quality of the service remains high with over 96% of agents rating the overall quality of the Planning service as either good or excellent. The comments received will be taken into account when shaping future service delivery. Procedures will continue to be monitored and refined to improve performance.
Assess planning applications within a development plan framework and ensure that the statutory planning system promotes sustainable development	Supplementary Planning Guidance (SPG) on Developers' Contributions published by September 2011	Negotiations are continuing to ensure that an appropriate level of contributions, which does not prejudice development taking place, is identified before publication of the SPG.	Timescales have slipped against the target to publish by September 2011. It is now anticipated that this will be complete Summer 2012.
Continue to implement and develop: computerised planning and building standards application system, online casework information application, EDRMS and Online Applications and Appeals (OAA)	Enhanced Building Standards register providing additional functionality developed by March 2012	Following receipt of final specification for development, Northgate, who provide the software, were unable to provide sufficient information on implementation plans to progress at this time.	Concerns have been raised at board level within Northgate and have been escalated with IT. The project has been carried forward to 2012/13.

Council objective: Improve the quality of the physical environment			
Resource objective: Set out strategy for development and land use across the whole of the Council's area			
Local action	Measure	Progress	Corrective Action
Production of conservation area character appraisals	Character appraisals produced and completed for Cambuslang conservation areas by August 2011	<p>Production of character appraisals has been re-scheduled and will now be programmed to be undertaken in 2012/13.</p> <p>This decision has been taken in response to the loss of the Service's full time Conservation Officer post and the work now being undertaken on a part time basis.</p>	<p>Production of character appraisals will be programmed for 2012/13.</p> <p>In the meantime, existing development management tools will continue to be used as required.</p>

6. Resource Objectives for 2012/2013

- 6.1. Community and Enterprise Resources has established the following Resource Objectives and priorities to support the delivery of Connect objectives in 2012/2013.

Council objective: Improve road network and influence improvements in public transport (Council priority)

- Implement the Roads Investment Programme for road and footway improvements (Resource priority)
- Provide road infrastructure improvements to support new developments (Resource priority)

Council objective: Support the local economy by providing the right conditions for growth, improving skills and employability (Council priority)

- Support the Clyde Gateway Regeneration initiative (Resource priority)
- Support local businesses through development and delivery of business support programmes (Resource priority)
- Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs (Resource priority)
- Undertake regulatory advice and support proactively to enhance fair trade and business competitiveness (Resource priority)
- Develop the area's tourism potential (Resource priority)
- Update and implement the Rural Strategy and action plan (Resource priority)
- Support and develop the South Lanarkshire community and voluntary sector (Resource priority)
- Establish opportunities for sustainable economic growth through the preparation and adoption of Development Plans (Resource priority)

Council objective: Tackle disadvantage and deprivation (Council priority)

- Oversee and monitor the implementation of the Tackling Poverty Programme (Resource priority)

Council objective: Develop a sustainable Council and communities (Council priority)

- Improve the Council's environmental performance and reduce its greenhouse gas emissions (Resource priority)

- Provide services which help local communities to become more sustainable (Resource priority)

Council objective: Improve the quality of the physical environment

- Sustain the quality of our towns and villages through maintenance and promotional activities
- Unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks
- Assess and determine development proposals in line with 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

Council objective: 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

Council objective: 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

Council objective: 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

Council Objective: Strengthen partnership working, community leadership and engagement

- Strengthen partnership working, community leadership and engagement

Council Objective: Provide vision and strategic direction

- Provide vision and strategic direction

Council Objective: Promote performance management and improvement

- Promote performance management and improvement

Council Objective: Embed governance and accountability

- Embed governance and accountability

Council Objective: Achieve efficient and effective use of resources

- Achieve efficient and effective use of resources

- 6.2. To support these objectives the Resource has developed 107 actions which will be monitored through 243 specific measures. Of these measures, 126 (51.8%) will be included in reports against the Council Plan at Q2 and Q4 (these numbers are indicative at the moment, since the Council Plan is still in draft form and is not due for Committee approval until 10 October 2012 – any changes to the Council Plan measures could potentially impact on Resource Plan measures).

7. Employee Implications

- 7.1. The improvement themes, objectives and priorities noted within the Resource Plan will inform the Service Action Plans and in turn the Performance Development and Review process for individual employees in 2012/2013.

8. Financial Implications

- 8.1. The improvement themes, objectives and priorities within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets for 2012/2013 and, longer term, within the framework of the Council's approved Financial Strategy.

9. Other Implications

- 9.1. 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.
- 9.2. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. 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.

Colin McDowall

Executive Director (Community and Enterprise Resources)

27 July 2012

Link(s) to Council Objectives/Improvement Themes/Values

- ◆ The Resource Plan has been structured upon the priorities, objectives, and vision of the Council Plan 'Connect'.

Previous References

- ◆ Report to Executive Committee dated 8 February 2012
- ◆ Report to Enterprise Resources Committee dated 5 June 2011

List of Background Papers

- ◆ Draft Council Plan, Connect, 2012-17
- ◆ Enterprise Resources Resource Plan 2011 – 2012

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

Colin McDowall, Executive Director, Community and Enterprise Resources

Ext: 4798 (Tel: 01698 454798)

E-mail: colin.mcdowall@southlanarkshire.gov.uk



Community and Enterprise Resources

Community and Enterprise Resources' Resource Plan

2012/2013

For more information or if you want this information
in a different format or language, please phone 01698 455297
or email ian.murray@southlanarkshire.gov.uk

Contents

- 1. Introduction**
Statement by Executive Director
- 2. National context**
- 3. Local context**
'Stronger Together' South Lanarkshire Community Plan
Single Outcome Agreement (SOA)
Connect
Equalities
Sustainable development and Environmental Issues
Best Value and Service Improvement
- 4. Resource overview, major achievements and performance**
Resource overview
Summary of performance 2011/12
Major achievements 2011/12
Key actions that were not achieved during 2011/12
Service performance
Financial performance
Attendance statistics
Single Outcome Agreement (SOA)
- 5. Objectives and actions for 2012/13**
- 6. Resourcing the plan**
Workforce
Budget
Risk management

Appendices

1. Community and Enterprise Resources' structure

Section 1 – Introduction

I am delighted to introduce the first joint Resource Plan for Community and Enterprise Resources. This follows the merger of Community Resources and Enterprise Resources in January 2012, and the retirement of my colleague Norrie Anderson, the former Executive Director (Community Resources).

The wide and diverse range of services now provided by Community and Enterprise Resources contributes hugely to the quality of life experienced by residents and visitors to South Lanarkshire. This is reflected in our Resource action plan for the coming year which details the contribution we will make to no fewer than eight of the Council's eleven external objectives, five of which are among its top priorities.

As always, the Resource Plan highlights our achievements over the past year. During 2011/12, we continued our road maintenance and reconstruction programme, resurfacing a further 9.02% of the Council's roads network. Just over one third of the network has been resurfaced over the last four years and the programme has now been extended to March 2019. Our Roads and Transportation Services also shared in winning, along with two other councils, the 2012 COSLA Gold Award for 'Delivering Excellence' for the M74 completion.

We continued to lead the Council's response to the downturn in the economy and to work with community planning partners to help those most vulnerable to its impacts. We supported the Clyde Gateway regeneration initiative, implemented capital investment to improve and develop local business infrastructure, and provided grants, loans or property advice to 1,935 local businesses, generating £21.15m in sales and creating or sustaining 1,315 jobs.

Our Planning and Building Standards Services dealt with over 3,700 planning and building applications involving diverse investments that together contribute significantly to the economy of South Lanarkshire. Investment in repairs and improvements to properties and public areas totalling £800,000 was also completed through the Leadhills Conservation Area Regeneration Scheme in partnership with Historic Scotland.

During the year our employability programmes supported 3,750 people, 2,144 of whom went on to employment or training. We continued to promote social enterprise, voluntary action and opportunities for volunteering through our support of Voluntary Action South Lanarkshire (VASLAN). We also managed the distribution of community benefit funds generated by windfarm and other forms of development.

Community and Enterprise Resources have a significant role to play in maintaining and improving the quality of the physical environment. The Main Issues Report (MIR) for the South Lanarkshire Local Development Plan, completed during the past year, is a key step towards a new plan which will ensure appropriate future development that meets the needs of our area. In terms of the 'here and now', we continued to achieve high externally assessed scores for both street cleaning and grounds maintenance services, and delivered our 2011/12 vacant and derelict/contaminated land programme.

In the autumn of 2010, management of cultural services, including libraries, venues, community halls, museums, and country parks was transferred to South Lanarkshire Leisure and Culture (SLLC), which has successfully operated sport and leisure centres on behalf of the Council since 2002. SLLC is now a very significant organisation whose facilities recorded an increase in attendances during 2011/12 to over 5.8 million. 863,000 sports attendances were provided free to under 16s, and during the year, participation in the over 60s Activage Scheme increased by 14%.

In August 2011, SLLC worked closely with the Council to host the hugely successful International Children's Games which brought 1,300 young athletes and their supporters, representing 77 cities from 33 different nations to Lanarkshire.

Despite financial pressures, we continued to develop and upgrade several community facilities: a new synthetic pitch was constructed at Whitemoss, East Kilbride, project planning work was carried out for community wings at Blackwood and Mossneuk primary schools, and long-awaited new community centres were provided for Fernhill and Stonehouse. Woodland regeneration projects were completed at Backmuir, Udston and Glenlee woods, and investment in play areas was carried out at Law, Cleghorn and Strathaven, assisted by £249,000 in external funding secured in partnership with local communities.

Every day our employees perform tasks which protect life and health. Through their regulatory, educational and enforcement work, our Environmental Services staff helped achieve a 22% reduction in incidents of food borne infection compared to 2010/11, and made further progress in developing action plans to improve air quality in locations affected by traffic pollution. The number of fatal and serious casualties on our roads has reduced from 94 in 2010 to 91 in 2011, and South Lanarkshire is on target to achieve Scottish Government road safety targets. Our Rural Roads Initiative won the Scottish Transport Award for Excellence in Road Safety.

One further accolade for Community and Enterprise Resources last year was winning the 2012 COSLA Gold Award in the 'Securing a Workforce for the Future' category for our new Eddlewood Training Academy. COSLA commended the project for innovation in helping secure jobs for disadvantaged people and improving the skills and capacity of our workforce. Over four million nutritious meals are provided each year by our dedicated staff working in local schools and 2011/12 saw a further increase in the uptake of school meals.

In 2011, a new public sector duty to contribute to Scottish Government greenhouse gas reduction targets was introduced through the Climate Change (Scotland) Act 2009. Since 2005/06, the Council has managed to reduce its emissions by 9.4%. This reduction has largely been due to Community and Enterprise Resources' increased recycling of domestic waste and improved fuel efficiency of Council vehicles. Other contributions to the Council's sustainable development objectives in 2011/12 included piloting the use of electric cars, the installation of new public facilities for charging the new generation of electric road vehicles now coming on the market, and the publication of a new Local Plan Residential Design Guide. The Resource also continued to improve opportunities, networks and facilities for walking, cycling and use of public transport including improvements to the Hamilton bus and rail interchange.

Looking to the year ahead, I see several key challenges: we will continue to do all we can to help the local economy recovery and help people retain or find jobs. We will continue to progress our roads and footways major investment programme, which we know is a priority for the community. We will complete South Lanarkshire Local Development Plan, our Leisure and Cultural Strategy, and a new Sustainable Development Strategy for the Council.

Financial pressures will continue to have an impact on what we are able to achieve in the year ahead. Last year we were successful in attracting £8.3m in external funding support from EU, National Lottery, Government and other sources. We will build on this success and will maximise the potential of further opportunities as they arise. I am confident that we can use our combined strengths to be more efficient and effective and we will explore opportunities to enhance our services through innovation and integration. Our services will continue to identify areas for improvement through Public Sector Improvement Framework reviews.

As we look forward to these challenges, the continued commitment and effort of all our employees remains vital in delivering on the Council's vision *to work together to improve the quality of life for everyone in South Lanarkshire*.

Colin McDowall
Executive Director
Section 2 – National context

Several major developments at national level will influence the work of the Resource during 2012/2013.

Response to global economy

The national squeeze on public finances will continue to have a significant impact on our services during 2012/13, and will affect the level of resources that our Resource can apply to the delivery of the Council's Connect objectives.

The continued impact of lack of growth in the economy is still apparent in local labour market figures. The rate of claimant unemployment in the authority has remained stubbornly above the Scottish average for almost three years. The area continues to lag behind the Scottish average on levels of economic activity amongst young people, with the percentage of 16-19 year olds not in education, employment or training remaining above 10%. Those in the 16-24 age group continue to experience the greatest impact with just over one in five unemployed.

Poverty and deprivation

Poverty continues to impact on many individuals and families in South Lanarkshire. 18.6% of South Lanarkshire's children live in poverty. However in our most disadvantaged areas, child poverty is three times as prevalent. The number of 'working poor' has also risen over the last few years as the recession has taken its toll on wages and working hours, putting many people into poverty for the first time, and making it even more difficult for the long-term unemployed to improve their circumstances.

There is wide acceptance that the national government's welfare reforms will have a major impact on services and on residents – particularly the most vulnerable, including lone parents.

The Tackling Poverty Programme, which will provide £4.98m in 2012/13, will continue to support a range of activities to tackle the causes and effects of poverty. In line with recent Scottish Government policy, the focus will be on early intervention and prevention; early years; health improvement; employability and financial inclusion/welfare reform.

The Scottish Index of Multiple Deprivation (SIMD) will be reviewed and published in November 2012. The last Index in 2009 showed a slight increase in the number of South Lanarkshire datazones among Scotland's 15% most deprived areas, from 56 to 58. The Index will continue to guide where the Council focuses resources, as will the Scottish Government's recently published Regeneration Strategy, which encourages all partners to work alongside deprived communities to make the most of their combined assets, changing how we do things and improving outcomes.

Economic recovery

Generally, businesses within South Lanarkshire have continued to find conditions difficult in 2011/12, and so it remains a Resource priority to maintain and enhance business support programmes, including promotion of the West of Scotland Loan Fund, growing the Supplier Development Programme, the Council's grant packages and the recently launched Clyde Windfarm Development Fund. In partnership with North Lanarkshire Council, the Council is seeking to further improve the Business Gateway service to meet the needs of the Lanarkshire business base through a new contract currently being procured. Major capital investment will be undertaken in Clyde Gateway, industrial infrastructure in towns, and in the rural area to meet the demands of businesses which are not being served by the private sector market. The Council's

commitment to supporting the Scottish Government's Vacant and Derelict Land Strategy will also be maintained.

In November of 2011, the Scottish Government set out in its Economic Development Strategy the key areas it sees as crucial to delivery of its objectives for Scotland. Within South Lanarkshire, investment in business, development of exports, growing the tourism and food and drink sectors, as well as transport and infrastructure projects are of particular relevance.

The Scottish Government, via the Scottish Tourism and Leadership Group, is also in the course of reviewing the National Tourism Strategy, and this will inform the mid-term review of the Lanarkshire Tourism Action Plan later this year.

External funding

A new European Social Fund (ESF) Priority 5 programme was introduced by the Scottish Government in 2011. The Resource led the Council's successful bid which secured £2.7m funding for 2011/13, and it will oversee the delivery of the programme which will implement a local Strategic Skills Pipeline. This will provide a range of measures to help unemployed people from early engagement and skills development through to securing employment and aftercare. Community and Enterprise Resources will lead Council involvement in planning to extend the programme to 2014.

New European funding programmes and supported assistance mapping for 2014 to 2020 are currently being developed by the European Union in liaison with the UK and Scottish Governments. The Resource is engaging in this development so that South Lanarkshire's interests are represented and future funding opportunities are secured.

During 2012/13, opportunities will continue to be explored to secure significant external funding for the Council and key partners to deliver projects. This will include European Union, Scottish Government, Big Lottery, Heritage Lottery, Sports Scotland, Strathclyde Partnership for Transport (SPT) and various trusts.

National Planning Framework and Land Use Strategy for Scotland

The current National Planning Framework published in June 2009 was supplemented in 2011 by the publication of the Land Use Strategy for Scotland. It continues to provide the principal policy framework for development plans. The priority it assigns to promoting a programme of green space enhancements and the regeneration of the Clyde Gateway will remain relevant to the ongoing preparation of the South Lanarkshire Local Development Plan (SLLDP) in 2012/2013. The Land Use Strategy provides a broad context for planning authorities on Government policies relevant to all land use, and will play a role in identifying the key principles for sustainable land use that need to be reflected in the SLLDP.

The National Planning Framework and Land Use Strategy also influence the work of our Countryside Services, including the development of the Central Scotland Green Network, the implementation of the Scottish Forestry Strategy, and the development of a national ecological network, potentially encompassing large strategic habitat restoration projects.

Planning Performance Framework

The Scottish Government intends to introduce a revised performance framework for planning. Following an assessment of the recently completed pilot exercise, guidance will be produced in summer 2012. It is anticipated that the first reports using the new framework will be submitted to the Government in autumn 2012. The Council will ensure that processes are reviewed in order to take account of the implications of these new requirements.

National waste strategy

The Scottish Government's Zero Waste Plan sets challenging targets for recycling and composting of domestic waste of 50% by 2012, 60% by 2020 and 70% by 2025. It also places limits on the materials that can in future be land-filled and the amount of domestic waste that can be used to

generate energy. These targets also have to be achieved in conjunction with EU landfill diversion targets, which limit the amount of biodegradable waste that can be disposed of in landfill sites. The UK Government has also implemented significant annual increases in landfill tax to promote sustainable alternatives.

So far, the Council has adopted an incremental approach to meeting short and medium term targets introducing new kerbside waste collection systems for paper, card, plastics, and glass.

Further segregation of waste at civic amenity sites has helped improve recycling, and a food waste collection, piloted in parts of South Lanarkshire last year, will be initiated in 2013. The Council plans to introduce further processes for the recovery of materials from its residual waste collections, and over time this will significantly increase recycling in South Lanarkshire.

Road safety casualty targets

The Scottish Government have set new national road casualty reduction targets and the Council is required to contribute towards these. The overall target is for a 40% reduction in fatalities and a 55% reduction in serious casualties amongst all age groups by 2020 (compared to the average figures from 2004 to 2008). For children, the national target is a 50% reduction in fatalities and 65% reduction in serious casualties. The Council has been very successful in achieving the 2010 targets. South Lanarkshire's base figure is therefore very low, so the new national 2020 targets are very challenging. Roads and Transportation Services will continue to focus on accident reduction projects during 2012/13.

Partnerships

The Joint Statement on the relationship at local level between Government and the Third Sector which was signed jointly by the Scottish Government, CoSLA, SOLACE (Scotland) and the Scottish Council for voluntary Organisations (SCVO), is a contribution to establishing a successful relationship between Scottish Government, local government and the voluntary sector. It is an important milestone representing the areas of agreement that will inform the hard work going on to create partnerships and encourage joint working and decision making in community planning Partnerships (CPPs). Significant community partnerships include South Lanarkshire Leisure and Culture Sustainability Partnership, South Lanarkshire Greenspace Partnership and South Lanarkshire Local Biodiversity Partnership (LBAP).

In addition to its relationship with public sector partner agencies, the Resource is working with businesses and developers to help unlock development potential which is restricted by wider economic forces.

ePlanning

The Scottish Executive is committed to the continued development and exploitation of the benefits that can be realised by a more thorough use of IT technology. The Planning and Building Standards Service, in cooperation with Support Services, will continue to maintain the progress that has made in improving and developing the use of ePlanning infrastructure. This will apply to work in Building Standards, Development Management and Development Planning. It will include greater use of e-consultation, encouraging more use of online submission and payment facilities, plus improving the range and depth of information shown on the portal, both on building warrant applications and on the enforcement cases being pursued by Planning and Building Standards Services.

The Electronic Document Record Management System (EDRMS) will continue to be refined and developed in order to ensure that the benefits that come from being able to share and process information, plus control and manage the storing and retrieval of documents, are fully exploited. This will maintain the progress that has been made in improving coordination between policy guidance and service delivery.

Legislative changes

Planning etc. (Scotland) Act 2006

In December 2011, the Scottish Government completed a consultation exercise aimed at identifying potential amendments to the modernised planning system introduced through the Town and Country Planning (Scotland) Act 2006. The exercise identified potential changes affecting pre-application consultation, the neighbour notification and advertising of planning applications and consultation requirements. Further legislation covering these changes is anticipated in 2012/13. The Planning Service's existing processes will be reviewed in order to take account of the implications of these new requirements.

Town and Country Planning (General Permitted Development) (Scotland) Order 1992

The Scottish Government has enacted legislation revising the Town and Country Planning (General Permitted Development) (Scotland) Order 1992 relating to dwelling houses. These changes are likely to be followed by further legislation revising the rules that apply to non-householder developments. The implementation of the legislation will require a review of the Resource's processes, and of the impact of the new legislation on resources, together with a reassessment of the guidance that is made available to customers.

The Nature Conservation Act (Scotland) 2004

The Nature Conservation Act (Scotland) 2004 places 'a duty to further the conservation of biodiversity' on all public sector bodies in Scotland. This biodiversity duty is about connecting people with the environment and managing biodiversity in the wider environment all around us, not just in specific protected sites. Local authorities have a role to play to support biodiversity from simple direct actions, through to educating others and raising awareness. The Resource will support the Council in implementing actions under this statutory duty.

Wildlife and Natural Environment (Scotland) Act 2011

The Wildlife and Natural Environment (Scotland) Act 2011 seeks to update legislation protecting Scottish wildlife, and ensure legislation, which regulates and manages the natural environment, is fit for purpose. The Act contains provisions to regulate invasive, non-native species, manage deer populations, change the licensing system for protected species, and make operational changes to the management of sites of specific scientific interest. The Act places an additional obligation upon public bodies to report on compliance with the Biodiversity Duty derived from the Nature Conservation Act. The reports are required every 3 years, with the first to be published by April 2014.

Land Reform (Scotland) Act 2003

The Land Reform (Scotland) Act creates a statutory right of non-motorised access to land and inland water in Scotland. The Act required all access authorities (councils or national park authorities) produce a Core Path Plan. It also requires authorities to uphold access rights, have an access forum and it confers powers to maintain the local access network. The South Lanarkshire Core Path Plan is currently with Scottish Ministers for approval.

Building (Scotland) Act 2003

The approach of Scottish councils in recent years has gained the confidence of Scottish Ministers and was reflected in their decision not to introduce private building standards verifiers. It is hoped that this decision will lead to a period of stability in verification delivery, meeting the aims of Scottish Government for a Building Standards system which meets the needs of the public, supports economic growth and promotes sustainability. The Planning and Building Standards Service will continue to work with the Building Standards Division (BSD) of the Scottish Government and other stakeholders, to ensure the verification role is delivered consistently and in line with the BSD's 'verification performance framework'.

During 2012/13, there will be a requirement for building standards services nationally to adapt to new methods of working. In particular, to ensure compliance of building work onsite and to implement a suite of national statutory performance indicators covering many areas of service delivery. Processes will be reviewed in order to take account of the implications of the new performance framework.

Driver's Certificate of Professional Competence (CPC)

European legislation now requires drivers of certain vehicles to hold a valid CPC as well as a standard driver's licence. During 2011/12, Fleet Services started a training programme for Council drivers to enable them to attain their respective CPC. The training programme, which will be completed by September 2014, promotes safe, environmentally friendly driving skills.

Flood Risk Management (Scotland) Act 2009

On 26 November 2007, the EC Floods Directive came into force and was transposed into Scots Law on 26 November 2009 as the Flood Risk Management (Scotland) Act 2009. Its initial requirement was to produce preliminary flood risk assessments by December 2011. Hazard and flood risk maps require to be completed by December 2013 and Flood Risk Management Plans by December 2015. While responsibility for delivering these requirements lies with the Scottish Environment Protection Agency (SEPA), Community and Enterprise Resources, through Roads and Transportation Services, will continue to be heavily involved with the process.

The Flood Risk Management (Flood Protection Schemes, Potentially Vulnerable Areas and Local Plan Districts) (Scotland) Regulations 2010 came into force on 24 December 2010 and it is expected that further Regulations will be introduced over the next few years to support the implementation of the 2009 Act.

Reservoirs (Scotland) Act 2011

The Reservoirs (Scotland) Act passed by the Scottish Parliament in March 2011 creates a legal and administrative framework for the construction and management of controlled reservoirs with a volume capacity of greater than 10,000 cubic metres (reduced from 25,000 cubic metres). The Act transfers the role of enforcement authority for 20 reservoirs from the Council to SEPA, probably during 2013. The Council will continue to be responsible for the two reservoirs that it owns.

Climate Change (Scotland) Act 2009

The Climate Change (Scotland) Act 2009 created a new duty applying to the entire Scottish public sector to contribute to the delivery of the national greenhouse gas emission reduction targets. The Act also requires the Council to consider future adaptation measures in response to the changing climate and to build such measures into future policies and strategies. Guidance published by the Scottish Government in 2011 sets out a wide range of areas considered relevant to the new duty for public sector organisations, including taking action to reduce their own greenhouse gas emissions and using their powers and influence to reduce emissions in the wider community.

The public sector climate change duty is of particular relevance to Community and Enterprise Resources because, as well as having responsibility for coordinating sustainable development for the Council (including its Carbon Management Plan), it has considerable scope to influence the emissions of the South Lanarkshire area through its responsibilities for planning, roads and transportation and waste management.

Public Records (Scotland) Act 2011

The Public Records (Scotland) Act 2011 was introduced to improve the quality of record keeping by Scottish public authorities. Part 1 of the Act requires authorities to submit to the Scottish Keeper of Records a Records Management Plan (RMP) covering different aspects of record keeping practice, based on a model which is currently the subject of a consultation process. Community and Enterprise Resources will contribute to the Council's RMP. The Resource will also review its processes and procedures to meet its requirements as part of its implementation the Council's Information Governance Strategy.

Section 3 – Local context

‘Stronger Together’ South Lanarkshire Community Plan

The Community Plan was launched in 2005 by the South Lanarkshire Community Planning Partnership (CPP). The plan was refreshed in 2010/11 and is now structured around five aims:

- ◆ Improving health and tackling inequalities
- ◆ Reducing crime and improving community safety
- ◆ Promoting sustainable and inclusive communities and opportunities for all throughout life
- ◆ Ensuring sustainable economic recovery and development
- ◆ Tackling poverty

The Council works with its partners to achieve these aims and reflects its commitment within Connect. Community and Enterprise Resources contribute to community planning priorities through its theme based partnerships. The Resource is responsible for coordinating the work of three of these partnerships on behalf of the Council and relevant partners: the Community Regeneration Partnership, Rural Partnership and Sustainability Partnership.

The Single Outcome Agreement (SOA)

The SOA is an agreement between each community planning partnership and the Scottish Government which sets out local priorities and how the partnership will contribute to national priorities. The first three year SOA ended in March 2012, and during 2012/13 the Scottish Government will review its overall approach. South Lanarkshire Community Planning Partnership’s aims already closely align with the Scottish Government’s four national priorities, for which a new reporting framework is currently being developed. Community and Enterprise Resources is closely involved in this process in view of its lead responsibilities for regeneration, economic development, tackling poverty and sustainable development.

Connect

The Council Plan, Connect, sets out what the Council aims to achieve in the period 2012-2017.

Connect objectives

The **Council’s objectives** are shown below, with **priorities** indicated in bold:

- ◆ **Improve services for older people**
- ◆ **Protect vulnerable children, young people and adults**
- ◆ Improve the quality of the physical environment
- ◆ **Improve road network and influence improvements in public transport**
- ◆ **Support the local economy by providing the right conditions for growth, improving skills and employability**
- ◆ **Tackle disadvantage and deprivation**
- ◆ **Develop a sustainable Council and communities**
- ◆ **Raise educational achievement and attainment**
- ◆ Increase involvement in lifelong learning
- ◆ Get it right for every child
- ◆ **Improve the quality, access and availability of housing**
- ◆ Improve community safety
- ◆ Improve and maintain health and increase physical activity
- ◆ Promote participation in cultural activities and provide quality facilities to support communities
- ◆ **Strengthen partnership working, community leadership and engagement**
- ◆ Provide vision and strategic direction
- ◆ Promote performance management and improvement
- ◆ Embed governance and accountability
- ◆ Achieve efficient and effective use of resources

Resource Plans reflect Connect priorities. However, delivery of the priorities identified above will be heavily dependent over coming years on resource availability. On this basis, future financial settlements will inform the need to further reassess our priorities.

As with all Resources, Community and Enterprise Resources continue to uphold South Lanarkshire Council values in all our work.

Community and Enterprise Resources play a key role in the following Council objectives and the specific Resource objectives are listed under each heading.

■ **Council objective: Improve road network and influence improvements in public transport (Council priority)**

The road network is critical to economic success and to the wellbeing of communities. Good public transport helps reduce the number of cars on the roads and allows everyone, whether they own a car or not, to access the services and opportunities they need. In response to the feedback received from residents through numerous surveys, and in recognition of the condition of the road network, the Council has placed a high priority on improving roads and footways. The Council's Road and Rural Investment Programme has been extended to March 2019. The impact of severe weather on the road network can also be considerable, and managing the road network at these times remains a key priority for the Council. During 2012/13, Community and Enterprise Resources will:

- ◆ Implement the Roads Investment Programme for road and footway improvements (Resource priority)
- ◆ Provide road infrastructure improvements to support new developments (Resource priority)

■ **Council objective: Support the local economy by providing the right conditions for growth, improving skills and employability (Council priority)**

Community and Enterprise Resources, working with the local Business Gateway, provides assistance and services to support local businesses through grants and loans and by helping businesses to find sites and properties. The Resource also tackles other important economic development issues such as improving employability and skill levels, particularly for young people, developing business and industrial infrastructure, supporting the tourism sector and implementing the Rural Strategy. During 2012/13, Community and Enterprise Resources will:

- ◆ Support the Clyde Gateway Regeneration initiative (Resource priority)
- ◆ Support local businesses through development and delivery of business support programmes (Resource priority)
- ◆ Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs (Resource priority)
- ◆ Undertake regulatory advice and support proactively to enhance fair trade and business competitiveness (Resource priority)
- ◆ Develop the area's tourism potential (Resource priority)
- ◆ Update and implement the Rural Strategy and action plan (Resource priority)
- ◆ Support and develop the South Lanarkshire community and voluntary sector (Resource priority)
- ◆ Establish opportunities for sustainable economic growth through the preparation and adoption of Development Plans (Resource priority)

■ **Council objective: Tackle disadvantage and deprivation (Council priority)**

The Council believes that 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. However, there is significant inequality within South Lanarkshire. Council services can help reduce these inequalities by ensuring equal access for everyone and by coordinating the support available to the most vulnerable individuals and families. During 2012/13, Community and Enterprise Resources will:

- ◆ Oversee and monitor the implementation of the Tackling Poverty Programme (Resource priority)

■ **Council objective: Develop a sustainable Council and communities (Council priority)**

Community and Enterprise Resources are responsible for coordinating the Council's sustainable development strategy and carbon management plan helping deliver on the Council's statutory duty to contribute to national greenhouse gas reduction targets and to act in a sustainable way. During 2012/13, Community and Enterprise Resources will:

- ◆ Improve the Council's environmental performance and reduce its greenhouse gas emissions (Resource priority)
- ◆ Provide services which help local communities to become more sustainable (Resource priority)

■ **Council objective: Improve the quality of the physical environment**

The Council wants to ensure that all of its towns, villages and neighbourhoods are attractive places for people to live and work. Community and Enterprise Resources contribute significantly to this objective. During 2012/13, the Resource will:

- ◆ Sustain the quality of our towns and villages through maintenance and promotional activities
- ◆ Unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks
- ◆ Assess and determine development proposals in line with 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

■ **Council objective: Improve community safety**

The Council is clear that effective partnerships play a crucial role in tackling community safety issues and has a well established track record of working with partners to tackle the key issues facing our communities. The main focus of the detailed actions and outcomes are set out in the Community Safety Strategy 2012-2017. In addition, the Scottish Government has set challenging national road safety casualty reduction targets for 2020, and the Council is committed to contributing to the achievement of these. During 2012/13, Community and Enterprise Resources will:

- ◆ 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

■ **Council objective: Improve and maintain health and increase physical activity**

Community and Enterprise Resources helps promote healthier lifestyles by providing local facilities, including play areas and leisure centres operated by South Lanarkshire Leisure and Culture, and by providing healthy school meals and opportunities for outdoor recreation. The Resource is also responsible for protecting public health through its environmental services. During 2012/13, Community and Enterprise Resources will:

- ◆ 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

■ **Council objective: Promote participation in cultural activities and provide quality facilities to support communities**

The Council recognises that high quality community and cultural facilities are essential to the fabric of communities in both rural and urban areas, providing a focus for community learning

and recreational activities and helping strengthen the capacity of local communities for self-help. Facilities are provided both by Community and Enterprise Resources and by South Lanarkshire Leisure and Culture. During 2012/13, the Resource will:

- ◆ Improve facilities for arts and cultural activities and provide quality facilities to support communities

As with all Resources, Community and Enterprise Resources contribute to the delivery of internal Council objectives. Resource specific actions against those objectives for which we do not lead are listed in Section 5.

Equalities

The Resource recognises the public sector specific duties required by the Equality Act 2010. In November 2009, the Council launched its Single Equality Scheme to bring together the race, disability and gender duties and broaden them out to include the characteristics of age, gender identity, religion and belief, and sexual orientation. To supplement this, the Resource specific equalities action plan was launched in September 2011 at the Equal Opportunities Forum and will be reported on annually. This incorporates specific duties listed under the legislation including: equality impact assessments and actions arising from these which relate to service and/or workforce monitoring; consultation and involvement with employees, equality groups and members of the public; and service delivery development, review and implementation.

All new policies or changes to existing policies and functions will continue to be impact assessed where required and details published on the Council's website. This informs the decision making process and will establish if stakeholders from a protected background are disproportionately affected by changes to service provision and identify potential solutions to minimise the effect of change. All efficiency savings proposals will be required to undergo this process.

Sustainable development and environmental issues

Sustainable development is an integral part of best value, and Community and Enterprise Resources has responsibility for coordinating this priority area for the Council. The Resource has a key role to play in delivering many aspects of sustainable development for the Council, including carbon management, biodiversity and countryside services, environmental protection, waste management, development planning, transportation, and supporting community regeneration. The Resource also provides the corporate lead for the Council's duty under the Environmental Assessment (Scotland) Act 2005 to undertake Strategic Environmental Assessments (SEA). The aim of the process is assess environmental implications of plans, strategies and policies and to improve environmental outcomes.

As a signatory to Scotland's Climate Change Declaration, the Council has committed to reducing carbon emissions arising from its own activities, working with others to reduce carbon emissions in the South Lanarkshire area in general, providing an annual report to the public on action it has taken in relation to climate change, and helping the area adapt to anticipated changes in climate. These commitments are now an aspect of the Council's new duties under the Climate Change (Scotland) Act 2009.

The Council's objectives for improving environmental performance are set out in its Sustainable Development Strategy, which is currently being reviewed and will be completed during 2012/13.

Best value and service improvement

Best value, a concept first introduced into the public sector through the Local Government (Scotland) Act 2003, seeks to drive continuous improvement service delivery through effective vision and leadership, partnership working, governance and accountability, use of resources, and performance management.

Best value has now entered a new era which is intended to bring about more proportionate and risk-based external scrutiny of councils by Audit Scotland and other national inspection bodies.

The new approach places greater emphasis on the use of self-assessment as means of ensuring continuous improvement.

The Council has adopted the Public Sector Improvement Framework (PSIF) as its main self-assessment tool, rebranding it within the Council as 'EMPOWER'. So far, five EMPOWER reviews have been carried out within Community and Enterprise Resources: Planning and Building Standards Services, Regeneration Services, Environmental Health and Consumer and Trading Services, Building Cleaning, and Grounds Maintenance and Street Cleansing. In 2012/13, four further assessments will take place, including Roads and Transportation Services, Catering and Conference and Banqueting, Fleet Services and Waste Management.

Section 4 – Resource overview, major achievements and performance

Resource overview

Community and Enterprise Resources employs 2,820 full-time equivalent employees across the following six services:

- Facilities, Fleet and Grounds Services
- Planning and Building Standards Services
- Regeneration Services
- Roads and Transportation Services
- Waste and Environmental Services
- Support Services

More detailed information on the services delivered, is included in Appendix 1.

During 2011/12, the Council undertook a review of its structure and as a result Community Resources and Enterprise Resources were merged to become Community and Enterprise Resources. Performance against the actions and measures identified in the Community Resources Resource Plan and Enterprise Resources Resource Plan for 2011/12 is shown in the summary of performance tables for each Resource.

The 2011/12 Resource Plans clearly set out specific actions to be undertaken in support of our Corporate improvement themes and in the delivery of our objectives and priorities. Each action had one or more defined measures. These measures were the reporting mechanism through which the members of the Council, employees and the wider public were informed at twice yearly intervals on progress with our stated actions.

Reports on progress against all Resource Plan measures were produced through the Council's performance management reporting system, 'Improve', and involved a traffic light format, using the definitions below, to give a status report on each measure.

- | | |
|-----------------|---|
| ◆ 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: | For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available. |

The overall summary of end of year progress against each of the 2011/12 Resource Plans, as reported to the Chief Executive on 11th May 2012, was as follows:

Summary of performance 2011/12 (Community Resources)

Council objective / theme	Green	Amber	Red	Report later/ Unassigned
Raise educational attainment for all	1			
Improve and increase health and physical activity	15	2	1	2
Improve the quality of the physical environment	4	3		
Improve community safety	5		1	
Support local economy by providing the right conditions for growth, improving skills and employability	4			
Develop services for older people	2			
Increase participation in arts and culture	8	1		1
Vision and strategic direction	22	2	2	6
Governance and accountability	4	3		
Performance management and improvement	6	2		
Efficient and effective use of resources	5	4		3
Totals	76	17	4	12

Summary of performance 2011/12 (Enterprise Resources)

Council objective / theme	Green	Amber	Red	Report later/ Unassigned
Improve the quality of the physical environment	20	5	6	5
Improve the road network and public transport	23			
Improve community safety	5			1
Support local economy by providing the right conditions for growth, improving skills and employability	23	13		15
Vision and strategic direction	20	4		1
Governance and accountability	4			
Performance management and improvement	13	1		
Efficient and effective use of resources	7	1		
Totals	115	24	6	22

The Estates service transferred to Housing and Technical Resources with effect from September 2011. As a result, eleven measures identified in the Enterprise Resource Plan for 2011/12 will now be reported through Housing and Technical Resources.

Major achievements 2011/12

The table below summarises Community and Enterprise Resources' key achievements during 2011/12. The achievements are set out under their relevant objectives at Council and Resource level.

2011/12 Resource Objective	Achievement
Raise educational attainment for all	
Support the implementation of the Council's "whole school approach" in primary and secondary schools by providing effective cleaning, catering and janitorial services	<ul style="list-style-type: none"> Achieved 96.4% customer satisfaction rating for cleaning, catering and janitorial services, against 95% target
Improve the road network and public transport (Council priority)	
Implement a major programme of carriageway resurfacing to reflect maintenance requirements across all classes of road	<ul style="list-style-type: none"> Completed a road maintenance and reconstruction programme, including 242 carriageway and 50 footway schemes, resurfacing 9.02% of the Council's roads network Completed assessment checks on six bridges and strengthening works of Ryelands Burn Bridge
Undertake and promote a series of new roads proposals	<ul style="list-style-type: none"> Worked alongside partners to complete the M74 extension including completion of off-site works to ten existing and four new junctions on the approach corridors to the motorway
Promote the development of modern public transport facilities	<ul style="list-style-type: none"> Progressed Hamilton bus/rail interchange project, working with SPT to provide a £5m public transport hub at Hamilton Central Station, on course for completion December 2012
Support local economy by providing the right conditions for growth, improving skills and employability (Council priority)	
Deliver support to local businesses	<ul style="list-style-type: none"> Provided grants, loans or property advice to 1,935 local businesses, generating £21.15m in sales, and creating or sustaining 1,315 jobs
Promote employability and access to jobs	<ul style="list-style-type: none"> Supported 3,750 people through employability programmes, and of those, 2,144 went on to employment or training/ education
Develop the area's tourism potential and its image / profile	<ul style="list-style-type: none"> Continued implementation of the Tourism Action Plan, 3.02m tourists visited Lanarkshire during 2011, generating revenue of £320m for the area
Support the Clyde Gateway Regeneration Initiative	<ul style="list-style-type: none"> Supported the Clyde Gateway regeneration initiative; SEPA have agreed the strategy and the remediation implementation plan is now being developed
Tackle poverty	<ul style="list-style-type: none"> Successfully implemented the first year of the £4.98m Tackling Poverty Programme providing support to many

2011/12 Resource Objective	Achievement
	potentially vulnerable children, young people and adults through a range of partners, both public and voluntary
Support and develop the South Lanarkshire community and voluntary sector	<ul style="list-style-type: none"> Grant agreement with Voluntary Action South Lanarkshire (VASLAN) completed; 347 organisations registered as engaging volunteers, an increase of 5%
Undertake regulatory advice and support proactively to enhance fair trade and business competitiveness	<ul style="list-style-type: none"> Buy with Confidence trusted trader scheme introduced
Implement the Rural Strategy and Action Plan through the South Lanarkshire Rural Partnership (SLRP)	<ul style="list-style-type: none"> A refresh of the Rural Strategy is underway which will be informed by outcomes from the Rural Conference which took place in March 2012
Develop services for older people (Council priority)	
Support individuals and communities to improve their health	<ul style="list-style-type: none"> Achieved an increase of 14% in the number of over 60s registered with the Activage scheme
Improve the quality of the physical environment	
Improve our towns and villages through improved management and maintenance, promotional events and investment	<ul style="list-style-type: none"> A range of town centre activities and projects progressed with town group organisations and the private sector, including promotion of Hamilton Business Improvement District (BID)
Unlock the development potential of vacant, derelict and contaminated site and remove and control health risks	<ul style="list-style-type: none"> Delivered 2011/12 vacant and derelict/contaminated land programme, including a range projects via Clyde Gateway URC at Shawfield and Farmecross and directly by the Council at Burgh Business Centre, Rutherglen and Cathcart Place, Rutherglen
Set out strategy for development and land use across the whole of the Council's area	<ul style="list-style-type: none"> Completed the Main Issues Report (MIR) for the South Lanarkshire Local Development Plan and produced a Minerals Local Plan Completed £800,000 of investment in repairs and improvements to the fabric of properties and to the public realm through the Leadhills Conservation Area Regeneration Scheme in partnership with Historic Scotland Dealt with 3,758 planning and building applications representing several hundred million pounds of investment, contributing significantly to the economy of South Lanarkshire
Improve the cleanliness of streets, parks and other public areas	<ul style="list-style-type: none"> Achieved a high externally assessed standard for grounds maintenance services, with a LAMS score of 70 (exactly on target) and a high independently assessed street cleanliness score of 72 Responded to domestic noise complaints in less than half the national target time of two hours

2011/12 Resource Objective	Achievement
Improve health and increase physical activity	
Deliver an effective food safety monitoring, investigation, enforcement, advice and training services	<ul style="list-style-type: none"> Helped achieve a 22% reduction in incidents of food borne infection in South Lanarkshire compared to 2010/11
Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle	<ul style="list-style-type: none"> Recorded just under 3.9 million attendances at leisure facilities managed by South Lanarkshire Leisure and Culture, an 8% increase on 2010/11
Provide free use of South Lanarkshire Leisure and Culture facilities to under 16s sports, uniformed and community groups	<ul style="list-style-type: none"> Provided 863,000 free attendances for under 16s participating in sporting activities at leisure and cultural facilities
Improve access to dry side sports facilities in communities less well served	<ul style="list-style-type: none"> Carried out further capital investment in sport and leisure facilities during the year, including the construction of a new synthetic pitch at Whitemoss, East Kilbride
Contribute to the success of international sporting events	<ul style="list-style-type: none"> With North Lanarkshire Council, hosted a successful 44th International Children's Games event in August 2011, involving 1,300 competitors, coaches, and delegates representing 77 cities from 33 countries
Promote uptake and access to healthier eating across all South Lanarkshire schools	<ul style="list-style-type: none"> Provided over four million nutritious meals in local primary and secondary schools, increasing overall uptake of primary school meals by 2.6% and overall uptake of secondary school meals by 2.4%, compared to 2010/11
Improve Community Safety	
Invest in road safety improvements in terms of lighting, traffic signals, and accident reduction measures	<ul style="list-style-type: none"> Number of fatal and serious casualties reduced from 94 in 2010 to 91 in 2011 and South Lanarkshire is on target to achieve Scottish Government road safety targets Completed six route action plans comprising works on the A70 Carnwath to Council boundary; A71 Canderside to Cornsilloch; A721 Carnwath to Newbigging; B7078 Auchenheath to A72; A702 from M74 to Daer Water Road; A70 at Rigsid and Churchill Avenue, East Kilbride Single site accident improvement plan scheme works completed at junctions of A72/M74 and Westwood Road in East Kilbride and engineering works were completed around eight schools

Increase participation in arts and culture	
Improve facilities for arts and cultural activities and develop a framework for cultural planning across South Lanarkshire	<ul style="list-style-type: none"> Recorded 1.95 million attendances at our cultural venues, museums and country parks and increased the number of visitors to Council libraries by 3% compared to the previous year Continued investment to replace and upgrade outdated facilities including progressing the refurbishment of Lanark Memorial Hall, and new community wings at Blackwood and Mossneuk Primary Schools, and the completion of new community centres for Fernhill and Stonehouse
Vision and strategic direction (including sustainable development and equalities) (Council priority)	
Ensure efficient use of material resources and to increase recycling of waste and develop more sustainable waste management	<ul style="list-style-type: none"> Recycled 40.5% of domestic waste collected in South Lanarkshire Completed 98.7% of special waste uplifts within five working days and achieved a 91.7% public satisfaction rate for refuse collection services
Improve effective use of our buildings and transport in order to reduce greenhouse gas emissions	<ul style="list-style-type: none"> Reviewed the Council's Sustainable Development Strategy taking account of new statutory climate change duties
To secure quality living and working environments for health, wellbeing and economic prosperity	<ul style="list-style-type: none"> Updated the South Lanarkshire State of the Environment Report providing baseline information on local environmental conditions Completed and published Residential Design Guide, the principles contained within it will be incorporated in future developments Completed flood protection projects at Machan Road / Robert Smillie Crescent, Larkhall and studies undertaken at Cambuslang and Cathkin Braes
Performance management and improvement (Council priority)	
Performance management and improvement	<ul style="list-style-type: none"> Four PSIF assessments have been fully completed within the Resource, including Planning and Building Standards, Environmental Health/Consumer and Trading Services, Building Cleaning and Regeneration Services
Efficient and effective use of resources (Council priority)	
Manage land and property assets	<ul style="list-style-type: none"> Attracted £8.3m in external funding support from EU, National Lottery, Government and other sources

Key actions that had major slippage during 2011/12 and were not achieved (status red)

Corporate Improvement Theme: Vision and strategic direction			
Action	Measure	Progress	Management action, responsibility deadline
Resource objective: To secure quality living and working environments for health, wellbeing and economic prosperity			
Review and assess air quality throughout South Lanarkshire as required by the Environment Act 1995 and in line with national guidance	Detailed assessment for Hamilton Town Centre	Detailed assessment was not available in time due to technical problems with monitoring equipment and specialist contractor's failure to deliver within timescale.	Matters have been raised with specialist contractor and instruction issued. Detailed assessments now to be produced by June 2012. Head of Waste and Environmental Services June 2012
	Detailed assessment for Main Street, Uddingston to be completed by December 2011		
Council objective: Improve health and increase physical activity			
Action	Measure	Progress	Management action, responsibility deadline
Resource objective: Maintain customer satisfaction rates at leisure facilities			
Increase the number of individuals participating in physical activity at leisure facilities	Maintain attendances at golf courses (target – 192,577)	Actual attendances at golf courses (153,926) Golf attendances have been lower than expected all year, with only the Quarter 4 period showing an increase on the previous year (7%). Despite extensive marketing of the service, there has been a 20% drop in annual attendances.	The SLLC Trust Board and SLC officials have been kept informed of the situation. Promotional pricing and a number of other new initiatives have been introduced at the start of the new season to boost season ticket sales. General Manager, South Lanarkshire Leisure and Culture 2012/13

Council objective: Support local economy by providing the right conditions for growth, improving skills and employability			
Action	Measure	Progress	Management action, responsibility deadline
Resource objective: To protect vulnerable groups from the consequences of unsafe goods and services			
To undertake legislative and educational activities aimed at protecting consumers	Achieve target consumer redress by March 2012 (£0.75m)	<p>Actual target consumer redress (£0.567).</p> <p>The economic downturn has affected this figure in a number of different ways. The public have reduced spending on larger items. This means we are chasing lower levels of redress. Companies are also demanding higher levels of evidence before settling cases, and increasingly, the companies themselves are in financial difficulty and are unable to deal with complaints.</p>	<p>It has been difficult to achieve this target due to economic factors outwith the Council's control. For this reason, the nature of this measure has been modified for 2012/13 to the following: % of justified consumer complaints in which redress achieved.</p> <p>Head of Waste and Environmental Services 2012/13</p>

Council objective: Improve the quality of the physical environment			
Action	Measure	Progress	Management action, responsibility deadline
Resource objective: Set out strategy for development and land use across the whole of the Council's area			
Manage processing of planning applications to ensure meet needs of applicants and the community	80% of non-householder planning applications determined within 2 months	<p>46% of applications were determined within two months. Although the percentage has not met the target and is lower than last year, the number of applications determined is up slightly. Non-householder applications take considerably longer to process due to the complex nature of the applications, making the target timescales more difficult to achieve. An increasing number of issues are now required to be considered in the assessment of non-householder applications and this has an impact on processing times.</p>	<p>Results from customer satisfaction surveys undertaken over the last twelve months show that while performance figures remains below target, the quality of the service remains high, with over 96% of agents rating the overall quality of the Planning service as either good or excellent. The comments received will be taken into account when shaping future service delivery. Procedures will continue to be monitored and refined to improve performance.</p>

Council objective: Improve the quality of the physical environment			
Action	Measure	Progress	Management action, responsibility deadline
Resource objective: Set out strategy for development and land use across the whole of the Council's area			
			Head of Planning and Building Standards 2012/13
Assess planning applications within a development plan framework and ensure that the statutory planning system promotes sustainable development	Supplementary Planning Guidance (SPG) on Developers' Contributions published by September 2011	Negotiations are continuing to ensure that an appropriate level of contributions, which does not prejudice development taking place, is identified before publication of the SPG.	Timescales have slipped against the target to publish by September 2011. It is now anticipated that this will be complete Summer 2012. Head of Planning and Building Standards 2012/13
Continue to implement and develop: computerised planning and building standards application system, online casework information application, EDRMS and Online Applications and Appeals (OAA)	Enhanced Building Standards register providing additional functionality developed by March 2012	Following receipt of final specification for development, Northgate, who provide the software, were unable to provide sufficient information on implementation plans to progress at this time.	Concerns have been raised at board level within Northgate and have been escalated with IT. The project has been carried forward to 2012/13. Head of Planning and Building Standards 2012/13
Production of conservation area character appraisals	Character appraisals produced and completed for Cambuslang conservation areas by August 2011	Production of character appraisals has been re-scheduled and will now be programmed to be undertaken in 2012/13.	Production of character appraisals will be programmed for 2012/13.
	Draft character appraisals produced and completed for Lesmahagow conservation areas by December 2011	This decision has been taken in response to the loss of the Service's full time Conservation Officer post and the work is now being undertaken on a part time basis.	In the meantime, existing development management tools will continue to be used as required. Head of Planning and Building Standards 2012/13
	Draft character appraisals produced and completed for Carnwath conservation areas by March 2012		

Service overview and performance - Facilities, Fleet and Ground Services

Facilities, Fleet and Grounds Services was established in October 2010 and is made up of three individual service areas, each with specific areas of responsibility, which together provide frontline service delivery across South Lanarkshire.

Facilities Management is responsible for: the provision of a cleaning, catering and janitorial service for all schools in the authority; a council officer support and cleaning service for council buildings; conference and banqueting arrangements; the public convenience service; and the provision of the school crossing patrol service.

Ground Services maintain parks, play areas, amenity open spaces and cemeteries, manage the Council's bereavement service; and undertake street cleansing activities.

Fleet Services manage the Council's vehicle fleet, and ASN transport provision, plus management of the Council's fuel requirements.

During 2011/12, the Service:

- provided 4.08 million nutritious school meals, 1.02 million of which were free
- delivered over 95,000 meals to Council clients
- catered for 2,337 internal functions
- welcomed over 296,200 people to functions at Council Head Quarters
- maintained almost 2,850 hectares of diverse land types
- maintained around 3,400 gardens as part of the Council's care of garden scheme and another 915 gardens for private households
- carried out over 1,360 burials and 1,360 cremations
- cleaned up just under 700 items of graffiti, of which 145 were considered offensive
- attended to over 2250 arboricultural enquiries
- provided landscape design and horticultural service advice to 21 local community groups
- emptied in excess of 2,000 litter bins in public areas each week
- managed and maintained the Council's Fleet of over 1,900 vehicles and items of plant machinery
- transported 1,190 children and adults to Council facilities each day
- procured 406 new vehicles and items of plant on behalf of Council Services
- introduced the first 12 full electric cars to the Council's Fleet
- delivered training to over 600 Council drivers
- provided just over 39,350 pool car bookings

School meal uptake

The overall uptake of all primary and secondary school meals has been increasing since 2008/09.

In 2011/12, this continues to be the case. In primary schools in 2011/12, free meal uptake increased by 4.4%, paid meal uptake increased by over 2.8%, and overall uptake increased by 2.6%.

Primary school meal uptake

	2009/10	2010/11	2011/12
Free	69%	73.8%	78.2%
Paid	43%	45.8%	48.6%
Overall	49%	51.9%	54.5%

The uptake of meals in secondary schools also continues to increase. In 2011/12, free meal uptake increased by 1.6%, paid meal uptake increased by 3.4%, and overall uptake by 2.4%.

Secondary school meal uptake

	2009/10	2010/11	2011/12
Free	38%	41.3%	42.9%
Paid	48%	47%	50.4%
Overall	47%	48.1%	50.5%

These uptake figures do not take into account absence data. Research has shown that the absence rate among pupils who are entitled to free school meals is generally between 8% and 12%, much higher than the school roll in general.

The Scottish Government undertakes a one-day census of the school meal service in January each year, and the statistics for 2011 are presented below. The census perhaps presents a more accurate reflection of uptake levels, as it offers the opportunity to report against those children present on the day.

School meal uptake levels in 2011 (against those present on the day)				
	Primary		Secondary	
	Free	Overall	Free	Overall
South Lanarkshire	75.9%	53.2%	49.4%	56.6%

Street cleanliness (LEAMS)

The land and environment audit monitoring system (LEAMS) is a measure used by local authorities to assess performance in street cleansing. In 2010/11, performance improved compared to the previous year, resulting in an improvement in the national ranking of 29th to 16th place out of 32 local authorities. Performance remained fairly static in 2011/12, with a score of 72 narrowly missing the target score of 74.

Street cleansing performance			
Year	2009/10	2010/11	2011/12
Actual SLC LEAMS score	70	73	72
Target LEAMS score	69	70	74
SLC rank (of 32)	29 th	16 th	

Service overview and performance - Planning and Building Standards Services

Planning and Building Standards provides a full range of services in respect of development planning, development management, specialist planning activities and building standards within South Lanarkshire.

During 2011/12, 3,758 planning and building applications were dealt with by Planning and Building Standards Services, representing several hundred million pounds of investment, contributing significantly to the economy of South Lanarkshire.

The Service in partnership with Historic Scotland also successfully completed the Leadhills Conservation Area Regeneration Scheme, which secured £800,000 of investment in repairs and improvements to the physical fabric of properties within the Conservation Area and to the public realm.

Development Plan

Following consultation with the local community and stakeholders, the Main Issues Report (MIR) for the South Lanarkshire Local Development Plan was prepared and approved by Planning Committee. Supplementary Planning Guidance on Residential Design was published in August 2011. The outcome of the hearing held by the Scottish Government, in November 2011, to consider the Council's proposed Minerals Local Development Plan was published in January 2012 and reported to the Planning Committee, which approved publication of the adopted plan.

Development management

There has been an improvement in the processing times for householder planning applications, and although the target has not been met, progress has been made towards it. Unfortunately, non-householder applications take considerably longer to process due to the complex nature of the applications and the number of issues that need to be taken into consideration during the process, making the target timescales more difficult to achieve. Overall the percentage for all applications is slightly down which reflects that more of the applications received have been non-householder this year. Processes continue to be monitored and refined to improve on our performance.

Performance indicators	Percentage		
	2009/10	2010/11	2011/12
Percentage of householder applications dealt with within two months (national target 90%)	80%	80%	85%
Percentage of non-householder applications dealt with within two months (national target 80%)	39.9%	51.0%	46.0%
Percentage of all planning applications dealt with within two months (national target 80%)	60.5%	66.5%	64.1%

Results from customer satisfaction surveys undertaken over the last twelve months show that while performance figures remains below target, the quality of the service remains high, with over 96% of agents rating the overall quality of the Planning service as either good or excellent.

A Planning Service Improvement Plan is submitted annually to the Scottish Government and includes details of the service improvements planned.

Building Standards

Overall performance for 2011/12 has continued to be of a high standard and demonstrates an improvement against all targets.

Performance indicators	Percentage		
	2009/10	2010/11	2011/12
% of requests for a Building Warrant responded to (first report of comments) within 15 days from receipt of valid application. (target 80%)	90%	93%	98%
Time to respond to a request for a Certificate of Completion. (target 95%)	96%	91%	93%
% of Building Warrants issued within 15 days from receipt of last piece of information required. (target 90%)	95%	92%	96%
% of Completion Certificates issued within three days of satisfactory last inspection. (target 95%)	89%	93%	95%

The Building Standards service asks building warrant applicants to complete a customer satisfaction survey. 100% of applicants who responded during 2011/12 rated the service as either good (67%) or excellent (29%).

The Building Standards Balanced Scorecard, which is submitted annually to the Scottish Building Standards Agency, includes details of the Service improvements planned.

Service overview and performance – Regeneration Services

As part of the Council's wider financial strategy, during 2011 the service was restructured and the Estates function transferred to Housing and Technical Resources. Regeneration Services key service areas are:

- Regeneration and inclusion
- Business and property development

Regeneration Services have been instrumental in the Council's efforts to support local economic growth and to respond to the needs of local businesses, communities and individuals who are affected by the recession. The service makes a huge contribution to the quality of life experienced by residents and visitors to South Lanarkshire and is the main contributor to seven objectives that have been identified as priorities for the Resource.

Regeneration and inclusion

In March 2011, the Council approved a two year Tackling Poverty Programme of £4.98m per annum to resource Council and partner activity aimed at tackling the causes of poverty in South Lanarkshire. The first year of the Tackling Poverty programme has been successfully delivered, providing support to many potentially vulnerable children, young people and adults, through a range of partners, both public and voluntary. The Executive Committee, in February 2012, approved the proposals for the programme in 2012/13, including reallocation of funds to address youth unemployment, in recognition of the current poor economic climate and its severe impact on young people and their employment prospects.

Over 150 practitioners, activists and managers attended two child poverty events and identified a range of actions to be progressed.

The service has developed and supported new and successful community involvement approaches in several disadvantaged communities. The model is now being rolled out to other areas in South Lanarkshire.

During 2011/12, the service has been instrumental in supporting the development of thematic voluntary sector networks that will provide a direct link between the community and voluntary sector and the Community Planning Partnership (CPP). These networks will discuss the key issues that affect the sector across South Lanarkshire and look at resolving these issues in conjunction with the CPP. In addition, a Financial Inclusion Network has also been developed which aims to improve networking, coordination and cooperation among the all organisations involved, and to identify and address common issues and gaps in provision.

Through employability programmes 3,750 individuals have been supported, and of those, 2,144 clients have gone into employment or training/education, thereby achieving a positive outcome. The high demand for job access services and support continued during the year. A range of employability services were delivered with a focus on the younger age group, given the specific challenges that they face accessing the labour market. Redundancies and closures are still high, including large scale and high profile closures. All of this adds to the difficulties in the working environment. Nevertheless, significant progress was delivered.

The service continues to drive development of the non-formal learning agenda through the More Choices More Chances (MCMC) partnership structure. Through the Activity Agreements programme funded by the Scottish Government, the most vulnerable young people have received support. Regeneration Services continues to lead the successful implementation of the national 16+ learning choices programme, which aims to maximise positive destinations for all school leavers.

External funding to support corporate objectives attracted over £8.3m.

All Leader schemes are progressing well in line with planned spend, and the programme has been extended to December 2013. An action plan will be developed and submitted to Scottish Government detailing how the remaining monies will be spent.

The Rural Community Conference was held on 8 March 2012 in Carluke Lifestyles. The event was well attended with over 140 people, including voluntary organisations. Outcomes from the conference will be used to inform the Rural Strategy, which is currently being refreshed. The refresh will also consider implications of new requirements for the Leader programme beyond 2014.

Business and property development

During 2011/12, 1,935 businesses were supported, with information, grants, loans and property advice, generating over £21.15m in sales. Generally, businesses within South Lanarkshire have continued to find conditions difficult and so it remains a Resource priority to maintain and enhance business support programmes. In partnership with North Lanarkshire Council, the Council is seeking to further improve the Business Gateway service to meet the needs of the Lanarkshire business base through a new contract currently being procured, and business support will continue to be monitored.

Major capital investment will be undertaken in Clyde Gateway, industrial infrastructure in towns, and in the rural area to meet the demands of businesses which are not being served by the private sector market.

The Council is a major partner in the Clyde Gateway Urban Regeneration Company, (URC). During 2011/12, work with the Forestry Commission continued, progressing detailed designs and appraisals for Cunningar Loop and undertaking community consultation.

The Service delivered the 2011/12 Vacant and Derelict Land Fund (VDLF) programme, including a range of developments such as projects via Clyde Gateway URC at Shawfield and Farmecross and directly by the Council at Burgh Business Centre, Rutherglen and Cathcart Place, Rutherglen. In addition, phase 3 works of the refurbishment and conversion of former Burgh Primary School to create managed business space were completed with additional enhanced specifications.

A range of town centre projects are being progressed with town group organisations and with the private sector, including promotion of Hamilton Business Improvement District (BID). Public realm projects are now subject to routine maintenance in accordance with the maintenance charter.

The Hamilton bus / rail interchange upgrade project to provide a £5m public transport hub at Hamilton Central Station with a state of the art ticketing and travel centre is progressing on site and is on course for completion in December 2012.

Existing renewable energy funds continue to be managed and promoted by Regeneration Services. A process is in place for monitoring planning applications, and dialogue with prospective developers and planning is undertaken as each opportunity arises.

Service overview and performance - Roads and Transportation Services

Roads and Transportation Services deal with day-to-day network and operational enquiries, road inspections and liaison with public utilities, road and winter maintenance, construction consents, and the issuing of road opening and other permits.

In addition to this, the service provides a range of specialist functions including roads and bridges design, flood risk management, road safety, street lighting, parking, traffic and transportation engineering.

The service also provides an emergency response to extreme weather events and other incidents affecting the road network. With in-house expertise Roads and Transportation Services undertake road infrastructure improvement and maintenance projects.

Road maintenance

Roads and Transportation Services are responsible for a road network that is 2,269 km in length and comprises 290 km of A class roads, 250 km of B class roads, 407 km of C class roads and 1,321 km of unclassified roads. 49% of the network is in urban areas whilst 51% is in rural parts.

Between 1999 and 2006, the service invested £43m in resurfacing the road and footway network and in 2006 alone, spent £11.2m on road improvements. Despite this allocation it was found that there had been no significant improvement in the condition of the road network. In 2008/09, the statutory performance indicator on carriageway condition ranked our road network 22 out of 32 councils.

To address this, in 2008 the Roads and Footway Investment Plan was developed, the first long term plan of its kind to be put in place by any Scottish local authority. The plan consisted of an enhanced programme of road maintenance that in the 11 years between 2008 and 2019 will see £126m invested in road improvements on top of the Service's existing base annual maintenance budget. Through this substantial investment, it is anticipated that up to 80% of the road network will be resurfaced. In the first four years of the Investment Plan, we have resurfaced just over one third of the road network (approximately 800km). In 2011/12, 242 carriageway resurfacing schemes and 50 footway schemes were carried out, and it is anticipated that in 2012/13, construction of 197 carriageway schemes and 52 footway projects will be undertaken.

In 2008, the condition and quality of the road network was ranked 22 out of Scotland's 32 local authorities. The proportion of the road network requiring maintenance treatment was five percentage points higher than that for the whole of Scotland (39% compared to 34%). By 2011, the investment was already showing tangible results, with South Lanarkshire's road condition improving to 38%. The Council was ranked joint 17 of 32, whilst the overall Scottish road network had deteriorated (35% to 38%).

The winters from 2008 to 2011 have been amongst the most severe ever recorded in Scotland, and this type of weather is extremely damaging to the condition and structure of roads. This can be seen in the deterioration in the Scottish road network during the period. In spite of this, due to the additional and continuing investment, the Council has managed to maintain the road condition.

Winter maintenance

Roads and Transportation Services routinely treat over 1000km of our road network and almost 100km of footways on a precautionary basis. This approach is designed to ensure that all the strategic routes remain open to traffic. In an average winter we treat our network 150 times using 37,000 tonnes of salt.

The service has been investing in improving the winter maintenance service in recent years, including a £330,000 project to substantially increase the size of indoor salt stores. In 2008, the Council held 8000 tonnes of salt in stock at the onset of winter, and this was increased by 2011 to

35,000 tonnes. During 2011/12, 14 Scandinavian road gritters were added to the fleet at a cost of £1.5m and an additional 100 grit bins have been deployed across communities.

Road safety

The Scottish Government have set new national road casualty reduction targets and the Council is required to contribute towards these. From a base of the average for 2004 to 2008, the target is for a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children, the national target is a 50% reduction in fatalities and 65% reduction in serious casualties. Roads and Transportation Services have been very proactive in reducing casualties on the road network. Through the introduction of engineering and education measures, we have substantially reduced the number of casualties on our roads.

Between 2006 and 2010, 25 rural routes were targeted for treatment with an overall investment of £3m. Packages of measures were designed incorporating enhanced road markings, road studs, upgraded warning signage, vertical alignment improvements, anti skid surfacing and visibility improvements. Monitoring undertaken on the first eighteen routes where road action plans (RAPs) have been installed indicates that in the three years before the improvements, there were on average 66.01 injury accidents per year on these roads, and this has now reduced to 23.67 per year, a 64% reduction. Financial savings to society are estimated at over £5m a year.

The Service takes a 'whole life' approach to road safety education with initiatives aimed at all ages and types of road users. Good habits are best developed when we are young. Therefore particular emphasis is given to educating and training children and young people.

During 2010, a total of 94 people, including 14 children, were killed or seriously injured (KSIs) on South Lanarkshire's roads, and whilst these remain far too high, casualty figures were the lowest in our history. The all KSIs showed a 65% reduction in those killed and seriously injured on South Lanarkshire's roads compared to the previous national target of a 40% reduction by 2010, and the child KSIs showed a 72% reduction compared to a national target of 50%. 2011 KSIs indicate that the trend is continuing and we are making positive progress towards the new 2020 targets. In 2011, 91 people were killed or seriously injured, including 11 fatal casualties. There were 14 children seriously injured and no fatal child casualties.

Roads and Transportation Services has again been nationally recognised for its efforts in road safety and casualty reduction initiatives. In 2011, our Route Action Plans and the Rural Roads Initiative won the award for excellence in road safety. It was also highly commended at the 2011 UK wide Chartered Institute of Highways and Transportation Awards.

Service overview and performance - Waste and Environmental Services

Waste and Environmental Services fulfil a wide range of environmental and regulatory functions. During 2011/12, the service:

- Managed around 185,000 tonnes of waste from over 145,000 households and other Council areas
- carried out over 150,000 free waste uplifts and 2,000 chargeable waste uplifts in line with the Council's policy
- recycled 70,000 tonnes of different materials, including plastics, paper, metals, and glass
- carried out over 3,600 inspections of food premises, and over 800 health and safety interventions
- acted on over 5,000 enquiries relating to environmental pollution
- responded to over 4,200 pest control requests
- carried out over 600 visits to premises in relation to tobacco and solvents
- provided advice and assistance to over 2,700 trading standards related complaints
- obtained over £500,000 of redress for local consumers in terms of faulty goods and services
- dealt with over 200 reports of abandoned vehicles and over 500 reports of stray dogs
- investigated and acted on over 2,000 noise complaints
- served over 150 Enforcement Notices (in relation to dog fouling, litter, fly tipping, food safety, health and safety breaches, and private sector housing repairs)
- facilitated the Crucial Crew Event 2011, which was attended by pupils from over 100 primary schools

Recycling

Recycling of municipal waste remained fairly consistent during 2007/08 and 2008/09, and then increased to 40.1% in 2009/10. In 2010/11, as a result of extreme weather during the winter period, the rate of recycling decreased to 38.2%, which was the same as the national average, but below the Council's own target figure of 40%.

In 2011/12, as at December 2011, the recycling rate has increased to 40.5%. This is the highest rate recorded to date, with the Council surpassing its 2011/12 recycling rate target of 38.2%.

Recycling rate

	2008/09	2009/10	2010/11	2011/12 (as at Dec 2011)
South Lanarkshire	37%	40.1%	38.2%	40.5%
Scotland	34.3%	36.7%	38.2%	
SLC rank (of 32)	14th	15th	20th	

Refuse collection and disposal costs

South Lanarkshire incurs higher costs in the collection of refuse due to the large rural area in the south of the authority. In 2009/10, the cost of refuse collection was slightly above the national average of £66.22, at £69.17 per household. In 2010/11, the refuse collection cost increased to £71.02 per household, and was again higher than the national average of £66.22. In 2011/12, whilst the cost of refuse collection dropped to £67.69, it was still higher than the Council's 2011/12 refuse collection target of £66.27.

Disposal costs increase every year, partly due to inflation, but mainly because of the UK Government's landfill tax escalator. In 2009/10, refuse disposal costs were £80.80 per household. This was lower than the Scottish average of £89.75. In 2010/11, the cost of disposal increased by £8.79 to £89.59 per household, which was, however, still below the national average of £95.61. In 2011/12, the cost of refuse disposal is £92.37. The Council therefore achieved its 2011/12 refuse disposal target of £101.06.

Customer satisfaction with waste collection services has generally increased year on year. The most recent results, which are based on a sample survey of callers to the service, were collected during January to December 2011 and show a satisfaction rate of 91.7%, exceeding the annual target of 87%.

Food safety

The service performs well in terms of food safety/hygiene inspections. Changes in national enforcement policies have encouraged authorities to adopt a risk based approach to food safety/hygiene inspections, where inspection frequencies are informed by the level of risk associated with each business.

During 2010/11, 86.9% of food businesses were assessed as being 'broadly compliant' with regulatory requirements, achieving the 85% target set by the service. In 2011/12, this figure was slightly lower at 86.3%, but still surpassed the 85% target for the year.

Response to domestic noise complaints

This indicator measures the average time between the time of the complaint and attendance on site:

- (i) For those requiring attendance on site and not dealt with under Part V of the Antisocial Behaviour etc (Scotland) Act 2004 (2 hours), and;
- (ii) For those dealt with under Part V of the Anti social Behaviour etc (Scotland) Act 2004 (2 hours)

Average time between time of complaint and attendance on site					
	2009/10	2010/11	SLC rank 2010/11	2011/12	SLC target 2011/12
Part i.					
South Lanarkshire	1.1 hours	0.8 hours	6th	0.9 hours	2 hours
Scotland	47.2 hours	46.2 hours			
Part ii.					
South Lanarkshire	0.5 hours	0.5 hours	9th	0.5 hours	2 hours
Scotland	1.5 hours	0.6 hours			

Performance improved during 2010/11 to 48 minutes (0.8 hours). This is within our two hour target time and is significantly less than the 46.2 hour national average, ranking us sixth in Scotland for that year. Response times have dipped slightly in 2011/12, with attendance on site being achieved within 54 minutes on average, but this is still within the Council's target timescale of two hours.

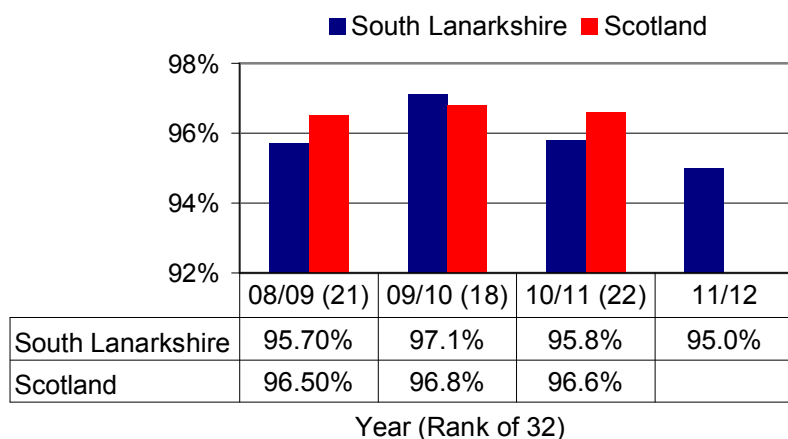
Average response times in part ii. of the indicator have remained fairly consistent over the last four years, with the average time taken to attendance on site being 0.5 hours. This is within our target timescale of two hours. In 2010/11 and 2011/12, our response times were 0.5 hours. This is within our two hour target for these years, and in 2010/11, was less than the national average (0.6 hours), ranking us ninth best in Scotland.

Business advice requests

Since 2010/11, the percentage of business advice requests dealt with within 14 days has dropped very slightly. In 2010/11, 95.8% of requests were dealt with within 14 days. This is lower than the

96.6% national average for that year and ranked the Council 22nd in Scotland. Since then, in 2011/12, the percentage of business advice requests dealt with within 14 days has decreased again to 95% which is, however, still within the Council's target for 2011/12.

% of business advice requests dealt with within 14 days of receipt



Consumer complaints

In 2010/11, the percentage of consumer complaints processed within 14 days of receipt increased slightly and exceeded both the Council target of 65% and the national average of 77.7%, ranking the Council 16th in Scotland. In 2011/12, performance has declined slightly, with 75% of consumer complaints processed within 14 days. This still exceeds the Council target of 65% however.

% of consumer complaints processed within 14 days of receipt

	2008/09	2009/10	2010/11	2011/12
South Lanarkshire	77.2%	76.3%	78.4%	75%
Scotland	74.2%	77.3%	77.7%	
SLC rank (of 32)	15 th	17 th	16 th	

Service performance – South Lanarkshire Leisure and Culture (SLLC)

South Lanarkshire Leisure provided sports and leisure services on behalf of the Council from 2002 until October 2010, when it also became responsible for the management of community halls, arts venues, museums and libraries, and was renamed South Lanarkshire Leisure and Culture (SLLC). During 2011/12, the SLLC:

- recorded just under 3.9m attendances at leisure centres, including over 1.5m at swimming pools and over 1.6m at other indoor facilities
- provided development services activities, including sports coaching and school participation (Active Schools) during and outwith school time, attended by over 430,000 people
- provided free use of facilities on 345,700 occasions to residents aged over 60 years
- recorded 397,800 free under 16 attendances at our leisure facilities
- managed 190 public buildings (e.g. sports centres, halls, arts venues, museums, and libraries)
- recorded 1.95m visits to various cultural venues, museums and country parks
- provided a hall and school letting service, with over 1.2m user/visitors in the past year
- recorded over 1.3m visits to libraries and issued over 1.2m books, DVDs, and CDs from the libraries
- provided free IT use on over 170,000 occasions for readers, learners, and recreational users

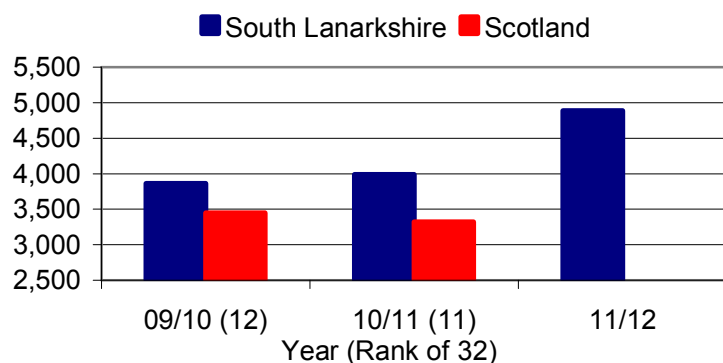
Community and Enterprise Resources is responsible for monitoring SLLC performance on behalf of the Council, including its statutory performance measures.

There are four statutory performance indicators for leisure and culture: attendance at swimming pools, attendance at indoor sport and leisure facilities, usages/ visits to museums, and usages/visits to libraries.

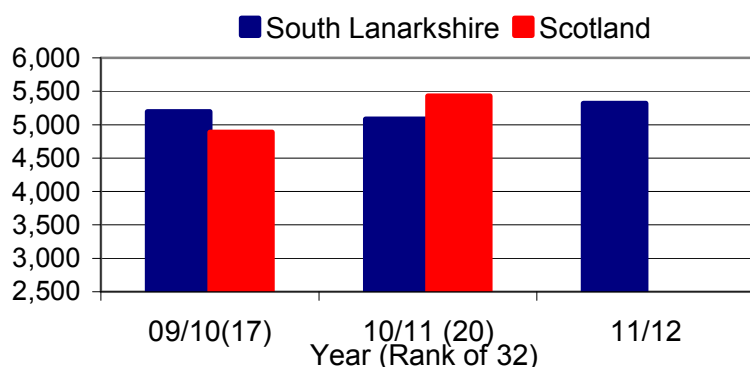
Attendances at swimming pools per 1,000 population in South Lanarkshire have been well in excess of the national average in recent years and have continued to increase. In 2010/11, swimming attendance increased by 3.2% on the previous year and was well above the national average of 3,320 attendances per 1,000 population, ranking the Council eleventh in Scotland. In 2011/12, as a result of the reopening of the Dollan Aqua Centre, this figure increased by 23% compared to the previous year.

Attendances at other indoor facilities have generally been increasing over recent years. However, in 2010/11, the figure decreased slightly, mainly due to the negative impact of severe weather. As a result, the number of attendances at other indoor facilities was lower than the national average of 5,431, ranking the Council 20th in Scotland. In 2011/12, attendances have once again increased, with a 5% rise in attendances compared to the previous year.

Attendances at swimming pools (per 1,000 population)



Attendance at other indoor facilities (per 1,000 population)



During 2011/12, SLLC again carried out exit interviews to assess satisfaction with leisure service and facilities. 97% of customers were either 'very satisfied' or 'satisfied' with the current level of service – 1% below the customer satisfaction rate last year and 1% below the 98% Council target.

Museum visits

The only statutory performance indicator for the museum service is the number of museum visits. This SPI measures the number of visits to/usages of council funded or part funded museums per 1,000 population, and has been collected since 2006. The indicator is split into two parts:

- Part i. Total number (includes actual visits by the public, telephone enquiries, website hits, and outreach visits)
- Part ii. Number in person

Number of museum visits						
Year/SPI	Part i. total number			Part ii. number in person		
	09/10	10/11	11/12	09/10	10/11	11/12
South Lanarkshire	676	646	688	609	595	637
Scotland	2,150	1,782		1,341	1,227	
SLC rank (of 32)	24	21		17	16	

An action plan was implemented in April 2008 to increase usage of museums and this has proved successful with a vast increase in visits/ usages. As a result, in 2010/11, the total number of visits to/usages of museums were 646 per 1,000 population, compared to 107 in 2007/08. National ranking has also improved over this period from 26th in 2007/08 to 21st in 2010/11. In 2011/12, the number of visits has continued to increase for both parts of the indicator, with more visits made to museums this year.

Libraries

South Lanarkshire libraries have mirrored the national trend over the last few years, of generally decreasing attendances. A 3% decrease, to 4,190 per thousand people, in 2010/11 was due to library closures and reductions in both opening hours and the mobile library service. These changes arose from budget savings. This compares to the national average of 6,114 attendances, and ranks South Lanarkshire 27th in comparison to other Scottish local authorities.

This figure has risen slightly in 2011/12 to 4,329 visits and exceeds the Council's annual target. In total, there has been a 3% increase in on the number of visitors to Council libraries compared to 2010/11. This is due largely to an expanded programme of events, courses and activities throughout the libraries i.e. IT courses, birthday parties and community use of the Heritage Centre at Rutherglen Library.

Awards

During 2011/12, some of the Resource's activities have received national recognition via awards schemes. The Resource won the 'Securing a Workforce for the Future' 2012 COSLA Gold Award for Community and Enterprise Resources' new Eddlewood Training Academy.

In 2011, the Libraries Service was 'Highly Commended' in the two categories of 'learning' and 'ethos and values' at the Scottish Library Information Council's Excellence Awards.

Ground Services have provided advice and resources to many local community groups in South Lanarkshire; and in 2011, this led to a number of awards, including: a Britain in Bloom National Award for the Uddingston area (Silver Gilt) and Scotland in Bloom Awards for Bothwell (Silver Gilt), Forth (Silver Medal), Burnside (Silver Medal) and St Brides' Primary School (Special Commendation). The Uddingston area also received a commendation from the Royal British Legion Scotland for the Best Kept War Memorial.

Roads and Transportation, along with its partners, won the 2012 COSLA Gold Award for 'Delivering Excellence' in the M74 completion. The Service also had success at the Scottish Transport Awards in 2011, winning the award for excellence in road safety in the Traffic management and enforcement category. The Rural Roads Initiative was highly commended by the Chartered institute of highways and transportation in 2011.

Customer satisfaction

Customer satisfaction surveys undertaken throughout the Resource demonstrate a consistently high level of satisfaction with our services. Results are discussed at the Resource Best Value Working Group and actions developed to address areas for improvement.

Financial performance 2011/12

Revenue

	2011-12 Annual Estimate £000's	2011-12 Probable Outturn £000's	Variance £000's
<u>Service Basis</u>			
<u>- General Services</u>			
Waste and Environmental	26,157	26,418	(261)
Facilities, Streets and Bereavement	18,677	18,677	0
Projects	574	574	0
Leisure	21,900	21,900	0
Planning and Building Standards	998	2,247	(1,249)
Regeneration	3,657	3,540	117
Tackling Poverty	4,790	4,790	0
Roads and Transportation	30,611	29,494	1,117
SPTE / Concessionary Fares	6,016	6,028	(12)
Support	5,345	5,325	20
Net Expenditure	118,725	118,993	(268)
<u>- Trading Services</u>			
Facilities	(733)	(733)	0
Fleet	(251)	(253)	2
Grounds	(225)	(225)	0
Roads	(1,822)	(1,822)	0
Total Surplus	(3,031)	(3,033)	2
Overall Total	115,694	115,960	266
<u>Subjective Basis</u>			
Employee	77,505	76,484	1,021
Property	13,306	13,654	(348)
Supplies and Services	17,555	19,821	(2,266)
Transport	27,313	30,211	(2,898)
Administration	6,889	6,909	(20)
Payment to other bodies	19,314	19,590	(276)
Payment to Contractors	63,141	64,380	(1,239)
Transfer payments	0	0	0
Funding costs	1,625	1,478	147
Total Expenditure	226,648	232,527	(5,879)
Income	(110,954)	(116,567)	(5,613)
Net Expenditure	115,694	115,960	(266)

Capital

Service	2011-12 Annual Estimate £000's	2011-12 Probable Outturn £000's	Variance
Planning and Building Standards	417	401	16
Regeneration	7,107	6,802	305
Roads and Transportation	15,776	15,350	426
Facilities, Street & Grounds	2,031	1,692	339
SLL&C	10,232	9,891	341
Support Services	715	633	82
Total	36,278	34,769	1,509

Attendance Statistics

The target for absence to be less than 5% has been achieved. The Resource performance in terms of sickness absence is shown in the table below.

There was a slight increase in the manual worker absence figure for Enterprise Resources, but at 4.7%, this is the same as the Council wide figure for this employee group. Enterprise Resources APT and C and overall absence figures have reduced again this year and remain lower than the Council wide figures, reflecting the measures adopted by the Resource which are designed to encourage a proactive approach to good health and attendance.

The manual and craft worker absence figure in Community, at 4.7%, is the same as the Council wide figure. The APT and C and Resource wide figures remain the same as in 2010/11 which reflects the trend Council wide. The APT and C figure for Community is lower than the Council wide figure for this group of employees (3.3% against a Council wide figure of 3.7%), although the overall Resource figure is higher than the Council as a whole.

The Resource will continue to manage absences in accordance with Council policies and will seek to establish best practice following the merging of Community and Enterprise Resources.

Absence levels							
	Community Resources			Enterprise Resources			
Year	APT and C	Manual and Craft	Resource	APT and C	Manual	Resource	Council wide
2009/10	3.6%	4.8%	4.7%	2.4%	5.9%	3.6%	4.0%
2010/11	2.8%	4.7%	4.5%	2.5%	4.5%	3.2%	3.8%
2011/12	3.3%	4.7%	4.5%	2.1%	4.7%	3.0%	3.8%

Section 5 – Objectives and actions for 2012/13

Community and Enterprise Resources have a number of objectives for 2012/13 and these are summarised in the table below with the critical actions required to respond to them. These objectives are included in, and will be monitored via, individual service action plans.

In particular, the following priorities have been identified for 2012/13:

- Implement the Roads Investment Programme for road and footway improvements
- Provide road infrastructure improvements to support new developments
- Support the Clyde Gateway Regeneration initiative
- Support local businesses through development and delivery of business support programmes
- 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 South Lanarkshire Rural Strategy and action plan
- Support and develop the South Lanarkshire community and voluntary sector
- Establish opportunities for sustainable economic growth through the preparation and adoption of Development Plans
- Oversee and monitor the implementation of the Tackling Poverty Programme
- Improve the Council's environmental performance and reduce its greenhouse gas emissions
- Provide services and infrastructure which help local communities to become more sustainable

Links to other plans and strategies and national frameworks are presented within the action plan:

Links:

SOA - Single Outcome Agreement	CP - Community Plan
SDS - Sustainable Development Strategy	CMP - Carbon Management Plan
SPI - Statutory Performance Indicator	JHIP - Joint Health Improvement Plan
ASB - Antisocial Behaviour Strategy	CSS - Community Safety Strategy
LCS - Leisure and Culture Strategy	SLLP - South Lanarkshire Local Plan
LTS - Local Transport Strategy	JHPP - Joint Health Protection Plan
SHS - Scottish Household Survey	PIP - Partnership Improvement Plan
CPP - Community Planning Partnership	SBI - Solace Benchmarking Indicator

Council objective: Improve road network and influence improvements in public transport**Council priority****Resource objective: Implement the Roads Investment Programme for road and footway improvements****Resource priority**

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Continue to implement the Roads Investment Programme for road and footway improvements	<ul style="list-style-type: none">7.57% of the road network resurfaced by March 2013 (Connect 3.1)197 carriageway schemes and 52 footway schemes completed during 2012/13 (Connect 3.1)Maintain or reduce the percentage of road network that should be considered for maintenance treatment (SPI) (SOLACE) (Connect 3.2)Cost of maintenance per kilometre of roads (SBI)	Connect SOA LTS	G Mackay
Continue to undertake safety checks on road related structures and implement a prioritised maintenance programme	<ul style="list-style-type: none">Bridge assessments on six railway bridges completed by March 2013 (Connect 3.3)Strengthening of Birkhill Bridge completed by March 2013 (Connect 3.3)Option appraisal and design of replacement structure at the A70 Prettsmill Bridge completed by March 2013 (Connect 3.3)	Connect SOA LTS	G Mackay
Continue to work with Scottish Local Authority partners to develop an asset management plan and valuation of assets	<ul style="list-style-type: none">Medium and long term lifecycle plans and budgets developed by March 2013 (Connect 3.0)RAMP Improvement Action Plan delivered by March 2013 (Connect 3.0)	Connect LTS	G Mackay
Deliver a winter maintenance service and continue development of IT systems	<ul style="list-style-type: none">2011/12 winter processes and outcomes reviewed by August 2012 (Connect 3.6)Winter policy procedures and documents, including gritting routes, updated as necessary, by October 2012 (Connect 3.6)	Connect LTS	G Mackay
Continue development of IT Systems to support Roads and Transportation Service functions	<ul style="list-style-type: none">Upgrade of the EXOR road network referencing and numbering system completed by September 2012Appropriate inventory items updated and added to the Exor Network by March 2013Necessary upgrades to the Exor system completed during 2012/13Bulk materials payment process reviewed (with Support Services and IT) by March 2013Vehicles telematics system fully implemented by October 2012		G Mackay

Resource objective: Provide road infrastructure improvements to support new developments

Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Work with developers and public sector partners to deliver road infrastructure improvements to support new development	<ul style="list-style-type: none"> Prioritised road infrastructure delivered by March 2013 in line with available external and internal capital funding for example Downiebrae Road, Rutherglen and Hamilton International Technology Park (HITP) (Connect 3.4) 	Connect SOA LTS	G Mackay
Work with public and private sector partners to deliver new or enhanced public transport infrastructure	<ul style="list-style-type: none"> Prioritised improvements to bus infrastructure delivered by March 2013 in line with available external funding (Connect 3.5) 	Connect SOA LTS SDS	G Mackay
Deliver improvements to Hamilton Bus / Rail Interchange	<ul style="list-style-type: none"> Development of Hamilton interchange upgrade completed, working with SPT to provide a £5m public transport hub at Hamilton Central Station with state of the art ticketing and travel centre by March 2013 (Connect 3.5) Access improvements / traffic signal infrastructure alterations delivered by the end of March 2013, subject to available external capital funding and in line with agreed programme (Connect 3.5) Quality Bus Partnership for Hamilton Town Centre developed in partnership with Strathclyde Partnership for Transport (Connect 3.5) 	Connect SOA LTS SDS	J McCaffer G Mackay

Council objective: Support the local economy by providing the right conditions for growth, improving skills and employability

Council priority

Resource objective: Support the Clyde Gateway Regeneration initiative

Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Support the Urban Regeneration Company (URC)	<ul style="list-style-type: none"> Remediation plan implemented in accordance with URC operating plan (Connect 4.4) 	Connect SOA	J McCaffer

Resource objective: Support local businesses through development and delivery of business support programmes

Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Produce new South Lanarkshire Economic Development Statement/ Improvement Plan in conjunction with key partners	<ul style="list-style-type: none"> ▪ New medium term Economic Development Statement / Improvement Plan developed in conjunction with key economic development partners by March 2013 (Connect 4.1) ▪ Over 1,500 businesses assisted per annum with grants, loans or property advice, generating between £10m-£20m of sales (Connect 4.1) 	Connect SOA	J McCaffer
Review and revise the Business Gateway contract targets and re-configure the Council's ongoing business support programme to ensure that it continues to meet the needs of the local business community	<ul style="list-style-type: none"> ▪ Business Gateway contract reviewed and local arrangements established and incorporated in the new contract by September 2012 (Connect 4.1) ▪ Between 500 – 1,000 jobs created or sustained per annum as a direct result of local authority intervention (KPI) ▪ Business birth rate increased per 1000 population by March 2013 	Connect SOA	J McCaffer

Resource objective: Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs

Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Job brokerage initiative delivered to provide critical support for unemployed people living in South Lanarkshire	<ul style="list-style-type: none"> ▪ Teckal arrangement with RTWS reviewed and monitored to deliver key elements and outcomes for employability services, as specified by the Council, by March 2013 	Connect	J McCaffer
Develop and deliver a revised 'More Choices, More Chances' (MCMC) action plan	<ul style="list-style-type: none"> ▪ Refreshed action plan delivered within agreed timescales to improve services offered to MCMC young people ▪ 16+ Learning Choices programme continued to be delivered in all secondary schools ▪ Number of MCMC (those not in employment education or training) young people achieving a positive destination maintained at 2010/2011 levels (87.4%) by 2012/2013 (Connect 4.6) ▪ MCMC initiatives and projects developed and delivered, based on available Scottish Government and partnership resources, to support the most vulnerable young people leaving school and beyond as per agreed partnership plan (Connect 4.6) 	Connect SOA	J McCaffer

Resource objective: Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs **Resource priority**

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Develop and progress as appropriate new employability services focused on priority client groups resourced by EU and Council resources	<ul style="list-style-type: none"> A range of innovative employability services including European P5 Strategic Skills pipeline to be procured, contracts issued and delivered by 2012/2013 (Connect 4.5/4.7) Over 2,000 people supported each year through employability programmes (Connect 4.5/4.7) A minimum of 1,200 of the people supported via employability programmes go on to access employment, training / education (Connect 4.5/4.7) Gap in the working age employment rate reduced or maintained at .6% above the Scottish average by March 2013 (base ONS/APS 2010/11 SL 71.6% Scottish average 71.0%) Number of people recovering from drug and alcohol problems entering training, education and employment increased by 10% by 2012/2013 (base 388 ONS/APS 2009/2010) Workless client group maintained below 31,150 (or 148 per 1000) to 2012/13 (base ONS/DWP at May 2011) (Connect 4.5) Workless client group maintained at 8,780 (or 312 per 1000) by March 2013 in worst datazones 	Connect SOA	J McCaffer

Resource objective: Undertake regulatory advice and support proactively to enhance fair trade and business competitiveness **Resource priority**

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Deliver the approved trader scheme to improve levels of consumer protection and fair trading and support the local economy	<ul style="list-style-type: none"> Number of businesses processed through Buy with Confidence approved trader scheme (Connect 4.8) 	Connect	S Clelland
Improve the competitiveness of local business by increasing the number of business advice requests, seminars and educational activities for businesses	<ul style="list-style-type: none"> Four regulatory compliance bulletins issued to the business community (Connect 4.9) 95% of business advice requests completed within 14 days (SPI) 	Connect	S Clelland

Resource objective: Undertake regulatory advice and support proactively to enhance fair trade and business competitiveness

Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)

Resource objective: Develop the area’s tourism potential

Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Continue to implement the Tourism Action Plan and work with the sector to develop the profile of the area as a visitor destination pending adoption of revised national tourism strategy and action plan	<ul style="list-style-type: none"> Existing Tourism Action Plan implemented within agreed timescales (Connect 4.2) Tourism Action Plan and related targets revised in line with forthcoming national strategy and economic downturn (Connect 4.2) Number of tourists visiting the area increased (in accordance with targets to be set by emerging new national tourism strategy and revised Tourism Action Plan) (Connect 4.3) Tourism revenue increased (in accordance with targets to be set by emerging new national tourism strategy and revised Tourism Action Plan) (Connect 4.3) Number of employees in the tourism sector increased (in accordance with targets to be set by emerging new national tourism strategy and revised Tourism Action Plan) (Connect 4.3) 	Connect SOA	J McCaffer

Resource objective: Update and implement the South Lanarkshire Rural Strategy and action plan

Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Review and implement the South Lanarkshire Rural Partnership (SLRP) Strategy Action Plans in support of the aims and objectives of the Scottish Rural Development Programme	<ul style="list-style-type: none"> Rural Strategy year 2 action plans implemented in line with agreed timescales Year 1 Landscape partnership project delivered by March 2013 		J McCaffer
Oversee the delivery of the Leader programme 2012/13	<ul style="list-style-type: none"> Funding schemes within Leader Action Plan delivered by March 2013 including; <ul style="list-style-type: none"> Rural Capital Grants Scheme Developing Communities Fund Rural Tourism Development scheme 		J McCaffer

Resource objective: Update and implement the South Lanarkshire Rural Strategy and action plan			
Resource priority			
Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
	<ul style="list-style-type: none"> ○ Market Towns Initiative ○ Rural Community Heritage Fund 		

Resource objective: Support and develop the South Lanarkshire community and voluntary sector			
Resource priority			
Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Implement and support Voluntary Action South Lanarkshire (VASLAN) as the single voluntary sector interface for South Lanarkshire	<ul style="list-style-type: none"> ▪ Grant Agreement with VASLAN completed by July 2012 		J McCaffer
Increase and improve volunteering opportunities for individuals and organisations	<ul style="list-style-type: none"> ▪ Number of organisations engaging volunteers maintained ▪ Level of volunteering among South Lanarkshire residents maintained at 24% (provision of unpaid help to organisations or groups in the last 12 months based on SHS 2009/10) ▪ Level of volunteering among residents in the 15% most deprived data zones maintained at 8% (provision of unpaid help to organisations or groups in the last 12 months based on SHS 2009/10) 		J McCaffer
Implement the revised Lanarkshire Social Economy Partnership strategy and action plan	<ul style="list-style-type: none"> ▪ 'Beyond Gateway' support process implemented for five social economy organisations by March 2013 		J McCaffer

Resource objective: Establish opportunities for sustainable economic growth through the preparation and adoption of Development Plans			
Resource priority			
Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Ensure that planning	<ul style="list-style-type: none"> ▪ Main Issues Report for South Lanarkshire Local Development Plan (SLLDP) published 	Connect SOA	M McGlynn

Resource objective: Establish opportunities for sustainable economic growth through the preparation and adoption of Development Plans

Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
applications are assessed within a development plan framework and Supplementary Planning Guidance (SPG) and the statutory planning system promotes sustainable development	<ul style="list-style-type: none"> by May 2012 Minerals Local Development Plan adopted by August 2012 Proposed SLLDP published by January 2013 (Connect 9.1) Supplementary Planning Guidance (SPG) on Developers' Contributions published by September 2012 	SDS SLLP	
Contribute to the preparation of the Glasgow and Clyde Valley Strategic Development Plan	<ul style="list-style-type: none"> Contributed to work required to take Strategic Development Plan (SDP) through examination process and subsequent publication in accordance with programme set by Strategic Planning Team Annual topic survey and monitoring undertaken by September 2012 	SDS	M McGlynn

Council objective: Tackle disadvantage and deprivation

Council priority

Resource objective: Oversee and monitor the implementation of the Tackling Poverty Programme

Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Lead partnership approaches to tackling the causes and effects of poverty, including management of the Tackling Poverty Programme and associated budget as part of the Single Outcome Agreement	<ul style="list-style-type: none"> An appropriate set of measurable reducing the Gap indicators and targets (comparing the datazones in Scotland's worst 15% and the rest of South Lanarkshire) to be agreed with partners by December 2012 (Connect 5.3) New Tackling Poverty Improvement Plan (PIP) for South Lanarkshire developed and endorsed by Community Planning Partnership (CPP) partners by September 2012 (Connect 5.3) Number of datazones in Scotland's worst 15% maintained or reduced SIMD November 2012 (base SIMD 2009 – 58) (Connect 5.6/5.7) Tackling Poverty Programme targets agreed and monitoring process developed by June 2012 (Connect 5.3) Impacts of first year of new programme reported by June 2012 (Connect 5.7) Second Tackling Poverty event hosted by 	Connect	J McCaffer

Resource objective: Oversee and monitor the implementation of the Tackling Poverty Programme

Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
	December 2012 <ul style="list-style-type: none"> South Lanarkshire Children Services Plan for 2012-15 (and associated Integrated Childrens Service locality plans) to have child poverty focus with associated actions by October 2012 Pilot for local community planning approach in Burnhill established with action plan by March 2013 		

Council objective: Develop a sustainable Council and communities

Council priority

Resource objective: Improve the Council's environmental performance and reduce its greenhouse gas emissions

Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Develop and Implement Sustainable Development Strategy covering the period 2012 – 2017	<ul style="list-style-type: none"> Full committee approval for the SDS 2012-17 finalised and obtained by October 2012 (Connect 6.1) 	Connect SDS	A McKinnon
Engage community planning partners in joint action with the Council on climate change	<ul style="list-style-type: none"> Climate change declaration annual report published by March 2013, with involvement of community planning partners (Connect 6.6) 	Connect SDS	A McKinnon
Further implement the carbon management plan to reduce greenhouse gas emissions from Council services (buildings, waste, transport etc)	<ul style="list-style-type: none"> 2% reduction in the Council's greenhouse gas emissions achieved by March 2013 (compared to 2011/12 level) (Connect 6.2) Two energy campaigns held in October 2012 and March 2013 Contribute to the corporate objective of achieving an average 3.3% reduction in energy consumption compared to 2009/10 	Connect SDS CMP	A McKinnon
Reduce transport emissions within Facilities, Fleet and Grounds Services	<ul style="list-style-type: none"> 3.3% reduction in council wide transport emissions achieved by March 2013 (Connect 6.2) 	Connect SDS CMP	S Kelly

Resource objective: Provide services and infrastructure which help local communities to become more sustainable

Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Develop and implement recycling and composting schemes for municipal and/or household waste in order to achieve the Scottish Government waste and recycling targets	<ul style="list-style-type: none"> ▪ Council target achieved for amount of biodegradable municipal waste sent to landfill (51,890 tonnes) (Connect 6.5) ▪ Council target achieved for recycling household waste (target is 40% or above) (SPI) (SBI) (Connect 6.5) ▪ Council target achieved for waste tonnage per household (target is lower than 1.3 tonnes) (Connect 6.5) ▪ Council target achieved for municipal waste collected during 2012/13 that was recycled or composted (40% or above) (Connect 6.5) 	Connect SDS CMP	S Clelland
Introduce new waste management services to reduce waste and increase recycling	<ul style="list-style-type: none"> ▪ Project for treatment facilities progressed by March 2013 (Connect 6.5) 	Connect SDS	S Clelland
Manage flooding priorities and deliver prioritised flood protection schemes	<ul style="list-style-type: none"> ▪ Prioritised flood protection projects delivered by March 2013 in line with available capital / revenue funding (Connect 6.4) ▪ Preparation of prioritised 5 year programme of flood protection / management projects by March 2013 (Connect 6.4) ▪ Options for aligning the management of flooding priorities reviewed across Community and Enterprise Resources by December 2012 (Connect 6.4) 	Connect LTS SOA SDS	G Mackay
Comply with the requirements of the Flood Risk Management (Scotland) Act 2009	<ul style="list-style-type: none"> ▪ Participated in Local Flood Risk Management Districts, namely Clyde and Loch Lomond led by Glasgow City Council and Tweed led by Scottish Borders Council (Connect 6.0) ▪ Watercourse Clearance and Repair undertaken in line with Scottish Government Guidance expected early 2012 (Connect 6.0) 	Connect LTS SOA SDS	G Mackay
Promote the delivery of sustainable development through the statutory planning system	<ul style="list-style-type: none"> ▪ Use of residential development guide which incorporates advice contained in Designing Streets: A Policy Statement for Scotland reviewed by March 2013 		M McGlynn
Corporate SEA Working Group to process, screen, scope and undertake SEA's	<ul style="list-style-type: none"> ▪ Strategic Environmental Assessments (SEA) undertaken on all key plans and strategies in line with legislation 	SDS	M McGlynn

Resource objective: Provide services and infrastructure which help local communities to become more sustainable

Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Commence collation of environmental data in preparation for the publication of the bi-annual update of the State of the Environment (SoE) report, next due in 2013	<ul style="list-style-type: none"> Preparation commenced for the production of the updated bi-annual SoE report by March 2013 	SDS	M McGlynn
Ensure SEA / sustainability taken into account as appropriate across all policies, plans, programmes and strategies	<ul style="list-style-type: none"> Annual report on the number and outcomes of SEAs carried out within the Council prepared by March 2013 		M McGlynn

Council objective: Improve the quality of the physical environment

Resource objective: Sustain the quality of our towns and villages through maintenance and promotional activities

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Continue to work with the private sector to maximise investment in our towns to support and enhance their role	<ul style="list-style-type: none"> Town centre activities and initiatives promoted and implemented in accordance with the capital programme, Hamilton Ahead Financial Plan and respective project plans for individual town groups by March 2013 (Connect 9.0) Work with private sector owners, developers and other stakeholders in our town centres on development proposals continued 	Connect SOA	J McCaffer
Maintain public realm improvements in town centres	<ul style="list-style-type: none"> Town centre public realm maintained in accordance with maintenance charter 		J McCaffer

Resource objective: Unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Agree and implement derelict / contaminated land programme	<ul style="list-style-type: none"> Programme finalised and approved by July 2012 (Connect 9.5) Agreed programmes, including Vacant Derelict Land Fund (VDLF), delivered by March 2014 through Corporate Working Group (2 year programme) (Connect 9.5) 	Connect SOA	J McCaffer
Identify and manage contaminated land within the statutory regulatory framework	<ul style="list-style-type: none"> Completion of comprehensive review of the Contaminated Land Strategy for South Lanarkshire by March 2013 (Connect 9.4) 	Connect SDS	S Clelland

Resource objective: Assess and determine development proposals in line with legislation and the Council's Local Development Plans			
Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Manage processing of planning applications to ensure meet needs of applicants and the community ¹	<ul style="list-style-type: none"> 90% of householder applications determined within two months (SPI) 70% of non-householder applications determined within two months (SPI) 80% of all applications determined within two months (SPI) 80% of delegated planning applications determined within two months 		M McGlynn
Ensure construction and demolition of buildings meets national standards ²	<ul style="list-style-type: none"> First report of comments produced within 15 working days on 80% or more of the valid Building Warrant applications received Certificate of Completion responded to within three working days on 95% or more of those received Building Warrant produced within 15 working days of the date we receive the last piece of information on 90% or more of Building Warrant applications Certificates of Completion accepted within three working days of a satisfactory last inspection on 95% or more of those received 		M McGlynn
Adapt and establish processes, procedures and actions in line with revisions to Planning legislation	<ul style="list-style-type: none"> Revisions to the Act implemented in line with programme set by regulations when published Existing guidance reviewed and re-assessed in order to ensure they accord with revisions in line with programme set by regulations 		M McGlynn

¹ Note – A new national performance framework for Planning will be introduced later this year

² Note – the Scottish Government are currently considering the introduction of new KPIs for Building Standards during 2012, this will however be subject to transitional period and it is expected that the current PIs will be retained until March 2013

Resource objective: Assess and determine development proposals in line with legislation and the Council's Local Development Plans

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Implement requirements of revised Town and Country Planning (General Permitted Development) (Scotland) Order	<ul style="list-style-type: none"> Documentation and advice reviewed and re-assessed on all permitted development categories to ensure compliance with new legislation within required timescales as published by Scottish Government 		M McGlynn
Continue to implement and develop: <ul style="list-style-type: none"> Computerised Planning and Building Standards application system online casework information application EDRMS Online Applications and Appeals (OAA) 	<ul style="list-style-type: none"> Business process and procedures reviewed and adapted during 2012/13 in line with ongoing review and development of EDRM and M3 system Building Standards Register further enhanced, providing additional functionality, by March 2013 Business processes reviewed and adapted in accordance with the ongoing development of national online applications and appeal system Use of the M3 Enforcements Module for Planning and Building Standards including the publication of information developed and enhanced as required by March 2013 Functionality of M3/EDRM systems developed to reflect evolving operational/business/legislative needs of the Service 		M McGlynn
Production of conservation area character appraisals	<ul style="list-style-type: none"> Character appraisals produced and completed for Cambuslang conservation areas by September 2012 Character appraisals produced and completed for Lesmahagow conservation areas by September 2012 Draft character appraisals produced and completed for Carnwath conservation areas by March 2013 		M McGlynn

Resource objective: Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Sustain an independently assessed high score for street cleanliness	<ul style="list-style-type: none"> Local Environment Audit and Management System (LEAMS) score of 72 achieved (SPI) (SBI) (Connect 9.3) Develop and implement a litter action plan by March 2013 	Connect	S Kelly
Maintain land to a	<ul style="list-style-type: none"> Land Audit Managements System (LAMS) 		S Kelly

Resource objective: Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
high standard	score of 70 achieved		
Take preventative and enforcement action in relation to incidents of fly tipping, graffiti, dog fouling, noise, including enhanced covert surveillance	<ul style="list-style-type: none"> Target achieved for incidence of fly tipping, dog fouling, and graffiti (reduction of 2.5% on 2011/12 levels by March 2013) (Connect 9.6) Target achieved for reported incidents of environmental nuisance (reduction of 2.5% on 2011/12 levels by March 2013) (Connect 9.6) Targets achieved for domestic noise complaints – average time between the time of the complaint and attendance on site: <ul style="list-style-type: none"> for those requiring attendance on site and not dealt with under Part V of the Antisocial Behaviour etc (Scotland) Act 2004 (2 hours) (SPI) (Connect 9.6) for those dealt with under Part V of the Anti social Behaviour etc (Scotland) Act 2004 (2 hours) (SPI) (Connect 9.6) 	Connect ASB	S Clelland

Resource objective: Protect biodiversity and enhance Greenspace in South Lanarkshire

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Improve urban greenspaces in partnership with neighbouring communities	<ul style="list-style-type: none"> Regeneration of access infrastructure and woodland at Neilsland Park and Earnock Glen, Hamilton completed by March 2013 (Connect 9.7) Prepare draft long term Forest Plans for Bothwell/Blantyre Woods, Millheugh/Greenhall Estates (Blantyre) and Mauldslie Estate (Rosebank) and submit to Forestry Commission for approval by March 2013 (Connect 9.7) Identify outstanding funding element linked to replacement of boardwalk at Langlands Moss Local Nature Reserve by March 2013 (Connect 9.7) 	Connect SDS	S Kelly

Council objective: Improve community safety

Resource objective: Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Undertake effective community safety awareness initiatives	<ul style="list-style-type: none"> Target participation achieved for % of SLC primary schools participating in the P3 Home Safety Cadet initiative by March 2013 (85%) (Connect 12.6) Target participation achieved for the 'Crucial Crew' experiential safety learning programme (95% of primary seven pupils - approximately 4,000) (Connect 12.6) Target achieved for older people expressing Be Smart Be Safe events as being informative and valuable (75%) (Connect 12.6) 	Connect CSS	S Clelland
Promote and develop the Doorstep Crime Initiative Cold Calling Control Zones and address ongoing incidents of door steps crime	<ul style="list-style-type: none"> 100% of intelligence reports of door step crime responded to the same or next working day (Connect 12.6) 	Connect	S Clelland
Undertake legislative and educational activities aimed at protecting consumers	<ul style="list-style-type: none"> 65% of consumer complaints completed within 14 days (SPI) 		S Clelland

Resource objective: Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Deliver prioritised road safety improvements at identified accident locations / routes	<ul style="list-style-type: none"> Projects / schemes delivered in line with the agreed 2012/13 capital programme (Connect 12.5) Contributed to the national casualty reduction targets, from a base of the average for 2004 to 2008, of a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children the national target is a 50% reduction in fatalities and 65% reduction in serious casualties (Connect 12.5) 	Connect LTS SOA CSS	G Mackay
Deliver prioritised traffic signal and pedestrian crossing maintenance	<ul style="list-style-type: none"> Projects / schemes delivered at five locations in line with the agreed 2012/13 capital / revenue programme (Connect 12.5) 	Connect LTS SOA CSS	G Mackay

Resource objective: Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
improvements and new installations			
Assist in the provision of safe routes to and from school through the operation of a school crossing patrol service	<ul style="list-style-type: none"> School crossing patrol cover provided at 200 sites (Connect 12.0) 	Connect	S Kelly
Complete traffic signal repairs within 48 hours	<ul style="list-style-type: none"> 95% of traffic signal repairs completed within 48 hours 		G Mackay
Continue programme of street lighting improvements	<ul style="list-style-type: none"> 850 lighting units improved / renewed by the end of March 2013 90% of street light failures repaired within 7 days 		G Mackay

Council objective: Improve and maintain health and increase physical activity

Resource objective: Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Maximise the number of individuals participating in physical activity at leisure facilities	<ul style="list-style-type: none"> Achieve 3.2m attendances at those facilities managed by the Sport and Physical Activity section of SLLC (Connect 13.3) Increase number of attendances per 1,000 population for swimming pools (SPI) Increase number of attendances per 1,000 population for other indoor sports and leisure facilities, excluding pools in a combined complex (SPI) Maintain number of attendances at outdoor recreation and country parks 	Connect LCS	G Campbell
Provide free use of South Lanarkshire Leisure and Culture facilities to under 16s sports, uniformed and community	<ul style="list-style-type: none"> Number of free under 16 attendances at South Lanarkshire Leisure and Culture facilities maintained by March 2013 (includes halls, school lets, outdoor and indoor leisure) 	JHIP	G Campbell

Resource objective: Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
organised groups in accordance with the Council's under 16's free use policy			
Actively promote the "Activage" scheme in leisure facilities across SL	<ul style="list-style-type: none"> ▪ Increase the numbers of 60+ South Lanarkshire Leisure "Activage" scheme (in excess of 25,000 registered members) ▪ Increase numbers of 60+ using South Lanarkshire Leisure facilities (in excess of 345,000 attendances per year) (Connect 13.2) 	LS, JHIP	G Campbell
Commence and/or complete upgrades to leisure facilities across South Lanarkshire	<ul style="list-style-type: none"> ▪ Upgrade to various areas within John Wright Sports Centre commenced by end of Q3, 2012/13 (Connect 13.3) ▪ Upgrade to Hamilton Water Palace commenced by end of Q4, 2012/2013 (Connect 13.3) ▪ Pitch upgrades at Ballerup Recreation Area completed by end of Q2, 2012/2013 (Connect 13.3) ▪ Pitch upgrades at Lifestyles Eastfield completed by end of Q2, 2012/2013 (Connect 13.3) 	Connect	A McKinnon
Implement the recommendations of the Member / Officer review on Fixed Play Areas	<ul style="list-style-type: none"> ▪ 2nd year of five year investment programme carried out on fixed play areas, as identified through the Member / Officer Review (Connect 13.5) 	Connect	S Kelly
Develop proposals for cross boundary walking routes linking rural settlements and sites of cultural and environmental interest	<ul style="list-style-type: none"> ▪ Identify cross boundary walking routes in agreement with partners (Borders, Dumfries and Galloway, South Ayrshire Councils and the Southern Upland Partnership) and prepare maps by March 2013 (Connect 13.6) 	Connect SDS	S Kelly
Continue to improve nutrition and health value of school meals	<ul style="list-style-type: none"> ▪ Primary school meal uptake levels further increased compared to 2011/12 (Connect 13.4) <ul style="list-style-type: none"> – Increase in free meals by 1% – Increase in paid meals by 2% ▪ Secondary school meal uptake levels further increased compared to 2011/12 (Connect 13.4) <ul style="list-style-type: none"> – Increase in free meals by 1% – Increase in paid meals by 2% 	Connect JHIP	S Kelly

Resource objective: Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)

Resource objective: Safeguard health through an effective environmental services regulation and enforcement service

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Provide a comprehensive food safety enforcement and advisory service to reduce risk of food borne infection	<ul style="list-style-type: none"> Incidence of notified food borne infection reduced from 2006/07 baseline figures by 8.5% by March 2013 (Connect 13.7) Broad compliance with food safety statutory requirements secured in 85% of premises (Connect 13.7) Targets achieved for food safety inspections achieved on time (Connect 13.7): <ul style="list-style-type: none"> 6 months (96%) 12 months (96%) > 12 months (85%) 	Connect JHPP	S Clelland
Review and assess air quality throughout South Lanarkshire as required by the Environment Act 1995 and in line with national guidance	<ul style="list-style-type: none"> Review of Air Quality Strategy completed by March 2013 (Connect 13.8) Progress report prepared and submitted to Scottish Government and Scottish Environment Protection Agency (SEPA) by March 2013 Update and screening assessment of South Lanarkshire Council areas carried out by March 2013 	Connect SDS	S Clelland
Provide a comprehensive and responsive public health service to protect the community from infectious diseases, contamination or other hazards which constitute a danger to public health	<ul style="list-style-type: none"> Lanarkshire Joint Health Protection Plan 2012-2014 submitted for Committee approval by March 2013 	JHPP	S Clelland

Council objective: Promote participation in cultural activities and provide quality facilities to support communities

Resource objective: Improve facilities for arts and cultural activities and provide quality facilities to support communities

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Increase attendances at our cultural venues by actively promoting to the local community and visitors to the area	<ul style="list-style-type: none"> Increase 2011/12 level of visitors to SLLC cultural venues (Connect 14.2) 	Connect LCS	G Campbell
Maintain attendances at our libraries by actively promoting to the local community	<ul style="list-style-type: none"> Maintain number of visits per 1,000 population (SPI) 		G Campbell
Further implementation of action plan to increase use of museums	<ul style="list-style-type: none"> Increase number of visits to/usages of council funded or part funded museums per 1,000 population (SPI) increase number of those visits that were in person per 1,000 population (SPI) 		G Campbell
Complete a major refurbishment of Lanark Memorial Hall	<ul style="list-style-type: none"> Refurbishment of Lanark Memorial Hall completed, with the opening by end of Q4, 2012/2013 (Connect 14.0) 	Connect	A McKinnon
Complete a major refurbishment of Cambuslang Institute	<ul style="list-style-type: none"> Refurbishment of Cambuslang Institute completed by end of Q4, 2012/2013 (Connect 14.0) 	Connect	A McKinnon
Provide two new community facilities by end of Q4 2012/2013	<ul style="list-style-type: none"> New community facility in Blackwood provided in association with the primary schools modernisation by end of Q3, 2012/2013 (Connect 14.0) New community facility in Mossneuk, East Kilbride progressed in association with the primary schools modernisation by end of Q4 2012/2013 (Connect 14.0) 	Connect	A McKinnon
Investigate availability of suitable burial ground in and around those cemeteries with less than five years new lair lifespan	<ul style="list-style-type: none"> Completion of two year programme to provide new burial ground by March 2013 (Connect 14.4) 	Connect	S Kelly

Council objective: Strengthen partnership working, community leadership and engagement

Council priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Achievement of targets for customer satisfaction	<ul style="list-style-type: none"> Target achieved for customer satisfaction <ul style="list-style-type: none"> Waste (85%) Environmental Services (85%) Cleaning, catering and janitorial services (95%) SLLC facilities (97%) Target achieved for customer satisfaction (results from Scottish Household Survey) <ul style="list-style-type: none"> Libraries (Connect 14.3) Museums and galleries (Connect 14.3) Leisure facilities (Connect 15.5) Parks and open spaces (Connect 15.5) Refuse collection (Connect 15.5) Street cleaning (Connect 15.5) (All SBIs)	Connect LCS SHS	S Clelland / S Kelly/ G Campbell
Ensure efficient and effective implementation of FOISA procedures	<ul style="list-style-type: none"> Target achieved for freedom of information requests responded to within 20 working days (90%) 		All Heads of Service
Conduct user satisfaction surveys with carriageway and footway resurfacing schemes	<ul style="list-style-type: none"> 10% of suitable schemes surveyed during 2012/13 achieving a satisfaction rating of at least 80% 	LTS	G Mackay
Continue to issue Planning and Building Standards customer satisfaction surveys	<ul style="list-style-type: none"> Satisfaction levels for planning sustained or improved against baseline (73%) Satisfaction levels for building standards sustained or improved against baseline (87%) 		M McGlynn

Council objective: Provide vision and strategic direction			
Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Deliver the objectives of the Council Plan Connect	<ul style="list-style-type: none"> Deliver annual Resource Plan and review suite of measures for coverage and relevance (all Directors measure) (Connect 16.1) 	Connect	A McKinnon
Coordinate the development of Business Continuity Plans for each of	<ul style="list-style-type: none"> Plans developed and rolled out for each service in line with corporate timescales 		A McKinnon

Council objective: Provide vision and strategic direction

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
the services to meet Civil Contingencies legislative requirements			
Develop a Leisure and Culture Strategy	<ul style="list-style-type: none"> Leisure and Culture Strategy developed by March 2013 (Connect 14.1) 	Connect	A McKinnon
Undertake Equality Impact Assessments for all relevant policies, strategies and procedures	<ul style="list-style-type: none"> Number of Equality Impact Assessments carried out for all relevant policies, strategies and procedures (all Directors measure) (Connect 16.4) 	Connect	A McKinnon
Develop and introduce Council wide equality performance measures and publish results	<ul style="list-style-type: none"> Resources to provide annual report to Equal Opportunities Forum on uptake of service, based on standardised equality reporting categories (all Directors measure) (Connect 16.4) 	Connect	A McKinnon

Council objective: Promote performance management and improvement

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	<ul style="list-style-type: none"> Through use of EMPOWER, identify and take action on areas for improvement (all Directors measure) (Connect 17.4) Sustain and improve SPI results for Council (all Directors measure) (Connect 17.3) 	Connect	All Heads of Service
Retain Customer Service Excellence award for Bereavement Services and retain ISO 9001 and ISO 14001 accreditation	<ul style="list-style-type: none"> ISO 9001 and ISO 14001 accreditation retained (assessment date is September 2012) 		S Kelly

Council objective: Promote performance management and improvement

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Commence and progress preparatory work leading to formal submission of Customer Service Excellence application for the Building Standards service	<ul style="list-style-type: none"> Customer Service Excellence application submitted by May 2012 		M McGlynn
Implement the recommendations of the Fleet Services Best Value Review	<ul style="list-style-type: none"> Vehicle and Operator Services Agency MOT Pass Rate of 87% achieved Telematics implemented within 282 vehicles, commencing 1st April 2012 and completion by March 2013 		S Kelly
Review and update Local Transport Strategy	<ul style="list-style-type: none"> Revised Local Transport Strategy published by December 2012 	LTS	G Mackay
Review of Service Level Agreement (SLA) for 'in house' delivery of roads contracting services	<ul style="list-style-type: none"> Review completed by March 2013 		G Mackay
Publication of annual Planning Service Improvement Plan for Development Management and Development Plan activities	<ul style="list-style-type: none"> Planning Service Improvement Plan prepared by May 2012 Service improvement plan implemented by March 2013 		M McGlynn
Liaise with the Building Standards Division (BSD) of the Scottish Government and other stakeholders to agree and implement performance framework for verifiers	<ul style="list-style-type: none"> BSD annual return responded to as required (Connect 9.2) BSD consultations responded to as required (Connect 9.2) 	Connect SOA SDS	M McGlynn

Council objective: Promote performance management and improvement

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Delivery of verification and non-verification role within Building Standards	<ul style="list-style-type: none"> Submission of balanced scorecard for 2012/13, incorporating Service improvement plan, by end May 2012 Acceptance and publication of scorecard secured by September 2012 Plan implemented by March 2013 		M McGlynn
Provide an effective and efficient household waste and recycling collection service	<ul style="list-style-type: none"> Council target achieved for net cost per premise of refuse collection (combined domestic, commercial and domestic bulky uplift) - £65.42 per premise (SPI) (SBI) (Connect 19.1) Council target achieved for net cost per premise of refuse disposal - £114.23 per premise (SPI) (SBI) (Connect 19.1) Council target achieved for special uplifts completed within 5 working days (95%) 5% reduction in the Council's missed collections per 100,000 collections achieved by March 2013, compared to 2011/12 	Connect	S Clelland
Monitor ongoing costs of delivery of Community and Enterprise Resources' services	<ul style="list-style-type: none"> Cost per attendance of sport and leisure facilities (including swimming pools) Cost per visit to libraries Cost per visit to museums and galleries Cost of parks and open spaces per 1,000 population Net cost of street cleaning per 1,000 population Cost of Trading Standards and Environmental Health per 1,000 population (All SBIs) (All Connect measures 19.1)	Connect	All Heads of Service

Council objective: Embed governance and accountability

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Ensure that high standards of governance are being exercised	<ul style="list-style-type: none"> Co-ordination of preparation of reports for Financial Resources Scrutiny Forum outlining financial and operational performance, and attendance at forum meetings (Connect 18.2) Revenue and capital monitoring reports presented to Resource Committee within corporate timescales (Connect 18.2) Audit actions delivered by due dates and reported to Chief Executive through quarterly performance reports and to Risk and Audit Forum (all Directors measure) (Connect 	Connect	A McKinnon

Council objective: Embed governance and accountability

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
	18.3) <ul style="list-style-type: none"> Risk control actions and actions from risk management work plan delivered by agreed dates and reported as appropriate (all Directors measure) (Connect 18.3) Complete Resource Governance self assessment by due date and develop actions to address non-compliant areas (all Directors measure) (Connect 18.2) 		
Manage the Resource / Service merger, identifying opportunities for implementation of best practice and future efficiencies	<ul style="list-style-type: none"> Development of action plan by March 2013, and changes implemented as opportunities arise 		A McKinnon
Implement the Corporate Information Governance Strategy and action plan for the Resource, including the legislative requirements of the Public Records Scotland Act	<ul style="list-style-type: none"> Information Governance Action Plan actions for the Resource implemented by March 2013 Information Governance Audit self assessment checklist completed by March 2013 		A McKinnon

Council objective: Achieve efficient and effective use of resources

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	<ul style="list-style-type: none"> Absence rate to be less than 5% (all Directors measure) (Connect 19.1) 100% coverage of PDR and associated training plans of employees in scope for 31st May 2013 (all Directors measure) (Connect 19.2) Labour turnover rate to be less than 5% (all Directors measure) (Connect 19.2) 	Connect SPI	All Heads of Service
Attract external funding support of	<ul style="list-style-type: none"> Annual target achieved resulting in £5m external funding invested in South 		J McCaffer

Council objective: Achieve efficient and effective use of resources

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
£5m from European Union, lottery and related sources to support corporate objectives	Lanarkshire		
Create a training framework on behalf of Council's drivers (Certificate of Professional Competence)	<ul style="list-style-type: none"> PCV training to be completed by September 2013 		S Kelly
Implement improvement actions in respect of people issues arising from liP and Employee Audit	<ul style="list-style-type: none"> Employee audit results reviewed and communicated to all Resource Services by May 2012 Appropriate actions identified and implemented for liP by 31 March 2013 		All Heads of Service
Coordinate Health and Safety throughout the Resource in conjunction with Corporate Health and Safety	<ul style="list-style-type: none"> Health and Safety improvement action plan implemented within agreed timescales 		A McKinnon
Monitor and investigate accidents taking remedial action where necessary	<ul style="list-style-type: none"> Number of reported accidents reduced 		A McKinnon
Practice effective resource management by maximising our operational and financial performance	<ul style="list-style-type: none"> Resource efficiency statement for 2011/12 completed and available for audit by end of April 2012 Main financial exercises completed in line with the agreed timescales, including budget preparation, probable outturn and year end 		A McKinnon
Manage land and property assets efficiently	<ul style="list-style-type: none"> Capital projects delivered in line with agreed programme spend and timescales The percentage of Council buildings in which all public areas are suitable for and accessible to disabled people (SPI) (all Directors measure) (Connect 19.1) The proportion of operational accommodation that is in satisfactory condition (SPI) (all Directors measure) (Connect 19.1) 	Connect	A McKinnon

Council objective: Achieve efficient and effective use of resources			
Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
	<ul style="list-style-type: none">▪ The proportion of operational accommodation that is suitable for its current use (SPI) (all Directors measure) (Connect 19.1)		

Section 6 – Workforce and budget

Workforce

Community and Enterprise Resources employ 2,820 full time equivalent employees. The table below gives the number of staff employed by the Resource and South Lanarkshire Leisure and Culture. A structure chart showing a breakdown of the services provided by the Resource is included in Appendix 1.

Workforce - by Service (April 2012)	Number of employees	Full time equivalent (FTE)
Facilities, Fleet and Grounds	2717	1871.91
Planning and Building Standards	67	72
Regeneration	44	47.3
Roads and Transportation	367	385.9
Waste and Environmental	318	310.21
Support (Enterprise)	94	89.9
Support (Community)	49	42.93
South Lanarkshire Leisure and Culture (including library staff)	1151	859.76
Totals	4807	3679.91

Budget

The Council's financial strategy for the period 2011-14 was initially outlined in an Executive Committee report in May 2010 and was updated in June 2011 for 2012/13 only. This was based on the likely government grant for that period. It provided details of the projected spend requirements for the year 2012/13 along with funding options, which included utilisation of centrally held budgets, and left a savings requirement of £12.1m.

In November 2011, elected members were presented with a package of savings for their consideration and advised that a prioritised savings package would be presented at a later date for inclusion in the final budget. The savings package was approved by the Council in December 2011.

The level of grant subsequently notified to the Council for 2012-13 was as follows:

Estimated Total Expenditure	£718.216m
Government Grant	£591.716m
Projected Council Tax Income	£126.500m
Total Projected Income	£718.216m

The 2012/13 Revenue Budget was formally adopted at a full meeting of the Council on 9 February 2012.

Revenue

The Community and Enterprise Resources revenue budget 2012/13, including efficiency and other savings of £3.113m, is set out below:

	2012/13 Revenue Budget		
	Gross expenditure £000s	Gross income £000s	2012/13 Net budget £000s
General Services			
Waste and Environmental	30,669	2,307	28,362
Facilities, Streets and Bereavement	25,684	7,255	18,429
Projects	0	0	0
Leisure	21,171	0	21,171
Planning and Building Standards	3,749	3,727	22
Regeneration	3,619	152	3,467
Tackling Poverty	4,980	0	4,980
Roads & Transportation	35,513	6,053	29,460
SPTE / Concessionary	6,069	0	6,069
Support	6,554	200	6,354
Total	138,008	19,694	118,314
Trading Services			
Roads Trading	23,246	25,430	(2,184)
Facilities Trading	23,769	24,565	(796)
Fleet Trading	22,022	22,249	(227)
Grounds Trading	13,784	14,852	(1,068)
Total	82,821	87,096	(4,275)
Overall Total	220,829	106,790	114,039

	£000s
Employee costs	71,967
Property costs	13,376
Supplies and services	18,365
Transport and plant	26,908
Administration costs	6,533
Joint Committees	5,535
Payments to other bodies	12,434
Payments to contractors	64,190
Transfer payments	533
Financing charges	988
Total expenditure	220,829

Total income	106,790
Net expenditure	114,039

Capital

The Council previously approved a three year capital budget (2011/12-2013/14) of £62.101m (excluding schools modernisation and roads and rural investment – previously approved). The capital allocation for the remaining two years of the programme, based on a previous bidding process is as follows:

	2012/13	2013/14
--	---------	---------

Roads and Rural Investment	£12.0m	£12.0m
Enterprise Projects	£7.639m	£0.776m
Community Projects	£12.586m	£1.879m
Total	£32.225m	£14.655m

The capital allocations reflect continuing priorities across a number of areas including:

- roads investment, flooding, land remediation and regeneration within the Clyde Gateway
- Leisure properties and halls

The approved 2012/13 capital programme for Community and Enterprise Resources shown below is £32.225m, and will be increased by funding from other services (Scottish Executive funding, Lottery Fund, European Fund etc) throughout the financial year.

Service	Approved programme 2012/13
Roads and Transportation	£12.756m
Regeneration	£6.883m
Environmental and Waste Services	£0.491m
Facilities, Streets and Bereavement	£1.500m
SLL&C	£5.573m
Support Services	£5.022m
Total	£32.225m

Risk management

Risks associated with the delivery of the actions in the 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 action plan which is kept under review by the risk sponsor for the Resource.

The most significant risks associated with the delivery of this plan are: failure to respond to an extreme weather event (for example, storms, flood, severe cold weather); failure to contribute to the response to the economic downturn; loss of income from Planning and Building Standards applications; and failure to achieve targeted income from the collection of bulky uplifts. Where required, controls or further actions to mitigate these risks have been agreed and are monitored through the Resource risk control action plan. An annual risk management report is prepared for our senior management team and our top risks are reported annually to Committee.

Appendix 1 – Community and Enterprise Resources' structure



Executive Director

Colin McDowall

Phone: 4798

Secretary: **Annie Grainger**

Community and Enterprise Resources

Responsible for a wide range of activities including:

- collecting and disposing of waste and recycling
- assisting and guiding physical development and regeneration
- providing bereavement services
- supporting safe and effective transport, including roads
- maintaining our parks, gardens and open spaces
- keeping our streets clean and free from pests
- promoting jobs, economic development and social inclusion
- promoting sustainable development and reducing carbon emissions
- providing school meals and school crossing patrols
- attracting funding from Europe and the lottery
- protecting public health
- providing Consumer and Trading Standards services



Facilities Fleet and Ground Services

Stephen Kelly

Phone: 4705

Secretary: **Natascha Pow**

Responsible for:

- Arboriculture
- Bereavement services
- Catering
- Cleaning
- Contract estimates
- Countryside and Greenspace
- Fleet services
- Grounds maintenance
- Janitorial services
- Landscape design
- Passenger services
- Pool cars
- School crossing patrols
- Street cleaning



Planning and Building Standards

Michael McGlynn

Phone: 5126

Secretary: **Natalie Glancy**

Responsible for:

- Preparing the land use context for the promotion of economic development, countryside access, heritage and conservation activities and project implementation
- Providing a regulatory service for planning and building warrant applications and monitoring on-site development



Regeneration Services

Jim McCaffer

Phone: 3813

Secretary: **Natascha Pow**

Responsible for:

- Promoting employment, social inclusion, physical development and sustainability through working in partnership with local communities, voluntary sector bodies, the private sector and other public organisations
- Promoting tourism and rural development
- Direct service delivery to businesses and residents as well as attracting funding from Europe and the lottery



Roads and Transportation Services

Gordon Mackay

Phone: 4484

Secretary: **Lesley Ann Bell**

Responsible for:

- Road maintenance
- Winter maintenance
- Street lighting
- Specialist functions:
 - road design
 - bridge design
 - geotechnical engineering
 - flood prevention
 - road safety
 - traffic engineering
- parking
- street lighting
- transportation



Support Services

Alistair McKinnon

Phone: 4700

Secretary: **Lesley Ann Bell**

Responsible for:

- Finance
- Personnel
- Administration
- Stores and purchasing
- Best Value
- Performance management
- Information Technology
- Sustainable development agenda
- Management support to all the Resource's Services and project manages on all major building projects for Community and Enterprise Resources and South Lanarkshire Leisure



Waste and Environmental Services

Shirley Clelland

Phone: 4708

Secretary: **Natalie Glancy**

Responsible for:

- Consumer and Trading Standards
- Delivery of refuse collection
- Refuse disposal/treatment
- Recycling
- Public health
- Contaminated land
- Air quality
- Noise
- Pest control
- Food safety
- Health and safety at work
- Animal health

