Report to:	**Community and Enterprise Resources Committee**
Date of Meeting:	**21 August 2018**
Report by:	**Executive Director (Community and Enterprise Resources)**

Subject:	**Community and Enterprise Resource Plan - Quarter 4 Progress Report 2017/2018 and Resource Plan 2018/2019**

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

- ♦ provide the Community and Enterprise Resource Plan Quarter 4 Progress Report 2017/2018 for the period 1 April 2017 to 31 March 2018; and
- ♦ present the Community and Enterprise Resource Plan 2018/2019 for consideration and endorsement.

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

(1) that the Quarter 4 Progress Report 2017/2018, attached as Appendix 1, be noted;

(2) that the achievements made by the Resource during 2017/2018, as detailed in paragraph 4.3. of this report, be noted;

(3) that the Resource Plan 2018/2019, attached as Appendix 2, be endorsed and referred to the Executive Committee for approval;

(4) that the Resource Plan 2018/2019 be uploaded onto the Council's website once approved by the Executive Committee; and

(5) that a Quarter 2 Progress Report on the Resource Plan 2018/2019 be provided to a future meeting of the Committee.

3. Background
3.1. A new Council Plan Connect covering the period 2017 to 2022 was endorsed by the Executive Committee on 8 November 2017 and approved by the full Council on 6 December 2017. The Plan sets out the Council's vision, values, ambitions and objectives for the five year period. The Council Plan is the starting point for the Resource Planning process and the 2018/2019 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.

3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions

and measures for the year ahead based on the objectives set out in the Council Plan.

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 the Neighbourhood Plans, as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, values, ambitions and objectives at all levels.

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

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

4.   **Current Position**
       Quarter 4 Progress Report 2017/2018
4.1.   Progress against all 2017/2018 Resource Plan measures is contained in the Quarter 4 Progress Report 2017/2018, attached as Appendix 1. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:-

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

4.2.   Measures with a 'red' status are considered in detail at paragraph 4.4. To ensure adequate scrutiny of performance across all Resources, the council's Performance

and Review Scrutiny Forum may consider 'red' and 'amber' measures at a future meeting.

The overall summary of progress to date is as follows:

Status	Measures	
	Number	**%**
Green	109	70.8%
Amber	18	11.7%
Red	1	0.6%
Report later/Contextual	26	16.9%
Totals	**154**	**100%**

4.3. Key achievements for 2017/2018 are noted below:

4.3.1.

Connect Objective: Improve road network, influence improvements in public transport and encourage active travel	
Resource Objective	**Achievement**
Implement the Roads Investment Programme	Continued to implement the Roads Investment Programme, with 178 carriageway schemes and 12 footway schemes undertaken in 2017/2018, resulting in 4.65% of the road network being resurfaced.
	Continued our programme of street lighting improvements, with 291 lighting columns and 6,588 LEDs installed. Over the three year programme to September 2018, 59,000 LEDs will have been installed.
Provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport	Completed the £1 million extension to Newton Rail Station Park and Ride (including the construction of 155 car park spaces).
Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Resource Objective	**Achievement**
Provide Planning and Building Standards services which guide and control physical development and land use in the area	98.6% of planning applications were granted approval in 2017/2018, indicating that planning officers are ensuring proposed developments comply with Council policy.

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Resource Objective	**Achievement**
Safeguard health through an effective environmental services regulation and enforcement service	Our Environmental Health team helped ensure 85.8% of local food businesses were broadly compliant with food safety standards in 2017/2018 (against the annual target of 85%)
Improve the quality of streets, parks and other public areas	In 2017/2018, we achieved high independently assessed scores for our grounds maintenance service (73, against the annual target score of 70) and for our street cleanliness service (96% of our streets were judged to be of an 'acceptable' standard, compared to our annual target of 90%).
Connect Objective: Support the local economy by providing the right conditions for inclusive growth	
Resource Objective	**Achievement**
Support unemployed people into jobs, training or further education and prioritise efforts to support young people into the job market	In 2017/2018, 2,383 people were supported through employability programmes. Of this number, 1,266 people went on to access employment or training/education; and in terms of employment specifically, 794 people were assisted into work.
Support local businesses through the development and delivery of business support programmes	In 2017/2018, as a direct result of local authority intervention to 1,637 businesses via grants, loans or advice, 1,361 jobs were created or sustained and £23.03 million in sales was generated.
Connect Objective: Support our communities by tackling disadvantage and deprivation, and supporting aspiration	
Resource Objective	**Achievement**
Lead partnership approaches to tackling the causes and effects of poverty and inequality	We contributed to preparation of the Local Outcome Improvement Plan and associated community consultation for the three pilot neighbourhood planning areas.

Connect Objective: Encourage participation in physical and cultural activities	
Resource Objective	**Achievement**
Maintain attendances at SLLC facilities by actively promoting the facilities to the local community and visitors to the area	3.419 million attendances were recorded at facilities managed by the Cultural Services and the Libraries and Museums Service (exceeding the target of 3.400 million).
	We recorded 881,965 reduced rate attendances by under 16s at South Lanarkshire Leisure and Cultural facilities (exceeding the annual target of 870,000) and 465,870 attendances by residents over 60 using South Lanarkshire leisure facilities (exceeding the annual target of 430,000).
Provide quality leisure facilities and develop integrated community facilities within new primary schools	Newton Farm Primary School and community wing / synthetic pitch construction was completed in summer 2017.

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

Council objective: Delivering the Plan and achieving Best Value	
Resource Objective	**Achievement**
Provide sound financial stewardship for the council	Our Funding and Development Team has assisted internal and external partners to apply for £4.192 million in external funding. Projects supported have included Blairbeth Urban Park, Kirkfieldbank play park, Lanarkshire Rape Crisis Centre, and South Lanarkshire's mobile Men's Shed project.

4.3.3. Full details of progress against all Connect objectives, actions and measures for 2017/2018 are included in the report from the performance management system, attached as Appendix 1. Further additional performance information is also summarised in the Resource Plan 2018/2019, attached as Appendix 2: in sections 2.1., section 4 and Annex 2.

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

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities		
Resource Objective: Provide Planning and Building Standards services which guide and control physical development and land use in the area		
Measure	Comments/Progress	Action by Manager (where applicable)
Major planning applications determined within an average timescale of 45 weeks	In 2017/2018, major planning applications were determined within an average timescale of 151.1 weeks against a target of 45 weeks. This figure was significantly impacted by three longstanding applications which were determined in quarter four and which involved lengthy histories and timescales relating to the conclusion of legal agreements.	Management team will continue to monitor progress on applications for major developments and any associated legal agreements. Head of Planning and Economic Development

4.5. **Report Later**

Measures and actions with a 'report later' status relate to annual/ongoing indicators for which the timing of the publication of the information is just beyond the financial year being reported. Where appropriate, progress will be updated in the next available performance report.

5. Resource Plan 2018/2019

5.1. The Resource Plan 2018/2019 is attached as Appendix 2 and is structured around the following headings:-
   1. Introduction
   2. Context
   3. The Council Plan - Connect
   4. Performance and results
   5. Resourcing the Plan
   6. Action Plan

   The Resource Plan is also supported by two annexes:
   ♦ Community and Enterprise Resources Organisational Structure
   ♦ Additional performance information

5.2. **Resource Objectives for 2018/2019**

The Resource has established a number of objectives to support the delivery of the Connect objectives in 2018/2019. These are detailed in Appendix 3.

5.3. To support these objectives, the Resource has developed 58 actions which will be monitored through 148 specific measures. Of these measures, 68 (46%) will be included in the Council Plan Connect Quarter 2 and Quarter 4 Progress Reports 2018/2019, with the rest being monitored and reported at Resource level.

5.4.   Monitoring and reporting:
As part of the performance management arrangements, the Committee will also receive a mid-year update of progress on the measures identified in the Resource Plan – Quarter 2 Progress Report 2018/2019.

6.   Employee Implications
6.1.   The objectives noted within the Resource Plan will inform the Service Action Plans, where applicable, and in turn the Performance Appraisal process for individual employees in 2018/2019.

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

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

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

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

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

Michael McGlynn
Executive Director (Community and Enterprise Resources)

5 July 2018

Link(s) to Council Values/Ambitions/Objectives
♦   The Resource Plan has been structured upon the vision, values, ambitions and objectives of the Council Plan Connect 2017 to 2022.

Previous References
♦   Community and Enterprise Resources Committee (3 October 2017): CER Resource Plan Quarter 4 Progress Report 2016/2017
♦   Community and Enterprise Resources Committee (12 December 2017): CER Resource Plan 2017/2018

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

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

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