



Council Offices, Almada Street
Hamilton, ML3 0AA

Tuesday, 17 March 2020

Dear Councillor

Executive Committee

The Members listed below are requested to attend a meeting of the above Committee to be held as follows:-

Date: Wednesday, 25 March 2020

Time: 10:00

Venue: Committee Room 1, Council Offices, Almada Street, Hamilton, ML3 0AA

The business to be considered at the meeting is listed overleaf.

Yours sincerely

Cleland Sneddon
Chief Executive

Members

John Ross (Chair/ex officio), Maureen Chalmers (Depute Chair), Alex Allison, John Anderson, John Bradley, Robert Brown, Jackie Burns, Stephanie Callaghan, Gerry Convery, Margaret Cooper, Peter Craig, Maureen Devlin, Isobel Dorman, Joe Fagan, Allan Falconer, Lynsey Hamilton, Eileen Logan, Katy Loudon, Joe Lowe, Monique McAdams, Kenny McCreary, Colin McGavigan, Jim McGuigan, Gladys Miller, Lynne Nailon, Richard Nelson, David Shearer, Josh Wilson

Substitutes

Andy Carmichael, Poppy Corbett, George Greenshields, Graeme Horne, Mark Horsham, Martin Grant Hose, Ann Le Blond, Richard Lockhart, Hugh Macdonald, Catherine McClymont, Mark McGeever, Graham Scott, Collette Stevenson, Margaret B Walker, David Watson

BUSINESS

1 Declaration of Interests

- 2 **Minutes of Previous Meeting** 5 - 12
Minutes of the meeting of the Executive Committee held on 26 February 2020 submitted for approval as a correct record. (Copy attached)

Monitoring Item(s)

- 3 **Capital Budget 2019/2020 and Monitoring for Period 11 - 1 April 2019 to 31 January 2020** 13 - 20
Report dated 4 March 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 4 **Revenue Budget Monitoring for Period 11 - 1 April 2019 to 31 January 2020 and Probable Outturn** 21 - 30
Report dated 26 February 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)

Item(s) for Decision

- 5 **Police Scotland Local Police Plan 2020 to 2023** 31 - 58
Report dated 3 March 2020 by the Executive Director (Housing and Technical Resources). (Copy attached)
- 6 **Outcome of Mid-Term Review of the Council Plan, Connect** 59 - 100
Report dated 21 February 2020 by the Executive Director (Finance and Corporate Resources). (Copy attached)
- 7 **Catchment Areas of Glengowan Primary, Machanhill Primary and Robert Smillie Primary Schools, Larkhall – Consultation Proposal** 101 - 108
Report dated 26 February 2020 by the Executive Director (Education Resources). (Copy attached)
- 8 **Early Learning and Childcare Staffing Update** 109 - 114
Joint report dated 4 March 2020 by the Executive Directors (Education Resources), (Finance and Corporate Resources) and (Community and Enterprise Resources). (Copy attached)
- 9 **Acquisition of Land for Park and Ride Facility at 11 Ladyacre Road, Lanark** 115 - 118
Joint report dated 28 February 2020 by the Executive Directors (Housing and Technical Resources) and (Finance and Corporate Resources). (Copy attached)
- 10 **Stewartfield Way - Consultation Update and Proposed Next Steps** 119 - 132
Report dated 12 March 2020 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 11 **SLLC Business Plan 2020 to 2021** 133 - 136
Joint report dated 26 February 2020 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources). (Copy attached)

Urgent Business

12 Urgent Business

Any other items of business which the Chair decides are urgent.

For further information, please contact:-

Clerk Name: Gordon Bow

Clerk Telephone: 01698 454719

Clerk Email: gordon.bow@southlanarkshire.gov.uk

EXECUTIVE COMMITTEE

2

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 26 February 2020

Chair:

Councillor John Ross (ex officio)

Councillors Present:

Councillor Alex Allison, Councillor John Anderson, Councillor John Bradley, Councillor Robert Brown, Councillor Jackie Burns, Councillor Stephanie Callaghan, Councillor Maureen Chalmers (Depute), Councillor Gerry Convery, Councillor Margaret Cooper, Councillor Peter Craig, Councillor Maureen Devlin, Councillor Isobel Dorman, Councillor Joe Fagan, Councillor Allan Falconer, Councillor Lynsey Hamilton, Councillor Eileen Logan, Councillor Katy Loudon, Councillor Joe Lowe, Councillor Kenny McCreary, Councillor Colin McGavigan, Councillor Jim McGuigan, Councillor Gladys Miller, Councillor Lynne Nailon (*substitute for Councillor Ann Le Blond until item 9*), Councillor Richard Nelson, Councillor David Shearer, Councillor Margaret B Walker (*substitute for Councillor Monique McAdams*), Councillor Josh Wilson

Councillors' Apologies:

Councillor Ann Le Blond, Councillor Monique McAdams

Attending:

Chief Executive's Service

C Sneddon, Chief Executive

Community and Enterprise Resources

M McGlynn, Executive Director

Education Resources

T McDaid, Executive Director

Finance and Corporate Resources

P Manning, Executive Director; G Bow, Administration Manager; J Burke, Administration Assistant; G McCann, Head of Administration and Legal Services; K McVeigh, Head of Personnel Services

Housing and Technical Resources

D Lowe, Executive Director

Social Work Resources/Health and Social Care

V de Souza, Director

1 Declaration of Interests

The following interest was declared:-

Councillor(s)	Item(s)	Nature of Interest(s)
Chalmers	Representation on Committees, Partnerships and Outside Bodies	Chief Officer, Hamilton Citizens' Advice Bureau

2 Minutes of Previous Meeting

The minutes of the meeting of the Executive Committee held on 29 January 2020 were submitted for approval as a correct record.

There was discussion regarding the Committee's decision at Item 10, as minuted, in relation to the reference to "concerning reports from at least 2013" in part (1) of the Committee's decision.

The Committee decided: that the minutes be approved as a correct record subject to confirmation in relation to the accuracy of the wording “concerning reports from at least 2013”.

3 Capital Budget Monitoring for Period 10 – 1 April 2019 to 3 January 2020

A report dated 3 February 2020 by the Executive Director (Finance and Corporate Resources) was submitted on the physical and financial progress at 3 January 2020 on the various capital programmes.

The General Fund Capital Programme totalled £76.804 million and the Housing Capital Programme £61.835 million.

At 3 January 2020, £41.139 million had been spent on the General Fund Capital Programme and £32.622 million on the Housing Capital Programme.

For financial year 2019/2020, the anticipated outturn for the General Fund Capital Programme was £67.900 million and the Housing Capital Programme £58.471 million. The reasons for those projections were detailed in the report.

The Committee decided: that the position of the various capital programmes for 2019/2020, as detailed in the report, be noted.

[Reference: Minutes of 29 January 2020 (Paragraph 3)]

4 Revenue Budget Monitoring for Period 10 – 1 April 2019 to 3 January 2020 and Probable Outturn

A report dated 13 January 2020 by the Executive Director (Finance and Corporate Resources) was submitted comparing actual expenditure against budgeted expenditure for the period ending 3 January 2020.

The figures included an underspend, after transfers to reserves, of £2.650 million on the General Fund Revenue Account and a breakeven position on the Housing Revenue Account.

The main factors contributing to the underspend on the General Fund Revenue Account were detailed in the report.

Following a probable outturn exercise, it was forecast that there would be an underspend of £2.658 million at the year end, after transfers to Reserves.

A detailed analysis of each Resource’s position was provided in the report.

The Committee decided:

- (1)** that, following a probable outturn exercise, the forecast to 31 March 2020 for the General Fund Revenue Account, after transfers to Reserves, of an underspend of £2.658 million, as detailed in Appendix 1 to the report, be noted;

- (2) that the underspend of £2.650 million on the General Fund Revenue Account, after transfers to Reserves, at 3 January 2020, as detailed in Appendix 1 to the report, be noted; and
- (3) that the breakeven position on the Housing Revenue Account at 3 January 2020, as detailed in Appendix 3 to the report, and the forecast to 31 March 2020 of breakeven, be noted.

[Reference: Minutes of 29 January 2020 (Paragraph 4)]

5 Additional Funding from the Scottish Government and Other External Sources

A report dated 23 January 2020 by the Executive Director (Finance and Corporate Resources) was submitted on additional revenue funding, totalling £0.051 million, for advice and assistance to empty home owners made available from the Scottish Empty Homes Partnership.

The Committee decided: that the report be noted.

[Reference: Minutes of 29 January 2020 (Paragraph 5)]

6 Scottish Government Consultation on the Replacement of European Structural Funds in Scotland Post European Union Exit

A report dated 4 February 2020 by the Executive Director (Community and Enterprise Resources) was submitted on:-

- ♦ the Council's response to the Scottish Government's consultation on the Replacement of European Structural Funds in Scotland post European Union (EU) Exit
- ♦ updated information on the Nomenclature of Units for Territorial Statistics (NUTS 2) covering the South of Scotland and its potential importance for future funding arrangements

On 5 November 2019, the Scottish Government commenced a consultation on the replacement of European Structural Funds in Scotland following the UK's exit from the EU. The consultation was seeking views on how replacement funding vehicles could best be developed to meet the needs of citizens, business and communities. The Council's response, which was detailed in an appendix to the report, had been forwarded to the Scottish Government by the due date with the qualification that it had still to be considered by this Committee and any additional comments following its consideration would be added.

Since 2015, the Council, along with 5 other local authorities, Scottish Borders, Dumfries and Galloway, East Ayrshire, South Ayrshire and North Ayrshire, had been working at officer level to review EU Cohesion Policy and to establish the grouping of the 6 local authorities within a new NUTS 2 level of statistical analysis. This work had been successful and was considered important as it provided statistical evidence on which to support and direct potential funding streams at a UK and Scottish level.

The consultation response focused on the overarching message that post EU funding should aim to address the social and economic inequalities as evidenced statistically, at a South of Scotland level, with flexibility for individual local authorities to define local priorities. This would require greater funding being targeted to the 6 local authority areas within the South of Scotland area.

The Committee decided:

- (1) that the Council's response to the Scottish Government's consultation on the Replacement of European Structural Funds in Scotland post European Union exit be approved;
- (2) that the Council support the position outlined in the response that the South of Scotland Region should have priority for funding within any replacement of European funding; and
- (3) that the Leader of the Council sign a joint letter with the Leaders of the other 5 South of Scotland authorities to the Minister for Trade Investment and Innovation supporting the response and endorsing the case for additional investment in Southern Scotland.

7 South Lanarkshire's State of the Environment Report 2019

A report dated 16 January 2020 by the Executive Director (Community and Enterprise Resources) was submitted on the development and content of South Lanarkshire's State of the Environment Report.

The Report had been prepared using data from across the Council, partner agencies and government bodies. The findings of the State of the Environment Report, detailed in Appendix 1 to the report, showed that:-

- ◆ 24 indicators had a 'Good' rating, with 15 of those showing improvement
- ◆ 23 indicators had a 'Fair' rating, with 12 of those showing improvement
- ◆ 8 indicators had a 'Poor' rating, with 6 of those showing improvement

A copy of the full State of the Environment Report was available on the Council's website and could be made available to members on request.

The Committee decided: that the State of the Environment Report 2019 be approved and disseminated across the Council and to relevant Council partners and external agencies.

8 Recommendations Referred by Housing and Technical Resources Committee

A report dated 14 February 2020 by the Chief Executive was submitted on recommendations referred to this Committee by the Housing and Technical Resources Committee of 5 February 2020.

The recommendations of the Housing and Technical Resources Committee were as follows:-

- ◆ that the revenue estimate proposals for the Housing Revenue Account Budget 2020/2021 be endorsed
- ◆ that the rent increase of 3.95% for Council houses, travelling persons' sites, lockups and garage sites be endorsed

- ◆ that the next stage of rent harmonisation be endorsed
- ◆ that, based on the proposed rent increase, the 2020/2021 Housing Capital Programme of £97.303 million, as detailed in Appendix 2 to the report, be endorsed
- ◆ that the revised South Lanarkshire Council Gypsy/Traveller Pitch Allocation Policy be approved and implemented from 1 May 2020

The Committee decided: that the revised South Lanarkshire Council Gypsy/Traveller Pitch Allocation Policy be approved and implemented from 1 May 2020.

The Committee recommended to the Council:

- (1) that the revenue estimate proposals for the Housing Revenue Account Budget 2020/2021 be approved;
- (2) that the rent increase of 3.95% for Council houses, travelling persons' sites, lockups and garage sites be approved;
- (3) that the next stage of rent harmonisation be approved; and
- (4) that, based on the proposed rent increase, the 2020/2021 Housing Capital Programme of £97.303 million be approved.

[Reference: Minutes of Housing and Technical Resources Committee of 5 February 2020 (Paragraphs 8 and 9)]

9 Representation on Committees, Partnerships and Outside Bodies

A report dated 3 February 2020 by the Executive Director (Finance and Corporate Resources) was submitted on:-

- ◆ the proposed appointment of the Council's elected representative to the Board of Hamilton Citizens' Advice Bureau
- ◆ a proposed change to the memberships of the Sustainability Partnership, Tackling Poverty Working Group and Executive Committee

The Committee decided:

- (1) that the Council's representative to the Board of Hamilton Citizens' Advice Bureau be Councillor Wilson;
- (2) that Councillor Wilson be replaced by Councillor Craig as a full member and Chair of the Sustainability Partnership, with Councillor Wilson taking Councillor Craig's position as a substitute member;
- (3) that Councillor Corbett be replaced by Councillor Harrow as a member on the Tackling Poverty Working Group, with Councillor Corbett taking Councillor Harrow's position as a substitute member; and

- (4) that Councillor Le Blond be replaced by Councillor Nailon as a full member of the Executive Committee, with Councillor Le Blond taking up Councillor Nailon's position as a substitute member.

[Reference: Minutes of South Lanarkshire Council of 18 May 2017 (Paragraph 7) and 19 December 2018 (Paragraph 5)]

Councillor Chalmers, having declared an interest in this item, withdrew from the meeting during its consideration

10 Living Wage Implications

A report dated 18 February 2020 by the Executive Director (Finance and Corporate Resources) was submitted on the current living wage arrangements and options available to achieve a living wage within the Council of £10.00 per hour, together with the implications of implementing those arrangements.

The Living Wage Foundation had announced an increase in the Living Wage, making the new rate £9.30 an hour from April 2020. The Council had achieved Living Wage accreditation and, from April 2020, would pay a minimum rate of pay of £9.60 per hour.

At the Council meeting held on 4 December 2019, officers had been requested to consider, as part of the budget process, measures that would enable the Council to pay all workers a rate of at least £10.00 per hour from April 2020, without having to impose cuts to either jobs or services.

Part of the pay settlement achieved in 2019, was the establishment of a Living Wage Consolidation Group with representatives from the COSLA Employers' Team and Trades Unions. The Group had agreed its Terms of Reference and timescales but had not agreed on the joint guidance to be issued to councils.

Details on the options available and potential costs for the Council in moving to a minimum rate of £10.00 an hour in 2020/2021 were provided in the report and appendices attached, together with the implications for service delivery partners. Any of the options would result in additional costs which would either have to be met through increasing the savings requirement for 2020/2021, or by utilising money from Reserves which would add to the savings requirement for 2021/2022.

There were significant risks for the Council in moving to a minimum wage of £10.00 per hour, given the lack of clarity around the joint guidance on pay consolidation, as it currently might not comply with best practice guidance. Reduced pay differentials and progression against guidance, which stated these should be maintained, might be grounds for litigation. As the form and content of any guidance was not yet known, the significance of the risk could not be fully quantified.

The Committee decided:

- (1) that the current position in terms of the Council paying the Living Wage be noted;
- (2) that the implications for the Council of paying a minimum rate of pay of £10.00 per hour be noted; and
- (3) that the options for a £10.00 minimum wage be reviewed following receipt of guidance from the National Living Wage Consolidation Group.

[Reference: Minutes of South Lanarkshire Council of 4 December 2019 (Paragraph 4)]

11 Local Governance Review Report

A report dated 7 February 2020 by the Executive Director (Finance and Corporate Resources) was submitted on the Local Governance Review.

The first phase of the Review had included 2 specific strands, the first strand comprised of a programme of community engagement which invited people to join a conversation about community decision-making, called Democracy Matters. Strand 2 included a consultation with public sector bodies which the Council had responded to in December 2018.

The outcome of the first phase was that there was a clear desire for transformative change, based on a belief that democracy mattered and in the sovereignty of communities.

The next phase of the Review would involve the development and testing of proposals and public sector leaders had been invited to submit proposals to be considered as formal pilots or test of change sites. An update had been received from COSLA on 12 February 2020 advising that any proposals must cover prescribed headings and those were detailed in an appendix attached to the report. The notification also confirmed that submissions must be made by 27 March 2020.

Any proposals must take account of fiscal, functional and community empowerment and be developed in conjunction with public sector partners and local communities. Following submission, the Local Governance Review Joint Programme Board would consider proposals in April 2020 before making recommendations to the Joint Political Oversight Group for decision.

Council officers were currently working to identify whether there were any potential areas of work which could be taken forward under the prescribed headings of the Review.

The Committee decided: that the report be noted.

[Reference: Minutes of 19 December 2018 (Paragraph 13)]

12 Sustainable Development Update – Quarter 2 2019/2020

A report dated 3 February 2020 by the Executive Director (Community and Enterprise Resources) was submitted on the status of the Sustainable Development and Climate Change Strategy (SDCCS) actions and measures at 30 September 2019, Quarter 2 of 2019/2020.

The Council's SDCCS covered a 5 year period from 2017 to 2022. Delivery of actions within the Strategy provided the main focus for sustainable development activity over the period and enabled the Council to fulfil its duties under the Local Government (Scotland) Act 2003, the Climate Change (Scotland) Act 2009 and other associated environmental legislation.

The SDCCS action plan for 2019/2020 contained 39 actions which were sub-divided into 68 defined measures that provided the current status for each action. Those measures were rated using a traffic light system of green, amber or red. Of the 68 measures within the SDCCS:-

- ◆ 55 had been achieved or were on course to be achieved (green)
- ◆ 0 had seen some minor slippage against targets (amber)
- ◆ 0 had seen major slippage against timescale or major shortfall against target (red)
- ◆ 13 would be reported later when data was available

A number of highlights from the period April to September 2019 were detailed in the report.

The Committee decided: that the report be noted.

[Reference: Minutes of 6 November 2019 (Paragraph 12)]

13 Urgent Business

There were no items of urgent business.

Chair's Closing Remarks – Retirement of the Clerk

The Chair advised that this would be the last meeting of the Committee that Gordon Bow, Administration Manager, would be attending prior to his forthcoming retirement. On behalf of the members of the Committee, the Chair thanked Mr Bow for his dedicated service to the Council, his contribution as Clerk of the Committee and other areas of Council work. Councillors Burns, Fagan, Allison and Brown, in turn, thanked Mr Bow for his support and wished him a long and happy retirement. Mr Bow responded in suitable terms.



Report

3

Report to:	Executive Committee
Date of Meeting:	25 March 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Capital Budget 2019/2020 and Monitoring for Period 11 - 1 April 2019 to 31 January 2020
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Executive Committee of progress on the General Fund Capital Programme and the Housing Capital Programme for the period 1 April 2019 to 31 January 2020 (Period 11).

2. Recommendation(s)

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

- (1) that the Period 11 position (ended 31 January 2020) of the General Fund Capital Programme itemised at Appendices 1 - 3 and the Housing Capital Programme at Appendix 4, be noted; and
- (2) that the projected outturn of £66.5 million be noted; and
- (3) that the revised programmes continue to be monitored by the Financial Resources Scrutiny Forum.

3. Background

3.1. The attached statements to this report provide a summarised monitoring position as at 31 January 2020. Spending has been split into two separate sections:

- ◆ General Fund Capital Programme including Education, Social Work, Roads and Transportation and General Services (Section 5.1)
- ◆ Housing Capital Programme (Section 5.2)

4. Employee Implications

None

5. Financial Implications

5.1. General Fund

5.1.1. 2019/20 Budget

The budget agreed at Executive Committee on 26 February 2020 was £76.804 million, as shown in Appendix 1. There are no new adjustments proposed in this report.

5.1.2. 2019/20 Outturn

The predicted spend position for this financial year, advised by Housing and Technical Resources Property Services, is an outturn of £66.5m. This is an underspend of £10.3m and relates mainly to projects within Education Resources (£4.8m) Social Work Resources (£2.0m), Housing and Technical Resources (£1.4m) and Community and Enterprise Resources (£1.9m).

5.1.3. As reported to this Committee previously, the majority of the variance are due to the timing of spend, resulting in budget required in 2020/2021 rather than 2019/2020.

5.1.4. A list of the main projects which will now complete in 2020/2021 is included in Appendix 3, along with their anticipated completion dates.

5.1.5. The outturn has moved by £1.4 million from the underspend of £8.9 million reported at period 10. The decrease in outturn mainly reflects revised project timescales on a number of new projects identified this period, and movement in the projects already identified in Appendix 3.

5.1.6 The new projects include: Electric Vehicle Charging (£0.4m), Computer Room Upgrades (£0.1m) and the works at Civic Centre, East Kilbride (£0.1m). Existing Appendix 3 project movements include Early Years (£0.2m) and Care Facilities (£0.2m). The balance of movement (£0.4m) is made up of smaller movements over a number of projects including Highstonehall Road (reduced overspend of £0.2m) and SPT funded spend on bus shelters (£0.1m) where we have been advised that SPT will now carry out the work.

5.1.7. 2019/2020 Funding

Town Centre Regeneration Fund: As advised to this Committee previously (4 December 2019), work is ongoing to ensure projects funded from the Town Centre Regeneration Fund are committed by 31 March 2020 and fully complete and spent by 30 September 2020. The Scottish Government have now advised that the committed deadlines have been extended for all projects by one year to 31 March 2021 and 30 September 2021 respectively.

5.1.8. Period 11 Position

The programme spend and funding for the General Fund is summarised in Appendix 2. As noted in 5.1.1., the total capital spending programme for the year is £76.804 million.

5.1.9. Budget for the period is £46.756m and spend to the 31 January 2020 is £44.449m. This represents expenditure of £2.307m behind profile and mainly reflects the timing of spend across a number of projects within Housing and Technical Resources (£0.640m), Finance and Corporate Resources (£0.481m) and the Blantyre Care Facility within Social Work Resources (£1.142m).

5.1.10. For Housing and Technical Resources and Social Work Resources this is reflected in the outturn position identified at 5.1.2. above. For Finance and Corporate Resources, it is anticipated that full spend will be achieved by the end of the financial year, with the exception of the Computer Room Upgrades project. This is also reflected in the outturn position identified at 5.1.2. above.

5.1.11 Period 11 Funding

Actual funding received to 31 January 2020 is £61.522 million.

5.2. Housing Programme

5.2.1. 2019/20 Budget

Appendix 4 summarises the position on the Housing programme as at 31 January 2020. The capital programme for the year is £61.835 million. Programmed funding for the year also totals £61.835 million.

5.2.2. 2019/20 Outturn

In terms of the Housing Capital Programme, current estimates from Housing and Technical Resources suggest an outturn of £58.471 million. This is an underspend of £3.4 million and relates to the timing of spend, resulting in budget required in 2020/2021 rather than in 2019/2020.

5.2.3. Period 11 Position

Budget for the period is £37.726 million and spend to 31 January 2020 amounts to £35.367 million. This represents expenditure of £2.359 million behind profile. This is in line with the outturn reported at section 5.2.2.

5.2.4. As at 31 January 2020, £35.367 million of funding had been received.

5.2.5. Regular monitoring of both the General Fund and Housing Capital Programmes will be carried out in detail by the Financial Resources Scrutiny Forum and reported on a regular basis to the Executive Committee.

6. Climate Change, Sustainability and Environmental Implications

6.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

7. Other Implications

7.1. The main risk associated with the Council's Capital Programme is an overspend. The risk has been assessed as low given the detailed project management plans prepared and monitored for each project. The risk of overspend is managed through four weekly Investment management meetings.

8. Equality Impact Assessment and Consultation Arrangements

8.1. This report does not introduce a new policy, function or strategy or recommend a change to existing policy, function or strategy and therefore no impact assessment is required.

8.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

4 March 2020

Link(s) to Council Values/Ambitions/Objectives

- Accountable, Effective, Efficient and Transparent

Previous References

- Executive Committee, 26 February 2020

List of Background Papers

Capital Ledger prints to 31 January 2020

Contact for Further Information

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

Lorraine O'Hagan, Finance Manager (Strategy)

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E-mail: lorraine.o'hagan@southlanarkshire.gov.uk

£m

Total Revised Budget – Period 10 **76.804**

Proposed Adjustments – Period 11 -

Total Revised Budget **76.804**

	<u>2019/20</u> <u>Budget</u> <u>(from</u> <u>Period</u> <u>10)</u>	<u>Period 11</u> <u>Proposed</u> <u>Adjustments</u>	<u>Revised</u> <u>2019/20</u> <u>Budget</u>
<u>Resource</u>	<u>£m</u>	<u>£m</u>	<u>£m</u>
Community & Enterprise	40.538	0.000	40.538
Education	25.234	0.000	25.234
Finance & Corporate	0.993	0.000	0.993
Housing & Technical	7.310	0.000	7.310
Social Work	2.729	0.000	2.729
Total	76.804	0.000	76.804

SOUTH LANARKSHIRE COUNCIL
CAPITAL EXPENDITURE 2019/20
GENERAL FUND PROGRAMME
FOR PERIOD 1 APRIL 2019 TO 31 JANUARY 2020

APPENDIX 2

	<u>2019/20</u> <u>Original</u> <u>Estimate</u> <u>inc C/F</u> £m	<u>2019/20</u> <u>Revised</u> <u>Budget</u> £m	<u>2019/20</u> <u>Budget to</u> <u>31/01/20</u> £m	<u>2019/20</u> <u>Actual to</u> <u>31/01/20</u> £m
Expenditure				
General Fund Programme	78.429	76.804	46.756	44.449
Income				
	<u>2019/20</u> <u>Original</u> <u>Budget</u> £m	<u>2019/20</u> <u>Revised</u> <u>Budget</u> £m		<u>2019/20</u> <u>Actual</u> <u>To</u> <u>31/01/20</u> £m
Prudential Borrowing	23.863	21.102		21.102
Developers Contributions	3.124	2.278		0.980
Lottery	0.000	0.465		0.000
Partners (Including SPT, High Blantyre Construction Ltd, Transport Scotland and Renewable Energy Fund)	1.331	3.982		0.918
Scottish Government:				
- Capital Grant	33.029	33.029		27.524
- Cycling, Walking and Safer Streets	0.520	0.520		0.000
- Vacant and Derelict Land	2.023	1.570		1.570
- Early Years 1,140 Hours	5.344	5.344		5.344
- Regeneration Capital Grant	1.100	0.390		0.390
-Town Centre Regeneration Fund	2.506	0.480		0.480
Glasgow City Region City Deal	1.940	4.430		0.000
Specific Reserves	2.149	2.914		2.914
Capital Receipts	1.500	0.300		0.300
TOTAL FUNDING	78.429	76.804		61.522

Projects with Underspends in 2019/20		
Project Name	Project Type	Completion Date
Extension of Cemeteries and Landworks	Land Purchase	Will be progressed in 2020/21
Electric Vehicle Charging (new P11)	Infrastructure	June 2020
Horsley Brae	Roads	Will be progressed in 2020/21
Lanark Park and Ride	Land Purchase	Will be progressed in 2020/21
St Charles' Primary School Extension	Extension	August 2020
Mobile Teaching Units	Modular Units	July 2020
Education Information Communication Technology	ICT	October 2020
Auchingrammont Road	Demolition / New Build	June 2020 / Jan 2021
Early Years 1,140 Hours programme	Various	Mainly August 2020
Computer Room Upgrade (new P11)	Infrastructure/ Refurbishment	April 2020
Civic Centre, East Kilbride (new P11)	Refurbishment	Will be progressed in 2020/21
Essential Services Accommodation	Refurbishment	Throughout 2020/21
Prioritised Urgent Investment	Refurbishment	Throughout 2020/21
Central Energy Efficiency Fund	Equipment	Throughout 2020/21
Springhall Regeneration Project (H&T)	Refurbishment	Main project to upgrade Springhall Hall will complete in 2019/2020. Works to existing library will take place in 2020/2021.
Blantyre Care Facility	New Build	Estimate March 2021 – being reviewed following planning approval

SOUTH LANARKSHIRE COUNCIL
CAPITAL EXPENDITURE 2019/2020
HOUSING PROGRAMME
FOR PERIOD 1 APRIL 2019 TO 31 JANUARY 2020

APPENDIX 4

	<u>2019/20</u> <u>Annual</u> <u>Budget</u> <u>£m</u>	<u>2019/20</u> <u>Budget to</u> <u>31/01/20</u> <u>£m</u>	<u>2019/20</u> <u>Actual to</u> <u>31/01/20</u> <u>£m</u>
EXPENDITURE			
2019/20 Budget incl carry forward from 2018/19	61.835	37.726	35.367
	<u>2019/20</u> <u>Annual</u> <u>Budget</u> <u>£m</u>		<u>2019/20</u> <u>Actual to</u> <u>31/01/20</u> <u>£m</u>
INCOME			
Capital Receipts – Land Sales	0.000		0.027
Capital Funded from Current Revenue	20.589		20.589
Prudential Borrowing	28.715		7.833
Scottish Government Specific Grant			
- New Build	10.611		5.096
- Open Market Purchase Scheme	1.800		1.495
- Mortgage to Rent	0.120		0.327
TOTAL FUNDING	61.835		35.367

Report

4

Report to:	Executive Committee
Date of Meeting:	25 March 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Revenue Budget Monitoring for Period 11 - 1 April to 31 January 2020 and Probable Outturn
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ advise on the overall financial position of the Council's General Fund Revenue Account and Housing Revenue Account for the period 1 April 2019 to 31 January 2020, and a projection for the year to 31 March 2020.

2. Recommendation(s)

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

- (1) that following the probable outturn exercise, the forecast to 31 March 2020 after transfers to reserves, is an underspend of £2.658 million (appendix 1), be noted;
- (2) that the additional income anticipated from Council Tax of £0.100 million (section 4.2), be noted;
- (3) that the additional allocation of £0.090 million of funding to SLLC to cover their in-year loss of income (section 4.3), be approved;
- (4) that the underspend of £2.709 million on the General Fund Revenue Account after transfers to reserves at 31 January 2020 as detailed in Appendix 1 of the report, be noted;
- (5) that the breakeven position on the Housing Revenue Account at 31 January 2020, as detailed in Appendix 3 of the report, and the forecast to 31 March 2020 of breakeven, be noted;
- (6) that the Chief Executive may be required to enact his delegated authority to incur emergency spend in respect of COVID-19, and that detail of the spend be reported to Committee (section 7.2), be noted;
- (7) that the Executive Committee endorse that delegated powers are granted to the Chief Executive to make decisions on issues that would normally be subject to committee approval in the absence of a committee taking place (as detailed in section 7.3) and that this is referred to Council for approval; and
- (8) that a report on the issues dealt with during such a period be submitted to committee for noting at the earliest opportunity.

3. Background

3.1. General Services Position

This overview report will summarise the 2019/2020 Probable Outturn position for the Council's General Fund Revenue Account to 31 March 2020 (Section 4). It will also provide the position on the General Fund Account and the Housing Revenue Account for the current period 1 April 2019 to 31 January 2020 (Section 5).

4. 2019/2020 General Services Probable Outturn

4.1. As reported previously, the probable outturn position for the Council shows a forecast underspend of £2.658m after transfers to reserves.

4.2. Following this, further information has been received in relation to Council Tax projections. The level of income forecast for the current year has increased by £0.100 million. This position will be clarified at the year end.

4.3. South Lanarkshire Leisure and Culture (SLLC) have notified the Council of a budget pressure resulting from a loss of income following the closure of the Dollan Aqua Centre and Hamilton Water Palace for essential works. This is estimated at £0.090 million and it is proposed that the Council provides an additional allocation of £0.090 million to allow them to meet this pressure.

4.4. The net impact of the increase in Council Tax anticipated (£0.100 million, section 4.2) and the additional allocation to SLLC (£0.090 million, section 4.3) is an overall increase in Council's forecast underspend of £0.010 million. This takes the overall projected underspend to £2.668 million.

5. 2019/2020 General Services Monitoring Position

5.1. Financial Position as at 31 January 2020 (Period 11)

As at 31 January 2020, the position on the General Fund after approved transfers to reserves is an underspend of £2.709 million (Appendix 1). Appendix 2 shows the position before transfers to reserves. This is in line with the probable outturn position being reported. The position of each Resource is detailed below.

5.2. **Community and Enterprise Resources:** As at period 11, the Resource is showing an overspend of £0.150 million after approved transfers to reserves (£0.040 million overspend before transfers to reserves). The actual net overspend position at period 11 reflects the legal costs from the food safety case and the timing of efficiencies within Fleet, Environmental and Project Services, as previously reported. These are partially offset by an underspend in employee costs and an over recovery of income within Planning and Economic Development.

5.3. **Education Resources:** As at period 11, the Resource is showing an overspend of £0.098 million after approved transfers to reserves (£2.925 million underspend before transfers to reserves). The actual net underspend position at period 11 before transfers reflects the previously reported timing of Pupil Equity Fund expenditure, the timing of expenditure on the delivery of Early Years 1140 hours expansion and school counselling projects as well as an over recovery of income from Early Years fees. This is partially offset by an overspend on school transport costs.

5.4. **Finance and Corporate Resources:** The position as at period 11 is a breakeven position. There are no proposed transfers to reserves. The breakeven position reflects underspends in employee costs in Finance (Transactions) and underspends on employability and sanitary products within Personnel Services. These are offset by overspends due to lower than anticipated turnover in Finance (Strategy) and IT

Services, and a reduction in external income within Communications and Strategy.

- 5.5. **Housing and Technical Resources:** As at period 11, the Resource is showing a breakeven position after approved transfers to reserves (£0.222 million underspend before transfers to reserves). This underspend position before transfers reflects an underspend in Housing Services within the homeless services and is also due to the timing of the rollout of the Rapid Rehousing Transition Programme. This is partially offset by an overspend in Property Services due to CCTV upgrades and staff costs.
- 5.6. **Social Work Resources:** The position at period 11 is a net overspend of £1.730 million. There are no proposed transfers to reserves. This reflects the overspend in Children and Families due to demand, as previously reported, and an overspend in Adults and Older People due to demand for community based services. This overspend is partially offset by an underspend in Justice Services.
- 5.7. The Chief Financial Officer of the Health and Social Care Partnership has been asked to consider the option of a non-recurring contribution from the Health and Social Care Partnership to cover the additional costs within Adults and Older People Services. At the Board Meeting on the 18 February, the IJB approved the request to delegate authority to the Chief Officer to draw down up to £0.350m from the IJB contingency reserves should it be required by SLC for this.
- 5.8. **Loan Charges:** The position at period 11 is showing an underspend of £1.903 million after approved transfers to reserves (£8.512 million underspend before transfers to reserves). The underspend position before transfers reflects the previously reported re-phasing of the principal repayment on debt and the impact on 2019/2020 of the interest rates on the borrowing taken in 2018/2019. In addition, the Council will not require to borrow this year and instead, cash balances have been used to fund capital spend incurred. The balance of the underspend relates to an estimate of interest from deposits and interest on the balances held in the Council's reserves during the year.
- 5.9. This position does not take into account the outcome of the work that has taken place in the Loans Fund Review. Members were previously advised that a report showing the potential impact of the debt re-profiling for the Council will be developed and reported to a future meeting of the Executive Committee during 2020. It is anticipated that there is a potential financial benefit to the Council which could assist with future Budget Strategies as well as addressing the temporary solutions currently included in the 2020/2021 approved Budget Strategy.
- 5.10. **Corporate Items:** The position being reported at period 11 is an overspend of £0.630 million after approved transfers to reserves (£0.367 million overspend before transfers to reserves). This reflects the previously reported additional costs of Auto Enrolment partially offset by the over recovery of income in relation to spend to save project repayments which will be transferred back to the Central Energy Efficiency Fund Reserve at the year end.
- 5.11. The period 11 position does not yet include the impact of the year end entries including the bad debt provision and Council Tax Second Home commitment which will not be known until the end of the financial year.
- 5.12. **Corporate Items - 2020/2021 Strategy:** The period 11 position is a breakeven position after approved transfers to reserves (£0.490 million underspend before transfers to reserves). The underspend reflects the previously reported budgets not required in the current year which is being transferred to reserves for use in the

- 5.13. **Council Tax and Council Tax Reduction Scheme:** The period 11 position is showing an over recovery of £3.414 million. This over recovery reflects the collection of arrears, property numbers and income from empty long term properties. There is also income from second homes which will be offset by an expenditure commitment within Corporate Items. In addition, there is an underspend as a result of the reduction in demand for the Council Tax Reduction Scheme. The final position on these budget lines will be reported at year end.
- 5.14. **Additional General Revenue Grant**
On 6 February 2020, Finance Circular 1/2020 provided an updated grant position in respect of 2019/2020. The grant position includes additional allocations, not previously notified to the Council, totalling £1.781 million in relation to: Teachers Induction Scheme (£1.743 million), Seatbelts in School Transport (£0.011 million), Personal Licence Holders (£0.007 million) and Barclay Implementation £0.020 million. In addition, the Council's grant was also reduced by £0.054 million to reflect the baselining of grant for the rates of Arms Length Organisations. The total net increase in grant is £1.727 million. The budgets contained in Appendix 1 have been updated to include these allocations.
- 5.15. **Other Funding**
There has been no additional funding notified since the last report.
- 6. Housing Revenue Account Position**
- 6.1. As at 31 January 2020, Appendix 3 of the report shows a breakeven position against the phased budget on the Housing Revenue Account.
- 6.2. The forecast to 31 March 2020 on the Housing Revenue Account is a breakeven position.
- 7. COVID-19**
- 7.1. The Council is reacting to the emerging issue of COVID-19, and it is likely that unbudgeted expenditure will require to be made. The Scheme of Delegation provides authority for the Chief Executive to allocate resources in the event of an emergency and report any action taken to committee as appropriate.
- 7.2. Any spend made in this regard will be reported to this Committee alongside future financial monitoring reports.
- 7.3. It is proposed that the delegated authority to deal with urgent matters is extended to cover periods of national emergency being declared by the Government or other emergency situations involving the closure of public buildings and cancellation of meetings and that during these periods the Chief Executive be authorised to deal with any issues that would normally be subject to committee approval. A report on the issues dealt with during such a period would be submitted to committee for noting at the earliest opportunity.
- 8. Employee Implications**
- 8.1. None.
- 9. Financial Implications**
- 9.1. As detailed within this report.

10. Climate Change, Sustainability and Environmental Implications

- 10.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

11. Other Implications

- 11.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.

12. Equality Impact Assessment and Consultation Arrangements

- 12.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 12.2. There is also no requirement to undertake any consultation in terms of the information contained in this report.

Paul Manning

Executive Director (Finance and Corporate Resources)

26 February 2020

Link(s) to Council Values/Ambitions/Objectives

- ◆ Accountable, Effective, Efficient and Transparent

Previous References

- ◆ None

List of Background Papers

- ◆ Financial Ledger and budget monitoring results to 31 January 2020

Contact for Further Information

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

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SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report (AFTER Transfers)

Period Ended 31 January 2020 (No.11)

<u>Committee</u>	Annual Budget	Annual Forecast AFTER Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion to 31/01/20	Actual to Period 11 31/01/20	Variance to 31/01/20	
Departments:	£m	£m	£m	£m	£m	£m	
Community and Enterprise Resources	108.691	108.925	(0.234)	92.416	92.566	(0.150)	over
Facilities Streets and Waste (Inc. Support)	66.377	66.431	(0.054)	52.424	52.520	(0.096)	over
Fleet, Environmental and Projects	1.479	2.117	(0.638)	1.151	1.669	(0.518)	over
Leisure and Culture Services	19.505	19.550	(0.045)	19.431	19.394	0.037	under
Planning and Economic Development	1.955	1.433	0.522	4.850	4.405	0.445	under
Roads	19.375	19.394	(0.019)	14.560	14.578	(0.018)	over
Education Resources	339.898	339.936	(0.038)	268.592	268.690	(0.098)	over
Finance and Corporate Resources	34.363	34.363	0.000	35.670	35.670	0.000	-
Finance Services - Strategy	2.139	2.218	(0.079)	3.076	3.141	(0.065)	over
Finance Services - Transactions	12.638	12.388	0.250	12.863	12.659	0.204	under
Audit and Compliance Services	0.365	0.362	0.003	0.473	0.478	(0.005)	over
Information Technology Services	4.995	5.102	(0.107)	5.559	5.654	(0.095)	over
Communications and Strategy Services	1.034	1.204	(0.170)	1.213	1.382	(0.169)	over
Administration and Licensing Services	3.780	3.821	(0.041)	4.517	4.519	(0.002)	over
Personnel Services	9.412	9.268	0.144	7.969	7.837	0.132	under
Housing and Technical Resources	17.086	17.086	0.000	16.547	16.547	0.000	-
Housing Services	8.515	8.449	0.066	6.339	6.290	0.049	under
Property Services	8.571	8.637	(0.066)	10.208	10.257	(0.049)	over
Social Work Resources	164.668	166.907	(2.239)	122.772	124.502	(1.730)	over
Performance and Support Services	7.682	7.701	(0.019)	6.705	6.628	0.077	under
Children and Families	33.059	34.989	(1.930)	27.028	28.524	(1.496)	over
Adults and Older People	122.632	123.078	(0.446)	88.250	88.693	(0.443)	over
Justice and Substance Misuse	1.295	1.139	0.156	0.789	0.657	0.132	under
Joint Boards	2.151	2.151	0.000	1.838	1.838	0.000	-
	666.857	669.368	(2.511)	537.835	539.813	(1.978)	over

<u>Committee</u>	Annual Budget	Annual Forecast AFTER Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion to 31/01/20	Actual to Period 11 31/01/20	Variance to 31/01/20	
	£m	£m	£m	£m	£m	£m	
Service Departments Total	666.857	669.368	(2.511)	537.835	539.813	(1.978)	over
CFCR	0.000	0.000	0.000	0.000	0.000	0.000	-
Loan Charges	53.916	52.013	1.903	53.916	52.013	1.903	under
Corporate Items	2.144	3.313	(1.169)	(0.264)	0.366	(0.630)	over
Corporate Items - 2020/2021 Strategy	0.540	0.540	0.000	0.540	0.540	0.000	-
Transfer to Reserves	0.000	0.000	0.000	0.000	0.000	0.000	-
Total Expenditure	723.457	725.234	(1.777)	592.027	592.732	(0.705)	over
Council Tax	152.487	156.094	3.607	119.811	122.567	2.756	over rec
Less: Council Tax Reduction Scheme	(20.480)	(19.642)	0.838	(16.091)	(15.433)	0.658	under
Net Council Tax	132.007	136.452	4.445	103.720	107.134	3.414	over rec
General Revenue Grant	223.066	223.066	0.000	174.212	174.212	0.000	-
Non Domestic Rates	341.166	341.166	0.000	288.679	288.679	0.000	-
Transfer from Reserves	27.218	27.218	0.000	27.218	27.218	0.000	-
Total Income	723.457	727.902	4.445	593.829	597.243	3.414	over rec
Net Expenditure / (Income)	0.000	(2.668)	2.668	(1.802)	(4.511)	2.709	under

SOUTH LANARKSHIRE COUNCIL

Revenue Budget Monitoring Report (AFTER Transfers)

Period Ended 31 January 2020 (No.11)

<u>Budget Category</u>	Annual Budget	Annual Forecast AFTER Transfers	Annual Forecast Variance AFTER Transfers	Budget Proportion to 31/01/20	Actual to Period 11 31/01/20	Variance to 31/01/20	
Service Departments:	£m	£m	£m	£m	£m	£m	
Expenditure							
Employee Cost	512.472	512.697	(0.225)	414.108	414.152	(0.044)	over
Property Costs	54.994	54.035	0.959	47.346	46.439	0.907	under
Supplies and Services	52.293	52.966	(0.673)	38.671	39.184	(0.513)	over
Transport Costs	41.643	41.621	0.022	32.884	32.792	0.092	under
Administration Costs	16.539	16.690	(0.151)	12.456	12.702	(0.246)	over
Payments to Other Bodies	63.566	64.748	(1.182)	49.420	50.163	(0.743)	over
Payments to Contractors	196.177	196.798	(0.621)	146.684	146.554	0.130	under
Transfer Payments	5.341	5.694	(0.353)	4.920	5.051	(0.131)	over
Housing Benefits	70.154	69.462	0.692	57.414	56.883	0.531	under
Financing Charges (controllable)	2.062	2.102	(0.040)	1.960	2.107	(0.147)	over
Total	1,015.241	1,016.813	(1.572)	805.863	806.027	(0.164)	over
Service Departments Total	1,015.241	1,016.813	(1.572)	805.863	806.027	(0.164)	over
CFCR	0.000	0.000	0.000	0.000	0.000	0.000	-
Loan Charges	53.916	52.013	1.903	53.916	52.013	1.903	under
Corporate Items	2.144	3.313	(1.169)	(0.264)	0.366	(0.630)	over
Corporate Items - 2020/2021 Strategy	0.540	0.540	0.000	0.540	0.540	0.000	-
Transfer to Reserves	0.000	0.000	0.000	0.000	0.000	0.000	-
Total Expenditure	1,071.841	1,072.679	(0.838)	860.055	858.946	1.109	under
Income							
Housing Benefit Subsidy	65.158	65.158	0.000	53.568	53.568	0.000	-
Other Income	283.226	282.287	(0.939)	214.460	212.646	(1.814)	under rec
Council Tax (Net of Council Tax Reduction Scheme)	132.007	136.452	4.445	103.720	107.134	3.414	over rec
General Revenue Grant	223.066	223.066	0.000	174.212	174.212	0.000	-
Non Domestic Rates	341.166	341.166	0.000	288.679	288.679	0.000	-
Transfer from Reserves	27.218	27.218	0.000	27.218	27.218	0.000	-
Total Income	1,071.841	1,075.347	3.506	861.857	863.457	1.600	over rec
Net Expenditure / (Income)	0.000	(2.668)	2.668	(1.802)	(4.511)	2.709	under

SOUTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report (BEFORE Transfers)
Period Ended 31 January 2020 (No.11)

<u>Committee</u>	Annual Budget	Annual Forecast BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Budget Proportion to 31/01/20	Actual to Period 11 31/01/20	Variance to 31/01/20	
	£m	£m	£m	£m	£m	£m	
Departments:							
Community and Enterprise Resources	108.691	108.815	(0.124)	92.416	92.456	(0.040)	over
Facilities Streets and Waste (Inc. Support)	66.377	66.321	0.056	52.424	52.410	0.014	under
Fleet, Environmental and Projects	1.479	2.117	(0.638)	1.151	1.669	(0.518)	over
Leisure and Culture Services	19.505	19.550	(0.045)	19.431	19.394	0.037	under
Planning and Economic Development	1.955	1.433	0.522	4.850	4.405	0.445	under
Roads	19.375	19.394	(0.019)	14.560	14.578	(0.018)	over
Education Resources	339.898	336.913	2.985	268.592	265.667	2.925	under
Finance and Corporate Resources	34.363	34.363	0.000	35.670	35.670	0.000	-
Finance Services - Strategy	2.139	2.218	(0.079)	3.076	3.141	(0.065)	over
Finance Services - Transactions	12.638	12.388	0.250	12.863	12.659	0.204	under
Audit and Compliance Services	0.365	0.362	0.003	0.473	0.478	(0.005)	over
Information Technology Services	4.995	5.102	(0.107)	5.559	5.654	(0.095)	over
Communications and Strategy Services	1.034	1.204	(0.170)	1.213	1.382	(0.169)	over
Administration and Licensing Services	3.780	3.821	(0.041)	4.517	4.519	(0.002)	over
Personnel Services	9.412	9.268	0.144	7.969	7.837	0.132	under
Housing and Technical Resources	17.086	16.833	0.253	16.547	16.325	0.222	under
Housing Services	8.515	8.196	0.319	6.339	6.068	0.271	under
Property Services	8.571	8.637	(0.066)	10.208	10.257	(0.049)	over
Social Work Resources	164.668	166.907	(2.239)	122.772	124.502	(1.730)	over
Performance and Support Services	7.682	7.701	(0.019)	6.705	6.628	0.077	under
Children and Families	33.059	34.989	(1.930)	27.028	28.524	(1.496)	over
Adults and Older People	122.632	123.078	(0.446)	88.250	88.693	(0.443)	over
Justice and Substance Misuse	1.295	1.139	0.156	0.789	0.657	0.132	under
Joint Boards	2.151	2.151	0.000	1.838	1.838	0.000	-
	666.857	665.982	0.875	537.835	536.458	1.377	under

<u>Committee</u>	Annual Budget	Annual Forecast BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Budget Proportion to 31/01/20	Actual to Period 11 31/01/20	Variance to 31/01/20	
	£m	£m	£m	£m	£m	£m	
Service Departments Total	666.857	665.982	0.875	537.835	536.458	1.377	under
CFCR	0.000	0.000	0.000	0.000	0.000	0.000	-
Loan Charges	53.916	45.404	8.512	53.916	45.404	8.512	under
Corporate Items	2.144	3.050	(0.906)	(0.264)	0.103	(0.367)	over
Corporate Items - 2020/2021 Strategy	0.540	0.050	0.490	0.540	0.050	0.490	under
Transfer to Reserves	0.000	0.000	0.000				-
Total Expenditure	723.457	714.486	8.971	592.027	582.015	10.012	under
Council Tax	152.487	156.094	3.607	119.811	122.567	2.756	over rec
Less: Council Tax Reduction Scheme	(20.480)	(19.642)	0.838	(16.091)	(15.433)	0.658	under
Net Council Tax	132.007	136.452	4.445	103.720	107.134	3.414	over rec
General Revenue Grant	223.066	223.066	0.000	174.212	174.212	0.000	-
Non Domestic Rates	341.166	341.166	0.000	288.679	288.679	0.000	-
Transfer from Reserves	27.218	27.218	0.000	27.218	27.218	0.000	-
Total Income	723.457	727.902	4.445	593.829	597.243	3.414	over rec
Net Expenditure / (Income)	0.000	(13.416)	13.416	(1.802)	(15.228)	13.426	under

SOUTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report (BEFORE Transfers)
Period Ended 31 January 2020 (No.11)

<u>Budget Category</u>	Annual Budget	Annual Forecast BEFORE Transfers	Annual Forecast Variance BEFORE Transfers	Budget Proportion to 31/01/20	Actual to Period 11 31/01/20	Variance to 31/01/20	
Service Departments:	£m	£m	£m	£m	£m	£m	
Expenditure							
Employee Cost	512.472	512.551	(0.079)	414.108	414.005	0.103	under
Property Costs	54.994	53.919	1.075	47.346	46.336	1.010	under
Supplies and Services	52.293	51.465	0.828	38.671	37.683	0.988	under
Transport Costs	41.643	41.621	0.022	32.884	32.792	0.092	under
Administration Costs	16.539	16.690	(0.151)	12.456	12.702	(0.246)	over
Payments to Other Bodies	63.566	63.302	0.264	49.420	48.717	0.703	under
Payments to Contractors	196.177	196.727	(0.550)	146.684	146.486	0.198	under
Transfer Payments	5.341	5.694	(0.353)	4.920	5.051	(0.131)	over
Housing Benefits	70.154	69.462	0.692	57.414	56.883	0.531	under
Financing Charges (controllable)	2.062	2.102	(0.040)	1.960	2.107	(0.147)	over
Total	1,015.241	1,013.533	1.708	805.863	802.762	3.101	under
Service Departments Total	1,015.241	1,013.533	1.708	805.863	802.762	3.101	under
CFCR	0.000	0.000	0.000	0.000	0.000	0.000	-
Loan Charges	53.916	45.404	8.512	53.916	45.404	8.512	under
Corporate Items	2.144	3.050	(0.906)	(0.264)	0.103	(0.367)	over
Corporate Items - 2020/2021 Strategy	0.540	0.050	0.490	0.540	0.050	0.490	under
Transfer to Reserves	0.000	0.000	0.000	0.000	0.000	0.000	-
Total Expenditure	1,071.841	1,062.037	9.804	860.055	848.319	11.736	under
Income							
Housing Benefit Subsidy	65.158	65.158	0.000	53.568	53.568	0.000	-
Other Income	283.226	282.393	(0.833)	214.460	212.736	(1.724)	under rec
Council Tax (Net of Council Tax Reduction Scheme)	132.007	136.452	4.445	103.720	107.134	3.414	over rec
General Revenue Grant	223.066	223.066	0.000	174.212	174.212	0.000	-
Non Domestic Rates	341.166	341.166	0.000	288.679	288.679	0.000	-
Transfer from Reserves	27.218	27.218	0.000	27.218	27.218	0.000	-
Total Income	1,071.841	1,075.453	3.612	861.857	863.547	1.690	over rec
Net Expenditure / (Income)	0.000	(13.416)	13.416	(1.802)	(15.228)	13.426	under

SOUTH LANARKSHIRE COUNCIL
Revenue Budget Monitoring Report
Period Ended 31 January 2020 (No.11)
Housing Revenue Account

	Annual Budget	Forecast for Year	Annual Forecast Variance	Budget Proportion to 31/01/20	Actual to Period 11 31/01/20	Variance to 31/01/20		%	Note
	£m	£m	£m	£m	£m	£m			
Employee Costs	13.526	12.785	0.741	11.054	10.535	0.519	under	4.7%	1
Property Costs	44.604	44.435	0.169	30.996	30.896	0.100	under	0.3%	2
Supplies & Services	1.475	1.475	0.000	0.737	0.737	0.000	-	0.0%	
Transport & Plant	0.195	0.195	0.000	0.167	0.171	(0.004)	over	(2.4%)	
Administration Costs	5.702	5.656	0.046	0.449	0.407	0.042	under	9.4%	
Payments to Other Bodies	3.174	3.126	0.048	0.023	0.022	0.001	under	4.3%	
Payments to Contractors	0.100	0.105	(0.005)	0.083	0.088	(0.005)	over	(6.0%)	
Transfer Payments	0.000	0.000	0.000	0.000	0.000	0.000	-	n/a	
Financing Charges	20.589	20.599	(0.010)	20.656	20.675	(0.019)	over	(0.1%)	
Total Controllable Expenditure	89.365	88.376	0.989	64.165	63.531	0.634	under	1.0%	
Total Controllable Income	(101.921)	(101.727)	(0.194)	(74.755)	(74.633)	(0.122)	under rec	(0.2%)	3
Transfer to/(from) Balance Sheet	(2.608)	(1.813)	(0.795)	(2.207)	(1.695)	(0.512)	under rec	(23.2%)	4
Net Controllable Expenditure	(15.164)	(15.164)	0.000	(12.797)	(12.797)	0.000		0.0%	
Add: Non Controllable Budgets									
Financing Charges	15.164	15.164	0.000	0.000	0.000	0.000		0.0%	
Total Budget	0.000	0.000	0.000	(12.797)	(12.797)	0.000		0.0%	

Variance Explanations

1. Employee Costs

The variance in Employee Costs relates to an underspend in pension contributions and vacancies, which are being actively recruited or being held whilst service requirements are determined.

2. Property Costs

The underspend relates to the bad debt provision due to the demands following the rollout of Universal Credit and better than anticipated collection rates for rental income. This is partially offset by higher than anticipated spend on repairs and grounds maintenance works, which are demand led.

3. Income

The under recovery in rental income is due to the timing of completion of new build properties.

4. Transfer to/(from) Balance Sheet

The net impact of the underspends within the service has resulted in a reduced requirement to drawdown from reserves in the current year.

Report

5

Report to:	Executive Committee
Date of Meeting:	25 March 2020
Report by:	Executive Director (Housing and Technical Resources)

Subject:	Police Scotland Local Police Plan 2020-2023
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ seek approval for the Lanarkshire Local Police Plan 2020-2023

2. Recommendation(s)

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

- (1) that the content of the report, be noted
- (2) that the Lanarkshire Local Police Plan 2020-2023, as detailed in Appendix 1, be approved.

3. Background

- 3.1. As a statutory requirement of the Police and Fire Reform (Scotland) Act 2012, the local Police Commander is required to prepare a Local Policing Plan, which sets out the strategic priorities and objectives for policing in a local authority area. Once prepared, this plan is presented to the local authority for approval.
- 3.2. The previous South Lanarkshire Local Policing Plan covered the period 2017 to 2020 and was approved by Executive Committee on 31 January 2018.
- 3.3. As Police Scotland's Lanarkshire Division covers both North Lanarkshire and South Lanarkshire local authority areas, it is intended that one Local Policing Plan will now be developed for Lanarkshire. To reflect the different characteristics of each local authority area however, distinct profiles and content for both areas are included.

4. Development and consultation

- 4.1. In developing the proposed Local Police Plan, Police Scotland consulted with the public and a range of stakeholders to help determine what the priorities and objectives should be. 472 individuals and 17 organisations responded to the consultation.
- 4.2. The consultation identified that the following areas should be treated as a priority by Police Scotland through the plan:
 - homes being broken into
 - road safety
 - selling or using drugs
 - violent crime
 - rowdy, drunken behaviour in public places

- 4.3. The consultation results were combined with a range of other plans, policies and data sources, including the South Lanarkshire Community Plan and Police Scotland's Strategic Assessment 2020-23, to form the priorities and strategic outcomes in the proposed new plan.

5. Lanarkshire Local Police Plan 2020-2023

- 5.1. The proposed plan is structured around four key areas: partnership and prevention; continuous improvement; safer and healthier communities; sustainability and wellbeing. These are supported by sets of priorities and strategic outcomes.
- 5.2. As highlighted at section 4.1, the proposed plan covers both local authority areas in Lanarkshire however does set out distinct content for each. For South Lanarkshire, the following policing priorities are proposed:
1. Reducing violence and disorder
 2. Public protection and protecting people at risk of harm
 3. Tackling housebreaking and acquisitive crime
 4. Reducing the harm caused by substance misuse
- 5.3. These priorities are supported by key areas of focus for each of them.
- 5.4. The proposed plan also contains five strategic outcomes that aim to deliver safer communities in South Lanarkshire:
1. Threats to public safety and wellbeing are resolved by a proactive and responsive police service
 2. The needs of Lanarkshire's communities are addressed through effective service delivery
 3. Lanarkshire's communities and partners are engaged, involved and have confidence in policing
 4. Our people are supported through a positive working environment, enabling them to serve the public in Lanarkshire
 5. By working collaboratively policing in Lanarkshire is sustainable, adaptable and prepared for future challenges
- 5.5. These strategic outcomes aim to promote economic growth and tackle disadvantage, ensure communities are safer, protect children and young people, and improve health and wellbeing.
- 5.6. The proposed plan also contains a profile of the South Lanarkshire local authority area, highlighting current crime and justice trends and links to South Lanarkshire Council's own priorities and ambitions.
- 5.7. The Local Police Plan 2020-2023 is being submitted to the Safer South Lanarkshire Board (SSLB) on Tuesday 24 March 2020 for its consideration and endorsement. The SSLB has the responsibility for the scrutiny of local policing plans on behalf of the Council.
- 5.8. The full Lanarkshire Local Police Plan 2020-23 is provided in Appendix 1.

6. Employee Implications

- 6.1. There are no employee implications associated with this report.

7. Financial Implications

- 7.1. There are no financial implications associated with this report.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. This report does not introduce a new policy, function or strategy which impacts on the natural environment, climate change or sustainability.
- 8.2. A Strategic Environmental Assessment (SEA) pre-screening determination was not required as a result of this report.

9. Other Implications

- 9.1. There are no other implications as a result of this report.
- 9.2. The content of this report will contribute to the evidence to support the requirements of the Annual Assurance Statement.

Daniel Lowe

Executive Director (Housing and Technical Resources)

10 March 2020

Link(s) to Council Values/Objectives

- ◆ Make communities safer, stronger and sustainable
- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities

Previous References

- ◆ Police Scotland – Local Policing Plan 2017-2020, Exec Committee 31 January 2018 (Paragraph 10)

List of Background Papers

- ◆ None

Contact for Further Information

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

Linda Pearson, Strategy & Policy Advisor

Ext: 4092 (Tel: 01698 454092)

E-mail: linda.pearson@southlanarkshire.gov.uk

Local Police Plan 2020 - 2023

DRAFT



Planning Framework



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Local Police Commander's Foreword



As Divisional Commander for Lanarkshire Division, I am pleased to present the Local Police Plan which sets out the local police priorities and our key areas of focus in Lanarkshire Police Division, from April 2020 to March 2023. As part of a national police service Lanarkshire Division has the privilege of serving communities in both North and South Lanarkshire.

We understand and respect the fact these communities vary in many ways and that each has its own sense of community, its own vision for the future and its own requirements of public services. Equally we recognise that many of our services are delivered collaboratively across Lanarkshire and in partnership with others. With this in mind this pan-Lanarkshire plan is designed to reflect this sense of local identity, combined with the collaboration required to deliver effective and efficient services by reflecting both local Authority areas in one plan.

The plan itself is a statutory requirement of the Police and Fire Reform (Scotland) Act 2012 and has been informed by consultation with communities and partners, and analysis of current and emerging threats and risks, to ensure that our priorities are based on the needs of the communities across Lanarkshire. In this plan we will provide some context on our communities and the local authorities we work alongside, the consultation, considerations taken into account in forming the plan and finally the priorities identified and how we seek to address these in the coming years.

Our efforts are underpinned by strong partnership arrangements with our Community Planning Partners in both North and South Lanarkshire. This ensures that our planning processes are aligned to the broader vision of the Community Plan and Neighbourhood Plans.

In Lanarkshire Division we will focus our efforts on those who cause the most harm within our communities, whilst maximising opportunities to reduce offending and prevent crime occurring in the first place. With the support of our partners, we will promote the highest standards in public protection and ensure the safety of the most vulnerable within our communities. We remain committed to continuous improvement in order to provide the highest level of service to our communities. To do this we will use our local policing teams supported by specialist support from national divisions in Police Scotland.

Our local communities are at the heart of everything we do -and indeed, the Local Police Plan, the areas of focus and the intended outcomes, can only be delivered with the continued support of our partners and communities.



**Chief Superintendent
Alan Waddell
Local Police Commander**

Focus on North Lanarkshire



Focus on North Lanarkshire

NORTH LANARKSHIRE is Scotland's fourth largest local authority area. Situated in the heart of Scotland it has first-rate connectivity to the rest of Scotland.

As the fifth most densely populated council area, North Lanarkshire is divided into 21 wards which are represented by 77 elected members.

Police Scotland serve the communities of North Lanarkshire from several hubs with a balance of resources including uniformed response officers and community officers, detective officers and police staff located across the division. In addition, there is the ability to draw on specialist resources from national divisions in order to support local policing in North Lanarkshire.

**LIVE
LEARN
WORK
INVEST
VISIT**

Lanarkshire Division of Police Scotland share the Local Authority's vision to make North Lanarkshire 'The place to Live, Learn, Work, Invest, and Visit.'

LOCAL PRIORITIES

North Lanarkshire has a shared ambition to deliver inclusive growth and prosperity. This work focusses on five complementary priorities, namely:

- Improve economic opportunities and outcomes.
- Support all children and young people to realise their full potential.
- Improve the health and wellbeing of communities.
- Enhance participation, capacity and empowerment across communities.
- Improve North Lanarkshire's resource base.

Police Scotland's Lanarkshire Division remains committed to working collaboratively with all partners across North Lanarkshire to achieve these shared ambitions.

COMMUNITIES

North Lanarkshire is home to a wide range of opportunities for the promotion of leisure activities that can benefit the health and wellbeing of individuals. This includes 6 country parks and gardens, 6 town parks, 9 local nature reserves, over 350 sites of importance for nature conservation and 171 play areas.

77% of residents living in the 20% most deprived areas think their neighbourhood has improved or stayed the same in the past three years (2016 survey).

95% of residents living in accessible small towns rate their neighbourhood as a very good place or good place to live.

There is a strong sense of community and in 2017 27% of adults provided unpaid help to local organisations, an increase from 16% in 2014.

There are higher levels of employment with major inward investments secured for future years.

Focus on North Lanarkshire



POPULATION

North Lanarkshire has an estimated resident population of around 340,000 people with 21,500 of these residents estimated to live in the 5% most deprived areas in North Lanarkshire.

The total population is predicted to rise by 1% by 2026 with the greatest change in population growth estimated to be those aged 65+.

There are around 151,000 households in North Lanarkshire with 57% of these being owner occupied (compared to the national average of 58%). North Lanarkshire Council is currently the largest local authority landlord in Scotland with a stock of over 36,000 homes. 24% of residents live in local authority owned homes, compared to 12% nationally.

2.1% of the population belong to an ethnic minority. North Lanarkshire has embraced the Vulnerable Person's Resettlement Scheme welcoming a number of refugees from Syria into the communities of Lanarkshire.

COLLABORATION

Police Scotland is committed to working collaboratively both locally and nationally. This is enshrined in law by the Police and Fire Reform (Scotland) Act 2012 but it is important to recognise that the police cannot eradicate crime alone and it must be a joint effort with communities and key partners.

Policing in North Lanarkshire is steeped in collaboration with strong partnership working established with other services, including community and voluntary organisations, communities themselves and local businesses.

Prevention is at the heart of what we seek to achieve, particularly in relation to our children and young people. Promoting positive influence, we have collaborated to introduce a number of School Community Police Officers, in some secondary schools to provide guidance and support to help our young people achieve great things.

CRIME AND JUSTICE

Some communities in North Lanarkshire report they felt crime has increased.

Overall, crime across North Lanarkshire has decreased by 15% compared to the 5 year average. However, there is still much more work to do and it is equally as important for communities to feel safe, as it is for them to be safe.

We believe an important part of that journey is reducing violence which must remain a local priority across North Lanarkshire.

Housebreaking impacts on an individual's own feeling of safety and security. Whilst down 5.2% from 2017/18 and 17.1% below the 5 year average, we agree with feedback it must be a local priority.

Equally, whilst sexual crime is decreasing and is down 19.9% since 2017/18 the very intrusive and invasive nature of this crime dictates that this must sit in Public Protection and protecting people at risk of harm as a priority for Lanarkshire Division.

Local Engagement in North Lanarkshire

LIVE
LEARN
WORK
INVEST
VISIT

Police Scotland officers and staff engage with communities across North Lanarkshire on a daily basis.

In addition to the everyday contact the public have with the police in their communities members of the Senior Management Team in Lanarkshire Division work closely with partners from statutory partners such as NHS Lanarkshire and North Lanarkshire Council as well as key partners from across the voluntary and community sectors.

In forming this Local Police Plan we considered the views of all services and sought feedback from communities across North Lanarkshire on where they felt officers

and staff in Lanarkshire Division should focus their efforts.

Additionally, we took into consideration a number of other matters including; the Police Scotland Strategic Assessment 2020/2023 which details threats that impact on policing at both divisional and Local Authority level; the North Lanarkshire Strategic Outcomes and Local Delivery Plan, Police Scotland's Annual Police Plan and Joint Strategy for Policing in Scotland.

In respect of the formal engagement, 587 individuals and 22 organisations responded. Based on all these factors the final Local Police Priorities were identified.



The top 5 areas, which NORTH LANARKSHIRE communities reported that Police Scotland should focus on were:

- Homes being broken into
- Selling or using drugs
- Road safety
- Rowdy, drunken behaviour in public places
- Violent Crime

Spotlight on South Lanarkshire

Spotlight on South Lanarkshire

SOUTH LANARKSHIRE is home to around 319,000 people and is one of the largest and most diverse areas of Scotland. As the fifth largest local authority it covers 180,000 hectares of land from close to the centre of Glasgow to near to the Scottish Borders. The area has a mix of urban, rural and former mining environments and whilst almost 80% of the geographic area is classed as agricultural, 70% of the population live in the major settlements in the north. There are 1,700 farms and 9,500 businesses.

South Lanarkshire is divided into 20 wards which are represented by 64 elected members. Police Scotland serve these communities from several hubs, recognising the blend of both urban and rural requirements of the 4 major towns and 30 other settlements. Police Scotland have the ability to draw on local and national resources to meet these needs. **Lanarkshire Division is committed to working with South Lanarkshire Council to improve the quality of life of its local communities.**

LOCAL PRIORITIES

South Lanarkshire Council sets out its aims which run to 2022 in its 'Connect' plan, with the vision 'to improve the quality of life of everyone in South Lanarkshire' being at the centre of the plan and underpinning everything it does.

The local priorities are defined by four key statements, namely to:

- Get it right for children and young people.
- Improve health and wellbeing.
- Promote economic growth and tackle disadvantage.
- Ensure communities are safer, stronger and sustainable.

Lanarkshire Division contributes to Community Hub multi-agency meetings which take place weekly across South Lanarkshire, to review emerging concerns in line with local priorities and ensure early intervention and resolution.

COMMUNITIES

South Lanarkshire celebrates a rich and diverse background, both in terms of the geographic settlements and the communities themselves. There are four towns with a population of more than 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang).

South Lanarkshire maintains a stock of over 25,000 houses. The Strategic Housing Investment Plan sets out to deliver over 1,500 affordable houses in partnership with other social landlords up until 2022.

The Scottish Index of Multiple Deprivation has highlighted persistent levels of deprivation within a number of South Lanarkshire communities. With this in mind, tackling inequalities and building safer, healthier communities is essential.



Spotlight on South Lanarkshire

POPULATION

The total population in South Lanarkshire is predicted to rise by 2.4% by 2026 with the greatest change in population growth estimated to be those aged over 65. The number of people aged 80 to 84 is projected to increase by 50% whilst the number of people under the age of 25 is expected to fall by 2.9%. More specifically the number of people aged 20 to 24 is expected to decrease by 14%.

At a Community Area Level 23.9% of the 20% most deprived areas in South Lanarkshire are in the Hamilton area; 18.2% in Rutherglen; 14.8% in Cambuslang; and 11.4% in Blantyre.

14,000 (22%) of children in South Lanarkshire are living in poverty (23% nationally). Poverty has a grip on every town or neighbourhood but in some communities this can mean that it affects as many as 4 out of 10 children.

COLLABORATION

Police Scotland is committed to working collaboratively both locally and nationally. This is enshrined in law by the Police and Fire Reform (Scotland) Act 2012 but it is important to recognise that the police cannot eradicate crime alone and it must be a joint effort with communities and key partners.

Policing in South Lanarkshire is steeped in collaboration with strong partnership working established with statutory services, community and voluntary organisations, communities themselves and local businesses.

Prevention is at the heart of what we seek to achieve, particularly in relation to children and young people. Promoting positive influence, we have collaborated to introduce School Community Police Officers, in some secondary schools to provide guidance and support to help our young people achieve great things.

CRIME AND JUSTICE

The Scottish Crime and Justice Survey reports that 87.5% of people have not experienced crime in Scotland however some communities in South Lanarkshire report they felt crime has increased.

Overall, crime across South Lanarkshire has decreased by 23% compared to the 5 year average. However, there is still much more work to do and it is equally as important for communities to feel safe as it is for them to be safe.

We believe an important part of that journey is reducing housebreaking, a crime which impacts on an individuals feeling of safety and security. Whilst down 17% from 2017/18 and 26.4% below the 5 year average we agree it must be a local priority.

Violence remains too high and crimes of violence must be tackled. We must all do more to reduce this and it will be a local police priority across South Lanarkshire.

Equally, sexual crime remains all too common in society. The very intrusive and invasive nature of this crime dictates that this must sit in Public Protection and protecting people at risk of harm as a priority.



Local Engagement in South Lanarkshire

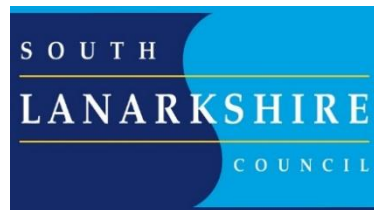
Police Scotland officers and staff engage with communities across South Lanarkshire on a daily basis.

In addition to the everyday contact the public have with the police in their communities members of the Senior Management Team in Lanarkshire Division work closely with partners from statutory partners such as NHS Lanarkshire and South Lanarkshire Council as well as key partners from across the voluntary and community sectors.

In forming this Local Police Plan we considered the views of all services and sought feedback from communities across South Lanarkshire on where

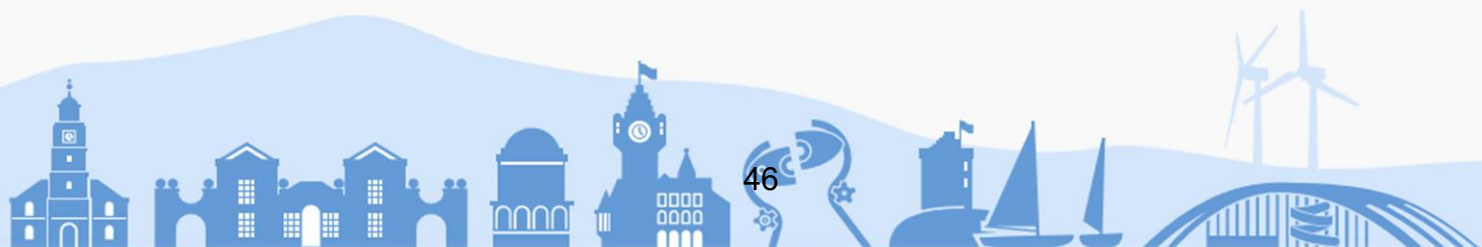
they felt officers and staff in Lanarkshire Division should focus their efforts. Additionally, we took into consideration a number of other matters including; the Police Scotland Strategic Assessment 2020/2023 which details threats that impact on policing at both divisional and Local Authority level; the South Lanarkshire Community Plan, Police Scotland's Annual Police Plan and the Joint Strategy for Policing in Scotland.

In respect of the formal engagement, 472 individuals and 17 organisations responded. Based on all these factors the final Local Police Priorities were identified.



The top 5 areas, which SOUTH LANARKSHIRE communities reported that Police Scotland should focus on were:

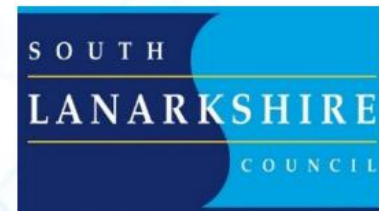
- Homes being broken into
- Road Safety
- Selling or using drugs
- Violent Crime
- Rowdy, drunken behaviour in public places



Local Police Plan, Delivery and Scrutiny



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

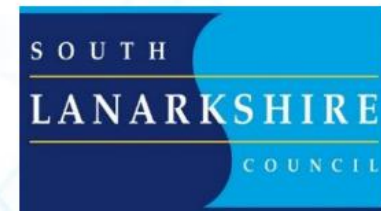


Introduction to the Local Police Plan

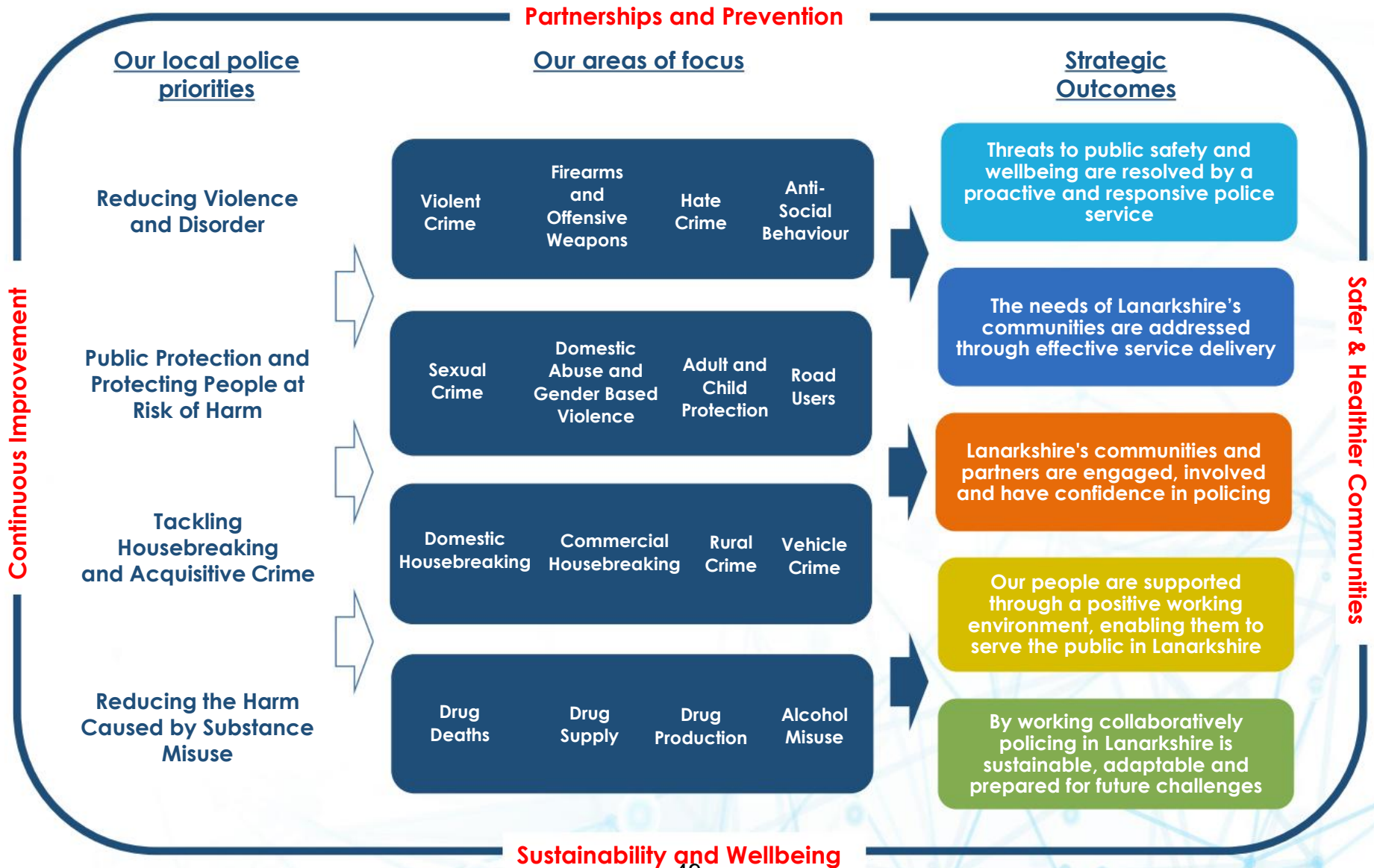
In this section we are pleased to define the Local Police Plan which sets out the Local Police Priorities and the Key Areas of Focus in Lanarkshire Police Division, from April 2020 to March 2023, which will enable us to achieve against Police Scotland's Strategic Outcomes.

The plan itself lays out the four Local Police Priorities before breaking them down into four Key Areas of Focus within each priority. This approach, based on consultation, strategic assessment and professional judgement will help define where we focus our attention over the following three years. Further to this, pages 17 to 20 break down each of the Local Police Priorities and Areas of Focus into 'things we will' do as a service to improve outcomes for the communities in Lanarkshire.

Whilst defining our Local Police Priorities is critical we will of course continue to focus on the wider context and environment in which we serve our communities. With this in mind the outer ring of our plan defines our considerations to ensure we integrate our priorities and complement other activities. On page 16 we explain what the inclusion of this wider context means to us in Lanarkshire Division.



Local Police Plan on a Page



Local Police Plan – Broadening our Vision

Partnerships and Prevention

Partnerships are critically important in delivering positive outcomes for communities. They are defined as a Strategic Police Priority.

We will continue to work collaboratively to keep communities safe, sharing a collective responsibility to deliver preventative services that improve outcomes for individuals, increase resilience and address vulnerability.

The prevention of crime and disorder is a core principle of policing and has existed since the inception of the modern policing service. Prevention activities are now seen in a more holistic sense with primary prevention being the ultimate goal. We will continue to focus on preventative activities, working with communities and partners to support this.

Continuous Improvement

We will seek to deliver a high quality service, recognising the importance of learning and continuous improvement as a key part of the journey. By being open, transparent and responding to feedback from our communities, partners and people we will seek continuous improvement which will in turn build public confidence in local policing.

“Whilst defining our Local Police Priorities is critical we will continue to focus on the wider context and environment in which we serve our communities. With this in mind, the outer layer of our plan defines our considerations to ensure we integrate our priorities and complement other activities.”

Ensuring the Safety and Wellbeing of communities is something which is defined in the Police and Fire Reform (Scotland) Act 2012. It is something we will continue to pursue, seeking to support our diverse communities and those seldom heard. We will promote prevention activity and work collaboratively to consider the health and wellbeing of communities across Lanarkshire.

Safer & Healthier Communities

Delivering sustainable services and seeking to ensure our communities are sustainable will be an important part of our local police plan. Sustainability is defined as a Strategic Police Priority and we will continue to review and adapt our resources and plans for current and future social, economic and financial circumstances, considering the environmental impact of our policing practices.

We will remain committed to promoting the health and wellbeing of communities and all those who serve them, including our partners and our own people who deliver these key services. Wellbeing includes all aspects including physical wellbeing, mental wellbeing and where possible, financial health and wellbeing. We will seek to develop our people to maintain a balanced workforce and deliver a high standard of public service in order to promote public confidence.

Sustainability and Wellbeing

Reducing Violence and Disorder

The impact of violence and disorder on Lanarkshire's communities and the economy can be considerable and can have a significant detrimental effect on the life of those touched either directly, or indirectly. Whilst the Scottish Crime and Justice Survey reports that violent crime in Scotland is estimated to have almost halved since 2009 it remains unacceptable in a modern society. In Lanarkshire Division we will continue to adopt a partnership approach to reducing violence and disorder whilst prioritising prevention.

Our Areas of Focus

Violent Crime

Firearms and Offensive Weapons

Hate Crime

Anti-Social Behaviour

What We Will Do

Deploy officers based on intelligence and hotspot analysis to prevent violence occurring or intervene early.

Increase positive engagement with complainers of violence to maximise accurate reporting and investigation.

Reduce assaults on police officers and other emergency workers.

Reduce residential indoor violence by targeting repeat locations and offenders.

Reduce the number people carrying weapons through a range of tactics including prevention, early intervention and enforcement.

Reduce serious violent crime involving the use of weapons through the effective use of intelligence and enforcement.

Increase the disruption of persons involved in Serious and Organised Crime and reduce the number of violent crimes linked to feuds between crime groups.

Reduce hate crime, particularly crimes committed by young people, through effective engagement, education and enforcement.

Increase awareness to ensure effective use of third party reporting tools.

Increase consideration of mediation in relation to neighbour disputes with a hate crime element.

Decrease the sale of alcohol to young people, focussing on the providers and facilitators of illicit alcohol supply.

Work in partnership to proactively address challenges around problematic premises.

Increase effective use of existing legislation e.g. Anti-Social Behaviour Orders.

Work collaboratively to implement environmental changes to minimise anti-social behaviour in public places.

Public Protection & Protecting People at Risk of Harm

Protecting people at risk of harm lies at the heart of policing in Lanarkshire Division. We will continue to work collaboratively to increase awareness of all forms of abuse, exploitation and neglect with the focus being primary prevention and early intervention. We will continue to improve public confidence to further increase reporting and we remain committed to robustly managing those who pose the greatest risk of harm. In Lanarkshire, too many people are harmed whilst using our road networks and as such we will seek to protect vulnerable road users.

Our Areas of Focus

**Sexual
Crime**

**Domestic Abuse
and Gender Based
Violence**

**Adult and
Child
Protection**

**Road
Users**

What We Will Do

Focus on educating communities on issues of sexual crime such as consent and healthy relationships.

Improve reporting of sexual crime.

Increase capacity to prevent and detect cyber enabled sexual crime.

Focus on identifying and apprehending those causing the greatest harm across communities.

Increase awareness of domestic abuse and gender based violence to discourage offending and increase reporting.

Champion awareness and effective application of the Domestic Abuse (Scotland) Act 2018.

Continue to promote use of the Disclosure Scheme for Domestic Abuse to prevent repeat patterns of abuse occurring.

Increase awareness of Gender Based Violence. 52

Increase awareness of elder abuse with a view to reducing fraud and bogus work crimes.

Increase intelligence and awareness of Child Sexual Abuse, including online activity.

Continue to support School Community Officers engagement with young people to assist with their development and education.

Promote services which seek to properly support people's positive mental health.

Promote road safety, particularly in relation to vulnerable groups including younger and older road users.

Reduce road fatalities and serious casualties.

Focus enforcement activity on drink / drug driving and speeding.

Reduce the criminal use of roads by Serious and Organised Criminals.

Consider physical / environmental changes which support road safety.

Tackling Housebreaking and Acquisitive Crime

Whilst the volume of acquisitive crime continues to fall, in 2018 it accounted for around one fifth of all crime in Scotland. The impact of these types of crime extend far beyond practical inconveniences and often leads to people feeling unsafe in their own communities, losing irreplaceable personal belongings or impacting on the effectiveness of commercial enterprises or businesses. The importance of tackling these forms of crime came across strongly in the engagement activity and we will work further to focus on prevention, intelligence gathering, enforcement and public reassurance.

Our Areas of Focus

Domestic Housebreaking

Commercial Housebreaking

Rural Crime

Vehicle Crime

What We Will Do

Focus on education and prevention activity to minimise occurrence.

Commit specialist officers to investigate patterns of housebreaking and target repeat offenders.

Increase intelligence on the markets used to sell stolen property.

Deploy officers intelligently to prevent housebreaking occurring or intervene early.

Encourage and support businesses to invest in target hardening.

Maximise forensic opportunities and effective initial response.

Continue to develop intelligence around local and national offenders.

Work collaboratively with Road Policing to make criminal use of the road network more difficult.

Improve detection rates for all housebreakings.

Encourage effective prevention activities including marking of equipment and vehicles.

Increase intelligence on markets used to sell stolen property specific to rural environments.

Respond effectively to rural crime including the reports of crime involving livestock.

Increase the use of static road checks in rural locations to inhibit criminal use of the road network.

Tackle Serious Organised Crime Groups who exploit young people to commit high value vehicle crime.

Increase the use of mobile Automatic Number Plate Recognition.

Encourage prevention activity including the removal of property / tools from vehicles and trailers.

Increase intelligence in relation to the production of false or cloned number plates.

Reducing the Harm Caused by Substance Misuse

Lanarkshire's communities have the right to health and to live free from the harms of drugs and alcohol. Tragically deaths as a result of substance misuse continue to increase across both Lanarkshire and Scotland. Tackling this remains complex and requires a blended approach delivered cohesively by a number of partners. We must continue to understand that those experiencing problematic alcohol and drug use are often carrying other burdens and must be supported. The police also have a responsibility to uphold the laws of Scotland and in doing so, we will contribute to the efforts to eradicate substance misuse from our communities.

Our Areas of Focus

Drug Deaths

Drug Supply

Drug Production

Alcohol Misuse

What We Will Do

Collaboratively support education in relation to the risks of drug use, including multi-substance use.

Support partnership approaches to Recovery Orientated Care Systems.

Maintain a focus on enforcement activity to minimise the exploitation of drug users by those who supply them.

Maximise referrals to partner agencies who can offer support.

Increase intelligence and detections in relation to the supply of all drugs.

Focus in particular in improving intelligence on prescription medication which is misused.

Maintain a focus on enforcement activity to minimise the exploitation of drug users by those who supply them.

Disrupt Serious and Organised Crime Groups through enforcement and seizures under the Proceeds of Crime Act.

Work collaboratively with landlords and agents to minimise the use of premises used in the production of cannabis.

Focus on the Serious Organised Crime Groups coordinating drug production activity.

Work collaboratively to tackle human trafficking adopted to aid the production of controlled drugs.

Maximise intelligence opportunities relating to the production of controlled drugs.

Work in partnership with licenced premises to promote and recognise good practice e.g. 'Best Bar None'.

Monitor compliance with licensing laws of all licensed premises including a presence at heightened periods of demand.

Continue to discourage youth drinking through landscape changes, licensed premises campaigns and both diversionary and where necessary, enforcement activity.

Scrutiny and Accountability



The Police and Fire Reform (Scotland) Act 2012 provides a framework for local scrutiny and engagement arrangements between Police, Fire and Rescue Service and the Local Authority. The current format has been in place since April 2013 and will continue with quarterly meetings where the Local Police Commander (Chief Superintendent), supported by the Senior Management Team and Local Area Commanders present a report to the Local Authority outlining police performance measured against the Local Police Plan. This provides opportunities for locally elected members to examine and hold police to account in relation to the delivery of local policing services.

Local scrutiny of police services in North Lanarkshire is carried out through the Community Safety Partnership Forum. In South Lanarkshire this is undertaken by members of the Safer South Lanarkshire Board. These structures are utilised to consider matters relating to the police service and the council's involvement with the Scottish Police Authority and Police Scotland including arrangements for the council's contribution to local policing and the development and implementation of the local police plan. They consider statistical reports from Police Scotland in relation to the council area and also use it to assess the adequacy and effectiveness of local policing plans in terms of priorities, performance and community engagement to provide reasonable assurance of effective and efficient implementation and operation. Minutes for meetings in North Lanarkshire are available on the website and by request for South Lanarkshire.

In addition to these measures, the Divisional Senior Management Team are accountable to a number of internal governance procedures in addition to that of the Scottish Police Authority, Her Majesty's Inspectorate of Constabulary and the Police Investigation and Review Commissioner.

Equality, Diversity and Human Rights



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POILEAS ALBA

Police Scotland promotes equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty. Across Police Scotland we are committed to developing and promoting best practice in the advancement of our Equality Outcomes. In order to support this requirement, we embed equality, diversity and human rights in all of our strategies, plans and performance framework.

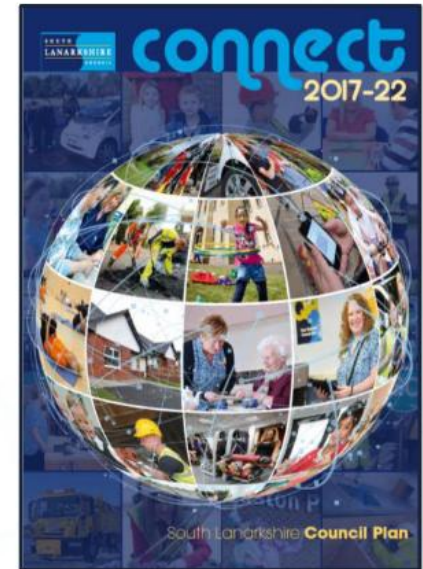
Equality and Human Rights Impact Assessments (EqHRIA) are used to help us to ensure that policy and practices proactively consider the potential impact on equality and human rights. We will ensure that all of strategic plans and activities relating to delivery are assessed to a high standard using relevant evidence in a systematic and structured way.

Cohesion and Collaboration



This Local Police Plan is intrinsically linked to a number of other plans being implemented across Lanarkshire.

Officers and staff work collaboratively across both North and South Lanarkshire to meet the needs of local communities whilst seizing opportunities to work in partnership where possible to address issues which affect communities across Lanarkshire, regardless of their geographic location.



Police Scotland Contact Details

Lanarkshire Divisional Headquarters

Motherwell Police Station
217 Windmillhill Street
Motherwell
ML1 1RZ

We are here to help.

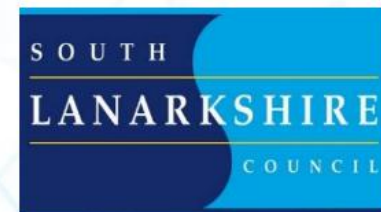
For more detailed information about your local policing teams and other services that Police Scotland provides, please refer to the Force website at www.scotland.police.uk
Dial **999** for an emergency that requires urgent police attention. For non-emergency contact call **101** the single non emergency number.

If you have information about crime in your area and wish to provide it anonymously, call **CRIMESTOPPERS** on **0800 555 111**.

Service users who are deaf or have a hearing impairment can contact Police Scotland via TextRelay in an emergency on **18000** or non emergency on **18001 101**.



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Report

Report to:	Executive Committee
Date of Meeting:	25 March 2020
Report by:	Executive Director (Finance and Corporate Resources)

Subject:	Outcome of Mid-Term Review of the Council Plan, Connect
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the updated Connect following a mid-term review.

2. Recommendation(s)

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

- (1) that the updated Council Plan, Connect, attached at appendix 1, be approved.

3. Background

- 3.1. The Council Plan - Connect 2017 to 2022 was approved in December 2017 and set out the council's key actions to be delivered over five years, around a long-term vision to improve the quality of life of everyone in South Lanarkshire.
- 3.2. The vision is supported by a number of objectives relating to the delivery of operational services and values which influence how we work. These permeate through all levels of the organisation, known as the 'golden thread'.
- 3.3. As the plan approached the mid-point of its five-year term, it was appropriate to conduct a mid-term review of progress, and to health-check priorities and emphasis in light of the changing internal and external pressures impacting on the Council.
- 3.4. The updated Connect following that mid-term review provides a refreshed focus for the council to achieve its priorities over the next two years and to build upon the successes achieved to date.
- 3.5. This report presents the updated Connect for approval by the Executive Committee.

4. The Mid-term Review

- 4.1. The purpose of the mid-term review was to bring the Council Plan up to date in terms of the latest context and challenges facing South Lanarkshire. The aim of the review was to check our direction of travel; reaffirm the vision, values and priorities which underpin our work; and to "fine-tune" elements of the plan to reflect the current situation and policy context.
- 4.2. The Council's Best Value Assurance Report (BVAR), published by Audit Scotland in March 2019, made the following specific recommendation in relation to the Council Plan:-

- ◆ to increase the impact of the Council's efforts in achieving its strategic objectives, links between the Council Plan (Connect) and the LOIP (Community Plan) should be made clearer with a sharper focus on the key areas of activity.

4.3. The revised Plan addresses this recommendation in two ways. First, the revised Plan incorporates a graphic which shows how the priorities within the Council Plan relate to the key activities in the Community Plan. Second, linkages have been made between the Next Steps in the Council Plan and actions within the Community Plan.

4.4. Testing of the vision, values and priorities within the Plan was carried out in January and February 2020. An online survey, open to all residents, was used to gather views on the council's approach. To supplement this, views were sought specifically from older people's groups and young people, to ensure these key stakeholders had the opportunity to engage with the planning process.

4.5. Taking the above into account, appendix 1 contains a final draft of the updated Council Plan which:-

- ◆ updates the horizon scanning element of the Plan – the "South Lanarkshire Context";
- ◆ clarifies what is important by highlighting four Priorities (which were previously described as "Ambitions");
- ◆ makes the Plan simpler and shorter by moving the 11 objectives into an appendix;
- ◆ establishes stronger links between the Council Plan and the Community Plan as described in 4.2 above; and
- ◆ incorporates refreshed Next Steps to help guide performance reporting in the next 2 years.

5. Next Steps and recommendations

5.1. The mid-term review is part of a longer-term process which looks towards the production of a new Council Plan at the beginning of 2022.

5.2. Moving forward, the next stage of the process will be undertaking extensive consultation and planning for the next version of Connect.

5.3. As part of this work there will be discussions on the relationship between the key strategic planning documents. In particular there will be a joint programme of work involving the council and partners to more closely link and align the Council Plan and the Community Plan (LOIP), taking into account the Local Code of Corporate Governance.

5.4. A report setting out the key stages and the timetable will be brought to a future Committee.

5.5. It is recommended that:

- ◆ the final draft update of Connect following the mid-term review, attached at appendix 1, be approved.

6. Employee Implications

6.1. There are no direct employee implications.

7. Financial Implications

- 7.1. There are no direct financial implications.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. There are no climate change implications as a result of this report. However the mid-term review acknowledged the need to take action in response to climate change and the emphasis placed on this will help Resources to highlight and prioritise appropriate actions going forward.

9. Other Implications

- 9.1. None.

10. Equality Impact Assessment and Consultation Arrangements

- 10.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required. Testing of the with public/interest groups (Seniors etc) was undertaken in January and February 2020.

Paul Manning

Executive Director (Finance and Corporate Resources)

21 February 2020

Link(s) to Council Objectives/Values/Ambitions

- ◆ Achieve results through leadership, good governance and organisational effectiveness

Previous References

- ◆ None

List of Background Papers

- ◆ None

Contact for Further Information

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

Tom Little, Head of Communications and Strategy

Ext: 4904 (Tel: 01698.454904)

E-mail: Tom.Little@southlanarkshire.gov.uk

South Lanarkshire Council's Council Plan 2017 – 22

**Updated version, February 2020
following a Mid-term Review**

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Section 1

Introduction

Welcome to the updated version of Connect 2017-22, the Council Plan for South Lanarkshire, following a mid-term review.

That mid-term review updated the original Connect in the light of where the council is now, at the start of 2020. The fundamental elements of the Council Plan remain sound and will continue to guide the work of the council. The mid-term review refreshed the commitment to our vision and values, and ensured our actions remain appropriately focused in the light of recent developments and the foreseeable pressures on council services over the next few years.

The Council Plan remains one of the most important documents prepared by the council as we set out our vision, values and ambitions, and it publicly states what we hope to achieve in order to improve outcomes for local people.

As such, this updated document clearly states how the council will continue to serve local communities and residents over the remaining term of the Council Plan. At the very heart of this is our vision, which is **to improve the quality of life of everyone in South Lanarkshire**.

That vision is the driver behind this plan and everything the council does, through the services delivered by our five Resources (Education, Social Work, Community and Enterprise, Housing and Technical, and Finance and Corporate) and in the work we do with communities and partners, such as through the South Lanarkshire Community Planning Partnership and the Health and Social Care Partnership.

The pages which follow set out the purpose of this Council Plan and place this in the latest local and national context. Using the existing Council Plan as the starting-point, the mid-term review emphasised our four priorities going forward – priorities which were stated as ambitions in the previous plan but which now take centre stage as the key drivers of the council's activities.

The preparation of this plan has included consultation with partners and the wider community, as well as council staff – the hard work and commitment of our employees are crucial when it comes to delivering council services, and they are fundamental to the delivery of this plan.

Working together, our aim is to ensure South Lanarkshire remains a great area for our residents to live, and an attractive place for others to visit and in which to invest. This plan outlines how we will deliver on that aim, and on that core vision to improve the quality of life of everyone in South Lanarkshire.

John Ross

Leader of the Council

Cleland Sneddon

Chief Executive

Section 2

Purpose and delivery of the Plan

The Council Plan Connect sets out what we aim to achieve and how that will be done, making the most effective use of resources to deliver the best possible services.

Learning from experience, we have taken the opportunity to update Connect to make it clearer in terms of explaining what is important, what we plan to do during the remainder of the period covered by the plan, and what difference this will make.

The council's Vision "to improve the quality of life of everyone in South Lanarkshire" remains at the centre of Connect. Our values are fundamental to the way the council operates, underpinning and guiding everything we do.

Our Vision

Improve the quality of life of
everyone in South Lanarkshire

Our Values

Focused on people and their needs
Working with and respecting others
Accountable, effective, efficient and transparent
Ambitious, self aware and improving
Fair, open and sustainable
Excellent employer

We recognise that to realise our vision we need to work closely with our communities and Community Planning Partners and, following the mid-term review of Connect, we set out how we work with others to deliver our commitments and priorities.

Following consultation, the council has identified these four priorities:

Our Priorities

Improve health, care and wellbeing
Ensure communities are safe, strong and sustainable
Promote sustainable and inclusive economic growth and tackle disadvantage
Get it right for children and young people

The Council Plan also contains details of what difference we want to make working with the people and communities in the South Lanarkshire area. In working towards these priorities, the council continually will aim to improve and ensure effective and efficient use of resources, and our business will be conducted with integrity and transparency and will operate to the highest standards.

Connect Priority	What difference this will make
Improve health, care and wellbeing	<ul style="list-style-type: none">• Older people will live more independently and choose what matters most about their care and support• South Lanarkshire residents will be able to access responsive and integrated services which meet their health and social care needs• People will be healthier, fitter and improve their quality of life by through opportunities to access the outdoors, make appropriate food choices, and make

	use of the leisure and cultural facilities and the activities provided by the council
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> • Communities will be empowered and South Lanarkshire will be an environmentally responsible, low-carbon, climate-resilient, clean, attractive and well designed place to live, work and play • Housing needs will be met with the right mix of good quality, affordable and energy efficient homes
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> • A strong local economy will create the right environment for business growth, to help people find employment and communities to thrive • The quality of life and opportunities in the most deprived neighbourhoods and communities will improve • A high quality and well maintained road and public transport network will enable the flow of people, goods and services and meet the needs of communities • Businesses are supported in the transition to a low carbon and circular economy, able to harness the opportunities these will bring and benefit from lasting and long-term change
Get it right for children and young people	<ul style="list-style-type: none"> • Children, young people and adults will be protected from all forms of harm, abuse and neglect • All learners in South Lanarkshire will achieve their full potential attainment and achievement • Teachers and educators will set high aspirations and celebrate success • Children and young people will be empowered to protect their future from the effects of climate change through education and collective action

Section 3

The South Lanarkshire context

South Lanarkshire is home to more than 319,000 people and is one of the largest and most diverse areas of Scotland. The council covers 180,000 hectares of land stretching from close to the centre of Glasgow to near the Scottish Borders. The area has a mix of urban, rural, and former mining environments - almost 80% is classed as agricultural but 70% of the population live in the major settlements in the north.

There are four towns in South Lanarkshire with a population of more than 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 23 towns and settlements with a population of more than 1,000.

The council provides services for everyone in the South Lanarkshire area. Our Council Plan considers the key issues affecting the council, its communities, partners and individuals as well as other external influences. These factors range from social trends, such as the ageing population, to technological developments like the increasing use of social media and mobile technology. Some of the major influences are set out below, while the remainder of this plan shows how we intend to deliver services within the context of these developments.

Climate emergency

One of the most significant changes since the Council Plan 2017-2022 was approved is growing realisation across the UK and the rest of the world that climate change due to global warming is a deepening crisis which requires an emergency response. Impacts will be felt across the whole range of the council's operation as action on this front gathers pace. In view of this, South Lanarkshire Council approved a motion on 25 September 2019 setting out a statement of intent in response to the climate change emergency. The Council acknowledged the "serious and immediate" threat of climate change and called for an acceleration of the pace of action to tackle the climate emergency. As part of its own response, the Council agreed to establish a committee on Climate Change and Sustainability to oversee climate change work across the council. This updated version of Connect reflects the importance and urgency of this issue, with climate change and sustainable development placed centre stage in our thinking about how we deliver services in the future.

Sustainable Development

The council has been monitoring and reporting on its carbon footprint since 2005, and over that period, has reduced its carbon emissions by 27%. (The council's Carbon Management Plans provide details on how this was achieved.) Although it has already made good progress in this area, the council now has a duty to meet the national target of net-zero emissions by 2045. This new target will have a direct impact on its work, with advisors to the Scottish Government recommending that more could be done to reduce emissions, particularly from transport and land use, and better use made of renewable heat.

The council also needs to develop long-term measures to allow its communities to adapt and become more resilient to the effects of climate change, now and in the future. The climate has already changed here in the West of Scotland, with warmer temperatures, increased rainfall, and more frequent severe weather impacting on many aspects of our communities, including health, housing, transport, water resources and energy demands.

Using the principles of sustainable development, the council aims to provide improved local services, whilst still ensuring the resilience and sustainability of the environment, the economy and local communities.

Zero Waste Plan and circular economy

Scotland's Zero Waste Plan sets out the Scottish Government's vision for a zero waste society, where all waste is seen as a resource i.e. waste is minimised and valuable resources are not disposed of in landfill.

The plan sets challenging targets for the recycling and composting of domestic waste by local authorities (60% by 2020 and 70% by 2025), which should be achieved alongside the Scottish Government's forthcoming ban on the landfilling of municipal biodegradable waste.

To meet these targets, the council is continuing to promote waste minimisation, reuse and recycling within South Lanarkshire, implementing policies designed to maximise recycling and reduce waste sent to landfill.

The Programme for Government 2019-20 has made a commitment to introduce legislation on developing Scotland's Circular economy. Circular economy is one in which resources are kept in use for as long as possible. The council will incorporate the circular economy principals which can help benefit the environment by cutting waste and carbon emissions; the economy but improving productivity and opening up new markets; and communities by providing local employment opportunities. This will involve all resources but Procurement and Waste Services will have a key role to play. The council has a focus on single use items and promotes the use of reusable items wherever possible.

Fair, healthy, and sustainable food system

The council has been active in relation to food issues for many years, with various activities and initiatives across council departments and in collaboration with partners and third sector organisations. Ensuring the adoption of a co-ordinated and comprehensive approach to tackling food issues and to delivering initiatives within a strategic framework is now a priority for the council. To do this, a Food Strategy for the period 2019-2024 is being prepared and will encompass social, health, economic and environmental concerns related to food. The development of the strategy is also aligned with the national priority to make Scotland a Good Food Nation.

Brexit

The potential impacts of Brexit continue to be a source of great uncertainty, even though Brexit-preparedness at a UK and Scottish level has moved on since the Council Plan was published. The Scottish Government recently published a No Deal Plan, which identifies a new £7 million Rapid Poverty Mitigation Fund for local authorities. This is non-recurring revenue funding for 2019/20 and, in the event of a No Deal, will be distributed to local authorities to direct towards people and communities in greatest need.

Financial challenges

The financial situation for local authorities continues to be challenging, with budgets reducing in real terms since 2013/14, while demand for services continues to increase. Over and above this increasing demand – which is driven by a combination of social, technological and demographic factors – the ability to plan for the future is limited by single-year grant allocations.

Owing to the Scottish Governments declaration of a Climate Emergency there may be financial opportunities such as the Decarbonisation Fund and Switched on Fleets to enable the council to

transition to a low carbon economy. The council will look to benefit from these opportunities where possible.

Community Empowerment

Since the Community Empowerment (Scotland) Act 2015, the community empowerment agenda has moved on, both nationally and within South Lanarkshire. Community empowerment challenges councils and partners to adopt a new way of thinking, working with individuals and communities to jointly design and improve the services that local people need. The council has established a new Community Participation and Empowerment Team (CPET) to help achieve the transformation required.

Legislative and policy Changes

As in 2017, a raft of new legislation will have significant implications for councils and their services. Among the most far-reaching is the new Climate Change Bill which, as noted above, commits Scotland to a target of net-zero emissions of all greenhouse gases by 2045. This comes alongside measures within the Transport Bill giving councils greater say in local bus services and providing options to tackle the growth of traffic in town centres. The role of councils in local decision-making is under examination within the Local Governance Review, which is looking at how best to devolve power to local communities and places in Scotland. Other legislation of note includes:

- The Redress (Survivors of In Care Abuse) Bill
- Transient Visitor Levy Bill
- Changes in national homelessness policy
- New School Food Regulations (to be introduced in October 2020)
- The Transport Bill, which implements a ban on pavement parking and provides for local authorities to have the option to establish municipal bus services
- In the wake of the Grenfell Fire, changes to Scottish building standards came into force on the 1st October 2019 strengthening fire safety standards in new high rise buildings and improving facilities for people with disabilities in new larger buildings. These changes will extend the council's statutory role in terms of carrying out a greater degree of inspection of new buildings and ensuring adherence to new standards through the building warrant process.
- The Planning (Scotland) Act 2019 received Royal Assent on 25th July 2019. This Act aims to give people a greater say in the future of their area through the development of Local Place Plans. It also places a new statutory duty on local authorities to prepare an open space strategy, changes the way in which local authorities' Local Development Plans are prepared, and changes how planning departments process planning applications. The full impact of these new duties for the council will be known once secondary legislation and regulations are introduced by the Scottish Government.
- The Domestic Abuse (Scotland) Act 2018 has created a new criminal offence of domestic abuse; covering physical abuse but also other forms of psychological abuse and coercive and controlling behaviour, bringing clarity for victims so they can see explicitly that what their partner or ex-partner has done to them is wrong and helping ensure perpetrators can be held to account under the criminal law.
- The Children (Equal Protection from Assault) (Scotland) Bill was introduced in the Scottish Parliament on 6 September 2018. The Bill intends to give children equal protection from assault by prohibiting the physical punishment of children by parents and others caring for or in charge of them.
- The new Health and Social Care Standards came into effect in April 2018 replacing the National Care Standards. The new Standards set out what we should expect when using

health, social care or social work services in Scotland. They seek to provide better outcomes for everyone; to ensure that individuals are treated with respect and dignity, and that the basic human rights we are all entitled to be upheld.

- The Scottish Government's Mental Health Strategy 2017-2027 presents a guiding ambition for mental health that is simple but, if realised, will change and save lives. The aim is to prevent and treat mental health problems with the same commitment, passion and drive as we do with physical health problems. Alongside these aims, South Lanarkshire want to create a Scotland where all stigma and discrimination related to mental health is challenged. Adult Mental Health Services in South Lanarkshire are progressive and aim to continuously improve. The Customer Service Excellence Award has been achieved for nine years, continuously demonstrating the high level of customer service attained.
- Emerging themes from the new National Transport Strategy include: economic growth; carbon; equality; health/active travel. A balance will need to be struck between driving inclusive economic growth while achieving zero carbon ambitions.

Population

The population of South Lanarkshire is increasing, especially those in younger age-groups. At the same time, the number of older people (85+) is increasing, and with it the number of older people with complex needs. The working-age population is reducing and the workforce is getting older, a demographic shift which raises challenges for sectors such as social care.

Glasgow City Region City Deal

The Glasgow City Region City Deal is an agreement between the UK Government, the Scottish Government and eight local authorities across Glasgow and the Clyde Valley. It is being used to fund major infrastructure projects, drive innovation and growth, and address challenges in the local labour market.

As part of the City Deal, South Lanarkshire Council is leading the delivery of three major transportation projects being undertaken to boost South Lanarkshire's access to the rest of Scotland. Cathkin Relief Road in Rutherglen / Cambuslang is now complete and open, and the Greenhills Road project in East Kilbride is underway. Development work is also underway in relation to the Stewartfield Way project in East Kilbride which is scheduled for completion in future years.

The council is also leading another City Deal project (the Community Growth Areas) in four key locations within South Lanarkshire: Newton, East Kilbride, Hamilton and Larkhall. This involves promoting private sector house building (up to 9,000 new homes, and including affordable housing) and supporting the development of new schools and community facilities.

In addition, the City Region partnership collaborate on a number of strategic themes which seek to establish a common approach to supporting businesses, key sectors, inward investment, skills and employability, innovation and inclusive growth. South Lanarkshire Council is the lead authority on the Skills and Employability theme which aims to identify the skills employers will need for the future, and ensure that schools and education providers are geared up to provide them e.g. tackling the skills gaps in the NHS and social care.

The Glasgow City Region City deal has been the catalyst for improved collaboration across the City Region. Now that many projects are well into the delivery phase, the City Deal is unlocking longer-term benefits of the partners working together. The city region has also adopted a Regional Economic Strategy and Economic Action Plan and has sparked other collaborative activity, such as the West Partnership Regional Improvement Collaborative.

Tackling Poverty, Deprivation and Inequality

Scottish Index of Multiple Deprivation (SIMD) statistics have highlighted persistent levels of deprivation within a number of South Lanarkshire communities. Tackling local inequalities therefore continues to be a key challenge for us and our partners. The development and implementation of the South Lanarkshire Community Plan and the adoption of our shared overarching objective will help focus the efforts of the council and its partners on tackling poverty, deprivation and inequality in South Lanarkshire.

'In work' poverty is a significant issue and an increasing trend across Scotland and the UK. We are an accredited Living Wage Employer and are continuing to encourage other local employers to pay the living wage to help tackle in-work poverty.

Welfare Reform

Welfare Reform continues to present significant challenges. The establishment of the Social Security Agency has been significant in beginning to take forward these government priorities. As the level of welfare support reduces, people have less money to spend, and this has the potential to drive up demand for a range of council supports and services.

Along with partner agencies, the council will continue to devote significant resources to address the impact of Welfare Reform, support the implementation of the new Scottish system, support our residents and secure their income.

Affordable Housing

The Scottish Government has committed to delivering 50,000 affordable homes by March 2021. This represents a 67% increase in affordable housing supply, with 35,000 homes for social rent.

Through the Local Housing Strategy, we will work with partners to ensure there is an effective housing system across all property types. The Strategic Housing Investment Plan (SHIP) sets out our plan for the delivery of a total of 1,552 affordable houses in partnership with other Registered Social Landlords (RSLs) over the next five years and we will continue to work with RSL partners to increase the supply within South Lanarkshire to meet need. Overall, the council plans to deliver a minimum of 1,000 additional council houses, including those that are currently underway, by 2022.

Homelessness and Rapid Rehousing Transition Plans

In October 2017, the Scottish Government set up the Homelessness and Rough Sleeping Action Group (HARSAG) to produce short and long-term solutions to end homelessness and rough sleeping.

Rapid rehousing is about taking a housing-led approach for people that experience homelessness with a focus on making sure they reach a settled home as quickly as possible, and limiting the amount of time that is spent in temporary accommodation.

The HARSAG produced a final report in June 2018 which put forward a number of recommendations, including that local authorities should develop Rapid Rehousing Transition Plans (RRTP). These plans set out how local authorities and community planning partners intend to transform the use of temporary accommodation with the aim of promoting rapid rehousing.

As part of the Local Housing Strategy (LHS) delivery framework, a multi-agency Homelessness Steering Group was established, with representation from Registered Social Landlord Housing

Providers, Health and Social Care, Support Services, and Third Sector partners, with a remit for progressing actions to achieve the LHS Priority Outcomes for addressing homelessness.

South Lanarkshire's Rapid Rehousing Transition Plan 2019-24 was developed in conjunction with a wide range of partners and submitted to the Scottish Government in December 2018. The final plan was approved by Housing and Technical Resources Committee on 23 January 2019

Private Rented Sector

The Private Sector Tenancies (Scotland) Act 2016 increases the security of tenure for tenants and the responsibilities of landlords. At the same time, the continuing implementation of the Welfare Reform programme may act as a disincentive for private landlords to continue to operate in the sector. This may result in a reduction in the supply of private rented housing within South Lanarkshire.

We will monitor the impact which the legislation has on the council's waiting list and on levels of homelessness. At the same time the council will continue to work with the sector to promote the provision of good quality, well-managed homes.

Other Issues

Other issues which will continue to present challenges include ongoing efforts to tackle disadvantage, including closing the poverty-related educational attainment gap; increasing demand for housing and the push for affordability in the housing sector; the pace of digital transformation including digital inclusion, and the range of action and investment needed to address the climate emergency.

Section 4

How we deliver for South Lanarkshire

The council delivers a wide range of services, which cover all communities and touch every household in South Lanarkshire. Guided by our vision and values, and taking account of the challenges and opportunities presented by the wider context, the council's five Resources will focus on delivering the services that people and communities need over the life of the Council Plan.

In everything we do, we strive to continually improve performance and make the best possible use of resources for the people of South Lanarkshire. In setting out our vision and priorities, the Council Plan confirms our clarity of purpose and our ambitions for the future. Taking their lead from Connect, each of the council's [Resources](#) will prepare annual plans which will spell out in greater detail how the ambitions are being delivered throughout South Lanarkshire. This approach forges a strong and transparent link between the council's strategy and the day-to-day business of council services. Performance will be reported and scrutinised by committees regularly at both Connect and Resource level and reported to the public.

[Community and Enterprise Resources](#) comprises various services operating from a wide variety of locations throughout South Lanarkshire. The diverse range of services contributes significantly to the quality of life experienced by both residents and visitors to South Lanarkshire. Activities include:

- maintaining our road network to support safe and effective transport, and promoting active travel
- collecting and disposing of waste and encouraging recycling
- keeping our streets clean and maintaining and developing play parks, gardens and open spaces
- promoting economic development and delivering support for local businesses
- providing Planning and Building Standard services which guide and control physical development and land use in the area
- protecting public health through the delivery of environmental health services
- supporting consumer support through trading standards services
- delivering key services within schools and council offices, including cleaning, catering, receptionist, janitorial, concierge, and school crossing patrol services
- providing bereavement services
- managing the council's vehicle fleet including: refuse collection, roads maintenance, street sweeping and passenger transport
- leading the council in developing and promoting sustainability, environmental responsibility and climate change mitigation and adaptation
- leading the council in promoting and developing a fair, healthy, and sustainable food system

The Resource also has a significant role to play in managing the relationship between the council and South Lanarkshire Leisure and Culture (SLLC). SLLC, on behalf of the council, promotes the health and wellbeing of South Lanarkshire residents through the council's museums, libraries, art centres, indoor and outdoor sports and leisure centres, community halls and country parks.

[Education Resources](#) is South Lanarkshire's largest service. There are 49,000 young people attending nursery, primary, secondary and additional support needs schools in South Lanarkshire. Education is both a national and local priority.

Our ambition is to deliver services of the highest quality which inspire learners, transform learning and strengthen communities.

We want to provide the best possible learning experiences for children, young people and adults. This will include looking at how best to enhance our early learning and childcare provision in order to meet the needs of families.

We want to raise achievement and attainment and improve children and young people's health and wellbeing. Our focus will be on raising standards, particularly in literacy and numeracy and in closing the gap between the most and least disadvantaged children so that every child has the same opportunity to succeed. We also want to provide our young people with the necessary skills for life and work.

We want our schools and other places of learning to be inspirational, safe and welcoming, and where our staff set high aspirations for all learners, while reducing inequalities.

The National Improvement Framework, with its emphasis on both excellence and equity in equal measure for all children and young people, builds on the implementation of Curriculum for Excellence. This will be the focus for our schools and services over the coming years as we strive to achieve better outcomes for learners.

[Finance and Corporate Resources](#) provides the framework of support which allows the council to deliver its wide range of services on behalf of local people.

This includes the creation and maintenance of key strategies, such as the long-term financial strategy, workforce planning and digital transformation, which ensure the council is run effectively and efficiently. Services provided through the Resource include:

- overseeing the council's budget and ensuring it delivers the ambitions of this Council Plan
- responsibility for the billing and collection of revenue for the council, including Council Tax from domestic properties and non domestic rates from other properties
- helping citizens access services in ways they find convenient, through advice from the Q and A services and Customer Services Centre. Enquiries cover a wide range of services including bin collections, reporting potholes and disabled parking permit requests
- coordinating work with communities and partners to deliver on our priorities and commitments
- through the provision of Personnel Services and driving workforce planning, ensuring the council has the right people with the right skills in place at the right time
- by improving processes through digital transformation, working to increase the efficient delivery of services and allow citizens to access services in ways they prefer and find more convenient
- providing services for the registration of births, deaths and marriages, including civil ceremonies, the Nationality Checking Service and Placing Request Appeals
- responsibility for the administration of licensing applications
- providing administrative support for councillors and committees as they make decisions about the services provided by the council, as well as its legal, internal audit and communications services

[Housing and Technical Resources](#) is the fourth largest social landlord in Scotland and delivers a comprehensive range of key housing management, homelessness, property and land management, repairs, maintenance and improvement services.

Activities include:

- managing a stock of approximately 24,900 homes
- provision of a comprehensive range of services to help prevent and alleviate homelessness, working with over 1,900 homeless households in 2018-19
- provision of our Home Options service with a specific focus on homelessness
- managing the council's adaptation service which helps people with special requirements to continue to live independently
- responsibility for developing and implementing strategies and plans, such as the Local Housing Strategy, Rapid Rehousing Transition Plan, the Strategic Housing Investment Plan and the Tenant Involvement Strategy

- maintaining, repairing and undertaking improvements to the council's property portfolio including energy improvements.
- managing the council's portfolio of properties and land
- working towards our target of building at least a further 1,000 new council homes by 2021
- Providing support to Syrian refugee households settled in our communities.

[Social Work Resources](#) continues to promote social welfare and provide effective care and support to meet the needs of vulnerable people in South Lanarkshire. We are committed to providing responsive and accessible services, with defined standards for service provision and supporting people to maximise their potential, maintain their independence and improve outcomes.

Our Participation and Involvement Strategy sets out the principles through which service users and carers are empowered to influence and shape decisions affecting their lives.

Social Work leads on a range of council objectives. These are often delivered with a variety of internal and external partners including voluntary and independent provider organisations which offer a range of services designed to enable, support, improve and protect the health and social care of people in South Lanarkshire. Activities include:

- dealing with over 50,000 referrals a year
- assessment, specialist assessment and support
- provision of targeted services for vulnerable children, young people and adults and their carers
- providing care at home
- community support services, respite and residential services
- enabling carers to continue in their caring role – for example through carers' organisations which supported over 4,000 carers in 2018-19
- assessment and monitoring in the protection of vulnerable children and adults
- working with those subject to requirements within justice and mental health legislation

Whilst there are challenges facing Social Work, there are also real opportunities, in particular the continuing implementation of health and social care integration, Integrated Children's service planning, and the implementation of the Community Justice Plan.

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

Section 5

What is next and what is important?

Our Vision

The council's Vision to “**improve the quality of life of everyone in South Lanarkshire**” remains at the heart of the Council Plan and, along with our Values, influences everything that we do. Our four **priorities** state where we will direct our energies to achieve the overall vision.

Our Vision

Improve the quality of life of everyone in South Lanarkshire

Our Priorities

Promote sustainable and inclusive economic growth and tackle disadvantage

Get it right for children and young people

Improve health, care and wellbeing

Ensure communities are safe, strong and sustainable

Our Values

Focused on people and their needs
Working with and respecting others
Accountable, effective, efficient and transparent
Ambitious, self aware and improving
Fair, open and sustainable
Excellent employer



Our Values

Our Values are at the core of everything we do. Our Values lead us to set strategic direction and strive for excellence in delivering the services used by residents, customers and visitors in South Lanarkshire.

Our Values for South Lanarkshire are:

Focused on people and their needs

In all that we do, we are focused on the needs and the strengths of the people and communities of South Lanarkshire. This means delivering services that people want and in ways that suit them. The feedback we receive from our customers is key to shaping our services. We listen to what people have to say by talking to them, holding workshops and carrying out surveys and we compare our customer satisfaction against other authorities using the Scottish Household Survey. Local surveys across a wide spectrum of service users further inform how we plan and manage services – from what pupils and parents think about our local schools to the views of carers about respite services and residential care.

Focusing on people and what they want is critical when considering how to make the best use of public funds. Delivering services to those who need them most is a key feature of how we work. In partnership with our communities and our Community Planning Partnership (CPP) partners, we have developed the Community Plan to improve local outcomes in South Lanarkshire with an overarching objective to tackle poverty, deprivation, inequality and the challenges from a changing climate.

Working with and respecting others

Community empowerment and partnership working is essential to the delivery of effective services and extends not only to other organisations but also service users and communities. For example, schools work in partnership with parents and learners, and vulnerable people are supported in partnership with their carers.

Accountable, effective, efficient and transparent

We are accountable for the decisions we make and the services we deliver. Accountability lies at the heart of what we do, and all key decisions are subject to scrutiny by Elected Members (Councillors) through the system of committees and scrutiny forums. Our accountability extends to the results we achieve: we aim to be effective, efficient and transparent, minimising waste and achieving better outcomes for people, communities and the local environment.

Ambitious, self aware and improving

We continually strive to improve our services and make a difference to the lives of the people of South Lanarkshire. We do this through performance monitoring and self evaluation, developing improvement plans where we recognise that we could do better. Driving all of this activity is our goal to achieve more: to improve our performance and achieve better use of our resources. We make all this performance information available in our Public [Performance](#) Reports.

Fair, open and sustainable

We conduct our business honestly, openly and effectively. This means being open to new ideas and testing different approaches, continually looking for better ways to deliver services and get the most value from every pound spent. It means adhering to high standards of governance, being open about why decisions are made and reporting our performance in a rounded and balanced way.

We are a sustainable council, and environmentally responsible in everything we do. Our approach goes beyond looking after the environment and cutting back on greenhouse gas emissions. It is

about making decisions which make sense in the longer term, and targeting and prioritising resources in ways which ensure services are fit for the future. We recognise the imperative of taking action across many fronts to combat climate change, and awareness of this requirement is reflected throughout our work. We also recognise the importance of working with our communities in the transition to a low carbon economy and becoming climate resilient.

Excellent employer

As a council, we aim to ensure our employees are equipped to meet the challenges ahead, build their resilience, support them through personal and organisational change and maximise their performance and competence. We want our employees to be committed, motivated, happy at their work, highly competent and able to deliver on the objectives of the council.

Our Values support and strengthen one another.

Our Priorities

Our priorities for South Lanarkshire are to:

Get it right for children and young people

Keeping our children safe, and away from harm, and improving their wellbeing is a key priority. It is everyone's responsibility to help ensure our children are safe. We make a difference by working together to help improve the outcomes for individual children and families, including keeping safe on the internet, enjoying a healthy and active lifestyle and having someone to talk to. We will seek to protect our children's future from the effects of climate change and empower children and young people to take action.

Improve health, care and wellbeing

This priority is about helping individuals and communities to achieve and maintain good health – both good physical health and good mental health. It is about ensuring that the most vulnerable members of society receive care and protection, which is provided in a way that maximises choice and independence, in line with the national outcomes. This includes accessing good quality outdoors to maintain and enhance good health and wellbeing.

Promote sustainable and inclusive economic growth and tackle disadvantage

This priority is about strengthening South Lanarkshire's economy, bringing jobs and opportunities to local people, encouraging growth and investment, and supporting the transition to a low carbon economy which is fundamental to the wellbeing of South Lanarkshire and its residents. It is also about reducing the gap between the most and least disadvantaged and affluent communities, giving everyone an equal opportunity, and creating conditions which enable individuals and communities to contribute equally and share in any economic benefits.

Ensure communities are safe, strong and sustainable

We want to build on our communities' strengths to help them be safe, vibrant, resourceful and engaged. Our aim is to help create attractive, thriving, environmentally responsible low-carbon and climate-resilient communities, neighbourhoods and places where people not only feel safe, but take pride in where they live and can access the services they want, including quality greenspace. We aim to do this through work with communities and people. With the implementation of our Community Justice Plan there is a clear focus on creating an inclusive and respectful society, in which all people and communities live in safety and security, individual and collective rights are supported, and disputes are resolved fairly and swiftly.

Our Priorities support and strengthen one another.

Best Value and Partnership Working

In taking forward our priorities, the council aims to achieve results through leadership, good governance and organisational effectiveness. The council is in a unique position in local communities and serves to represent and lead, provide a voice for local people and champion the local identity. Our aim is to ensure the effective delivery of services, continuous improvement, and to transform services to meet people's needs.

We recognise that to deliver our vision we must work closely with our communities and our Community Planning Partners. The South Lanarkshire [Community Planning Partnership](#) brings together communities, local agencies and organisations from the public, private and voluntary sectors to deliver better public services.

Section 6

Delivering our Plan

The council has clearly defined its Vision which, together with the Values, Ambitions and Objectives, will guide service delivery. The actions and measures associated with achieving the Objectives are linked to the budget planning process, our workforce planning and also to the arrangements for performance management and public performance reporting. Taken as a whole, these arrangements ensure that we resource the plan, manage its delivery, and report our progress transparently and effectively.

Funding

To deliver its objectives, the council operates with a budget of £697 million per annum (2019/20). We have a strong budget planning process led by our Financial Strategy which sets out a detailed medium term forecast for the financial resources required to meet the aims of the council. The Financial Strategy also looks to a longer 10 year outlook, beyond the term of this Council Plan. The Financial Strategy is updated every year.

Through the Financial Strategy the council can ensure that it sets a budget that delivers the ambitions of this Council Plan. The Financial Strategy is informed by the changing environment in which we operate, and the changing needs that we are serving. The strategy helps us manage the resources of the council in the most effective way to ensure that we continue to deliver the services that the residents of South Lanarkshire want, and that we do so while making the best possible use of resources.

There are elements of uncertainty which may influence our Financial Strategy, including a lack of clarity on the level of grant funding that the council will get in future years. In recent times, the council has only received notification of its grant funding for the coming year. At present, Government funding beyond the current year is unknown and is difficult to estimate with any confidence due to a number of factors.

While the council has a degree of assurance over European grant income for the period 2016 to 2020, beyond this timeframe it is not known how European grant income will be affected. This may impact on council funding which is currently used to support the council's policies and overall vision, with its focus currently on employability as well as poverty and inclusion.

The Financial Strategy looks at both the day to day running costs and the capital investment requirements of the council. The council Capital Programme builds on significant capital investment in previous years in our schools, social housing, roads and caring for the elderly. The positive impact on communities from these projects has been, and continues to be, significant.

The Capital Programme 2017-18 to 2019-20 sees the completion of the School Modernisation Programme, through which all our schools have been either rebuilt or modernised to deliver education within a 21st century environment.

In the period up to March 2021, we will look to add an additional 1,000 new council homes, supported financially by the Scottish Government through the Affordable Housing Supply Programme, and we are working towards ensuring that our existing stock of council houses meets social housing standards.

The council's Capital Programme includes an expansion to plans to renew our care homes. Our roads conditions have improved through the Roads Investment Programme, and we will continue to invest in this area. Climate impact screening has been carried out on the Capital Programme to help in the transition to a low carbon economy.

The capital investment programme also includes the council's involvement in the Glasgow City Region City Deal, which has allowed us to access our share of £1.13 billion funding to invest in roads and Community Growth Areas. Changing government policies around early learning and childcare will also drive further investment over the life of this Council Plan.

The "More Homes" funding is in place to 2021, however, there is no clarity on funding beyond this date.

The management of the council's budget is subject to strong controls including robust monitoring arrangements and regular reporting to committees and scrutiny forums.

People

To deliver the next steps contained within Connect, and to meet the challenges and opportunities facing the council, we must ensure that we have the right people with the right skills in the right place at the right time. We have a large and diverse workforce, committed to customer-centred service delivery and we must continue to draw upon the knowledge, skills and dedication of our employees.

Our People Strategy and Workforce Plan sets out our longer term people requirements, taking into account our working environment and service delivery plans. These documents provide us with a strategy and a road map to ensure the council has a committed and well-trained workforce to deliver excellent services now and in the future.

We believe that the people who work for us are our biggest asset and we encourage wellbeing by providing all employees with a safe and healthy working environment where all are treated with dignity and respect.

Assets

The council has a significant asset holding. With over £1.55 billion in land and property assets, 2,295 km of roads network, around 24,900 social houses and a fleet of over 1,400 vehicles, it is essential that our assets are well managed, fit for purpose, and used effectively to support our objectives.

To ensure this, the council has a corporate Asset Management Plan (AMP) which includes specific plans for the key asset categories of property, roads infrastructure, housing, fleet and information communication technology.

Working corporately the AMP process enables us to review the suitability, performance and condition of our assets, target investment and consider future service and investment priorities which will include the steps necessary to meet national climate change targets and adapting to climate change. The process informs strategic decisions and leads to initiatives such as the housing new build and roads investment programmes.

Performance management

We are accountable for everything we do, and reporting our performance allows residents to see for themselves the steps we are taking to improve the quality of life of everyone in South Lanarkshire. By close monitoring and management of performance, we can ensure our plans are delivered effectively, and that our services are continuously improving to deliver better outcomes for everyone.

The council has a structured approach to improvement by managing, monitoring and reporting performance. This allows us to understand our progress and take action where necessary. As part of this we must ensure the public is aware of our performance and continually take on board their views and needs.

The council's performance management system IMPROVe is used to monitor performance against the Council Plan. IMPROVe provides a comprehensive analysis of action being taken across the council to achieve its objectives.

In terms of delivering Connect, each council Resource will prepare an annual plan which takes its lead from the long term planning perspective of the Council Plan and performance will be monitored and reported at both a strategic and a local level throughout the life of the plan.

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

Public Performance Reporting

The council has a statutory responsibility for public performance reporting. In addition to reporting our progress against the Council Plan, we publish a wide range of other performance information. This puts our activity into context, showing how our performance has changed over time and how we compare with others: for example the Annual Performance Spotlights ([APR](#)), the [Public Performance Reports](#) and the council's public information and new website (www.southlanarkshirereview.scot)

Governance

The role of governance within the council is to ensure that intended outcomes are achieved for citizens and service users and that the council operates in an effective, efficient and ethical manner. Good governance is about the culture, systems, processes and values by which the council conducts its business and delivers services.

There are clear principles which should underpin good governance. The council must be able to demonstrate that: its focus is on its purpose and on the outcomes for citizens and service users; the values for the whole organisation are promoted and demonstrate good governance through behaviour; informed, transparent decisions are taken and risk is managed; the capacity and capability of the council to be effective is developed; members and officers are performing effectively in clearly defined functions and roles; and the council is engaging stakeholders and making accountability real.

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

Top Risks

The council is aware that there will be a number of risks over the period of the Council Plan and we will take steps to ensure that these are kept under review so that they can be evaluated and appropriate action taken to mitigate such risks. As the council delivers Connect, risk management will continue to be a key element in the governance arrangements, providing assurance that the council is compliant with best practice standards and that work is being undertaken to address the gaps highlighted by ongoing council wide and Resource wide risk identification

Assurance

South Lanarkshire Council has a responsibility to ensure business is conducted in accordance with legislation and proper standards and adheres to and works within a framework of internal values and external principles and standards. We ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively through the continuous improvement of service provision and delivery.

Our Vision

Improve the quality of life of everyone in South Lanarkshire

Our Priorities

Promote sustainable and inclusive economic growth and tackle disadvantage

Get it right for children and young people

Improve health, care and wellbeing

Ensure communities are safe, strong and sustainable

Our Values

Focused on people and their needs

Working with and respecting others

Accountable, effective, efficient and transparent

Ambitious, self aware and improving

Fair, open and sustainable

Excellent employer

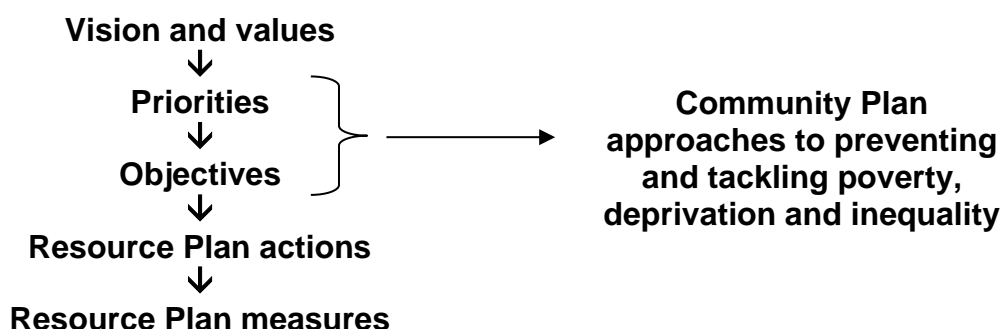


Annex 1

How do we get there?

The Council Plan, Connect, contained detailed information on the council's Objectives. These are reproduced below, updated as a result of the mid-term review. The mid-term review sharpened the council's focus on four Priorities, with the Objectives in a supporting role as the link between the Council Plan and the activities of the five Resources. The Objectives and the Next Steps associated with them will continue to play a pivotal role in the strategic planning process through the annual Resource Planning cycle.

The golden thread from the Council Plan and its priorities to the annual Resource Plans and specific measures is shown below:



Our Objectives

Our Objectives are what we aim to do at an operational level, delivering services that reflect our Vision, Values and Priorities. We engage and work with the public and communities in setting and achieving these Objectives. Progress on how our Objectives are being delivered is identified in terms of key important events or milestones, which are monitored and reported regularly to our committees and the public.

Our objectives support our priorities as set out below.

Priority	Related objectives
Improve health, care and wellbeing	<ul style="list-style-type: none"> • Improve later life • Protect vulnerable children, young people and adults • Deliver better health and social care outcomes for all • Encourage and enable participation in physical, outdoor and cultural activities
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> • Improve the availability, quality, and access of housing • Work with communities and partners to promote high quality, thriving, low carbon, climate resilient and sustainable communities • Support our communities by tackling disadvantage and deprivation, and supporting aspiration • Encourage and enable participation in physical, outdoor and cultural activities
Promote sustainable and inclusive	<ul style="list-style-type: none"> • Improve the road and electric charging network, influence improvements in public transport and encourage active travel

economic growth and tackle disadvantage	<ul style="list-style-type: none"> • Support the local economy by providing the right conditions for sustainable and inclusive growth • Support our communities by tackling disadvantage and deprivation, and supporting aspiration
Get it right for children and young people	<ul style="list-style-type: none"> • Improve achievement, raise educational attainment and support lifelong learning • Ensure schools and other places of learning are inspirational

Alignment of Council Plan “Next Steps” with Community Plan “Changes Required”

We work closely with our communities and Community Planning partners to deliver the services which people in South Lanarkshire need. The priorities within the Council Plan are aligned with the priorities in the Community Plan 2017-2027, as illustrated by the diagram below:



The alignment between the two plans continues at the level of key activities. The pages which follow show how the council's objectives and Next Steps relate to the required changes identified by the Community Planning partners in the Community Plan.

Objective: Improve later life

Both nationally and locally, the most significant changes in the population will occur in the over 65 age group. People are living longer, but not always healthier lives.

In addressing this, the Scottish Government has challenged local partners to re-shape current services in line with the wishes of older people. It is widely recognised that older people want to live more independently and choose what matters most about their care and support.

The [Health and Social Care Partnership](#) strives to further improve outcomes for people who use health and social care services and their carers.

Council Plan Next Steps showing key areas of activity	
1.1	Increase the supply of housing to meet the needs of older people, including amenity housing and the supply of adapted homes, and ensure that Care Inspectorate standards are met where they apply
1.2	Embed the Carers (Scotland) Act 2016 throughout the council, to ensure that the needs of all carers are supported, and revise our Carers Strategy
1.3	Implement the strategic intentions for Health and Social Care as set out in the Strategic Commission Plan 2019-21 to improve Health and Wellbeing outcomes for people in South Lanarkshire
1.4	Develop and modernise day care services for older people to create a community hub type facility which provides both onsite and community based services for older people
Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none">• Improvements to affordable local housing supply in sustainable locations
	<ul style="list-style-type: none">• Improve support for carers with regards to financial wellbeing and ensure systems are in place to identify those carers who require financial support• Implement duties contained in the Carers Act (2016) in South Lanarkshire
	<ul style="list-style-type: none">• Empowering communities to improve their own health and wellbeing• Shifting the focus from reactive interventions to early intervention and prevention programmes
	<ul style="list-style-type: none">• Promote good mental health through empowering communities and individuals to improve their own health and wellbeing• Reducing social isolation by empowering communities and individuals to improve their own health and wellbeing

Objective: Protect vulnerable children, young people and adults

The council has a statutory responsibility to protect vulnerable children, young people and adults from all forms of harm, abuse and neglect. We also provide support to people with substance misuse and mental health issues, people affected by domestic abuse and those with a physical and/or learning disability. We make a difference by working together to improve the outcomes for individual children and families.

Council Plan Next Steps showing key areas of activity	
2.1	Continue to protect children and adults from all forms of harm, abuse and neglect
2.2	As a Corporate Parent promote the best possible outcomes for our care experienced children throughout their care journeys and beyond
2.3	Embed the Carers (Scotland) Act 2016 throughout the council to ensure that young carers are supported
2.4	With our partners, use available data to inform the Children's Services Planning processes including our commitment to Children's Rights Reporting
2.5	Continue to develop quality assurance frameworks to improve services which protect vulnerable children, young people and adults
2.6	Deliver robust public protection services for vulnerable children and adults
2.7	Continue to implement the requirements of the Mental Health Act 2015
2.8	A Children's Services Plan which complements the Council Plan has been developed and will report progress annually
2.9	The Community Justice Partnership will work to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities
2.10	Develop procedures to facilitate the implementation of Free Personal Care for under 65's
2.11	Continue to implement Prioritisation/Eligibility Criteria across care groups
2.12	Develop a common approach to risk management, the use of shared chronologies and protection planning around vulnerable individuals which is more integrated across the Partnership

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"> Reduce numbers of direct and indirect victims of domestic abuse. Focus on promoting health and positive relationships. Preventing young people from engaging in drug misuse though establishing links between drug misuse and social problems
	<ul style="list-style-type: none"> Reduce the gap in positive destinations of care experienced and all young people
	<ul style="list-style-type: none"> Increase the financial capability of children and young people Implement duties contained in the Carers Act (2016) in South Lanarkshire
	<ul style="list-style-type: none"> Outcomes in our most deprived areas are improved
	<ul style="list-style-type: none"> Ensure the South Lanarkshire Child Protection Committee Business Plan reflects the improvement identified by the National Child Protection Improvement Programme and Systems Review 2016-17.
	<ul style="list-style-type: none"> Promote good mental health through empowering communities and individuals to improve their own health and wellbeing
	<ul style="list-style-type: none"> Improve health in early years of life through efforts to increase breast feeding and Child Development
	<ul style="list-style-type: none"> Preventing young people from engaging in drug misuse though establishing links between drug misuse and social problems

Objective: Deliver better health and social care outcomes for all

South Lanarkshire Health and Social Care Partnership is working to integrate adult health and social care services. The Partnership will deliver the nine national health and wellbeing outcomes.

Council Plan Next Steps showing key areas of activity	
3.1	Continue to implement a programme of work to modernise care at home/home care services as key element of Health and Social Care Integration
3.2	Transform our use of residential bed based resources to create care facilities/models of care that will meet future needs while shifting the balance of care
3.3	Develop localities through implementing locality operational arrangements to complement the newly-established Locality Planning Groups and to take integration to its next natural stage
3.4	Support ongoing implementation of the government's 10 year Self Directed Support programme by 2020, including any learning from themed inspection
3.5	Improve the uptake of nutritious school meals by pupils
3.6	Develop and modernise day opportunity services for adults to create a community hub type facility which provides both on-site and community based services
3.7	Promote the good food strategy to empower communities to improve their own health and wellbeing

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none">• Empowering communities to improve their own health and wellbeing
	<ul style="list-style-type: none">• Reducing social isolation by empowering communities and individuals to improve their own health and wellbeing

Objective: Improve the availability, quality, and access of housing

Having somewhere to live that is safe and warm is one of the most basic needs. Meeting the housing requirement and promoting access to good quality, affordable homes for all the people of South Lanarkshire remains a key priority for the council. Through significant investment in our housing stock, we have made excellent progress and have achieved the Scottish Housing Quality Standard (SHQS). As part of the works to meet the standard, we have made a considerable impact on key housing priorities and we recognise that improving the energy efficiency of homes and lowering energy costs is one of the main ways in which the council can help to tackle fuel poverty. The council also has responsibilities to tackle homelessness and to help increase the availability of affordable housing.

Council Plan Next Steps showing key areas of activity	
4.1	Further develop our housing options service to help people achieve and sustain appropriate housing
4.2	Work with our Registered Social Landlord (RSL) partners to use available housing to meet housing need
4.3	Promote improvement in the quality of housing
4.4	Promote improvement in the energy efficiency of the housing stock to help address and tackle fuel poverty and climate change so that the housing stock meets the energy efficiency standard by the 2020 deadline
4.5	Continue to work with key partners and funders to seek ways to maximise the delivery of new affordable housing supply of the right size, type and tenure
4.6	Continue with the council's house building programme to deliver a further 1,000 new homes by 2022
4.7	Continue to regenerate priority neighbourhoods through the delivery of new homes, improvements in the existing housing stock and by working with partners
4.8	Implement a new Local Housing Strategy
4.9	Continue to develop new and responsive ways to access council services
4.10	Work with our customers to further develop their involvement in helping to scrutinise and develop our services
4.11	Through our Planning Service, and in conjunction with Housing and Technical Resources, help ensure an appropriate supply of land for housing development
4.12	Implementation of Affordable Housing and Housing Choice Policies within the Local Development Plan

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none">• Increase the engagement of low income/unemployed residents in activity to support progress to and within work with a focus on parents, homeless adults and families• Prevent and reduce impact of homelessness
	<ul style="list-style-type: none">• Improvements to affordable local housing supply in sustainable locations
	<ul style="list-style-type: none">• Improve housing conditions and local housing affordability
	<ul style="list-style-type: none">• Reduce levels of fuel poverty
	<ul style="list-style-type: none">• Increase Digital Inclusion.

Objective: Improve the road and electric charging network, influence improvements in public transport and encourage active travel

A high quality and well maintained road network matters to everyone in South Lanarkshire and beyond – businesses use it to deliver goods and services, workers use it to get to and from their place of work, and families use it every day.

Council Plan Next Steps showing key areas of activity	
5.1	Implement our Roads Investment Programme to improve our roads, footways, bridges, and road network infrastructure
5.2	Deliver a roads winter maintenance service
5.3	Work with partners to deliver major road infrastructure improvements which support economic development, including those undertaken as part of the City Deal
5.4	Work with partners to improve public transport infrastructure and deliver our Park and Ride Strategy
5.5	Encourage active travel and recreational access to the outdoors through improvements to our cycle route networks and path networks
5.6	Promote electric vehicle infrastructure to support the transition to a low carbon economy

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none">• Improved physical connectivity to learning, jobs and business opportunities• Improvements to affordable local housing supply in sustainable locations
	<ul style="list-style-type: none">• Provision of affordable and accessible public transport through the delivery of the Local Transport Strategy.

Objective: Work with communities and partners to promote high quality, thriving, low carbon, climate resilient and sustainable communities

Our work with communities and partners strengthens everything we do and allows communities to achieve more than the council could deliver on its own. Our partnership plans set out priorities – based on an understanding of local assets, need and opportunities - and support our working relationship with the Scottish Government and many external, national and local organisations.

The council is in a unique position - it serves to both represent and lead communities, acting as a voice for local people and a champion of local identity. Local communities and groups can be empowered to influence decisions and make positive changes to local situations and circumstances.

We aim for South Lanarkshire to be an environmentally responsible, low carbon, climate resilient, safe, clean, attractive and well-designed place to live, work and play. High quality places, which meet the needs of the present without compromising the needs of future generations, help promote personal wellbeing and a sense of ownership by the community.

Council Plan Next Steps showing key areas of activity	
6.1	Ensure appropriate supply of land for new housing and employment development is maintained
6.2	Work in partnership with the business community and other partners to support thriving, attractive, sustainable and low carbon town centres
6.3	Work with developers and public and private sector partners to deliver the four Community Growth Areas City Deal projects
6.4	Continue to strive with our communities to achieve greater participation and involvement in decision making – including real participation in spending decisions. Work with our communities and Community Planning Partners to implement the provisions of the Community Empowerment Act, including taking forward a Local Outcomes Improvement Plan (LOIP) which delivers on the aspirations of our neighbourhoods and communities
6.5	Implement the provisions of the Community Empowerment Act, including development of the Local Outcomes Improvement Plan (LOIP) for South Lanarkshire
6.6	Provide access to timely support and interventions for people/groups who are disadvantaged
6.7	Promote safety through road improvements, through consumer protection work, through the delivery of services to tackle anti-social behaviour and through the implementation of the Community Justice Outcomes Improvement Plan to reduce further offending
6.8	Deliver a range of measures which improve the local natural environment, including minimising waste, improving air quality, conserving, protecting and enhancing biodiversity, remediating vacant and contaminated land, and protecting against floods
6.9	Continue to regenerate priority neighbourhoods through the delivery of new homes; improvements in existing stock and the surrounding environment, and optimise investment from partner organisations
6.10	Make use of new technologies and inclusive approaches to encourage communities to get involved
6.11	Work in partnership to achieve more challenging carbon emission reduction targets, adapt to the effects of a changing climate, and act more sustainably
6.12	Promote a natural environment which is resilient, enhanced and protected
6.13	Ensure all Council led plans, policies, programmes and strategies are subject to SEA, where required

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"> • Improve housing conditions and local housing affordability
	<ul style="list-style-type: none"> • Improved physical connectivity to learning, jobs and business opportunities • Improvements to affordable local housing supply in sustainable locations
	<ul style="list-style-type: none"> • Ensure communities are more actively involved in local decision making.
	<ul style="list-style-type: none"> • Outcomes in our most deprived areas are improved.

	<ul style="list-style-type: none"> • Improve health during pregnancy • Outcomes in our most deprived areas are improved
	<ul style="list-style-type: none"> • Continuous improvement to environmental quality and communities living more sustainably.
	<ul style="list-style-type: none"> • Increase Digital Inclusion.
	<ul style="list-style-type: none"> • Provision of affordable and accessible public transport through the delivery of the Local Transport Strategy

Objective: Support the local economy by providing the right conditions for sustainable and inclusive growth

A strong local economy and creating the right environment for business growth are key components of a flourishing South Lanarkshire. This in turn helps all local people to find employment and local communities to thrive.

Council Plan Next Steps showing key areas of activity	
7.1	Implement the Glasgow City Region Economic Strategy (with City Region partners) and implement the South Lanarkshire Economic Strategy at local level
7.2	Support unemployed people into jobs, training or further education and prioritise efforts to support young people into the job market by continued provision of employability initiatives
7.3	Implement the Developing Scotland's Young Workforce strategy, providing, promoting and valuing a range of learning, leading to a wide variety of jobs and ensuring all young people have fair access to these opportunities
7.4	Support local businesses through our business advice services, and support key business initiatives
7.5	Lead the Supplier Development Programme which supports small and medium sized businesses to tender for public sector contracts
7.6	Support voluntary organisations by providing advice on governance, training, funding, and specifically the Community Asset Transfer process
7.7	Support the transition to a low carbon and circular economy

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"> Improved physical connectivity to learning, jobs and business opportunities
	<ul style="list-style-type: none"> Increased commitment and efforts to promote fair work and tackle in-work poverty Increase the engagement of low income/unemployed residents in activity to support progress to and within work with a focus on parents, homeless adults and families The life chances of our children within our Datazones are improved Reduce the gap in positive destinations of care experienced and all young people Step change in the creation of vocational pathways into STEM and other careers ultimately increasing youth employment opportunities and providing in-work progression routes
	<ul style="list-style-type: none"> Increase number of business start-ups in more deprived communities
	<ul style="list-style-type: none"> Ensure communities are more actively involved in local decision making

Objective: Support our communities by tackling disadvantage and deprivation, and supporting aspiration

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. Levels of poverty vary greatly between the most and least deprived neighbourhoods and between different groups. Our services make a significant contribution to tackling inequality. However, we recognise that partnership working is key to addressing this issue.

Council Plan Next Steps showing key areas of activity	
8.1	Deliver a range of measures which contribute to the Community Plan overarching objective of tackling deprivation, poverty and inequality
8.2	Continue to raise attainment and achievement, and close the poverty related attainment gap
8.3	Respond to the challenges for tenants, residents and the council arising from Welfare Reform, with a particular focus on the impacts of the roll out of Universal Credit
8.4	Continue to work with partners to provide intensive support to vulnerable families
8.5	Improve energy efficiency initiatives to help tackle fuel poverty
8.6	Deliver a range of measures to meet its statutory duty to report on efforts to reduce child poverty – especially in respect of income from employment, income from benefits and reducing the cost of living
8.9	Reduce food insecurity and poverty by working with community food initiatives and partners

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none"> • Ensure communities are more actively involved in local decision making • Outcomes in our most deprived areas are improved
	<ul style="list-style-type: none"> • Increase the take up of places for eligible 2 year olds • Improve health in early years of life through efforts to increase breast feeding and Child Development • The life chances of our children within our Datazones are improved • Reduce the gap in positive destinations of care experienced and all young people • Step change in the creation of vocational pathways into STEM and other careers ultimately increasing youth employment opportunities and providing in-work progression routes
	<ul style="list-style-type: none"> • Maximise uptake of benefits and entitlements for low income households • Improve access to food and crisis aid and ensure those accessing aid receive the advice and support required (money/debt; benefits; housing, etc. to find more sustainable solutions • Reduce uptake of high cost debt and encourage saving
	<ul style="list-style-type: none"> • Reduce the impact of substance misuse on children and young people
	<ul style="list-style-type: none"> • Reduce levels of fuel poverty
	<ul style="list-style-type: none"> • Increase the engagement of low income/unemployed residents in activity to support progress to and within work with a focus on parents, homeless adults and families • Improve support for carers with regards to financial wellbeing and ensure systems are in place to identify those carers who require financial support • Reduce uptake of high cost debt and encourage saving • Increase the financial capability of children and young people • Improved financial wellbeing of low income families and vulnerable service users • More vulnerable/low income parents – in particular women – able to support progress to and within work and income stability • Ensure the delivery of 1140 hours Early Learning Childcare for all eligible children by August 2020 • More vulnerable/low income parents – in particular women – able to support progress to and within work and income stability

Objective: Improve achievement, raise educational attainment and support lifelong learning

Education remains both a national and a council priority. Our aim is that 'All learners in South Lanarkshire achieve their full potential attainment and achievement'. This means delivering learning opportunities and committing to improving literacy, numeracy, health and wellbeing, knowledge, skills, confidence and creativity, which will inspire learners, transform learning and strengthen communities. We will continue to build on the strong foundations we have in Getting it right for every child (GIRFEC), Curriculum for Excellence, Teaching Scotland's Future, Developing Scotland's Young Workforce, and through our Youth Learning and Community Development Planning.

Council Plan Next Steps showing key areas of activity	
9.1	Progress the Scottish Government's commitment to increase nursery hours for three and four year olds by August 2020
9.2	Take forward the National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy
9.3	Continue to achieve equity by 'closing the attainment gap' and meeting the aspirations of the Scottish Attainment Challenge
9.4	Promote development of the right range of skills, qualifications and achievements to enable all learners to succeed
9.5	Improve health and wellbeing outcomes for children and families and getting it right for every child
9.6	Continue to engage with parents/carers to involve them in family learning activities and experiences with their children to support the improvement of reading, writing, skills for lifelong learning and the promotion of positive health and wellbeing
9.7	Develop employability skills and sustained, positive school leaver destinations for all young people
9.10	Empower young people to take action on the climate emergency

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none">• Ensure the delivery of 1140 hours Early Learning Childcare for all eligible children by August 2020
	<ul style="list-style-type: none">• Increase the take-up of places for eligible 2 year olds• Improve health in early years of life through efforts to increase breast feeding and Child Development
	<ul style="list-style-type: none">• The life chances of our children within our Datazones are improved• Reduce the gap in positive destinations of care experienced and all young people• Step change in the creation of vocational pathways into STEM and other careers ultimately increasing youth employment opportunities and providing in-work progression routes
	<ul style="list-style-type: none">• Improve health during pregnancy• Improve health in early years of life through efforts to increase breast feeding and Child Development• Reduce the impact of substance misuse on children and young people

Objective: Ensure schools and other places of learning are inspirational

The investment made by the council in modernising its school buildings and learning environments and in Information and Communications Technology (ICT) infrastructure is designed to create welcoming and inspiring places of learning where teachers and educators set high aspirations and celebrate success.

Council Plan Next Steps showing key areas of activity	
10.1	Progress the council's Schools Modernisation Programme and continue to invest in the education estate, transforming the learning environment for all learners
10.2	Support learning and raise attainment through the use of digital technologies and the ICT infrastructure
10.3	Deliver high quality continuous professional learning to support all staff in achieving excellent learning and teaching and service delivery
10.4	Equip staff to deliver high quality learning and teaching, inspire learners, improve attainment and celebrate success
10.5	Progress leadership development at all levels, within establishments and schools

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none">• Increase digital inclusion

Objective: Encourage and enable participation in physical, outdoor and cultural activities

Improving the health of individuals and communities is a key challenge for South Lanarkshire and Scotland as a whole. Lifestyle, poverty and environmental factors all have a part to play, and the council's approach to improving health will involve working with communities and partners to target the most disadvantaged communities. The operation, management and development of indoor and outdoor sports and leisure facilities, community halls, arts venues, country parks, libraries and museum is carried out on behalf of the council by South Lanarkshire Leisure and Culture (SLLC), a charitable trust. Through the provision of these facilities, combined with the community use of schools, we provide a focus for community learning and recreational activities, promote participation in cultural activities, and support healthier lifestyles.

Council Plan Next Steps showing key areas of activity	
11.1	Invest in quality leisure facilities, including buildings and sports pitches
11.2	Actively promote SLLC facilities encouraging participation by the local community and visitors to the area
11.3	SLLC develops activity programmes which support equitable access for all, including older people and under 16s groups
11.4	SLLC works with strategic partners, in particular the Health and Social Care Partnership, to contribute to the health inequalities agenda and improving later life
11.5	Promote healthy living and wellbeing
11.6	Promote the use and enjoyment of open space and greenspace, including the development of Local Nature Reserves

Community Plan Changes Required showing key areas of activity related to this objective	
	<ul style="list-style-type: none">• Promote good mental health through empowering communities and individuals to improve their own health and wellbeing• Reducing social isolation by empowering communities and individuals to improve their own health and wellbeing• Shifting the focus from reactive interventions to early intervention and prevention programmes

Report

7

Report to:	Executive Committee
Date of Meeting:	25 March 2020
Report by:	Executive Director (Education Resources)

Subject:	Catchment Areas of Glengowan Primary, Machanhill Primary and Robert Smillie Primary Schools, Larkhall – Consultation Proposal
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide information on pupil projections for Glengowan, Machanhill and Robert Smillie Primary Schools, Larkhall and the current catchment areas of the three schools
- ♦ to seek approval from the Executive Committee to undertake a statutory consultation on the catchment realignment of Glengowan, Machanhill and Robert Smillie Primary Schools, Larkhall.

2. Recommendation(s)

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

- (1) that a statutory consultation under the Schools (Consultation) (Scotland) Act 2010 is undertaken to propose a change to the catchment areas of Glengowan Primary School, Machanhill Primary School and Robert Smillie Primary School to more effectively balance pupil numbers and better align new housing developments in Larkhall to the school geographically closer.

3. Background

- 3.1. The current catchment areas for Glengowan Primary School, Machanhill Primary School and Robert Smillie Primary School in Larkhall are shown on Appendix 1. This is a historic boundary arrangement that, due to changes in the housing and population distribution within the area over time, should be redrawn to more appropriately link housing areas to each non-denominational primary school and more equitably balance the pupil population.
- 3.2. Appendix 1 also shows the two main housing development areas within Larkhall that are currently within Machanhill Primary School's catchment area but are geographically closer to Glengowan Primary School and Robert Smillie Primary School.
- 3.3. Below is information on current pupil data, excluding projected pupil numbers from housing developments.

3.4. Machanhill Primary School

Machanhill Primary School has 12 Classrooms and a 50 place Nursery. With this accommodation (assuming an average of 30 pupils per class), the school could accommodate 360 pupils.

The current pupil roll (September 2019 census) is 302. Trends based on the average of the last three years' P1 intake figures suggest the mainstream roll will reach 307 in August 2023.

Within this school session 64% of pupils from the Community Growth Area (CGA) development currently zoned to Machanhill Primary School already attend Glengowan Primary School by means of a placing request.

3.5. Glengowan Primary School

Glengowan Primary School currently has 14 Classrooms, and (assuming an average of 30 pupils per class), the school could accommodate 420 pupils

The current pupil roll (September 2019 census) is 298. Trends based on the average of the last three years' P1 intake figures suggest the roll will be 270 in August 2023.

3.6. Robert Smillie Primary School

Robert Smillie Primary School has 8 classrooms and a 40 place Nursery. With this accommodation (assuming an average of 30 pupils per class) the school can accommodate 240 pupils.

The current roll is 202. Trends based on the average of the last three years' P1 intake figures suggest the mainstream roll will reach 209 in August 2023.

4. **Proposals**

4.1. **Catchment Realignment of Glengowan Primary School**

The proposal is for the Larkhall CGA development to be rezoned from Machanhill Primary School to Glengowan Primary School. This area is shown in Appendix 1. By 2025/2026, the CGA development is projected to generate an additional 225 non-denominational children. Glengowan Primary School, as well as being the nearest school to this development, was designed to allow for an extension to the school to provide the additional rooms required to accommodate the current projected roll of 270 pupils plus the 225 pupils expected from the CGA, thereby giving a projected future roll of 495 pupils.

Appendix 2 and 3 show the proposed change to the catchment areas of Glengowan Primary School and Machanhill Primary School which would re-align the new housing development to Glengowan Primary School.

4.2. **Catchment realignment of Robert Smillie Primary School**

It is proposed that the section of the Larkhall Academy site, outlined on Appendices 2 and 4, which is directly behind Robert Smillie Primary School with the school accessible by footpath from the development, be realigned from Machanhill Primary School to Robert Smillie Primary School. By 2025/2026 the development is projected to generate an additional 27 non-denominational pupils thereby giving a

projected future roll of 236 pupils.

Currently there are no pupils attending the local primary schools from this section of the Larkhall Academy development which is proposed to be realigned to Robert Smillie Primary School. It is proposed that the Phase 1 Clare Crescent development houses remain within the catchment area of Machanhill Primary School.

4.3. Given the capacity of both schools and the assumptions of expected pupil numbers coming from the new housing developments, it is anticipated that the realignment will allow for both Glengowan Primary School and Robert Smillie Primary School to accommodate the predicted numbers of pupils generated from the new housing.

4.4. Any resultant adaptation or extensions required would be fully funded via developer contributions and City Deal funding.

5. Employee Implications

5.1. Employee resources at each school would continue to be provided by means of existing staffing protocols and agreed management structures.

6. Financial Implications

6.1. The proposal demonstrates a Best Value approach to effectively managing the primary school estate and the Council's property portfolio.

7. Climate Change, Sustainability and Environmental Implications

7.1. It is expected that more children may choose to walk to school as a result of the catchment changes as they will be geographically closer to their catchment school.

8. Other Implications

8.1. If approved, the implementation date of any catchment realignment would be for P1 enrolment in January 2021.

8.2. Families with children already attending either school, and with a further sibling enrolling in P1 in respect of school sessions August 2021 through to August 2026 will have the choice for their P1 child to be granted placement in that school regardless of any catchment change.

8.3. Given that all of the Primary Schools within the proposal are zoned to Larkhall Academy, there would be no effect on secondary pupil numbers as a result of the proposal being implemented.

8.4. As part of the statutory consultation process, a Public Meeting would be held to fully engage with the local community on this proposal.

9. Equality Impact Assessment and Consultation Arrangements

9.1. Under the Schools (Consultation) (Scotland) Act 2010, any proposals to vary any of the admission arrangements for a school, including its catchment area, would necessitate a statutory consultation.

9.2. There was no requirement to carry out an Equality Impact Assessment in terms of this report.

Tony McDaid
Executive Director (Education Resources)

26 February 2020

Link(s) to Council Values/Ambitions/Objectives

- ♦ Raise educational achievement and attainment
- ♦ Achieve efficient and effective use of resources

Previous References

None

List of Background Papers

- ♦ Executive Committee Report 1st February 2006

<https://southlanarkshire.cmis.uk.com/southlanarkshire/Meetingscalendar/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/3017/Committee/204/Default.aspx>

Contact for Further Information

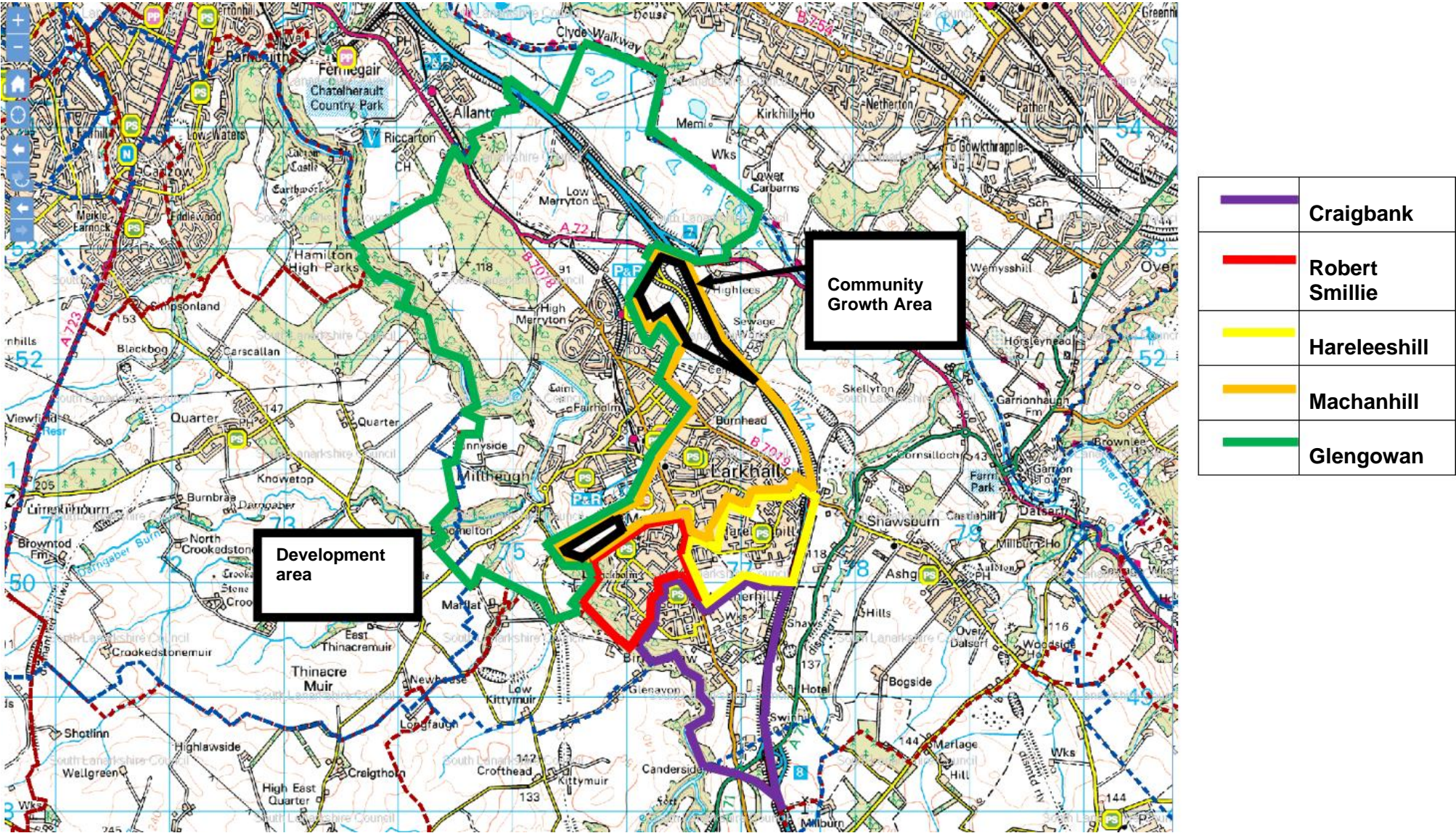
If you would like to inspect the background papers or want further information, please contact:-

Lynn Sherry, Head of Education (Support Services and School Estate)

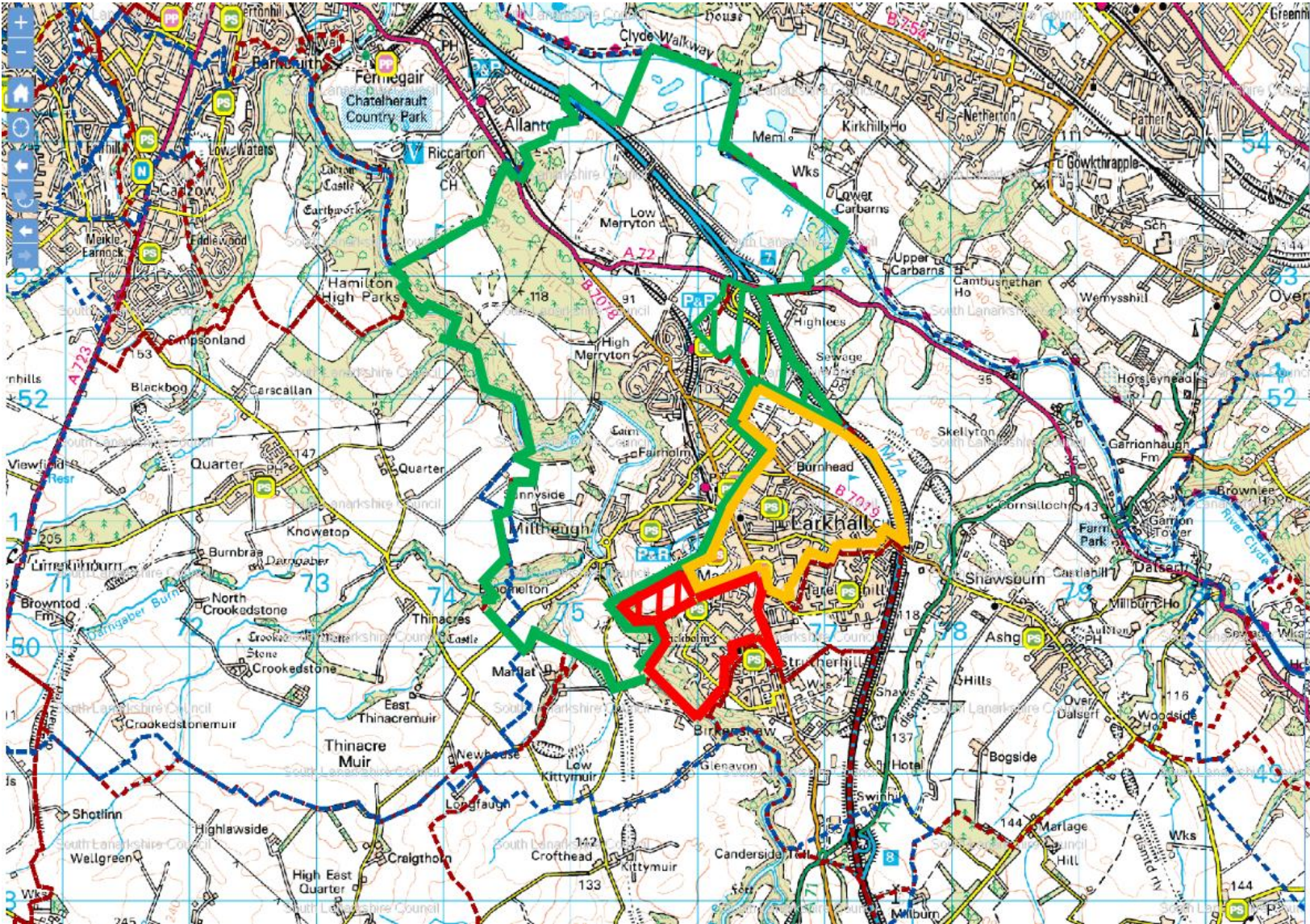
Ext: 5620 (Tel: 01698 455620)

E-mail: lynn.sherry@southlanarkshire.gov.uk

Appendix 1 – Existing Larkhall non-denominational catchment areas and Housing development areas proposed to be realigned

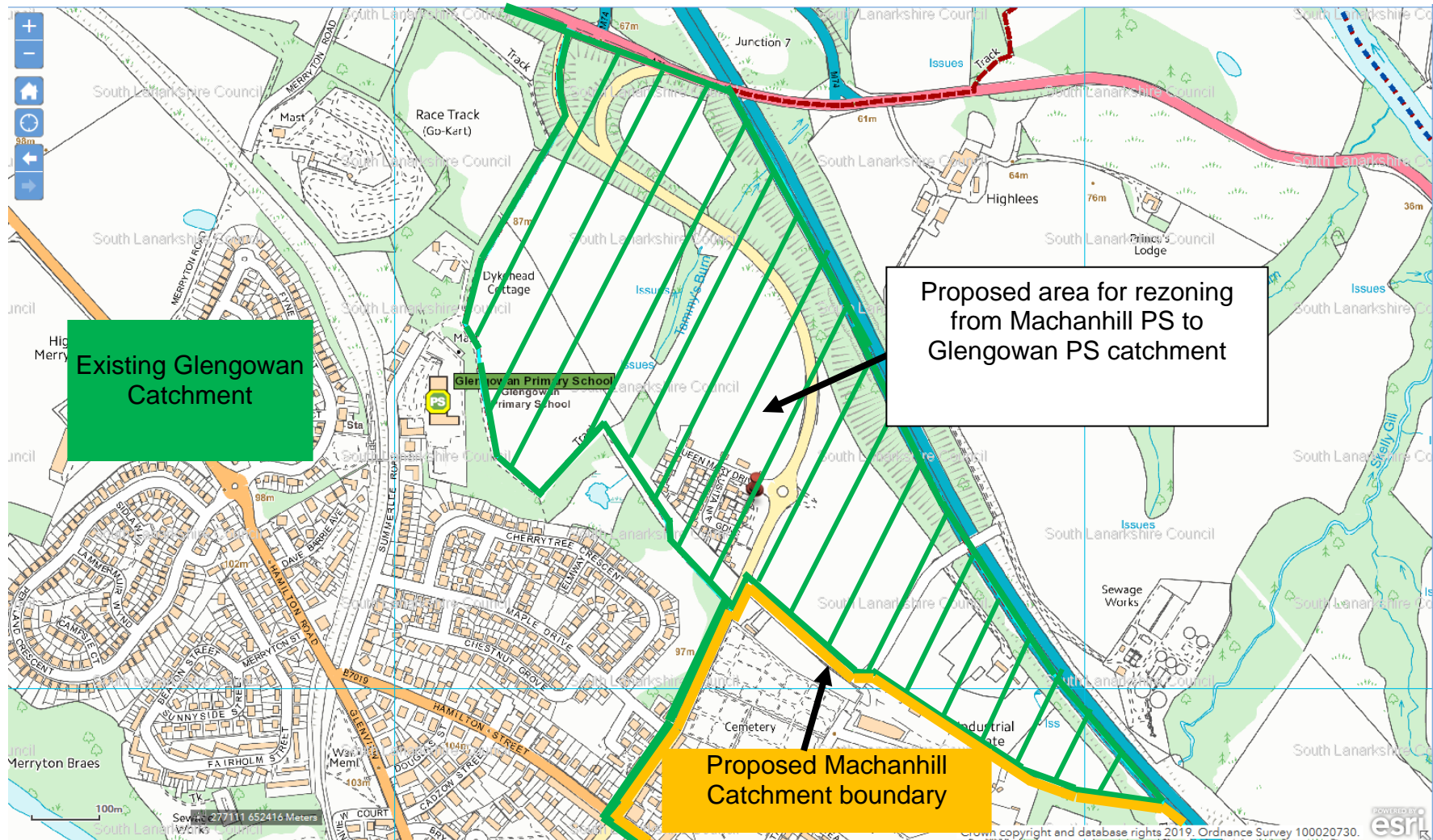


Appendix 2 – Proposed new catchment areas for Glengowan, Robert Smillie and Machanhill Primary Schools

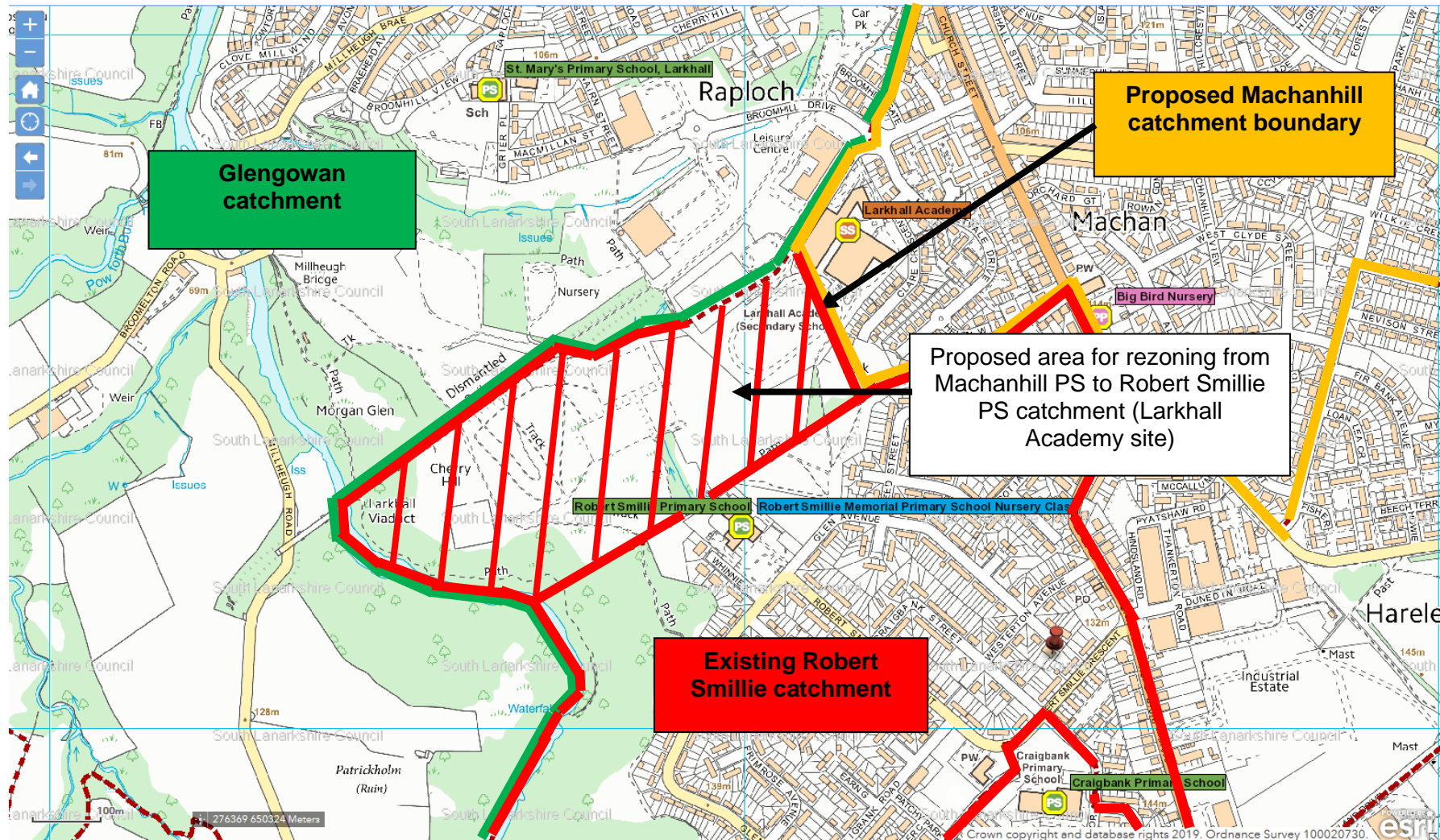


	Robert Smillie
	Proposed addition to Robert Smillie
	Machanhill
	Glengowan
	Proposed addition to Glengowan

Appendix 3 – Detail of zone proposed to be rezoned from Machanhill Primary to Glengowan Primary



Appendix 4 – Detail of zone proposed to be rezoned from Machanhill Primary to Robert Smillie Primary



Report

8

Report to: **Executive Committee**
 Date of Meeting: **25 March 2020**
 Report by: **Executive Director (Education Resources)**
Executive Director (Finance and Corporate Resources)
Executive Director (Community and Enterprise Resources)

Subject: **Early Learning and Childcare Staffing Update**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval to increase the establishment within Education Resources and Community and Enterprise Resources as outlined in section 5 of the report;
- ◆ seek approval for the recommendations contained within this report.

2. Recommendation(s)

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

- (1) that the proposed plans for the ELC expansion from 2020/2021 be noted; and
- (2) that the proposed increase to the staffing establishment within Education and Community and Enterprise Resources, as outlined in section 5 of the report, be approved.

3. Background

- 3.1. In March 2017 the Scottish Government published the ELC expansion guidance for Local Authorities. The planning guidance offered a framework to support local authorities in developing initial expansion plans, as detailed in previous reports.
- 3.2. The Council is required to demonstrate the key principles of *quality, accessibility, flexibility, affordability* within its plans. These principles should underpin the service delivery planning process.
- 3.3. The Council has followed the Scottish Government guidance for planning and two reports to the Executive Committee on 13 February 2019 entitled “Early Learning and Childcare: 1140 Accommodation Requirements” and “Early Learning and Childcare: 1140 hours Update”, set out a programme to deliver sufficient places to accommodate the projected demand for places, sufficient staff to deliver the service, identified progress achieved and described the next steps for operational delivery.
- 3.4. The ELC Project Board oversees the work of the Strategic Group which has 5 work streams working inter-dependently to ensure the continued and sustained development required to ensure the delivery of the expansion to 1140 hours of funded early learning and childcare for August 2020.

The 5 work streams are:-

- ◆ Policy and Quality
- ◆ Workforce Planning
- ◆ Partners Consultative Forum
- ◆ Finance
- ◆ Accommodation

- 3.5. The implementation plan provided for the phased introduction of places from 2017 to 2020 to deliver more than 600 hours and up to 1140 hours of funded early learning and childcare, incorporating places in primary school nursery classes, stand-alone nurseries and with funded providers.
- 3.6. In addition, all eligible children aged 2 to 5 years have benefited from a hot meal if they attended the nursery for a full day or the delivery of 'brunch' or 'afternoon tea' for those children who attend long mornings or long afternoons.
- 3.7. Since August 2019, all funded providers can deliver up to 800 hours of free early learning and childcare to all eligible children, with 9 providers who participated in an early pilot offering up to 1140 hours.
- 3.8. Since 2017, the Council has recruited over 433 full time equivalent posts to ensure the delivery of the expansion. These posts include Early Years Workers, Modern Apprentices, Team Leaders, Teacher Graduates employed as Equity and Excellence Leads, Quality Officers to meet the requirements for the National Standard and a number of central support staff. In addition, almost 90 full time equivalent new posts were created in Community and Enterprise Resources to facilitate the delivery of a hot meal. This has resulted in our current Early Years staffing complement increasing to around 950 staff.

4. Early Years Expansion Next Steps: 2020/2021

- 4.1. The central admissions process for the allocation of places was reviewed in October 2019 and agreed in December 2019. This revised process is now underway, applications closed at the end of February and allocations are due to be confirmed at the end of April. This will enable the staffing requirements from August 2020 to be confirmed per location.
- 4.2. It is recognised that staffing projections are subject to fluctuation as a result of changing employment patterns and the uncertainty created by trying to provide flexibility for families, including provision for early access to 3-year olds. It is also recognised that the opportunities afforded to families as a result of increased ELC provision may lead to further changes in their requirements.
- 4.3. Any changes in demand will be monitored, however recruitment is on track for the staffing requirements already identified within the plan to deliver the expansion.
- 4.4. An outcome of the phased implementation is that the need for the introduction of an Early Years Support Assistant has been identified. The creation of this post, as detailed in section 5, will support the delivery of a flexible responsive service across locations operating a full day model.

5. Employee Implications

- 5.1. In order to deliver Phase 4 of the Expansion Plan from August 2020, the following posts are required and will be funded from the 2020/2021 revenue funding allocation for ELC.
- 5.2. The staffing requirement for the provision of hot meals for ELC phase 4 expansion is outlined below.

Post	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3% (proposed posts) *
Catering Assistant - 52 week	9.5	Grade 1 Level 1	SCP 20	£9.60	£18,520	£229,251
Catering Assistant - TT	1.6	Grade 1 Level 1	SCP 20	£9.60	£16,113	£33,591
Cleaner - 52 week	5.7	Grade 1 Level 1	SCP 20	£9.60	£18,520	£137,551
Cleaner - TT	1.4	Grade 1 Level 1	SCP 20	£9.60	£16,483	£30,068
Janitor - 52 week	3.2	Grade 1 Level 3	SCP 25 - SCP 27	£10.34 - £10.64	£19,948 - £20,526	£83,174 - £85,587
Cook in Charge - 52 week	0.8	Grade 1 Level 3	SCP 25 - SCP 27	£10.34 - £10.64	£19,948 - £20,526	£20,794 - £21,397
TOTAL	22.2					£534,429 - £537,445

* Employee costs include the 2020 pay award

- 5.3. The staffing requirement for the provision of ELC phase 4 expansion from August 2020 is outlined below.

Post *	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost inc on costs 30.3% (proposed posts) ***
Modern Apprentices – 37 hours	12	Grade 1 Level 1 - Level 3	SCP 20 - SCP 27	£9.60 - £10.64	£18,520 - £20,526	£289,581 - £320,952
Head of Establishment - 52 week	9	Grade 3 Level 8	SCP 79 - SCP 80	£22.89 - £23.24	£44,159 - £44,834	£517,852 - £525,770
Depute Head of Establishment - 52 week	10	Grade 3 Level 4	SCP 72 - SCP 74	£20.61 - £21.25	£39,760 - £40,995	£518,078 - £534,166
Depute Head of Establishment - TT	5	Grade 3 Level 4	SCP 72 - SCP 74	£20.61 - £21.25	£35,407 - £36,506	£230,674 - £237,837
Team Leader - 52 week	8	Grade 2 Level 3	SCP 46 - SCP 48	£14.05 - £14.48	£27,105 - £27,935	£282,542 - £291,190
Team Leader - TT	-3	Grade 2 Level 3	SCP 46 - SCP 48	£14.05 - £14.48	£24,137 - £24,876	-£94,351 – -£97,239
Nursery Teacher **	12	Teacher Main Grade Scale			£42,475	£669,491

Early Years Practitioner Phase 4 - 52 week	31	Grade 1 Level 4 - Grade 2 Level 2	SCP 30 - SCP 40	£11.12 - £12.86	£21,452 - £24,809	£866,530 - £1,002,120
Early Years Support Assistant Phase 4 - 52 week	68	Grade 1 Level 1 - Level 3	SCP 20 - SCP 27	£9.60 - £10.64	£18,520 - £20,526	£1,640,957 - £1,818,728
TOTAL	152					£4,921,354 - £5,303,015

* all posts will be recruited for the new school term August 2020 in line with the opening of the new facilities and the expansion programme.

** Nursery Teacher salary costed at the average salary for a Class Teacher plus on costs of 31.35%

*** Employee costs include the 2020 pay award.

- 5.4. Staffing levels for 2021/2021 have been calculated based on ELC ratios using current projections of returners for August 2020, a forecast of admission for new starts and taking account of deferrals and 2-year olds. Staffing levels may need to be adjusted following the completion of the admissions process which is currently underway and will be confirmed in summer 2020.
- 5.5. During Phase 4, the role of Early Years Support Assistant will be introduced into the Early Years Model, this creates improved opportunities for a greater range of posts within an Early Years setting and improved scope of Succession Planning. Initially up to 68 posts will be added to establishments with the potential for further posts to be requested at a future date.

6. Financial Implications

- 6.1. The overall 2020/2021 revenue allocation for ELC expansion as notified by the Scottish Government through the Early Learning and Childcare Multi-Year Revenue and Capital allocation letter of 1 May 2018 is £28.891 million.
- 6.2. The cost of establishing the new posts detailed in paragraph 7.2 and 7.3 above totals £5.840 million based on employees being at the highest Spinal Column Point within their Grade. All costs will be met from the 2020/2021 revenue allocation. In addition to the cost of new staffing, the revenue budget of £28.891 million will also meet the costs of existing commitments for current expansion including graduates, modern apprentices, training costs, partner costs and lunch provision as well as new commitments for 2020/2021 expansion including partner costs, support for per capita and adaptations spend.
- 6.3. As noted in the Financial Strategy (Executive Committee November 2018), there is a Job Evaluation action plan (jointly agreed with the Trade Unions) and Early Years is one of the service areas being reviewed. The costs provided in this paper are based on the current evaluation and do not reflect the outcome of the Job Evaluation process currently underway. It is expected that any increased costs resulting from the Job Evaluation for Early Years can be managed within the ELC grant funding, and Early Years budget and reserves in 2020/2021. Any significant financial implications may require to be considered within the Council's Budget Strategy from 2021/2022 and beyond.

7. Climate Change, Sustainability and Environmental Implications

- 7.1. There are no implications for climate change associated with this report.

7.2. There are no sustainable development issues associated with this report.

7.3. There are no Environment Implications associated with this report.

8. Other Implications

8.1. There are risk implications in terms of the information contained within this report in that there is a statutory requirement for the Council to provide places for all 3- and 4-year olds, and for eligible 2-year olds, from August 2020.

8.2. There are no other issues associated with this report.

9. Equality Impact Assessment and Consultation Arrangements

9.1. This report does not introduce a new policy, function or strategy or recommend a change to existing policy, function or strategy and therefore, no impact assessment is required.

9.2. Consultation has taken place with the Trade Unions in regard to the recommendations contained within this report.

Tony McDaid
Executive Director (Education Resources)

Michael McGlynn
Executive Director (Community and Enterprise Resources)

Paul Manning
Executive Director (Finance and Corporate Resources)

4 March 2020

Link(s) to Council Values/Ambitions/Objectives

- ◆ Improve achievement, raise educational attainment and support lifelong learning
- ◆ Ensure schools and other places of learning are inspirational

Previous References

None

List of Background Papers

Executive Committee, 13 February 2019, Early Learning and Childcare: 1140

Accommodation Requirements

Executive Committee, 13 February 2019, Early Learning and Childcare: 1140 hours Update

Contact for Further Information

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

Stewart Nicolson, Head of Education

Ext: 4475 (Tel: 01698 454475)

E-mail: stewart.nicolson@southlanarkshire.gov.uk

Report

9

Report to: **Executive Committee**
 Date of Meeting: **25 March 2020**
 Report by: **Executive Director (Housing and Technical Resources)
 Executive Director (Community and Enterprise Resources)**

Subject: **Acquisition of Land for Park and Ride Facility at 11 Ladyacre Road, Lanark**

1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ request approval to acquire land at 11 Ladyacre Road, Lanark extending to 0.199 hectares or thereby for the development of a park and ride facility as part of the Lanark Interchange Project

2. Recommendation(s)

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

- (1) that the land at 11 Ladyacre Road, Lanark extending to 0.199 hectares or thereby be acquired from the owners for the sum of £306,000 inclusive of VAT and fees
- (2) that the Executive Director (Housing and Technical Resources), in liaison with the Head of Administration and Legal Services, be authorised to conclude all other matters pertaining to the acquisition of the land and to enter into the necessary legal agreements on terms which are in the best interests of the Council.

3. Background

- 3.1. The Community and Enterprise Resources Committee approved the South Lanarkshire Park and Ride Strategy at their meeting on 23 October 2018. The strategy identified the growth in rail patronage within South Lanarkshire and the requirement for improved and additional park and ride car parking spaces adjacent to Network Rail stations.
- 3.2. Following a detailed review of the options available, 11 Ladyacre Road, Lanark was identified as the preferred option, given its close proximity to the interchange and the well-established surrounding nature of pedestrian facilities as well as further benefits offered by the opportunity for potential partnership working with the Lanark Community Development Trust (LCDT).
- 3.3. The purchase of the site at 11 Ladyacre Road, Lanark has been identified as key to progressing the proposals as there is no other vacant piece of land within a short walking distance to the bus and rail stations. Without this purchase, the Park and Ride Provision and expansion of the Bus Station could not be accommodated to meet current and future travel demands within Lanark. Property Services were instructed to identify the land owner and enter into negotiations for the purchase of the site at 11 Ladyacre Road, Lanark.

The mainly level site, is not being marketed and is located in an area where the planning policy would allow residential, retail or commercial use.

- 3.4. Property Services entered negotiations with the owners and a price of £306,000 inclusive of VAT and fees has been provisionally agreed which reflects the alternative uses for the land and that the purchase is an “off market” transaction.
- 3.5. In terms of the Park and Ride Strategy, a funding grant for the total acquisition costs has now been secured from Strathclyde Partnership for Transport.

4. Proposal

- 4.1. It is, therefore, proposed to purchase the site at 11 Ladyacre Road, Lanark extending to 0.199 hectares (0.49 acres) or thereby, as shown on the indicative plan, from the owners subject to the following principal condition:-
 - The purchase price to be the sum of £306,000 inclusive of VAT and fees
 - Date of entry will be on conclusion of missives or a suitable date to be agreed between the parties

5. Employee Implications

- 5.1. There are no employee implications.

6. Financial Implications

- 6.1. The funding of the purchase will be through money allocated from Strathclyde Partnership for Transport for the purchase of land at Lanark to provide additional park and ride capacity close to Lanark Rail and Bus Station.

7. Other Implications

- 7.1. The purchase of the site will ensure the Council is able to progress the Lanark Interchange Project.

8. Climate Change, Sustainability and Environmental Implications

- 8.1. This proposal will have a positive environmental impact facilitating improved access to more sustainable (public) transport modes and discouraging reliance on the private car. This is consistent with the aspirations of the recently published National Transport Strategy and the widely recognised need to decarbonise the transport sector.

9. Equality Impact Assessment and Consultation Arrangements

- 9.1. This report does not introduce a new policy, function or strategy and, therefore, no separate impact assessment is required.
- 9.2. No formal consultation process was required in terms of the recommendation contained in this report.

Daniel Lowe

Executive Director (Housing and Technical Resources)

28 February 2020

Link(s) to Council Values/Ambitions/Objectives

- ◆ Improve the road network, influence improvements in public transport and encourage active travel.
- ◆ Improve the quality of life of everyone in South Lanarkshire
- ◆ Support the local economy by providing the right conditions for inclusive growth

Previous References

- ◆ Community and Enterprise Resource Committee - 6 March 2018 – South Lanarkshire Park and Ride Strategy - Consultative draft
- ◆ Community and Enterprise Resources Committee - 30 October 2018 – South Lanarkshire Park and Ride Strategy

List of Background Papers

- ◆ None

Contact for Further Information

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

Frank McCafferty, Head of Property Services

Ext: 4073 (Tel: 01698 454073)

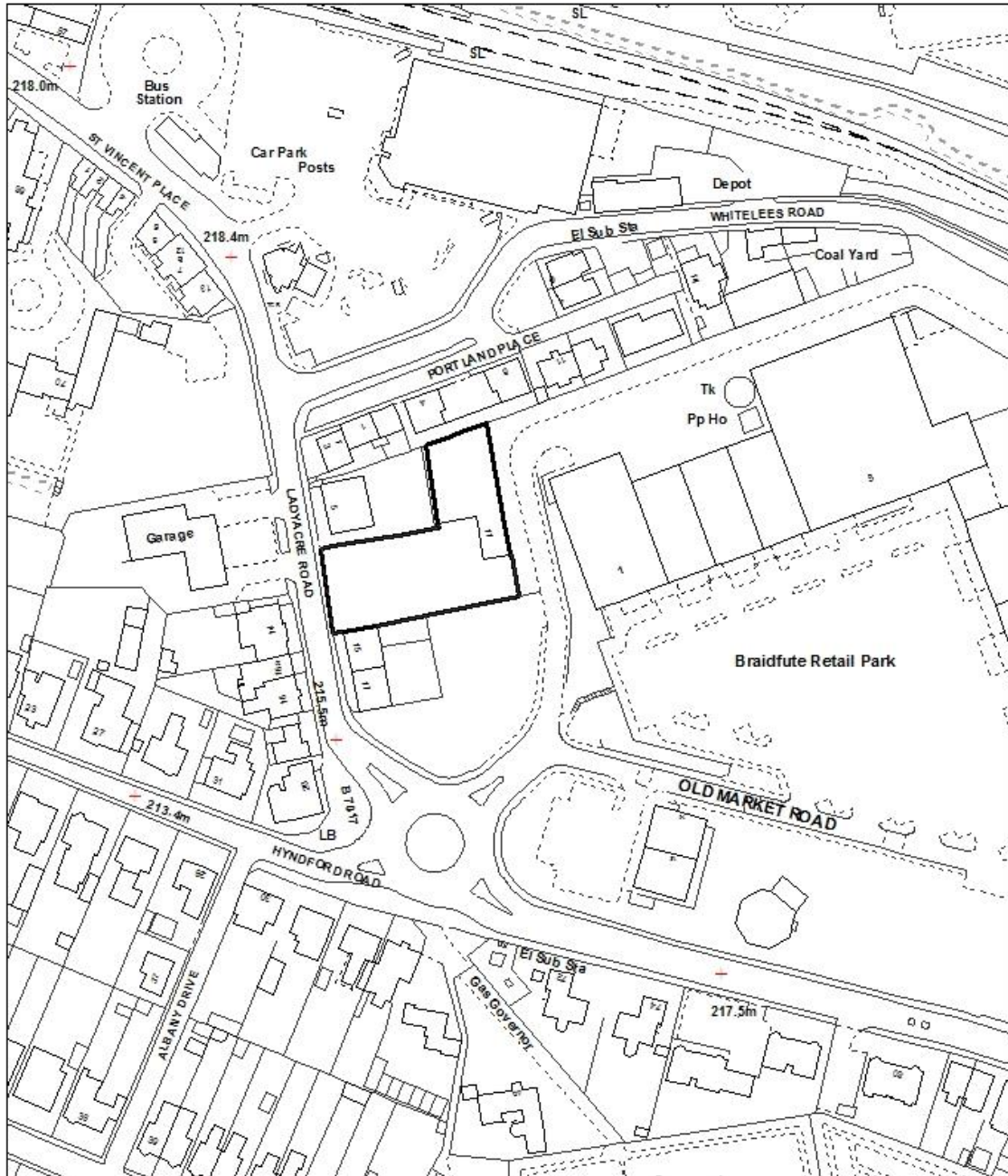
email: frank.mccafferty@southlanarkshire.gov.uk

LOCATION PLAN - For Committee Purposes Only

Ladyacre Road
Lanark



HOUSING AND TECHNICAL



Ordnance Survey



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Ordnance Survey 100020730.

Contents outlined in Black 2020 sqm or thereby

DATE: 03/03/2020

Report

Report to:	Executive Committee
Date of Meeting:	25 March 2020
Report by:	Executive Director (Community and Enterprise Resources)

Subject:	Stewartfield Way: Consultation Update and Proposed Next Steps
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ Advise Committee of the results of the consultation undertaken for the Stewartfield Way project; and
- ◆ Recommend next steps to develop and progress the project.

2. Recommendation(s)

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

- (1) That the contents of the report are noted;
- (2) Agree that the project should be developed as set out in paragraph 5.15 and the necessary Business Cases progressed.
- (3) Note the indicative timescales for the project as set out in paragraph 6.18

3. Background

- 3.1. The Stewartfield Way project is one of three major transport projects forming part of the Council's Glasgow City Region City Deal programme, all three gaining Strategic Business Case (SBC) approval during August 2015. Cathkin Relief Road was completed in 2017 and the Greenhills Dualling project is presently under construction and expected to be completed towards the end of 2020.
- 3.2. A Scottish Transport Appraisal Guidance (STAG) assessment undertaken in 2006 confirmed that following assessment of several options the full dualling of Stewartfield Way merited further investigation and scheme development.
- 3.3. Improvements along the route have been a long term priority for the Council evident through its inclusion in local development plans and transport strategies for some 20 years including the current Local Transport Strategy 2013-2023.
- 3.4. In the preparation of these plans and strategies the public were fully consulted which in turn provided a solid basis for the inclusion of the scheme as a proposed City Deal project for South Lanarkshire.
- 3.5. Addressing environmental matters while providing the right conditions to support inclusive economic growth are key priorities for the Council. The provision of an effective and efficient transport network for all modes of trips is a key element to address both of these aims and it is important to note that they are not mutually

exclusive As such it is important that these issues are taken into account as the project develops.

- 3.6. The project seeks to improve all modes of transport in this important transport corridor and enhance the town's strategic connectivity to other parts of the City Region recognising the function Stewartfield Way fulfils in linking with other strategic routes such as the Glasgow Southern Orbital, EK Expressway, M74 and M8. The location of the project is illustrated at Appendix A.
- 3.7. It is necessary that the local and strategic transport network in and around East Kilbride and South Lanarkshire are enhanced to improve access to and enable the development of various sites in South Lanarkshire and across the region outlined in the Glasgow and Clyde Valley Strategic Development Plan.
- 3.8. These sites are essential in generating employment opportunities, creating economic returns (i.e. GVA) and crucial to sustaining the areas vitality and encouraging growth. GVA is the measure of the value of goods and services produced in an area, industry or sector of an economy and is an indicator of economic success or otherwise.
- 3.9. The importance of the project and this transport corridor is demonstrated by the economic assessment undertaken for the project with results placing it fifth out of twenty City Deal projects and expected to generate around £570m in GVA. This figure was derived during the early stages of the City Deal Programme and was calculated using land use and transportation models developed and utilised by independent economic advisers KPMG.
- 3.10. Supporting inclusive economic growth remains a key priority and transport is a key enabler for this to be delivered. A prosperous economy requires significant transport infrastructure and if this is delivered in a strategic and integrated manner, then improved outcomes for equality, climate and health and wellbeing can also be realised. Within this context the objectives of the project are:
 - ◆ Promote economic development, manage growth and generate employment opportunities
 - ◆ Improve journey times for local residents and business users
 - ◆ Manage congestion and reduce the emissions it causes
 - ◆ Assist development of public transport, sustainable transport and active travel
 - ◆ Improve accessibility and create more efficient links with other transport corridors
 - ◆ Complement other planned transport improvements, including the East Kilbride rail line upgrade and cycle and walking routes

4. Consultation

- 4.1. Prior to progressing the project to the next business case stage and in light of the global climate emergency and cost pressures it was important to consult and seek the views of the public and all stakeholders so that their views and emerging climate policy could inform how the project progresses. This was also considered essential prior to committing significant investment in further detailed preparatory and technical works.
- 4.2. An extensive multimedia campaign and consultation / information exercise was undertaken between 18 November 2019 and 20 December 2019.
- 4.3. Members of the public, Elected Members, businesses and other interested parties were able to view details, images and visual fly through of the project and supporting information online. They were able to attend information events speaking direct with the project team / senior officials and thereafter encouraged to submit formal

comments on the proposals via an online questionnaire. Some people also chose to write in by letter or via email.

- 4.4. Given the project development outlined below in section 5 (refer to 5.5) the option consulted upon (option 2) was to widen the existing road (all to the north) along its entire length between Philipshill and Kingsgate roundabouts to dual carriageway with roundabouts along the route enlarged to provide greater capacity. New bridges were to be provided crossing the Kittoch Water and Markethill Road. Significantly, given that the flyover element was no longer deliverable the existing road and junction arrangements between Kingsgate and Mavor Avenue roundabouts was also proposed to be improved.
- 4.5. The project also proposed to introduce a new dedicated / segregated cycle route running the entire length of Stewartfield Way, linking into James Hamilton Heritage Park and to other facilities and routes throughout the town. Bus and pedestrian infrastructure is to be improved and it was expected that the project would provide an opportunity to act as a catalyst for wider investment in areas such as active travel, enhanced park and ride provision and low carbon vehicle infrastructure.
- 4.6. The campaign and consultation exercise was the largest and most far reaching ever undertaken by the Council and provided genuine engagement with all stakeholders and interested parties.
- 4.7. It is considered that this exercise was highly successful with some 2,000 people attending consultation events and some 1,555 replies to the outline consultation were received.
- 4.8. Respondents identified themselves as follows:
 - ◆ Resident – 81%
 - ◆ Visitor - 10%
 - ◆ Business Owner or Manager – 4%
 - ◆ Commuter – 16%
 - ◆ Professional Driver – 2%
 - ◆ Other – 1%

Note: some respondents identified themselves in a number of categories hence the percentages.

- 4.9. In terms of answers to the questions posed in the questionnaire:
 - ◆ 29% of respondents considered they were regularly delayed on Stewartfield Way
 - ◆ 45% believed delays and traffic levels have increased
 - ◆ 56% believed the Kingsgate / Mavor Avenue corridor was a particular concern
 - ◆ 76% believed Stewartfield Way was an important route for various transport modes
 - ◆ 55% believed bus infrastructure needs to be improved
 - ◆ 55% believed walking/cycling provision needs improved
 - ◆ 32% believed there was a need to improve the operation and capacity of the Stewartfield Way corridor
- 4.10. A total of 1,681 responses were received, incorporating 1,555 replies to the online questionnaire and 126 replies received by email or letter. Of these, 1,407 replies included additional comments, within which 5,612 individual points were raised and these have been considered and summarised by officers.

4.11. A number of key points are noted from the consultation below:-

- ◆ There is a recognised need to improve the Stewartfield Way transport corridor
- ◆ In particular, a need to improve the network capacity at western and eastern ends of the corridor
- ◆ There are local sensitivities on the proposed dualling at the Heritage Loch
- ◆ There is a need to improve the public transport infrastructure to facilitate provision of public transport - bus and rail.
- ◆ There is support to provide opportunities for active travel
- ◆ Greater consideration should be given to climate change matters

4.12. The following section discusses how the project has and continues to develop taking into consideration consultation responses and many of the verbal comments received directly by the project team during the various engagement events.

5. Project Design Development

5.1. Since the approval of the Strategic Business Case further, albeit limited, work was undertaken in relation to the design, traffic modelling, land requirements and potential logistics of delivering the project.

5.2. This created an improved understanding as to what was expected in terms of Green Book compliance (i.e. the process to secure Government funding) including the impact of appropriate contingency allowances (including Optimism Bias).

5.3. Benefit-Cost Analysis is a process for calculating and comparing benefits and costs of a project to determine if it is a sound investment and to see how it compares with alternative options for the project. The benefit-cost ratio is the value of the project's benefits divided by the value of the project's costs; anything greater than 1 indicates that the benefits outweigh the costs.

5.4. Five options, essentially those roads-based solutions considered as part of the STAG report, were further assessed and Benefit Cost Ratios (BCRs) revised. This confirmed that all offered positive returns, although several identified potential operational issues that had to be considered should they have been developed further. These included, for example, additional traffic pressures at Philipshill Roundabout.

5.5. It is important to note that there has always been 5 options being considered/ assessed for the Stewartfield project. These are set out below :

- ◆ Option 1: Part dualling (no flyover)
- ◆ Option 2: Dualling only (no flyover)
- ◆ Option 3: Part dualling and flyover
- ◆ Option 4: Flyover only
- ◆ Option 5: Full dualling with flyover

5.6. Part dualling is essentially dualling of the entire length with the exception of the section between either ends of Stewartfield Crescent / in front of the loch. All 5 options when developed further would include elements of enhanced walking, cycling and bus infrastructure.

5.7. During the spring of 2019 a project cost estimate review was undertaken bringing together the various strands of technical work and assessments completed at that time. It also considered the impact of construction inflation on the project programme and the logistics of relocating the golf course holes.

- 5.8. This cost estimate review concluded that the option for the full dualling of the entire length with the flyover was not affordable and significant legal risks remained in relation to the delivery of the flyover element. These risks related to the lack of a clear and viable legal avenue to acquire the land necessary to re-provision the holes on the golf course which would be lost as a consequence of construction of the flyover.
- 5.9. The flyover at the eastern end was subsequently considered on its own (option 4). However, this assessment identified that it would have released a significant amount of traffic onto what would be the remaining existing single carriageway and associated junctions. These would have been unable to cope with this traffic without being upgraded and would have led to congestion issues along the route. The flyover element was subsequently removed for these reasons, as well as the critical land acquisition issues explained at 5.8.
- 5.10. Since the project was first identified there have also been significant transport infrastructure developments at both its eastern and western extents. The completion of the Glasgow Southern Orbital (GSO) provided a new link from East Kilbride to the M77 corridor. More recently, significant capacity improvements at Raith Interchange has improved the traffic flow along the A725 which has increased congestion along Stewartfield Way in particular at its eastern end around Kingsgate and Mavor Avenue junctions.
- 5.11. Since the approval of the Strategic Business Case a Global Climate Emergency has been declared by the EU and a number of national governments including those of the UK and Scotland. This requires urgent and radical steps towards greater adoption of sustainable transport and active travel measures while discouraging unnecessary private car use. As such these matters, whilst always being considered as part of the development of the project, should carry greater weight in the finalisation of the project design.
- 5.12. In this context, as explained earlier, the project options already included elements of enhanced walking, cycling and bus infrastructure as well as offering solutions to manage congestion, thus reducing transport related emissions and assisting public transport and freight journeys.
- 5.13. Scotland's new National Transport Strategy (NTS) was published in February 2020. The move to a low and zero carbon transport network is a prominent feature of the Strategy reflecting the Global Climate Emergency and the Scottish Government target to achieve net zero greenhouse gas emissions by 2045. It is recognised this will require significant societal changes, including a reduction in the demand for unsustainable travel. Four key priorities are identified, which will require to be given greater prominence in the next update of our own Local Transport Strategy:-
- ◆ Reducing inequalities
 - ◆ Taking climate action
 - ◆ Helping deliver inclusive economic growth
 - ◆ Improving our health and wellbeing
- 5.14. The Strategy also prioritises sustainable transport and identifies the transport hierarchy of:-
- ◆ Walking and wheeling (most favoured)
 - ◆ Cycling
 - ◆ Public transport

- ◆ Taxis and shared transport
- ◆ Private car (least favoured)

5.15. Taking all the above into account and the outputs from the consultation exercise set out in section 4, the design of the project now comprises the follow key components, grouped under the NTS priorities:-

Theme: Improve our Health and Wellbeing

- ◆ Develop a dedicated / segregated cycleway / walkway along the full length of Stewartfield Way linking into key business, facilities and attractions along the route. Provide feeder links to it and from this establish a new active travel network. As well as supporting a shift to more sustainable travel modes this will also improve sustainable transport access to the planned regional transport hub at Hairmyres.
- ◆ Consider how the implementation of the wider East Kilbride Active Travel Plan may be accelerated, again with the intention of reducing car journeys while also realising the environmental and personal health benefits of active travel.

This recognises consultation feedback whereby it was identified by 55% of respondents that walking/cycling provision should be improved. In addition, the desire for improvements to walking and cycling infrastructure in East Kilbride was also evidenced via a previous consultation undertaken in relation to the Active Travel Study in East Kilbride. This sought the views of local residents on active travel issues and from 440 respondents a number of key opinions were offered:-

- ◆ *75% of respondents would consider cycling more or take up cycling*
- ◆ *Over two thirds of respondents want more segregated cycling infrastructure*
- ◆ *87% of respondents would like to or would consider walking more, with better lighting cited as the most evident improvement need, followed by better crossing facilities*

Theme: Tackle Climate Change and Reduce Inequalities

- ◆ Develop proposals to relieve and manage existing traffic congestion at the Philipshill end of Stewartfield Way, to provide increased capacity. This would assist in improving access to the recently identified option to relocate Hairmyres Station to provide a strategic regional park and ride interchange / transportation hub and encourage a shift from those using the private car for journeys to more sustainable rail travel thus reducing existing traffic flows. In addition, assess and progress options to support the delivery of this project.
- ◆ Introduce enhanced bus infrastructure, including lay-bys, shelters, raised kerbs and real time information along the Stewartfield Way corridor and beyond noting that bus lay-by bays are not currently provided along Stewartfield Way and such provision would also reduce existing congestion when passengers are boarding and alighting.
- ◆ Work with bus operators to encourage and provide more local, strategic and 'orbital' services, again encouraging a shift from the private car journey to bus.
- ◆ Enhance facilities available for low-carbon transport via the provision of Electric Vehicle Charging Infrastructure to ensure that those who choose to continue with their private car journeys are encouraged to do so in more sustainable ways.

Many of the consultation responses received suggested greater levels of investment in public transport rather than road building. Issues around the Global Climate Emergency were also strongly referenced.

In terms of specific consultation responses, 76% believed Stewartfield Way is an important route for various transport modes with 55% agreeing that bus infrastructure needs improved.

Theme: Help Delivery of Inclusive Economic Growth

- ◆ Develop proposals to relieve and manage existing traffic congestion around the Kingsgate / Mavor Avenue corridor and provide increased capacity to cater for future growth.
- ◆ Reduce the proposed dualling to only the section between the James Hamilton Heritage Loch junction (at the eastern end of Stewartfield Crescent) eastwards to the Kingsgate/ roundabout.
- ◆ Retain the proposal to introduce a new roundabout at the Playsport access.
- ◆ Retain the proposal to widen the existing dual carriageway between Kingsgate and Mavor Avenue roundabouts.

In terms of consultation responses, 56% believed the Kingsgate/Mavor Avenue corridor was a particular concern but only 32% considered operation and capacity was an issue along the whole corridor

The proposed roundabout at Playsport was well received in the consultation.

The element of the project that attracted most negative comments was the proposed dualling along the frontage of James Hamilton Heritage Loch and to the same extent those sections near to residential areas. These sections generated many environmental concerns, including impact on wildlife, road safety and noise and air quality concerns. It should be noted that the proposed new carriageway was entirely to the north of the existing carriageway and does not impact directly on any existing houses.

- 5.16. Taken together, the above proposals will ensure that our network and transport systems are reliable, fast, convenient, easily accessed, safe and sustainable. In turn this will provide local businesses and residents with access to employment markets and encourage the new development and inward investment that East Kilbride needs to thrive over the coming years. In addition, the proposals will ensure the route will continue to support the flow of strategic traffic.

6. Summary and Next Steps

Summary

- 6.1. As set out earlier the project has always sought to create the right conditions to support economic growth and to ensure the transport network can accommodate additional journeys across all modes that new development locations generate. These additional journeys are the transportation issues that the project seeks to address.

- 6.2. The consultation exercise has shown that there is localised concern in regard to the proposed full dualling scheme as indicated at 4.9, however, the results do demonstrate that there is support for specific elements of the project. These results have informed project development and will require to strike a balance between recognising local concerns and at the same time the wider benefits that will be realised from the project.
- 6.3. The project was already part of wider initiatives seeking to improve all modes of transport in East Kilbride and the town's strategic connectivity to other parts of the City Region recognising the strategic function Stewartfield Way fulfils in linking with other strategic routes such as the Glasgow Southern Orbital, EK Expressway, M74 and M8.
- 6.4. The project complemented planned improvements to capacity on the wider public transport networks, particularly with regard to the East Kilbride Rail Enhancement Project. The Council are already committed to working with colleagues in Transport Scotland and rail partners to provide enhanced rail connectivity, improved accessibility to stations, better transport integration, with improved park and ride facilities and active travel provisions.
- 6.5. Developing the Stewartfield Way project now provides an opportunity to support and accelerate the delivery of these wider public transport projects, particularly with regard to the East Kilbride / Glasgow rail line upgrade and enhanced bus services and infrastructure.
- 6.6. Similarly, it was always the Council's aspiration to introduce enhanced cycle and walking routes throughout the town as identified in the Council's Cycling Strategy and Active Travel Study. Again, developing the Stewartfield Way project provides an opportunity to accelerate the delivery of these wider active travel projects.
- 6.7. At the same time it must be borne in mind that public transport, freight, business, those transferring between modes and perhaps those unable to use alternatives to the private car, still require efficient road infrastructure. Therefore in developing the project, it must look to address the existing congestion concerns raised in and around the eastern end of Stewartfield Way at Kingsgate and Mavor Avenue and at the western end at Philipshill.
- 6.8. Taking this into account, and recognising, in particular, climate emergency issues and how this may affect future traffic growth, it is considered appropriate that the proposal consulted upon should be evolved to balance the degree of road building with an increased emphasis on more sustainable travel modes. In this way the original scheme objectives of providing capacity for growth will be achieved by reducing existing road traffic via modal shift rather than by providing increased capacity via road building, other than those particular sections where there is clearly existing need for capacity improvements.
- 6.9. Development of the project in this manner would provide strong alignment with the Global Climate Emergency issues which have gained significant prominence and momentum over the past 12 months or so. This approach would also demonstrate a responsiveness to views expressed by local communities and aligns with the recently published National Transport Strategy.
- 6.10. It is of fundamental importance that a developed project will continue to deliver the anticipated level of economic returns required for City Deal funding purposes and while this is expected to be the case this will require to be demonstrated through Business Case development.

- 6.11 It should be noted that the progress of all City Projects is governed via the requirements of the City Deal Assurance Framework. This sets out requirements for the preparation of Business Cases at the various stages of projects and also sets out arrangements for administering significant changes to projects.
- 6.12 As set out in the current Assurance Framework there is no guarantee that a project which has changed significantly (in terms of project outputs and impacts) by one Member Authority could be substituted for another project sponsored by the same Member Authority.
- 6.13 It is important to recognise that the design development set out above does not constitute a significant change for three reasons.
- ◆ First, as noted in paragraph 5.5 the project always comprised 5 options and the proposed project is based on the existing option 1 while recognising the need to improve the junction arrangements around Mavor Avenue / Kingsgate as supported by option 4.
 - ◆ Second, there is a requirement through business case development to undertake option appraisals and the output from this work, set out in this report, is a reflection of that requirement.
 - ◆ Third, the project seeks to deliver a refocused multi modal transport solution to address the same transportation issues that had been identified previously and still achieve the project objectives set out at 3.10.

Next Steps

- 6.14 While the project, as now proposed, has a greater definition it should be noted that it remains at an early stage and the purpose of the consultation exercise was to gauge public opinion prior to committing investment in further detailed development and preparatory work.
- 6.15 It is now proposed that this work progresses with the review and augmentation of the previously agreed Strategic Business Case (SBC) and subsequent progression to the Outline Base Case (OBC) Stage, important milestones to achieve. At each stage these proposed Business Cases will be submitted to this Committee for approval.
- 6.16 Further development work will be necessary in order to feed into the Business Case process, including
- ◆ Review of economic analysis already undertaken
 - ◆ Feasibility / preliminary design of options
 - ◆ Review of traffic modelling undertaken / update traffic counts
 - ◆ Preliminary environmental assessment work
 - ◆ Technical Assessments (e.g. geotechnical / flooding)
 - ◆ Further / continuing review of costs
- 6.17 The SBC and OBC will be prepared in line with the necessary Assurance Framework Guidance and in accordance with new or emerging environmental / climate emergency policy considerations.
- 6.18 The following is an indicative programme of key milestones:
- ◆ Project development work - Spring 2020 to Winter 2020

- ◆ Completion / Approval of augmented SBC – Winter 2020
- ◆ Detailed project development work - Winter 2020 to Winter 2021
- ◆ Planning Application – Winter 2021
- ◆ Completion / Approval of OBC – Winter 2021
- ◆ Procurement process – Winter 2021 / Spring 2022
- ◆ Completion / Approval of FBC – Spring 2022
- ◆ Construction period – Summer / Autumn 2022 to Spring 2025.

- 6.19 At this stage it is expected that around 2 years development work will be required with construction / implementation commencing around summer 2022 continuing through to Spring 2025.
- 6.20 In conclusion, in supporting the outcome from the design development of the project and the above timescales, it provides a significant opportunity for the Council to progress the project allowing a substantial investment of £62.2m to be delivered within the necessary City Deal timescales and with a recognition of the issues and necessary actions arising from the Global Climate Emergency.

7 Employee Implications

- 7.1 There are no significant employee implications associated with the recommendations in this report at this time, however, it will be necessary to review the available internal employee resources for this project as the project develops and existing resources become available following conclusion of the Greenhills / Strathaven Road dualling project which is expected to complete in Autumn 2020.
- 7.2 Notwithstanding this it will be necessary to strengthen existing resources through the use of external consultants and possibly specialised recruitment agencies.

8. Financial Implications

- 8.1 The original City Deal allocation for this project was confirmed as part of the 2014 City Deal agreement and was based on a 2013 estimate of £60m to which an inflation adjustment was applied prior to a final sum of £62.2m being included in the final City Deal package.
- 8.2 An opportunity was taken as part of the cost estimate review undertaken in 2019 to estimate the individual sections of the original road infrastructure element of the project as this made up a significant proportion of the overall estimated costs.
- 8.3 Having reviewed these estimates and, while noting that the road infrastructure element will continue to take up a significant proportion of the £62.2m available, the developed project provides a genuine opportunity to direct increased investment towards bus, rail, walking and cycling elements of the project. Investment in these sustainable transport areas is expected to be significantly more than would have been available should the original project had progressed.
- 8.4 Cost estimates will be refined through the development work and as part of the SBC / OBC process, however, officers are confident that the developed project can be delivered within the available funding with a greater emphasis on sustainable transport solutions.
- 8.5 The approved SBC has released £1.205m of funding to allow the project to be developed to the next stage business case. By the end of this financial year £0.300m will have been utilised. The remaining funding is expected to be sufficient to conduct the further development work, augment the SBC and progress the OBC, although the situation will be kept under review. The nature of the City Deal

process is that final funding will not be confirmed until the Final Business Case is approved which is expected to be Spring 2022. As with all City Deal projects, should the project not proceed to Final Approval stage, we will be unable to claim grant funding on spend incurred.

9. Climate Change, Sustainability and Environmental Implications

- 9.1 Environmental impacts of the project will be considered by the completion of any necessary Environmental Impact Assessment (EIA) with mitigation implemented through the design and construction process where required.
- 9.2 Any project of this size will have varying degrees of impact on the local area, including the environment, wildlife, flora and fauna and potential noise and air quality.
- 9.3 However, the proposal to develop the project will significantly reduce the potential environmental impacts likely to have been incurred as a result of both the original and consulted upon projects.

10. Other Implications

- 10.1 A risk register for the original project is available, however, as the project develops this will be reviewed. The developed project has removed many of the critical / high risks associated with land acquisition and programme delay.

11. Equality Impact Assessment and Consultation Arrangements

- 11.1 This report does not introduce a new policy, function or strategy for the Council or recommend a change to an existing policy, function or strategy and therefore, no impact assessment is required
- 11.2 As this project develops appropriate assessments and consultation will be undertaken.
- 11.3 There is no requirement to undertake any consultation at this time in terms of the information contained in this report.

Michael McGlynn

Executive Director (Community and Enterprise Resources)

12 March 2020

Link(s) to Council Values/Ambitions/Objectives

- ◆ Improve the quality of life of everyone in South Lanarkshire
- ◆ Improve the road network, influence improvements in public transport and encourage active travel
- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities

Previous References

- ◆ None

List of Background Papers

- ◆ August 2015 SBC

Contact for Further Information

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

Colin Park, Engineering Manager, Roads and Transportation Services

Ext: 3653 (Tel: 01698 453653)

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



Report

Report to:	Executive Committee
Date of Meeting:	25 March 2020
Report by:	Executive Director (Community and Enterprise Resources) Executive Director (Finance and Corporate Resources)

Subject:	South Lanarkshire Leisure and Culture Business Plan 2020/2021
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ request approval for the South Lanarkshire Leisure and Culture Limited Business Plan for 2020/2021

2. Recommendation(s)

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

- (1) that the South Lanarkshire Leisure and Culture Limited Business Plan for 2020/2021 be approved.

3. Background

- 3.1. South Lanarkshire Leisure and Culture Limited (SLLC) assumed responsibility for the operation, management and development of sports and leisure, community halls, arts venues, country parks, libraries and museums on behalf of South Lanarkshire Council.
- 3.2. The Funding Agreement requires South Lanarkshire Leisure and Culture Limited to submit a business plan for approval not less than four months prior to commencement of the annual period of funding each year.
- 3.3. The Board of SLLC agreed a draft business plan at their meeting on 27 November 2019 and submitted this for consideration by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources).

4. Current Position

- 4.1. The Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources), have reviewed the draft business plan and consider that the objectives are consistent with the strategic policies of the Council. A copy of the Draft Plan is available in the Members' areas for inspection.
- 4.2. The Business Plan for 2020/2021 takes cognisance of key Council policies and strategies including the Council Plan ('Connect') and the strategic themes and focus of the Local Outcomes Improvement Plan (LOIP).

- 4.3 It is important to highlight that the business plan recognises the Council's current review of leisure and cultural provision through the Cross Party Working Group (CPWG) on SLLC. At this point in time the business plan in effect presents a 'business as usual' approach to service delivery. However once the work of the CPWG is concluded it is expected that future business plan and strategy will take account of these findings.
- 4.4 The SLLC vision of 'providing opportunities to enrich people lives' has retained its prominence throughout the document as work continues to address the health inequalities prevalent in South Lanarkshire.
- 5. Employee Implications**
- 5.1. South Lanarkshire Leisure and Culture Limited will continue to ensure that the terms and conditions of employment for all staff are consistent with those available to South Lanarkshire Council staff.
- 6. Financial Implications**
- 6.1. The business plan identifies an estimated funding requirement of £18.9 million for the financial year 2020/2021. This figure includes an estimate of the additional income received directly by South Lanarkshire Leisure and Culture Limited for the annual inflationary increase on sales, fees and charges.
- 6.2 This level of funding is consistent with indicative figures identified for use within the 2020/2021 budget setting process and provision for this sum, once finalised, will be made available in the Community and Enterprise Resources' budget for 2020/2021.
- 7. Climate Change, Sustainability and Environmental Implications**
- 7.1 There are no significant implications for climate change, sustainability or the environment in terms of the information contained in this report.
- 8. Other Implications**
- 8.1 There are no significant risks associated with this proposal and there is no sustainability implications associated with this proposal.
- 9. Equality Impact Assessment and Consultation Arrangements**
- 9.1 This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.
- 9.2 There was no requirement to undertake consultation in terms of the content of this report.

Michael McGlynn
Executive Director (Community and Enterprise Resources)

Paul Manning
Executive Director (Finance and Corporate Resources)

28 February 2020

Link(s) to Council Objectives and Values

- ◆ Improve health and increase physical activity
- ◆ Improve the quality of the physical environment
- ◆ Partnership working, community leadership and engagement
- ◆ Efficient and Effective use of Resources

Previous References

- ◆ Report to Executive Committee of 29 May 2019 – Cross Party Working Group and Business Plan - South Lanarkshire Leisure and Culture

List of Background Papers

- ◆ South Lanarkshire Leisure and Culture Limited Draft Business Plan 2020/21

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:- Alistair McKinnon, Head of Facilities, Waste and Grounds Services

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