



**Community Resources**

# Community Resources' Resource Plan

## 2008/2009

For more information or if you want this information in a different format or language, please phone 01698 455717 or email [kevin.carr@southlanarkshire.gov.uk](mailto:kevin.carr@southlanarkshire.gov.uk)

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## Section 1: Introduction to the Resource Plan

As Executive Director of Community Resources I am pleased to present our Resource Plan for 2008/09.

Every day brings me fresh reminders of the importance of our services to local people in our towns and villages. We literally touch on everyone's lives. I believe that we are in local government to make a difference, and that's just what we do throughout the year through each of our four main services:

- Facilities and Cultural Services
- Land and Fleet Services
- Environmental and Strategic Services
- Support Services

We also work in partnership with our colleagues in South Lanarkshire Leisure to deliver sports and recreational opportunities to all age groups throughout the Council area.

This Resource Plan explains the context in which our services will operate during the next 12 months and beyond. It looks at the key influences on our services - both nationally and locally and compares our performance with that of other councils.

However, the main purpose of the Resource Plan is to set out as clearly as we can what we aim to deliver for the communities we serve. We now have '**Connect**' the new Council Plan, which is signed up to by all political parties, to guide us for the next four years. All Council Resources will work together to meet the Council's top level priorities and objectives and to fulfil its values. As this Resource Plan makes clear, we have a lead role for many of the Council's key objectives and a positive contribution to make right across the board. This Resource Plan is important because it serves as the link between '**Connect**' and the work carried out through our services and ultimately by all our employees.

During 2007/08, I took great pride in watching the implementation of some key projects and achievements. We continued investing in our community facilities by completing community wings at Carluke and Hareleeshill Primary Schools and by making progress on the new integrated facilities at Carluke and Fairhill. Attendance at leisure centres increased again during the year and the South Lanarkshire Lifestyles Centre achieved the highest independently assessed QUEST quality system score in Scotland.

In our schools we completed the introduction of new healthier school menus completing work that started back in 2003 with the implementation of the Government's *Hungry for Success* initiative. We again increased local recycling rates and these now sit at just over 36.9%, ranking us among the very best performing councils in Scotland. Our Bereavement Services were placed second in the UK by the Institute of Cemetery and Crematorium Management in its Charter for the Bereaved while our Consumer and Trading Standards continued to innovate by developing financial education among young people and vulnerable adults.

Our trading services again performed well in comparison to other councils. Our building cleaning service, for example, recorded the lowest costs and absence rates in its group of comparator councils.

2008/09 will be a year of new opportunities and challenges for us all. For example, after completing public consultation on the Council's first ever Sustainable Development Strategy in 2007/08, we published the final document in November 2007. Implementation and monitoring mechanisms for the strategy have now been established. We will begin working on a series of actions to improve the Council's performance in this area and will take forward this agenda into the community planning arena.

One big challenge for 2008/09 is to rethink our approach to waste management following significant changes in the Scottish Government's waste funding and targets which mean that our plans for a Lanarkshire waste treatment facility have had to be abandoned.

Once again we will be working with our partners to deliver community safety programmes with greater flexibility than in previous years due to changes in Scottish Government funding criteria. We will maintain our excellent performance within Environmental and Strategic Services in the areas of noise enforcement, food safety inspections and consumer advice.

Alongside the new initiatives and projects set out in the Resource Plan, we will maintain our commitment to deliver quality front line services through the dedication of our staff in their everyday work. We will continue to monitor our performance and target areas for improvement while meeting Council wide objectives in relation to staff absence, budgets and equal opportunities. We will also carry out best value and management reviews in several areas including passenger services, grounds maintenance, street cleansing, refuse collection and our enforcement activities.

During 2008/09 the Council will undergo an audit of community planning and best value. By the end of the year we expect to receive a report outlining Audit Scotland's views on how well we are delivering for our citizens. Knowing the dedication of our employees and the quality of the services that we are delivering, I am confident we will receive a favourable report.

Finally, I would ask everyone to check where their job 'connects' with the new Council Plan and discuss this with your line manager at your next PDR.

**Norrie Anderson**  
**Executive Director (Community Resources)**

## **Section 2: National context**

Community Resources services are influenced by national legislation and policy initiatives over a wide range of areas including the environment, health improvement and protection, quality of life, culture, anti-social behaviour, community and consumer safety, regeneration, social inclusion and sustainable development. The key national influences which set the context for the plan are set out below:

### **Local Government (Scotland) Act 2003**

The Local Government in Scotland Act 2003 introduced:

- A general power for councils to improve the well-being of their area
- A statutory underpinning for community planning
- A duty of best value

The duty to deliver best value is outlined through statutory guidance. A full audit of community planning and best value in South Lanarkshire Council will be undertaken by Audit Scotland from March to May 2008. In addition to ongoing best value improvement processes, all Council Resources are involved in the preparations for this audit.

### **National funding priorities**

The new SNP minority administration's programme highlights five thematic priorities:

- Smarter Scotland
- Healthier Scotland
- Safer and stronger Scotland
- Wealthier and fairer Scotland
- Greener Scotland

2008/09 is also the first year of the Scottish Government's Concordat with COSLA which effectively removes ring-fencing of several government funding streams received by Community Resources. This will enable funding for noise enforcement and community safety to be used more flexibly. In future the Council will be expected to contribute to an outcome agreement with the Scottish Government which will seek to address national targets in relation to each of the above themes. Community Resources will be involved in delivering some of these targets and will contribute to others. We will work with community planning partners to develop our single outcome agreement.

The Scottish Government has decided to retain ring fencing of regeneration funds at least until 2011/12. However South Lanarkshire's funding will decline by 40% from this source over the next four years. Community Resources benefits from regeneration funding in relation to parks and plays area improvements, community facilities and financial education.

### **Sustainable development**

In December 2005 the Scottish Executive published "Choosing our Future", its first national strategy for Sustainable Development. The document provides a strategic framework for the Scottish Government's strategies on climate change, transport, renewable energy, energy efficiency, green jobs, biodiversity and education for sustainable development. Through the strategy the Scottish Government has committed itself to:

- Reducing Scotland's global 'footprint' (this is the nation's combined impacts on the planet's natural resources and environment)

- Improving the quality of life of individuals and communities in Scotland, securing environmental justice for those who suffer the worst local environments
- Protecting Scotland's natural heritage and resources for the long term

The new Scottish Government continues the policy of the previous administration in seeking to ensure Scotland is an exemplar of environmental responsibility. Accordingly, sustainable development has increased in prominence as a 'cross cutting' policy driver and it is now a key feature of best value. Climate change has emerged as the central theme, influencing the development of the Government's policies as it seeks to prepare the country for the transition it foresees to a low carbon economy.

In January 2007, South Lanarkshire Council acknowledged the importance of this issue by joining other councils in the signing of Scotland's Climate Change Declaration. This commits us to take action to reduce our own greenhouse gas emissions, for example by making more efficient use of energy in buildings and reducing the use of fossil fuels, and to begin working on wider basis to reduce domestic and commercial emissions as well. In January 2008 the Scottish Government published its Climate Change Bill outlining a range of measures it intends to take in order to achieve an 80% cut in greenhouse gas emissions by 2050. The Bill envisages a key role for the Scottish public sector in reducing emissions and there is a need to ensure that the Council is prepared for the changes envisaged.

As well as having a Council-wide remit for the coordination of sustainable development, Community Resources has responsibility for several key environmental services (e.g. waste strategy and recycling, biodiversity and countryside services). Sustainable development has been set as a priority within the new Council Plan 'Connect' (see local context).

### **National waste strategy**

The previous Scottish Executive's target for councils to recycle or compost at least 30% of municipal waste by 2008 has already been exceeded in South Lanarkshire which is now achieving a rate of 36.9%, well ahead of most other Scottish councils. Diversion of waste from land fill is now a key financial driver for the Council because planned rises in land fill tax announced in the 2007 budget for the next 3 years will make this an increasingly expensive waste management option.

The greatest impact on local waste strategy however arises from new and very challenging land fill diversion targets announced by the Scottish Government in January 2008 ('Zero Waste Scotland'). The amount of municipal waste being recycled or composted is to be increased to 40% by 2010 and to 50% by 2013. The initial 40% is considered achievable on the basis of current plans but the second will require significant change in waste management arrangements. The Council's joint project with North Lanarkshire to develop a waste treatment plant is an immediate casualty of the new national policy on waste. New facilities take a considerable time to plan and during 2008/09 it will be necessary to completely review all options for meeting future targets.

By 2025 the Scottish Government wishes local authorities to recycle 70% with no more than 25% of the waste stream being used for energy generation through incineration. It is not yet clear how these targets will be enforced or indeed how they can be achieved, but the Resource will review all options available.

### **The Environmental Assessment (Scotland) Act 2005**

This Act requires councils (and other public sector organisations) to carry out strategic environmental assessment (SEA) on all plans, programmes, policies and strategies which may have significant impacts (either positive or negative) on the environment. The process will need to be built into our plan making. This will involve carrying out full and effective consultation on environmental impacts and giving consideration to the effects of different policy alternatives for achieving objectives. An effective SEA process can be used to enhance the environmental outcomes of policies and plans, which is a key aspect of mainstreaming sustainable development.

## **The Creative Scotland Bill**

Consultation on the future role and delivery framework for culture in Scotland completed in November 2007 with the release of the Scottish Government's Ministerial Cultural Statement which stated that, going forward, culture will have a stronger, strategic role in delivering across all policy agendas. In supporting the role of culture, the Minister for Culture outlined a progressive agenda which will see future cultural policy development being underpinned by the desire to see national cultural identity promoted, for the creative sector to be celebrated and to ensure local cultural policies are developed for local areas. This resulted in the previously proposed Culture (Scotland) Bill being replaced with the Creative Scotland Bill which sees the merger of the Scottish Arts Council & Scottish Film and the creation of a more focused working relationship with the creative sector.

From South Lanarkshire Council's perspective this new cultural agenda will be challenging. This specifically means the need to ensure our future cultural service delivery becomes embedded in community planning, ensuring that it is directed at the achievement of both local and national strategic priorities and that it is of high quality, involves local consultation, planning and delivery.

## **Equal opportunities legislation**

The Council has published Race Equality and Disability Equality schemes outlining proposed actions to meet the respective duties arising from the Race Relation Act 1990 and the Disability Discrimination Act 1995 as amended by the Disability Discrimination Bill 2005. From October 2007 the Commission for Equality and Human Rights (CEHR) takes over responsibility for the enforcement of equalities legislation with increased powers to audit public bodies. The mainstreaming of equalities issues into all policies and strategies is now also core requirement of the Council's duty of best value.

As well as complying with the corporate requirements of the Council's equality schemes, Community Resources now has a clear duty not only to avoid discrimination but to promote equality. To meet this duty, the uptake of key services by different equality groups requires to be monitored and action taken to address barriers to equality. Policies, strategies and functions also require to be assessed for their relevance to and impact on equality.

## **Health, fitness and physical activity**

The need to improve the health of Scots is now well recognised at a national level among all political parties giving rise to a wide range of initiatives over the last parliamentary term including 'Hungry for Success' in schools, 'Healthy working lives' scheme and the ban on smoking in public places. Through national policies, local authorities have been encouraged to become health promoting organisations and to work alongside Health Boards, through community planning to develop plans to improve the life circumstances and behaviours that impact on health.

The Physical Activity Taskforce document, 'Let's Make Scotland More Active' and **sportscotland's** 'Reaching Higher: Building on the Success of Sport 21', are the two key national strategies, both endorsed by the Scottish Executive. They set targets for increasing access to, and participation in, sport and physical activity across different age groups emphasising the need for partnership between local agencies.

Community Resources plays a significant role in health promotion through services such as school meals, catering in Council buildings, parks and countryside access are all areas where the Resource is making improvements. Continued success in securing external funding for sport and leisure facilities also increasingly depends on our ability to show that we are contributing to national objectives.

During 2008 a new Public Health Act is likely to come into force. It will require local authorities and health boards to draw up Public Health Protection Plans, and will enhance existing legislative provisions in relation to notifiable diseases, organisms and health risk states. It will also confer duties on local authorities and health boards in relation to public health investigations with local authorities having

responsibility for public health in relation to premises. This is the first public health legislation since 1897. It largely puts existing public health functions of environmental health staff onto a statutory footing.

### **The Hampton Review and the Better Regulation Task Force**

In the 2005 Budget the Chancellor announced a package of measures to reduce regulatory burdens on UK business in response to its Hampton Review. A new agency has been created in England and Wales which oversee the streamlining of environmental health and consumer and trading standards services' inspection and enforcement activities. Structures are different in Scotland but the same objectives will apply which means a greater emphasis on risk-based approaches to regulation which focus mainly where evidence shows it is most needed to protect the public. This is already largely in place in South Lanarkshire but a review of our regulatory functions is now underway.

### Section 3: Local context

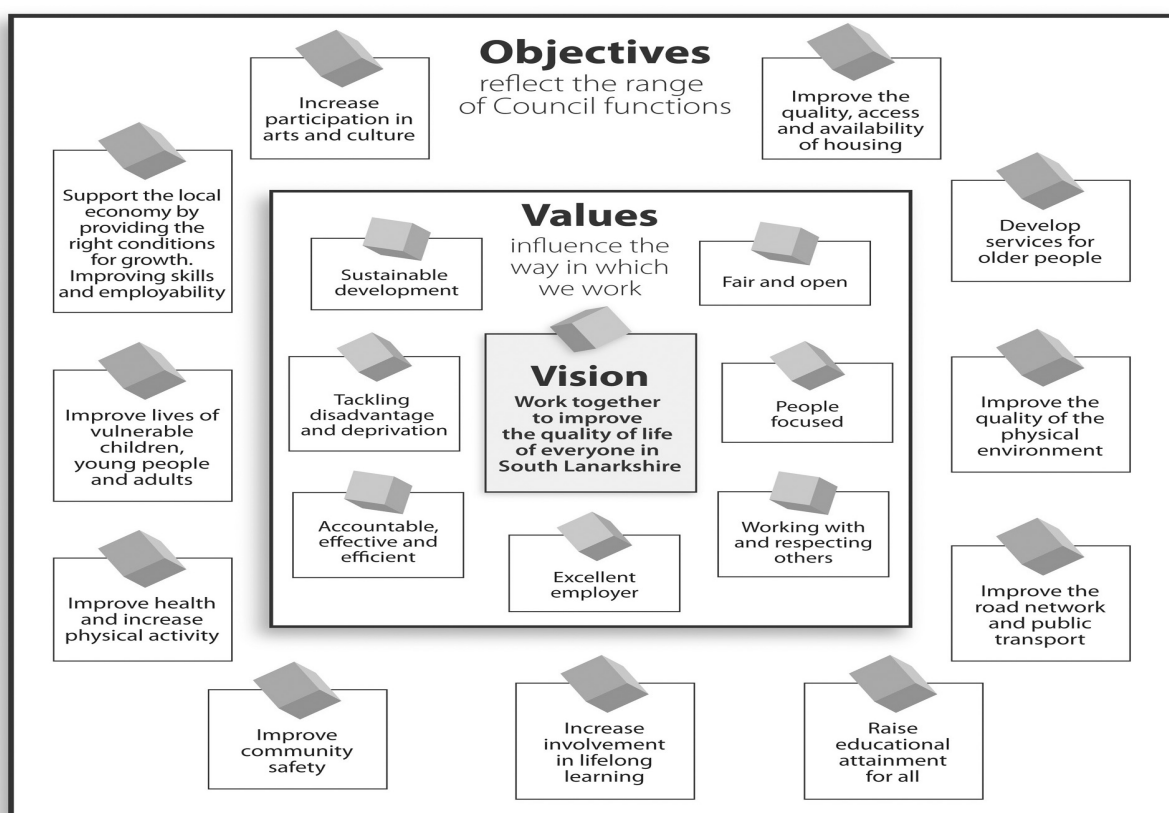
#### “Stronger Together” – South Lanarkshire’s Community Plan

The Community Plan was launched in 2005 by the South Lanarkshire Community Planning Partnership. The plan is structured around three aims, to build: successful and inclusive communities, safe and healthy communities and working and learning communities. The Council works with its partners to deliver these aims and has developed its four year Corporate Plan to reflect them.

Community Resources provides services which contribute to all of these aims impacting on many areas of quality of life. In particular, the Resource has specific responsibility for leading on two theme partnership areas - community safety and sustainability. A review of the Community Planning Partnership’s role in relation to sustainability has taken place and will be considered by it in June 2008.

#### The Council Plan

*Connect*, the Council Plan 2007-2011 outlines the Council’s approach to the national policy context and its role in meeting the objectives of the Community Plan. The Council Plan first sets out our vision and values (i.e. key principles) within which the Council works and which inform everything it does. The Council Plan then also sets out the Council’s 11 strategic objectives. The following diagram shows how in working towards our objectives we will always abide by our values.



All of the objectives are important, but the Council has identified five priority areas where we will be placing particular emphasis over for the next four years:

- Improve the quality and availability of housing
- Develop services for older people
- Improve the quality of the physical environment

- Improve the road network and public transport
- Schools modernisation

In addition, sustainable development is a Council value which is recognised as a priority, influencing everything that the Council does.

Community Resources contributes to all of the *Connect* values and objectives but has a lead role in relation to several of them. The Resource objectives for 2008-2009 are listed below under the relevant objectives and values from the new Council Plan while section five of the plan sets out specific actions for Community Resources in relation to the relevant values and objectives.

***Council objective: Develop services for older people (Council priority)***

- ◆ Support individuals and communities to improve health (resource priority)

***Council objective: Improve the Quality of the Physical Environment (Council priority)***

- ◆ Improve cleanliness of streets, parks and other public areas (resource priority)

***Council objective: Raise Educational Attainment for All***

- ◆ Support the implementation of the Council's 'whole school approach' in primary and secondary schools by providing effective cleaning, catering and janitorial services

***Council objective: Improve Community Safety***

- ◆ Coordinate South Lanarkshire Community Safety Partnership to promote community safety
- ◆ Deliver an effective food safety monitoring, investigation, enforcement, advice and training service
- ◆ To protect vulnerable groups from the consequences of unsafe goods and services

***Council objective: Improve Health and Increase Physical Activity***

- ◆ Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle
- ◆ Improve facilities for swimming in Lanark and surrounding areas
- ◆ Improve access to 'dry side' sports facilities in communities currently less well served
- ◆ Promote responsible public access to the countryside in parks, around towns, and in our rural areas
- ◆ Promote uptake and access to healthier eating across all South Lanarkshire schools

***Council objective: Support Local Economy by Providing the Right Conditions for Growth, Improving Skills and Employability***

- ◆ Undertake advice, assistance and other regulatory activities which enables local businesses to comply with their legal obligations to trade fairly and safely in an increasingly complex market place
- ◆ Deliver an effective health and safety enforcement service

***Council objective: Increase Participation in Arts and Culture***

- ◆ Improve facilities for arts and cultural activities and develop a framework for cultural planning to identify and meet the cultural entitlements of South Lanarkshire

We support the corporate values across all of our actions. However, we have additional resource objectives relating to two Council values - these are areas where we take a lead responsibility for the council as a whole, and are noted below:

***Council value: Tackling Disadvantage and Deprivation***

- ◆ Deliver major capital projects support local community regeneration

**Council value:** *Sustainable development (this is a Council priority)*

- ◆ To improve effective use of our buildings and transport in order to reduce greenhouse gas emissions (Resource priority)
- ◆ To ensure efficient use of material resources and to increase recycling of waste and develop more sustainable waste management (Resource priority)
- ◆ To protect and enhance our natural environment, land and ecology (Resource priority)
- ◆ To foster responsible citizenship and awareness of sustainable development (Resource priority)

**Council spending priorities 2008/09**

New spending priorities in the Council's 2008/09 budget which impact on Community Resources are:

- £1.15m to cover increased cost of land fill tax
- £78,000 to cover changes in funding arrangements for Coalburn Swimming Pool
- £350,000 for the cost of running the new Fairhill Integrated Community Facility and new dual use facility

In addition capital programme allocations have been made in respect of the following projects:

- Carluke Leisure Centre (upgrade)
- Lanark Swimming Pool and Gym (replacement)
- Fernhill Community Facility (replacement)
- Lanark Memorial Hall (modernisation)
- Carluke Integrated Community Facility (replacement)
- Community wings in new schools
- Dollan Aqua Centre (emergency repairs)
- The Fountain, Lesmahagow

The 2008/09 budget consultation sought views on the Council's role in providing access to cultural activities and the Council's developing model for integrated community facilities. The outcome of this consultation is currently awaited.

**Sustainable development strategy**

During 2007/08 Community Resources steered the Council's sustainable development strategy through drafting, consultation, a strategic environmental assessment, equalities impact assessment and finally committee approval. The final document was published in November 2007. The strategy which flows from the Council Plan Connect sets out objectives and actions to enable the Council to improve its environmental performance and meet its commitments under Scotland's Climate Change Declaration. Community Resources leads on implementation of this strategy.

**Cultural strategy**

South Lanarkshire Council is committed to delivering increased access and participation in cultural activities. We are currently finalising a Cultural Strategy for the local area and are also carrying out a cultural audit which will identify the current availability of cultural activities throughout the authority, an exercise which will inform future cultural planning programmes.

**Leisure strategy**

Last year the Council produced its first leisure strategy covering the period 2007 – 2011. The strategy aims to ensure that the Council can build on the major progress made by the creation of its Leisure Trust and through the many other initiatives it is taking to improve the quality of life of the people of South Lanarkshire. The strategy proposes six key goals that will influence how leisure and physical activity are delivered over the next four years.

### ***Performance monitoring and review***

Over the last 10 years Community Resources has carried out best value reviews of all of its key services. During 2008/09 six further reviews are being carried out in the following service areas:

- Passenger Transport Services (a continuation of a previous review of Fleet Services)
- Grounds Maintenance and Street Cleansing
- Refuse Collection
- Environmental enforcement in the context of the national better regulation agenda
- Soil Association review
- Courses and classes programme review

During 2007/2008 Charter Mark was used as a tool for improving service performance within Consumer and Trading Standards (CATS) and the service achieved the Charter with no fewer than four commendations for best practice. In 2008/09 Bereavement Services will work towards Charter Mark following excellent placings achieved through the Charter of the Institute for Cemetery and Crematorium Management.

During the year five South Lanarkshire venues – Chatelherault Country Park, Hamilton Town House, Rutherglen Town Hall, East Kilbride Arts Centre and Almada Suite became the first cultural venues in Scotland to achieve Quest quality system accreditation (only one other cultural venue has achieved the award in the UK). Now other cultural venues in England are piloting this quality standard as part of an Arts Council for England initiative.

In 2007/08 Community Resources established its own internal continuous improvement group. The group keeps statutory performance indicators under review, carries out benchmarking comparisons with other councils and coordinates all work taking place on performance improvement.

### ***Public consultation and satisfaction measures***

South Lanarkshire Citizens' Panel Quality of Life Survey (November 2006) established that dog fouling, loss of woodland/open space, litter and graffiti are viewed by residents as the top four neighbourhood problems. Satisfaction ratings for Community Resources services in these areas are relatively good (e.g. 67% saying street cleanliness was good or very good and 59% saying the same for the quality of parks and open spaces) but clearly there is a desire among the public for further improvement in local environments.

A wide-ranging customer satisfaction survey took place in February 2008. This will establish satisfaction ratings for the Council as whole and the specific services. Satisfaction levels will be tracked over the coming years and will influence priorities for improvement which will feature in future Resource Plans. Local customer satisfaction surveys are also undertaken by each of our services and it is planned to standardise these in line with the corporate approach during 2008/09.

#### Section 4: Major achievements, service overview and performance 2007/08

The table below sets out the Resource's major achievements in the last year. These achievements are set out against their relevant objectives, at Council and resource level.

Council objective/ value	Resource objective	Achievement
<b>Improve the Quality of the Physical Environment</b>	Improve cleanliness of streets, parks and other public areas	Average monthly CIMS score (a national measure of street cleanliness) of 72 against a target of 68 or above
<b>Improve community safety</b>	Coordinate South Lanarkshire Community Safety Partnership to promote community safety	Achieved 95% (just over 4,000) of primary seven pupils participating in Crucial Crew event.
<b>Improve Health and Increase Physical Activity</b>	Improve access to 'dry side' sports facilities in communities currently less well served	Lesmahagow and Duncannrig dual use sports facilities delivered on schedule during the year
	Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle	South Lanarkshire Lifestyles leisure facility achieved the highest Quest score in Scotland (Quest is an independently assessed quality system)
<b>Increase Participation in Arts and Culture</b>	Improve facilities for arts and cultural activities and develop a framework for cultural planning to identify and meet the cultural entitlements of South Lanarkshire	Achieved just over 1,700,000 visitors to Council cultural venues, museums and country parks, almost 40,000 more than target
		Five cultural venues achieved Quest quality system accreditation (Chatelherault Country Park, Hamilton Town House, Rutherglen Town Hall, East Kilbride Arts Centre and Almada Suite)
<b>Tackling disadvantage and deprivation (Council value)</b>	No resource objective	Community wings in Carluke and Hareleeshill primary schools opened for lets in January 2008
<b>Sustainable development (Council value)</b>	No resource objective	Implemented the Council's first Sustainable development strategy
		On target to achieve a recycling rate of 36.9%

## Service overview and performance - Environmental and Strategic Services

Environmental and Strategic Services fulfil a wide range of environmental and regulatory functions. During 2007/08 the service:

- Carried out over 2,000 inspections of food premises
- Acted on almost 2,200 enquiries relating to environmental pollution
- Responded to over 4,000 pest control requests
- Visited over 300 premises in relation to tobacco and solvents
- Provided advice and assistance to almost 3,700 complaints from consumers achieving over £1,000,000 of redress
- Arranged removal of 188 abandoned vehicles
- Investigated over 2,300 noise complaints

The service performs well in terms of the statutory performance indicator (SPI) for food safety/hygiene inspections. A risk based approach is used whereby the highest risk establishments are inspected most frequently. In 2006/07 we carried out 375 inspections of the highest risk establishments (category's A and B), all within our target timescale. Only eight other local authorities managed to inspect all of their category B premises on time. By mid February 2008 all high risk inspections had been carried out on time.

% premises inspected on time	Category A				Category B			
	2004/05	2005/06	2006/07	Rank 0607	2004/05	2005/06	2006/07	Rank 0607
South Lanarkshire	100%	100%	100%	1 of 30	98.2%	99.5%	100%	1 of 32
Scotland	95.4%	99.3%	97.8%		95.7%	96.1%	98%	

2006/07 was the first year that the SPI for domestic noise complaints was collected. This indicator measures –

- The average time taken between time of complaint and attendance on site (for those requiring attendance on site) and
- The average time taken between time of complaint and attendance on site, for those dealt with under the Anti Social Behaviour Act 2004

During the year South Lanarkshire received 1,882 complaints of domestic noise with 768 requiring attendance on site. We achieved an average response time of 0.5 hours for both of the above categories, ranking first and fourth in Scotland respectively. During 2007/08 response time for category i) complaints of domestic has increased to 1.6 hours and has decreased slightly for category ii) at 0.4 hours. (The year end figures for 2007/08 for all Statutory Performance Indicators have still to be audited).

2006/07 was also the first year performance on the removal of abandoned vehicles was collected by Audit Scotland (in previous years we had our own local indicator for this service). Over the year one hundred and fifty seven vehicles required removal with 68.2% removed within the 14 day target. This compares poorly with the national average of 86.1% of vehicles removed within the target timescale and the family group average<sup>1</sup> of 83.81%. This gives a ranking of 21<sup>st</sup> nationally and 9<sup>th</sup> out of 12 in family group. During the year service performance was on target until the relocation of the office resulted in the loss of the direct link to the DVLA, which in turn caused a delay in the uplift of a sizeable number of vehicles. To date this year, 90% of vehicles have been removed within 14 days.

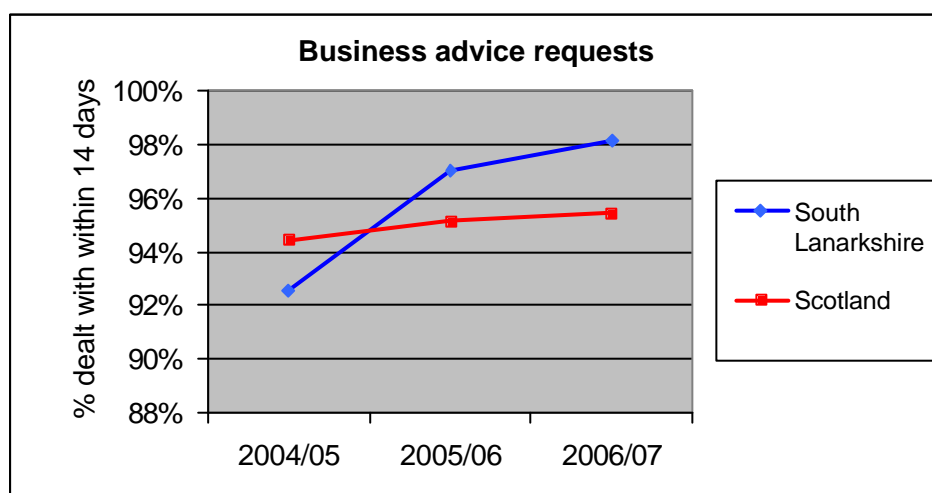
<sup>1</sup> The family group covers mixed Council's (Council's with both rural and urban areas).

South Lanarkshire has consistently performed well above the Scottish average for the number of high and medium risk inspections of trading premises carried out on time. In 2006/07 over 98% of inspections were carried out on time almost 13% higher than the national average and ranking 8<sup>th</sup> in Scotland. Performance has improved even more during 2007/08 with all high risk premises and 99.8% of medium risk premises were inspected on time.

**Performance Trend:**      **Improve ↑**                      **Decline ↓**                      **Stay same =**

Inspections	2004/05	2005/06	2006/07	2007/08	Trend	Rank 0607
South Lanarkshire	97.0%	100.0%	98.3%	99.8%	↑	8
Scotland	78.1%	75.9%	85.7%	-	↑	

The percentage of business advice requests dealt with within 14 days of receipt has been steadily improving over the last three years. In 2006/07 just over 98% of requests were dealt with within the target timescale, an improvement of almost 6% on 2004/05 and the tenth highest performance in Scotland. We have maintained our high performance during 2007/08 with 98.3% of requests dealt with within 14 days.



Since 2004/05 when the introduction of Consumer Direct caused a drop in performance, the percentage of consumer complaints processed within 14 days of receipt has steadily improved with over 70% processed within target timescale in 2006/07. This is slightly below the national average of 72.2% and ranks 15<sup>th</sup> in Scotland. Performance has improved again in 2007/08 with 74% of complaints currently being processed within 14 days.

Complaints	2004/05	2005/06	2006/07	2007/08	Trend	Rank 0607
South Lanarkshire	60.4%	67.2%	70.5%	74.0%	↑	15
Scotland	77.4%	72.6%	72.2%	-	↓	

Customer satisfaction levels for the Consumer and Trading Standards service are considered good with 94% reporting it as good in 2007/08, up 6% on the previous year.

### Facilities and Cultural Services

Facilities and Cultural Services manage community halls, arts venues, country parks, and museums and provide facilities management services across the Council. The service also operates events and

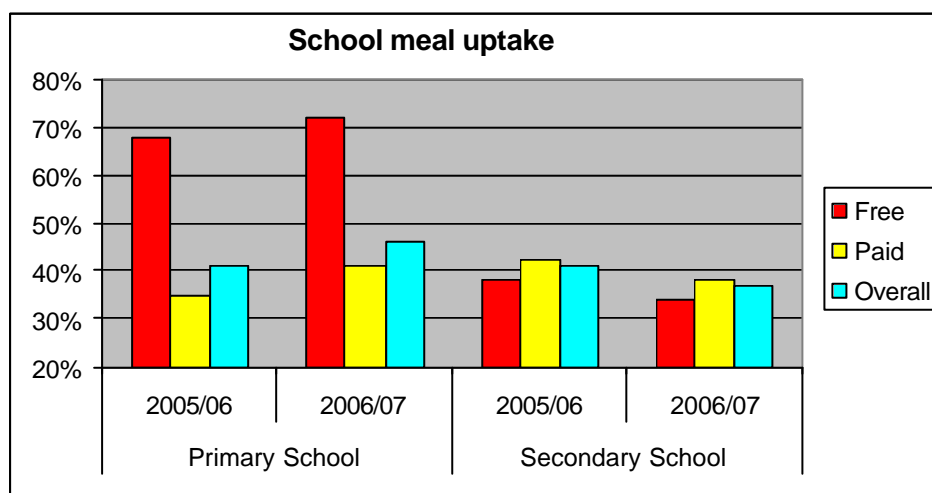
programmes from a number of these facilities including exhibitions, arts classes, community events, performances, access services and countryside ranger activities. During 2007/08 the service:

- Managed over 400 public buildings (e.g. halls, arts venues, museums, and public conveniences)
- Provided over 3.6 million nutritious school meals almost 700,000 of which were free
- Hosted over 500,000 visits to various cultural venues and over one million visits to country parks
- Provided a hall and school letting service used by over 1.2 million people

School meal uptake is the most critical performance measure for the service at this time due to the impact of the Scottish Executive's Hungry for Success initiative and nutritional framework. Healthier menus were introduced into primary schools in December 2005 and into secondary schools one year later. This was a radical change, involving banning sales of fizzy drinks, crisps and confectionary and there have been a range of impacts on uptake of meals as the table below shows.

The annual trend for the uptake of meals in primary schools has been increasing since the introduction of new Hungry for Success compliant menu's. In 2006/07 the average free meal uptake in primary schools was 72%, an increase of 4% on the previous year. During 2007/08 71% of children in primary schools who are entitled have taken free meals, while overall uptake of school meals (free and paid) has increased by 3 percentage points to 49%.

In secondary schools the uptake of meals has been declining over a number of years. This trend was exacerbated by the introduction of the new menu's in 2006 with free meal uptake during 2006/07 on average 34%. During 2007/08 free meal uptake in secondary schools was around 30%, however overall uptake has improved from 37% to 39%.



The Scottish Government undertakes a one day census of the school meal service in January each year and the statistics for 2007 are presented below.

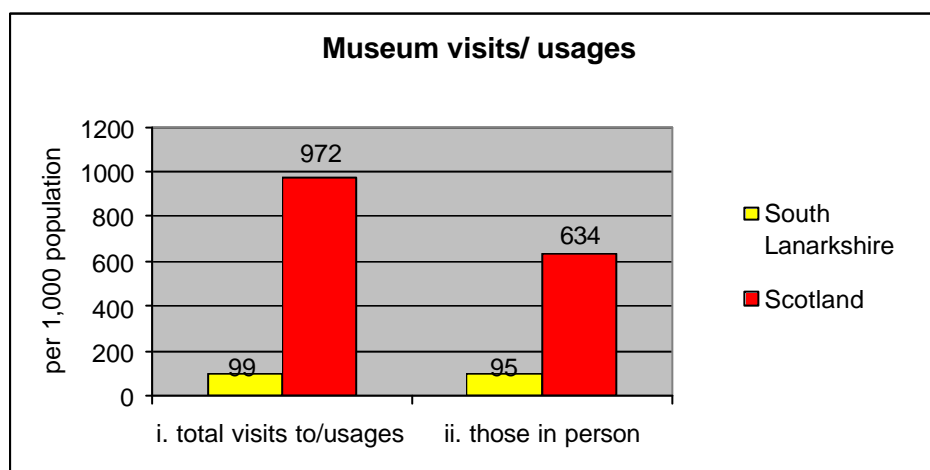
Free meal uptake in primary schools at 71% is 5% below the national average and we are ranked 29 out of 32 local authorities. Overall uptake of meals in primary schools is only slightly below (1%) the national average with a ranking of 19th of 32 local authorities.

In secondary schools we continue to have the lowest level of free meal uptake in Scotland. On census day 36% of children entitled took free meals, 14% lower than the national average. We fair better in terms of the overall uptake of meals in secondary schools with 40% uptake, 5% below the Scottish

average and ranking 21st out of 32 local authorities<sup>2</sup>. The introduction of new healthier menu's in 2006 has contributed significantly to the decline of school meal uptake in secondary schools. This decline is also being experienced nationally with a 5.7% decrease in the uptake of free meals since 2004.

Customer satisfaction is also an important issue for Facilities and Cultural Services. Satisfaction levels across cultural venues, halls and conference and banqueting facilities improved almost 5% in 2006/07 on previous year with 95.6% rating these services as good. This has dropped slightly in 2007/08 to 92% but is still 2% above target.

The only statutory performance indicator for the service is the number of museum visits. This SPI measures the number of visits to/usages of council funded or part funded museums per 1,000 population and was collected for the first time in 2006/07. The indicator includes actual visits by the public, telephone enquiries and website hits and outreach visits. The figures are presented below (Glasgow City Council figures have been omitted from the national average as their figures skew the data) –



We reported the lowest figure out of 24 local authorities for part i. of the indicator and the second lowest for part ii. There are two main reasons for this level of performance; we have no means of including website hits and we are unable to obtain visitor figures from local independent museums. During 2007/08 visits/ usages of museums had increased to 110 per 1,000 population of which 107 per 1,000 population were in person. (These figures have not yet been audited and may be subject to change.) The museums service has developed an action plan to increase attendances at our museums.

### Land and Fleet Services

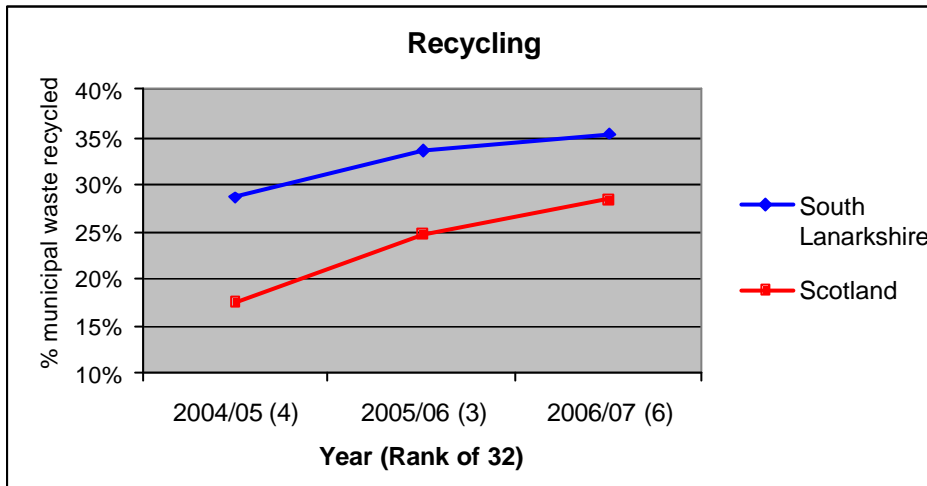
Land and Fleet Services are responsible for ground maintenance, parks, play areas, refuse collection, cemeteries, street cleansing and the management of the Council's vehicle fleet. During 2007/08 the service:

- Maintained almost 2,850 hectares of diverse land types
- Collected over 200,000 tonnes of waste from over 140,000 households
- Carried out almost 350,000 free waste uplifts
- Recycled approximately 72,000 tonnes of plastics, paper, metals, and glass
- Emptied in excess of 2,000 litter bins in public areas every week

<sup>2</sup> The one day census is also able to take into account absence levels when calculating school meal uptake. This is something we have not been able to do on an all year round basis. It is worth noting here that when absence is factored in to the uptake calculations, free meal uptake in primary and secondary schools increase by 14 and 11 percentage points respectively. (Primary Schools – 85% uptake; Secondary Schools – 47% uptake). It is hoped we will be able to use absence data when establishing uptake levels during 2008/09.

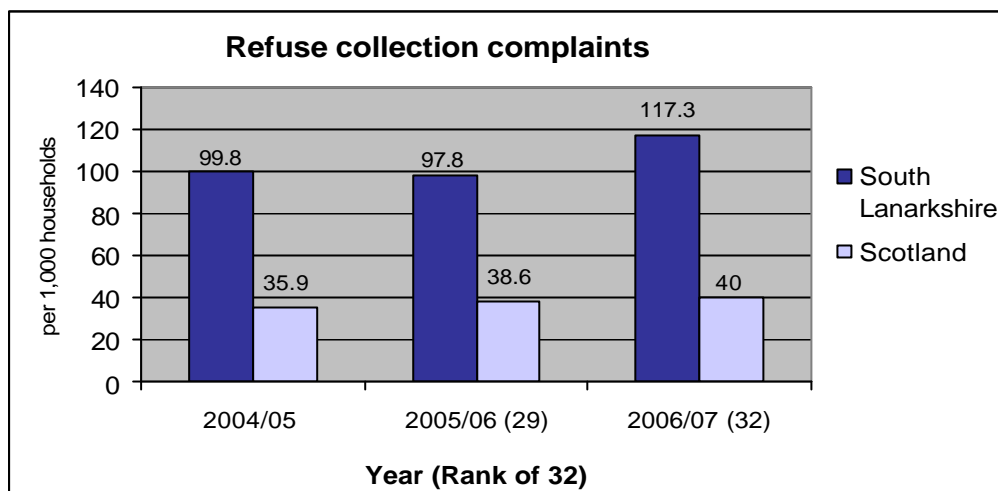
- Maintained and managed the Council's vehicle fleet of over 1,300 vehicles and plant items
- Carried out 1,500 burials and over 1,000 cremations
- Cleaned up over 2,000 items of graffiti around 300 of which were considered offensive

We continue to be one of the top performing local authorities in Scotland for the recycling of municipal waste. In 2006/07 we recycled 35.4% of the municipal waste we collected, an increase of almost 7% on 2004/05. This was the sixth highest total in Scotland and compares well with the national average 28.4%. This year we are on target to recycle 36.9% of municipal waste.



The cleanliness of our streets is another statutory indicator where we continue to perform to a high standard. Last year we achieved an independently assessed score of 73, the fifth highest in Scotland and the second in family group of similar authorities. We monitor this indicator throughout the year internally and currently have a score of 79. South Lanarkshire's 2006 Quality of Life Survey also found levels of satisfaction in street cleanliness had increased over the previous year with 67% of those surveyed now rating it as 'very good' or 'fairly good'.

National ranking in terms of the statutory performance indicator for refuse complaints is very low as the graph below shows. The vast majority of such complaints are for bins reported as having been missed which are collected within 24 hours in line with service standards. The service considers it is better at recording refuse complaints than many other authorities and that this ranking does not accurately reflect performance. A best value review of the refuse collection service is currently being carried out which is also considering how complaints concerning the service are recorded. To mid February we had received 97.7 complaints per 1,000 households which represents a drop on last years levels.



In terms of cost of refuse collection, at £60.91 per household in 2006/07 the service compared well with similar councils which averaged £64.06. Refuse disposal costs were £64.09 per household, lower than the average for similar authorities at £65.26, and lower than the Scottish average of £70.02. To the end of February refuse collections costs were £47.54 and disposal costs were £57.75 per household.

Overall customer satisfaction levels (based on a sample of callers to the service) have increased over each of the last three years with 84.1% of respondents now rating their experience of contacting the service as 'excellent' or 'above average' compared to 79.5% in 2004/05.

### Sport and leisure

South Lanarkshire Leisure Trust provides sports and leisure services on behalf of the Council including 4 pools, 20 indoor sports centres, 2 integrated leisure facilities, 15 health and fitness clubs, 6 golf courses, an ice rink and 58 outdoor sports facilities. During 2007/08 the Leisure Trust:

- Recorded over 1.4 million attendance at swimming pools and 1.3 million at other indoor facilities
- Provided sports development activities including coaching attended just under 250,000 people
- Recorded over 115,000 attendances at East Kilbride Ice Rink and 220,000 at golf courses
- Provided concessionary entrance to sports facilities on over 250,000 occasions

South Lanarkshire Leisure's activities are managed by an independent trust but Community Resources is responsible for monitoring its performance on behalf of the Council including statutory measures. There are two statutory performance indicators for sport and leisure: Attendance at swimming pools and attendance at indoor sport and leisure facilities.

Attendance at swimming pools per 1,000 population						
	2004/05	2005/06	2006/07	2007/08	Trend	Rank 0607
South Lanarkshire	4,130	4,531	4,793	4,631	↑	5 of 32
Scotland	3,684	3,463	3,476	-	↑	

Attendance at indoor sports facilities per 1,000 population						
	2004/05	2005/06	2006/07	2007/08	Trend	Rank 0607
South Lanarkshire	3,604	3,461	4,136	4,239	↑	17 of 32
Scotland	3,889	4,156	4,085	-	↑	

Attendances at swimming pools continue to increase with performance well above the national average in each of the last three years. This is due mainly to developments in the swimming programme and a general rise in casual swimming, with Blantyre and Larkhall Leisure Centres both recording annual increases of over 20%. The un-audited figures for 2008 show a slight drop in attendances at swimming pools at 4,631 attendances per 1,000 people.

Attendances at other indoor facilities also continue to increase with performance in 2006/07 above the Scottish average for the first time in a number of years. The reason for this trend is due in part to maintenance closures in previous years (John Wright Sports Centre) and a general upturn in attendances in 2006/07 at two facilities in particular - East Kilbride Ice Rink and Larkhall Leisure Centre. The un-audited figures for 2008 show an increase in attendances at other indoor sports facilities at 4,239 attendances per 1,000 people.

During 2006/07 the Leisure Trust carried out exit interviews with 5,518 customers to assess satisfaction with service and facilities. 97% of customers were either 'very satisfied' or 'satisfied' with the current level of service - a two percent increase on the previous year.

### Corporate statutory performance indicators

Community Resources' absence levels are considered very good for both staff and manual categories. There was a slight rise for APT&C grades in 2006/07, and this has been shown again in 2007/08 as well as an increase in manual & craft workers absence. Absence levels have been consistently below Council and national levels and we have achieved the 5% target for the year. This reflects Community Resources effective application of Council-wide policies on maximising attendance.

Absence levels – council and Scottish comparisons						
Category	Year	2004/05	2005/06	2006/07	2007/08	Trend
APT&C	Community	<b>3.3</b>	<b>2.8</b>	<b>3.8</b>	<b>4.2</b>	↓
	SLC	4.5	4.5	4.6	3.9	↑
	Scotland	5.5	5.4	5.6		↓
Manual & craft	Community	<b>4.6</b>	<b>4.5</b>	<b>4.3</b>	<b>4.8</b>	↓
	SLC	6.8	4.6	6.1	5.1	↑
	Scotland	5.9	5.9	6.3		↓

The percentage of public service buildings across South Lanarkshire that are suitable and accessible to disabled people has been steadily increasing over the last three years. In 2006/07 the Council performed significantly above the Scottish average and were ranked fourth overall in the country. Community Resources performed even better with around 88% of the buildings we manage compliant to the SPI standard and this has improved again in 2007/08 with 90% of properties compliant.

Public access – council and Scottish comparisons				
Year	2005/06	2006/07	2007/08	Trend
Community	87.8%	89%	90%	↑
SLC	74.3%	78.5%	n/a	↑
Scotland	43.4%	51.9%	n/a	↑

## Financial outturn 2007/08

<b>Service</b>	<b>Budgeted expenditure £000</b>	<b>Actual expenditure £000</b>	<b>Budgeted income £000</b>	<b>Actual Income £000</b>	<b>Net variance Underspend/ (Overspend) £000</b>
Facilities and Cultural Services					
Land and Fleet Services					
Environmental and Strategic Services					
Support Services					
Funding to South Lanarkshire Leisure					
Projects					
<b>Total</b>					

## Section 5: Objectives and actions for 2008/09

19 high level strategic objectives have been set for 2008/09 each of which has been set out together with a number of specific actions in the table below. These objectives and actions will form the basis of resource plan reporting to Executive Committee for the Resource Plan.

**Council objective:** Develop services for older people (Council priority)

**Resource objective:** Support individuals and communities to improve their health (Resource priority)

Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>Actively promote the 'activeage' scheme in leisure facilities across South Lanarkshire</li> </ul>	<ul style="list-style-type: none"> <li>Increase the numbers of 60+ registered with South Lanarkshire Leisure 'activeage' scheme from the 11,900 registered in 2007/08</li> <li>Increase numbers of 60+ using South Lanarkshire Leisure facilities from 256,000 attendances in 2007/08</li> </ul>	General Manager South Lanarkshire Leisure Ltd.

**Council Objective:** Improve the Quality of the Physical Environment (Council priority)

**Resource objective:** Improve cleanliness of streets, parks and other public areas (Resource priority)

Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>• Sustain an independently assessed high score for street cleanliness of 68 or above in each year</li> <li>• Maintain land to a high standard as measured by the Land Audit Managements System (LAMS)</li> <li>• Take preventative and enforcement action in relation to incidents of fly tipping, graffiti, dog fouling, noise, including enhanced covert surveillance</li> </ul>	<ul style="list-style-type: none"> <li>• LEAMS score of 68+ for 2007/08</li> <li>• Achieve LAMS score of 67+</li> <li>• Reduce the incidence of fly tipping, dog fouling, and graffiti by 10% from 2006/07 levels by March 2009</li> <li>• Reduce reported incidents of environmental nuisance by 10% on 2006/07 levels by March 2009</li> <li>• Remove 90% of abandoned vehicles within 14 days</li> <li>• Response to domestic noise complaints</li> <li>• Response to non - domestic noise complaints</li> </ul>	<p>Head of Land and Fleet Services</p> <p>Head of Environmental and Strategic Services</p>

**Council Objective:** Raise educational attainment for all

<b>Resource objective:</b> Support the implementation of the Council's "whole school approach" in primary and secondary schools by providing effective cleaning, catering and janitorial services.		
Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>Provide effective cleaning, catering and janitorial services in schools across South Lanarkshire</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a minimum customer satisfaction rating of 95% for our cleaning, catering and janitorial services</li> </ul>	Head of Facilities and Cultural Services

**Council Objective:** Improve community safety

<b>Resource objective:</b> Coordinate South Lanarkshire Community Safety Partnership to promote community safety		
Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>We will coordinate an experiential learning programme to promote personal safety and awareness among school children</li> <li>We will coordinate a home security programme to help older people and vulnerable individuals feel safer in their home</li> <li>We will provide an experiential learning personal safety programme specifically designed to enable older people to live in a safer home environment</li> <li>We will undertake the financial management and monitoring of Scottish Government funding on behalf of the Community Safety Partnership</li> </ul>	<ul style="list-style-type: none"> <li>Achieve 95% of primary seven pupils (approximately 4,000) participation in the 'Crucial Crew' experiential safety learning programme each year.</li> <li>Achieve 95% of older people participating in the Safe as Houses initiative stating that they feel more safe and secure in their own home.</li> <li>Achieve 75% of older people expressing Be Smart Be Safe events as being informative and valuable.</li> <li>Complete all monitoring reports relating to Scottish Government community safety funding within timescales and sustain future funding at current levels or above</li> </ul>	Head of Environmental and Strategic Services

<b>Resource objective:</b> Deliver an effective food safety monitoring, investigation, enforcement, advice and training services		
Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>Provide a comprehensive food safety enforcement and advisory service to reduce risk of food borne infection</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the incidence of notified food borne infection from 2006/07 baseline figures by 2.5% by March 2009</li> <li>Achieve food safety inspections on time targets for each category of premises: approved premises (100%), 6 month (96%), annual (96%), over 12 months (85%) – statutory performance indicator</li> </ul>	Head of Environmental and Strategic Services

<ul style="list-style-type: none"> <li>• Provide an effective food safety training programme</li> </ul>	<ul style="list-style-type: none"> <li>• Provide a minimum of 30 food safety training courses by March 2009</li> <li>• Achieve a minimum candidate satisfaction rating of 98%</li> </ul>	
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**Resource objective:** To protect vulnerable groups from the consequences of unsafe goods and services

Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>• To undertake legislative and educational activities aimed at protecting consumers</li> </ul>	<ul style="list-style-type: none"> <li>• Carry out 50 test purchase exercises by March 2009</li> <li>• Achieve a minimum of £500,000 consumer redress by March 2009</li> <li>• 65% of consumer complaints completed within 14 days</li> <li>• All planned inspections carried out on time</li> </ul>	Head of Environmental and Strategic Services

**Council Objective:** Improve health and increase physical activity

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

Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>• Increase the number of individuals participating in physical activity at leisure facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Increase annual attendance at leisure facilities managed by South Lanarkshire Leisure by 1% from 3,609,000 to 3,645,000 by March 2009</li> <li>• Increase the number of attendances at swimming pools from 4,631 per 1,000 population in 2007/08</li> <li>• Increase the number of attendances at other indoor facilities from 4,239 per 1,000 population in 2007/08</li> <li>• Increase the number of attendances at outdoor recreation facilities from 646,000 in 2007/08</li> <li>• Increase the number of attendances at golf courses from 208,000 in 2007/08</li> <li>• Increase the number of attendances at leisure based Regeneration activities/projects from 210,000 in 2007/08</li> <li>• Increase the number of attendances at Development Services activities from 249,000 in 2007/08</li> <li>• Maintain satisfaction rates at 97%</li> </ul>	General Manager South Lanarkshire Leisure Ltd.
<ul style="list-style-type: none"> <li>• Maintain a high level of customer satisfaction in leisure facilities</li> </ul>		

<ul style="list-style-type: none"> <li>• Management action taken to ensure continued registration of Quest registered facilities and services (i.e. (independently assessed quality system )</li> </ul>	<ul style="list-style-type: none"> <li>• All Quest registered facilities retain accreditation by March 2009</li> </ul>	
<ul style="list-style-type: none"> <li>• Refurbishment of the Dollan Aqua Centre</li> <li>• Refurbishment of Carluke Leisure Centre</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve planned closure and site start during 2008/9 subject to design progress.</li> <li>• Achieve a site start by April 2008</li> </ul>	Head of Support Services

<b>Resource objective:</b> Improve facilities for swimming in Lanark and surrounding areas		
Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>• Provide a new 25 m swimming pool with modern fitness facilities</li> <li>• Promote our facilities in the Lanark area to improve attendances</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve a site start in conjunction with decant and demolition of the Dale Centre by May 2008</li> <li>• Increase leisure centre attendance in the Lanark area by 2.0% from 76,648 to 78,181 by March 2009</li> </ul>	General Manager South Lanarkshire Leisure Ltd.  Head of Support Services

<b>Resource objective:</b> Improve access to 'dry side' sports facilities in communities currently less well served		
Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>• Provide new 'dual use' sports facilities at one school by August 2008 and begin preparatory work on 4 others.</li> <li>• Provide a new integrated sports facility for East Kilbride</li> </ul>	<ul style="list-style-type: none"> <li>• Provide new 'dual use' sports facilities at Uddingston Grammar by August 2008.</li> <li>• Achieve site start on a new integrated sports facility for East Kilbride by April 2008 with completion September 2009</li> </ul>	General Manager South Lanarkshire Leisure Ltd.  Head of Support Services

<b>Resource objective:</b> Promote responsible public access to the countryside in parks, around towns, and in our rural areas.		
Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>• Develop proposals for and consult on a Core path Plan for South Lanarkshire, in line with the Land Reform (Scotland).</li> </ul>	<ul style="list-style-type: none"> <li>• Complete and implement the South Lanarkshire Core Path Plan by July 2008</li> </ul>	Head of Facilities and Cultural Services

<b>Resource objective:</b> Promote uptake and access to healthier eating across all South Lanarkshire schools.		
Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>Roll-out of cashless school meals system in line with school modernization programme</li> <li>Continue improvements to nutrition and health value of school meals</li> <li>Continue to promote healthier eating across South Lanarkshire schools in accordance with Hungry for Success principles</li> </ul>	<ul style="list-style-type: none"> <li>Install 'cashless' school meals systems into 20 schools by March 2009</li> <li>Return uptake of paid and free school meals in secondary schools to 2006/07 level (prior to introduction of new menus) by March 2009</li> <li>Further increase primary school meal uptake levels by 1%</li> <li>Achieve 75% uptake of free fruit in all primary schools</li> <li>Live workshops using drama, craft, song, dance in every primary school to promote healthy eating by March 2009</li> </ul>	<p>Head of Facilities and Cultural Services</p> <p>Head of Support Services</p>

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

<b>Resource objective:</b> Undertake advice, assistance and other regulatory activities which enables local businesses to comply with their legal obligations to trade fairly and safely in an increasingly complex market place.		
Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>Improve the competitiveness of local business by increasing the numbers of business advice requests, seminars and educational activities for business.</li> <li>We will produce a Trusted Trader Scheme in collaboration with local traders to support their economic success and improve their customer relations</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of business advice requests by 2.5%</li> <li>Hold 4 seminars for business community each year</li> <li>Produce a Trusted Trader Scheme by July 2008.</li> </ul>	Head of Environmental and Strategic Services

<b>Resource objective:</b> Deliver an effective health and safety enforcement service		
Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>Implement an effective workplace health and safety inspection programme</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the number of working days lost from work related injury and ill health by 10% by March 2010 thereby improving productivity</li> <li>All workplace inspections carried out within target timescales (High and medium risk – 95%; low risk – 93%)</li> </ul>	Head of Environmental and Strategic Services

**Council Objective:** Increase participation in arts and culture

<b>Resource objective:</b> Improve facilities for arts and cultural activities and develop a framework for cultural planning to identify and meet the cultural entitlements of South Lanarkshire		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>• Implement a Cultural Strategy for South Lanarkshire</li> <li>• Increase attendances at our cultural venues by actively promoting to the local community and visitors to the area.</li> <li>• Continue to consult with users and non-users to develop service</li> <li>• Further implementation of Patron Edge on-line ticketing project</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy implemented by July 2008</li> <li>• Achieve over 1,665,000 visitors to Council cultural venues, museums and country parks by March 2009</li> <li>• Achieve or exceed 60% of customers rating cultural services as 'excellent' or 'good' in each year</li> <li>• Achieve 90% of customers rating our services as 'Excellent' or 'Good' (from exit polls)</li> <li>• East Kilbride Village Theatre by March 2009</li> <li>• Hamilton Town House by September 2009</li> <li>• Rutherglen Town Hall by September 2009</li> </ul>	Head of Facilities and Cultural Services
<ul style="list-style-type: none"> <li>• Develop and implement an action plan to increase use of museums</li> </ul>	<ul style="list-style-type: none"> <li>• Action plan implemented by May 2008</li> <li>• Increase number of museum visits/ usages by 1% on 2007/08 levels</li> </ul>	Head of Facilities and Cultural Services
<ul style="list-style-type: none"> <li>• Complete a major refurbishment of Lanark Memorial Hall by April 2010</li> <li>• Construct a new integrated community facility for Carluke by October 2009</li> </ul>	<ul style="list-style-type: none"> <li>• Continue design work to facilitate site start by October 2008</li> <li>• Achieve a site start by June 2008</li> </ul>	Head of Support Services

**Council Value:** Tackling disadvantage and deprivation

<b>Resource objective:</b> Deliver major capital projects to support local community regeneration		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>• Fernhill Integrated Community Facility (ICF)</li> <li>• Fairhill ICF</li> <li>• Stonehouse ICF</li> <li>• The Fountain, Lesmahagow</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve site start by April 2009</li> <li>• Complete and commission building by June 2008</li> <li>• Achieve site start by April 2009</li> <li>• Achieve a site start by March 2009</li> </ul>	Head of Support Services

**Council Value:** Sustainable development (*Council priority*)

<b>Resource objective:</b> To improve effective use of our buildings and transport in order to reduce greenhouse gas emissions (Resource priority)		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>Finalise and implement a carbon management plan to reduce greenhouse gas emissions from council services (buildings, waste, transport etc)</li> </ul>	<ul style="list-style-type: none"> <li>1.25% reduction in the Council's greenhouse gas emissions by March 2008 compared to 2005/06 baseline</li> <li>Establish baseline for the consumption of energy (all fuel types) per sq m of buildings. Annual consumption in MWhrs/m<sup>2</sup></li> </ul>	Head of Environmental and Strategic Services

<b>Resource objective:</b> To ensure efficient use of material resources and to increase recycling of waste and develop more sustainable waste management (Resource priority)		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>Continue to develop mechanisms for the recycling and composting of municipal waste in order to achieve Scottish Government's new waste targets</li> <li>We will provide an effective and efficient household waste collection service</li> <li>Review our recycling contracts for offices, schools and other council buildings in order to increase recycling rates</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the annual amount of biodegradable waste sent to landfill to 77,835 tonnes by March 2009</li> <li>Achieve a recycling rate of 38% for domestic waste by March 2009</li> <li>Increase the number of households with blue bins from 121,000 to 126,000 by March 2009</li> <li>Refuse collection and disposal costs per household</li> <li>95% of special uplifts completed within 5 working days</li> <li>Provide co-mingled recycling collections from 75% (151) of Council premises by March 2009</li> </ul>	Head of Land and Fleet Services  Head of Environmental and Strategic Services

<b>Resource objective:</b> To protect and enhance our natural environment, land and ecology (Resource priority)		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>Develop and implement a Greenspace Strategy</li> <li>Implement the Local Biodiversity Action Plan for 2008 - 2013</li> <li>Work through the Glasgow and Clyde Valley Green Network Partnership to plan and develop an Integrated Habitat Network</li> </ul>	<ul style="list-style-type: none"> <li>Finalise strategy by May 2008</li> <li>Begin implementation of plan by September 2008</li> <li>An Integrated Habitat Network evaluation is undertaken by December 2008 to establish priorities for developing a functional green network in South Lanarkshire</li> </ul>	Head of Facilities and Cultural Services

<b>Resource objective:</b> To foster responsible citizenship and awareness of sustainable development (Resource priority)		
<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>• Develop a Local Climate Impacts Profile for South Lanarkshire</li> <li>• Take a lead in reviewing the Sustainability Partnership and developing a new Sustainability Partnership strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Profile developed by December 2008</li> <li>• Complete review by May 2008</li> <li>• Implement review by March 2009</li> </ul>	Head of Environmental and Strategic Services

As with all Resources, Community aims to uphold the Council's values in all our work. Specific actions for these value's in the coming year are shown in the tables below:

**Council Value:** Fair and open

<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>• Develop, implement and communicate our corporate plans, performance and service standards</li> </ul>	<ul style="list-style-type: none"> <li>• 95% of complaints responded to within timescale</li> <li>• Process freedom of information requests within 20 working days</li> </ul>	All Heads of Service

**Council Value:** Working with and respecting others

<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>• Implement a programme of equality and human rights impact assessments</li> </ul>	<ul style="list-style-type: none"> <li>• Number of impact assessments carried out against those timetabled</li> </ul>	All Heads of Service

**Council Value:** Accountable, effective and efficient

<b>Action</b>	<b>Measures</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>• Implement effective Best Value management arrangements to ensure continuous improvement and effective and efficient service delivery</li> <li>• Implement the recommendations of the Fleet Services Best Value Review</li> <li>• Carry out a best value review of enforcement policy in light of better regulation agenda</li> <li>• Carry out a best value review of the refuse collection service</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews completed and actions implemented by March 2009</li> <li>• Fleet availability –</li> <li>• MOT pass rate greater than 94%</li> <li>• Passenger fleet seating capacity greater than 80%</li> <li>• Passenger fleet utilisation annual improvement of 10%</li> <li>• Completed by March 2009</li> <li>• Complete by September 2008</li> <li>• Reduction in the number of refuse collection complaints (SPI)</li> </ul>	All Heads of Service

<ul style="list-style-type: none"> <li>• Achieve Chartermark for Bereavement Services</li> <li>• Conduct a review of Passenger Services</li> <li>• Complete the Grounds Maintenance best value review</li> <li>• Secure Quest accreditation for Low Parks Museum</li> <li>• Operate within our revenue budget to provide quality front line services</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved by March 2009</li> <li>• Completed by March 2009</li> <li>• Completed by September 2008</li> <li>• Achieved by June 2008</li> <li>• Achieve efficiency improvements of 2.25% for the year</li> </ul>	Head of Support Services
<ul style="list-style-type: none"> <li>• Maximise funding opportunities from external sources</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve £1m in external funding by March 2009</li> </ul>	Head of Support Services
<ul style="list-style-type: none"> <li>• Manage property assets efficiently</li> </ul>	<ul style="list-style-type: none"> <li>• The proportion of operational accommodation that is in a satisfactory condition</li> <li>• The percentage of operational buildings that are suitable for their current use</li> <li>• Percentage of public service buildings that are suitable and accessible to disabled people</li> </ul>	Head of Support Services
<ul style="list-style-type: none"> <li>• Process invoices on time</li> </ul>	<ul style="list-style-type: none"> <li>• The number of invoices paid within 30 calendar days as a percentage of all invoices paid</li> </ul>	Head of Support Services
<ul style="list-style-type: none"> <li>• Ensure high standards of governance are being exercised</li> </ul>	<ul style="list-style-type: none"> <li>• Audit actions to be delivered by due dates</li> </ul>	Head of Support Services
<ul style="list-style-type: none"> <li>• Web enable Epilogue cemeteries administration system</li> <li>• Implement air quality management system</li> </ul>	<ul style="list-style-type: none"> <li>• Tbc</li> <li>• Implemented by May 2008</li> </ul>	Head of Support Services

**Council Value:** Excellent employer

Action	Measures	Responsibility
<ul style="list-style-type: none"> <li>• We will ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities</li> </ul> <p>Implement Occupational Health and Safety Management system</p>	<ul style="list-style-type: none"> <li>• Absence rate less than 5%</li> <li>• 100% of staff recruited through competency based interview by 2011</li> <li>• Labour turnover rates less than 5%</li> <li>• Average number of off job training days per member staff</li> <li>• 100% of staff to have current PDR for 2008/09</li> <li>• Continued achievement of liP accreditation.</li> <li>• Complete audit of OHSMS by February 2008</li> </ul>	<p>All Heads of Service</p> <p>Head of Support Services</p>

## Section 6: Budget and workforce

South Lanarkshire Council prepares a long term budget strategy based on the 3 year Settlement advised by the Scottish Government. A medium term financial strategy covering the period 2008-2012 was approved at Executive Committee (23 March 2007) which detailed the Council's strategy in managing its finances and also the principles and assumptions used in preparing the revenue and capital budgets for the 4 year period. Each Resource considers their budget on a 3 year rolling basis when preparing their financial strategies within the overall corporate framework. The budget in our Resource plan therefore reflects a 3 year strategy but focuses on those priorities and activities to be delivered in 2008/09.

<b>General services</b>	<b>Revenue expenditure £000</b>	<b>Revenue income £000</b>	<b>Net expenditure / (income) £000</b>
Facilities and Cultural Services	22,650	10,257	12,393
Land and Fleet Services	40,396	5,475	34,921
Environmental and Strategic Services	6,809	567	6,242
Support Services	3,209	6,645	(3,436)
Funding to South Lanarkshire Leisure	9,488	0	9,488
<b>Total</b>	<b>82,552</b>	<b>22,944</b>	<b>59,608</b>

<b>Trading services</b>	<b>Revenue expenditure £000</b>	<b>Revenue income £000</b>	<b>Trading surplus £000</b>
Grounds Maintenance	14,690	15,551	860
Fleet	19,104	19,354	250
Facilities	22,636	23,269	633
<b>Total</b>	<b>56,430</b>	<b>58,173</b>	<b>1,743</b>

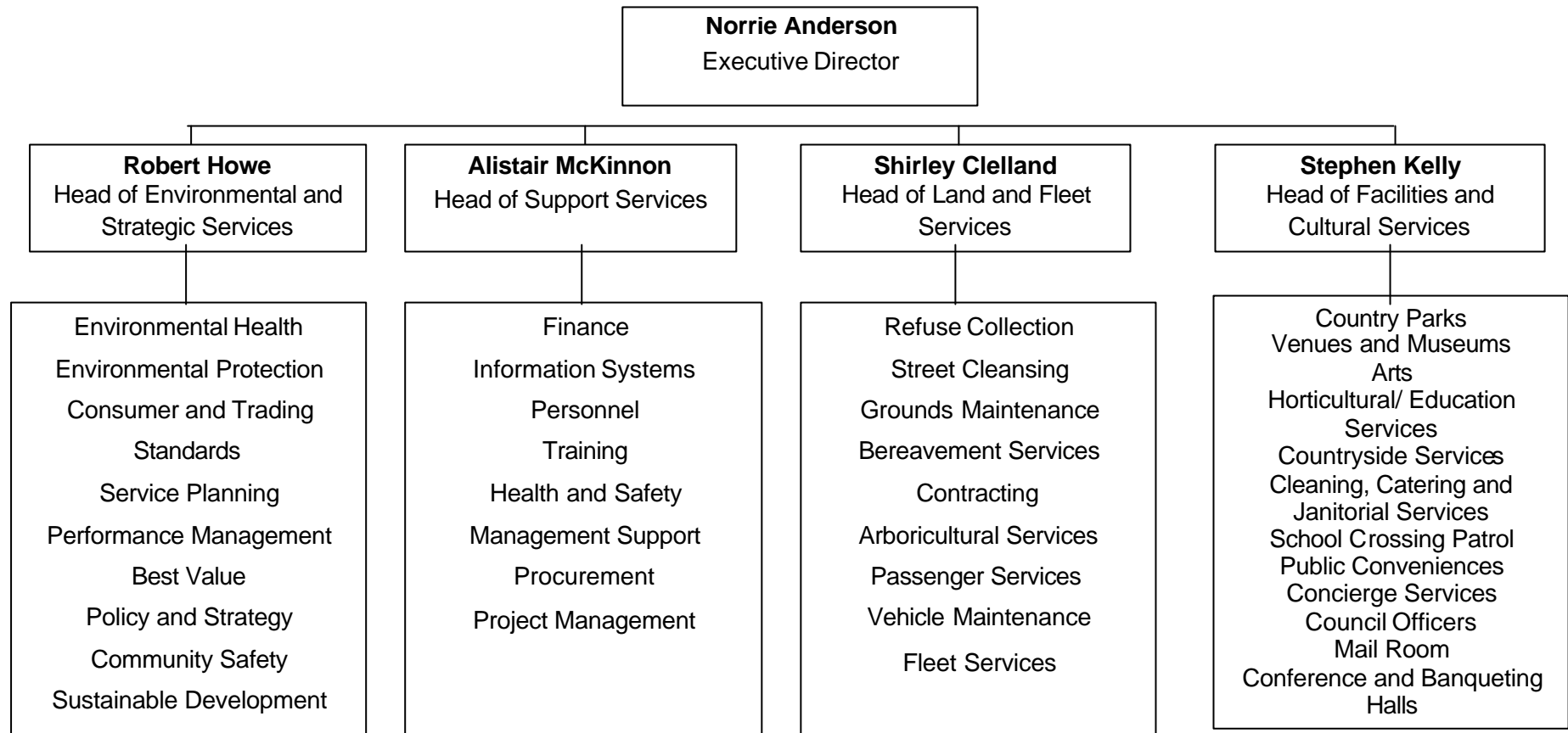
<b>Workforce</b>	<b>No. of employees</b>	<b>Full time equivalent</b>
Facilities and Cultural Services	2,267	1,345
Land and Fleet Services	1,261	1,119
Environmental and Strategic Services	127	121
Support Services	77	68
Funding to South Lanarkshire Leisure	607	457
<b>Total</b>	<b>4,339</b>	<b>3,110</b>

A staffing structure is included in Appendix 1.

Major capital projects		
Council Plan objective/ value and Resource priority	Project/Action	Capital
<b>Increase Participation in Arts and Culture</b> <i>Improve facilities for arts and cultural activities and develop a framework for cultural planning to identify and meet the cultural entitlements of South Lanarkshire</i>	<ul style="list-style-type: none"> <li>• Lanark Memorial Hall</li> <li>• Carluke Community Facility</li> </ul>	<ul style="list-style-type: none"> <li>• £5.050m</li> <li>• £8m</li> </ul>
<b>Improve Health and Increase Physical Activity</b> <i>Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle</i> <i>Improve facilities for swimming in Lanark and surrounding areas.</i> <i>Improve access to 'dry side' sports facilities in communities currently less well served</i>	<ul style="list-style-type: none"> <li>• Dollan Aqua Centre</li> <li>• Lanark Pool</li> <li>• East Kilbride Leisure Facility</li> </ul>	<ul style="list-style-type: none"> <li>• £4.072m</li> <li>• £8.999m</li> <li>• £3.5m</li> </ul>
<b>Tackling disadvantage and deprivation</b> <i>Deliver major capital projects to support local community regeneration</i>	<ul style="list-style-type: none"> <li>• Fernhill Community Facility</li> <li>• Fairhill Community Facility</li> <li>• Stonehouse Community Facility</li> <li>• The Fountain, Lesmahagow</li> </ul>	<ul style="list-style-type: none"> <li>• £5m</li> <li>• £9.328m</li> <li>• £4.3m</li> <li>• £1.5m</li> </ul>
<b>Improve Health and Increase Physical Activity</b> <i>Promote uptake and access to healthier eating across all South Lanarkshire schools.</i>	<ul style="list-style-type: none"> <li>• Roll-out of cashless school meals to eighteen schools</li> </ul>	<ul style="list-style-type: none"> <li>• £0.239m</li> </ul>

Risks associated with delivery of the actions in this resource Plan have been identified and evaluated and are listed in the resource Risk register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the risk sponsor for the Resource.

**Appendix 1**  
**Resource structure**



## Appendix 2      Community Resources Plan 2007/2008 – year end update

**Council Objective:** Improve the Quality of the Physical Environment

**Resource Objective:** Improve cleanliness of streets, parks and other public areas

Action	Measure	Progress	Responsibility
<ul style="list-style-type: none"> <li>• Provide dog 'exercise' areas near hot spot locations</li> </ul>	<ul style="list-style-type: none"> <li>• Provide dog 'exercise' areas in parks in hot spot locations</li> </ul>	<ul style="list-style-type: none"> <li>• Not achieved. This project will now be incorporated into the 'Clean Sweep' environmental campaign which will be launched during April 2008.</li> <li>• Achieved. Score of 74 for the year</li> </ul>	Head of Land and Fleet Services
<ul style="list-style-type: none"> <li>• Sustain an independently assessed high score for street cleanliness of 68 or above in each year</li> <li>• Develop an environmental campaign and take preventative and enforcement action in relation to incidents of fly tipping, graffiti, dog fouling, noise, including enhanced covert surveillance</li> </ul>	<ul style="list-style-type: none"> <li>• CIMS score of 68+</li> <li>• Reduce the incidence of fly tipping, dog fouling, and graffiti by 5% from 2006/07 levels by March 2008</li> <li>• Remove 90% of abandoned vehicles within 14 days (SPI)</li> <li>• Domestic noise complaints i. Average time between time of complaint and time on site (Target 2hrs) ii. Average time between time of complaint and time on site for thos dealt with under Part V of ASB Act 2004 (Target 2hrs)</li> </ul>	<ul style="list-style-type: none"> <li>• 5,147 incidents in 2006/07. Data for 2007/08 will be available mid - May</li> <li>• Achieved. 90% removed within target timescale. (Data yet to be audited)</li> <li>• Achieved. Average time of 1.6 hours. (Data yet to be audited)</li> <li>• Achieved. Average time of 0.4 hours. (Data yet to be audited)</li> </ul>	Head of Environmental and Strategic Services

**Council Objective:** Raise Educational Attainment for All

**Resource objective:** Support the implementation of the Council's schools modernisation programme in primary and secondary schools by providing effective cleaning, catering and janitorial services.

Action	Measure	Progress	Responsibility
<ul style="list-style-type: none"> <li>Provide effective cleaning, catering and janitorial</li> </ul>	<ul style="list-style-type: none"> <li>Achieve a minimum customer satisfaction rating</li> </ul>	<ul style="list-style-type: none"> <li>Achieved. Customer satisfaction rating of 99.9% for the year.</li> </ul>	Head of Facilities and

services in schools across South Lanarkshire	of 95% for our cleaning, catering and janitorial services		Cultural Services
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**Council Objective:** Improve Community Safety

<b>Resource objective:</b> Coordinate South Lanarkshire Community Safety Partnership to promote community safety			
<b>Action</b>	<b>Measure</b>	<b>Progress</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>We will undertake the financial management and monitoring of Scottish Government funding on behalf of the Community Safety Partnership</li> <li>We will continue to coordinate / provide a partnership based experiential learning programme to all P7 children to promote personal safety / awareness</li> <li>We will continue to coordinate a partnership based home security programme for older people and vulnerable individuals</li> <li>We will provide a partnership based experiential learning personal safety programme specifically designed for older people</li> </ul>	<ul style="list-style-type: none"> <li>Complete all monitoring reports relating to Scottish Government community safety funding within timescales and sustain future funding at current levels or above</li> <li>Achieve 95% of primary seven pupils (approximately 4,000) participation in the 'Crucial Crew' experiential safety learning programme each year</li> <li>Achieve 95% of older people participating in the Safe as Houses initiative stating that they feel more safe and secure in their own home.</li> <li>Achieve 75% of older people expressing Be Smart Be Safe events as being informative and valuable.</li> </ul>	<ul style="list-style-type: none"> <li>Achieved. All reports completed on time. Future funding at current level confirmed. Both previous funding streams now combined into Community Safety Action Fund.</li> <li>Achieved. Crucial Crew event undertaken in Aug/Sept (2007) involving a total of 3618 pupils attending. This represents 98% of the total school roll.</li> <li>Not achieved. Current rate stands at 94.1%</li> <li>Achieved - 82% of participants felt the event was valuable and 78% informative</li> </ul>	Head of Environmental and Strategic Services

<b>Resource objective:</b> Deliver an effective food safety monitoring, investigation, enforcement, advice and training services			
<b>Action</b>	<b>Measure</b>	<b>Progress</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>Provide a comprehensive food safety enforcement and advisory service</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the incidence of notified food borne infection from 2006/07 baseline figures by 1.25% by March 2008</li> </ul>	<ul style="list-style-type: none"> <li>Achieved. 47 notified cases during the year compared to 186 for the whole of last financial year</li> </ul>	Head of Environmental and Strategic Services

	<ul style="list-style-type: none"> <li>• Provide a minimum of 29 food safety courses by March 2008</li> <li>• Achieve food safety inspections on time targets for each category of premises: approved premises (100%), 6 month (96%), annual (96%), over 12 months (85%) – statutory performance indicator</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved. 43 courses held so far this year, 547 trained, 520 obtaining food safety certificates</li> <li>• On target to achieve – figures to the end of February 2008: approved premises (66%), 6 months (100%), annual (97.5%), over 12 months (96.5%) (Year end data will be available mid May)</li> </ul>	
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**Council Objective:** Improve Health and Increase Physical Activity

<b>Resource objective:</b> Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle			
<b>Action</b>	<b>Measure</b>	<b>Progress</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>• Increase the opportunities for individuals to participate in physical activity</li> <li>• Maintain a high level of customer satisfaction in leisure facilities</li> <li>• Management action taken to ensure continued registration of Quest accredited facilities and services</li> </ul>	<ul style="list-style-type: none"> <li>• Increase annual attendance at leisure facilities managed by South Lanarkshire Leisure by 1% from 3,609,068 to 3,645,158 by March 2008</li> <li>• Attendances at swimming pools per 1,000 population (Target &gt; 4,793 per 1,000)</li> <li>• Attendances at swimming pools per 1,000 population (Target &gt; 4,136 per 1,000)</li> <li>• Maintain satisfaction rates in leisure facilities at 97%</li> <li>• All Quest registered facilities retain accreditation by</li> </ul>	<ul style="list-style-type: none"> <li>• Not achieved. 3,572,142 attendances during the year. Target not met due to school closures in line with schools modernisation programme</li> <li>• Not achieved. 4,631 attendances per 1,000 population during 2007/08. (Data yet to be audited)</li> <li>• Achieved. 4,239 attendances per 1,000 population during 2007/08. (Data yet to be audited)</li> <li>• Achieved. Customer satisfaction rating of 97%</li> <li>• Achieved. All assessed sites retained registration.</li> </ul>	General Manager South Lanarkshire Leisure Ltd.

<b>Resource objective:</b> Improve facilities for swimming in Lanark and surrounding areas			
<b>Action</b>	<b>Measure</b>	<b>Progress</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>• Provide a new 25 m swimming pool with modern fitness facilities</li> <li>• Promote our facilities in the Lanark area to improve attendances</li> </ul>	<ul style="list-style-type: none"> <li>• Achieve a site start in conjunction with decant and demolition of the Dale Centre by December 2007</li> <li>• Increase leisure centre attendance in the Lanark area by 2.5% from 74,779 to 76,648 by March 2008</li> </ul>	<ul style="list-style-type: none"> <li>• Not achieved. Tender return substantially over the pre tender estimate and budget. Executive Committee approval was given to increase the budget to the tender value in March 2008, a pre start meeting is arranged and a site start is likely at the beginning of May 2008</li> <li>• Not achieved. 51,909 attendances during the year.</li> </ul>	<p>Head of Support Services</p> <p>General Manager South Lanarkshire Leisure Ltd.</p>

<b>Resource objective:</b> Improve access to 'dry side' sports facilities in communities currently less well served			
<b>Action</b>	<b>Measure</b>	<b>Progress</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>• Provide new 'dual use' sports facilities at two schools by March 2008 and begin preparatory work on 5 others</li> <li>• Provide a new integrated sports facility for East Kilbride</li> </ul>	<ul style="list-style-type: none"> <li>• Provide new 'dual use' sports facilities at Lesmahagow and Duncanrig Secondary schools by March 2008</li> <li>• Achieve site start by August 2007 with completion March 2010</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved. Lesmahagow and Duncanrig completed</li> <li>• Not achieved. Site start delayed due to contractors' joint request for an extended tender period and subsequent savings exercise to be carried out. Savings exercise has identified approximately £800k of reduction – and Community Resources has put together a funding package to allow an award of contract in March 2008. A site start is scheduled for end April 2008.</li> </ul>	<p>Head of Support Services</p> <p>General Manager South Lanarkshire Leisure Ltd.</p>

<b>Resource objective:</b> Promote responsible public access to the countryside in parks, around towns, and in our rural areas			
<b>Action</b>	<b>Measure</b>	<b>Progress</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>Develop proposals for and consult on a Core path Plan for South Lanarkshire, in line with the Land Reform (Scotland) Act</li> <li>With Health sector partners, develop and implement programmes to encourage and support walking and green exercise</li> </ul>	<ul style="list-style-type: none"> <li>Complete and implement the South Lanarkshire Core Path Plan by February 2008</li> <li>Develop and support four self-sustaining, community led walking groups by March 2008</li> </ul>	<ul style="list-style-type: none"> <li>Not achieved. 65 phase 1 consultation events held, digitisation of paper based data underway, ground truthing of identified routes underway. New completion date of July 2008</li> <li>Achieved - four community-led walking groups established and being supported</li> </ul>	Head of Facilities and Cultural Services

<b>Resource objective:</b> Promote uptake and access to healthier eating across all South Lanarkshire schools			
<b>Action</b>	<b>Measure</b>	<b>Progress</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>Roll-out of cashless school meals system</li> <li>Continue improvements to nutrition and health value of school meals</li> </ul>	<ul style="list-style-type: none"> <li>Install 'cashless' school meals systems into 30 schools by March 2008</li> <li>Maintain uptake of paid and free school meals in secondary schools to 2006/07 levels (prior to introduction of new menus) by March 2008</li> <li>Further increase primary school meal uptake levels by 1% by March 2008</li> <li>Achieve 75% uptake of free fruit in all primary schools</li> </ul>	<ul style="list-style-type: none"> <li>Not achieved. Cashless systems installed in 27 schools. This measure is dependent on the schools modernisation programme.</li> <li>Not achieved. Free school meal uptake 30% - 4% short of target</li> <li>Achieved. Paid school meal uptake 41% - 3% more than target</li> <li>Not achieved. Free school meal uptake 71% - 2% short of target</li> <li>Achieved. Paid school meal uptake 45% - 4% more than target</li> <li>Achieved. 78% uptake</li> </ul>	Head of Facilities and Cultural Services

**Council Objective:** Support Local Economy by Providing the Right Conditions for Growth, Improving Skills and Employability

**Resource objective:** Undertake advice, assistance and other regulatory activities which enables local businesses to comply with their legal obligations to trade fairly and safely in an increasingly complex market place.

Action	Measure	Progress	Responsibility
<ul style="list-style-type: none"> <li>Improve the competitiveness of local business by increasing the numbers of business advice requests, seminars and educational courses for business</li> <li>Also create additional business partnership with local enterprise which improves their customer relations and supports economic success</li> </ul>	<ul style="list-style-type: none"> <li>Increase the number of business advice requests by 2.5% each year from 2006/07 baseline</li> <li>Complete 95% of business advice requests within 14 days</li> <li>Carry out 100% of planned inspections on time</li> <li>Complete 65% of consumer complaints within 14 days</li> <li>Hold four seminars for business community each year</li> <li>Produce information packs for local businesses</li> <li>Produce a Trusted Trader Scheme in collaboration with local traders by July 2008</li> </ul>	<ul style="list-style-type: none"> <li>Achieved. There were 412 requests for business advice during the year against a target of 373.</li> <li>Achieved. 98% of request dealt with within target timescale. (Data yet to be audited)</li> <li>Achieved. All inspections carried out on time. (Data yet to be audited)</li> <li>Achieved. 72% of consumer complaints dealt with within 14 days. (Data yet to be audited)</li> <li>Not achieved - three held during the year</li> <li>Achieved. Packs produced and distributed.</li> <li>On course to achieve – project outline submitted to Office of Fair Trading</li> </ul>	Head of Environmental and Strategic Services

**Resource objective:** Deliver an effective health and safety enforcement service

Action	Measure	Progress	Responsibility
<ul style="list-style-type: none"> <li>Implement an effective workplace health and safety inspection programme</li> </ul>	<ul style="list-style-type: none"> <li>Reduce the number of working days lost from work related injury and ill health by 30% by 2010 thereby improving productivity</li> </ul>	<ul style="list-style-type: none"> <li>Data will be collected nationally in 2010</li> </ul>	Head of Environmental and Strategic Services

**Council Objective:** Increase Participation in Arts and Culture

<b>Resource objective:</b> Improve facilities for arts and cultural activities and develop a framework for cultural planning to identify and meet the cultural entitlements of South Lanarkshire			
<b>Action</b>	<b>Measure</b>	<b>Progress</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>• Complete and implement a Cultural Strategy for South Lanarkshire</li> <li>• Actively promote our cultural venues to the local community and visitors to the area</li> <li>• Maintain a high level of customer satisfaction for our facilities and services</li> </ul>	<ul style="list-style-type: none"> <li>• Strategy completed and implemented by March 2008</li> <li>• Achieve over 1,665,000 visitors to Council cultural venues, museums and country parks by March 2008</li> <li>• Museum visits/usages per 1,000 population               <ul style="list-style-type: none"> <li>○ Total (Target &gt;99)</li> <li>○ Those in person (Target &gt;95)</li> </ul> </li> <li>• Achieve or exceed 60% of customers rating cultural services as 'excellent' or 'good' in each year</li> <li>• Achieve 90% customer satisfaction rating from exit polls</li> </ul>	<ul style="list-style-type: none"> <li>• Not achieved. Draft strategy complete. Consultation period has been extended through April with new completion date of July 2008</li> <li>• Achieved. 1,703,083 visitors during the year</li> <li>○ Achieved. 110 visits/usages per 1,000 population during the year. (Data yet to be audited)</li> <li>○ Achieved. 107 visits per 1,000 population during the year. (Data yet to be audited)</li> <li>• Survey results still to be published</li> <li>• Achieved. Customer satisfaction rating of 92%.</li> </ul>	Head of Facilities and Cultural Services
<ul style="list-style-type: none"> <li>• Complete a major refurbishment of Lanark Memorial Hall by December 2009</li> <li>• Construct a new integrated community facility for Carluke by October 2009</li> </ul>	<ul style="list-style-type: none"> <li>• Continue design work to facilitate site start by October 2008</li> <li>• Achieve a site start by October 2007</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved. Historic Scotland has indicated a stage 1 approval for £95k. Stage 2 of the application invited. HLF approved funding bid for £199k at their committee on 26 February. Legal work with the Cargill Club progressing via Estates/ legal Services.</li> <li>• Not on course to achieve. Savings exercise following cost report caused delay. Enabling works began in November.</li> </ul>	Head of Support Services

**Council Value:** Tackling Disadvantage and Deprivation

<b>Resource objective:</b> Deliver major capital projects support local community regeneration			
<b>Action</b>	<b>Measure</b>	<b>Progress</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>Fernhill Integrated Community Facility (ICF)</li> <li>Fairhill Integrated Community Facility (ICF)</li> <li>Stonehouse ICF</li> <li>Commission two community wings in new primary schools</li> </ul>	<ul style="list-style-type: none"> <li>Dates to be determined following approval of Regeneration Master Plan</li> <li>Complete and commission building by March 2008</li> <li>Dates to be determined following Local Plan inquiry</li> <li>Commissioned by March 2008</li> </ul>	<ul style="list-style-type: none"> <li>Not on course to achieve. Project in delay due to delay in progress of the Regeneration Master Plan for Fernhill. Discussions with sportscotland ongoing regarding pitch re-provision. Project programme to be established.</li> <li>Not on course to achieve. Project in delay. Poor early weather caused contractor delay. Handover planned for April 2008</li> <li>Not on course to achieve. Review of project budget underway. Project programme yet to be established</li> <li>Achieved. Carluke Primary School community wing completed in August, Hareleeshill completed in October 2007.</li> </ul>	Head of Support Services

**Council Value:** Sustainable development

<b>Resource objective:</b> To improve effective use of our buildings and transport in order to reduce greenhouse gas emissions			
<b>Action</b>	<b>Measure</b>	<b>Progress</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>Finalise and implement a carbon management plan to reduce greenhouse gas emissions from council services (buildings, waste, transport etc)</li> <li>Set up a carbon management group and employ a carbon management officer to take</li> </ul>	<ul style="list-style-type: none"> <li>1.25% reduction in the Council's greenhouse gas emissions by March 2008 compared to 2005/06 baseline</li> <li>Carbon Management Officer in post by August 2007. Group established by December 2007</li> </ul>	<ul style="list-style-type: none"> <li>Data will not be available until July 2008.</li> <li>Achieved - post-holder appointed and group established</li> </ul>	Head of Environmental and Strategic Services



<b>Resource objective:</b> To protect and enhance our natural environment, land and ecology			
<b>Action</b>	<b>Measure</b>	<b>Progress</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>• Develop and implement a Greenspace Strategy</li> <li>• Review the Local Biodiversity Action Plan</li> <li>• Work through the Glasgow and Clyde Valley Green Network Partnership to plan and develop an Integrated Habitat Network</li> <li>• Develop and implement an environmental volunteering framework</li> </ul>	<ul style="list-style-type: none"> <li>• Draft strategy prepared by March 2008</li> <li>• Draft, revised Local Biodiversity Action Plan (LBAP) for 2008 - 2013 ready for consultation by March 2008</li> <li>• An Integrated Habitat Network evaluation is undertaken by March 2008 to establish priorities for developing a functional green network in South Lanarkshire</li> <li>• A stakeholder seminar and workshop on developing support for environmental volunteering is held before March 2008</li> </ul>	<ul style="list-style-type: none"> <li>• Not achieved. Draft still in progress with new completion date of end April 2008</li> <li>• Not achieved. Completion date slipped due to departure of Biodiversity Officer. New deadline of September 2008</li> <li>• Achieved. Phase 2 consultancy now underway - converting findings into useable Planning tools, etc. Contract run through Glasgow &amp; Clyde Valley Green network Partnership</li> <li>• Achieved. Seminar and workshop held in November 2007</li> </ul>	Head of Facilities and Cultural Services

<b>Resource objective:</b> To foster responsible citizenship and awareness of sustainable development			
<b>Action</b>	<b>Measure</b>	<b>Progress</b>	<b>Responsibility</b>
<ul style="list-style-type: none"> <li>• Set up a sustainable development communications group to coordinate and develop communications</li> <li>• Carry out a review of the Community Planning Sustainability Partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Group established by March 2008</li> <li>• Completion of review by March 2008</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved. Group established in October 2007</li> <li>• Achieved. Review complete - proposals report to be presented to Community Planning co-ordination group in April 2008.</li> </ul>	Head of Environmental and Strategic Services

As one of the seven council resources, we support the council values across all of our actions. In respect of some values, there are specific actions that we will take this year and these are listed below:

**Council Value:** Fair and Open

Action	Measure	Progress	Responsibility
<ul style="list-style-type: none"> <li>Implement the Resource's Equal Opportunities Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>All actions implemented as per schedule</li> <li>All equalities impact assessments carried out as per schedule</li> </ul>	<ul style="list-style-type: none"> <li>Achieved.</li> <li>Not achieved. A number of assessments still to be carried out</li> </ul>	Head of Support Services

**Council Value:** Accountable, Effective and Efficient

Action	Measure	Progress	Responsibility
<ul style="list-style-type: none"> <li>Implement the recommendations of the Fleet Services Best Value Review</li> <li>Carry out a best value review of the refuse collection service</li> </ul>	<ul style="list-style-type: none"> <li>Reviews completed and actions implemented by March 2008</li> <li>First draft by March 2008, reduction in the number of refuse collection complaints</li> </ul>	<ul style="list-style-type: none"> <li>Achieved. Performance measures developed. Further actions scheduled to be implemented during 2008/09.</li> <li>Achieved. Final version due September 2008. Received 103 complaints per 1,000 households in 2007/08, showing a decrease on last year's 117 complaints per 1,000 households</li> </ul>	Head of Land and Fleet Services
<ul style="list-style-type: none"> <li>Secure Charter Mark for Bereavement Services</li> </ul>	<ul style="list-style-type: none"> <li>Application progressed by March 2008</li> </ul>	<ul style="list-style-type: none"> <li>Achieved. Charter Mark requirements being considered. Achieve award by March 2009</li> </ul>	Head of Environmental and Strategic Services
<ul style="list-style-type: none"> <li>Carry out a best value review of enforcement policy in light of better regulation agenda</li> <li>Establish a continuous improvement group for the Resource</li> <li>Operate within our revenue budget to provide quality front line services</li> </ul>	<ul style="list-style-type: none"> <li>Completed by March 2008</li> <li>Group established by July 2007</li> <li>Achieve efficiency improvements of 2.25% for the year</li> </ul>	<ul style="list-style-type: none"> <li>Not achieved. Review has been moved to next year's timetable</li> <li>Achieved - group established on schedule</li> <li>Achieved – efficiency improvements identified and being implemented</li> </ul>	All Heads of Service

**Council Value:** Excellent employer

Action	Measure	Progress	Responsibility
<ul style="list-style-type: none"> <li>• Rigorously apply the Council's Maximising Attendance Policy to achieve excellent attendance across all services within the Resource</li> <li>• Implement the Resource Investors in People (IIP) action plan</li> <li>• Establish an all female cleansing squad to contribute to the Council's desire to reduce occupational segregation</li> </ul>	<ul style="list-style-type: none"> <li>• Absence rate less than 5%</li> <li>• Actions implemented as per plan</li> <li>• Performance development reviews (PDRs) carried out for 100% of staff</li> <li>• Employ a team of five female cleansing operatives</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved. 4.7% for the year</li> <li>• Not achieved. Some PDR's outstanding (Long term sick). Actions implemented as per plan.</li> <li>• Achieved – team appointed and now operational</li> </ul>	<p>All Heads of Service</p> <p>Head of Support Services</p> <p>Head of Land and Fleet Services</p>