



Council Offices, Almada Street  
Hamilton, ML3 0AA

Monday, 04 November 2019

Dear Councillor

## **Community and Enterprise Resources Committee**

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

**Date: Tuesday, 12 November 2019**

**Time: 14:00**

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

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

Yours sincerely

**Paul Manning**  
**Depute Chief Executive**

### **Members**

John Anderson (Chair), Isobel Dorman (Depute Chair), John Ross (ex officio), John Bradley, Maureen Chalmers, Gerry Convery, Margaret Cooper, Peter Craig, Joe Fagan, Graeme Horne, Martin Grant Hose, Ann Le Blond, Hugh Macdonald, Monique McAdams, Ian McAllan, Catherine McClymont, Kenny McCreary, Mark McGeever, Davie McLachlan, Lynne Nailon, Richard Nelson, Graham Scott, Collette Stevenson, Margaret B Walker, David Watson, Josh Wilson

### **Substitutes**

Alex Allison, Robert Brown, Stephanie Callaghan, Andy Carmichael, Poppy Corbett, Margaret Cowie, Maureen Devlin, Mary Donnelly, Allan Falconer, George Greenshields, Eric Holford, Mark Horsham, Colin McGavigan, Jim McGuigan, Jim Wardhaugh

## BUSINESS

### 1 Declaration of Interests

- 2 Minutes of Previous Meeting** 5 - 14  
Minutes of the meeting of the Community and Enterprise Resources Committee held on 3 September 2019 submitted for approval as a correct record. (Copy attached)

---

### Monitoring Item(s)

---

- 3 Community and Enterprise Resources - Revenue Budget Monitoring 2019/2020** 15 - 24  
Joint report dated 9 October 2019 by the Executive Directors (Finance and Corporate Resources) and (Community and Enterprise Resources). (Copy attached)
- 4 Community and Enterprise Resources - Capital Budget Monitoring 2019/2020** 25 - 28  
Joint report dated 23 October 2019 by the Executive Directors (Finance and Corporate Resources) and (Community and Enterprise Resources). (Copy attached)
- 5 Community and Enterprise Resources - Workforce Monitoring - July to September 2019** 29 - 34  
Joint report dated 14 October 2019 by the Executive Directors (Finance and Corporate Resources) and (Community and Enterprise resources). (Copy attached)
- 6 Community and Enterprise Resource Plan 2019/2020 - Quarter 2 Progress Report** 35 - 94  
Report dated 15 October 2019 by the Executive Director (Community and Enterprise Resources). (Copy attached)

---

### Item(s) for Decision

---

- 7 Good Food Strategy** 95 - 146  
Joint report dated 24 October 2019 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources). (Copy attached)
- 8 Cambuslang Town Centre Strategy and Action Plan** 147 - 196  
Report dated 22 October 2019 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 9 National Transport Strategy - Consultation Response** 197 - 214  
Report dated 8 October 2019 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 10 Review of Residents' Parking Permit Zones (RPPZ)** 215 - 222  
Report dated 10 October 2019 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 11 Graduate Apprenticeship in Civil Engineering Programme** 223 - 226  
Joint report dated 7 October 2019 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources). (Copy attached)

---

**Item(s) for Noting**

---

- 12 Update on the Community and Enterprise Resources' Risk Register and Risk Control Action Plan** 227 - 234  
Report dated 22 October 2019 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 13 Community and Enterprise Resources - Notification of Contracts Awarded - 1 April to 30 September 2019** 235 - 240  
Report dated 11 October 2019 by the Executive Director (Community and Enterprise Resources). (Copy attached)

---

**Urgent Business**

---

- 14 Urgent Business**  
Any other items of business which the Chair decides are urgent.

***For further information, please contact:-***

Clerk Name: Joyce McDonald

Clerk Telephone: 01698 454521

Clerk Email: [joyce.mcdonald@southlanarkshire.gov.uk](mailto:joyce.mcdonald@southlanarkshire.gov.uk)



## COMMUNITY AND ENTERPRISE RESOURCES COMMITTEE

2

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 3 September 2019

### **Chair:**

Councillor John Anderson

### **Councillors Present:**

Councillor Stephanie Callaghan, Councillor Maureen Chalmers, Councillor Gerry Convery, Councillor Margaret Cooper, Councillor Peter Craig, Councillor Isobel Dorman (Depute), Councillor Joe Fagan, Councillor Allan Falconer (*substitute for Councillor Graham Scott*), Councillor Eric Holford (*substitute for Councillor Richard Nelson*), Councillor Graeme Horne, Councillor Martin Grant Hose (*substitute*), Councillor Ann Le Blond, Councillor Hugh Macdonald, Councillor Monique McAdams, Councillor Kenny McCreary, Councillor Mark McGeever, Councillor Lynne Nailon, Councillor Mo Razzaq, Councillor John Ross (ex officio), Councillor Collette Stevenson, Councillor Margaret B Walker, Councillor David Watson, Councillor Josh Wilson

### **Councillors' Apologies:**

Councillor Davie McLachlan, Councillor Richard Nelson, Councillor Graham Scott

### **Attending:**

#### **Community and Enterprise Resources**

M McGlynn, Executive Director; S Clelland, Head of Fleet and Environmental Services; P Elliott, Head of Planning and Economic Development; G Mackay, Head of Roads and Transportation Services; A McKinnon, Head of Facilities, Waste and Ground Services; I Ross, Project Manager

#### **Finance and Corporate Resources**

M M Cairns, Legal Services Manager; N Docherty, Administration Assistant; L Harvey, Finance Manager; J McDonald, Administration Adviser; M Milne, Human Resources Business Partner; L O'Hagan, Finance Manager (Strategy)

---

### **1 Declaration of Interests**

No interests were declared.

---

### **2 Minutes of Previous Meeting**

The minutes of the meeting of the Community and Enterprise Resources Committee held on 4 June 2019 were submitted for approval as a correct record.

**The Committee decided:** that the minutes be approved as a correct record.

---

### **3 Community and Enterprise Resources - Revenue Budget Monitoring 2018/2019**

A joint report dated 30 July 2019 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources) was submitted comparing actual expenditure at 31 March 2019 against budgeted expenditure for 2018/2019 for Community and Enterprise Resources.

Details were provided on proposed budget virements in respect of Community and Enterprise Resources to realign budgets.

**The Committee decided:**

- (1) that the underspend of £2.282 million on the Community and Enterprise Resources' revenue budget be noted; and
- (2) that the budget virements, as detailed in Appendices B to F of the report, be approved.

*[Reference: Minutes of 4 June 2019 (Paragraph 3)]*

---

#### **4 Community and Enterprise Resources - Revenue Budget Monitoring 2019/2020**

A joint report dated 30 July 2019 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources) was submitted comparing actual expenditure at 19 July 2019 against budgeted expenditure for 2019/2020 for Community and Enterprise Resources.

Details were provided on proposed budget virements in respect of Community and Enterprise Resources to realign budgets.

**The Committee decided:**

- (1) that the overspend of £0.031 million on the Community and Enterprise Resources' revenue budget and the forecast to 31 March 2020 of a breakeven position be noted; and
- (2) that the budget virements, as detailed in Appendices B to F of the report, be approved.

---

#### **5 Community and Enterprise Resources - Capital Budget Monitoring 2019/2020**

A joint report dated 31 July 2019 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources) was submitted advising of progress on the Community and Enterprise Resources' capital programme 2019/2020 and summarising the expenditure position at 19 July 2019.

**The Committee decided:** that the report be noted.

---

#### **6 Community and Enterprise Resources - Workforce Monitoring – May and June 2019**

A joint report dated 30 July 2019 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources) was submitted on the following employee information for Community and Enterprise Resources for the period May and June 2019:-

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers
- ◆ Staffing Watch as at 8 June 2019

**The Committee decided:** that the report be noted.

*[Reference: Minutes of 4 June 2019 (Paragraph 5)]*

---

## **7 Community and Enterprise Resource Plan – Quarter 4 Progress Report 2018/2019 and Community and Enterprise Resource Plan 2019/2020**

---

A report dated 3 June 2019 by the Executive Director (Community and Enterprise Resources) was submitted on the Community and Enterprise Resource Plans 2018/2019 and 2019/2020.

Details were provided on:-

- ♦ progress made in implementing the priority projects identified in the Resource Plan 2018/2019, as detailed in the Quarter 4 Progress Report, attached as Appendix 1 to the report
- ♦ those measures which had changed in red/amber/green status, during the period from Quarter 2 to Quarter 4, as detailed in Appendix 2 to the report
- ♦ the Resource Plan for 2019/2020, attached as Appendix 3 to the report, which outlined the:-
  - ♦ objectives and actions for 2019/2020
  - ♦ capital and revenue resources for 2019/2020
  - ♦ organisational structure of the Resource

In line with the Council's performance management arrangements, a progress report on actions identified in the 2019/2020 Resource Plan would be submitted to a future meeting of the Committee.

Discussion took place in relation to various aspects of the report, including the timescales for the consultation exercise associated with the dualling of Stewartfield Way, East Kilbride. Officers responded to members' questions regarding the various issues which had been raised and, in relation to the dualling of Stewartfield Way, East Kilbride, provided assurance that a full consultation exercise would be undertaken, a timetable for which was being finalised.

Councillor Anderson, seconded by Councillor Dorman, moved that the recommendations contained in the report be approved. Councillor Watson, seconded by Councillor Cooper, moved as an amendment that the timescales associated with the consultation exercise for the dualling of Stewartfield Way, East Kilbride be included in the Resource Plan.

On a vote being taken by a show of hands, 2 members voted for the amendment and 22 for the motion which was declared carried.

### **The Committee decided:**

- (1) that the Quarter 4 Progress Report for 2018/2019, attached as Appendix 1 to the report, together with the achievements made by the Resource during 2018/2019, be noted; and
- (2) that details of those measures which had changed in red/amber/green status, during the period from Quarter 2 to Quarter 4, as detailed in Appendix 2 to the report, be noted.

**The Committee recommended** that the Community and Enterprise Resource Plan for  
**to the Executive Committee:** 2019/2020 be approved.

*[Reference: Minutes of the Executive Committee of 21 November 2018 (Paragraph 19) and Minutes of 22 January 2019 (Paragraph 6)]*

---

## **8 Additional Investment – Environmental Initiatives Proposals**

---

A joint report dated 18 July 2019 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources) was submitted on the staffing requirements to support the implementation of anti-littering, anti-flytipping and anti-dog fouling environmental initiatives.

It was proposed that a permanent post of Policy Officer (Environmental Initiatives) on Grade 3, Level 2 to 4, SCP 61-74 (£32,027 to £37,647) be established within Facilities, Waste and Ground Services to develop and co-ordinate a range of litter related projects for the Council.

The costs associated with the establishment of the post would be met from the 2019/2020 additional investment funding of £0.100 million.

**The Committee decided:** that a post of Policy Officer (Environmental Initiatives) on Grade 3, Level 2 to 4, SCP 61-74 (£32,027 to £37,647) be established within Facilities, Waste and Ground Services to develop and co-ordinate a range of litter related projects for the Council.

---

## **9 Update on the Development of the Good Food Strategy**

---

A report dated 23 July 2019 by the Executive Director (Community and Enterprise Resources) was submitted on the development of a Good Food Strategy for the period 2019 to 2024.

Part 9 of the Community Empowerment (Scotland) Act 2015 placed new duties and responsibilities on local authorities in relation to the provision of allotments and food growing opportunities. In addition, the Act required local authorities to prepare local food strategies to support the process of transition towards more sustainable food systems to tackle health, social, economic and environmental challenges related to food.

The Committee had approved the development of a Good Food Strategy for the period 2019 to 2024 which would include a vision for a sustainable food system for the Council, its partners and its communities. The Strategy would detail the approach to address food related challenges, needs and demands and provide a commitment to address food poverty and food related health issues and to ensure the sustainability of the food system.

Initial proposals for the vision and objectives of the Good Food Strategy had been developed and, following a consultation exercise with relevant stakeholders, the vision and objectives had been reviewed to reflect the responses received to the consultation. Details of the reviewed vision and objectives of the Good Food Strategy for the period 2019 to 2024 were provided in the report and it was proposed that those be approved for inclusion in the Strategy document which would be submitted to a future meeting of the Committee for approval.

**The Committee decided:**

- (1) that the reviewed vision and objectives for inclusion in the Good Food Strategy for the period 2019 to 2024, as detailed in the report, be approved; and
- (2) that the Good Food Strategy be submitted to a future meeting of the Committee for approval.

*[Reference: Minutes of 22 January 2019 (Paragraph 8)]*



---

## 10 Crematorium Order of Service

---

A report dated 23 July 2019 by the Executive Director (Community and Enterprise Resources) was submitted on the outcome of the review of the Order of Service currently provided by Bereavement Services within South Lanarkshire Crematorium.

The Council's Bereavement Services had undertaken work, in consultation with the Scottish Bereavement and Burial Group and the Scottish Government, in relation to the provision of bereavement services to best meet the needs of bereaved families.

The review had identified a range of alternative services and times to increase the options available to bereaved families and it was proposed that the revised Order of Service within the South Lanarkshire Crematorium, as detailed in the report, be introduced with effect from 1 April 2020.

The implementation of the revised Order of Service would be cost neutral to the Resource.

**The Committee decided:** that the proposed changes to the Order of Service within South Lanarkshire Crematorium, with effect from 1 April 2020 and as detailed in the report, be approved.

*[Reference: Minutes of 30 October 2018 (Paragraph 10)]*

---

## 11 Fleet Services – Tyre Management/Mechanic

---

A joint report dated 12 August 2019 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources) was submitted on the staffing requirements to deliver an in house tyre fitment and repair service within Fleet Services.

It was proposed that a permanent post of Mechanic (Tyre Fitter) on Grade 2, Level 2, SCP 39-40 (£23,748 to £24,095) be established within Fleet Services to support the management of tyre replacement and repair across the Council.

The costs associated with the establishment of the post would be met from within existing budgets.

**The Committee decided:** that a post of Mechanic (Tyre Fitter) on Grade 2, Level 2, SCP 39-40 (£23,748 to £24,095) be established within Fleet Services to support the management of tyre replacement and repair across the Council.

---

## 12 Planning Services – Graduate Planning Officer

---

A joint report dated 12 August 2019 by the Executive Director (Community and Enterprise Resources) and (Finance and Corporate Resources) was submitted on the staffing requirements to support the increasing workload within Planning Services.

It was proposed that a permanent post of Graduate Planning Officer on Grade 2, Level 4, SCP 55-57 (£28,398 to £29,271) be established within Planning Services to support the increasing workload demands.

The costs associated with the establishment of the post would be met from within existing budgets.

**The Committee decided:**

that a post of Graduate Planning Officer on Grade 2, Level 4, SCP 55-57 (£28,398 to £29,271) be established within Planning Services to support the increasing workload demands.

---

### **13 Town Centre Capital Grant Fund Update**

---

A report dated 9 August 2019 by the Executive Director (Community and Enterprise Resources) was submitted on the Town Centre Capital Grant award from the Scottish Government and the proposed allocation of the £2.5 million funding to benefit town centre regeneration in South Lanarkshire.

The Scottish Government had awarded this Council £2.5 million from its town centre fund to address some of the challenges faced by town centres. The grant award had been allocated in accordance with a set criteria based on the number of towns and population in a local authority area.

The Scottish Government guidance issued with the grant offer was not prescriptive and made it clear that it was for each local authority to decide how to award funding in its own area. However, any award of funding should follow the principles of the Town Centre Action Plan which was published by the Scottish Government in 2013 in response to the National Town Centre Review and the Town Centre First Principle.

The Action Plan, developed by the Scottish Government, was grouped under key themes which were to be at the core of the allocation of funds and included:-

- ◆ Town Centre Living
- ◆ Vibrant Local Economies
- ◆ Enterprising Communities
- ◆ Accessible Public Services
- ◆ Digital Towns
- ◆ Proactive Planning

More clarity on what was expected in the delivery of the Grant had been received and included the following:-

- ◆ the need to build on achievements already made
- ◆ priority to be given to areas with an existing town centre plan which had been produced in collaboration with partners and the community
- ◆ projects should complement and add value to work already underway
- ◆ cognisance to be given to other sources of funding to maximise resources available
- ◆ transformative investments, which would drive local economic activities and repurpose town centres, to become more diverse, successful and sustainable
- ◆ themes to include town centre living, involvement of Business Improvement Districts (BIDs), regenerating buildings and sites and delivering community facilities
- ◆ all funds to be committed by 31 March 2020 and any monies remaining after that date to be returned to the Scottish Government

The Committee at its meeting on 4 June 2019 had agreed that all 22 eligible towns within South Lanarkshire, as defined by the Scottish Government, be given the opportunity to submit projects for assessment within the set criteria. At the closing date of 31 July 2019, applications had been received from 16 towns for a total of 26 projects, details of which were contained in the report.

Following assessment of the applications received, it was proposed that those projects, which met the set criteria and were detailed in the appendix to the report, be approved for allocation of the Scottish Government's £2.5 million Town Centre Capital Grant Fund.

The Head of Planning and Economic Development referred to paragraph 5.4 of the report and advised that the application from Larkhall Community Growers had been omitted from the list, however, was contained in the appendix to the report.

Officers responded to members' questions in relation to various aspects of the report.

**The Committee decided:**

- (1) that the recommendations to fund the projects, as detailed in the appendix to the report, for the allocation of the Scottish Government's £2.5 million Town Centre Capital Grant Fund, be approved; and
- (2) that the Executive Director (Community and Enterprise Resources) be authorised to offer grant funding to the projects, as detailed in the appendix to the report, on the terms and conditions of grant detailed in the report and subject to such other terms that were in the best interests of the Council.

*[Reference: Minutes of 4 June 2019 (Paragraph 8)]*

*Councillor Falconer left the meeting during this item of business*

---

## **14 Community Benefit Funds – Renewable Energy Fund – Grant Applications**

---

A report dated 24 July 2019 by the Executive Director (Community and Enterprise Resources) was submitted on:-

- ◆ an application to Andershaw Renewable Energy Fund from Crawfordjohn Heritage Venture Trust
- ◆ a revised grant award from MuirhallStallashaw Renewable Energy Fund to Auchengray Church Centre Trust

It was proposed that, subject to the applicants providing written confirmation that all other additional funding for the projects had been secured, the following be approved:-

- ◆ a grant of up to a maximum of £25,655 to be awarded towards eligible costs associated with the refurbishment works to improve the internal and external environment of the facility to Crawfordjohn Heritage Venture Trust from the Andershaw Renewable Energy Fund
- ◆ a revised grant of up to £84,803 to be awarded towards eligible costs associated with the restoration and upgrade works of a community owned hall facility to Auchengray Church Centre from the MuirhallStallashaw Renewable Energy Fund

**The Committee decided:**

that, subject to the applicants providing written confirmation that all other funding for the projects had been secured, the following be approved:-

- ◆ a grant of up to a maximum of £25,655 towards eligible costs associated with the refurbishment works to improve the internal and external environment of the facility to Crawfordjohn Heritage Venture Trust from the Andershaw Renewable Energy Fund

- ♦ a revised grant of up to £84,803 towards eligible costs associated with the restoration and upgrade works of a community owned hall facility to Auchengray Church Centre from the MuirhallStallashaw Renewable Energy Fund

*[Reference: Minutes of 19 March 2019 (Paragraph 8)]*

*Councillors Le Blond and Wilson left the meeting during this item of business*

---

## **15 Community Benefit Funds – New Contribution – Kype Muir Wind Farm**

A report dated 25 July 2019 by the Executive Director (Community and Enterprise Resources) was submitted on the:-

- ♦ development of the Kype Muir Wind Farm
- ♦ proposals for the associated community benefit payments from the Kype Muir Wind Farm to be managed through the Renewable Energy Fund (REF) and the Connect2Renewables (C2R) Employability Initiatives

As part of the development, the Council would receive community benefit payments for distribution to projects associated with the wind farm. It was proposed that the arrangements in place for the distribution of funds through the existing Renewable Energy Funds be used as the basis for the administration of the Kype Muir Wind Farm.

In addition, it had been agreed with the developer, BANKS Renewables, that 50% of each REF and Kype Muir Community Partnership (KMCP) community benefit package would fund the expansion of the C2R employability programme. The programme aimed to provide access to employability services for the unemployed and/or individuals who required support for skills development and who resided within a 10km radius of the Wind Farm development.

The eligible area was shown in the appendix to the report and the criteria to regulate the distribution of funds through the Renewable Energy Fund mechanism would be applied to Kype Muir Wind Farm.

### **The Committee decided:**

- (1) that the Council's Renewable Energy Fund incorporate provision for the receipt and disposal of community benefit payments in respect of the Kype Muir Wind Farm;
- (2) that the expansion of the C2R employability programme be approved; and
- (3) that the Executive Director (Community and Enterprise Resources) be authorised to conclude the necessary administrative arrangements in relation to the community benefit payments using the existing Renewable Energy Fund mechanism.

*[Reference: Minutes of the Planning Committee of 29 January 2019 (Paragraph 12)]*

---

## **16 Replacement of Clyde Bridge by Pettinain – Authorisation to Proceed with Promotion of Compulsory Purchase Order**

A report dated 9 July 2019 by the Executive Director (Community and Enterprise Resources) was submitted on the promotion of a Compulsory Purchase Order, under the Roads (Scotland) Act 1984, Section 104, for the land required to enable the replacement of Clyde Bridge and associated carriageway realignment.

It was proposed to remove the existing Clyde Bridge and replace it with a new modular steel structure designed and constructed in accordance with current standards. In order to deliver this project, the Council was seeking to secure voluntary acquisition of the land required for the scheme. However, should voluntary acquisition be unsuccessful, then it would be necessary to promote a Compulsory Purchase Order (CPO) for the land required, as detailed in the appendix to the report.

The total costs associated with the proposals had been estimated at £3 million and would be met within the Council's agreed additional capital allocation for the project.

**The Committee decided:** that the Executive Director (Community and Enterprise Resources), in consultation with the Head of Administration and Legal Services and Head of Property Services as appropriate, be authorised to proceed with the promotion of a Compulsory Purchase Order of the land necessary to construct the replacement Clyde Bridge and associated carriageway realignment.

---

## **17 Roads Asset Management Plan – 2019 Update**

---

A report dated 5 August 2019 by the Executive Director (Community and Enterprise Resources) was submitted on the Roads Asset Management Plan (RAMP) 2019.

The principles of asset management had been developed, at both a national and local level, to provide a basis for associated investment decisions and to ensure that a sound understanding of investment needs was available.

The main purpose of developing the RAMP was to ensure:-

- ◆ a knowledge of the extent and condition of main asset groups
- ◆ an understanding of where gaps existed to allow consideration of how those might be addressed
- ◆ an understanding on the level of current investment on each asset group and the associated condition trend

Details of the Council's main asset groups were provided in the report.

**The Committee decided:** that the report be noted.

*[Reference: Minutes of 21 August 2018 (Paragraph 21)]*

---

## **18 Fleet Asset Management Plan 2019**

---

A report dated 18 July 2019 by the Executive Director (Community and Enterprise Resources) was submitted on the Fleet Asset Management Plan 2019.

The Fleet Asset Management Plan provided information and direction on the Council's fleet of vehicles and was key in determining strategic decisions and defining how the fleet assets were efficiently and effectively utilised. This ensured that vehicles provided resilient services to meet the changing needs of the Council.

As at January 2019, 1,403 vehicles were managed and maintained by the Council's Fleet Services, the details of which were contained in the appendix to the report.

**The Committee decided:** that the report be noted.

*[Reference: Minutes of 21 August 2018 (Paragraph 22)]*

---

## **19 Community and Enterprise Resources – Notification of Contracts Awarded – 1 October 2018 to 31 March 2019**

---

A report dated 8 August 2019 by the Executive Director (Community and Enterprise Resources) was submitted on contracts awarded by Community and Enterprise Resources in the period 1 October 2018 to 31 March 2019.

In terms of Standing Order Nos 21.8 and 22.5 of the Standing Orders on Contracts, Resources were required to notify the relevant Committee of contracts awarded. Details of the contracts awarded by Community and Enterprise Resources were provided in the appendices to the report.

**The Committee decided:** that the report be noted.

*[Reference: Minutes of 22 January 2019 (Paragraph 16)]*

---

## **20 Urgent Business**

---

There were no items of urgent business.

# Report

3

Report to: **Community and Enterprise Resources Committee**  
 Date of Meeting: **12 November 2019**  
 Report by: **Executive Director (Finance and Corporate Resources)**  
**Executive Director (Community and Enterprise Resources)**

Subject: **Community and Enterprise Resources - Revenue Budget Monitoring 2019/2020**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide information on the actual expenditure measured against the revenue budget for the period 1 April to 13 September 2019 for Community and Enterprise Resources
- ♦ provide a forecast for the year to 31 March 2020.

## 2. Recommendation(s)

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

- (1) that an overspend of £0.170m on the Community and Enterprise Resources' revenue budget, as detailed in Appendix A of the report as at 13 September 2019 and the forecast to 31 March 2020 of a breakeven position, be noted; and
- (2) that the proposed budget virements, as detailed in appendices B to F of the report, be approved.

## 3. Background

3.1. This is the second revenue budget monitoring report presented to the Community and Enterprise Resources Committee for the financial year 2019/2020.

3.2. The report details the financial position for Community and Enterprise Resources, in Appendix A and the individual Services' reports in appendices B to F, including variance explanation.

## 4. Employee Implications

4.1. None

## 5. Financial Implications

5.1. As at 13 September 2019, there is a reported overspend of £0.170m against the phased budget. The forecast for the revenue budget to 31 March 2020 is a breakeven position.

5.2. The overspend position for the Resource in the main reflects the settlement of the legal costs associated with the food safety case and the timing of efficiencies identified through the Fleet review.

- 5.3. In respect of the legal costs, the Council has now reached agreement with the other party to contribute £0.320m towards their legal costs in respect of the food safety court case. The Resource is able to fund £0.200m from monies carried forward to reserves in 2018/19, however this still leaves a pressure of £0.120m for 2019/2020.
- 5.4. Variance explanations for each service area are detailed in appendices B to F where appropriate. Additionally, virements are proposed to realign budgets across budget categories and with other Resources. These movements are detailed in appendices B to F of this report.
- 6. Other Implications (Including Environmental and Risk Issues)**
- 6.1. The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken where appropriate.
- 6.2. There are no implications for sustainability in terms of the information contained in this report.
- 7. Equality Impact Assessment and Consultation Arrangements**
- 7.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore no impact assessment is required.
- 7.2. There is also no requirement to undertake any consultation in terms of the information contained in this report.

**Paul Manning**  
**Executive Director (Finance and Corporate Resources)**

**Michael McGlynn**  
**Executive Director (Community and Enterprise Resources)**

9 October 2019

**Link(s) to Council Values/Ambitions/Objectives**

- ◆ Accountable, Effective, Efficient and Transparent

**Previous References**

- ◆ None

**List of Background Papers**

- ◆ Financial ledger and budget monitoring results to 13 September 2019.



**Contact for Further Information**

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

Louise Harvey, Finance Manager

Ext: 2658 (Tel: 01698 452658)

E-mail: [louise.harvey@southlanarkshire.gov.uk](mailto:louise.harvey@southlanarkshire.gov.uk)

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

## Community and Enterprise Resources: Period Ended 13 September 2019 (No.6)

## Community and Enterprise Resources Summary

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 13/09/19</b>	<b>Actual 13/09/19</b>	<b>Variance 13/09/19</b>		<b>% Variance 13/09/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	81,174	81,174	0	35,502	34,909	593	under	1.7%	
Property Costs	4,091	4,091	0	1,254	1,289	(35)	over	(2.8%)	
Supplies & Services	16,506	16,506	0	6,523	6,563	(40)	over	(0.6%)	
Transport & Plant	21,310	21,310	0	9,045	9,358	(313)	over	(3.5%)	
Administration Costs	1,103	1,103	0	479	656	(177)	over	(37.0%)	
Payments to Other Bodies	8,389	8,389	0	3,746	3,764	(18)	over	(0.5%)	
Payments to Contractors	42,047	42,047	0	19,292	19,280	12	under	0.1%	
Transfer Payments	595	595	0	297	297	0	-	0.0%	
Financing Charges	184	184	0	77	83	(6)	over	(7.8%)	
<b>Total Controllable Exp.</b>	175,399	175,399	0	76,215	76,199	16	under	0.0%	
<b>Total Controllable Inc.</b>	(67,826)	(67,826)	0	(30,490)	(30,304)	(186)	under recovered	(0.6%)	
<b>Net Controllable Exp.</b>	107,573	107,573	0	45,725	45,895	(170)	over	(0.4%)	

**Variance Explanations**

Detailed within Appendices B to F.

**Budget Virements**

Budget virements are shown in Appendices B to F.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

## Community and Enterprise Resources: Period Ended 13 September 2019 (No.6)

## Facilities, Streets, Waste and Grounds (including Support)

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 13/09/19</b>	<b>Actual 13/09/19</b>	<b>Variance 13/09/19</b>		<b>% Variance 13/09/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	52,443	52,443	0	23,171	23,075	96	under	0.4%	1,b,c
Property Costs	2,283	2,283	0	620	649	(29)	over	(4.7%)	
Supplies & Services	6,556	6,556	0	2,749	2,803	(54)	over	(2.0%)	2
Transport & Plant	7,576	7,576	0	3,429	3,473	(44)	over	(1.3%)	3
Administration Costs	242	242	0	88	109	(21)	over	(23.9%)	4
Payments to Other Bodies	30	30	0	25	35	(10)	over	(40.0%)	5
Payments to Contractors	13,707	13,707	0	6,551	6,539	12	under	0.2%	b
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	85	85	0	31	31	0	-	0.0%	
<b>Total Controllable Exp.</b>	<b>82,922</b>	<b>82,922</b>	<b>0</b>	<b>36,664</b>	<b>36,714</b>	<b>(50)</b>	<b>over</b>	<b>(0.1%)</b>	
<b>Total Controllable Inc.</b>	<b>(18,627)</b>	<b>(18,627)</b>	<b>0</b>	<b>(12,540)</b>	<b>(12,717)</b>	<b>177</b>	<b>over recovered</b>	<b>1.4%</b>	<b>6,a</b>
<b>Net Controllable Exp.</b>	<b>64,295</b>	<b>64,295</b>	<b>0</b>	<b>24,124</b>	<b>23,997</b>	<b>127</b>	<b>under</b>	<b>0.5%</b>	

**Variance Explanations**

1. The variance is mainly due to vacant posts within Facilities which are being actively recruited, partially offset by overtime costs.
2. The overspend is mainly due to a greater spend on food purchases which are fully recoverable and a greater spend on domestic waste bins which are partly offset by an over recovery of income.
3. The overspend is mainly due to fuel costs as a result of price increases.
4. The over spend is mainly due to printing costs associated with H&S material and medical costs.
5. The overspend relates to payments to SEPA in relation to waste services and the costs of disclosures.
6. The over recovery is mainly due to the sale of the food purchases, sale of bins, additional service requests within Grounds and service movements within Facilities.

**Budget Virements**

- a. Transfer of budget from Education in respect of Cleaning and Janitorial Services. Net effect £0.059m: Income £0.059m.
- b. Realign budget to reflect service delivery in relation to the Crematorium. Net effect £0.000m: Employees £0.031m, Payment to Contractors (£0.031m).
- c. Transfer from Reserves for Grounds Seasonal Employees. Net effect £0.040m: Employees £0.040m.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

## Community and Enterprise Resources: Period Ended 13 September 2019 (No.6)

## Fleet and Environmental Services (Incl Projects)

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 13/09/19</b>	<b>Actual 13/09/19</b>	<b>Variance 13/09/19</b>		<b>% Variance 13/09/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	8,867	8,867	0	3,828	3,632	196	under	5.1%	1
Property Costs	205	205	0	34	34	0	-	0.0%	
Supplies & Services	323	323	0	117	101	16	under	13.7%	
Transport & Plant	9,261	9,261	0	3,917	4,184	(267)	over	(6.8%)	2,a
Administration Costs	304	304	0	231	374	(143)	over	(61.9%)	3,b
Payments to Other Bodies	127	127	0	44	47	(3)	over	(6.8%)	
Payments to Contractors	1,076	1,076	0	293	293	0	-	0.0%	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	24	24	0	12	12	0	-	0.0%	
<b>Total Controllable Exp.</b>	<b>20,187</b>	<b>20,187</b>	<b>0</b>	<b>8,476</b>	<b>8,677</b>	<b>(201)</b>	<b>over</b>	<b>(2.4%)</b>	
<b>Total Controllable Inc.</b>	<b>(18,832)</b>	<b>(18,832)</b>	<b>0</b>	<b>(7,764)</b>	<b>(7,654)</b>	<b>(110)</b>	<b>under recovered</b>	<b>(1.4%)</b>	<b>4,a</b>
<b>Net Controllable Exp.</b>	<b>1,355</b>	<b>1,355</b>	<b>0</b>	<b>712</b>	<b>1,023</b>	<b>(311)</b>	<b>over</b>	<b>(43.7%)</b>	

**Variance Explanations**

1. The variance is mainly due to vacant posts in respect of mechanics and one driver, as well as vacancies in Environmental services which are being actively recruited.
2. The over spend relates to expenditure on materials and spares, outside repairs and the timing of the achievement of efficiencies.
3. The over spend in the main relates to legal costs associated with the public health case.
4. The under recovery is mainly due to lower than anticipated income within the Fleet workshop.

**Budget Virements**

- a. Establish budget to reflect external income for Electrical Cars. Net effect £0.000m: Transport and Plant £0.080m, Income (£0.080m).
- b. Transfer from Reserves for legal costs in respect of the public health issue. Net Effect £0.200m: Administration £0.200m.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

## Community and Enterprise Resources: Period Ended 13 September 2019 (No.6)

## Leisure and Culture

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 13/09/19</b>	<b>Actual 13/09/19</b>	<b>Variance 13/09/19</b>		<b>% Variance 13/09/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	4	4	0	2	2	0	-	0.0%	
Property Costs	239	239	0	137	134	3	under	2.2%	<b>b</b>
Supplies & Services	27	27	0	27	28	(1)	over	(3.7%)	
Transport & Plant	0	0	0	0	0	0	-	n/a	
Administration Costs	8	8	0	0	0	0	-	n/a	
Payments to Other Bodies	80	80	0	0	2	(2)	over	n/a	
Payments to Contractors	19,109	19,109	0	9,339	9,339	0	-	0.0%	<b>a,b</b>
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	0	0	0	0	0	0	-	n/a	
<b>Total Controllable Exp.</b>	<b>19,467</b>	<b>19,467</b>	<b>0</b>	<b>9,505</b>	<b>9,505</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>	
<b>Total Controllable Inc.</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>	<b>n/a</b>	
<b>Net Controllable Exp.</b>	<b>19,467</b>	<b>19,467</b>	<b>0</b>	<b>9,505</b>	<b>9,505</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>	

**Variance Explanations**

No major variances to report.

**Budget Virements**

- a. Budget uploaded in respect of utilities. Net effect £0.250m: Payment to Contractors £0.250m.
- b. Realign budget to reflect service delivery. Net effect £0.000m: Property (£0.234m), Payment to Contractor, £0.234m.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Community and Enterprise Resources: Period Ended 13 September 2019 (No.6)

## Planning and Economic Development

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 13/09/19</b>	<b>Actual 13/09/19</b>	<b>Variance 13/09/19</b>		<b>% Variance 13/09/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	4,904	4,904	0	2,140	2,126	14	under	0.7%	<b>b</b>
Property Costs	630	630	0	294	294	0	-	0.0%	<b>a</b>
Supplies & Services	97	97	0	55	56	(1)	over	(1.8%)	
Transport & Plant	38	38	0	17	17	0	-	0.0%	
Administration Costs	144	144	0	38	38	0	-	0.0%	<b>b</b>
Payments to Other Bodies	2,944	2,944	0	1,087	1,087	0	-	0.0%	<b>b</b>
Payments to Contractors	2,762	2,762	0	1,954	1,954	0	-	0.0%	
Transfer Payments	0	0	0	0	0	0	-	n/a	
Financing Charges	34	34	0	15	16	(1)	over	(6.7%)	
<b>Total Controllable Exp.</b>	<b>11,553</b>	<b>11,553</b>	<b>0</b>	<b>5,600</b>	<b>5,588</b>	<b>12</b>	<b>under</b>	<b>0.2%</b>	
<b>Total Controllable Inc.</b>	<b>(8,385)</b>	<b>(8,385)</b>	<b>0</b>	<b>(1,942)</b>	<b>(1,942)</b>	<b>0</b>	<b>-</b>	<b>0.0%</b>	<b>a,b</b>
<b>Net Controllable Exp.</b>	<b>3,168</b>	<b>3,168</b>	<b>0</b>	<b>3,658</b>	<b>3,646</b>	<b>12</b>	<b>under</b>	<b>0.3%</b>	

Variance Explanations

No major variances to report.

Budget Virements

- Budget uploaded in respect of Hamilton Towers. Net effect £0.000m: Property £0.604m, Income (£0.604m).
- Realign budget to reflect service delivery within Regeneration for City Deal and Inclusion Grants and within Planning and Building Standards to reflect demand. Net effect £0.000m: Employees £0.052m, Administration £0.030m, Payment to Other Bodies £0.342m, Income (£0.424m).

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Community and Enterprise Resources: Period Ended 13 September 2019 (No.6)

## Roads Total (Inc Roads Constructing Services)

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year</b>	<b>Annual Forecast Variance</b>	<b>Budget Proportion 13/09/19</b>	<b>Actual 13/09/19</b>	<b>Variance 13/09/19</b>		<b>% Variance 13/09/19</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	14,956	14,956	0	6,361	6,074	287	under	4.5%	1,a
Property Costs	734	734	0	169	178	(9)	over	(5.3%)	
Supplies & Services	9,503	9,503	0	3,575	3,575	0	-	0.0%	a
Transport & Plant	4,435	4,435	0	1,682	1,684	(2)	over	(0.1%)	a
Administration Costs	405	405	0	122	135	(13)	over	(10.7%)	2
Payments to Other Bodies	5,208	5,208	0	2,590	2,593	(3)	over	(0.1%)	a
Payments to Contractors	5,393	5,393	0	1,155	1,155	0	-	0.0%	a
Transfer Payments	595	595	0	297	297	0	-	0.0%	
Financing Charges	41	41	0	19	24	(5)	over	(26.3%)	
<b>Total Controllable Exp.</b>	<b>41,270</b>	<b>41,270</b>	<b>0</b>	<b>15,970</b>	<b>15,715</b>	<b>255</b>	<b>under</b>	<b>1.6%</b>	
<b>Total Controllable Inc.</b>	<b>(21,982)</b>	<b>(21,982)</b>	<b>0</b>	<b>(8,244)</b>	<b>(7,991)</b>	<b>(253)</b>	<b>under recovered</b>	<b>(3.1%)</b>	<b>3,a</b>
<b>Net Controllable Exp.</b>	<b>19,288</b>	<b>19,288</b>	<b>0</b>	<b>7,726</b>	<b>7,724</b>	<b>2</b>	<b>under</b>	<b>0.0%</b>	

**Variance Explanations**

1. The variance is mainly due to vacant posts and a campaign for Roads Operatives is being progressed.
2. This relates to telephone costs being higher than budget.
3. The under recovery of income is mainly due to less than anticipated income for reactive maintenance works and income from car parking being less.

**Budget Virements**

- a. Realign budget to reflect service delivery mainly as a result of additional capital income. Net effect £0.000m: Employees £0.045m, Supplies and Services £1.338m, Transport and Plant £0.407m, Payment to Other Bodies £0.027m, Payment to Contractor £0.038m, Income (£1.855m).





# Report

4

Report to: **Community and Enterprise Resources Committee**  
 Date of Meeting: **12 November 2019**  
 Report by: **Executive Director (Finance and Corporate Resources)**  
**Executive Director (Community and Enterprise Resources)**

Subject: **Community and Enterprise Resources - Capital Budget Monitoring 2019/2020**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the progress of the capital programme for Community and Enterprise Resources for the period 1 April to 13 September 2019.

## 2. Recommendation(s)

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

- (1) that the Community and Enterprise Resources' capital programme of £44.303 million and expenditure to date of £12.979 million be noted.

## 3. Background

- 3.1. This is the second capital monitoring report presented to the Community and Enterprise Resources Committee for the financial year 2019/2020. Further reports will follow throughout the year.
- 3.2. The budget reflects the approved programme for the year (Executive Committee, 29 May 2019). It also includes budget adjustments presented to the Executive Committee during 2019/2020 up to and including its meeting on 6 November 2019.
- 3.3. The report details the financial position for Community and Enterprise Resources in Appendix A. Appendix A also includes budget adjustments presented to the Executive Committee since the last report to this Committee.

## 4. Employee Implications

4.1. None

## 5. Financial Implications

- 5.1. The total capital programme for Community and Enterprise Resources for 2019/2020 is £44.303 million. Anticipated spend to date was £13.255 million and £12.979 million has been spent. This represents a position of £0.276 million behind profile and this mainly reflects the timing of spend across projects.

## **6. Other Implications (Including Environmental and Risk Issues)**

- 6.1. The main risk associated with the Council's Capital Programme is that there is an overspend. The risk has been assessed as low given the detailed project management plans prepared and monitored for each project. The risk of overspend is managed through four weekly Investment Management Meetings.
- 6.2. There are no implications for sustainability in terms of the information contained in this report.

## **7. Equality Impact Assessment and Consultation Arrangements**

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

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

23 October 2019

### **Link(s) to Council Values/Ambitions/Objectives**

- Accountable, Effective, Efficient and Transparent

### **Previous References**

- Executive Committee, 29 May 2019
- Executive Committee, 6 November 2019

### **List of Background Papers**

- Financial ledger to 13 September 2019

### **Contact for Further Information**

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

Lorraine O'Hagan, Finance Manager (Strategy)

Ext: 2601 (Tel: 01698 452601)

E-mail: [lorraine.o'hagan@southlanarkshire.gov.uk](mailto:lorraine.o'hagan@southlanarkshire.gov.uk)

**South Lanarkshire Council  
Capital Expenditure 2019-2020  
Community and Enterprise Resources  
For Period 1 April 2019 – 13 September 2019**

<b><u>Community and Enterprise Resources</u></b>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000
Fleet and Environmental	52	0	0	52	52	0
Facilities, Waste and Grounds	3,003	994	0	3,997	1,090	834
Planning and Economic Development	10,080	172	(510)	9,742	3,282	3,730
Roads	26,322	4,190	0	30,512	8,831	8,415
<b>TOTAL</b>	<b>39,457</b>	<b>5,356</b>	<b>(510)</b>	<b>44,303</b>	<b>13,255</b>	<b>12,979</b>

For Information Only

*Budget Adjustments presented to Executive Committee since the last report to this Committee (25 September 2019 and 6 November 2019):*

Budget Adjustments (25 September 2019)

Strathaven Heritage Fund	£0.054m
Springhall Urban Greenspace Development (Springhall Cage)	£0.465m
Craighead Pavilion and Stadium Upgrade	£0.012m

**Total Budget Adjustments** **£0.531m**

Budget Adjustments (6 November 2019)

Sustrans – Various Projects	£0.056m
Mobile Teaching Units	(£0.300m)
<b>Total Budget Adjustments</b>	<b>£0.244m</b>



# Report

5

Report to: **Community and Enterprise Resources Committee**  
 Date of Meeting: **12 November 2019**  
 Report by: **Executive Director (Finance and Corporate Resources)**  
**Executive Director (Community and Enterprise Resources)**

Subject: **Community and Enterprise Resources – Workforce Monitoring – July to September 2019**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for July to September 2019 relating to Community and Enterprise Resources

## 2. Recommendation(s)

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

(1) that the following employment information for July to September 2019 relating to Community and Enterprise Resources be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews

## 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Community and Enterprise Resources provides information on the position for July to September 2019.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of September 2019 for Community and Enterprise Resources.

The Resource absence figure for September 2019 was 5.4%. This figure has increased by 0.5% when compared to last month and is 0.9% higher than the Council-wide figure. Compared to September 2018, the Resource absence figure has decreased by 0.8%.

Based on the absence figures at September 2019 and annual trends, the projected annual average absence for the Resource for 2019/2020 is 5.3%, compared to a Council-wide average figure of 4.5%.

For the financial year 2019/2020, the projected average days lost per employee equates to 12.2 days, compared with the overall figure for the Council of 9.7 days per employee.

**4.2. Occupational Health (Appendix 2)**

In terms of referrals to occupational health, which include medical examinations and physiotherapy, overall 344 referrals were made this period. This represents a decrease of 25 when compared with the same period last year.

**4.3. Accident/Incident Statistics**

There were 48 accidents/incidents recorded within the Resource this period, an increase of 23 when compared to the same period last year.

**4.4. Discipline, Grievance and Dignity at Work (Appendix 2)**

During the period, 23 disciplinary hearings were held within the Resource, a decrease of 1 when compared to last year. One appeal was heard by the Appeals Panel. Two grievance hearings were held within the Resource. This figure has increased by 1 when compared to the same period last year. Two Dignity at Work complaints were raised within the Resource. This figure has decreased by 1 when compared to the same period last year.

**4.5. Analysis of Leavers (Appendix 2)**

There were a total of 77 leavers in the Resource this period, 45 of these were eligible for an exit interview. This figure has increased by 4 when compared with the same period last year. Two exit interviews were conducted.

4.6. From September 2019, when processing employee terminations, managers were asked to identify whether they intended to replace the employee who had left the Council. If they indicated that they did not intend to replace the employee, they were asked to select from three options:

- ◆ plan to hold for savings
- ◆ fill on a fixed term basis pending savings
- ◆ transfer budget to another post

4.7. In September 2019, 32 employees in total left employment and managers indicated that 3 of these would be filled on a fixed term basis pending savings and the remaining 29 are being filled.

4.8. A reconciliation of existing workforce information at 10 October 2019 showed there were 99.33 FTE vacant posts in the Resource. Of these, 70.23 FTE were being filled through a recruitment process and the remaining 29.1 were being held pending savings discussions. It should be noted that some of the posts at recruitment may be currently covered on a fixed term basis pending recruitment.

**5. Employee Implications**

5.1. There are no implications for employees arising from the information presented in this report.

**6. Financial Implications**

6.1. All financial implications are accommodated within existing budgets.

## **7. Other Implications (including Environmental and Risk Issues)**

- 7.1. There are no implications for sustainability or risk in terms of the information contained within this report.

## **8. Equality Impact Assessment and Consultation Arrangements**

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

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

14 October 2019

### **Link(s) to Council Values/Ambitions/Objectives**

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

### **Previous References**

- ◆ Community and Enterprise Resources – 3 September 2019

### **List of Background Papers**

- ◆ Monitoring information provided by Finance and Corporate Resources

### **Contact for Further Information**

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

Janet McLuckie, Personnel Officer

Ext: 4239 (Tel: 01698 454239)

E-mail: [Janet.McLuckie@southlanarkshire.gov.uk](mailto:Janet.McLuckie@southlanarkshire.gov.uk)

**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020**  
**Community and Enterprise Resources**

APT&C				Manual Workers				Resource Total				Council Wide			
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020
April	3.9	3.2	4.0	April	5.2	5.4	4.4	April	4.8	5.0	4.3	April	3.9	4.1	4.0
May	4.4	2.8	3.6	May	5.7	6.0	5.1	May	5.4	5.5	4.9	May	4.2	4.2	4.4
June	4.2	3.8	3.9	June	5.1	5.8	5.5	June	4.9	5.5	5.3	June	3.9	4.3	4.4
July	3.4	4.3	3.9	July	4.2	4.5	4.3	July	4.0	4.4	4.3	July	3.0	3.4	3.4
August	3.6	4.8	4.0	August	4.5	5.3	5.1	August	4.3	5.2	4.9	August	3.2	3.6	3.7
September	3.4	6.0	2.9	September	5.0	6.2	5.9	September	4.8	6.2	5.4	September	4.0	4.4	4.5
October	3.8	3.8		October	5.6	5.8		October	5.3	5.5		October	4.1	4.4	
November	4.5	4.8		November	6.2	6.2		November	5.9	6.0		November	4.8	5.1	
December	3.6	4.1		December	6.4	6.0		December	5.9	5.7		December	5.1	4.8	
January	3.0	3.4		January	6.3	6.1		January	5.7	5.6		January	5.0	4.9	
February	3.0	4.1		February	6.8	6.3		February	6.1	5.9		February	5.0	5.2	
March	3.4	4.8		March	6.1	5.6		March	5.6	5.5		March	4.7	4.9	
Annual Average	3.7	4.2	3.9	Annual Average	5.6	5.8	5.5	Annual Average	5.2	5.5	5.3	Annual Average	4.2	4.4	4.5
Average Apr-Sep	3.8	4.2	3.7	Average Apr-Sep	5.0	5.5	5.1	Average Apr-Sep	4.7	5.3	4.9	Average Apr-Sep	3.7	4.0	4.1

No of Employees at 30 September 2019	553	No of Employees at 30 September 2019	2876	No of Employees at 30 September 2019	3429	No of Employees at 30 September 2019	15781
--------------------------------------	-----	--------------------------------------	------	--------------------------------------	------	--------------------------------------	-------

For the financial year 2019/20, the projected average days lost per employee equates to 12.2 days.



## COMMUNITY AND ENTERPRISE RESOURCES

	Jul-Sep 2018	Jul-Sep 2019
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	99	90
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	37	14
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	133	157
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>		
	88	80
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>		
	12	3
<b>TOTAL</b>	<b>369</b>	<b>344</b>

CAUSE OF ACCIDENTS/INCIDENTS	Jul-Sep 2018	Jul-Sep 2019
Over 7 day absences	3	7
Over 3 day absences**	0	2
Minor	15	24
Near Miss	3	5
Violent Incident: Physical****	2	10
Violent Incident: Verbal*****	2	0
<b>Total Accidents/Incidents</b>	<b>25</b>	<b>48</b>

\*A Specified Injury is any fracture (other than to the fingers, thumbs or toes), amputation, loss of sight, serious burns, crushing injury, scalping, loss of consciousness caused by asphyxiation/ head injury, a chemical or hot metal burn to the eye or penetrating injury as defined by the HSE.

\*\*Over 3 day / over 7day absence is an injury sustained outwith specified injury category that results in a period of absence of absence as defined by the HSE.

\*\*\*Near Miss - Any unexpected, unplanned occurrence (except Dangerous Occurrences) that does not lead to injury of persons, damage to property, plant or equipment but may have done so in different circumstance.

\*\*\*\*Physical violent incidents are included in the "Specified" figures, where applicable, to provide the "Total Specified" figures.

\*\*\*\*Physical violent incidents and \*\*\*\*\* Verbal Violent Incidents are included in the "Over 3-day or Over 7-day" figures, where applicable, to provide the "Total Over 3-day or Over 7-day" figures.

\*\*\*\*Physical Violent Incidents and \*\*\*\*\* Verbal Violent Incidents are included in the "Minor" figures, where applicable, to provide the "Total Minor" figures.

RECORD OF DISCIPLINARY HEARINGS	Jul-Sep 2018	Jul-Sep 2019
Total Number of Hearings	24	23
Total Number of Appeals	2	1

## Time Taken to Convene Hearing Jul - Sep 2019

0-3 Weeks  
18

4-6 Weeks  
1

Over 6 Weeks  
4

RECORD OF GRIEVANCE HEARINGS	Jul-Sep 2018	Jul-Sep 2019
Number of Grievances	1	2
Number Resolved at Stage 1	0	1
Number Resolved at Stage 2	1	1

RECORD OF DIGNITY AT WORK	Jul-Sep 2018	Jul-Sep 2019
Number of Incidents	3	2
Number Resolved at Formal Stage	3	0
Still in Process	0	2

ANALYSIS OF REASONS FOR LEAVING	Jul-Sep 2018	Jul-Sep 2019
Career Advancement	4	0
Travelling Difficulties	1	0
Childcare/caring responsibilities	2	0
Other	1	2
<b>Number of Exit Interviews conducted</b>	<b>8</b>	<b>2</b>

<b>Total Number of Leavers Eligible for Exit Interview</b>	<b>41</b>	<b>45</b>
--	-----------	-----------

<b>Percentage of interviews conducted</b>	<b>20%</b>	<b>4%</b>
---	------------	-----------



# Report

6

Report to: **Community and Enterprise Resources Committee**  
 Date of Meeting: **12 November 2019**  
 Report by: **Executive Director (Community and Enterprise Resources)**

Subject: **Community and Enterprise Resource Plan 2019/2020 - Quarter 2 Progress Report**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide the Community and Enterprise Resource Plan Quarter 2 Progress Report 2019/2020, for the period 1 April to 30 September 2019

## 2. Recommendations

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

- (1) that the Community and Enterprise Resource Plan Quarter 2 Progress Report 2019/2020, as summarised in paragraph 5.2. and attached as Appendix 2 of this report, be noted;
- (2) that the key achievements made by the Resource to date, as detailed in paragraph 5.3. of this report, be noted;
- (3) that the areas for improvement and associated management actions, as detailed in paragraph 5.4. of this report, be noted; and
- (4) that the additional scrutiny of reporting the updated status of those measures identified as 'report later' at Quarter 4 2018/2019, as summarised in paragraph 5.5. and detailed at Appendix 3 of this report, be noted.

## 3. Background

- 3.1. The Community and Enterprise Resource Plan 2019/2020 was endorsed by this Committee on 3 September 2019 and approved by the Executive Committee and sets out the objectives and actions to be managed and delivered by the Resource for the financial year 2019/2020.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the Council Plan Connect 2017 to 2022.
- 3.3. Performance management is a keystone of Best Value, and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.
- 3.4. As part of this framework, the Resource Plan reflects the aspirations of the Council Plan and the Community Plan, as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included

in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, values, ambitions and objectives at all levels.

- 3.5. The current format for performance reporting has been established since 2007 and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and Resource Committees. The focus has been on reporting progress on Council objectives, statutory performance indicators, other key performance measures and high level Resource priorities.
- 3.6. In preparing the Plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

#### 4. Resource Objectives 2019/2020

- 4.1. The Resource has established a number of objectives to support the delivery of the Connect objectives in 2019/2020. These are detailed at Appendix 1.

#### 5. Quarter 2 Progress Report 2019/2020

- 5.1. Progress against all Resource Plan measures is contained in the Quarter 2 Progress Report 2019/2020, attached as Appendix 2. This report has been produced from the Council's performance management reporting system IMPROVe, and uses a traffic light format with the following definitions to give a status report on each measure:-

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

- 5.2. Measures which are classified as 'red' are considered in detail at section 5.4. of this report. To ensure adequate scrutiny of performance across all Resources, the Council's Performance and Review Scrutiny Forum may consider 'red' and/or 'amber' measures at a future meeting.

The overall summary of progress to date is as follows:-

Status	Measures	
	Number	%
Green	77	62%
Amber	5	4%
Red	2	2%
Report later/Contextual	40	32%
<b>Totals</b>	<b>124</b>	<b>100%</b>

(Data correct as at 15 October 2019)

5.3. Key achievements for 2019/2020 (as at Quarter 2) are noted below:-

5.3.1.

<b>Connect Objective: Deliver better health and social care outcomes for all</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Provide opportunities for all school children to access nutritious school meals	Since April 2019, served 136,125 primary school breakfasts as part of the Council's new Breakfast Club Initiative and 106,780 nursery school lunches as part of a new Scottish Government Early Years Initiative.

<b>Connect Objective: Improve the road network, influence improvements in public transport and encourage active travel</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Implement the Roads Investment Programme	Continued to implement the Roads Investment Programme, with 77 carriageway schemes and 6 footway schemes undertaken in the last six months, resulting in 2.3% of the road network being resurfaced.

<b>Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Provide effective and efficient Planning and Building Standards service	To date, 97.6% of planning applications have been approved, indicating that planning officers are communicating well with planning applicants before an application is submitted and throughout the processing stage in order to see applications through to their successful approval.
Improve the council's environmental performance and reduce its greenhouse gas emissions	Continued to reduce the reliance on single-use plastic items, removing several single-use plastic items from the Council's procurement catalogues; and reduced Council vehicle emissions by 18% compared to the same period in 2014/2015, reflecting the Council's investment in fuel efficient vehicles and the vehicles telematics system.
Safeguard health through an effective environmental services regulation and enforcement service	Our Environmental Health team: <ul style="list-style-type: none"> <li>• helped ensure 86.9% of local food businesses were broadly compliant with food hygiene and food standards legislation (against the annual target of 85%); and</li> <li>• responded to 99% of fly tipping complaints within two days, 98% of dog fouling complaints within two days and noise complaints within just over 33 minutes.</li> </ul>

<b>Connect Objective: Support the local economy by providing the right conditions for inclusive growth</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Support local businesses through the delivery of business support programmes	As a direct result of 746 business support interventions via grants, loans or advice to businesses in the first six months of the year, 475 jobs were created or sustained and £5.58 million in additional sales was generated.
Implement the Lanarkshire Rural Development Strategy	The Council has awarded £348,000 of Renewable Energy Fund grants since April 2019, including £145,000 in awards to Community Councils to deliver micro-grants. These grants will fund activities and projects which bring community benefit, covering educational, recreational, leisure and other community activities or which improve the local environment.

<b>Connect Objective: Encourage participation in physical and cultural activities</b>	
<b>Resource Objective</b>	<b>Achievement</b>
Provide quality leisure facilities and develop integrated community facilities within new primary schools	A new school in Elsrickle with adaptations for community facilities completed on schedule in August 2019. The school is in operation and community facilities available for use.  Hamilton Palace Grounds 3G pitch replacement was completed at end of September 2019.
Maintain attendances at SLLC facilities	Year to date, within SLLC, attendances at leisure facilities were just under 1% higher than the same time last year, outdoor recreation and country park attendances increased by 6%, and attendances at facilities managed by Cultural Services and the Libraries and Museum Services increased by 7% (all on track to meet annual attendance targets).

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

#### 5.4. Areas for improvement

Measures that have been classified as 'red' (major slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, where applicable.

<b>Connect Objective:</b> Delivering the Plan and achieving Best Value		
<b>Resource Objective:</b> Deliver and communicate the Council Plan and ensure high standards of governance		
<b>Measure</b>	<b>Comments/Progress</b>	<b>Action by Manager (where applicable)</b>
96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	<p>Data for FOISA requests is reported one quarter in arrears. In quarter one, 2019/2020 (April to June 2019), 134 requests were received and 127 (94.8%) of those were responded to within the statutory time period.</p> <p>There were a number of factors that resulted in the Resource missing the 96% target. These have been investigated and measures considered in order to improve performance. It should be noted that 94.8% is an improvement on the previous quarter and 2018/2019 performance.</p>	In addition to the Resource efforts to improve performance in relation to these indicators, it was agreed at the Information Governance Board that FOI Contact Officers would meet to look at statistical data prepared by the Improvement and Community Planning Unit and share good practice, with the aim of identifying ways for performance to be improved across the Council.
96% of Environmental Information (Scotland) Regulations El(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances	<p>Data for El(S)R requests is reported one quarter in arrears. In quarter one, 2019/2020 (April to June 2019), 84 requests were received and 78 (92.9%) of those were responded to within the statutory time period.</p> <p>There were a number of factors that resulted in the Resource missing the 96% target. These have been investigated and measures considered within the Resource in order to improve performance. It should be noted that 92.9% is an improvement on the previous quarter.</p>	

#### 5.5. Report later

Measures included in the quarterly progress reports can be assigned the 'report later' status. In order to report on the final status of these measures, an update is now included in this report. Of the 29 measures identified as 'report later' as at Quarter 4 2018/2019, 25 are Local Government Benchmarking Framework indicators, for which the 2018/2019 results will not be published until January 2020. The revised status and narrative relating to the 'report later' measures is detailed at Appendix 3.

## 6. Employee Implications

- 6.1. The objectives noted within the Resource Plan will inform the Service Action Plans, where applicable, and in turn the Performance Appraisal process for individual employees.

## **7 Financial Implications**

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

## **8. Other Implications (Including Environmental and Risk Issues)**

- 8.1. The Community Plan 2017 to 2027 was agreed at the Community Planning Partnership Board on 11 October 2017. A significant element of the delivery of the outcomes in the Community Plan will come through the achievement of the actions contained within Connect.
- 8.2. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.
- 8.3. The Resource Plan takes into account Resource responsibilities in relation to sustainable development and climate change.

## **9. Equality Impact Assessment and Consultation Arrangements**

- 9.1. Many of the actions detailed within the Resource Plan reflect ongoing strategies and policies which will be or have been the subject of consultation and equality impact assessment.

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

15 October 2019

### **Link(s) to Council Values/Ambitions/Objectives**

- ♦ The Resource Plan has been structured upon the Vision, Values, Ambitions and Objectives in the Council Plan Connect 2017 to 2022

### **Previous References**

- ♦ Community and Enterprise Resources Quarter 4 Progress Report 2018/2019 - 3 September 2019

### **List of Background Papers**

- ♦ Council Plan Connect 2017/2022 – endorsed by the Executive Committee on 8 November 2017 and approved by the full Council on 6 December 2017
- ♦ Community and Enterprise Resources Resource Plan 2019/2020 – approved by Community and Enterprise Resources Committee on 3 September 2019

### **Contact for Further Information**

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

Michelle Wilkie (Development Adviser)

Ext: 5717 (Tel: 01698 455717)

E-mail: [Michelle.Wilkie@southlanarkshire.gov.uk](mailto:Michelle.Wilkie@southlanarkshire.gov.uk)



## **Community and Enterprise Resources Resource Objectives 2019/2020**

### **Connect Objective: Deliver better health and social care outcomes for all**

#### **Resource Objective:**

- Provide opportunities for all school children to access nutritious school meals

### **Connect Objective: Improve the availability, quality, and access of housing**

#### **Resource Objective:**

- Ensure an adequate supply of housing land is maintained

### **Connect Objective: Improve the road network, influence improvements in public transport and encourage active travel**

#### **Resource Objectives:**

- Implement the Roads Investment Programme
- Provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport
- Encourage active travel

### **Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities**

#### **Resource Objectives:**

- Provide Planning and Building Standards services which guide and control physical development and land use in the area
- Sustain the quality of our town and neighbourhood centres
- Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal project
- Reduce the number of road casualties through road safety improvements and initiatives
- Provide consumer protection through the work of our Consumer Advice and Trading Standards Service
- Improve the quality of streets, parks and other public areas
- Create high quality cemeteries and provide sustainable options for burial
- Provide services which help local communities to become more sustainable
- Improve the council's environmental performance and reduce its greenhouse gas emissions
- Safeguard health through an effective environmental services regulation and enforcement service
- Regenerate and bring back into use vacant and derelict and contaminated land

### **Connect Objective: Support the local economy by providing the right conditions for inclusive growth**

#### **Resource Objectives:**

- Implement the South Lanarkshire Economic Strategy and support implementation of the Glasgow City Region Economic Strategy
- Support local businesses through the delivery of business support programmes
- Implement the Lanarkshire Rural Development Strategy
- Support key voluntary organisations and help to develop the social economy

**Connect Objective: Encourage participation in physical and cultural activities****Resource Objectives:**

- Encourage recreational access to the outdoors
- Provide quality leisure facilities and develop integrated community facilities within new primary schools
- Maintain attendances at SLLC facilities

**Delivering the Plan and achieving Best Value****Resource Objectives:**

- Deliver and communicate the Council Plan and ensure high standards of governance
- Improve the skills, flexibility and capacity of the workforce
- Other actions in support of delivering the Plan and achieving Best Value

# Community and Enterprise Resources

# improve

## Resource Plan

**Performance Report 2019-20**

**Quarter 2 : April 2019 - September 2019**

(This represents the cumulative position to September 2019)

## How to use this performance report

This performance report is intended to be both informative and easy to use. The guide below is designed to help you get the most out of the report and to answer the most common questions you might have.

Council Plan objective

Resource Plan objective

Resource Plan action & associated measures.

Progress update against measure.

Measure Status – are we on course to achieve?  
The “traffic light” codes are:

**Green**

Achieved, or due to achieve with no issues

**Amber**

There may be problems or minor slippage

**Red**

Not on course, major slippage anticipated

Measures which are to be reported later or which are “for information only” are not colour coded

### Develop a sustainable Council and communities

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

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	This Year		Last 3 Years		
				Target	To Date	2009/10	2010/11	2011/12
	Council target achieved for waste tonnage per household (target is lower than 1.3 tonnes)	This figure is for quarter one (quarter two figure is not yet available, so will be reported in quarter three).	Green	1.3	0.3	1.3	1.2	1.2
	Council target achieved for municipal waste collected during 2012/13 that was recycled or composted (40% or above)	This figure is for quarter one (quarter two figure not yet available, so will be reported in quarter three).	Green	40.0%	44.1%	40.1%	38.2%	40.5%
Introduce new waste management services to reduce waste and increase recycling	Project for treatment facilities progressed by March 2013	A report is to be presented to the Executive Committee in December 2012 identifying options for a long term solution.	Amber	---	---	---	---	---
Manage flooding priorities and deliver prioritised flood protection schemes	Prioritised flood protection projects delivered by March 2013 in line with available capital / revenue funding	Larch Grove, Hamilton - brief issued to consultant for ground investigation to inform design of works.  Site investigation - boreholes complete, further investigation of existing culvert underway to locate buried manhole. Detailed design to be prepared when site investigations complete. Bellfield Road, Coalburn - culvert lining works completed 30 August 2012	Green	---	---	---	---	---
	Preparation of prioritised 5 year programme of flood protection / management projects by March 2013	Currently analysing previous flood events, completed improvement works and known problem areas to allow a 5 year programme to be prepared.	Green	---	---	---	---	---
	Options for aligning the management of flooding priorities reviewed across Community and Enterprise Resources by December 2012	Meeting held between Community and Enterprise Resources staff to discuss integrating response to flooding procedures and other opportunities. Follow up meeting to be scheduled for November.	Green	---	---	---	---	---

Statistics for the current year. The **Target** shows what we want to achieve by the end of the year. The **To Date** column shows how much we have achieved so far.

Statistics for last 3 years, showing how we are doing over time.

Summary - number of measures green, amber and red under each Council Plan objective/theme

Council Objective / Theme	Green	Amber	Red	To be reported later / Contextual	Total
<i>Improve services for older people</i>					
<i>Protect vulnerable children, young people and adults</i>					
<b>Deliver better health and social care outcomes for all</b>				<b>4</b>	<b>4</b>
<b>Improve the availability, quality, and access of housing</b>	<b>1</b>				<b>1</b>
<b>Improve the road network, influence improvements in public transport and encourage active travel</b>	<b>11</b>			<b>6</b>	<b>17</b>
<b>Work with communities and partners to promote high quality, thriving and sustainable communities</b>	<b>34</b>	<b>5</b>		<b>18</b>	<b>57</b>
<b>Support the local economy by providing the right conditions for inclusive growth</b>	<b>9</b>			<b>4</b>	<b>13</b>
<i>Support our communities by tackling disadvantage and deprivation and supporting aspiration</i>					
<i>Improve achievement, raise educational attainment and support lifelong learning</i>					
<i>Ensure schools and other places of learning are inspirational</i>					
<b>Encourage participation in physical and cultural activities</b>	<b>14</b>			<b>7</b>	<b>21</b>
<b>Delivering the plan and achieving best value</b>	<b>8</b>		<b>2</b>	<b>1</b>	<b>11</b>
<b>Total</b>	<b>77</b>	<b>5</b>	<b>2</b>	<b>40</b>	<b>124</b>

**Deliver better health and social care outcomes for all****Provide opportunities for all school children to access nutritious school meals**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Continue to provide nutritious school meals to South Lanarkshire Council pupils	Level of primary school meal uptake (as proportion of total primary school meals which could be taken up over the period)	This indicator will continue to be monitored over the course of 2019-20, and will provide a baseline for 2020-21.	Contextual	-----	61.67%	-----	-----	-----
	Level of secondary school meal uptake (as proportion of total secondary school meals which could be taken up over the period)	Quarter two shows an increase in secondary school uptake of school meals compared to quarter one. The service expects this to continue.	Contextual	-----	43.65%	-----	-----	-----
	Number of breakfasts served in primary schools as part of new Breakfast Club Initiative	This figure is based on the 101 primary schools participating in the Breakfast Club initiative in the first six months of the year (measured up to 19 September 2019).  The initiative will be fully rolled out in all primary schools by 31 March 2020, resulting in a total of 125 breakfast clubs in operation in South Lanarkshire.	Contextual	-----	136,125	-----	-----	-----
	Number of lunches served in nursery schools as part of new Scottish Government Early Years Initiative	In quarter two, 106,780 nursery meals were provided for eligible pupils.  This is part of a phased roll out of lunches served in nursery schools, with Phase 3 having started in August 2019.	Contextual	-----	106,780	-----	-----	-----

**Improve the availability, quality, and access of housing****Ensure an adequate supply of housing land is maintained**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Monitor Local Development Plan policies for supply of housing land	A minimum five year supply of housing land is maintained	Annual housing land monitoring information collected. Analysis was completed by first week in October 2019 for onward transmission to the Strategic Development Planning Authority and Homes for Scotland. Initial assessment suggests that housing land supply is being maintained.	Green	---	---	---	---	---

**Improve the road network, influence improvements in public transport and encourage active travel****Implement the Roads Investment Programme**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Continue to undertake road and footway improvements	Percentage of the road network resurfaced within the financial year 2019-20	During quarter two (June to September 2019), further progress has been made which has allowed the Service to resurface 0.4% of the road network. As a result, we are on track to achieve our annual target.	Green	3.5%	2.3%	4.8%	4.7%	3.7%
	Number of carriageway schemes completed during 2019-20	During quarter two (July - September 2019), good progress has been made which has allowed the Service to complete 23 carriageway resurfacing schemes. As a result, we are on track to achieve our annual target.	Green	135	77	215	178	186
	Number of footway schemes completed during 2019-20	During quarter two (June to September 2019), steady progress has been made which has allowed the Service to complete three footway resurfacing schemes. As a result, we are on track to achieve our annual target.	Green	12	6	56	12	25
	Percentage of A class roads that should be considered for maintenance treatment	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	22.90%	-----	22.98%	22.89%	-----

**Improve the road network, influence improvements in public transport and encourage active travel****Implement the Roads Investment Programme**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Percentage of B class roads that should be considered for maintenance treatment	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	24.50%	-----	24.10%	24.47%	-----
	Percentage of C class roads that should be considered for maintenance treatment	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	36.20%	-----	37.92%	37.10%	-----
	Percentage of U class roads that should be considered for maintenance treatment	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	33.40%	-----	35.49%	33.36%	-----
	Percentage of our road network that should be considered for maintenance	This is the Road Condition Index published by SCOTS (Society of Chief Officers of Transportation in Scotland). For survey period 2017 to 2019, the most recent figure is 31.2% indicating a reduction in the percentage of the road network within South Lanarkshire that requires to be considered for treatment compared to the previous year's figure.  The updated figure will not be available until later in the year, in quarters three or four.	Report Later	31.2%	-----	33.1%	31.8%	31.2%



## Improve the road network, influence improvements in public transport and encourage active travel

### Implement the Roads Investment Programme

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Cost of maintenance (expenditure) per kilometre of road	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	£14,293	-----	£18,283	£14,293	-----

## Improve the road network, influence improvements in public transport and encourage active travel

### Implement the Roads Investment Programme

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Continue to undertake safety checks on bridges and implement a prioritised maintenance programme	Bridge improvement and maintainance projects delivered in line with agreed capital programme by March 2020	<p>Replacement of C29 Clyde Bridge (by Pettinain) and Ponfeigh Bailey Bridge (by Douglas Water) – commissions for design of replacement structures ongoing. Land acquisition negotiations with affected landowners ongoing. Approval for proceeding to Compulsory Purchase Order process for both projects has been obtained. Ground investigation operations at both locations complete.</p> <p>Project for strengthening of retaining wall at Mousemill Road, Kirkfieldbank ongoing.</p> <p>Containment upgrades at three locations at various stages of completion, currently on target for completion by end of quarter four.</p> <p>Contract for repair and refurbishment of Tower Bridge by Rigside awarded. Site works ongoing at present.</p> <p>Design work for strengthening of Hapton Crag (Powmillion) Bridge ongoing.</p> <p>Assessment of three Network Rail Bridges under Bridgeguard 3 joint venture – commission awarded to Professional Services Framework supplier Systra Ltd following tender exercise in quarter one. Assessment work ongoing.</p> <p>Design of repair / strengthening arrangement for A706 Cleghorn Bridge – commission awarded to Professional Services Framework supplier Systra Ltd following tender exercise in quarter two.</p>	Green	---	---	---	---	---

**Improve the road network, influence improvements in public transport and encourage active travel****Implement the Roads Investment Programme**

Action	Measures ( <i>non statistical measures shaded grey</i> )	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Deliver prioritised traffic signal and pedestrian crossing maintenance improvements and new installations	Traffic signal and pedestrian crossing related improvements delivered in line with agreed 2019-20 capital and revenue programme	<p>Traffic signal upgrade works are currently being programmed for:</p> <ul style="list-style-type: none"> <li>- High Blantyre Road / Burnbank Road / Glasgow Road in Hamilton</li> <li>- Glasgow Road / Joanna Terrace, Blantyre</li> <li>- Main Street / Station Road in Uddingston.</li> </ul> <p>Design works are ongoing and it is anticipated that upgrading works will begin in October 2019 and be completed by end of January 2020.</p>	Green	---	---	---	---	---
Deliver a winter maintenance service	Winter policy procedures and documents, including gritting routes, implemented and reviewed as necessary	Winter policy documents were issued at the end of September 2019. Gritting routes are in the process of being risk assessed. This will be completed before the season commences.	Green	---	---	---	---	---

**Improve the road network, influence improvements in public transport and encourage active travel****Provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Deliver road and transportation infrastructure improvements to support new development, including those undertaken as part of the City Deal	Prioritised road infrastructure delivered by March 2020 in line with available external and internal capital funding	<p>In order to reduce congestion, two projects are being undertaken.</p> <p>A traffic signal control system called SCOOT, which will involve the upgrade/replacement of traffic signal equipment, will be implemented on the Glasgow Road corridor in Cambuslang / Rutherglen. These works are programmed for autumn 2019.</p> <p>A traffic modelling exercise has been commissioned for Lanark. Traffic counts were completed in September 2019 and this will provide data to be input to a new traffic model for the town. This will involve the consideration of the Lanark Gyratory scheme identified in the Local Transport Strategy.</p>	Green	---	---	---	---	---
	Progress / deliver Greenhills Road major transport infrastructure project	<p>Main line works on Greenhills Road and Strathaven Road are progressing well.</p> <p>Three of the four accommodation works to recompense adjacent owners are complete.</p> <p>Four month delay in completion has been agreed with contractor. This is due to issues with Scottish Water's diversionary works at Strathaven Road delaying the retaining wall installation and consequently the road works.</p>	Green	---	---	---	---	---

**Improve the road network, influence improvements in public transport and encourage active travel****Provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Progress Stewartfield Way major transport infrastructure project	The project has recently gone through a re-scoping exercise, and a widescale consultation exercise is expected to commence towards the end of October 2019 running through to January 2020.	Green	---	---	---	---	---
Encourage greater use of public transport by working with partners to improve public transport infrastructure	Prioritised improvements to bus and rail infrastructure delivered by March 2020 in line with agreed Park and Ride Strategy and available external funding	<p>Planning consent has been granted to allow the extension of the Park and Ride facilities at Carstairs Junction. Works are currently ongoing, with utility diversions complete, demolition of a building programmed for November 2019, and the construction of the extension scheduled for early next year.</p> <p>Third party land negotiations are underway to secure land for new Park and Ride facilities in Lanark and Cambuslang.</p> <p>Discussions with Strathclyde Partnership for Transport have identified the upgrading of bus stop and shelter infrastructure on the Fernhill Road / Mill Street as well as the Burnside Road / Stonelaw Road corridors in Rutherglen. A contractor will be appointed in October 2019 with works anticipated to start in January 2020.</p> <p>In addition, the expansion of real time bus information has been agreed, with five locations identified. These will be taken forward and units installed later in the financial year.</p>	Green	---	---	---	---	---

**Improve the road network, influence improvements in public transport and encourage active travel****Encourage active travel**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Encourage active travel by extending our network of cycle routes	Walking and cycling projects / schemes delivered in line with agreed 2019-20 capital programme	<p>The Active Travel Study in the Cambuslang and Rutherglen area is complete. The outcome of this study will form the basis of future funding bids required to implement the conclusions. Meanwhile, the Cathkin Complementary works to cycling infrastructure continue.</p> <p>Funding has recently been approved for studies in Carluke and the Law area, Lanark and Hamilton. These studies will include consultation on the proposed identified cycle networks of the towns as well as identifying measures and initiatives to promote sustainable travel.</p> <p>The expansion of the cycle network in East Kilbride will continue following the conclusion of the Active Travel study in the town. The design of sections on Churchhill Avenue and toward East Kilbride Railway Station are currently being taken forward. It is anticipated a contract will be issued in November 2019 and works completed this financial year.</p> <p>Cycle monitoring equipment as well as cycle shelters at various locations will be installed. Locations will be identified in the coming months, with the installation of equipment and shelters following later in the year.</p>	Green	---	---	---	---	---

## Work with communities and partners to promote high quality, thriving and sustainable communities

Provide Planning and Building Standards services which guide and control physical development and land use in the area

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Ensure council has development plans which promote sustainable economic growth and regeneration and guide decisions on location of new developments and regeneration initiatives	Proposed Local Development Plan 2 submitted to Scottish Ministers by April 2019, with Examination Report containing recommendations submitted by Reporter to council in late 2019 (plan will be adopted thereafter)	Proposed Local Development Plan 2 was submitted to the Scottish Ministers in April 2019. A Reporter has been appointed to examine the proposed plan. The examination should begin at the start of October 2019.	Green	---	---	---	---	---
	Open Space Strategy drafted by end of 2019 in partnership with Glasgow and Clyde Valley Green Network Partnership and published for public consultation	Initial work has started on the Open Space Strategy. Further technical work is being undertaken by the Glasgow and Clyde Valley Green Network Partnership.	Green	---	---	---	---	---
	Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	42.9%	-----	19.1%	42.9%	-----
Provide effective and efficient Planning and Building Standards service	Major planning applications determined within an average annual timescale of 60 weeks	Six major applications were determined in quarter two (July - September 2019), with an average timescale of 64.6 weeks. This is outwith the 60 week target and was due to the determination of three longstanding applications (which required negotiation on legal agreements and general discussion on revisions).  Year to date, major planning applications have been determined within 47.4 weeks.	Green	60.0	47.4	-----	151.1	45.1

**Work with communities and partners to promote high quality, thriving and sustainable communities****Provide Planning and Building Standards services which guide and control physical development and land use in the area**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Householder planning applications determined within an average timescale of 8 weeks	In quarter two (July - September 2019), householder applications were determined with an average timescale of 7.9 weeks, representing an improvement on the quarter one performance and meeting the eight week target.  Year to date, householder planning applications have been determined within 8.5 weeks.	Amber	8.0	8.5	-----	6.7	7.6
	Local (non-householder) planning applications determined within an average timescale of 14 weeks	The average timescale for determining local (non-householder) applications in quarter two (July-September 2019) was 17.2 weeks. The figure was predominantly affected by four applications which were delayed due to negotiation on a legal agreement, negotiation to resolve a SEPA objection, and waiting on revised plans.  Year to date, local (non-householder) planning applications have been determined within 16.3 weeks.	Amber	14.0	16.3	-----	12.1	14.2
	Average time (weeks) to determine planning applications for business and industry development	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	9.30	-----	9.93	12.24	-----
	Percentage of all planning applications approved	98.4% of applications were approved in quarter two (July-September 2019). This is an increase on the quarter one figure and remains above the 95% target.  Year to date, 97.6% of all planning applications have been approved.	Green	95.0%	97.6%	-----	98.6%	98.4%
	Cost per planning application	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	£4,253.00	-----	£4,004.50	£4,252.70	-----



**Work with communities and partners to promote high quality, thriving and sustainable communities****Provide Planning and Building Standards services which guide and control physical development and land use in the area**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Percentage of Building Warrant applications receiving initial assessment within 20 working days	On track to meet annual target.	Green	80.0%	86.0%	----	----	----
	Customer Service Excellence awards to be retained by both the Planning service and Building Standards service, following reassessment in December 2019	Work is progressing towards the retention of the Customer Service Excellence awards by the Planning Service and Building Standards Service. Reassessment is expected to be carried out in December 2019.	Green	---	---	---	---	---

**Sustain the quality of our town and neighbourhood centres**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration	Completion of town centre audits, consultation and action plans for Cambuslang and Larkhall	<p>Town Centre audits were completed for Cambuslang and Larkhall in May and June 2018.</p> <p>On 4th June 2019, the Community and Enterprise Resources Committee approved that the consultative draft of the Cambuslang Town Centre Strategy and Action Plan be issued for consultation for a period of eight weeks. This period was intended to give the wider community and businesses in the town centre the opportunity to comment on the plan and identify their priorities. The consultation period has now ended and results collated. The intention is now to implement the action plan.</p> <p>The Larkhall Town Strategy and Action Plan is currently being prepared with leading business and community representatives.</p>	Green	---	---	---	---	---

**Work with communities and partners to promote high quality, thriving and sustainable communities****Sustain the quality of our town and neighbourhood centres**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Town vacancy rates (vacant commercial units as a percentage of the total units)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	11.1%	-----	9.9%	11.1%	-----

**Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal project**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Deliver Community Growth Areas City Deal project	Community Growth Area sites progressed in accordance with criteria and programme specified in South Lanarkshire Local Development Plan and City Deal	<p>Hamilton, Larkhall, Newton and Ferniegair Community Growth Areas progressing, with new housing completed. Some limited progress at Carluke.</p> <p>Legal agreement for the East Kilbride Community Growth Area had been concluded and planning permission granted. Work on the site is expected to commence by March 2020.</p> <p>Since 2015, an estimated 992 houses (of the projected 9,000 units anticipated by around 2030) have been built across these Community Growth Area sites. These figures represent the position as at March 2019.</p> <p>The Planning Service has been instrumental in this process in terms of master planning and project implementation.</p>	Green	---	---	---	---	---

## Work with communities and partners to promote high quality, thriving and sustainable communities

### Reduce the number of road casualties through road safety improvements and initiatives

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Deliver prioritised road safety infrastructure improvements and promote road safety	Road safety projects / schemes progressed / delivered in line with agreed 2019-20 capital programme	<p>In order to reduce accidents on the road network a number of projects are currently being progressed. These are listed below:</p> <p>1)A70 near Tarbrax (signing and high grip surfacing).</p> <p>2)B7078 / M74 Junction 9 off ramp near Blackwood/Kirkmuirhill (speed limit relocation and associated gateway signing)</p> <p>3)Burnbank Road / Glasgow Road, Hamilton (high grip surfacing). These works will be programmed to coincide with traffic signal upgrading works scheduled for autumn 2019.</p> <p>4)Newhousemill Bridge near East Kilbride (signing and possible high grip surfacing)</p> <p>5)Calderwood Road / Graystone Avenue, Rutherglen (convert junction to mini roundabout)</p> <p>6)A73 March Bridge near Braidwood (road marking alteration)</p> <p>7)Brownlee Road / Mauldslie Road near Law/Carluke (signing alterations)</p> <p>8)A70 beyond Carnwath near the boundary (high grip surfacing)</p> <p>9)B7086 Strathaven to Kirkmuirhill (high grip surfacing)</p> <p>10)A70 near Glespin (additional slow road markings)</p> <p>11)B7078 Canderside to Blackwood (lining and signing works)</p> <p>The works are completed at the A73 / Station Road near Thankerton (mobile safety camera signing / high grip surfacing / lining).</p> <p>Other projects include engineering measures / car free zones at schools and speed limit initiatives, as well as small signing and road marking schemes.</p>	Green	---	---	---	---	---

**Work with communities and partners to promote high quality, thriving and sustainable communities****Reduce the number of road casualties through road safety improvements and initiatives**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Contribute to the national casualty reduction targets, from a base of the average for 2004 to 2008, of a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children the national target is a 50% reduction in fatalities and 65% reduction in serious casualties	Provisional casualty figures are available for the first eight months of 2019, when there were 250 casualties. Of these, there were ten fatal casualties, 47 serious casualties and 193 slight casualties. There were no child fatal casualties, six children seriously injured and 19 children slightly injured.  This compares with the corresponding period of 2018, when there were 326 casualties. Of these, there were eight fatalities, 39 serious casualties and 279 slight casualties. For children in the first eight months of 2018, there were no child fatal casualties, five children seriously injured and 29 children slightly injured.  Police Scotland have been transitioning to a new Roads Traffic Collisions recording process since July 2019, and this is in its early stages.	Contextual	-----	250	607	534	492

**Provide consumer protection through the work of our Consumer Advice and Trading Standards Service**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Provide an effective and efficient Consumer Advice and Trading Standards Service	Percentage of door step crime reports receiving an initial response from Trading Standards by the end of the next working day	Five doorstep crime incidents have been reported and dealt with in quarter two (July-September 2019). 100% received an initial response within the targeted timescale.  The year to date response rate is also 100%.	Green	100%	100%	100%	100%	100%
	Percentage of consumer complaints completed by Trading Standards within 14 days	On track to achieve annual target.	Green	80.0%	83.0%	82.0%	80.0%	81.0%

**Work with communities and partners to promote high quality, thriving and sustainable communities****Provide consumer protection through the work of our Consumer Advice and Trading Standards Service**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Percentage of customer satisfaction with Trading Standards	It has taken time to to make the Trading Standards questionnaires GDPR compliant. This is now in place and customer satisfaction surveys will be sent from quarter three.	Report Later	90.0%	-----	100.0%	100.0%	100.0%
	Cost of Trading Standards per 1,000 population	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	£3,627	-----	£3,580	£3,627	-----

**Improve the quality of streets, parks and other public areas**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Provide an effective and efficient street cleaning service	Percentage of streets found to be acceptable during survey (Local Environmental Audit and Management System street cleanliness score)	The first score for April to July 2019 was 92.1%. The second audit is underway and a year to date accumulated score will be reported next quarter.	Amber	95.50%	92.10%	96.32%	95.46%	95.03%
	Net cost of street cleaning per 1,000 population	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	£16,180	-----	£16,231	£16,180	-----
	Percentage of adults satisfied with street cleaning (results from Scottish Household Survey)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	69.70%	-----	72.33%	68.33%	-----
Provide an effective and efficient grounds maintenance service	Land Audit Management System grounds maintenance score (measures quality of grounds maintenance service)	The score for April was 71. The score for June was 70. The score for August was 73. This gives an average score of 71.3.	Amber	72.0	71.3	74.0	72.8	71.5
	Cost of parks and open spaces per 1,000 population	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	£24,345	-----	£29,021	£24,345	-----

**Work with communities and partners to promote high quality, thriving and sustainable communities****Improve the quality of streets, parks and other public areas**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Percentage of adults satisfied with parks and open spaces (results from Scottish Household Survey)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	80.30%	-----	79.00%	80.33%	-----

**Create high quality cemeteries and provide sustainable options for burial**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Provide an effective and efficient bereavement service	Increase burial ground capacity in and around existing South Lanarkshire cemeteries in line with available capital funding	Bereavement Services continues to look at all options where cemeteries have less than five years predicted lifespan.  Where possible, cemetery extensions may be provided if all factors, including available suitable land and SEPA conditions, are favourable.	Green	---	---	---	---	---
	Customer Service Excellence award to be retained by Bereavement Services	Customer Services Excellence was retained in May 2019.	Green	---	---	---	---	---
	Percentage customer satisfaction with Bereavement Services	Current Bereavement Services customer satisfaction rate is 95%.	Green	95.0%	95.0%	95.0%	95.0%	95.0%

**Provide services which help local communities to become more sustainable**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Progress the council's sustainable development and climate change strategy within the council	New or ongoing sustainable development and climate change activity within the Resource	Sustainable development and climate change activity continues across the Resource, and includes activity such as increasing the number of electric vehicles within the Council's fleet and the expansion of the electric charging network.	Green	---	---	---	---	---

**Work with communities and partners to promote high quality, thriving and sustainable communities****Provide services which help local communities to become more sustainable**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	New or ongoing sustainable development and climate change activity within the council (council level)	Sustainable development and climate change activity continues across the Council and includes activity such as the Local Heat and Energy Efficiency Strategy pilot led by Housing and Technical Resources, increased sustainability weighting in procurement evaluation criteria for contracts and frameworks, and increasing the number of electric vehicles within the Council's fleet.	Green	---	---	---	---	---
Ensure council's compliance with public sector climate change duties	Council's performance in complying with public sector climate change duties evaluated and annual statutory Climate Change Duties Report published by 30th November 2019	The annual climate change duties report will be presented to CMT on 24th October 2019 and the Executive Committee on 6th November 2019 for approval. Following approval, the report will be submitted to the Scottish Government to meet the 30th November deadline.	Green	---	---	---	---	---
Ensure the development of a sustainable food system to overcome social, health, economic and environmental issues related to food	Council Food Strategy developed and approved by Community and Enterprise Committee by January 2020, with implementation commenced thereafter	The revised vision and objectives of the Good Food Strategy were approved by the Community and Enterprise Resources Committee on 3rd September 2019. The strategy document is being developed and will be considered by the same committee on 12th November 2019. Consultations have been undertaken with relevant Resources and services to start defining the action plan of the strategy.	Green	---	---	---	---	---
Provide an effective and efficient household waste and recycling collection service	Net cost of waste collection per premise	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	£77.08	-----	£75.01	£77.08	-----
	Net cost of waste disposal per premise	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	£98.98	-----	£94.37	£98.98	-----

**Work with communities and partners to promote high quality, thriving and sustainable communities**

Provide services which help local communities to become more sustainable

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Percentage of adults satisfied with refuse collection (results from Scottish Household Survey)	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	80.30%	-----	83.00%	80.33%	-----
	Percentage of total household waste that is recycled	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	47.30%	-----	52.98%	47.29%	-----



**Work with communities and partners to promote high quality, thriving and sustainable communities**

Provide services which help local communities to become more sustainable

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	Diversion of municipal waste from landfill	Whilst all municipal residual waste accepted through the Council's treatment contract is thermally treated at the Dunbar Energy from Waste plant, the ash produced as a by-product of the process has yet to be approved by SEPA for use in manufacturing. This means it is currently being landfilled, which has impacted on the landfill diversion target. There are no financial implications associated with failure to meet the diversion target.	Amber	95.0%	76.8%	-----	-----	-----

**Work with communities and partners to promote high quality, thriving and sustainable communities****Provide services which help local communities to become more sustainable**

Action	Measures ( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Manage flooding priorities and deliver prioritised flood protection schemes	Prioritised flood protection projects / studies progressed / delivered by March 2020 in line with available capital / revenue funding	<p>Waterfoot Road, Thorntonhall: replacement of a collapsed culvert under Waterfoot Road and associated drainage improvements were completed in September 2019.</p> <p>Gilbertfield Road, Cambuslang: design of pumping station and attenuation device is expected to be complete by end of October 2019. Thereafter a mini-tender exercise will be undertaken with works expected to commence on site in November 2019.</p> <p>Programme of culvert maintenance: a programme of improvement works is underway to improve several of our culvert inlets and their surrounding areas in order to improve the safety of operatives maintaining these assets. These works will include the construction of suitable access paths, stairs, fencing and handrails, and where necessary, will involve the repair / replacement of the culvert inlet trash screens.</p>	Green	---	---	---	---	---

**Work with communities and partners to promote high quality, thriving and sustainable communities****Provide services which help local communities to become more sustainable**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Ensure Strategic Environmental Assessment of all appropriate policies, plans, programmes and strategies is undertaken	Annual report for Executive Committee and other governance groups on number and outcomes of Strategic Environmental Assessments carried out within the council prepared by March 2020	The annual report on the number and outcomes of SEAs in 2018-2019 was approved by Executive Committee in May 2019. It was presented to the Corporate SEA Working Group in June 2019 and reported to the Sustainable Development Coordination Group in August 2019. A report on progress will be given to the Sustainable Development Member Officer Group in October 2019.  The report for 2019-2020 will be prepared at financial year end.	Green	---	---	---	---	---
Monitor local environmental conditions through preparation and monitoring of the biennial update of the State of the Environment report	Biennial State of the Environment Report produced, with committee approval by March 2020	The State of the Environment Report has been uploaded to Glow, the digital learning platform. This will facilitate learning about the environment and sustainability within South Lanarkshire to all our schools.  Work to prepare the 2019 edition of the South Lanarkshire State of the Environment Report is progressing well and we are on target to complete the Report by the end of the year.	Green	---	---	---	---	---

## Work with communities and partners to promote high quality, thriving and sustainable communities

### Improve the council's environmental performance and reduce its greenhouse gas emissions

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Further implement the Carbon Management Plan to reduce greenhouse gas emissions from council services (buildings, waste, transport etc)	10% reduction in the Council's greenhouse gas emissions achieved by March 2021, compared to 2015-16 (equivalent to 2% each year)	Carbon emissions for 2019-20 will be reported around July 2020 with an interim position available around October 2019.  Emissions for 2018-19 are currently being collated, but early indications are that reductions have been achieved across all sources. Warmer weather and reductions in landfilled waste, along with the final year of the LED street lighting replacement programme, have helped achieve these reductions.	Report Later	8.0%	-----	7.8%	5.1%	-----
Contribute to reducing the council's reliance on avoidable single-use plastic items	Demonstrate action to reduce the reliance of single-use plastic items across the Resource (CER Resource only)	Work to reduce the use of, and raise awareness of, single use plastics continues across the Resource. This includes updating staff across the Council on developments in this area eg communicating the removal of single-use plastic items from procurement catalogues. At the same time, these updates promote 'reduce' and 'reuse' e.g. using reusable water cups and hot drink cups in coffee shops.	Green	---	---	---	---	---

**Work with communities and partners to promote high quality, thriving and sustainable communities****Improve the council's environmental performance and reduce its greenhouse gas emissions**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Demonstrate action to reduce the reliance of single-use plastic items across the council (council level)	Continual review of single-use plastics and alternative sustainable products ongoing. Several single-use plastic items were removed from the procurement catalogues in accordance with the EU directive banning certain single-use items (including plastic cutlery, straws and cups).  Young people in schools are also taking action locally eg 'Wan use is nae use' campaign in Duncanrig Secondary where pupils have designed their own reusable water bottles.	Green	---	---	---	---	---
Deliver at least 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15 (Resource wide figure)	The 19% reduction in Community and Enterprise Resource vehicle emissions compared to 2014-15 reflects the Resource's commitment to further reducing vehicle emissions.  The vehicle telematics system supports initiatives to improve vehicle utilisation and routing, and to further reduce engine idling.  This update does not include September's fuel data as it will not be available until October 2019.	Green	8.00%	19.00%	6.30%	10.90%	14.80%

**Work with communities and partners to promote high quality, thriving and sustainable communities****Improve the council's environmental performance and reduce its greenhouse gas emissions**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15 (council wide figure)	<p>The 18% reduction in Council vehicle emissions compared to 2014-15 reflects the Council's investment in fuel efficient vehicles and the vehicle telematics system.</p> <p>Work continues to improve vehicle utilisation and routing, and to further reduce engine idling.</p> <p>This update does not include September's fuel data as it will not be available until October 2019.</p>	Green	8.00%	18.00%	6.03%	10.50%	14.00%
	Resource services engage with Community and Enterprise Resource's Fleet Services to develop service specific vehicle emissions reduction strategies in line with service delivery requirements (Resource wide)	The Fleet Manager continues to meet CER Services representatives to support the development of strategies to further reduce fuel consumption and vehicle emissions. The roll out of the new telematics system will allow representatives to target behaviours that waste fuel, including excessive engine idling, speeding and harsh acceleration and braking.	Green	---	---	---	---	---
	Council Resources engage with Community and Enterprise Resource's Fleet Services to develop service specific vehicle emissions reduction strategies in line with service delivery requirements (council wide)	The Fleet Manager continues to meet Resource representatives to support the development of strategies to further reduce fuel consumption and vehicle emissions. The roll out of the new telematics system will allow representatives to target behaviours that waste fuel, including excessive engine idling, speeding and harsh acceleration and braking.	Green	---	---	---	---	---

**Work with communities and partners to promote high quality, thriving and sustainable communities****Safeguard health through an effective environmental services regulation and enforcement service**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Provide an effective and efficient Environmental Health service	Implement Air Quality Action Plan by March 2020	<p>Action plan implementation is ongoing utilising the £500,000 funding that has been made available via Scottish Government's Air Quality Fund and also Smarter Choices, Smarter Places:</p> <ul style="list-style-type: none"> <li>- We have been working in partnership with Roads and Transportation colleagues to identify and progress a number of projects, including cycle infrastructure improvements, active travel studies, travel counters, traffic signal improvements, traffic model review for Lanark, train and bus station improvements, and school travel planning works.</li> <li>- air quality and active travel workshops planned for primary schools.</li> <li>- walking and cycling campaign, with a joint project with SLLC Active Schools Coordinators currently under development.</li> <li>- a primary to high school transition project is also underway, which will be a teaching resource that, following testing, will be made available to all schools within South Lanarkshire.</li> <li>- Beat the street East Kilbride project is currently under development with a view to running a game phase in February and March 2020.</li> </ul>	Green	---	---	---	---	---

**Work with communities and partners to promote high quality, thriving and sustainable communities****Safeguard health through an effective environmental services regulation and enforcement service**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Broad compliance with food safety statutory requirements secured in premises	<p>The rating scheme used to determine broad compliance with food safety requirements in food businesses operating within South Lanarkshire and inspected by Environmental Services changed on 1st July 2019. The previous food law rating scheme focused on broad compliance with food hygiene requirements only, whereas the new scheme assesses overall compliance with both food hygiene and food standards legislation.</p> <p>Under the combined old and new food law rating schemes, 87.25% were found to be broadly complaint in the second quarter of 2019-20 (July 2019 - September 2019). This equates to 2,236 food businesses. Year to date, 86.9% were found to be broadly complaint with both food hygiene and food standards legislation.</p> <p>This compliance figure continues to exceed the annual target set for this measure, following on from good performance in the first quarter.</p>	Green	85.0%	86.9%	86.9%	85.8%	87.0%
	Percentage of fly tipping complaints receiving an initial response from Environmental Health within 2 days	<p>622 illegal dumping enquiries were received in quarter two (July-September 2019), 99% were responded to within two working days.</p> <p>To date, 99% of fly-tipping complaints have been responded to within two working days.</p>	Green	90.0%	99.0%	99.3%	80.8%	97.0%



**Work with communities and partners to promote high quality, thriving and sustainable communities****Safeguard health through an effective environmental services regulation and enforcement service**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Percentage of dog fouling complaints receiving an initial response from Environmental Health within 2 days	135 dog fouling enquiries were received in quarter two (July-September 2019), 99% were responded to within two working days.  To date, 98% of dog fouling complaints have been responded to within two working days.	Green	95.00%	98.00%	96.90%	97.50%	97.90%
	For noise complaints requiring attendance on site by Environmental Health, average time (hours) between the time of complaint and attendance on site	Of the 916 domestic noise complaints received between 26 June 2019 and 24 September 2019, 370 required a visit by officers to assess noise levels, and the average response time was 0.59 hours (35.2 minutes), with a year to date average response time of 0.56 hours (33.6 minutes).	Green	1.50	0.56	0.53	0.55	0.53
	Cost of Environmental Health per 1,000 population	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	£13,864	-----	£13,095	£13,864	-----
	Percentage of customer satisfaction with Environmental Health	System now updated to take account of new GDPR legislation. Questionnaires will be issued from quarter three.	Report Later	85.0%	-----	85.0%	92.3%	86.8%

**Work with communities and partners to promote high quality, thriving and sustainable communities****Regenerate and bring back into use vacant and derelict and contaminated land**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Implement Contaminated Land Strategy and vacant derelict / contaminated land programme	Implement the Contaminated Land Strategy for South Lanarkshire	Work is ongoing on the implementation of the Contaminated Land Strategy. Larger projects underway include the remediation project within the Clyde Gateway area, as well as the regeneration of the former landfill site located at Glen Esk in East Kilbride.  Further investigative works have been undertaken to gather data on the condition of a number of historical landfill sites, with a view to supporting other departments should funding be secured for future regeneration of these sites.	Green	---	---	---	---	---
	Agree Vacant and Derelict Land Fund Programme with Scottish Government and implement projects within approved framework	The Vacant and Derelict Land Programme was approved by the Community and Enterprise Resources Committee on 19th March 2019 and submitted to the Scottish Government who approved it in July 2019.  The following projects are underway and progressing well on site: -Clyde Gateway (including remediation of chromium contamination at the former Whites Chemical Plant site and former Greggs Bakery site, Shawfield); and -Glen Esk in East Kilbride (including creation of high quality urban greenspace at a former land fill site).	Green	---	---	---	---	---

**Support the local economy by providing the right conditions for inclusive growth****Implement the South Lanarkshire Economic Strategy and support implementation of the Glasgow City Region Economic Strategy**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Implement South Lanarkshire Economic Strategy in conjunction with Community Planning Partnership and other partners	Complete midterm review of 'Promote' (the South Lanarkshire Economic Strategy) and action plan by September 2019	The draft mid term review of Promote and action plan has been completed and was reported to the Sustainable Economic Growth Board in June 2019. Following further input from partners, the document is now being finalised for presentation and approval at a future Community and Enterprise Resources Committee meeting.	Green	---	---	---	---	---
Support Glasgow City Region City Deal development programmes	Prepare business cases approvals for roads and Community Growth Area projects to be approved by City Deal Cabinet	City Deal Community Growth Area projects being developed in accordance with development pipeline, with full business cases in place.  Following the signing of a Section 75 Agreement, the full business case for Jackton Primary School (near East Kilbride) is expected to be submitted in December 2019, with City Deal Programme Management Office approval in February 2020.	Green	---	---	---	---	---

**Support local businesses through the delivery of business support programmes**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Support local businesses through effective company development activity and general business advice services and continue to invest in key business initiatives such as Clyde Gateway and the East Kilbride Task Force	Number of business support interventions per annum by Economic Development (grants, loans or advice)	On track to achieve the annual target for this measure by the year end. The figure reported here includes Business Gateway figures up to the end of August 2019.	Green	1,500	746	1,879	1,637	1,791
	Number of jobs created or sustained per annum as a direct result of Economic Development intervention	On track to achieve the year end target.	Green	500	475	997	1,361	812
	Increased value of sales generated by businesses as a direct result of Economic Development intervention	Six months into the year, we are slightly ahead of target for this measure.	Green	£10.00m	£5.58m	£15.69m	£23.03m	£13.09m
	Maintain 3 year business survival rate	The figure is not yet available and will be reported later in the year.	Report Later	62.00%	-----	-----	-----	-----

**Support the local economy by providing the right conditions for inclusive growth****Support local businesses through the delivery of business support programmes**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Percentage of procurement spend on local small/medium enterprises	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	20.00%	-----	13.32%	15.52%	-----
	Number of business gateway start-ups per 10,000 population	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	15.60	-----	16.90	15.59	-----
	Cost of Economic development and Tourism per 1,000 population	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	£52,657	-----	£53,755	£52,657	-----
	East Kilbride Task Force supported in the delivery of their Action Plan priorities	A project manager has been appointed to the Community Interest Company formed out of the East Kilbride Task Force. This post is funded by South Lanarkshire Council, Scottish Enterprise, and South Lanarkshire College, with the postholder now developing and progressing an action plan of events, actions and fund raising proposals.	Green	---	---	---	---	---

## Support the local economy by providing the right conditions for inclusive growth

## Support local businesses through the delivery of business support programmes

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Oversee management of Supplier Development Programme, including strategic development and delivery of events, training and e-commerce	The Supplier Development Programme (SDP) has been working with the Glasgow City Region City Deal Programme Management Office to roll out an online community benefits tracker system called Cenefits. Webinars on the tracker were hosted by the SDP in August 2019 for both public sector and private sector participants, and further training sessions are planned in October 2019.	Green	---	---	---	---	---
	Lanarkshire Tourism Strategy delivered via Lanarkshire Area Tourism Partnership and City Region Tourism Strategy	<p>The City Region Tourism group met on 28th August 2019 to discuss progress to date on delivery of the City Region Tourism Strategy action plan.</p> <p>The Lanarkshire Area Tourism Partnership met on 18th September 2019 to discuss strategic issues and the process for a refresh of the Lanarkshire Tourism Strategy which ends in 2020.</p> <p>The Tourism Association also continues to meet to discuss more practical issues and opportunities relevant to the sector.</p>	Green	---	---	---	---	---

**Support the local economy by providing the right conditions for inclusive growth****Implement the Lanarkshire Rural Development Strategy**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Deliver EU LEADER and Community Benefit Funds programmes	Allocate EU LEADER and Community Benefit Funds	<p>Leader funding of £4 million is fully committed, with additional funding being sought from Scottish Government on a project by project basis.</p> <p>The Renewable Energy Fund has awarded £348,000 of grants since April 2019, including £145,000 in awards to Community Councils to deliver micro grants.</p> <p>Promotion and management of grants are ongoing.</p>	Green	---	---	---	---	---

**Encourage participation in physical and cultural activities****Encourage recreational access to the outdoors**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Contribute to community health and wellbeing through active lifestyles and well managed and accessible greenspace	Number of volunteer days achieved as part of Environmental Volunteer programme by March 2020	Volunteer numbers are collated and reported at year end.	Report Later	2,000	-----	4,369	3,090	1,743

**Encourage participation in physical and cultural activities****Provide quality leisure facilities and develop integrated community facilities within new primary schools**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Provide new or refurbished community facilities	Progress / complete development of community facilities by March 2020, including: refurbishment of Springhall Community Hall which incorporates relocation of Cathkin Library; upgrade to Tom Craig Centre, Law; progressing community facilities within new build Primary School at Elsrickle; and upgrade of at least one synthetic pitch	<p>Springhall Hall refurbishment and replacement library project commenced on site at the end of May 2019. The project is progressing on schedule and should complete by spring 2020.</p> <p>Assessments and design work is underway to upgrade Tom Craig Centre in Law.</p> <p>A new school in Elsrickle with adaptations for community facilities completed on schedule in August 2019. The school is in operation and community facilities available for use.</p> <p>Hamilton Palace Grounds 3G pitch replacement was completed at end of September 2019.</p>	Green	---	---	---	---	---

**Maintain attendances at SLLC facilities**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Maximise the number of attendances at leisure facilities	Number of attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture	<p>Quarterly attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture remain largely similar to the same period last year, reporting an increase of 0.3%.</p> <p>Year to date attendances show an increase of just under 1% compared to the same period last year.</p>	Green	3.004m	1.490m	2.992m	2.965m	3.004m

**Encourage participation in physical and cultural activities****Maintain attendances at SLLC facilities**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Number of attendances for swimming pools	Quarterly and year to date attendances at wetside activities show decreases of 4.7% and 2.2% respectively. These are largely due to the closure of the Dollan Aqua Centre (for repair and maintenance) in July 2019 and the leisure pool at Hamilton Water Palace in September 2019.	Green	1.599m	0.804m	-----	1.563m	1.599m
	Number of attendances for other indoor sports and leisure facilities (excluding pools)	Quarterly attendances at dryside activities show a 7.1% increase compared to the same period last year.  Year to date attendances have increased by 4.1%, due largely to the 'Festival of Fitness' summer promotion.	Green	1.406m	0.685m	-----	1.402m	1.406m
	Number of attendances at outdoor recreation and county parks	Quarterly attendances at outdoor recreation and county parks have increased by 9% compared to the same period last year.  Year to date attendances are up 6% compared to the same period in the previous year.	Green	2.279m	1.474m	2.226m	2.120m	2.279m
	Percentage of adults satisfied with leisure facilities	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	67.30%	-----	72.33%	67.33%	-----
	Cost per attendance at sports facilities	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	£2.30	-----	£2.25	£2.30	-----



**Encourage participation in physical and cultural activities****Maintain attendances at SLLC facilities**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Maximise the number of attendances at cultural activities	Number of attendances at facilities managed by Cultural Services and the Libraries and Museum Services	Quarterly attendances across facilities managed by Cultural Services and the Libraries and Museum Services have risen by almost 7% compared to the same period last year, largely due to a change in the way in which library visits are now recorded (as per LGBF guidance).  Similarly, year to date attendances have risen by just under 7%.	Green	3.372m	1.681m	-----	3.419m	3.372m
	Number of attendances at Cultural Services facilities	There has been a 6% decrease in quarterly attendances at Cultural Services facilities compared to the same period last year, with the school letting service recording the largest percentage decrease at 9%.  Year to date attendances, however, are largely similar to those recorded for the same period last year, showing a decrease of less than 1%.	Green	2.166m	0.958m	-----	2.185m	2.166m

**Encourage participation in physical and cultural activities****Maintain attendances at SLLC facilities**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Number of library visits	There has been a 25% increase in the number of library visits in the quarter compared to the same period last year, due largely to a significant increase in virtual visits (from 17,100 to 98,700), reflecting the change in LGBF guidance for recording the usage of libraries' digital services.  Year to date attendances have accordingly increased by 18%.	Green	1.178m	0.706m	-----	1.204m	1.178m
	Number of visits to council funded or part-funded museums	Quarterly visits to council funded or part-funded museums remains similar to the same period last year, reporting a 1% increase.  Year to date attendances have decreased by 2.5%, due to lower numbers attending Chatelherault Visitor Centre and a general decrease in 'hits' on the museum website.  Physical attendances at Low Parks Museum were 7% up on the quarter and 13% up on the year to date figure.	Green	195,364	113,375	-----	188,470	195,364
	Percentage of adults satisfied with libraries	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	67.70%	-----	69.33%	67.67%	-----
	Percentage of adults satisfied with museums and galleries	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	68.00%	-----	70.00%	68.00%	-----
	Cost per library visit	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	£3.50	-----	£3.74	£3.50	-----

**Encourage participation in physical and cultural activities****Maintain attendances at SLLC facilities**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
	Cost of museums per visit	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	£3.09	-----	£3.20	£3.09	-----
Deliver activity programmes which will support equitable access for all, including older people and under 16s groups	Number of under 16 reduced rates attendances at South Lanarkshire Leisure and Culture facilities (including halls, school lets, outdoor and indoor leisure)	Under 16 clubs continue to make good use of SLLC facilities, with quarterly attendances increasing by just under 2% compared to the same period last year.  Year to date attendances show a corresponding increase of just over 4%, with the use of outdoor pitches up 21%, whilst indoor use fell by 2%, mainly due to the closure of the Dollan Aqua Centre and the subsequent drop in attendances by the local swimming club.	Green	964,805	426,029	876,690	881,965	964,805
	Number of over 60's attendances by residents using South Lanarkshire leisure facilities	There has been a 9% increase in attendances by residents aged over 60 years using South Lanarkshire leisure facilities.	Green	504,160	266,267	433,099	465,870	504,160
	Number of registered members of 'Activage' scheme	Activage membership continues to be a popular option for residents aged over 60 years, with over 9,289 individuals registered with the scheme, an increase of just under 5% compared to the same period last year.	Green	9,173	9,289	7,622	8,449	9,173
Deliver health specific intervention programmes which will support equitable access for all	Number of attendances by residents accessing SLLC health specific intervention programmes	Compared to the same period last year, attendances at these health-related programmes increased by 22% for the quarter and 25% year to date.	Green	94,840	56,793	-----	-----	94,840
Review South Lanarkshire Council activities and clarify/define the relationship between South Lanarkshire Leisure and Culture and South Lanarkshire Council	Complete review of South Lanarkshire Leisure and Culture and propose new strategic service framework by March 2020	The Cross Party Working Group, who are leading the review of South Lanarkshire Leisure and Culture, held their second and third meetings on 28th August and 25th September 2019 respectively. Service profile papers are being considered at these meetings as per the agreed workplan for the review. Next meeting will take place on 6th November 2019.	Green	---	---	---	---	---

**Delivering the plan and achieving Best Value****Deliver and communicate the Council Plan and ensure high standards of governance**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Promote resilience / emergency preparedness for the council	Engagement in resilience/ emergency preparedness initiatives/ practices within and external to the council	Progress is being made as a result of Council Emergency Management Team meetings, wider engagement with SLC employees, and SLC representation at (and facilitation of) multi agency resilience meetings and events at local, regional and national level.  Notable updates include: partnership engagement relating to EU exit preparedness, continuing to chair South Lanarkshire Events Safety Advisory Group, and organised Emergency Centre training and multi-agency table top exercise for major accident hazards site.	Green	---	---	---	---	---
Ensure that high standards of governance are being exercised	90% of risk control actions completed by due date	In the last quarter, there were no actions due for completion. The year to date position is that there have been no actions due for completion.	Green	90%	-----	100%	100%	100%

**Delivering the plan and achieving Best Value****Deliver and communicate the Council Plan and ensure high standards of governance**

Action	Measures ( <i>non statistical measures shaded grey</i> )	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	90% of audit actions completed by due date	As at the end of quarter two, 11 out of 11 (100%) of audit actions due were complete. The target of 90% has been achieved.	Green	90%	100%	-----	100%	100%

**Delivering the plan and achieving Best Value****Deliver and communicate the Council Plan and ensure high standards of governance**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA	96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	<p>Data for FOISA requests is reported one quarter in arrears. In quarter one, 2019-20 (April to June 2019), 134 requests were received and 127 (94.8%) of those were responded to within the statutory time period.</p> <p>There were a number of factors that resulted in the Resource missing the 96% target. These have been investigated and measures considered in order to improve performance. It should be noted that 94.8% is an improvement on the previous quarter and 2018-19 performance.</p> <p>In addition to the Resource efforts to improve performance, it was agreed at the Information Governance Board that FOI Contact Officers would meet to look at statistical data prepared by the Improvement and Community Planning Unit and share good practice with the aim of identifying ways for performance to be improved across the Council.</p>	Red	96.0%	94.8%	97.3%	98.3%	93.9%

**Delivering the plan and achieving Best Value****Deliver and communicate the Council Plan and ensure high standards of governance**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
	96% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances	<p>Data for EI(S)R requests is reported one quarter in arrears. In quarter one, 2019-20 (April to June 2019), 84 requests were received and 78 (92.9%) of those were responded to within the statutory time period.</p> <p>There were a number of factors that resulted in the Resource missing the 96% target. These have been investigated and measures considered within the Resource in order to improve performance. It should be noted that 92.9% is an improvement on the previous quarter.</p> <p>In addition to the Resource efforts to improve performance, it was agreed at the Information Governance Board that FOI Contact Officers would meet to look at statistical data prepared by the Improvement and Community Planning Unit and share good practice with the aim of identifying ways for performance to be improved across the Council.</p>	Red	96.0%	92.9%	97.2%	95.7%	90.8%
	90% of Data Protection Act (DPA) requests to be processed within 30 calendar days	Data for DPA requests is reported one quarter in arrears. In quarter one, 2019-20 (April to June 2019), 8 requests were received and all (100%) were responded to within the statutory time period, exceeding the 90% target.	Green	90.0%	100.0%	94.1%	92.9%	100.0%

**Delivering the plan and achieving Best Value****Improve the skills, flexibility and capacity of the workforce**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development (L&D) opportunities	100% coverage of Performance Appraisals (PAs) of employees in scope	A new reporting method is now being used to collate Performance Appraisal coverage, with a performance appraisal return now being provided on a quarterly basis.  The 67% figure noted here is for the period April - September 2019.	Green	100.00%	67.00%	92.70%	93.50%	72.00%
	Resource labour turnover rate	The labour turnover rate is lower than the target rate, with no significant areas of concern.	Green	5.0%	2.5%	4.0%	5.8%	6.1%
Utilise the council workforce strategy toolkit to review and produce revised Workforce plans to be in place by 2020	Continue to review workforce plans and monitor actions to respond to workforce changes and meet future needs in line with the workforce planning review cycle	The review of the Resource workforce plan is underway and a new plan will be presented to Community and Enterprise Resource Committee in early 2020.	Green	---	---	---	---	---

**Other actions in support of delivering the Plan and achieving Best Value**

Action	Measures (non statistical measures shaded grey)	Comments/ Progress	Status	----- This Year -----		----- Last 3 Years -----		
				Target	To Date	2016/17	2017/18	2018/19
Progress the council's Digital Strategy within the Resource	Provide updates on digital transformation activities within the Resource	Internal enquiries - Housing officer's online form for waste, grounds and pest control enquiries continues to be widely used. Analysis continuing and investigation underway to determine requirement for a new formatted form to replace generic email enquiries.  Pest control online integrated customer form - workshop held and business requirements document due to be finalised September / October 2019.	Green	---	---	---	---	---



**Delivering the plan and achieving Best Value****Other actions in support of delivering the Plan and achieving Best Value**

Action	Measures <i>(non statistical measures shaded grey)</i>	Comments/ Progress	----- This Year -----			----- Last 3 Years -----		
			Status	Target	To Date	2016/17	2017/18	2018/19
Work with external partners to facilitate and enable the development of effective digital infrastructure within South Lanarkshire	Proportion of properties receiving superfast broadband	This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019-20 figures will be available in January 2021.	Report Later	93.9%	-----	91.0%	93.9%	-----



'Report later' measures

– update of Community and Enterprise Resources Resource Plan 2018-19 Quarter 4 Progress Report

6

Measure	Comments at Quarter 4 2018-19	Updated status at Quarter 2 2019/2020	Updated comments
Percentage of A class roads that should be considered for maintenance treatment (LGBF)	<p>The latest published results (2017-18) are included in the 2017-18 column with explanatory narrative in the comments column.</p> <p>The 2018-19 LGBF results will not be published by the Improvement Service until January 2020.</p>	Report later	<p>This is a Local Government Benchmarking Framework (LGBF) indicator. 2018-19 figures will be available in January 2020 and 2019/2020 figures will be available in January 2021.</p>
Percentage of B class roads that should be considered for maintenance treatment (LGBF)		Report later	
Percentage of C class roads that should be considered for maintenance treatment (LGBF)		Report later	
Percentage of U class roads that should be considered for maintenance treatment (LGBF)		Report later	
Cost of maintenance (expenditure) per kilometre of road (LGBF)		Report later	
Average time (weeks) per commercial planning application (16 weeks) (LGBF)		Report later	
Cost per planning application (LGBF)		Report later	
Cost of Trading Standards per 1,000 population (LGBF)		Report later	
Net cost of street cleaning per 1,000 population (LGBF)		Report later	
Percentage of adults satisfied with street cleaning (results from Scottish Household Survey) (LGBF)		Report later	
Cost of parks and open spaces per 1,000 population (LGBF)		Report later	
Percentage of adults satisfied with parks and open spaces (results from Scottish Household Survey) (LGBF)		Report later	
Net cost of waste collection per premise (LGBF)		Report later	
Net cost of waste disposal per premise (LGBF)		Report later	
Percentage of adults satisfied with refuse collection (results from Scottish Household Survey) (LGBF)		Report later	

Measure	Comments at Quarter 4 2018-19	Updated status at Quarter 2 2019/2020	Updated comments
The percentage of total household waste that is recycled in line with the Government's 50% target (LGBF)		Report later	
Cost of Environmental Health per 1,000 population (LGBF)		Report later	
Percentage of procurement spend on local small/medium enterprises (LGBF)		Report later	
Number of business gateway start-ups per 10,000 population (LGBF)		Report later	
% of adults satisfied with leisure facilities (LGBF)		Report later	
Cost per attendance at sports facilities (LGBF)		Report later	
% of adults satisfied with libraries (LGBF)		Report later	
% of adults satisfied with museums and galleries (LGBF)		Report later	
Cost per library visit (LGBF)		Report later	
Cost of museums per visit (LGBF)		Report later	
10% reduction in the Council's greenhouse gas emissions achieved by March 2021, compared to 2015-16 (equivalent to 2% each year)	Carbon emissions for 2018-19 will be reported around July 2019.	Report later	<p>Emissions for 2018-19 are currently being collated, but early indications are that reductions have been achieved across all sources. Warmer weather and reductions in landfilled waste, along with the final year of the LED street lighting replacement programme, have helped achieve these reductions.</p> <p>Will be reported in quarter three 2019/20 report.</p>
A reduction in the amount of municipal waste that is sent to landfill in 2018-19 compared with 2017-18 (reduction of 40,000 tonnes)	Figure not available at this time, will be reported next quarter.	Red	The set-up of the Dunbar Energy from Waste plant took longer than anticipated. It was due to be fully operational by the 1 <sup>st</sup> July 2018. However, a longer than anticipated commission phase meant that the facility was not able to accept all of the Council's contract waste until December 2018. This meant more municipal waste ended up at landfill than the Council (or Viridor) anticipated. As a result, the

Measure	Comments at Quarter 4 2018-19	Updated status at Quarter 2 2019/2020	Updated comments
			Council did not meet the 2018/19 target of reducing municipal waste sent to landfill by 40,000 tonnes. However, the Council did reduce it by 28,343 tonnes – from 94,137 tonnes sent to landfill in 2017/18 to 65,794 tonnes in 2018/19.
100% coverage of Performance Appraisals (PAs) of employees in scope	Managers and employees in the Resource are currently undertaking Performance Appraisals. Completion rate will be reported at the end of 2019/2020.	Red	<p>72% of 2017-18 PDRs were completed in 2018-19 against the target of 100%.</p> <p>In addition to the above figure, there may have been additional PDRs completed which were not officially recorded as such.</p> <p>The transition to the new way of recording Performance Appraisals (on People Connect) may also be a contributing factor to the lower completion rate.</p>
Satisfaction levels with Building Standards service sustained or improved against baseline (90%)	There were no Building Standards customer satisfaction returns for 2019/2020. The Building Standards Service is currently investigating more effective methods of gauging customer satisfaction which will lead to a better response rate.	This measure is not included in the 2019/2020 Resource Plan	<p>The 2018-19 measure was replaced by a project measure in 2019/2020, reflecting the requirement to investigate more effective methods of gauging customer satisfaction.</p> <p>A revised Planning survey has now been drafted, with the Building Standards survey to be progressed.</p>

(Data/Information correct as at 15 October 2019)



# Report

7

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>12 November 2019</b>
Report by:	<b>Executive Director (Community and Enterprise Resources)</b> <b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Good Food Strategy</b>
----------	---------------------------

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ endorse the Good Food Strategy, attached as Appendix 1 to the report, and agree that the strategy will be referred to the Executive Committee for approval;
- ◆ approve the next steps for the launch and implementation of the Good Food Strategy; and
- ◆ request approval for the current temporary post of Policy Officer (Food Development) within Community and Enterprise Resources to be made permanent.

## 2. Recommendation(s)

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

- (1) that the Good Food Strategy, attached as Appendix 1, be endorsed and referred to the Executive Committee for approval;
- (2) that following approval by the Executive Committee, the Strategy be launched in 2020 and implemented from 1 April 2020; and
- (3) that the temporary post of 1 FTE Policy Officer (Food Development) on Grade 3, Level 2 to 4 (£32,027 to £37,647) be added to the Community and Enterprise Resources establishment on a permanent basis.

## 3. Background

- 3.1. At its meeting on 22 June 2019, the Community and Enterprise Resources Committee approved the plan for the development of the Good Food Strategy.
- 3.2. A proposal of vision and objectives for the Good Food Strategy was made and approved by the Community and Enterprise Resources Committee on 3 September 2019. Subsequently, the Community Planning Partnership Board was informed of the proposal on 11 September 2019.
- 3.3. The process of definition of the vision and objectives included two stages. First, a mapping exercise was carried out to identify food initiatives within the Council and in the Council's area. A baseline of information with key statistics related to food was also established. A review of local, national and international policy frameworks was undertaken.

- 3.4. Second, a consultation period lasted two months with the publication of an online survey and the organisation of meetings and focus groups. A high number of responses were received and the results showed that respondents were in agreement with the proposal of vision and objectives.
- 3.5. The vision and objectives are aligned with national policies, will contribute to the achievement of specific Council's objectives and will address the main issues related to food in South Lanarkshire.
- 3.6. In addition to approving the vision and objectives, the Community and Enterprise Resources Committee approved the next steps for the definition of the strategy that is to say the production of the Good Food Strategy document including the definition of the key intentions to implement the strategy.

#### **4. Good Food Strategy**

- 4.1. The draft Good Food Strategy is attached as Appendix 1.
- 4.2. The strategy covers the period 2020 to 2025. It provides a framework for actions to move towards healthier, fairer and more sustainable food systems in the Council's area and seeks to ensure that food plays a positive role in everyone's life. Change in the food systems has the potential to tackle challenges and bring positive outcomes in relation to health, well-being, social connections, poverty and inequalities, economy including agriculture and tourism, environment and climate change and animal welfare.
- 4.3. By taking into account all the aspects of food, the Council has set out objectives and intentions for us to deliver the vision of the strategy but also to work in collaboration with partners and support the community because everyone can play a role in the development of the Good Food Council.
- 4.4. In summary, the strategy includes the following sections:-
- 4.5. Introduction – This section provides a definition of Good Food and Good Food Council and the vision is stated. Since it is the first Council food strategy, the purpose of this introduction is also to explain why this strategy was developed and in which context. Moreover, it gives information about the targeted audience and the formulation process.
- 4.6. Overview of the food system - The objective of the section is to present the main challenges that are related to food in South Lanarkshire. It offers a baseline of information.
- 4.7. Policy context – The section gives an overview of the local and national policy frameworks. It shows that food is a cross-cutting thematic and that the strategy builds on policy from different sectors and levels.
- 4.8. Themes and objectives of the strategy – For each of the objectives of the strategy, the following sections are included to provide supporting explanation and justification for the objectives:
  - ◆ “Why did we set this as an objective?”. It gives an explanation of why the objective has been identified and why it is important for the Council
  - ◆ “What do we want to achieve?”. It presents the expected outcomes



- ◆ “What we will do to deliver and support change”. It refers to the intentions of actions
- ◆ “Some examples of what is already happening in South Lanarkshire”. It aims at recognising and showcasing some of the good practices undertaken by the Council, partners or 3rd sector

In particular, the section “Good Food Governance” presents the governance and reporting mechanisms at Council and Community Planning Partnership levels. It also shows how the Council intends to work with the third and private sector.

- 4.9. Monitoring framework – The section provides the list of indicators that will be used to monitor the impacts of the strategy against the various dimensions of the vision.
- 4.10. Further actions for household and businesses – The objective of the section is to show that everyone can play a role and contributes to deliver the vision of the strategy. In particular, it provides a list of straightforward actions that households and businesses can carry out.

## **5. Next steps and timescales**

- 5.1. On the basis that the Committee endorses the Good Food Strategy, it is proposed that the strategy is referred to the Executive Committee on 4 December 2019 for approval and to the Community Planning Partnership Board on 12 February 2020 for information.
- 5.2. The strategy will be launched early in 2020. To prepare the different steps of the launch of the strategy, a communication plan has been prepared in collaboration with the Council’s Corporate Communications. This includes the graphic design of the strategy document for publication in the website and printing, a mini-campaign to introduce the publication of the strategy and its implementation and the organisation of an event to launch the strategy.
- 5.3. The official implementation of the Good Food Strategy will begin on 1 April 2020 so that it can start at the same time as the different Council Resource Plans and Services Plans. In the meantime, the action plan for the first year will be developed with the relevant Council services and in partnership with partners and other food stakeholders. The framework and basis for implementation will also be prepared.
- 5.4. During the implementation phase, regular updates on the implementation of the strategy will be provided to relevant committees as appropriate.

## **6. Strategic Environmental Assessment**

- 6.1. Following the SEA pre-screening exercise and communication with the Scottish Government, it was concluded that no further action was required in relation to the SEA process for the Good Food Strategy.

## **7. Employee Implications**

- 7.1. Development of the strategy is the key task of the Policy Officer (Food Development). In addition, all Resources are contributing to the development of the Good Food Strategy to ensure that a co-ordinated and comprehensive approach is adopted. Implication of Resources and services varies depending on the relevance of their activities with regards to food.

- 7.2 Given the complex and varied work identified within the proposed Good Food Strategy it is proposed that the current 18 month fixed term post of Policy Officer (Food Development) is changed to a permanent position within the Resource structure. This will allow the continued focus to ensure that the actions and objectives identified are progressed and delivered within the agreed timescales and that the work done to date with partners continues to be progressed.
- 7.3. It is proposed that the following temporary post within Community and Enterprise Resources be established on a permanent basis.

Post	Proposed Number of Posts (FTE)	Grade /SCP range	Hourly Rate	Annual Salary	Gross Cost (inc on costs 30.3%)
Policy Officer (Food Development)	1.0	Grade 3 Level 2 – 4 / 63 - 74	£17.55 - £20.63	£32,027 - £37,647	£41,731 - £49,054

## **8. Financial Implications**

- 8.1 The costs associated with making the post permanent within 2019/2020 will be met from existing budgets within Community and Enterprise Resources.

## **9. Other Implications (Including Environmental and Risk Issues)**

- 9.1. The Good Food Strategy will support the outcomes of the current Sustainable Development and Climate Change Strategy.
- 9.2. There are no implications for risk in terms of the information contained within this report.

## **10. Equality Impact Assessment and Consultation Arrangements**

- 10.1. Consultation with the public has been undertaken at a previous stage. The Equalities Impact Assessment as well as a Fairer Scotland Impact Assessment are on-going and will be compiled in advance of the publication of the strategy. The evaluation criteria of these two assessments were considered throughout the process of formulation of the strategy.

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

**24 October 2019**

## **Link(s) to Council Values/Ambitions/Objectives**

- ♦ Work with communities and partners to promote high quality, thriving and sustainable communities;
- ♦ Support the local economy by providing the right conditions for inclusive growth;
- ♦ Support our communities by tackling disadvantage and deprivation, and supporting aspiration.

### **Previous References**

- ♦ Community and Enterprise Resources Committee 22 May 2018 - Food Development – Policy Officer
- ♦ Community and Enterprise Resources Committee 22 January 2019 - Proposal for Food Strategy
- ♦ Community and Enterprise Resources Committee 3 September 2019 - Proposal for Food Strategy

### **List of Background Papers**

None

### **Contact for Further Information**

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

**Hélène Gourichon (Policy Officer for Food Development)**

Ext: 4276 (Tel: 01698 454276)

E-mail: [helene.gourichon@southlanarkshire.gov.uk](mailto:helene.gourichon@southlanarkshire.gov.uk)





7

**Community and Enterprise Resources**

# Good Food Strategy

2020 to 2025

## Contents

Introduction: A Good Food Strategy for South Lanarkshire .....	3
Towards positive change: What are the main food challenges we want to tackle? .....	7
Policy context: Food as an opportunity to achieve different objectives.....	14
Good Food at Home and in the Community.....	17
Good Food in the Public Sector .....	22
Good Food Economy .....	25
Good Food Growing .....	29
Good Food for the Environment .....	33
Good Food Governance .....	38
Monitoring framework.....	41
How can you support change? .....	42

## Introduction: A Good Food Strategy for South Lanarkshire

### “Good Food”: what does it mean?

In South Lanarkshire, when we talk about Good Food, we mean food that is produced, processed, transported, bought, sold, eaten and disposed of in ways that is:

- Celebrated and provides social benefits
- Healthy and nutritious food for all culture and needs
- Safe
- Affordable and accessible
- Fair, profitable and produced by skilled workers
- Environmentally-friendly and helps tackle climate change
- Animal welfare-friendly

By considering all these dimensions when developing strategies, implementing programmes and initiatives, doing business, or simply consuming food, we -as individuals, households, stakeholders from the third, private and public sector- contribute to the development of a *Good Food Council*.

### What is the South Lanarkshire Good Food Strategy?

The strategy covers the period 2020-2025. It provides a framework for actions to move towards healthier, fairer and more sustainable food systems in the Council’s area and to make sure that food plays a positive role in everyone’s lives. A food system includes all the complex web of activities from field to fork. Change in food systems has the potential to tackle challenges and bring positive outcomes in relation to health, well-being, social connections, poverty and inequalities, economy including agriculture and tourism, environment and climate change, and animal welfare. Therefore, by taking into account all the aspects of food, the Council has set out key objectives and intentions for us to deliver changes but also to work with partners and support the community. To achieve our objectives, it is imperative to collaborate, build on existing good initiatives and encourage new collective actions.

The vision of the strategy is to contribute to the improvement of the quality of life of everyone in South Lanarkshire through the development of a Good Food Council where food is celebrated, supports healthy life and well-being, is affordable and accessible to all, encourages a fair and inclusive food economy, has limited impacts on the environment and climate change, and promotes animal welfare.

#### For more information: definition of food system

Food systems encompass the entire range of stakeholders and their interlinked activities in the production, processing, distribution, consumption and disposal of food products. This includes products from agriculture and fisheries. Food systems take into account the broader economic, societal and natural environments in which actors and activities are embedded.

*Source: based on the definition from the Food and Agriculture Organization of the United Nations*

### Why has the Council developed a Good Food Strategy?

This is the Council’s first food strategy and South Lanarkshire is one of the first local authorities in Scotland to do this. The Council’s commitment is aligned with the international, national and local recognition that local authorities have a role to play in the transition towards more sustainable food systems. In particular, the Scottish Government, as part of its programme for 2019-2020, will bring forward the Good Food Nation bill to deliver the Good Food Nation ambition in Scotland (more

information about this national ambition is available in the policy context section). The bill will place responsibilities on Scottish Ministers and selected public bodies - including local authorities – to set a statement of policy on food to cover food matters related to their current functions.

Local authorities are suitable places for empowerment, innovation and bespoke responses to local needs and they already have a number of responsibilities related to food. Therefore, proposing a local food strategy can help to make sure that all food related initiatives implemented in the Council's area are brought together, point towards the same objectives and are delivered within one single strategic framework. Main food activities in the Council currently include: improvement of food hygiene and standards, food waste collection, preparation of school meals and food for breakfast and lunch clubs, initiatives tackling food poverty, provision of allotments and food growing opportunities, and support to food businesses. The food strategy is also designed to foster co-operation and partnership across Council's services.

Moreover, there are several food initiatives in South Lanarkshire led by partners or community based-organisations such as the Clydesdale Community Initiatives, Healthy Valleys or Lanarkshire Community Food and Health Partnership and they are playing a key role in tackling food related challenges and proposing tailored solutions. Therefore, the strategy offers a structured framework to collaborate with partners, in particular from the Community Planning Partnership (see who is involved in the partnership in the Food Governance section), and to support third sector organisations. Indeed, we all have a role to play to move towards healthier, fairer and more sustainable food systems, drawing from the expertise and experience of the different local food stakeholders whether they are from the third, public or private sector.

### Who is the Good Food Strategy for?

On one hand, the Good Food Strategy is for officers of the Council directly and indirectly involved in activities related to food. It provides guidelines to deliver and support positive change with respect to South Lanarkshire food systems.

On the other hand, because everyone can contribute, the strategy is also a framework of action for partners, communities, businesses and residents who would also like to move towards healthier, safer and more sustainable food systems. The strategy encourages and provides a basis for all stakeholders to develop food initiatives, improve current food practices, raise awareness on food issues or, simply, change their food consumption.

### How was the strategy developed?

The Good Food Strategy was developed from the identification of food related challenges and opportunities in the Council's area. This included a mapping of Council's food activities, partners and communities initiatives. A review of international, national and local policy frameworks and programmes was also undertaken. Consultations with employees, partners and other organisations were held along the process as well as public consultation.



## What are the objectives of the Good Food Strategy?

There are 12 objectives categorised into six themes.

### Good Food at Home and in the Community

1. Support individuals, families and communities in strengthening Good Food culture, in particular in relation to health and well-being, in developing interest and skills for food, including food growing and cooking. Promoting Good Food during pregnancy, childhood and old age is a priority.
2. By working with existing community food initiatives and partners, help reducing food insecurity and poverty by building the resilience of individuals and families and preventing crisis. If emergency support is needed, encourage dignified and respectful responses.

### Good Food in the Public Sector

3. Ensure that the Council prepares, serves and promotes enjoyable, healthy, and sustainable food in Council properties and schools by seeking to meet the Soil Association Food for Life standards as appropriate.
4. Engage with partners and the private sector to explore and research opportunities to improve public procurement of food, including in relation to the provision of local food.

### Good Food Economy

5. Support the development of safe, healthy and affordable local retail and catering food environments.
6. Encourage the development of a thriving and sustainable local food economy that is fair and inclusive, and contributes to the creation of decent and skilled jobs in the food sector.

### Good Food Growing

7. Increase the provision of high quality food growing opportunities.
8. Engage with partners and local food growing initiatives to promote and support sustainable food growing.

### Good Food for the Environment

9. Reduce food waste and food packaging in the public sector and support the community and the private sector to do so, redistribute food surplus and support food composting.
10. Connect with the community, partners and the private sector to reduce the impacts of the food system on the environment and its contribution to climate change and promote animal welfare.

### Good Food Governance

11. Engage with, build on and support the various local food initiatives and encourage collaboration and partnership.
12. Ensure that healthy, sustainable, fair food is embedded in local policies, increase policy coherence and

guarantee that food has a high profile across the Council by connecting with partners.

## **Towards positive change: What are the main food challenges we want to tackle?**

The current industrial food system has many negative consequences. For every £1 spent on food, £2 is incurred in economic, health and environmental costs<sup>1</sup>. These are costs for the society which results from the negative impacts of the food system on both the production sides (negative impacts on the environment, on health of workers including farmers and on the economy given the unbalanced distribution of profits) and consumption sides (obesity, hunger and micronutrient deficiency).

More specifically, the negative impacts of the food system on health, food poverty and inequalities, social connections, economy and the environment in South Lanarkshire are evidenced by local statistics.

---

<sup>1</sup> Ellen MacArthur Foundation, 2019, Cities and Circular Economies for Food

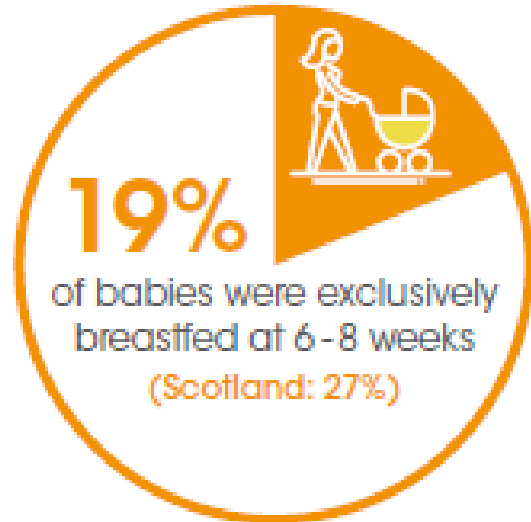
## Is our food consumption suitable for a healthy life?

### Fruit and Veg

Portions of fruit and vegetables consumed per person per day



### Breastfeeding



### What do children say?



☞ Daily fruit and veg consumption is by no means established as the norm.

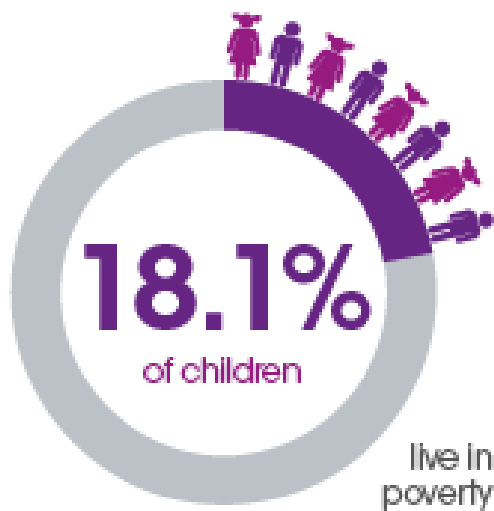
### Overweight and obesity

☞ There are, on average, more people overweight or obese in South Lanarkshire than in the rest of Scotland.



 **UK** - Half of our diet is ultra-processed food.

## Do we all have the same access to food?



**41,670** people are income deprived.

Children eating fruit or vegetables every day

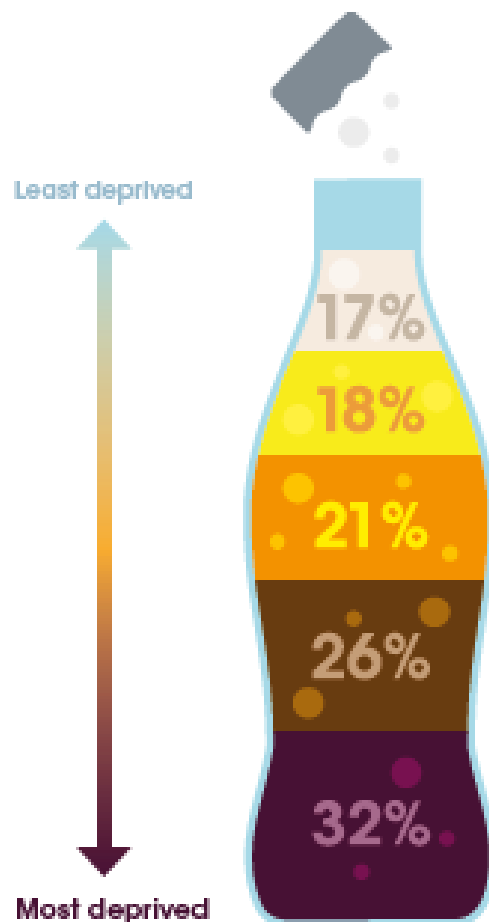
Least deprived area: **5/10**



Most deprived: **3/10**



Proportion of children consuming sugary drinks every day



*In the most deprived areas, diets are poorer with a lower consumption of fruit and veg, less fibre and more sugar.*

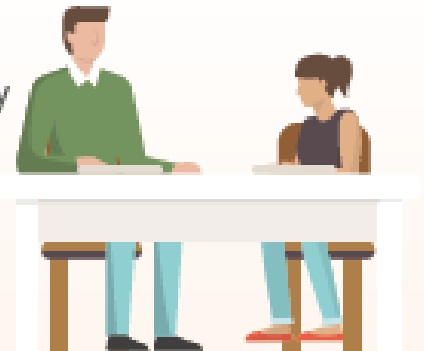


Scotland - 4% of adults have run out of food due to lack of money or resources in the previous 12 months.

8% said that, at some point, in the previous 12 months, they were worried they would run out of food due to a lack of money or resources.

## Do our eating habits encourage social connections?

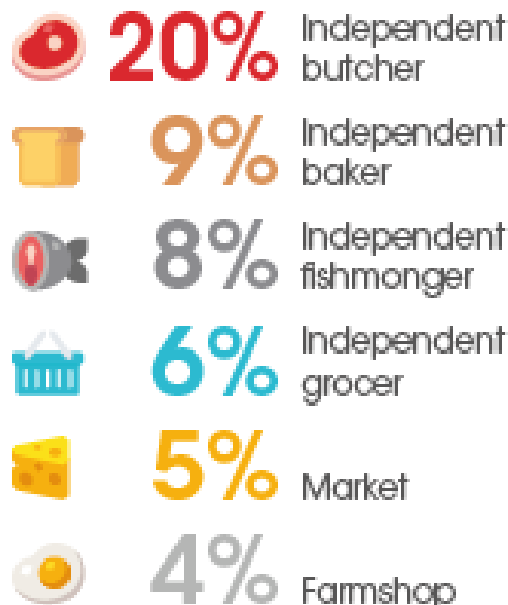
**57%** of pupils in secondary schools sit down to eat a main meal with one or both of their parents or carers every day.



**9%** hardly ever or never do so.



## Do we regularly buy produce from independent food shops?



**UK** - 50% of the food consumed is imported.

The UK produces 15% of the fruit it consumes and 55% of its vegetables.

## Are we growing our own food and spending time outdoors?

**34%**



of adults visit the outdoors at least once a week compared to **52% in Scotland**.

**59%**

of inhabitants live within a **5 minute walking distance** from useable green space.



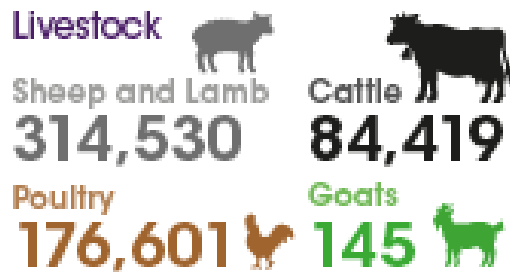
There are at least



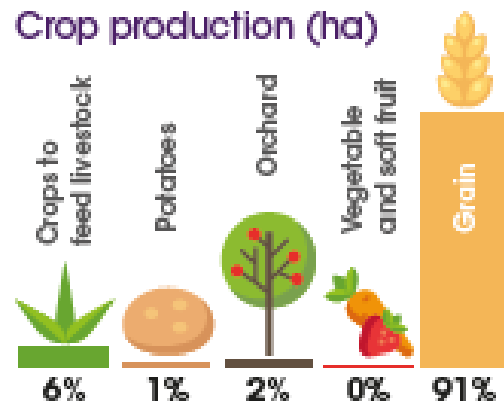
**10**

community growing sites and allotment sites are increasing to **4 in South Lanarkshire**.

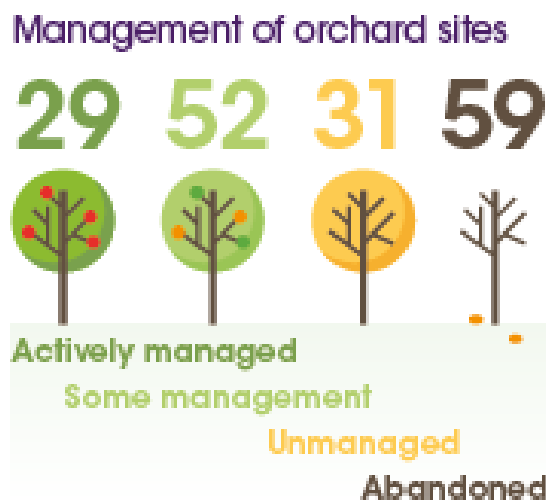
## Is our local food economy thriving?



☞ There are almost as many sheep as people in South Lanarkshire.

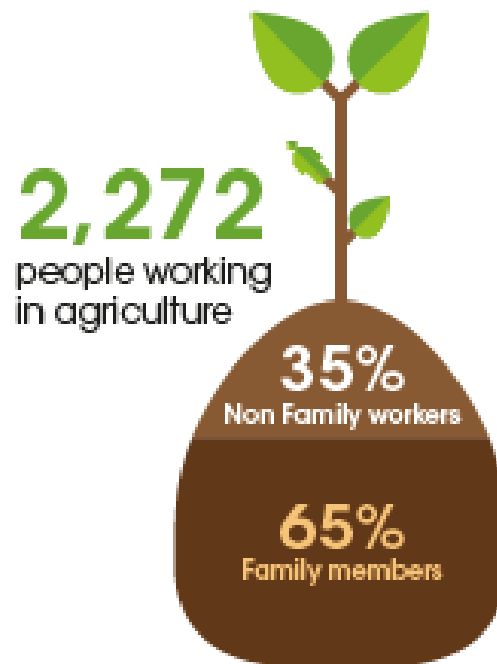


☞ Most of the land dedicated to crop production is used for grain and in particular barley.



☞ Only 10% of the fruit produced in orchards is sold.

Food and drink companies (including agriculture):  
**635 with 6,042 workers**



Scotland - Only 8% of farmers are less than 41 years old and 34% are more than 64 years old.

In 2016-2017, 45% of farms did not make enough to pay the farmers the minimum agricultural wage.





## What impact does our food production and consumption have on the environment?

### Methods used to dispose of food waste



Scotland - Agriculture and related land use is the 2nd highest source of greenhouse gas emissions (26%) after transport.



Scotland - 2% of the total amount of farmland is certified as organic compared to 7% in the EU.



Scotland



Cost of buying food which has not been eaten:  
**£460 per year per household.**

## Policy context: Food as an opportunity to achieve different objectives

Policy documents for health and well-being, education, poverty and inequality, environment and climate change, economic development, tourism and agriculture all have something in common: food.

Since food is a cross-cutting topic, the Good Food Strategy builds on policies from different sectors. Therefore, despite being the first food strategy developed by the Council, it reflects and complements the objectives of existing strategies at national and local levels (Figure 2 below). These policy documents offer a framework as well as guidelines for the Good Food Strategy. Specifically, the Good Food Strategy is aligned with the vision of the Good Food Nation policy (box below).

### For more information: Vision of the Good Food Nation policy

- It is the norm for Scots to take a keen interest in their food, knowing what constitutes good food, valuing it and seeking it out whenever they can;
- People who serve and sell food – from schools to hospitals, retailers, cafes and restaurants – are committed to serving and selling good food;
- Everyone in Scotland has ready access to the healthy, nutritious food they need;
- Dietary-related diseases are in decline, as is the environmental impact of our food consumption;
- Scottish producers ensure that what they produce is increasingly healthy and environmentally sound;
- Food companies are a thriving feature of the economy and places where people want to work;
- Other countries look to Scotland to learn how to become a Good Food Nation.

Having a cross-sectoral policy for food is to foster cooperation between Council officers and partners and communities and to increase efficiency and maximise the chance of success of the strategy. It also helps to take into account all aspects of the food system and their interrelation within a single strategic framework. As a consequence, food is a vehicle to advance the policy objectives of numerous sectors.

The Good Food Strategy will also help to deliver some of the Sustainable Development Goals which are the blueprint to achieve a better and more sustainable future for all. The 17 goals were developed by the United Nations General Assembly defined in 2015. More in particular, the strategy will help to advance the following objectives.

Figure 1. Contribution of the Good Food Strategy to the Sustainable Development Goals



Source: United Nations and modifications from authors

Figure 2. Selected South Lanarkshire (two inner circles) and Scottish policy documents (middle circle) offering a policy framework for the Good Food Strategy per themes (outer circle)



Source: Authors

## Good Food at Home and in the Community

The way food is bought and meals are prepared and eaten directly impacts on health and well-being; the relationships people have with their families, friends and their community; the economy; the environment and climate change. Therefore, we want to make sure that residents of all ages in South Lanarkshire are able to make informed food choices, regardless of their personal or financial situation.

Objective 1. Support individuals, families and communities in strengthening Good Food culture, in particular in relation to health and well-being, in developing interest and skills for food, including food growing and cooking. Promoting Good Food during pregnancy, childhood and old age is a priority.

### Why did we set this as an objective?

Food decisions are complex and are the results of several drivers: biological, economic, physical, social, psychological or knowledge and education<sup>2</sup>. While some of these are external – and are considered in other sections of the strategy – individuals also play a significant role as food choices are influenced by education, skills, beliefs and knowledge. The Council, in particular through education and campaigns, wants to support individuals and communities so that they can make positive food choices for themselves and their family, for the local economy and the environment. For instance, having the capacity to prepare fresh ingredients and using local and seasonal food can make a difference.

Furthermore, we want to make sure that residents throughout life, from pregnancy and childhood to old age, benefit from food with increased social connections and healthier food choices and lifestyle. This is a priority as Lanarkshire faces a major issue in this area: 71 per cent of adults are considered as overweight or obese and this is higher than the Scottish average (65 per cent)<sup>3</sup>. Beyond the risk of being overweight, a well-balanced diet provides the energy to keep active, stay healthy and prevent diet-related illness<sup>4</sup>. Eating well, having a healthy weight and enjoying being physically active has been set as one of the six Scotland Public Health priorities and the national government aims at halving childhood obesity by 2030. Healthy weight is also part of the priorities of NHS Lanarkshire. Consultations have also shown the importance of food education for South Lanarkshire residents<sup>5</sup>.

Concentrating efforts on promoting and supporting healthy eating habits in early years and childhood is a priority. This will reduce the likelihood of children becoming overweight in later life<sup>6</sup>. Moreover, if good food habits, beyond health, are maintained into adult life, this will also help to promote the health and well-being of the following generations and the sustainability of the food system more generally<sup>7</sup>.

**What do we want to achieve?** South Lanarkshire residents of all ages have the capacity to make informed food choices regardless their socio-economic situation.

---

<sup>2</sup> European Food Information Council

<sup>3</sup> Scottish government, health survey

<sup>4</sup> NHS inform

<sup>5</sup> Public consultation through online survey (May, June 2019)

<sup>6</sup> Scotland's Diet & Healthy Weight Delivery Plan, 2018

<sup>7</sup> Education Scotland – Curriculum for excellence

## What will we do to deliver and support change?

1. Support and increase the delivery of food educational programmes and initiatives in schools by adopting a whole school approach in collaboration with food stakeholders (e.g. catering service, NHS, food growing organisations, farmer organisations).
2. Continue to support and expand the development of food knowledge and skills for targeted groups (e.g. Community Payback Unpaid Work, Senior Together).
3. Join and support national campaigns promoting Good Food (e.g. Veg Cities), increase communication around Good Food and support food events.

### **Some examples of what is already happening in South Lanarkshire**

#### Community Payback Orders supporting food skills and knowledge

The council facilitates 500 unpaid work placements each year in the framework of the Community Payback Orders. Among other activities, work placements support local food growing initiatives and are an opportunity for service users to develop food growing skills. In addition to the placement, the council offers them the possibility to improve cooking knowledge and skills and increase their employability opportunities in the food sector. They can participate to Bread Making Classes or attend the Kitchen Learning Hub to gain REHIS qualifications in Food and Health and Food and Hygiene. These courses are delivered by a nutritionist in collaboration with the organisation Lanarkshire Community Food and Health Partnership.

#### Opportunities to know more about wild Scottish food with the Foraging Fortnight

As part of the LEADER programme, Foraging Fortnights are held to celebrate Scotland's natural environment and Scottish wild food. In particular, public events such as wild food walks, conferences and workshops are organised in Lanarkshire. They are an opportunity to enjoy the rural landscape, discover wild food and increase responsible foraging knowledge.

#### Weigh to Go: an adult weight management and physical activity programme offered by South Lanarkshire Leisure and Culture Ltd in partnership with NHS Lanarkshire

In addition to physical activity sessions, the programme delivers factual nutrition based sessions for residents of South Lanarkshire who may be overweight, obese or wanting to find out more about how to maintain a healthy weight by have the capacity to make informed food choices for their own lifestyle changes. The sessions cover different topics such as fat, sugar or alcohol over the 15 week programme. A similar programme is also available for new mothers (WTG-New Mum).

#### Harris Farm Meats gives visitors a hands on experience of farm life

Harris Farm Meats strongly advocates a therapeutic and educational ethos of farming, the reason why they organise free farm visits for nurseries, day care, schools, elderly, and people with learning disabilities or living with dementia. Visits are geared to specific needs and in 2019, they receive over 100 visitors. Visits involve lambing, feeding, bedding, animal husbandry, bio security, seasonal planning and animal therapy. They are an opportunity to provide hands on experience and to show to visitor traditional farming and food production. For instance, home economics classes come to investigate farm to fork, local production and enjoy the opportunity to cook local meat. Visits have also a positive impact on well-being as groups of adults with learning disability benefit from animal therapy every week. More generally, the farm promotes traditional farming and farm to fork and supports the five rights of animals as well as ethical farming.

Objective 2. By working with existing community food initiatives and partners, help reducing food insecurity and poverty by building the resilience of individuals and families and preventing crisis. If emergency support is needed, encourage dignified and respectful responses.

### **Why did we set this as an objective?**

Food is a fundamental human right. However, 8 per cent of Scottish adults experienced food insecurity in the last 12 months and this figure rises to 21 per cent for single parents and 20 per cent for adults living alone<sup>8</sup>. There are no statistics available to understand food poverty in South Lanarkshire but we know that 41,670 people are income deprived and 22 per cent of children live in poverty<sup>9</sup>. Even if the use of food banks is not a good indicator of the scale food poverty because many people suffering from it does not go to food banks, it is estimated that around 20,000 food parcels (three days of food for one person) were provided by food banks in South Lanarkshire in 2018. Supply of food parcels in Scotland has increased by 23 per cent in one year.

Food poverty and insecurity is a significant threat to health and also has negative psychological, social and economic impacts<sup>10</sup>. It is also part of the key drivers of obesity. In South Lanarkshire, data shows that in the most deprived areas, diets tend to be poorer with a lower consumption of fruit and veg, less fibre and more sugar. The difference in what people can eat across economic groups strongly contributes to wider health inequalities<sup>11</sup>.

Food poverty is a symptom of poverty and inequalities. Even though it is complex and results from different environmental and socio-economic factors (for instance, income, physical access to food, access to cooking facilities and appropriate skills and knowledge), the main driver is income deprivation. In particular, in Scotland, this issue has been exacerbated by rising living costs, including for food, as well as low wages, job insecurity, unemployment and changes in the welfare system<sup>12</sup>. Ultimately, food poverty is entrenched in social and political changes and decisions<sup>13</sup>. Finally, Brexit, and in particular a no-deal Brexit, could worsen the situation with increased food price due to taxes on import products, slowdown in imports and depreciation of the currency.

Given the underlying drivers of food poverty, we recognise that the Good Food Strategy will not solve the issue on its own. Nonetheless, food poverty is preventable and the Council is committed to do what it can and to work closely with partners and support community initiatives. Actions will be guided by the principles of dignity and inclusion.

Tackling deprivation, poverty and inequality is a key priority for the Council and forms an overarching objective for the Community Planning Partnership. A particular focus is given to tackling child poverty.

---

<sup>8</sup> Scottish Health Survey, 2017

<sup>9</sup> Local Child Poverty Action Report, 2019

<sup>10</sup> NHS Scotland, inequalities briefing, 2018

<sup>11</sup> NHS Position statement on Food Poverty

<sup>12</sup> NHS Scotland, inequalities briefing, 2018

<sup>13</sup> United Nations, Special Rapporteur in extreme poverty and human rights, 2019

For more information: definition of food insecurity and poverty

Food insecurity describes the phenomenon when people are worried about not having enough food for themselves and their families. Food poverty refers to more extreme occasions when lack of food results in people going hungry because of a lack of money or resources. Food should be acquired or consumed both on adequate and sufficient quantity and in socially acceptable ways.

*Source: Independent Working Group on Food Poverty, 2016 & NHS Position statement on Food Poverty, 2015*

**What do we want to achieve?** The number of individuals and family suffering from food insecurity and poverty has strongly reduced in the Council's area and emergency support is embedded in dignity principles.

**What will we do to deliver and support change?**

1. Increase awareness and understanding of food insecurity and poverty in South Lanarkshire (e.g. prevalence, nature, causes and consequences).
2. Help to prevent chronic and episodic food insecurity and poverty by improving the provision of free or affordable food or its support (free breakfast in all primary schools, free lunch for targeted groups - including free school meals-, lunch clubs for children and older people); improving financial advice through Money Matters; and supporting a partnership approach with community food initiatives and partners.
3. Respond to food crisis by continuing to assess all applications made to the Scottish Welfare Fund and exploring other options to pursue the transition from emergency food aid to more dignified and empowering approaches by supporting and working with community food initiatives and partners.

### **Some examples of what is already happening in South Lanarkshire**

The Council service Money Matters provides financial advice to help prevent food insecurity  
Money Matters Advice Service provides residents of South Lanarkshire with help and advice ensuring access to all appropriate benefits and income and in alleviating worries around debt. They can help people to maximise their income allowing them to proceed towards greater financial well-being or reduce outgoings helping prevent food insecurity. The service is free and confidential and last year brought in over £28 million of additional benefit income to South Lanarkshire and resulted in almost £1.5 million in debt being written off.

### **Lunch clubs for children organised during holiday periods**

To alleviate some of the pressures that families can face during holiday periods, the Council provides holiday lunch clubs for children across South Lanarkshire. As well as providing free healthy and nutritious meals, the lunch clubs also promote learning through engaging activities. Some of the clubs were organised in partnership with local organisations such as the Machan Trust and Healthy Valleys.

### **Clydesdale Food Bank delivers fresh fruit and vegetables provided by from local food growers**

The food bank provides food parcels to families and individuals suffering from food insecurity in rural South Lanarkshire. During the growing season, local food growers and in particular the Clydesdale Community Initiatives, Castlebank Horticultural Forth & District Initiative Eco Project



Centre, Larkhall Community Growers, Lesmahagow Allotments, Clyde Valley Orchard Co-operative, and some NHS hospitals donate fruit and vegetables to the food bank every week. This initiative ensures that people in situations of food insecurity can access fresh, local, wholesome and good quality food along with non-perishable food items.

Healthy Valleys contributes to advance health education and mitigates against rural food poverty

Healthy Valleys aims to improve the health and well-being of local communities in rural South Lanarkshire and supports people to reduce health inequalities. The organisation tackles food poverty by delivering practical cooking courses to educate people how to prepare and cook tasty, healthy meals on a budget for families, and individuals.

Also, on offer, are five weekly Community Cafés which provide an opportunity for families and individuals from all ages to meet, socialise around food and access further support from the organisation or other agencies. Families struggling financially can also access the weekly Rural Café where they have access to a free hot meal, and one to take home. The Family Financial Project Worker assists families to access the support and services they need in relation to food insecurity.

Moreover, the community led initiative also offers a range of REHIS courses to further develop skills and knowledge to increase employability opportunities.

Healthy Valleys supports people of all ages from pregnancy to older people through a wide range of programme activities such as Healthy Weaning Workshops, Weigh to go, Nourish and Natter, Eat Well - Live Well, Healthy Bump and Feeding the Family Cooking Courses.

The Organisation has a large team of volunteers who are given opportunities to develop and gain skills and knowledge throughout their volunteering journey. Volunteers are at the heart of the community food programme and the organisation currently holds the Queen's Award for Volunteering and has recently won the VASLan Enterprising Organisation of the Year.

## Good Food in the Public Sector

On one hand, transforming food in the public sector can be an important driver of change to move towards fairer, healthier and more sustainable food systems and foster changes from farm to fork. On the other hand, people want to make sure that issues they care about such as health, biodiversity, climate change or animal welfare have been considered when procuring food. The public sector has a role to play in leading by example, educating and inspiring. While valuing health, environmental, economic and social benefits when sourcing food such as looking at the impact of food on climate change or paying a fair price, it will be crucial to work together with suppliers, industries and farmers to support opportunities for good food within public markets.

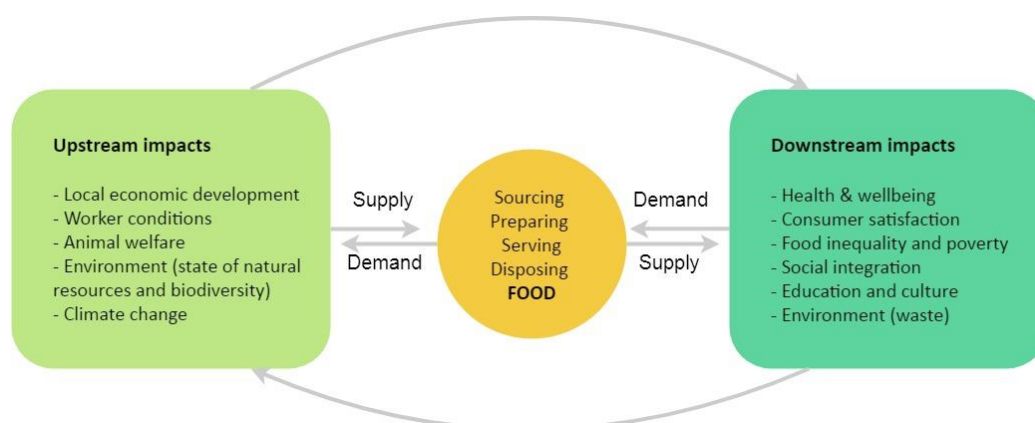
Objective 3. Ensure that the Council prepares, serves and promotes enjoyable, healthy, and sustainable food in Council properties and schools by seeking to meet the Soil Association Food for Life standards as appropriate.

### Why did we set this as an objective?

In South Lanarkshire, many of us eat food prepared and served directly by the Council. Four million of school meals are served every year to 49,000 children and young people. Breakfasts are also delivered in all primary schools and some children benefit from lunches during holiday periods. The Council distributes more than 40,000 community meals per year in 23 locations. Meals are also prepared in 14 Care Homes for children and older people. Finally, Council employees have access to cafés and restaurants in the Council properties.

Therefore, the Council can encourage and support positive changes with regards to all components of the food system. Improving the way we source, prepare, serve and dispose food goes beyond the commitment to support nutritious and healthy outcomes. As reflected in the Procurement Strategy, the Council seeks to support positive social, economic and environmental outcomes on both the production and consumption sides (figure below).

Figure 3. Potential impacts of food decisions on the production and consumption sides



Source: Authors

Moreover, communication with children, employees and older people on the topic is also important to raise awareness and interest for food. This also contributes to increase connections between food consumers and the food producers or caterers. Improving food in schools and other Council properties is also about enhancing food experiences and using food as a factor to support social integration.

While the school meals already meet the national nutritional requirements for food and drink in schools, the Council will progress joining the [Food for Life programme](#). The programme, implemented by the Soil Association and funded by the Scottish Government, supports local authorities so that they can serve more local, sustainable, healthier and fresher food. Participating in the programme and achieving the awards also represents an independent and recognised assessment of food served in schools.

Beyond the food in schools, the Council will progress aligning food served in Council buildings with the Healthy Working Lives Award programme, supported by NHS, and the gold standards achieved by the Council. This award shows the commitment of the Council to improve health, safety, and well-being both within the workplace and in the wider community. More specifically, meeting the specific Healthy Living Awards, a national award exclusively for the food service sector, will be a guarantee for employees and other groups eating food prepared by the Council that they can easily access healthier food options.

**What do we want to achieve?** Food sourced, prepared and served in schools and Council properties supports the development of a healthier, fairer and more sustainable food systems.

#### **What will we do to deliver and support change?**

1. Improve the way the Council source, prepare and promote food in schools with the aim of meeting the Soil Association Food for Life standards.
2. Support employee's health and well-being by meeting the Healthy Living Award.
3. Develop and implement a Good Food Charter promoting healthy, local and sustainable food in Council properties.
4. Support Fairtrade by serving Fairtrade products and promoting its principles.

#### **Some examples of what is already happening in South Lanarkshire**

Facilities Services have a commitment to health and well-being of school pupils

The council has developed the following pledge to promote the local, sustainable and healthy food served in primary & secondary schools.

1. Our dishes are freshly prepared daily in schools by our accredited catering staff;
2. We will continuously endeavour to increase the amount of farm assured and red tractor food we use;
3. Our meals are free from undesirable additives and trans fats with no genetically modified ingredients;
4. All our milk comes from Scottish farms;
5. We will make our menus seasonal;
6. All of our meat can be traced back to a Scottish or U.K. farm;
7. We do not serve any endangered fish due to the fish we procure being MSC accredited;
8. We put in place measures to continuously reduce food waste and packaging to meet the Council's sustainability targets;
9. We train our catering employees to provide food and health guidance and become actively involved in food education activities;
10. We developed an information platform on the Council's website providing menus, recipes, nutritional content and allergen information.

Better Eating Better Learning, an initiative to create more "links between the classroom and the

#### dining room”

Facilities Catering Services engage with Education colleagues to create a series of Theme Days every year across all 17 secondary schools in South Lanarkshire. The concept and content of each theme is created with contribution from pupils, catering and teaching employees. These activities demonstrate a whole school approach and help “linking the classroom with the dining room” in the context of Better Eating Better Learning.

Objective 4. Engage with partners and the private sector to explore and research opportunities to improve public procurement of food and experiences, including in relation to the provision of local food

#### **Why did we set this as an objective?**

In addition to food provided by the Council, a high number of South Lanarkshire residents regularly enjoy food prepared by other public organisations whether it is in sport centres, community halls or hospitals. With the objectives of becoming a Good Food Council – an area promoting Good Food, we seek to encourage a collective approach to improve food experiences in public places and to make sure that food contributes to positive health, economic and environmental outcomes.

In addition, because moving towards Good Food in the public sector while keeping cost low is a complex task, sharing good practices and learning from others will be a factor of success – even if we recognise that each organisation will face its own constraints. Working with local agencies and organisations from the public, private and voluntary sectors is already a well-established practice of the Council that takes place within framework of the Community Planning Partnership.

It will also be important to work together with suppliers, manufacturers, farmers including social enterprises to promote and encourage opportunities for healthy, local and sustainable food in public procurement.

The public sector also has a role to play in improving food environment for mothers and babies by supporting breastfeeding in public places and encouraging a supportive return to work environment for breastfeeding women. Breastfeeding rates in South Lanarkshire are lower than the Scottish average with 19 per cent of babies exclusively breastfed at 6-8 weeks compared to 27 per cent in Scotland.

**What do we want to achieve?** Increased collaboration across partners so that food sourced, prepared and served in public places supports the development of a healthier, fairer and more sustainable food system.

#### **What will we do to deliver and support change?**

1. Work with partners to improve the way food is sourced, prepared and served in order to increase the availability of Good Food in public places.
2. Collaborate with partners to support the development of a breastfeeding friendly environment in public places.
3. Engage with producers and suppliers with the objective of increasing the provision of local food in public places.

## Good Food Economy

Agriculture, food manufacturing and food services -including retailing and catering- form the South Lanarkshire food economy. Stakeholders from the sector can contribute to the development of a Good Food Council.

Objective 5. Support the development of safe, healthy, affordable and sustainable retail and catering food environments.

### Why did we set this as an objective?

The food retail and catering environment influence food choices and provide the ability to access healthy and affordable food. The number of meals eaten outside home is significant in Scotland: four times a week people purchase food to be consumed outside home or takeaways that are brought back home or delivered<sup>14</sup>. However, market forces determine the food offer and food composition with limited consideration for nutrition and health. They also strongly influence the nature and location of food retail and catering without prioritising farm to fork value chains.

There is an increasing demand for retail and catering serving healthy, affordable, local or sustainable food according to the results of the consultation on the Good Food Strategy. Moreover, a survey undertaken by Food Standards Scotland indicated that most of the respondents agree that a range of actions should be adopted by the public sector to support healthy eating in the out of home environment<sup>15</sup>.

Supporting safe and healthy retail and catering environments has been identified as a key action to achieve dietary goals and halve child obesity<sup>16</sup>. Indeed, there is a growing body of evidence on the effects of exposure to fast food outlets on obesity<sup>17</sup>. In particular, there are increasing concerns about the food environment around schools as reflected in the survey undertaken for the development of the strategy. Improving food choices in the school community is also part of the priorities of the Scottish Government which listed opportunities for actions in the report “Beyond the School Gate”. Access to healthy and affordable food is often more challenging in areas of deprivation where there is a higher number of fast food outlets<sup>18</sup>.

Supporting local food shops and fostering more direct links between producers and consumers can also help the development of a thriving local economy. With more local food businesses, more income can be generated for local people. If more income is retained locally, this also means more jobs, higher pay and more tax revenue leading to better living standards<sup>19</sup>. A thriving local food economy also contributes to keeping high streets vibrant and diverse and foster tourism. It also encourages connections between urban consumers and local food stakeholders including farmers. At the moment, use of independent food shops is fairly limited in Scotland with only 6 per cent of households regularly buying food to independent grocers.

---

14 Food Standards Scotland, 2019, The Out of Home Environment in Scotland (June 2015 - June 2018)

15 Food Standards Scotland Public Consultation on Improving the Out of Home Food Environment in Scotland, 2019

16 Scotland Diet and Healthy Weight Delivery Plan, 2018

17 Public Health England, 2017, Obesity and the environment Density of fast food outlets 31/12/2017

18 Ibid

19 New Economic Foundation

For more information: what does the Local Development Plan say about food outlets in local centres?  
Planning Policy on town centres in the Local Development Plan supports a mixture of uses to reflect their role as focal points for the community. Neighbourhood and village centres provide day-to-day services and it is important to preserve their retail function. In particular, the retention of convenience shopping outlets, including food outlets, is a key aim of this policy.

We recognise that improvement in this area is a long term challenge and will require working in partnership with food businesses. Furthermore, change should also be supported by incentives and regulation from national government with regard to planning, promotion and advertising, and food composition. We also understand that it is important to provide support to the sector rather than creating additional burden to local or small food businesses.

**What do we want to achieve?** Safer, healthier and sustainable options are increasingly available and accessible in the retail and catering food environment.

**What will we do to deliver and support change?**

1. Continue to ensure that food businesses comply with food safety standards.
2. Encourage food retailers and caterers to promote and serve Good Food and in particular healthy food in the vicinity of schools.
3. Engage with other local authorities and the Scottish Government to identify solutions for the development of healthy and affordable retail and catering food environments.
4. Explore and support alternative food retail and distribution options that encourage short, fair and sustainable value chains.

**Some examples of what is already happening in South Lanarkshire**

Lanarkshire Community Food and Health Partnership supplies healthy food at low price

The community led organisation supports local people in deprived area to improve health inequalities in relation to the effects of poor diet on health. Among several other programmes, they have developed a community retailing initiative that supports around 400 healthy eating initiatives, food co-ops, food banks, community cafés, lunch clubs or sport associations by selling and delivering healthy food at low price. The main purpose of this initiative is ensure access to affordable and healthy food to all. For instance, fruit at reduced cost is sold to visitors in South Lanarkshire hospitals. East Kilbride Community Food Bank also buys fresh food at affordable prices for their food parcels.

Objective 6. Encourage the development of a thriving and sustainable local food economy that is fair and inclusive, and contributes to the creation of decent and skilled jobs in the food sector

**Why did we set this as an objective?**

The local food economy in South Lanarkshire is diverse and includes agriculture, food manufacturing and food and beverage services. Agriculture employs 2272 workers, 4200 people work in the food

manufacturing industry in 51 companies and the food and beverage service activities represent 5600 workers and 678 companies<sup>20</sup>. There are also four social enterprises active in the food sector. The local food economy accounts for approximately 14 per cent of South Lanarkshire employment.

For more information: definition of social enterprise

A social enterprise is a third sector organisation having a business approach. Compared to charities, they trade to be financially self-sufficient. Therefore, they seek to maximise profits but their primary objective is to achieve social and environmental benefits.

*Source: based on the definition provided by SenScot*

Food and drink including agriculture and fisheries is part of the six key sectors where Scotland has an advantage with the creative industries, sustainable tourism, energy, financial & business services and life sciences. This is why the Scottish Government has invested in the sector in the last ten years. Since the launch of the Scotland Food and Drink partnership in 2007, the food industry turnover has increased by 44 per cent and export by 56 per cent<sup>21</sup>. In South Lanarkshire, between 2008 and 2017, turnover of the food and drink industry has increased by 49 per cent<sup>22</sup>. Rural activities in South Lanarkshire like farming and food production are key natural and business resources for the food and drink sector.

Despite the good results of the sector, it faces several challenges. Half of the food consumed is imported and British farmers produce only 15 per cent of the fruit that is consumed in the country and 55 per cent of the vegetable<sup>23</sup>. Import of cheap food with lower standards puts pressure on the national agricultural sector. The share of Scottish farmers who were able to pay themselves a minimum agricultural wage was 45 per cent in 2016/17 and has increased to 60 per cent in 2017/18<sup>24</sup>. On average, Scottish farms make a loss from their agricultural activities which is offset by subsidies<sup>25</sup>. Moreover, only 8 per cent of Scottish farmers are less than 41 years old and 34 per cent are more than 64 years old<sup>26</sup>.

With regards to the food industry, wages have increased in South Lanarkshire but they tend to be lower in the sector compared to others. In the UK, 18 per cent of employees of the food industry earn the minimum wage compared to only 7 per cent of workers across all industries. In particular, 83 per cent of waiters are paid below the real Living Wage, 62 percent of food retails and 81 percent of kitchen staff<sup>27</sup>. Wages in the food and beverage services in South Lanarkshire have also strongly declined in the last 10 years.

Furthermore, both the agriculture and food industry have a significant impact on natural resources and climate change (see Objective 10). Climate change is also a threat for the businesses and they need to identify measures to adapt or mitigate its impact.

Finally, the uncertainty of Brexit represents also a major challenge for the food sector with the potential modifications of trade agreements and regulations, depreciation of the currency, change in the labour market and decrease of funding allocated to the farming sector and rural areas in general.

---

<sup>20</sup> The Scottish Government, 2017, Local Authority tables

<sup>21</sup> Scotland Food and Drink, 2019, Ambition 2030

<sup>22</sup> The Scottish Government, 2017, Local Authority tables

<sup>23</sup> DEFRA, 2017, Food statistics pocketbook

<sup>24</sup> The Scottish Government, 2019, Scottish Farm Business Income Estimate 2017-18

<sup>25</sup> Ibid

<sup>26</sup> The Scottish Government, 2016, Results from the June 2016 Scottish Agricultural Census

<sup>27</sup> Food Foundation, 2019, The Broken Plate

Given these challenges and the prominent and obvious role of the sector to advance the objectives of the strategy, it is imperative to support local food production and the development of local food supply chains. This is particularly important if we want to source more local products in the public sector. We also want to continue to support the food industry and services so that the sector can contribute to the development of a fair and inclusive economy in South Lanarkshire but also an economy that is aligned with other Council's strategies such as the Sustainable Development and Climate Change Strategy, the Child and Young People's Health Plan or the Lanarkshire Healthy Weight Strategy. Working closely with partners and the private sector will be a prerequisite for success to advance this objective. In particular, there is scope to increase collaboration with agricultural stakeholders.

**What do we want to achieve?** The local food economy is thriving and attractive, promotes decent employment and is increasingly sustainable.

**What will we do to deliver and support change?**

1. Support local food producers, manufacturers, suppliers and social enterprises in accessing public food procurement with the help of national programmes (e.g. Supplier Development Programme, Partnership for Procurement).
2. Encourage connections among local businesses and between businesses and their local communities.
3. Showcase and promote the local food sector to South Lanarkshire residents and visitors.
4. Support food businesses willing to implement good practices and promote them.
5. Promote careers in the food sector.

**Some examples of what is already happening in South Lanarkshire**

A guide to the food and drink of Lanarkshire: "Lanarkshire Larder"

To promote the diverse food landscape of Lanarkshire, the second version of the guide "Lanarkshire Larder" was recently published. It was independently researched and developed by The List in collaboration with North Lanarkshire and South Lanarkshire Councils. The guide includes articles about the food and drinks produced in the region. Addresses of places where to buy food and where to eat are provided as well as a food map.



## Good Food Growing

The benefits of food growing, whether it takes place in allotments or community gardens, are recognised by the Council as they contribute to healthier and more sustainable food systems. For this reason, the Council aims to work towards meeting demand for food growing and promoting sustainable food growing opportunities.

Objective 7. Increase the provision of high quality food growing opportunities

### Why did we set this as an objective?

There are currently four allotment sites and 15 existing community growing projects in the Council's area. However, in recent years, the demand for food growing opportunities, and in particular for allotments, has been exceeding the availability and a survey undertaken by the Council has shown that 89 per cent of respondents have expressed a desire to see more allotment provision. Moreover, an increasing demand from local groups and schools has been observed in a context where there is a rising interest for sustainable and local food. Therefore, it is important that these individuals and groups have the possibility to grow food and have access to land.

The Council, along with partners, recognises the benefit of food growing for people directly involved, those visiting community gardens or having the opportunity to eat the food which is produced. At the moment, only 34 per cent of adults living in South Lanarkshire benefit from being outdoors at least once a week compared to 52 per cent in Scotland, while 59 per cent live within a five minutes walking distance from useable green spaces in the Council's area. Food growing encourages healthy lifestyles through higher consumption of fresh food including fruit and vegetables, more physical activity and it can also have a positive impact on mental health. Redistribution of food surplus also fosters the consumption of healthy food in communities. In addition, growing food creates opportunities for social interaction and inclusion including across ages as it offers spaces for socialisation and gathering. It also provides opportunities for learning and development, for instance, around 50 nurseries, primary and secondary schools have developed sites for food growing.

Gardens in their many forms are also beneficial for the environment and can help to tackle climate change. The provision of green spaces have an impact on air quality – trees and plants filter it and help reducing the level of pollutants. Trees and plants also capture CO<sub>2</sub> emissions mitigating the risk of climate change and can also encourage resilience by moderating temperature. They support biodiversity by providing good places for plants to grow and animals to live including pollinators. Green spaces are also places for composting and thus recycling food waste, which fosters the development of a circular economy. By being in contact with nature, individuals involved in food growing also show a higher willingness to protect the environment and this is particularly important for the next generation.

Supporting access to land for food growing purposes is aligned with the Community Empowerment (Scotland) Act 2015. It aims at empowering communities across Scotland and in particular those wanting to join "Grow Your Own" activities. In the framework of this recent government initiative, the Council is developing a Food Growing Strategy and the provision of food growing opportunities is part of its main objectives. The provision of food growing sites is also considered in the Council planning policies.

For more information: what does the Local Development Plan say about allotments and community growing areas?

The Local Development Plan states that development proposals should safeguard the green network and greenspace and it lists the opportunities for their enhancement and/or extension. This includes the provision of areas for allotments and community growing areas. New developments are required to include new green infrastructures.

In addition, an Open Space Strategy will be developed which will include protection of existing food growing areas and explore opportunities for new provision.

**What do we want to achieve?** The availability of allotments and other growing food growing opportunities meets the demand.

**What will we do to deliver and support change?**

1. Increase the provision of high quality food growing opportunities based on needs.
2. Consider opportunities for the provision of additional food growing opportunities in housing areas, care homes, schools and other public places where there is a demand.
3. Contribute to neighbourhood planning initiatives by supporting food growing opportunities where there is a demand.
4. Promote formal and alternative food growing opportunities to South Lanarkshire residents (e.g. fruit trees, community growing sites).

**Some examples of what is already happening in South Lanarkshire**

New food growing opportunities developed in South Lanarkshire

In 2019, the council has continued to work with partners and communities to provide new food growing opportunities. A new site with 5000m<sup>2</sup> of growing space has been created at Fernbrae Meadows in Cathkin which currently has 67 plot holders. The site is part of a wider urban park providing new outdoor facilities for the local community and improving biodiversity.

Moreover, a new raised bed site has been recently established at Murray Recreation Area in East Kilbride and provides food growing opportunities for up to 70 people. A small number of raised beds have also been installed in Strathaven Park and are managed by a local group with support from the Council and benefit for the wider community.

Finally, the development of a Mediterranean herb garden is planned within Castlebank Park and will be managed by a local group.

Objective 8. Engage with partners and local food growing initiatives to promote and support sustainable food growing

**Why did we set this as an objective?**

There is an increasing interest and growing demand from local groups, schools and individuals looking for advice and assistance from the Council on a wide range of food growing matters. In addition to having access to land, individuals and communities who are already growing food, or want to do it, should be able to benefit from the significant expertise and experience already available in the Council's area. Support needs range from the identification of land, assistance with Land Registry,

investigation into contaminated land, securing funding, acquiring equipment or other inputs, training or advice.

While some types of support can be provided by the Council, it is important to continue to establish links between the Council, partners, food growing groups, communities and individuals to exchange knowledge and good practices, to share opportunities to join groups or distribute food surplus, and consider the development of training opportunities. This is particularly important for prospective tenants of allotments so that they can be equipped with the knowledge and skills to begin to grow their own food. Indeed, the consultation undertaken by the Council has also shown that 83 per cent of the respondents indicated that more support for local gardening clubs and societies could foster good growing initiatives.

The promotion of sustainable practices is also an imperative to ensure that food growing has positive outcomes for the environment and to help tackle climate change (for instance, developing wildlife friendly sites, supporting biodiversity including pollinators with bee hives when needed, providing variety of habitats, using natural pest control, encouraging composting and recycling and reversing soil degradation).

Encouraging local food growing is also key to increasing the production of fruit and vegetables in South Lanarkshire. At the moment, half of the cropland area (49 per cent) in Scotland is used for animal feed<sup>28</sup>. Despite the number of community growing projects and allotment sites in South Lanarkshire, very limited amounts of fruit and vegetables are distributed or sold.

**What do we want to achieve?** An increasing number of people are growing food and adopting sustainable practices.

### **What will we do to deliver and support change?**

1. Encourage and provide advice and support to communities or social enterprises who wish to create food growing sites.
2. Support the development of a food growing network to facilitate exchange of good practices, sharing of training or volunteering opportunities, inputs and equipment.
3. Promote and identify opportunities to encourage sustainable food growing practices that will ensure the protection of natural resources and mitigate climate change.

#### **Some examples of what is already happening in South Lanarkshire**

##### Lanarkshire Green Health Partnership encourages food growing to improve mental and physical health

The partnership helps to connect health & social care with nature and in particular Scotland's outdoors. This takes place as part of the initiative "Our Natural Health Service" which is led by Scottish Natural Heritage and supported by national partners including Transport Scotland, Scottish Forestry and NHS Health Scotland, and local ones with the Lanarkshire health board, North and South Lanarkshire Councils, leisure services and voluntary sector organisations. In particular, the partnership encourages food growing given its benefits on mental, physical and social health as well as nutritional bonus. Community gardening opportunities are available in several areas and are listed in the greenspace portal. Volunteer gardening opportunities for both patients and volunteers are also offered within three community hospitals in South Lanarkshire (Udston, Kirklands and Lady Home) and two sites in North Lanarkshire. From June to September 2019, 200kg of vegetable were harvested across the five hospital sites and most of it was donated

---

<sup>28</sup>Harvard Law Schools, 2019, Eating away at climate change with negative emissions

to food banks.

## Good Food for the Environment

There is growing evidence on the impact of the food system - not only agriculture but also processing, storage, transport, consumption and waste disposal - on natural resources and climate change. This ranges from the depletion of natural resources (for instance, soil, water, land, terrestrial and maritime resources) and biodiversity and the generation of greenhouse gas emissions. Supporting the transition towards more environmentally and sustainable food systems is an imperative to meet the sustainable development and climate change objectives of the Council.

Objective 9. Reduce food waste and food packaging in the public sector and support the community and the private sector to do so, redistribute food surplus and support food composting.

### Why did we set this as an objective?

One third of all the food produced for human consumption is wasted<sup>29</sup>. In Scotland, households threw away 600,000 tonnes of food and drink waste in 2014<sup>30</sup>. Among food waste, 60 per cent is avoidable waste (items that could have been eaten), 17 per cent is possibly avoidable, and the rest is non avoidable food waste such as meat bones, egg shells or orange peels<sup>31</sup>.

Avoidable food waste has a significant effect on climate change: it generates 8 per cent of the world's greenhouse gas emissions<sup>32</sup>. The Intergovernmental Panel on Climate Change, the United Nations body for assessing the science related to climate change, has identified the reduction of food waste as one of the key responses that have large positive impact to foster climate change mitigation<sup>33</sup>.

Moreover, it has a significant economic repercussion for households, which is all the more important in a context of food poverty: the cost of buying food which has not been eaten represents £460 per household per year<sup>34</sup>. Finally, it has an impact on the Council's budget given the cost of uplifting and processing waste. Therefore, reducing avoidable food waste through prevention and redistribution of food surplus can have significant economic and environmental benefits. The national objective in Scotland is to reduce food waste by 33 per cent by 2025 (from 2013 levels) as determined by the Food Waste Reduction Action Plan published this year.

#### For more information: difference between climate change mitigation and adaptation

Climate change mitigation refers to actions to reduce or prevent greenhouse gas emissions, while climate change adaptation involves responding to the changes induced as a result of climate change.

Recycling or recovering non-avoidable food waste is also important and is aligned with the commitment of the Council to continue to divert waste from landfill by providing and encouraging the effective use of household waste management services across South Lanarkshire. The national household surveys show that, in South Lanarkshire, 66 per cent of householdS use their food caddies to dispose of food waste. However based on observations during the day to day collections, we assume that this figure overestimates the use of food caddies. If food waste is separated at source

<sup>29</sup> Zero Waste Scotland, 2019, Food Waste Reduction Action Plan (national statistic)

<sup>30</sup> Zero Waste Scotland, 2016, How much food and drink waste is there in Scotland?

<sup>31</sup> Ibid

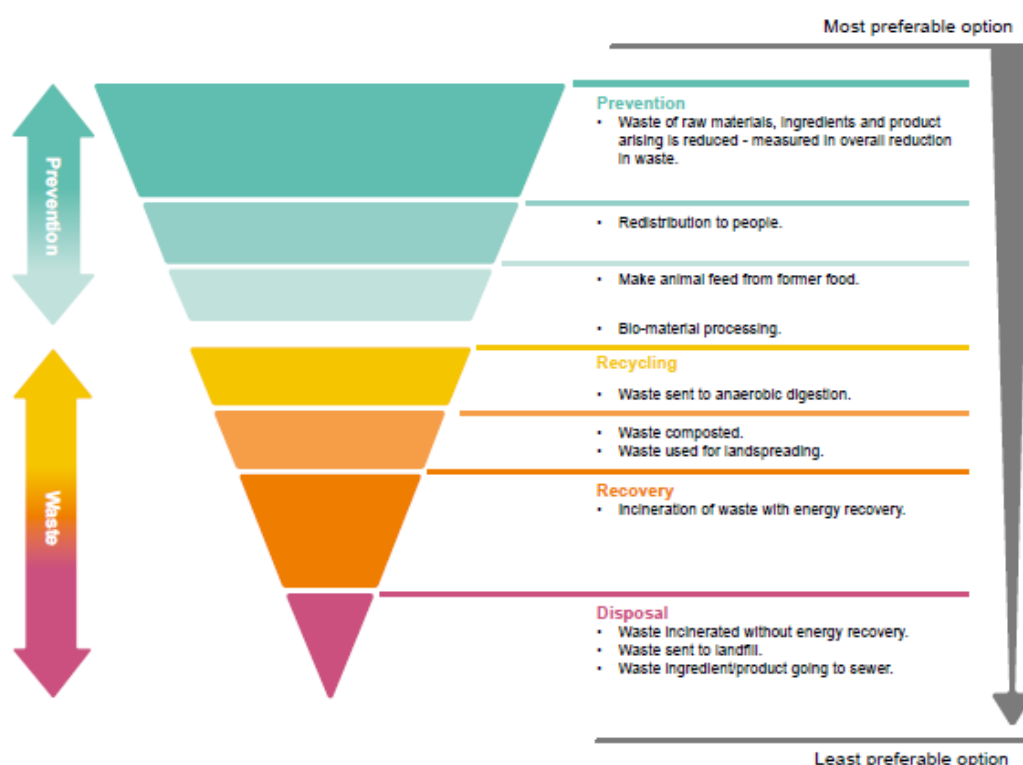
<sup>32</sup> Ibid

<sup>33</sup> IPCC, 2019, Climate Change and Land

<sup>34</sup> Ibid

and collected with garden waste, it can be a valuable resource. In South Lanarkshire, food and garden waste is collected and composted to generate fertiliser used in parks or for food growing. Compost is important to improve soil composition and characteristics in a context of soil depletion associated with intensive agriculture.

Figure 4. Options to dispose of food waste from most to least preferable options



Source: [Zero Waste Scotland](#)

Both reducing the amount of single-use packaging and increasing recycling rates can also have significant environmental and economic impacts. The consultation undertaken for the development of the Good Food Strategy has shown that food waste and the excess of food packaging is a major concern for South Lanarkshire residents. Consumers in Scotland buy more than 300,000 tonnes of single-use packaging for their groceries every year<sup>35</sup>. It has a significant environmental impact generating 650,000 tonnes of carbon emissions annually. While packaging can be of different compositions, plastic has the highest environmental impact. Single-use packaging also has a cost for Scottish households: on average, they buy 130kg of single-use grocery packaging each year, costing almost £250 or 7 per cent of the average annual grocery bill<sup>36</sup>. Change needs to happen in the private and public sectors to increase the offer of food with limited single-use packaging, and in particular plastic. At household level, recycling rates could also be improved: on average each Scottish household is binning 27kg of food and drink plastic that could have been put in the relevant recycling bins. If recycled, this would have generated £5.7 million of raw material but instead it has a cost of £5.3 million for local authorities to send the plastic to landfill<sup>37</sup>.

<sup>35</sup> Zero Waste Scotland, 2019, The Hidden Cost of Grocery Packaging

<sup>36</sup> Ibid

<sup>37</sup> Zero Waste Scotland, 2018, Dumping plastic food packaging and bottles costs Scotland £11m annually

Re-using products, recycling and reducing waste is aligned with the national ambition to foster the development of a circular economy. For instance, Scotland will be soon introducing a Deposit Return Scheme for drinks containers to make it easier for everyone to recycle used bottles and cans. Whether it is the reduction of avoidable food waste, reduced consumption of single-use packaging or higher recycling rates of food waste and single-use packaging, the public and the private sectors and households in general can help make a difference.

**What do we want to achieve?** Avoidable food waste and food packaging have reduced and non-avoidable food waste is systematically recycled as well as food packaging when possible.

**What will we do to deliver and support change?**

1. Monitor the recycling and composting rates of food waste in South Lanarkshire.
2. Reduce avoidable food waste in Council properties and encourage households and the private sector to do so.
3. Promote the redistribution of food surplus and encourage recycling and recovering of non-avoidable food waste.
4. Raise awareness about the environmental impact of avoidable food waste and the benefit of composting non-avoidable food waste.
5. Reduce food packaging in Council properties including the reliance on single-use plastic and encourage householders and the private sector to do so.

#### **Some examples of what is already happening in South Lanarkshire**

##### Reduction of single-use plastic in the Council

The Council has already removed a number of single-use items from its procurement catalogue such as all single-use plastic cutlery, plastic stemmed cotton buds, plastic straws, plastic water cups and plastic stirrers. There is an ongoing effort to continue to reduce single-use plastics by targeting items within the catering provision. Trials of alternative solutions are underway. Furthermore, employees of the Council are encouraged to reduce their reliance on single-use items at home as well as at work.

##### “Good to go”, a campaign to change the culture around food leftovers supported by the Council

The campaign proposed by Zero Waste Scotland aims at tackling “plate waste” from restaurants. Plate waste is food left by customer at the end of the meal and it represents 34 per cent of the food waste in Scottish restaurants. The Council supported the campaign through publication in the website and social media in order to encourage both restaurants and customers to change their culture around leftovers.

##### Schools are piloting initiatives to reduce the consumption of bottles of water and increase recycling of cans and bottles

The Council in collaboration with a local supplier has introduced a “Reverse Vending Machine” in one of the secondary schools. The machine accepts used and empty beverage containers and returns money to the user. In addition to increase recycling of aluminium bottles and cans, it educates pupils about proper and responsible waste disposal.

Water fountains were also introduced in four secondary schools (Biggar, Duncanrig, Larkhall, St Andrews and St Brides). The pilot aims at encouraging consumption of water, removing the need for bottles of water to be sold and helps to reduce the amount of single-use plastic bottles. It introduces a more sustainable way for pupils to access water. The pilot was developed in collaboration with a local waste disposal contractor and pupils had the opportunity to design their own reusable bottles.

Food surplus is sold by the Whitlawburn Food Co-op at reduced prices in order to tackle food insecurity

The Whitlawburn Food Co-op, which is part of the Whitlawburn Housing Co-operative, receives food surplus every week and the food is sold in the community shop at a reduced cost. Food surplus is delivered by the charity FareShare which collects it from supermarkets and food industries, thus reducing the quantity of food waste. The money raised from the sales made by the coop is used to cover the FareShare membership fee and any additional benefits go to charities. The shop has helped reduce the number of tenants referred to foodbanks

Objective 10. Connect with the community, partners and the private sector to reduce the impacts of the food system on the environment and its contribution to climate change and promote animal welfare.

### **Why did we set this as an objective?**

Food systems rely on natural resources and account for the main use of land, soil, fresh water and biodiversity<sup>38</sup>. In South Lanarkshire, 71 per cent of the land is allocated to agriculture. However, dominant models of food systems deplete them with for instance large scale monoculture, heavy use of chemical fertilizers, excessive transport of food due to the globalisation of food production or the increased production of ultra-processed food. Negative impacts include water contamination, soil depletion, loss of biodiversity and greenhouse gas emissions contributing to climate change. Climate change is a major concern for South Lanarkshire residents with 69 per cent of them thinking it is an immediate and urgent problem<sup>39</sup>.

Agriculture is part of the solution to climate change since the sector and related land use is the second highest emitter of greenhouse gases emissions in Scotland after transport. It accounts for 24 per cent of emissions<sup>40</sup> even if the agricultural sector is already playing its part in reducing emissions and transitioning to sustainable agriculture<sup>41</sup>. In particular, livestock (animals for meat, eggs and milk) generates 14.5 per cent of global greenhouse gas emission. Emissions outside the farm gate represent a further 5 to 10 per cent of the total<sup>42</sup>. Almost half of ecosystem services provided by Scottish habitats are in decline. Ecosystem services are the direct and indirect contributions of natural environment to human being, such as for instance water supply or soil of good quality<sup>43</sup>. The state of ecosystems in Scotland might have fallen below the point at which they can reliably meet society's needs<sup>44</sup> such as providing air, food or water. Land allocated to organic farming which is a nature-friendly farming system have also declined over the last ten years in Scotland and now represent only two per cent of agricultural land compared to seven per cent in the EU.

For more information: what does the Local Development Plan say about agricultural land?

Policies in the Local Development Plan seek to strongly control development on both the Green Belt and the Rural Area whose function is primarily for agriculture, forestry and recreation. Development on Prime Agricultural Land is very restricted.

<sup>38</sup> UNEP, 2016, Food system and natural resources

<sup>39</sup> Scottish Government, 2019, Scottish Household Survey

<sup>40</sup> Scottish Government, 2017, Scottish greenhouse gas emissions

<sup>41</sup> Scottish Government, 2019, The Government's Programme for Scotland 2019-2020

<sup>42</sup> IPCC, 2019, Climate Change and Land

<sup>43</sup> Scottish Food Coalition, 2016, Food and the environment

<sup>44</sup> Ibid



Given these issues, looking at the sustainability of our diet and the way food is produced is increasingly important. The Scottish Government committed, as part of its programme for 2019-2020, to develop guidance on sustainable, climate-friendly and healthy diets as part of the effort to end Scotland's contribution to climate change. Supporting sustainable development and limiting greenhouse gas emissions in South Lanarkshire is also a priority for the Council. Reducing meat consumption or eating more sustainable animal produces (for instance, free-range eggs, pasture-raised or organic meat) opting for more plant-based product, choosing seasonal and local products and reducing food waste are part of the answer. It is important that households are aware of the issue but also have the ability to access sustainable food at an affordable price. The public sector has also a role to play by sourcing more sustainable food. Furthermore, a transition toward more nature friendly farming practices is needed.

There is also a growing interest for animal welfare and this reflected by the upcoming amendment of the national Animal Health and Welfare Bill. This is particularly important in Scotland where cattle and sheep livestock farming account for 50 per cent of the agricultural output<sup>45</sup>. Beyond ethical principles, increasing animal welfare improve animal's health but can also reduce its environmental impact with better grazing management and more natural diet.

**What do we want to achieve?** Negative impacts of the food system on the environment and climate change have decreased and animal welfare have improved.

**What will we do to deliver and support change?**

1. Raise awareness about the impact of food system on the environment and climate change.
2. Increase the offer for sustainable food in Council properties including food promoting animal welfare.
3. Work with partners and the private sector to explore and implement practices that will help to tackle the impact of food system on the environment and climate change.

#### **Some examples of what is already happening in South Lanarkshire**

##### Actions are undertaken by the Council to source and serve sustainable food

- An increased amount of farm assured and red tractor food are sourced;
- Consumption of meat has reduced in school meals and meat comes from Scottish or UK farms;
- Milk comes from Scottish farms;
- No endangered fish are served as they are accredited by the Marine Stewardship Council (MSC);
- Food waste is collected in school kitchens and monitored by cooks.

##### Bothwell Beekeepers aim to *Keep Bees Well*

Bees, through the production of honey, are one of the most important food-producing animals in Western Europe. The group is an offshoot of the Organic Growers of Bothwell and members are founder members of Lanarkshire Beekeepers Association. Their aims are to maximise pollination of fruit and vegetables in Bothwell Community Garden and in the local area by reintroducing beekeeping to Bothwell and supporting honey bees which are in decline throughout the world. They give talks and set up displays to raise awareness about the connections between bees and the food on our plates with the public, including gardeners and young people. They instigated Bee Friendly Bothwell, distributing free nectar and pollen rich plant seeds throughout Bothwell. Proceeds from the sale of honey is reinvested in the project.

<sup>45</sup> Scottish Government, 2016, Animal health and welfare in the livestock industry, strategy 2016-2021

## Good Food Governance

On one hand, the purpose of improving governance of food systems in South Lanarkshire is to ensure that an increasing number of stakeholders, whether they are from the third sector, the private or public sectors, can influence or contribute to the development of a Good Food Council through higher engagement and participation in policy decisions. On the other hand, it is to enhance accountability of all these stakeholders and in particular the public sector: people know who are responsible for actions related to food and can ask them to give information about their progress.

Objective 11. Engage with, build on and support the various local food initiatives and encourage collaboration and partnership

### Why did we set this as an objective?

There are numerous stakeholders involved in food activities or matters in South Lanarkshire such as food banks, community food organisations, food growers, farmers, food retailers and caterers, food manufacturers, different Council's services and other local public organisations.

Improving local governance through higher collaboration and partnership is important since all stakeholders with their different areas of expertise are playing a role in the food systems and thus can all contribute to positive changes. This is particularly important given the scale and the complexity of food issues. Moreover, this can help to gain a better common understanding of food challenges at different levels and discuss and explore innovative solutions. Food issues are also interrelated and cannot be taken in isolation, justifying the need for a collective approach. Working together is also legitimate as improving the food system means pursuing common objectives and protecting public goods such as the environment. Finally, working towards more equitable and fairer food systems is also a social goal that can impact the whole society.

Change and success will depend on commitment and proactive participation from a wide range of stakeholders as well as coordinated actions and strong working relationships across levels and sectors. To do this, there is an opportunity for the Council to better identify the different local food initiatives and stakeholders and engage with them, provide support when possible and facilitate partnership when needed. There is also scope for food stakeholders to foster their connections, especially across sectors. This is particularly important to rebalance the role and power of food stakeholders in a market concentrated around a limited numbers of companies. Strengthening partnerships and policy dialogue is also an opportunity to reinforce the accountability of the Council.

Currently, there are formal and informal networks in specific areas such as Greening CamGlen that are directly or indirectly related to food in South Lanarkshire. Therefore, we want to build on the existing networks and establish new ones based on needs and priorities. Joining international and national networks such as Sustainable Food Cities will also be beneficial to receive support from other places and people, to explore together practical solutions and develop good practices.

**What do we want to achieve?** Food stakeholders are increasingly connected and work in partnership. Governance of food systems has improved and food stakeholders in South Lanarkshire have the capacity to influence or contribute to the development of a Good Food Council.

## What will we do to deliver and support change?

1. Continue to support key voluntary organisations in particular by securing external funding.
2. Identify and map local food initiatives to inform food stakeholders, foster collaboration and guide the development of new initiatives.
3. Facilitate partnership at local level depending on needs and priorities.
4. Connect with international and national food networks such as Sustainable Food Cities to benefit from external expertise.
5. Enhance stakeholders' participation in Council level political dialogue.

Objective 12. Ensure that healthy, sustainable, fair food is embedded in local policies, increase policy coherence and guarantee that food has a high profile across the Council by connecting with partners.

## Why did we set this as an objective?

Within the Council, a number of initiatives, services and resources implement actions that contribute to the development of a Good Food Council. These services include: Amenity Services, Community Payback, Economic Development, Education, Facilities Services, Food Safety, Funding and Development, Housing and Technical, LEADER, Money Matters, Planning, Procurement, Refuse and Recycling, Senior Together, Scottish Welfare Fund, Social Work, Sustainable Development and the Tackling poverty team.

Regarding partners of the Community Planning Partnership, some simply serve food to their employees or visitors such the University of West of Scotland or the Scottish Fire Rescue Service, while others directly take actions or support programmes related to food and health, food growing, food and education or food economy as NHS Lanarkshire, South Lanarkshire Leisure and Culture or the Chamber of Commerce.

Strengthening collaboration and partnerships within the Council and across partners will reinforce coherence between policy documents and between actions. To do this within the Council, the Food Steering Group, which could be developed in the framework of the new Council Climate Change and Sustainability Committee, will monitor the progress of the strategy, take policy decisions and guide its implementation. Progress will also be reported to other relevant Council Committees such as the Executive Committee as required. Moreover, we will ensure that current forum and groups such as the Sustainable Development Coordination Group will consider and work towards the objectives of the strategy.

In relation to the Community Planning Partnership, we will focus on improving the food sourced, prepared and served in public places to deliver the Objective 4 of the strategy. Moreover, we will build on existing cross-partners group to deliver the objectives of the strategy.

For more information: the South Lanarkshire Community Planning Partnership involves the following stakeholders

- NHS Lanarkshire
- Police Scotland
- Scottish Enterprise
- Scottish Fire and Rescue Services
- Scottish Government
- Skills Development Scotland
- South Lanarkshire Council
- Strathclyde Partnership for Transport
- University of the West of Scotland
- VASLan (Community and Voluntary Sectors)

**What do we want to achieve?** Good food is a priority within the Council and across partners and policy documents and programmes that are related to food are implemented in a coherent and coordinated manner to advance the objectives of the strategy.

**What will we do to deliver and support change?**

1. Establish an active Council Food Steering Group for monitoring, advisory and decision making.
2. Ensure that the objectives of the strategy are considered in all food related strategies, actions, groups and forums.
3. Reinforce collaboration across partners of the Community Planning Partnership to advance the objectives of the strategy.

## **Monitoring framework**

The implementation of the strategy will be monitored by tracking the outputs per objectives and actions. Moreover, the impacts or the outcomes of the strategy will be assessed. More specifically, we will follow the progress made to advance the vision of the Good Food Strategy and its different dimensions: healthy life and well-being, affordable and accessible food for all, fair and inclusive food economy, environment and climate change and animal welfare. We will also monitor the progress towards the development of governance as it is one of the conditions to deliver the vision.

While tracking the implementation (the outputs) is straightforward, monitoring the impacts is more complex. One objective can contribute to different dimensions of the vision. For instance, providing food growing opportunities (Objective 7) contributes to health and well-being, affordable and accessible food for all and environment and climate change. Therefore, indicators selected to measure the outcomes of the strategy refer to the different dimensions of the vision. Furthermore, it is important to consider that for some indicators, the Council plays a major role and a change can be attributed to its actions, however for other indicators such as overweight and obesity, the Council only contributes to change and other actors and factors have to be taken into account to understand the evolution of the indicator.

For more information about the indicators to monitor progress towards the dimensions of the vision of the Good Food Strategy and its objectives, please refer to Appendix 1.

## How can you support change?

As an individual or a business you can help delivering the vision of the strategy and contribute to the development of a Good Food Council.

### 10 actions for South Lanarkshire residents

1. Add an extra portion of fruit and vegetable to your meal and reach you five a day
2. Cook fresh, local and seasonal food
3. Waste less by planning your meals, use up your leftovers and perfect your portion size
4. Recycle non-avoidable food waste by throwing it in your food caddy or composting it
5. Reduce single-use plastics, bring your reusable cups to café and your own shopping bags
6. Reduce your meat and dairy consumption, buy from trusted and animal welfare suppliers and try to replace meat by plant-based proteins
7. Know your food, how it was produced, and chose trusted labels when you buy food (for instance, organic, Fairtrade, MSC for fish)
8. Support independent food shops, restaurants and pubs and look for accredited businesses (for instance, Healthy Living Awards, Living Wage)
9. Use the on-line map [Locator.org.uk](http://Locator.org.uk) and find out how to volunteer at a food bank, a community garden or a community food project
10. Enjoy cooking and eating together

### 10 actions for South Lanarkshire food businesses

1. Offer smaller portion sizes and doggy bags
2. Make healthy food options available to employees or clients
3. Source more local, sustainable and fair food (for instance, organic, Fairtrade, MSC for fish) and offer more vegetarian options
4. Undertake food waste audit, redistribute food surplus to local organisations or via FareShare
5. Offer the opportunity to refill bottles of water
6. Go for accreditations (for instance, Healthy Living Award, Taste Our Best, MenuCal)
7. Consider paying the Living Wage and ensure good employment conditions and job security
8. Promote the range and excellence of carers in the food sector
9. Support the development of a breastfeeding environment for employees and clients
10. Join Council's food initiatives



Appendix 1. Indicators to monitor progress of the Good Food Strategy

Dimensions of the Good Food Strategy vision	Objectives of the Good Food Strategy	Indicators to monitor the dimensions of the vision
<b>Governance</b>	1-Improving food education and culture 11-Developing food partnership 12-Making food a priority	<ul style="list-style-type: none"> <li>- Presence of an active steering group</li> <li>- Presence of an active multi-stakeholder food partnership</li> <li>- Presence of an inventory of local food initiatives and practices</li> </ul>
<b>Health and well-being</b>	1-Improving food education and culture 2-Reducing food insecurity 3-Improving food in schools and in the council 4-Improving food in public places 5-Enhancing the retail and catering environment 6-Developing the local food economy 7-Providing food growing opportunities 8- Providing food growing opportunities	<ul style="list-style-type: none"> <li>- Percentage of adult being overweight or obese</li> <li>- Portion of fruit and vegetables eaten per day</li> <li>- Percentage of babies being breastfed</li> <li>- Percentage of businesses compliant with food safety standards</li> </ul>
<b>Affordable and accessible food for all</b>	1-Improving food education and culture 2-Reducing food insecurity 3-Improving food in schools and in the council 4-Improving food in public places 5- Enhancing the retail and catering environment 7-Providing food growing opportunities 8-Promoting food growing 9-Reducing food waste and packaging	<ul style="list-style-type: none"> <li>- Number of food parcels delivered by food banks</li> <li>- Percentage of children eating fruit and vegetables every day in most deprived areas</li> <li>- Percentage of crisis grants processed within the same working day (Scottish Welfare Fund)</li> </ul>
<b>Fair and inclusive food economy</b>	1- Improving food education and culture 3-Improving food in schools and in the council 4-Improving food in public places 5- Enhancing the retail and catering environment 6-Developing the local food economy	<ul style="list-style-type: none"> <li>- Surface allocated to food production</li> <li>- Turnover of the food, beverage and tobacco manufacture</li> <li>- Gross wages and salaries per head in the manufacture of food, beverages and tobacco</li> <li>- Turnover of food and beverage services</li> </ul>



		<ul style="list-style-type: none"> <li>- Gross wages and salaries per head in food and beverage services</li> <li>- Percentage of procurement spent in food produced or manufactured in South Lanarkshire</li> <li>- Percentage of procurement spent in food produced or manufactured in Scotland</li> <li>- Town vacancy rates</li> </ul>
<b>Environment and climate change</b>	1- Improving food education and culture 3-Improving food in schools and in the council 4-Improving food in public places 5- Enhancing the retail and catering environment 6-Developing the local food economy 7-Providing food growing opportunities 8-Promoting food growing 9-Reducing food waste and packaging 10-Reducing the impact of food on the environment	<ul style="list-style-type: none"> <li>- Percentage of people using food caddy to dispose food waste</li> <li>- Greenhouse gas emissions from household food waste</li> <li>- Percentage of total food waste recycled</li> <li>- Surface allocated to organic production</li> <li>- Percentage of procurement spent in organic food</li> </ul>
<b>Animal welfare</b>	1- Improving food education and culture 3-Improving food in schools and in the council 4-Improving food in public places 5- Enhancing the retail and catering environment 6-Developing the local food economy 10-Reducing the impact of food on the environment	<ul style="list-style-type: none"> <li>- Percentage of procurement spent in animal produce respecting animal welfare</li> </ul>



# Report

8

Report to: **Community and Enterprise Resources Committee**  
 Date of Meeting: **12 November 2019**  
 Report by: **Executive Director (Community and Enterprise Resources)**

Subject: **Cambuslang Town Centre Strategy and Action Plan**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Committee of the outcomes of the Cambuslang Town Centre Consultation
- ◆ request approval of the Town Centre Strategy as set out in the recommendations detailed below

## 2. Recommendation(s)

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

- (1) that the outcome of the consultation process approved at the June 2019 Community and Enterprise Committee be noted;
- (2) that the amendments to the Cambuslang Town Centre Strategy, as detailed in section 5 of the report, be approved; and
- (3) that the Executive Director (Community and Enterprise Resources) in consultation with Cambuslang Community Council and key stakeholders be authorised to proceed with implementation of the finalised strategy.

## 3. Background

3.1. In line with town centres across the country, Cambuslang Town Centre has been affected by changes in economic conditions, demographics and the progressive rise of the internet. In response to these national changes, the Scottish Government commissioned the National Review of Town Centres in 2013 which set out key recommendations for re-energising Scotland's town centres. The actions and recommendations from this review fell into 6 key themes, namely:-

- ◆ Town Centre Living
- ◆ Vibrant Local Economies
- ◆ Enterprising Communities
- ◆ Accessible Public Services
- ◆ Digital Towns
- ◆ Pro-active Planning

At the centre of these recommendations is the "Town Centre First" policy which recognises that the health of Scotland's town centres must be put at the heart of the decision making process.

- 3.2. Members will recall the report presented to this Committee on 6 March 2018 seeking approval to progress the Hamilton Town Centre Strategy and Action Plan and noted that officers would progress further audits, strategies and action plans for Blantyre, Cambuslang and Larkhall. The Audits have all been completed in consultation with Scotland's Towns Partnership and help inform the Strategies and Action Plans along with an extensive community engagement and consultation process.
- 3.3. The Hamilton Strategy and Action plan was approved by this Committee in October 2018. The communities in Larkhall and Blantyre have carried out town wide consultations in collaboration with the Community Participation and Development Service which will feed into their strategies and action plans. The Larkhall and Blantyre draft plans will be presented to Committee early next year prior to a period of public consultation.
- 3.4. This report seeks approval of the Cambuslang Strategy and Action Plan, as detailed in Appendix 1, which Planning and Economic Development Services have prepared, in consultation with Cambuslang Community Council (Cambuslang Future Group), setting out a range of initiatives in order to meet the challenges facing the town centre. The action plan considers potential activity shaped at revitalising the town centre in three distinct themes, namely:-
- ◆ Physical Environment
  - ◆ Accessibility and Transportation
  - ◆ Attractive Business Environment
- 3.5. The strategy was subject to public consultation from 30 June to 19 September 2019 as agreed at the Community and Enterprise Resources Committee of 4 June 2019. Officers from Planning and Economic Development Services alongside members of the Community Council carried out consultations in Cambuslang Gate in September 2019 and the consultation was 'live' for completion online during the time period stated above. The consultation was advertised widely through the Council's channels in order to attract a wide cross section of the public to complete the questionnaire. The consultation generated 267 responses when it closed on 19 September 2019.

#### **4. Consultation Feedback**

- 4.1. A summary of the consultation results is attached in Appendix 2. The following statistics are of note:-
- ◆ 94% feel that quality and type of retail mix in the town centre is a problem
  - ◆ 91% feel that parking in the town centre is a challenge
  - ◆ 84% feel that the streetscape/public realm is poor
  - ◆ 80% feel that changing shopping patterns have an impact on the town centre
- 4.2. The survey attracted in excess of 1,000 comments. The main themes of the comments are as follows:-
- ◆ A location for the community to meet on the Main Street is desired
  - ◆ Entertainment appears limited to the over-18s. Need more options for younger people and families
  - ◆ Banking provision is desired
  - ◆ Improved ability to buy groceries on the Main Street is desired
  - ◆ Parking provision in the town centre is not considered adequate
  - ◆ Commercial waste presentation and storage on the Main Street is a problem
  - ◆ The streetscape is not considered to be attractive

## **5. Strategy Amendments**

5.1. Following the completion of the consultation, officers from Planning and Economic Development Services, in conjunction with the Cambuslang Future Group, met to consider the consultation feedback. In this regard, it was noted that the outcomes from the consultation broadly supported the priorities and actions set out in the strategy. However, there were two areas of the strategy that merit being amended in order to reflect community feedback.

- ◆ The theme of “Attractive Business Environment” will be renamed “Attractive Community and Business Environment” and a project will be added under this heading to consider projects which would seek to make the town centre more attractive to young families, young people and the community in general.
- ◆ The changes in business practices of the major high street banks which led to the recent closure of branches in Cambuslang resulting in a lack of banking provision in the town centre, was a concern which was commented on multiple times. The reduction in banking is a national issue and one over which the local authority has no control. Nonetheless, Cambuslang Future have been proactively looking for a solution to the lack of provision in Cambuslang as well as raising the issue at a Government level. In turn, there is now a specific action to address the issue, detailed under theme three in the Action Plan, to be led by Cambuslang Future Group.

## **6. Next Steps and Timescales**

6.1. On agreement of the finalised strategy, projects will be developed and/or completed within the timescales contained in the Action Plan (Appendix 1). The consultation process undertaken with the Cambuslang Future group has resulted in the core of a steering group being in place and it is proposed to use these established structures and working relationships in moving forward to deliver the strategy and action plan. Membership of the group will be kept under review to ensure all sectors of the community are appropriately represented.

## **7. Employee Implications**

7.1. The implementation of the Action Plan will be taken forward by officers within Planning and Economic Development Services. The Strategy is a holistic range of measures aimed at revitalising a variety of aspects within the town centre. With this in mind, the success of the strategy is dependent on partnership working with SLC, the private sector, the community and the third sector.

## **8. Financial Implications**

8.1. Implementation of the Action Plan will focus on the coordination of activity and events that will be funded through existing resources. There are aspects of the Action Plan, however, which do not have funding in place both within the Council and across partners. The strategy provides a basis to support funding bids which support change and development in the town centre. Much of the success of the Action Plan will be dependent on the support and ownership of the private sector, the community and third sector.

8.2. In parallel to the work on the Strategy and Action Plan, the Cambuslang Future Group were successful in securing funding £620k through the Scottish Government Town Centre Fund. This award will allow a significant section of the Main Street, from Greenlees Road to West Coats Road, to be resurfaced. These works are expected to bring a major improvement and make a significant contribution towards

addressing many of the concerns raised throughout the consultation and are consistent with the strategy.

## **9. Other Implications (Including Environmental and Risk Issues)**

- 9.1. There is a risk that if the Council does not maintain its support for town centre regeneration activities the physical environment will deteriorate, businesses will find trading conditions become harder with the potential closure of some businesses and subsequent job losses.
- 9.2. Failure to maintain this kind of activity will result in a failure to meet a range of Council objectives and policies including those detailed below and the Council's reputation and credibility may also suffer.

## **10. Quality Impact Assessment and Consultation Arrangements**

- 10.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and therefore, no Impact Assessment is required.
- 10.2. All necessary consultation arrangements have taken place.

**Michael McGlynn**  
**Executive Director (Community and Enterprise Resources)**

22 October 2019

### **Links to Council Values/Ambitions/Objective**

- ◆ Improve the quality of the physical environment
- ◆ Support the local economy by promoting the right conditions for growth, improving skills and employability
- ◆ Partnership working, community leadership and engagement

### **Previous References**

- ◆ Cambuslang Town Centre Strategy and Action Plan Committee Report (4 June 2019)

**List of background papers –**  
None.

### **Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:- Victoria Eccles, Property Development, Regeneration Services  
Ext: 3982 (01698 453982)  
E-mail: victoria.eccles@southlanarkshire.gov.uk

# Cambuslang

A vibrant community focussed town centre

A strategy for Cambuslang town centre

# Contents

Page 1	1. Introduction
Page 2	Cambuslang town centre map
Page 4-5	2. Background context
Page 6	3. A vision for Cambuslang
Page 7	4. Aims and objectives
Page 8-9	5. Opportunities and challenges
Page 10	6. Town centre stakeholders
Page 11	7. Consultation with Stakeholders
Page 12	Listening to Stakeholders
Page 13-16	8. Town centre action plan
	Objective one - Planning and economic development initiatives
	Objective two - Accessibility and transport
	Objective three/four/five - Attractive Community and Business Environment
Page 17	9. Next steps
Page 18	10. Monitoring and reporting
	Appendix 1 - Your Town Audit (YTS)

A vibrant community focussed town centre



# 1. Introduction

Town centres are a key part of successful places and have an increasingly important role in building stronger, more sustainable places and communities. Alongside towns across the UK, Cambuslang has been challenged by changing patterns of use and shopper behaviour. In order to maintain their vitality, town centres must react to social and economic changes and consider their offer, purpose and value to communities.

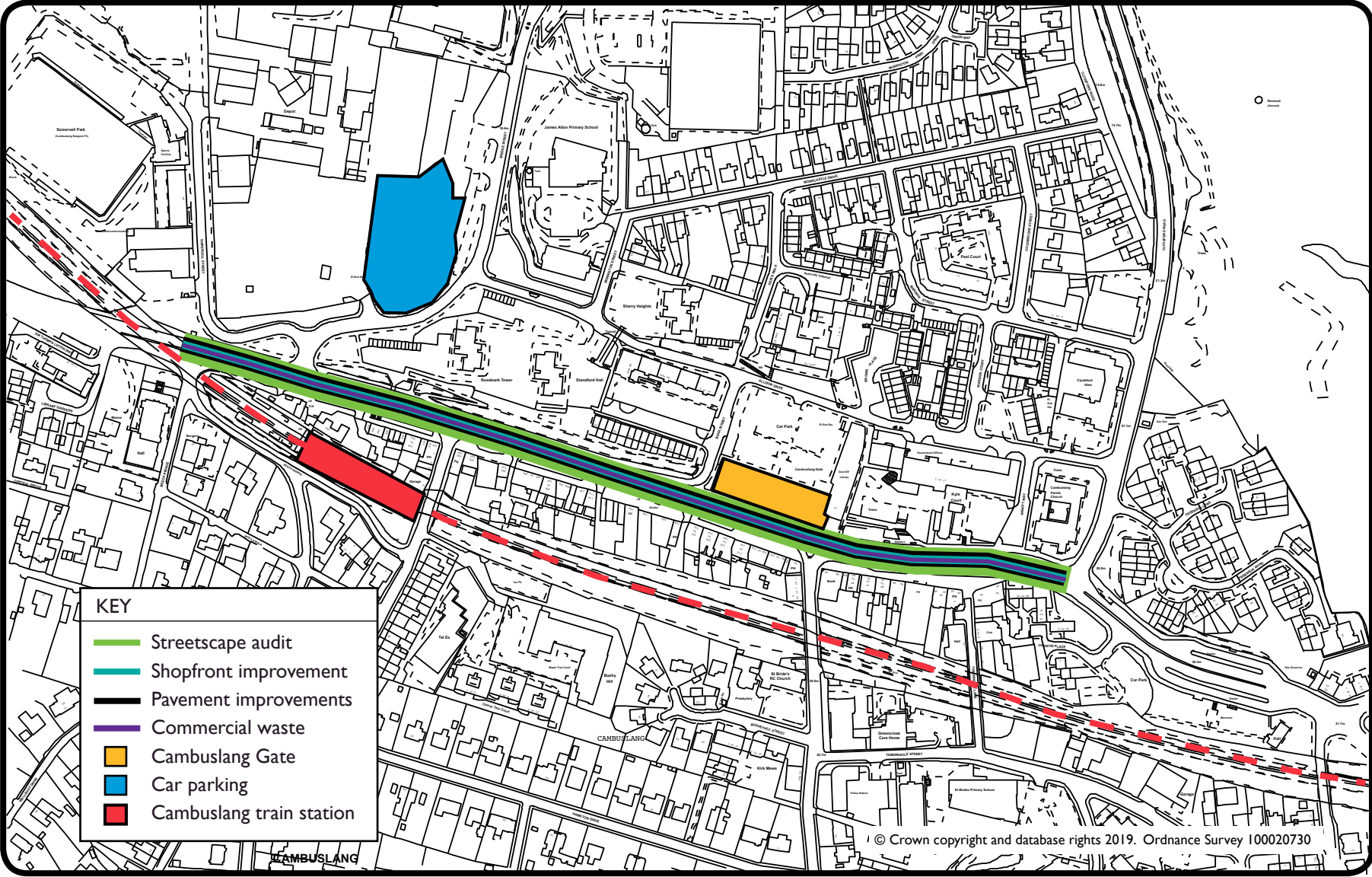
The strategy seeks to support and coordinate action aimed at revitalising the town centre.

South Lanarkshire Council (SLC), working with Cambuslang Community Council and town centre partners, seek to support change that promotes additional vibrancy and vitality within the town centre and support its sustainable future. As a result of this partnership, SLC commissioned a 'Your Town Audit' (YTA), conducted by Scotland's Towns Partnership and EKOS, which was completed in May 2018 and provides a comprehensive audit of Cambuslang (see Appendix I).

This strategy document sets out a range of initiatives which will contribute both in the short and long term to town centre activity by establishing a welcoming, safe and attractive centre to encourage footfall and generate additional spend. Critical to the success of the strategy is partnership working. This will help to secure project goals and coordinate combined effort across public, private, third sectors and the local community for its successful delivery.



# Cambuslang town centre







## 2. Background context

Cambuslang is a suburban town approximately six miles south-east of the centre of Glasgow. It is the fourth-largest town in South Lanarkshire and directly borders the town of Rutherglen to the west. The town is well connected with excellent road and rail infrastructure into Glasgow and the wider metropolitan area.



Cambuslang town centre was historically a major retail centre for the local community with a wide range of shops and services on both sides of the Main Street. Redevelopment in the 1960s created a new 'core', based around the Cambuslang Precinct to the north of the Main Street. This area has changed its character over time and is now more service based with the bulk of Cambuslang's retail provision now on the Main Street.

Currently, Cambuslang town centre is characterised by a long main street where the majority of the retail and service offer is located on the south side. One of the highlights in the town every June is its Summerfest, providing a range of street entertainment, arts, children's theatre and more. The popularity of this event shows the appetite for a programme of similar events throughout the year to encourage footfall in the town centre.

The Cambuslang Gate development opened in 2007 adding space for a new food store, six retail units, a health centre, office space, library, 33 residential flats and 150 public parking spaces. The town centre has a traditional mix of high street shopping, characteristic of secondary centres, with numerous licensed premises and a range of salons, coffee shops and professional and public services. A business survey conducted in 2017 found that over two-thirds of the businesses were independents and c. 30 percent were branches of regional or national chains and that a high proportion of existing businesses serve the evening rather than daytime economy.

In line with town centres across the UK, the town centre has experienced challenges due to a number of factors such as the economic crisis and austerity measures, decreasing consumer confidence and disposable income, the rise of convenience culture and the progressive rise of internet sales and the digital high street. As

noted above, the town has a mix of high street shopping characteristic of secondary centres with over two thirds of businesses being independent. Many of the shops on the Main Street are relatively small and serve a predominately local market. Importantly, there is no longer an 'anchor store' to attract footfall and in 2017, the three remaining banks and the local police station in Cambuslang all closed.

Although the Your Town Audit reported that 11.4% of town centre retail units are vacant there has been an increase in occupancy on the Main Street therefore currently vacancy rates on Cambuslang Main Street sit at 2.6% at the time of writing and fluctuate year on year.

*Cambuslang Business survey:*  
<http://bit.ly/32GMlxO>





The town's population has grown significantly over the past two decades due to new housing developments and is projected to grow further. The YTA audit confirms that the population of the town has 'increased substantially over the ten-year period from 2006-2016 (18%) - a considerably higher rate than the YTA average of 1%' and noted that the 'increase is the highest recorded of any of the YTA audited towns'.

Given the demographic profile of the population there is significant

opportunity to attract this customer base into the town centre. Although retail remains a fundamental part of a healthy town centre, leisure activity, café culture, evening economy and local services for local communities have an increasing role and importance within the town centre mix. Cambuslang is well served with licensed premises, salons and both professional and public services. The opening of a Costa Coffee shop and Wetherspoons has also significantly added to the daytime provision of 'café culture'.

# Cambuslang has the potential to be a more thriving and successful centre.

With this in mind, the strategy and action plan will focus on a range of short and long term actions that will make the town centre more attractive to a local customer base by encouraging private sector involvement, enhancements to the physical environment and softer regeneration initiatives such as marketing and events.

South Lanarkshire Council, Cambuslang Community Council (through the Cambuslang Future Group) and the Cambuslang Business Community all have a key interest and role in reacting to changing behaviors and recognising that Cambuslang town centre must diversify its offer in order to give users the broadest range of reasons to visit and spend time there.

## Regeneration of Cambuslang town centre is a collective responsibility.

The private sector has a key role in providing a shopping, service and leisure offer that will attract and meet the needs of the local community. The public sector has a role in ensuring that planning, investment, development and other relevant policies maximise the attractiveness of the business environment. The wider community must support local business and safeguard the vitality of the town centre.

Cambuslang Future (a sub-group of Cambuslang Community Council) is a key organisation in advancing local initiatives and supporting local business. Alongside SLC it is an important body in facilitating activity that supports the town centre.

# 3. A vision for Cambuslang



The Vision for Cambuslang is of an attractive, commercially successful, community focussed, welcoming town centre which generates a sense of civic pride in its citizens.

Cambuslang town centre has the potential to develop the quality of its offer and the appeal of place. The town centre must build on its strengths, celebrate its heritage, town centre connectivity and facilities associated with its town centre core.

The town has the opportunity to build on a range of current initiatives and trends associated with the increasing appeal of place and the importance of connections to modern living. A sense of place is the collection of qualities and characteristics that define a location. Sense of place is what makes Cambuslang distinctive and creates its appeal.

Cambuslang has well-developed social networks and an active community. It has excellent accessibility and good

quality greenspace close at hand. The town needs to ensure that it can promote these advantages and present itself as a great place to live, shop, work and play.

The vision for Cambuslang town centre therefore seeks to build on these strengths to create:

- an attractive, safe and welcoming town centre providing a focal point for all sectors and age groups of the community to connect;
- a successful Main Street that meets the needs of the community it serves;
- a town that remembers and retains its heritage as the oldest village in Scotland with industrial heritage.

Capturing investment, building confidence in the business community, engaging local residents, and strengthening enterprise activity can all be better supported through collective action with the South Lanarkshire Council, Cambuslang Future, businesses and local community interests all committed to facilitating the delivery of the strategy through further engagement.

# 4. Aims and objectives

The aim of the Cambuslang Town Centre Strategy is to create a town centre that is an attractive, commercially successful, sustainable and vibrant place for people to live, work and socialise.

The strategy seeks to set out a range of objectives for Cambuslang Town Centre and outlines in the Action Plan where resources and activities should be focussed to deliver the desired outcomes. There is no one solution or intervention which will address all of the issues facing the town centre. The issues and solutions are wide ranging, interrelated and complex. The approaches and actions adopted will need to be given time and progressed as a coordinated suite of measures in order to deliver the most effective impact. Regeneration requires long term sustained activity and initiatives and these actions need to be delivered flexibly.

The Scottish Government have completed a wide range of work identifying good and best practice to support the quality of local and regional centres. Key initiatives include:

- Business Improvement Districts
- The Scottish Governments Town Centre Action Plan and Toolkit
- A policy framework based on Designing Places, Designing Streets
- Town Centre Audits

Scotland's Towns Partnership, who completed the Your Town Audit (YTA), also provide a useful resource at sharing best practice.

South Lanarkshire Council, together with partners and stakeholders, believe that the Strategy and related actions should be framed through the following objectives. These objectives reflect national, regional and local policy and the commitment of the council and town centre partners to supporting inclusive growth through the Local Outcome Improvement Plan.

**Objective one:** To support sustainable town centre growth, mixed-use development and investment opportunities through planning and economic development initiatives in line with the Town Centre First policy initiative.

**Objective two:** To ensure that town centre accessibility and movement is inclusive and supports all modes of transport and meets the needs of users through measures to ensure convenient and safe access by foot, cycle, car and public transport.

**Objective three:** To ensure that the town centre has a welcoming, safe and attractive physical environment that supports the needs of both business and town centre users and provides a focus for community life and events.

**Objective four:** To improve the commercial viability of the town centre by supporting enterprise through business advice, training, events, marketing, finance and other support measures for existing and potential new businesses.

**Objective five:** To exploit the opportunities of digitalisation for business growth and usage of the town centre.

**Objective six:** To create the conditions for social regeneration and improve the health and wellbeing of the community, particularly through the reduction of fear of crime and anti-social behaviour - creating a town centre that is welcoming to all and safe with a strong sense of community.

# 5. Opportunities and challenges

In relation to Cambuslang the specific opportunities and challenges are as follows:

## Opportunities

### Physical/Environmental

- Good access to local services
- Good road and rail links to Glasgow
- Local greenspace (parks, River Clyde)
- Close proximity to M74

### Social/cultural

- Significantly growing population
- Distinctive local urban/industrial heritage
- Strong community involvement
- Sports and leisure facilities
- Civic Pride
- Some established events
- Lack of facilities for families and children

## Challenges

### Physical/Environmental

- Streetscape in varying conditions
- Some street furniture objects non-uniform
- Use and control of town centre parking and use by commuters
- Underused civic plaza (Kyle Court) which is on a different level from the Main Street
- High volume of commercial waste and fly tipping
- Some vacant units and some outdated shopfronts
- Perception that there is fragmentation between the north and south of the Main Street
- Pedestrian safety measures result in a reduced natural flow across the dual-carriageway and around the town centre
- Busy road junctions on the Main Street

### Social/cultural

- Deprivation levels higher than Scottish average in small pockets of the town centre
- No coordination of marketing or year-round event programme.
- Ensuring that the town centre is accessible to all, especially the elderly
- Lack of a focussed programme of social and leisure events



## Opportunities

### Economic/Commercial

- Main Street vacancy rate is below the Scottish average at the time of writing
- Strong evening economy
- Technological advances in digital communications
- High proportion of independent traders - opportunity for distinctive offerings
- Easy access to the majority of public and private services

### Policy

- Commitment of relevant partners
- SLC Business Support team
- SLC Community Planning Partnership
- Business Gateway Lanarkshire
- Opportunity to coordinate town centre activity through the strategy
- Identification of available funding e.g. Regeneration Capital Grant Fund, Sustrans, new Town Centre Fund, Participatory Budgeting of 1% of SLC expenditure

**The above assessment indicates that the challenges for Cambuslang are broad and varied however there are a number of areas of opportunity which can be exploited to the benefit of the town centre.**

Cambuslang has a mix of opportunities and constraints that impact on the appeal and functionality of the centre. Many of the opportunities and challenges result from a legacy of historic conditions (shop closures, street patterns) and business practices (retail mix/shop opening hours). Key areas to review and address include:

## Challenges

### Economic/Commercial

- Daytime economy is not as strong as the evening economy
- No local banking provision
- Large grocery store is out with the Main Street (but within walking distance)
- Lack of investment by some retailers
- Competition from edge-of-town supermarkets with ample parking
- Lack of mix of use
- Online competition
- Traditional shopping hours (limited Sunday opening/no late night shopping/ 5-8pm gap in town centre activity)
- No town-centre WIFI
- Reported low business confidence
- Vacant units and attracting a diverse range of businesses to balance day and evening economy

### Policy

- Limited local authority and central government funding available
- Ensuring that all public and private investment in Cambuslang directly benefits the town and its community

- strengthening the appeal and the experience of the centre and making it a more attractive place to visit and mix leisure/retail experiences;
- reviewing town centre parking and transport arrangements that could address any perceived barriers to accessing and using the centre;
- building on Cambuslang's heritage and community spirit with a targeted programme of events, marketing and softer regeneration initiatives.

# 6. Town Centre stakeholders

As the local authority SLC has powers and resources in key areas of planning, investment and business support that influence economic growth. Decision-making and resource allocation in these areas will support this strategy.

Importantly, there are other partners and stakeholders whose commitment is required to work towards a common goal of improving the physical, economic and social conditions of the town. These include:

- MP and MSPs (constituency and list)
- Scottish Government
- Scotland's Towns Partnership
- South Lanarkshire's Community Planning Partnership
- Business owners/managers
- Property owners
- Cambuslang Community Council (Cambuslang Future)
- Community groups (e.g. Healthy n Happy Community Development Trust, LEAP, churches, residents' associations, sports clubs and other groups)
- Police Scotland (local community policing team)
- Local social media groups and networks

Successful delivery of the strategy will require commitment from all stakeholders.



# 7. Consultation with stakeholders

## Consultation feedback

The consultation exercise attracted in excess of 1,000 comments. The main themes of these comments are as follows:

- Indoor and outdoor locations to meet friends and make social connections in a nice environment on the Main Street is required. The notion of community meeting spaces which were not licensed premises was a recurring theme.
- Family friendly 'play' cafe for parents/carers and younger children where they can play and have food is needed. There are many young families in Cambuslang.
- Entertainment is limited to those over 18. More recreational facilities, activities and events for children from infants to late teens are needed.
- Car parking for commuters using Cambuslang Train Station and those using the town centre is not currently meeting needs.
- The current streetscape on Main Street is viewed negatively.
- Removal of the commercial bins on Main Street. Buildings and shopfronts need to be upgraded and enhanced.
- The ability to buy groceries on Main Street is needed. A community supermarket is regarded as highly desirable.
- Banking facilities returning to the Main Street is a priority for many.
- Need to make it easier and more attractive for new residents coming into the area to visit the town centre.
- Events, activities and initiatives for all are needed to promote and market the positive aspects of the town centre.
- More diverse mix of shops, a wider range of cafes and restaurants, and facilities that bring the community together.
- Better bus services to surrounding areas and towns, and faster services into Glasgow.
- Outdoor markets and street festivals to attract more people to the Main Street.
- The community want to feel safe and secure on the Main Street.



# Listening to local views

## Consulting to understand local issues and concerns

267

Respondents

91%

Feel that car parking is a challenge for the town centre

94%

Feel that quality and type of retail mix is a problem

83%

Feel that vacant premises are a problem

86%

Feel that competition from other town centres is a challenge

84%

Feel that the streetscape/ public realm is poor

80%

Feel that the evening economy is limited

85%

Feel that changing shopping patterns have an impact on the town centre

81%

Feel that public transport provision is good or excellent

### Amendments and observations

The priorities identified in the consultative draft strategy are, on the whole, in line with consultation feedback. The following amendments and observations have been made in order to reflect public feedback:

- Projects to improve paved surfaces and put measures in place to manage commercial waste have been prioritised in line with consultation feedback.
- Loss of local banking services and supermarket provision on the Main Street alongside the development of a commercial strategy have been identified as concerns.
- Public transport provision has generally been identified as good however, in line with the results from the more detailed parking consultation, commuter and town centre parking provision is not viewed favourably.
- Projects aimed at building a sense of community in the town centre and give families, young people and the older generation more reason to use their town centre will be explored.



# 8. Town Centre Action Plan

The tables below detail the range of projects and initiatives along with the potential timeframe of delivery, although this will be dependent on a number of factors such as availability of funding and market research. Physical projects are identified on the following plan with the number reflected in the tables below. There is also a link to the Scottish Government's Town Centre Action Plan (TCAP) objectives and the category under which they would fall i.e.

Town Centre Living (TCL), Vibrant Local Economies (VLE), Enterprising Communities (EC), Accessible Public Services (APS), Digital Towns (DT) and Pro-active Planning (PaP).

## Action Plan theme one: Physical Environment

Initiative	Project	Actions/progress - 2019	Lead partner	Town Centre Objective (TCO)	TCAP	Timescale
Streetscape audit	Review/replacement of street furniture	SLC costing exercise being undertaken and options identified.	SLC	I	VLE	12 months
Pavement Improvement	Improvement/upgrading of street pavement	Successful CF bid to Town Centre Fund for first phase of improvement	SLC/CF	I		Medium term subject to funding
Commercial Waste Management Strategy	New approach to waste management to avoid unsightly waste bins on street	CF assessment of options in consultation with other local authorities and with Main Street businesses	SLC/CF	3	VLE	12-18 months
Shopfront Improvement Scheme	Upgrading of appearance of shopfronts	CF consultation with landlords and business owners	CF	I/3	VLE	1-2 years
Town Centre Consultation	Consultation mechanism/process with stakeholders; led by Cambuslang Future and supported by SLC.	Establishment of consultation process for business community and residents to oversee the implementation of Action Plan	CF	All	All	3 months
Funding Plan	Development of funding package for the Action Plan	Identification of funding options and timetable for submitting bids	All	All	All	6-12 months

## Action Plan theme two: Accessibility and Transportation

Initiative	Project	Actions/progress - 2019	Lead partner	Town Centre Objective (TCO)	TCAP	Timescale
On-street parking review	Piloting of longer parking times	TRO introduced to increase parking time from 30 minutes to 2 hours. Effectiveness being reviewed	SLC	2	VLE	12 months
Parking Provision	Review of Park and Ride Strategy across South Lanarkshire	Consultation in 2018 identified extra Park and Ride provision as high priority. Funding bids submitted by SLC	SLC	2	VLE	ongoing
	Park and Ride Cambuslang Study	Phase I study completed by AECOM in 2018. Committee approval given in October 2018. Cambuslang Park and Ride has been moved from medium to high priority. Work is being undertaken to take this project forward.	SLC	2	VLE	ongoing
	Parking Demand Management Review	Agreed by SLC Community and Enterprise Resources Committee and outcomes of the review are currently being considered.	SLC	2	VLE	9 months
Residents Parking Permit Scheme	Assessment of whether to introduce RPPZ in Cambuslang	SLC consultation undertaken December - January 2019	SLC	2	VLE	12 months
Signage Review	Review of signage for town centre users in key locations and strategy development. Development of a town centre signage strategy. Introduction of 'Welcome to Cambuslang' signage. Promotion of walking and cycling routes to improve physical and mental health. Development of funding package for the Action Plan	Improve the information, directional and statutory signage in the town to make it as user friendly as possible	SLC	2	VLE	12-18 months
Community Rail Partnership	The Rail 74 CRP project for the Rutherglen-Hamilton Central route to bring communities together to improve and promote their local rail line	CF to develop links with CRP	CF	2	VLE	6 months

## Action Plan theme three/four/five: Attractive Community and Business Environment

Initiative	Project	Actions/progress - 2019	Lead partner	Town Centre Objective (TCO)	TCAP	Timescale
Business Forum	Development of a Cambuslang Business Forum.	CF newsletter being developed and business forum meeting	CF	4	VLE	12 months
Town Centre Marketing	Development of marketing strategy for Cambuslang business sector	Creation of a website, social media marketing, branding or other methods to promote the town centre	CF	3	VLE	6-18 months
Town Centre Event Programme	Development of events strategy - weekly, monthly and annual programme of community events to attract visitors to the town centre throughout the year	Consultation with businesses and residents on events and identification of funding options	CF	3	VLE	6-18 months
Banking Service Initiative	Provision of banking services to compensate for loss of branches	Discussions with Clydesdale and RBS for support with Action Plan	CF/Credit Union	1/3	EC	ongoing
Town Centre Murals	Brighten up the environment with town centre murals	Review of cost and feasibility of painting murals on some gable ends alongside signage strategy.	CF	3/6	VLE	6-12 months
Community Supermarket	Provision of community supermarket at the centre of Cambuslang Main Street	Review of options for a community supermarket	CF	3	EC	12-18 months

Initiative	Project	Actions/progress - 2019	Lead partner	Town Centre Objective (TCO)	TCAP	Timescale
Commercial Strategy	Development of commercial strategy in partnership with the business sector	Identify lead for strategy development. Collation of ideas, innovation, business gaps, good practice from other towns and resources (involving Scotland Town's Partnership)	CF/Business Community	4	EC	6-12 months
Promotion of SLC service support (Business Gateway and Business Support Team)	Support for existing and potential businesses with advice on property, grants and funding, business cases	Provision of overview of service support and access options	SLC	4	EC	ongoing
Creation of a Wi-Fi zone	Delivery of a free Wi-Fi network	Review of options	CF	5	DT	6-12 months
Digital Skills Training	Provision of training for businesses and residents	Review of options	CF	5	DT	12 months
Crime and Antisocial Behaviour	Reduction of fear of crime and anti-social behaviour	Regular meetings between Cambuslang Community Council and Police Scotland (Local Problem Solving Team) to identify specific actions	CF/Police Scotland	6	TCL	ongoing
Cambuslang - Something for All	Consider initiatives which will make the town centre more attractive to young families/young people and community in general		CF/SLC	3	VLE	12-18 months



# 9. Next steps

Coordinated and sustained activity is key to supporting Cambuslang Town Centre. The delivery of the range of projects and initiatives will require agreement across the range of partners and stakeholders but also a coordinated approach to delivery.

The Cambuslang Town Centre Strategy and Action Plan was presented for approval to the Community and Enterprise Resources Committee in November 2019. Now approved, the finalised strategy will be published and promoted throughout Cambuslang. The Council, in partnership with Cambuslang Community Council, will look to establish the appropriated structure to continue with the delivery of projects and advance the preparatory work for the delivery of the action plan.

Within the consultation you have told us of your issues and concerns, The Council and Community Council cannot necessarily address all of these but are working to find solutions to local priorities with a range of partners that will support a shared vision for Cambuslang.

The Town Centre belongs to the whole community and its success is dependent upon making it appealing and attractive to use and encouraging local shopping and local use of the cafes, bars, restaurants and town centre facilities. Please support the Council, Community Council and local businesses by continuing to:

- Help us deliver the Strategy
- Engage on local issues
- Shop local
- Make use of the facilities within the town



# 10. Monitoring and reporting

The main indicators for monitoring the outputs of the Action Plan, recorded and reviewed annually are as follows:

Objective	Indicator	Source of information
1	Capital investment (public/private) in Cambuslang town centre	SLC
1	Planning decisions that benefit Cambuslang town centre	SLC
1	Funding applications submitted to improve the town centre	SLC/CF
1	Streetscape furniture upgraded/replaced	CF/SLC
1	Progress with improvement in quality of pavement	CF
1	Progress with Improvement in waste management	CF/SLC
1	Progress with improvement in appearance of shopfronts	CF
1	Engagement of business/residents in the Action Plan	CF
2	Progress with improving parking demand management	SLC
2	Progress with implementation of signage review	SLC
2	Progress with long-term planning for town centre design	CF/SLC
3	Engagement of businesses in Business Forum	CF
3	Progress with Town Centre Marketing Plan	CF
3	Progress with Events Strategy (e.g. events planned/held)	CF
3	Progress with Banking service initiative	CF/SLC
3	Progress with town centre murals	CF
3	Progress with developing community supermarket	CF
4	Progress with developing commercial strategy	CF/SLC
4	Business support provided for existing and new businesses	SLC
5	Progress with developing WiFi strategy and training	CF/SLC
6	Progress with initiatives undertaken by Police Scotland	Police Scotland

The key indicators for assessing the results of the Action Plan, over a five-year period are as follows:

Indicator	Data source	Baseline
Retail profile - diversity/range of shops	Business survey	Cambuslang Business Survey 2017
Business performance (change)	Business survey	Cambuslang Business Survey 2017
Vacancy rate (trend relative to average)	SLC / SG data	Your Town Audit 2018
Employment by Main Street businesses	Business survey	Cambuslang Business Survey 2017
Community perceptions of town centre	Community survey	Cambuslang Community Survey 2015

Cambuslang Business survey: <http://bit.ly/32GMlxO>

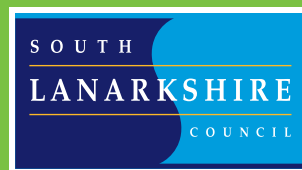








## A vibrant community focussed town centre



If you need this information in another language or format,  
please contact us to discuss how we can best meet your needs.

Phone: 0303 123 1015

Email: [equalities@southlanarkshire.gov.uk](mailto:equalities@southlanarkshire.gov.uk)

# Cambuslang

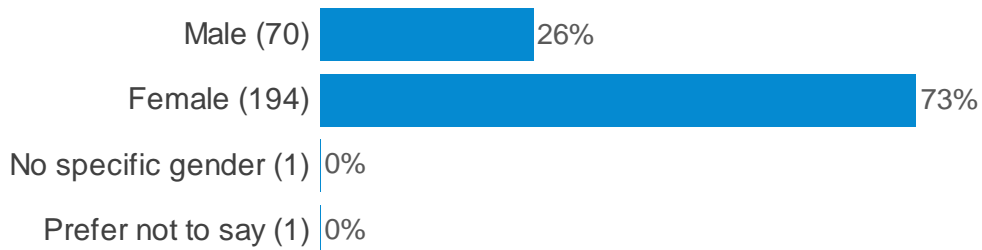
Cambuslang Town Centre Strategy  
Consultation Summary

## Cambuslang Town Centre public consultation 2019

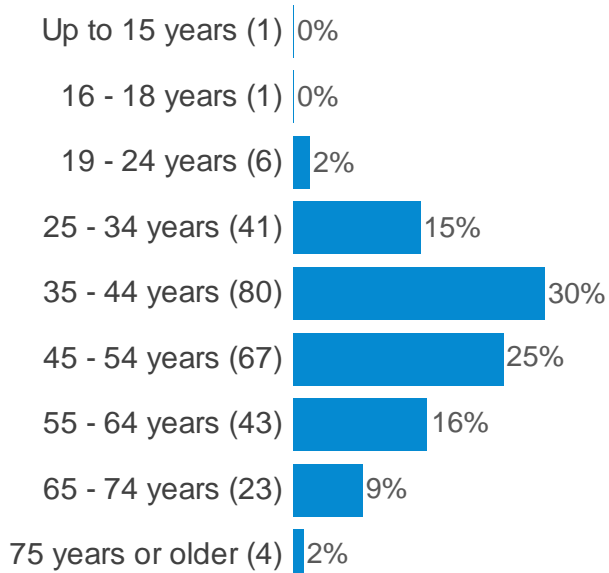
This report was generated on 07/10/19. Overall 267 respondents completed this questionnaire. The report has been filtered to show the responses for 'All Respondents'.



### Are you:

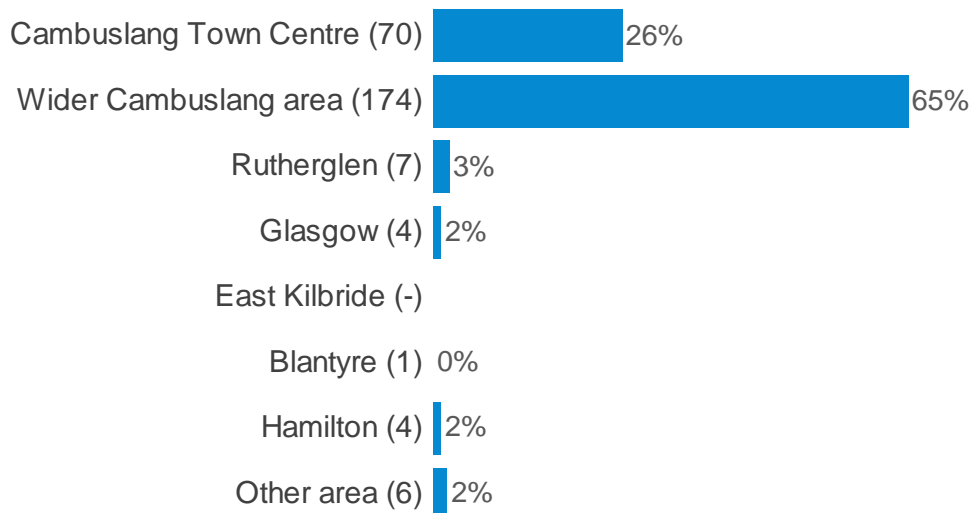
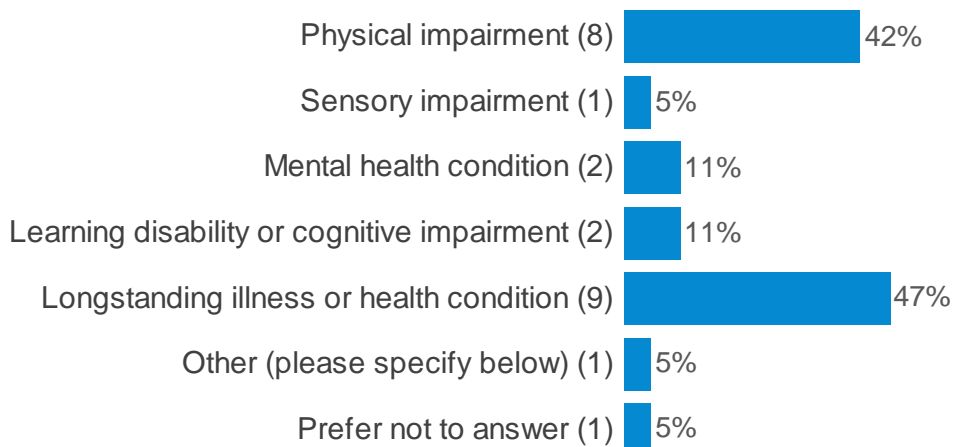


### What age group are you in?

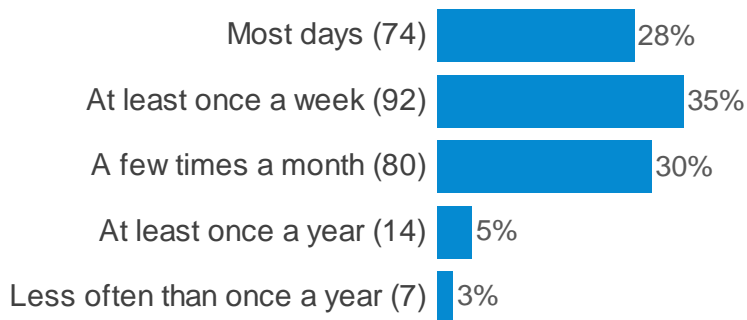
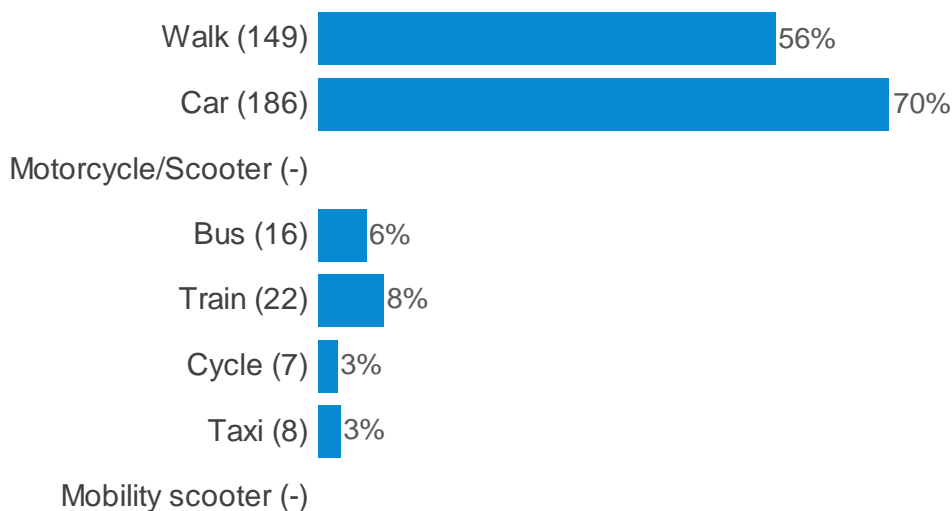
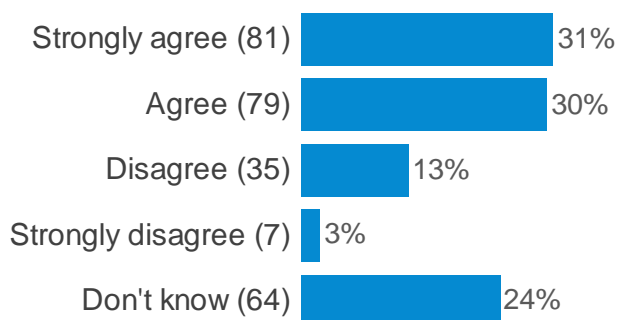




## Cambuslang Town Centre public consultation 2019

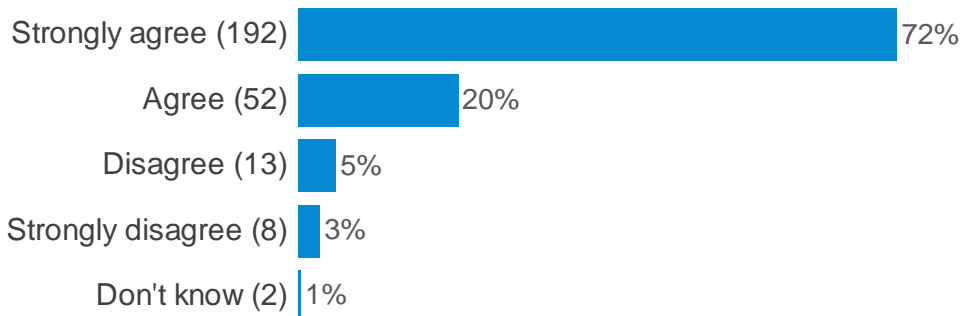
**In which area do you live?****Do you consider yourself to have a disability according to the terms given in the Equality Act 2010?****If yes, please indicate the type of impairment which applies to you? (Select all that apply) (If yes, please indicate the type of impairment which appl...)**

## Cambuslang Town Centre public consultation 2019

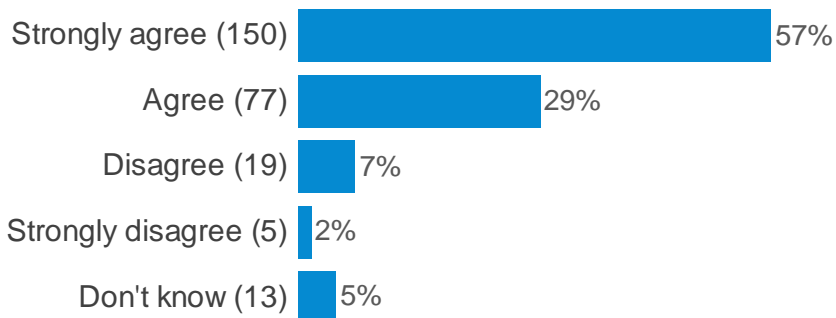
**How often do you visit Cambuslang town centre?****How do you normally access Cambuslang town centre? (please select all that apply)****A number of challenges have been identified for the Cambuslang town centre area. To what extent do you agree or disagree that the following are key challenges faced by Cambuslang town centre? (Accessibility for people with a disability)**

## Cambuslang Town Centre public consultation 2019

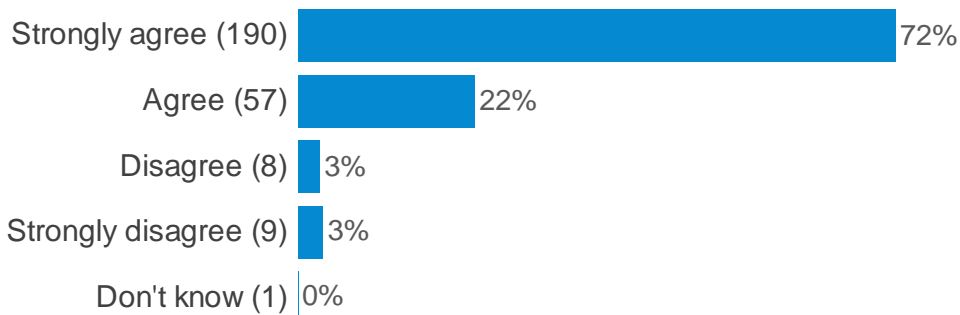
**A number of challenges have been identified for the Cambuslang town centre area. To what extent do you agree or disagree that the following are key challenges faced by Cambuslang town centre? (Vehicle Parking)**



**A number of challenges have been identified for the Cambuslang town centre area. To what extent do you agree or disagree that the following are key challenges faced by Cambuslang town centre? (Competition from other town centres)**

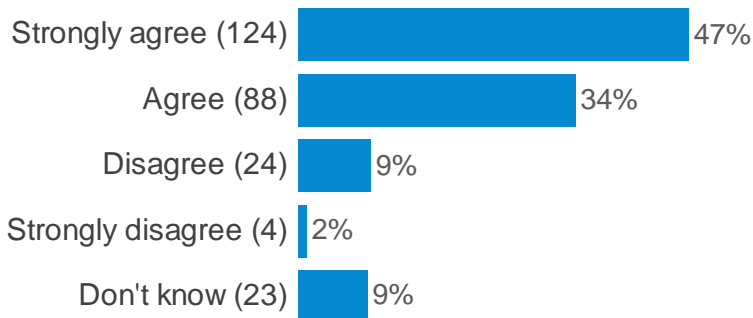


**A number of challenges have been identified for the Cambuslang town centre area. To what extent do you agree or disagree that the following are key challenges faced by Cambuslang town centre? (Quality and type of shops)**

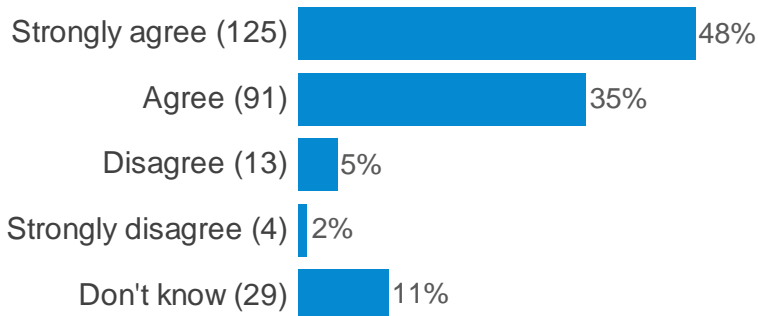


## Cambuslang Town Centre public consultation 2019

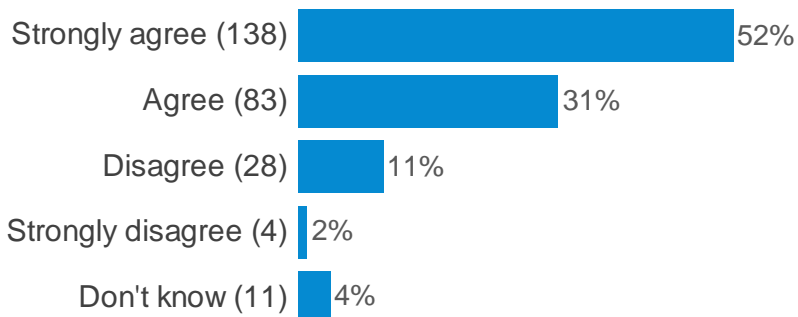
**A number of challenges have been identified for the Cambuslang town centre area. To what extent do you agree or disagree that the following are key challenges faced by Cambuslang town centre? (Limited evening economy)**



**A number of challenges have been identified for the Cambuslang town centre area. To what extent do you agree or disagree that the following are key challenges faced by Cambuslang town centre? (Limited marketing and events)**

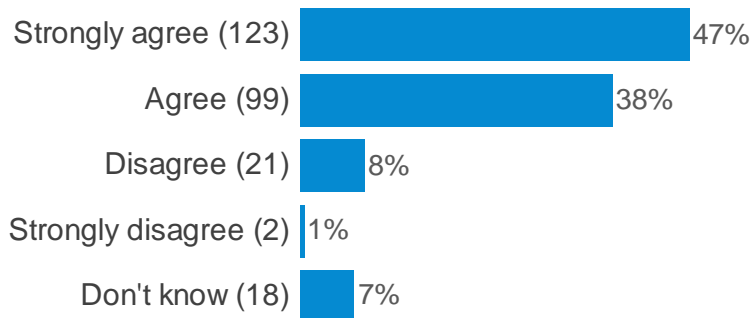


**A number of challenges have been identified for the Cambuslang town centre area. To what extent do you agree or disagree that the following are key challenges faced by Cambuslang town centre? (Vacant premises)**

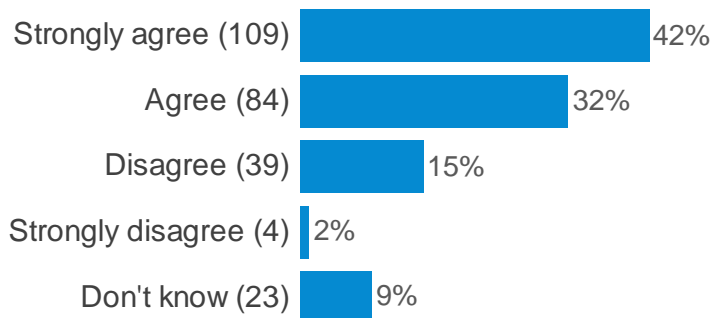


## Cambuslang Town Centre public consultation 2019

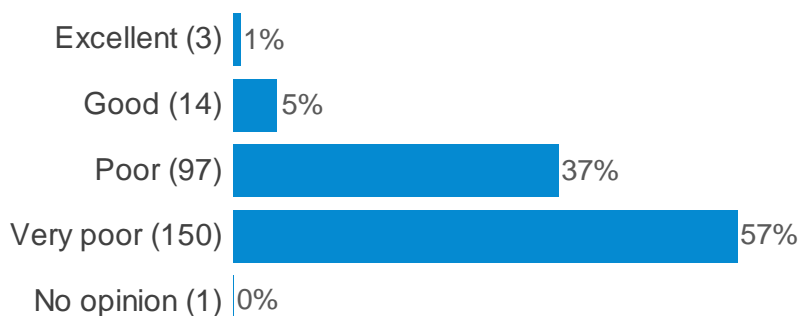
**A number of challenges have been identified for the Cambuslang town centre area. To what extent do you agree or disagree that the following are key challenges faced by Cambuslang town centre? (Changing shopping patterns)**



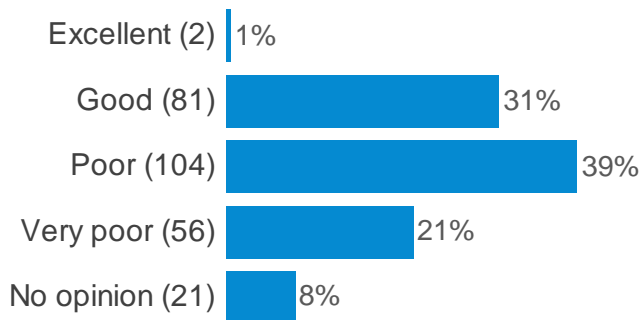
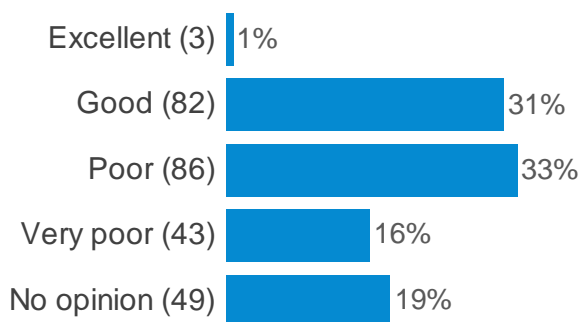
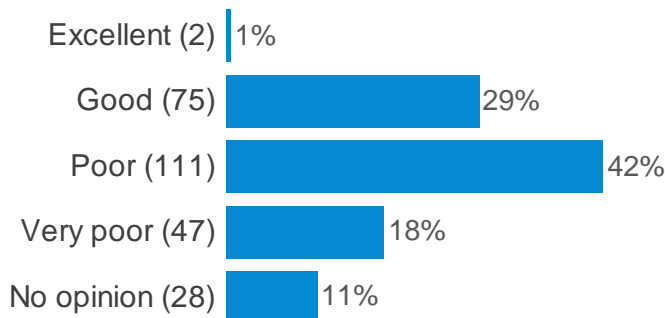
**A number of challenges have been identified for the Cambuslang town centre area. To what extent do you agree or disagree that the following are key challenges faced by Cambuslang town centre? (Economic conditions)**



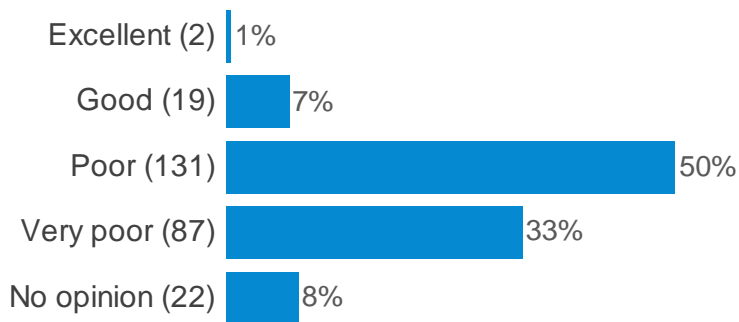
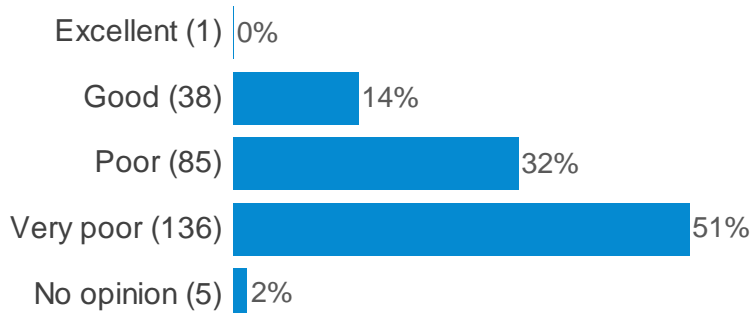
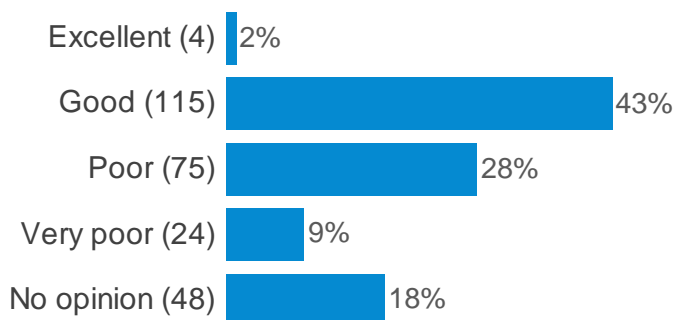
**How would you rate the following in relation to Cambuslang town centre: (Car parking)**



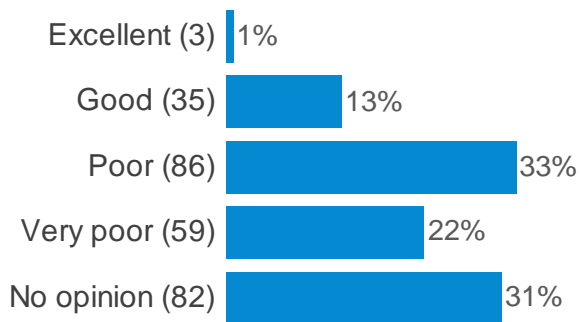
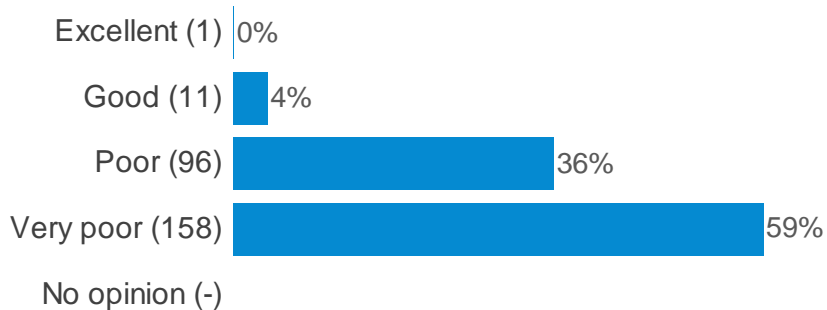
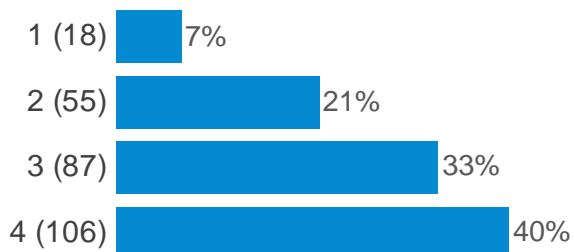
## Cambuslang Town Centre public consultation 2019

**How would you rate the following in relation to Cambuslang town centre: (Litter picking)****How would you rate the following in relation to Cambuslang town centre: (Graffiti removal)****How would you rate the following in relation to Cambuslang town centre: (Condition of street furniture)**

## Cambuslang Town Centre public consultation 2019

**How would you rate the following in relation to Cambuslang town centre: (Number of vacant units)****How would you rate the following in relation to Cambuslang town centre: (Condition of pavements / pedestrian areas)****How would you rate the following in relation to Cambuslang town centre: (Street / Directional signage)**

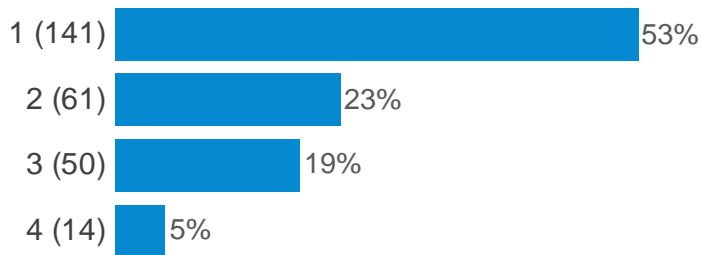
## Cambuslang Town Centre public consultation 2019

**How would you rate the following in relation to Cambuslang town centre: (Accessibility for people with a disability)****How would you rate the following in relation to Cambuslang town centre: (Range and mix of shops)****Please consider the projects in this section of the Action Plan and rank them in order of priority (1 being the highest priority and 4 being the lowest): (Review / replace street furniture, eg benches, trees etc.)**

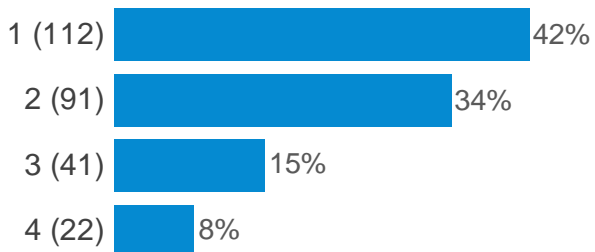


## Cambuslang Town Centre public consultation 2019

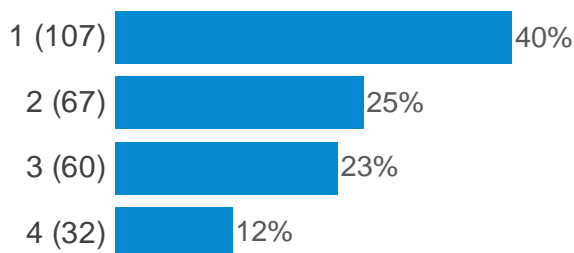
**Please consider the projects in this section of the Action Plan and rank them in order of priority (1 being the highest priority and 4 being the lowest): (Improvement and upgrading of paved surfaces)**



**Please consider the projects in this section of the Action Plan and rank them in order of priority (1 being the highest priority and 4 being the lowest): (Management of commercial waste to avoid bins put out on the street)**

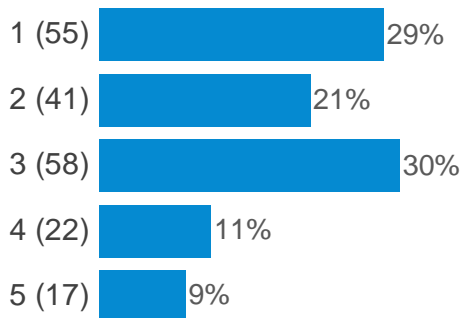


**Please consider the projects in this section of the Action Plan and rank them in order of priority (1 being the highest priority and 4 being the lowest): (Upgrading the appearance of shop fronts)**

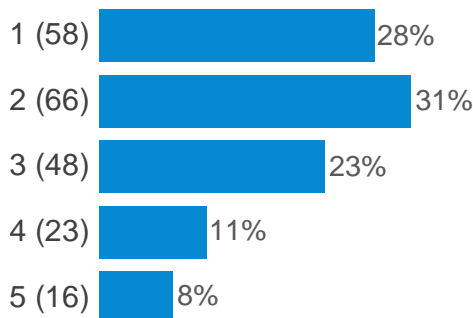


## Cambuslang Town Centre public consultation 2019

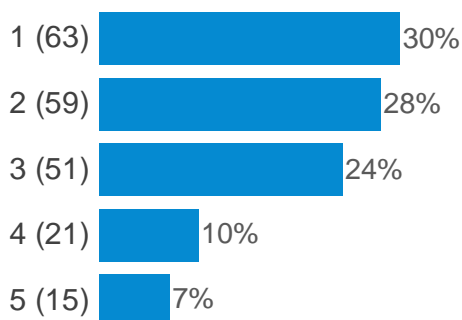
**Please consider the elements in this section of the action plan and select your top 5 priorities (1 being the highest priority and 5 being the lowest): (Establishment of a Cambuslang Business Forum)**



**Please consider the elements in this section of the action plan and select your top 5 priorities (1 being the highest priority and 5 being the lowest): (Town Centre marketing and promotion)**

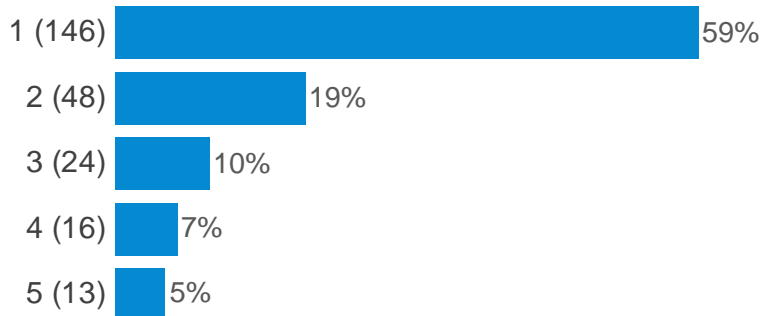


**Please consider the elements in this section of the action plan and select your top 5 priorities (1 being the highest priority and 5 being the lowest): (Town Centre programme of events)**

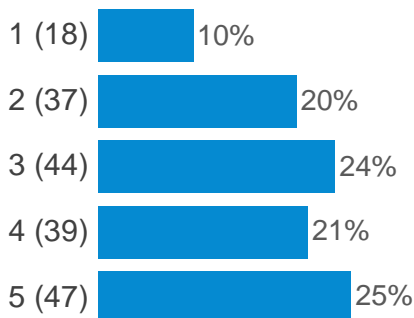


## Cambuslang Town Centre public consultation 2019

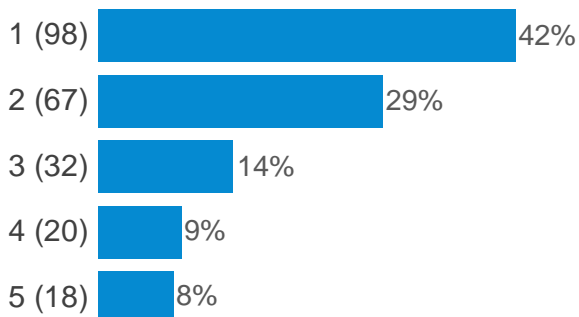
**Please consider the elements in this section of the action plan and select your top 5 priorities (1 being the highest priority and 5 being the lowest): (Banking services to compensate for loss of local branches)**



**Please consider the elements in this section of the action plan and select your top 5 priorities (1 being the highest priority and 5 being the lowest): (Town centre murals on gable end walls)**

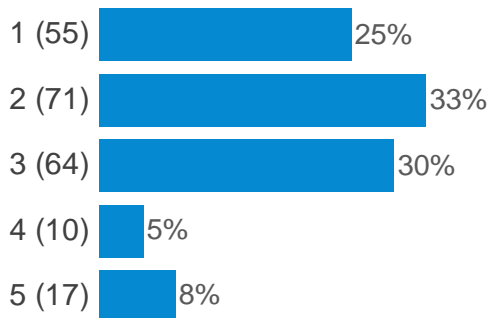


**Please consider the elements in this section of the action plan and select your top 5 priorities (1 being the highest priority and 5 being the lowest): (Community supermarket in Main Street)**

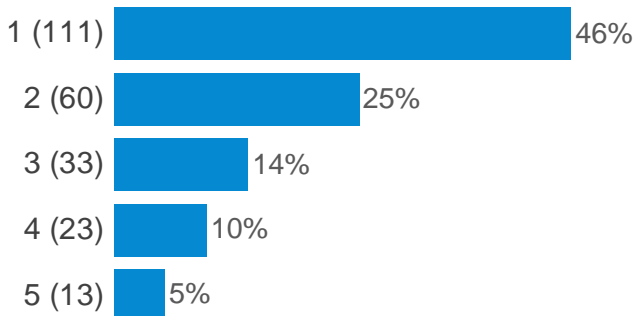


## Cambuslang Town Centre public consultation 2019

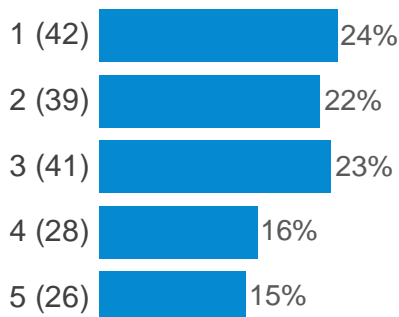
**Please consider the elements in this section of the action plan and select your top 5 priorities (1 being the highest priority and 5 being the lowest): (Develop a Commercial strategy in partnership with businesses)**



**Please consider the elements in this section of the action plan and select your top 5 priorities (1 being the highest priority and 5 being the lowest): (Business being given support from South Lanarkshire Council )**

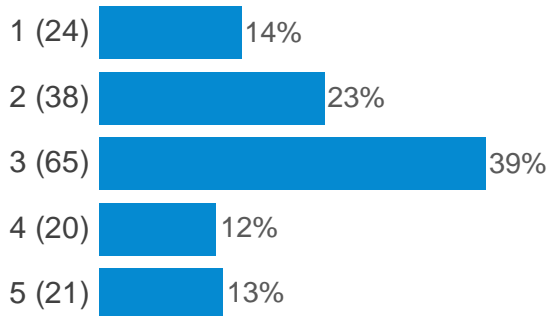


**Please consider the elements in this section of the action plan and select your top 5 priorities (1 being the highest priority and 5 being the lowest): (Delivery of a free Wi-Fi network)**

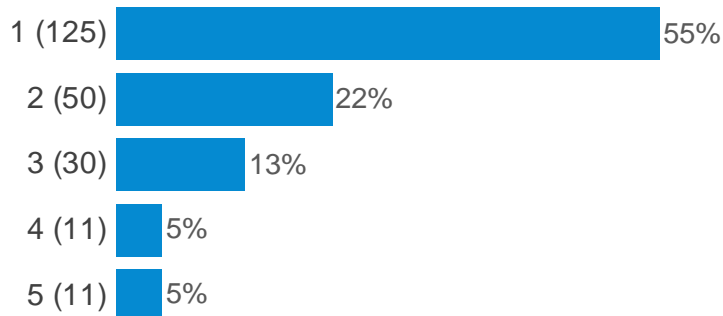


## Cambuslang Town Centre public consultation 2019

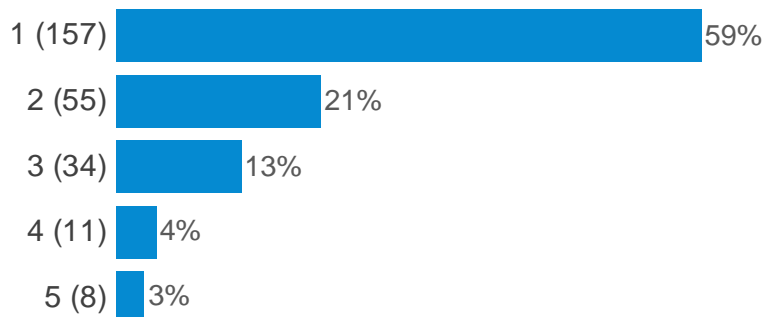
**Please consider the elements in this section of the action plan and select your top 5 priorities (1 being the highest priority and 5 being the lowest): (Digital Skills training for businesses and residents)**



**Please consider the elements in this section of the action plan and select your top 5 priorities (1 being the highest priority and 5 being the lowest): (Reduction of fear of Crime and Antisocial behaviour initiatives)**

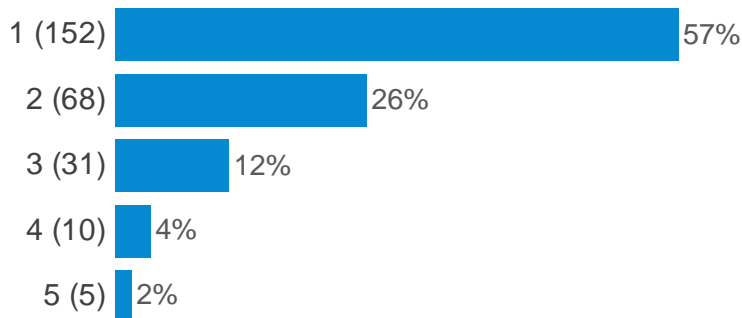


**Please consider the projects in this section of the action plan and rank them in order of priority (1 being the highest priority and 5 being the lowest): (Review of on-street parking - extending parking times)**

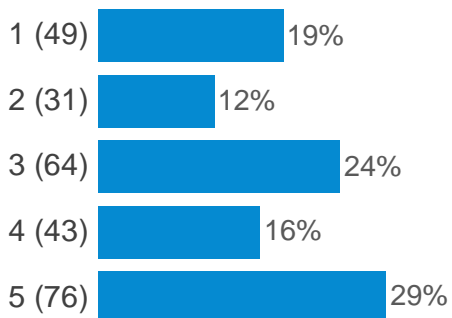


## Cambuslang Town Centre public consultation 2019

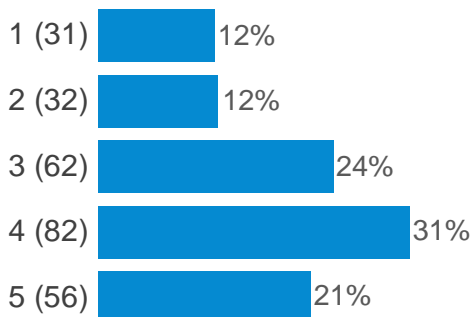
**Please consider the projects in this section of the action plan and rank them in order of priority (1 being the highest priority and 5 being the lowest): (Park and Ride development)**



**Please consider the projects in this section of the action plan and rank them in order of priority (1 being the highest priority and 5 being the lowest): (Residents Parking Permit Zone scheme)**

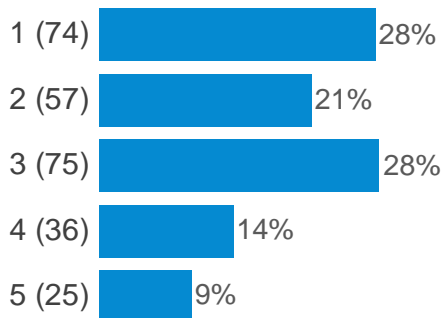


**Please consider the projects in this section of the action plan and rank them in order of priority (1 being the highest priority and 5 being the lowest): (Review of signage for town centre users)**

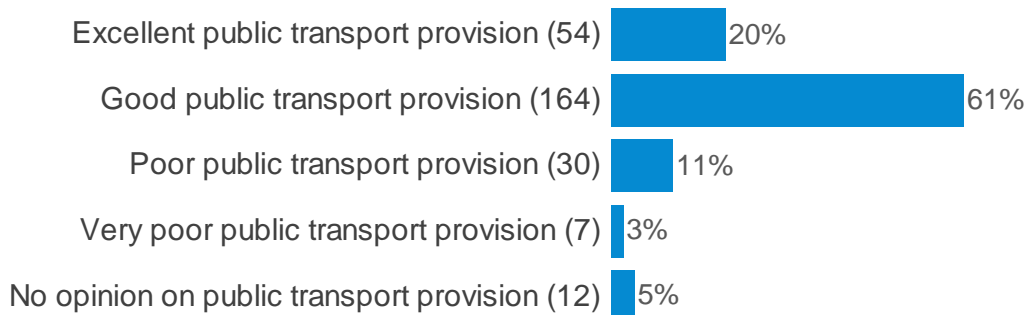


## Cambuslang Town Centre public consultation 2019

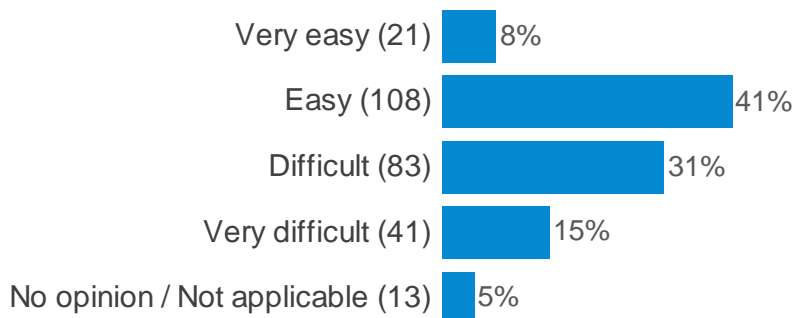
**Please consider the projects in this section of the action plan and rank them in order of priority (1 being the highest priority and 5 being the lowest): (Community Rail Partnership - improve and promote local rail line)**



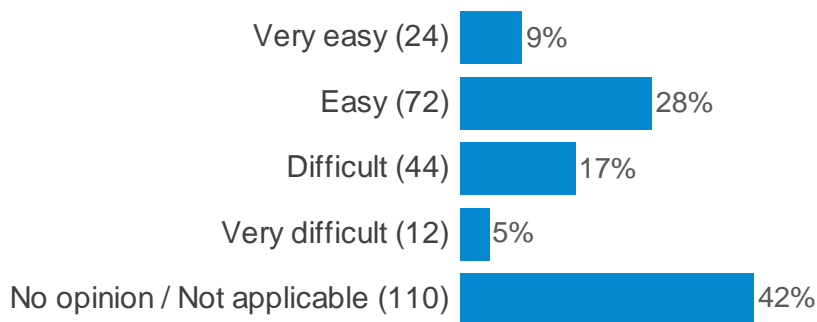
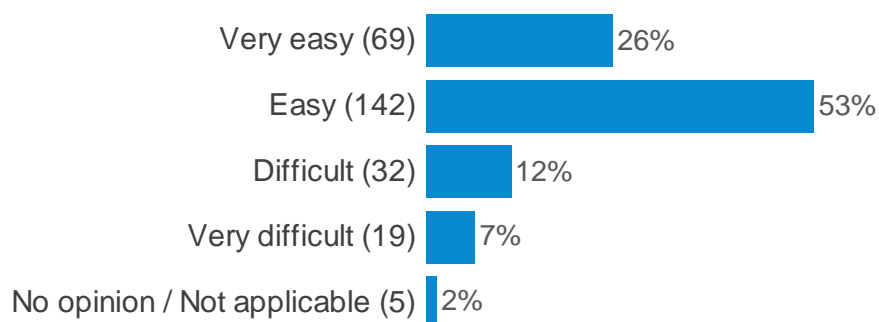
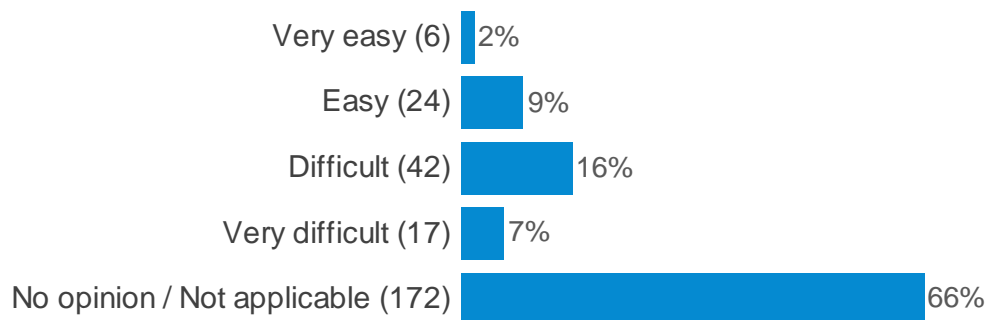
**How well do you feel Cambuslang town centre is served by public transport?**



**How easy or difficult do you feel it is get around Cambuslang town centre: (By car or motorcycle)**

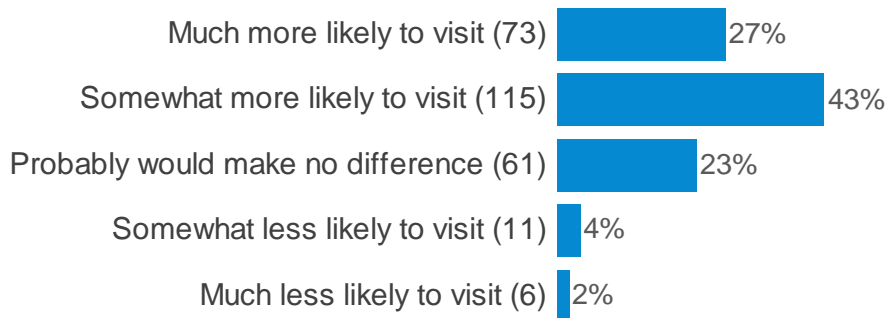
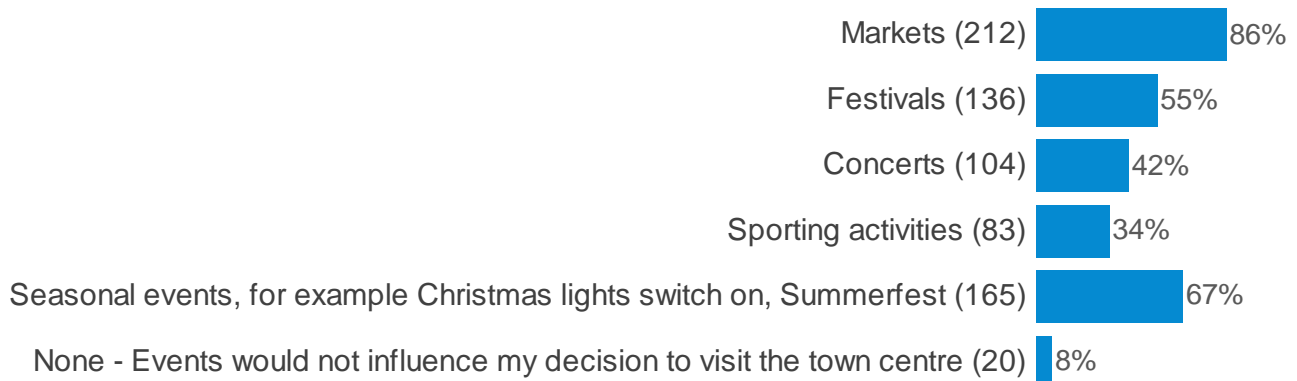
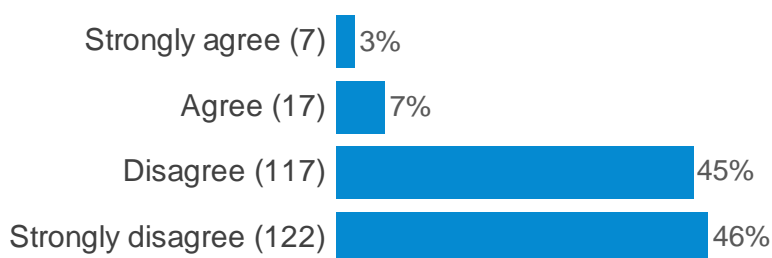


## Cambuslang Town Centre public consultation 2019

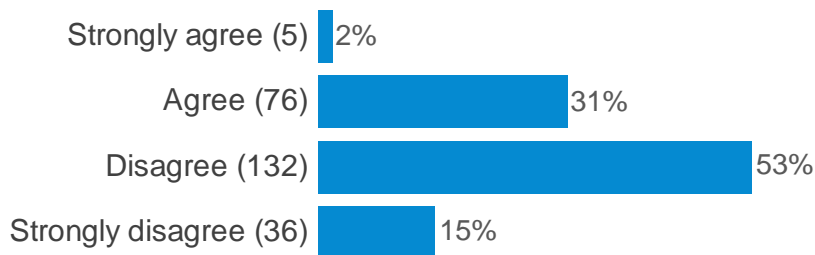
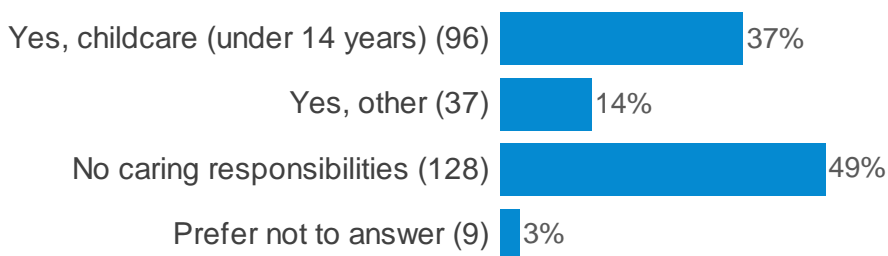
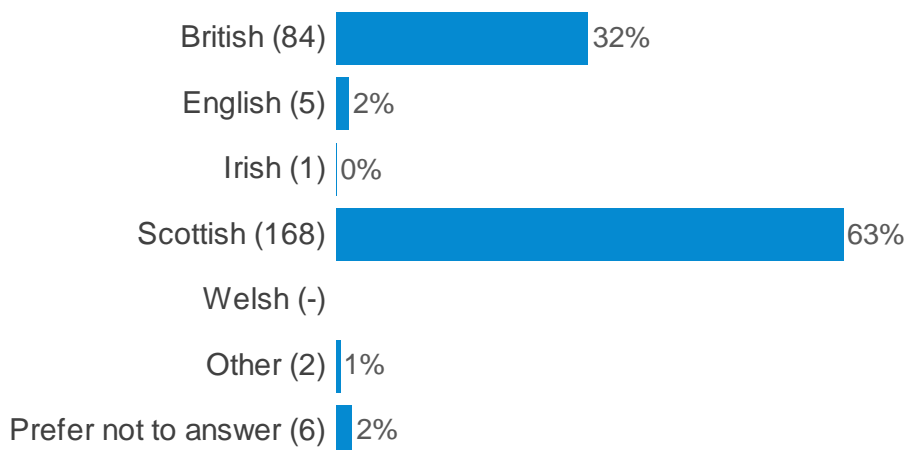
**How easy or difficult do you feel it is get around Cambuslang town centre: (By bicycle)****How easy or difficult do you feel it is get around Cambuslang town centre: (On foot)****How easy or difficult do you feel it is get around Cambuslang town centre: (On a mobility scooter)**



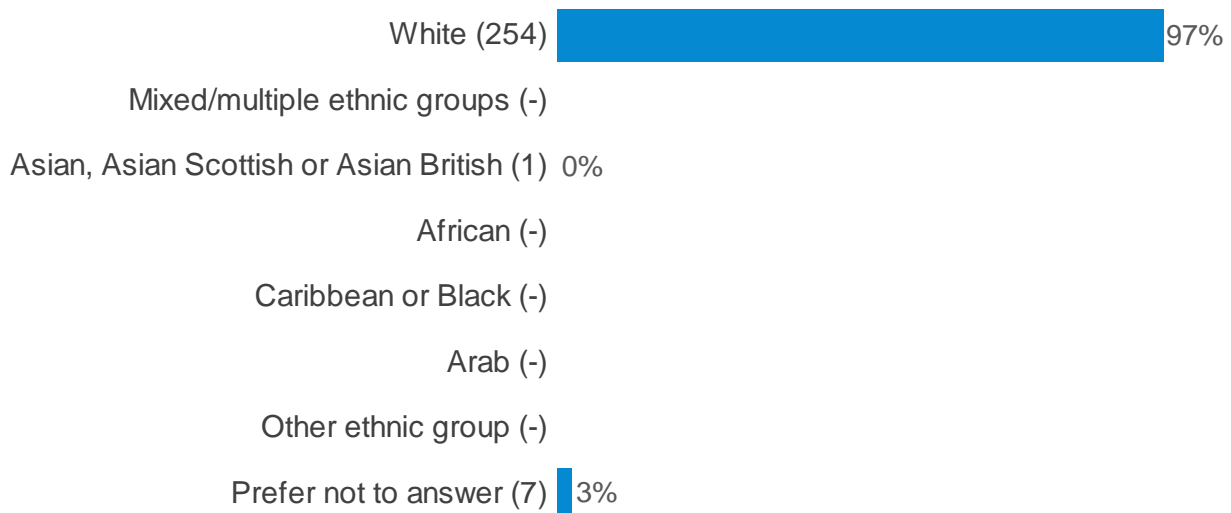
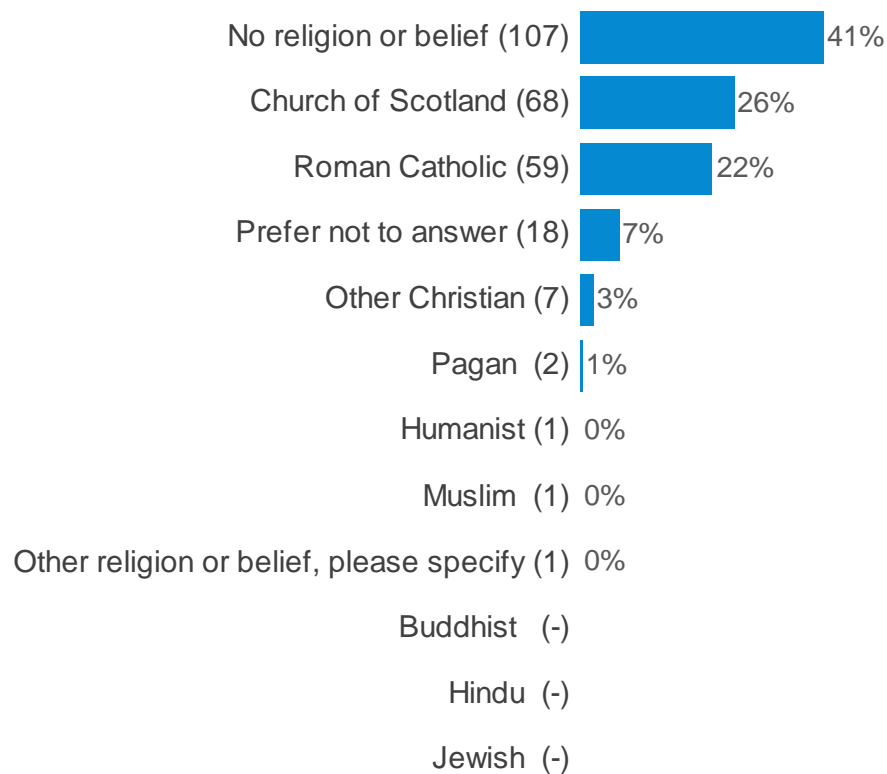
## Cambuslang Town Centre public consultation 2019

**What impact do town centre events and promotions have on your decision to visit Cambuslang town centre?****Which of these events, if any, would encourage you to visit Cambuslang town centre? (please select all that apply)****To what extent do you agree or disagree that Cambuslang town centre has enough for young people to do?**

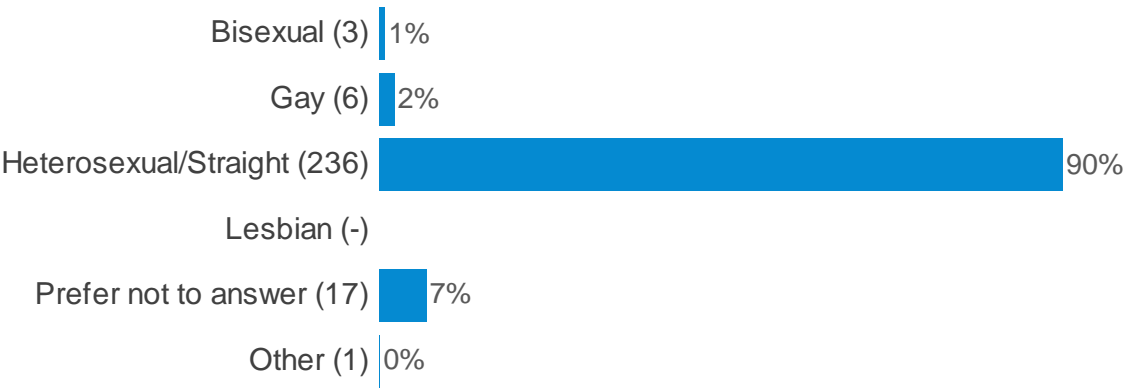
## Cambuslang Town Centre public consultation 2019

**To what extent do you agree or disagree that Cambuslang town centre is suitable for older people?****Have you ever identified as a transgender person or transperson? (For the purpose of this question 'transgender' is defined as an individual who lives, or wants to live full time in the gender opposite to that they were assigned at birth)****Do you have caring responsibilities?****What do you consider your National identity to be?**

## Cambuslang Town Centre public consultation 2019

**What is your ethnic background?****What religion, religious denomination or body do you belong to?**

Which of the following best describes your sexual orientation?



# Report

9

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>12 November 2019</b>
Report by:	<b>Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>National Transport Strategy - Consultation Response</b>
----------	--

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee on the content of the Scottish Government's second National Transport Strategy (NTS2) and note the Council's consultation response to the Strategy

## 2. Recommendation(s)

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

- (1) that the response to the Scottish Government's consultation on the National Transport Strategy, as detailed in Appendix 1 to the report, be approved.

## 3. Background

- 3.1. The Scottish Government recently consulted on the new draft National Transport Strategy (NTS2), essentially their second one. The Scottish Government sought to determine whether the Strategy's Vision, Priorities and Outcomes were the correct ones for Scotland's transport network for the next twenty years.
- 3.2. They also wished to understand whether the policies contained in the Strategy were the right ones to help deliver it, and how the Strategy could continue to support what works well and address what does not work so well in Scotland's transport system.
- 3.3. Given the timescales associated with the consultation, it was necessary to submit the Council's response (Appendix 1) prior to the consultation deadline of 23 October 2019, however in doing so it was highlighted that any further comments arising from the Committee would be forwarded on.

## 4. The Strategy

- 4.1. The full National Transport Strategy (NTS2) can be found online at [www.consult.gov.scot/transport-scotland/national-transport-strategy](http://www.consult.gov.scot/transport-scotland/national-transport-strategy) and the following section provides a brief overview. Hard copies have also been provided in Member Services should Councillors wish to review further.

4.2. The NTS2 sets out the vision for the next 20 years and was developed in collaboration with over 60 partner organisations around Scotland, including representatives from South Lanarkshire Council.

4.3. The Strategy's vision is that:-

The Council will have a sustainable, inclusive and accessible transport system, helping deliver a healthier, fairer and more prosperous Scotland for communities, businesses and visitors.

4.4. The global climate emergency and the role of transport in helping to deliver net-zero emissions by 2045 is seen as a key priority, along with how transport can play its part in building a fairer society.

4.5. The strategy suggests a redefining of investment priorities, putting sustainability and public transport at the heart of decision-making and is underpinned by the following four priorities.



4.6. The Strategy draws heavily on the latest evidence and has been developed through a collaborative approach involving a wide range of partners. An engagement exercise involving individuals, businesses and third sector organisations has been undertaken.

4.7. The Strategy is clearly aimed at the whole transport system (people and freight) both why we travel and how those trips are made, including walking, wheeling (i.e. using a wheelchair), cycling, and travelling by bus, train, ferry, car, lorry and plane.

4.8. Appendix 2 sets out the series of overarching policies and enablers that have been developed.

- 4.9. The Strategy provides the strategic framework within which future decisions on investment options will be made. At this time, it does not identify or present specific projects, schemes, initiatives or interventions. Instead the Scottish Government's second Strategic Transport Projects Review (STPR2), the 2020 Infrastructure Investment Plan and the transport elements of the update to the Climate Change Plan will consider, assess and identify how options will support NTS2.
- 4.10. The findings of these Reviews and Plans will then be presented in a detailed Delivery Plan, demonstrating how each option will contribute to the NTS2 Priorities.

## **5. Comments**

- 5.1. Overall the consultation response has welcomed the NTS2 as a positive and evidence based Strategy that will inform and provide a framework for future transport investment across Scotland, however, the following points were made and form the basis of the Council's more detailed response referenced in Appendix 1.
- 5.2. This Vision is clearly welcomed and sets the bar high in terms of what we wish to achieve, however, it is considered that a balance must be made between potentially competing priorities e.g. a prosperous economy potentially needs significant transport infrastructure investment which at times may be seen as in conflict with sustainability priorities.
- 5.3. The Council's response also notes that the Global Climate Emergency is a step change opportunity for transport in Scotland. South Lanarkshire like many Councils has recently passed a motion to build on its Sustainable Development and Climate Change Strategy by accelerating the timescales.
- 5.4. To meet these national and local ambitions and to encourage and drive change to sustainable travel modes, the Council's response notes that such declarations need to be accompanied by a genuine and co-ordinated medium to long term investment strategy (i.e. both capital and revenue). This includes investment in areas such as active travel, enhanced park and ride provision and low carbon vehicles. The current impact of Climate Change on roads and related assets should also not be forgotten. Across the region and beyond there needs to be a comprehensive and enhanced investment programme to tackle deteriorating roads and bridges and associated infrastructure.
- 5.5. It could easily be argued that the global climate emergency demands urgent and radical steps towards greater adoption of sustainable transport and active travel measures which discourage unnecessary private car use. Equally though, helping the economy prosper has always been a key priority for Scotland and transport is a key enabler for this to happen.
- 5.6. A prosperous economy priority is likely to need significant transport infrastructure and this would impact upon the wider environment, which may in turn impact to a degree upon the built environment. However, if this is done in a strategic and integrated manner then improved outcomes for equality, climate and health and wellbeing can also be realised/stimulated. In short a balance must be struck.
- 5.7. The Strategy sets out a comprehensive chapter outlining the many challenges and opportunities affecting transport across Scotland. The scale of the challenge facing Roads Authorities in relation to roads and related infrastructure maintenance has perhaps not been captured as clearly as it could be. Before we look to improve and deliver on new and/or improved infrastructure or introduce new policy frameworks we

must have a clear and funded strategy to manage and maintain the critical infrastructure which we already have and will require for the future.

- 5.8. The Strategy touches on transport governance across Scotland, which is varied, and suggests that change may be necessary. The Strategy notes that governance is a complex issue, and further work needs to be done to develop a model for future transport governance in Scotland that is capable of being implemented.
- 5.9. The Council's response suggests that the existing governance in the West of Scotland is a good starting point with established models and good relationships between Local Authorities, Strathclyde Partnership for Transport, ClydePlan and the Glasgow City Region providing an excellent opportunity to build upon.
- 5.10. Those regions with a dominant major city such as the West of Scotland must ensure though that effective transport is considered not only to and from the city but across and around the region, including rural areas. This should ensure the entire region's economy, healthcare, education and employment opportunities are realised through an affordable, responsive, inclusive, sustainable and integrated transport network.
- 5.11. The Council's response suggests that current governance requires to be more consistent, empowered, integrated and streamlined to allow faster delivery of projects. We have therefore welcomed the further work proposed to consider models that provide such enhancements. Whatever model comes forward needs to be suitably resourced both in terms of finance, skills and available capacity and have the leadership to recognise the benefits that potentially regional/national projects or initiatives bring to an economy. Greater strategic oversight and co-ordination would perhaps complement the current arrangements.
- 5.12. Further consultation on specific delivery models is therefore welcomed, which will assist the development of pragmatic and implementable new or enhanced governance arrangements.
- 5.13. The consultation discusses decision making and who is best placed to do this and where is best placed for it to happen. The Council's response suggests that local decision making remains key and it is important that local decisions are taken at a local level where officers and elected members are best placed to engage with communities.
- 5.14. It is also important that projects or investment in transport initiatives in rural, or small population areas must not be overlooked in an assessment and prioritisation process. These are the areas that sometimes require the most significant interventions delivering real benefits to communities.
- 5.15. The consultation seeks comment on what works well and what does not and Active Travel and Bus Services were two areas we provided further comment on. The ongoing and increased levels of funding for active travel are welcomed. However, there are a number of different funding sources for similar types of projects. Associated complex conditions of grant award, bid processes and different timescales are barriers to effective delivery.
- 5.16. Examples of the different funding sources for active travel are Scottish Governments Cycling Walking and Safer Street grants (CWSS) and Air Quality grants, Strathclyde Partnership for Transport, SUSTRANS, Paths For All. All these bodies require bids to be submitted and each bidding process is different which requires the allocation of resources. A single bidding format using the same form / process for all groups



would allow easier access. It is further complicated with the requirement for some bids to be match funded therefore, the successful delivery of schemes can be delayed.

- 5.17. The Council's response indicates that consideration should be given to a more streamlined funding model which allocates funding directly to Councils, similar to other transport related grants and preferably allocated over a greater period than one financial year. For example, moving to a three year model (or longer) allows greater flexibility in the delivery of schemes where they could be drafted, consulted, designed and constructed with the comfort that funding is in place. Specific grant funding for cycling and walking projects passed directly to Councils or Regional Transport Partnerships would likely prove to be a more efficient method of delivering schemes.
- 5.18. The Council's response further notes that some bus services and overall patronage are in decline and that this has severe impacts on the lives of many people given bus has the largest mode share and is the one that people from the Council's most deprived communities frequently rely on. The Council's response suggests appropriate funding is required to redress the balance in funding for bus which is critical to the achievement of wider policies to tackle poverty and support inclusive economic growth.
- 5.19. With regards to public transport in general this provides a real opportunity to manage climate change. Genuine investment in this area has the capacity to help tackle a range of priorities including poverty, health, congestion, safety and the economy. An adapted and resilient network where private car journeys are reduced will benefit the Council's economy, environment, health outcomes, and the viability of its communities and the attractiveness of its places. The Council's response reflects this position.
- 5.20. The Council's response also promotes greater integration in terms of delivery and decision-making across the transport sector as well as more coordinated land-use planning and economic development. Specifically the Council's response suggests a genuine and concerted effort to implement a national integrated ticketing initiative across all modes could be a transformational development for Scotland.
- 5.21. NTS2 sets out a clear evidence based framework, but it is perhaps too early to fully answer the question of whether it meets the need of all users. While clearly it should, as it presents an all-encompassing framework, the success of it will be measured against the successful implementation of the projects and initiatives emerging from the associated Delivery Plan.
- 5.22. Finally, the Council's response notes that a significant level of capital investment is available to Councils and others across Scotland. However, Local Authorities need to have the necessary employee resources both in terms of numbers and skills to deliver. Over the last 10 years, such resources have been reduced and this remains a real area of concern moving forward. Enhanced investment in employee numbers and training opportunities is essential for Councils nationally moving forward and it is expected this will materialise within individual authorities via established workforce planning arrangements.

## **6. Conclusions**

- 6.1. In summary, the submitted response welcomes the NTS2 as it provides the strategic framework within which future decisions on investment options will be made. As with any Strategy though, delivery is key and we would also welcome the development of detailed NTS2 Delivery Plan.
- 6.2. It is vital though that this Delivery Plan is developed in partnership and with input from Regional Transport Partnerships, City Regions and Councils. At this point Transport Scotland should also provide clarity and certainty about future initiatives, workstreams and crucially, revenue and capital funding, and the organisations tasked with taking initiatives forward.
- 6.3. NTS2 provides a genuine opportunity to consider the main issues facing Scotland currently and in future, and the most appropriate means of addressing them. The Council's response should be seen as a positive contribution to the Strategy development debate.
- 6.4. Officers will continue to work with Transport Scotland, SPT and City Region partners in taking NTS2 forward and to contribute to the wider Climate Change challenge Scotland and the world faces.

## **7. Employee Implications**

- 7.1. There are no significant employee implications associated with the recommendations in this report.

## **8. Financial Implications**

- 8.1. There are no significant financial implications associated with the recommendations in this report.

## **9. Other Implications (Including Environmental and Risk Issues)**

- 9.1. There are no significant risks associated with this report, nor any environmental implications. There are no implications for sustainability in terms of the information contained within this report.
- 9.2. The NTS2 consultation is accompanied by a Strategic Environmental Assessment (SEA). The SEA would appear to be a robust assessment and we have not offered any specific comments on the content at this time.
- 9.3. Importantly, the SEA appears to consider and outline a strong framework to manage any impacts associated with specific projects, schemes, initiatives or interventions emerging from the NTS2.

## **10. Equality Impact Assessment and Consultation Arrangements**

- 10.1. This report does not introduce a new policy, function or strategy for the Council or recommend a change to an existing policy, function or strategy and therefore, no impact assessment is required
- 10.2. Additional NTS2 reports are available, prepared by Transport Scotland, including a Strategic Environmental Assessment, Equality Impact Assessment, and various other supporting documents.
- 10.3. There is no requirement to undertake any consultation at this time in terms of the information contained in this report.

**Michael McGlynn**  
**Executive Director (Community and Enterprise Resources)**

8 October 2019

**Link(s) to Council Values/Ambitions/Objectives**

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

**Previous References**

- ◆ None

**List of Background Papers**

- ◆ National Transport Strategy Consultation [www.consult.gov.scot/transport-scotland/national-transport-strategy](http://www.consult.gov.scot/transport-scotland/national-transport-strategy)

**Contact for Further Information**

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

Colin Park, Engineering Manager, Roads and Transportation Services

Ext: 3653 (Tel: 01698 453653)

E-mail: [colin.park@southlanarkshire.gov.uk](mailto:colin.park@southlanarkshire.gov.uk)

## Section A: The Vision and Outcomes Framework

### 1. Is the Vision that is set out for the National Transport Strategy the right Vision for transport policy over the next 20 years?

The proposed vision for Scotland's transport system is that: We will have a sustainable, inclusive and accessible transport system, helping deliver a healthier, fairer and more prosperous Scotland for communities, businesses and visitors.

This Vision is clearly welcomed and sets the bar high in terms of what we wish to achieve, but a balance must be made between potentially competing priorities e.g. a prosperous economy potentially needs significant transport infrastructure investment which at times may be seen as in conflict with sustainability priorities.

It is always difficult to have a vision that encapsulates everything, however, it would be useful to see 'safe and well maintained' referenced in the vision in some form.

### 2a. Are the Priorities and Outcomes that the Strategy is trying to achieve the right Priorities and Outcomes for transport policy over the next 20 years?

Again, the Priorities and Outcomes cover all of the key areas and are very much welcomed. Striking that balance must be made though between potentially competing priorities as referenced in the Council's reply to question 1.

### 2b. Are some of these Priorities and Outcomes more important than others or are they equally important?

It could easily be argued that the global climate emergency demands urgent and radical steps towards greater adoption of sustainable transport and active travel measures which discourage avoidable private car use.

Equally though helping the Council's economy prosper has always been a key priority for Scotland and transport is a key enabler for this to happen. A prosperous economy priority is likely to need significant transport infrastructure and this would likely impact upon the wider environment. Consequently low carbon solutions are imperative.

However, if economic development is delivered in a strategic, sustainable and integrated manner with well targeted investment then improved outcomes for equality, climate and health and wellbeing can also be realised/stimulated.

### 3. Are the Challenges the Strategy highlights in Chapter 3 the key Challenges for transport, or are there others the Strategy should focus on?

This is a comprehensive chapter outlining the many challenges and opportunities affecting transport across Scotland.

The scale of the challenge facing Roads Authorities in relation to roads and related infrastructure maintenance has perhaps not been captured fully.

Before we look to improve and deliver on new and / or improved infrastructure or introduce new policy frameworks we must have a clear strategy to manage and maintain, in a safe condition, the critical infrastructure we already have, and will require in the future.

## **Section B: The Policies to Deliver the NTS**

### **4a. Are these the right policies to deliver Priorities and Outcomes of the National Transport Strategy?**

The policies cover a wide range of areas and it would be difficult to disagree with any of them.

As mentioned above in the Council's reply to question 1 it is always difficult to have a vision that encapsulates everything. This is the same for the development of policies and it is good to see "safety" referenced in the first policy.

It would be useful though to see 'well maintained' referenced in relation to this first policy, noting also that encouraging sound asset management practices across Scotland will not in itself lead to improvement. Only a long term sustained investment (i.e. both revenue and capital) programme across all asset groups will make a difference.

For all types of infrastructure investment, there needs to be a comprehensive asset management plan taking projects from inception, through construction, planned maintenance and for some assets any required decommissioning. Importantly, this must link to a financial profile and must be appropriately funded.

Public transport provides a real opportunity to manage climate change. Genuine investment in this area has the capacity to help tackle a range of priorities including poverty, health, congestion, safety and the economy. An adapted and resilient network where private car journeys are reduced will benefit the Council's economy, environment, health outcomes, the viability of its communities and the attractiveness of its places and the Council's response reflects this position.

### **4b. Are some of these policies more important than others or are they equally important?**

It is clear that depending on where you are positioned within the transport or land use planning profession strong arguments could be made that certain policies are more important than others.

However the example outlined above in response to question 2b in relation to a prosperous economy in the Council's view should, alongside the zero carbon agendas, be the main focus moving forward as this can lead to both knock on and direct benefits in other priority areas.

The growing role of Place and Place-Making needs to be given greater recognition. Investment should be focused on inclusive growth across local areas, as much as it will be about improving national networks.

Importantly though and, to stress the point again, before we look to improve and deliver on new and / or improved infrastructure or introduce new policy frameworks we must have a clear strategy to manage and maintain the critical infrastructure which we already have.

Indeed it could be argued that consideration of the Council's existing assets, fixing and maintaining them, and considering how we best utilise them, should on the whole be given greater priority than new infrastructure.

## **Section C: Transport governance – democracy, decision-making and delivery**

### **5a. Are there specific decisions about transport in Scotland that are best taken at the national level (e.g. by Transport Scotland or the Scottish Government), at a regional (e.g. by Regional Transport Partnerships), or at a local level (e.g. by Local Authorities)?**

Transport Governance across Scotland is varied with many success stories in terms of partnership working and scheme delivery. Overall the bodies in place at present and decision making arrangements reflect the diverse and complex transport hierarchy across Scotland.

There are many challenges though and would suggest the bulleted list on page 54 of the Strategy captures the key ones that affect delivery and progress.

The model in the west of Scotland is a good starting point. Established governance models and good relationships between Local Authorities, Strathclyde Partnership for Transport, Clyde Plan and the Glasgow City Region provide an excellent opportunity to build on. The governance/roles and responsibilities that already exist in the Council's view remain relevant in terms of decision making and area of responsibility. However, they require to be more empowered, integrated and streamlined to allow faster delivery of projects.

Those regions with a dominant major city such as the West of Scotland must ensure though that effective transport not only to and from the city but also across and around the region recognising the rural nature of some areas. This should ensure the region's economy, healthcare, education and employment opportunities are realised through an affordable, responsive, inclusive, sustainable and integrated transport network.

Importantly though, responsible bodies need to be suitably resourced both in terms of finance, skills and available capacity and have the leadership and statutory powers to recognise the benefits that potentially regional / national projects or initiatives would bring to an area. Greater strategic oversight and co-ordination would perhaps complement the current arrangements.

Further consultation on specific delivery models is therefore supported, which will assist the development of pragmatic and "implementable" governance arrangements.

Local decision making remains key and it is important that local decisions are taken at local level where officers and elected members are best placed to engage with communities and understand the advantages and disadvantages.

One area where decision making/governance could be improved is in relation to Active Travel. At present there are over 20 funding partners / projects currently funded through Transport Scotland's Active Travel budget allocation.

It is clear from the large number of partners and projects that many of these are being delivered in isolation from other schemes. Better co-ordination to avoid duplication of effort and to integrate strategic routes/strategies is needed.

Having a more streamlined financial model as suggested later in this response would allow more efficient delivery of projects and partners such as Sustrans could focus efforts and input to informing design and implementation as opposed to the distribution of funds and financial monitoring aspect of projects.

**5b. Should local communities be involved in making decisions about transport in Scotland? If so, how should they be involved, and on which specific issues should they be involved in making decisions on?**

It is essential that people and communities are at the heart of any significant decisions on project or infrastructure investment although care should be taken to ensure there is a balance between consultation and the need to actually deliver strategic needs.

It is also important that projects or investment in transport in rural, or areas of small population is not overlooked in an assessment and prioritisation process. These are the areas that sometimes require the most significant interventions.

Consultation methods will vary depending on the project or initiative but established models for the type of engagement undertaken through Community Planning, Local Plan, Regional and Local Transport Strategies should continue.

**Section D: The Strategy as a whole**

**6. Does the National Transport Strategy address the needs of transport users across Scotland, including citizens and businesses located in different parts of the country?**

There are many existing and developing national, regional and local policies, strategies and plans already in place and NTS2 provides a welcomed overarching framework.

The NTS2 sets out a clear evidence based framework, but it is perhaps too early to agree that it meets the need of all users. While clearly it should, as it presents an all-encompassing framework, the success of it will be measured against the successful implementation of the projects and initiatives emerging from the delivery plan.

The national Climate Change Emergency is a step change opportunity for transport in Scotland. South Lanarkshire like many Councils has recently passed a motion to build on the Council's Sustainable Development and Climate Change Strategy by accelerating the timescales.

To meet these national and local ambitions and to encourage and drive change to sustainable travel modes these declarations need to be accompanied by a genuine and co-ordinated medium to long term investment strategy (i.e. both capital and revenue).

This includes areas such as active travel, enhanced park and ride provision and low carbon vehicles. The current impact of Climate Change on roads and related assets should also not be forgotten; across the region and beyond there needs to be a comprehensive and enhanced investment programme to tackle deteriorating roads and bridges and associated infrastructure.

**Section E: Looking Ahead**

**7a. What aspects of the transport system work well at the moment?**

The Council's City Region generally has an excellent transport network: the largest (with growing patronage) rail network, a comprehensive bus network, a Subway system undergoing modernisation, a comprehensive motorway network and a growing active travel and low carbon vehicle network.

Significant investment has also seen delivery and development of many major multi modal transport 'flagship' projects across the transport network in Scotland, including the A9 upgrading, Queensferry Crossing and the Edinburgh-Glasgow Improvement (Rail) Programme.

Notwithstanding the Council's earlier comments the level of active travel investment across Scotland is welcomed with large sections of the National Cycle Network and local cycling networks now providing high quality route corridors throughout Scotland.

**7b. What practical actions would you like to see the National Transport Strategy take to encourage and promote these?**

The transport network across Scotland and indeed the UK is fragmented with multiple partners and organisations responsible for specific areas, with some driven by competition rather than what users require. This create challenges and barriers for the public.

Greater integration in terms of delivery and decision-making is required across the fragmented transport sector and increased, coordinated land-use planning and economic development is essential.

A genuine and concerted effort to bring forward a national integrated ticketing initiative across all modes could offer a transformational development for transport in Scotland.

Clearly, continued investment in those areas referenced in 7a is essential, but perhaps with a greater eye on co-ordination and delivery particularly in relation to active travel and increased investment in regional and local transport priorities e.g. supporting Regional Transport Partnerships/Councils to deliver park and ride / transport hubs to lock in the benefits of increasing rail investment and patronage.

**8a. What aspects of the transport system do not work well at the moment?**

Before we look to improve and deliver on new and / or improved infrastructure or introduce new policy frameworks we must have a clear strategy to manage and maintain the critical infrastructure which we already have. It could be argued that consideration of the Council's existing assets, fixing and maintaining them, and considering how we best utilise them, should on the whole be given greater priority than new infrastructure.

Scotland is relatively capital rich in terms of investment in transport initiatives and projects across Scotland, but at times we fail to fully recognise the revenue and maintenance pressures such investment brings.

Bus services are in decline and this has severe impacts on the lives of many people given bus is the largest public transport mode and the one that people from the Council's most vulnerable communities rely on.

Local Authorities continue to benefit from capital investment in relation to Low Carbon/Electric Vehicle Charging Infrastructure funding streams and this has led to the development of a network of public charging infrastructure points. While this is welcomed, to date, there does not appear to be an overarching strategy for such infrastructure investment. Touching upon the Council's earlier point there is also a need to recognise the continued revenue/maintenance/running costs associated with such an EV network.



While the level of active travel investment across Scotland is welcomed clearly there are barriers to delivery. At this time there are a number of different funding sources for active travel such as Scottish Governments Cycling Walking and Safer Street (CWSS) and Air Quality, Strathclyde Partnership for Transport, Sustrans, Paths For All. This landscape is unnecessarily bureaucratic and complex.

Consideration should be given to a more streamlined funding model which allocates funding directly to Councils similar to Cycling Walking and Safer Streets (CWSS) funding, preferably allocating funding over a longer period than one financial year. For example, moving to a three year model (or longer) allows greater flexibility to the delivery of schemes where they could be drafted, consulted, designed and constructed with the comfort that funding is in place.

Dedicated funding for cycling and walking projects passed directly to Councils would likely prove to be a more efficient method of delivering schemes. Alternatively a model which would see funding being coordinated through Regional Transport Partnerships could also be welcomed.

As referenced earlier there is a significant level of capital investment available to Councils and others across Scotland and this is encouraging. Local Authorities need to have the necessary employee resources both in terms of numbers and skills to deliver. Over the last 10 years such resources have been depleted and this remains a real area of concern moving forward. Enhanced investment in employee numbers and training opportunities is necessary for the industry moving forward.

**8b. What practical actions would you like to see the National Transport Strategy take to improve these?**

Again, greater integration in terms of delivery and decision-making is required across the transport sector and more coordinated land-use planning and economic development would be beneficial.

The governance/roles and responsibilities that already exist in the Council's region remain relevant in terms of decision making and area of responsibility. However, they require to be more empowered, integrated and streamlined to allow faster delivery of projects. The model in the west of Scotland is a good starting point. Established governance models and relationships between Local Authorities, Strathclyde Partnership for Transport, Clyde Plan and the Glasgow City Region provide an excellent opportunity to build on.

Further, provide appropriate funding across modes and redress the imbalance in funding for bus which is critical to the achievement of wider policies to tackle poverty and support inclusive economic growth.

**9. Chapter 6 of the Strategy sets out immediate actions the Scottish Government will take in three key areas: Increasing Accountability; Strengthening Evidence; and Managing Demand. Is there anything you would like to say about these actions?**

In principle, we support these actions, but immediate action should also include genuine and coordinated action to introduce medium to long term investment (i.e. both capital and revenue).

This includes areas such as active travel, enhanced park and ride provision and low carbon vehicles. The current impact of Climate Change on roads and related assets

should also not be forgotten; across the region and beyond there needs to be a comprehensive and enhanced investment programme to tackle deteriorating roads and bridges and associated infrastructure.

**10. Is there anything else you would like to say about the National Transport Strategy?**

South Lanarkshire welcomes NTS2 as it provides the strategic framework within which future decisions on investment options will be made. As with any Strategy delivery is key and we would also welcome the emerging NTS Delivery Plan.

It is vital though that this is developed in partnership with and input from Regional Transport Partnerships, City Regions and Councils. Transport Scotland should also provide clarity and certainty about future initiatives, workstreams and crucially, revenue and capital funding, and the organisations tasked with taking them forward.

**Section F: Strategic Environmental Assessment (SEA)**

**11. What are your views on the accuracy and scope of the information used to describe the SEA environmental baseline set out in the Environmental Report?**

The SEA appears to be a robust assessment and we have no specific comments to make on the content at this time.

**12. What are your views on the predicted environmental effects as set out in the Environmental Report?**

The SEA appears to be a robust assessment capturing the potential effects of NTS2 and we have no specific comments to make on the content at this time.

**13. What are your views on the proposals for mitigation and monitoring of the environmental effects set out in the Environmental Report?**

The SEA appears to consider and outline a strong framework to manage any impacts associated with specific projects, schemes, initiatives or interventions emerging from the NTS2 and we have no specific comments to make on the content at this time.

**14. Is there anything else you would like to say about the Environmental Report?**

Nothing further add.

Policy	Enabler
Continue to improve the reliability, safety and resilience of our transport system	Increase safety of the transport system and meet casualty reduction targets
	Increase resilience of Scotland's transport system from disruption and promote a culture of shared responsibility
	Implement measures that will improve perceived and actual security of Scotland's transport system
	Increase the use of asset management across the transport system
Embed the implications for transport in spatial planning and land use decision making	Ensure greater integration between transport, spatial planning, and how land is used
	Ensure that transport assets and services adopt the Place Principle
	Ensure the transport system is embedded in regional decision making
Integrate policies and infrastructure investment across the transport, energy and digital system	Ensure that local, national and regional policies offer an integrated approach across all aspects of infrastructure investment including the transport, digital, and energy system
Provide a transport system which enables businesses to be competitive domestically, within the UK and internationally	Optimise accessibility and connectivity within business-business and business-consumer markets by all modes of transport
	Ensure gateways to and from domestic and international markets are resilient and integrated into the wider transport networks to encourage people to live, study, visit and invest in Scotland
	Support measures to improve sustainable surface access to Scotland's airports and sea ports
Provide a high-quality transport system that integrates Scotland and	Ensure that infrastructure hubs and links form an accessible integrated system that improves the end-to-end journey for people and freight

Policy	Enabler
recognises our different geographic needs	Minimise the connectivity and cost disadvantages faced by island communities and those in remote and rural areas
	Safeguard the provision of lifeline transport services and connections
Improve the quality and availability of information to enable better transport choices	Support improvements and innovations that enable all to make informed travel choices
	Support seamless journeys providing the necessary infrastructure, information and interchange facilities to connect all modes of transport
	Ensure that appropriate real-time information is provided to allow all transport users to respond to extreme weather and incidents
Embrace transport innovation that positively impacts on our society, environment and economy	Support Scotland to become a market leader in the development and early adoption of beneficial transport innovations
Improve and enable the efficient movement of people and goods on our transport system	Ensure the Scottish transport system efficiently manages needs of people and freight
	Promote the use of space-efficient transport
Provide a transport system that is equally accessible for all*  * all includes everyone across Scotland but particularly those with protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation and people living in poverty.	Ensure transport in Scotland is accessible for all
	Identify and remove barriers to public transport connectivity and accessibility within Scotland
	Reduce the negative impacts which transport has on the safety, health and wellbeing of people
	Continue to support the implementation of the recommendations from, and the development of, Scotland's Accessible Travel Framework

Policy	Enabler
Improve access to healthcare, employment, education and training opportunities to generate inclusive sustainable economic growth	Ensure sustainable labour market accessibility to employment locations
	Ensure sustainable access to education and training facilities
	Improve sustainable access to healthcare facilities for staff, patients and visitors
Support the transport industry in meeting current and future employment and skills needs	To meet the changing employment and skills demands of the transport industry and upskill workers
	Support initiatives that promote the attraction and retention of an appropriately skilled workforce across the transport sector
Provide a transport system which promotes and facilitates travel choices which help to improve people's health and wellbeing	Promote and facilitate active travel choices across mainland Scotland and islands
	Integrate active travel options with public transport services
	Support transport's role in improving people's health and wellbeing
Reduce the transport sector's emissions to support our national objectives on air quality and climate change	Facilitate a shift to more sustainable modes of transport for people and commercial transport
	Reduce emissions generated by the transport system to improve air quality
	Reduce emissions generated by the transport system to mitigate climate change
	Support management of demand to encourage more sustainable transport choices
Plan our transport system to cope with the effects of climate change	Increase resilience of Scotland's transport system to climate change related disruption
	Ensure the transport system adapts to the projected climate change impacts



# Report

10

Report to: **Community and Enterprise Resources Committee**  
 Date of Meeting: **12 November 2019**  
 Report by: **Executive Director (Community and Enterprise Resources)**

Subject: **Review of Residents' Parking Permit Zones (RPPZ)**

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee that the review into Residents' Parking Permit Zones (RPPZs) has been concluded and to approve the recommendations

## 2. Recommendation(s)

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

- (1) that the recommendations, as detailed at paragraph 5.2 of the report, including the introduction of a £10 fee for existing and future parking permits, as noted at the Executive Committee on 6 November 2019, be approved.

## 3. Background

- 3.1. The requirement for residents' parking permits in areas throughout South Lanarkshire followed the introduction of the Car Parking Charter in 1997. Subsequently, at its meeting of 5 October 2011, the Executive Committee agreed there would be no further roll out of residents' parking zones.
- 3.2. The parking needs of commuters, residents and visitors often result in a high demand for both short-term and long-term parking within the area and the Council receives a high volume of correspondence on this subject from both residents and commuters, either directly or via elected representatives.
- 3.3. There are already significant RPPZs in East Kilbride, Hamilton and Rutherglen. To park in these zones, residents or their visitors need to display a permit, however, it does not mean there will always be a space available. There are also several smaller areas where permits have been issued to both residents and businesses, including Carluke and Cambuslang.
- 3.4. At the Community and Enterprise Resource Committee of 21 August 2018, the commencement of a review of the current RPPZs, overseen by the Roads Safety Forum, was approved and, due to significant parking pressures being experienced, the commencement of initial consultation for new RPPZs at Hairmyres in East Kilbride and in the area surrounding Cambuslang Station was also agreed.

- 3.5. The Community and Enterprise Resources Committee at its meeting on 22 January 2019 also agreed that consultation would be undertaken with regard to the potential for a RPPZ in the vicinity of Blantyre Station. This again was due to ongoing parking pressures.
- 3.6. The three RPPZ consultation exercises have now concluded and this will be reported to a future meeting of the Committee.
- 3.7. The Roads Safety Forum at its meeting on 30 October 2019 considered a paper summarising the discussions and conclusions/recommendations of the RPPZ review. This was subsequently supported by Forum Members and agreed that it be put forward to Community and Enterprise Resources Committee for consideration and approval.
- 3.8. This report provides a summary of the work undertaken and considered by the Roads Safety Forum in relation to the review of the current RPPZs and the proposed way forward. Section 4 summarises the key matters discussed and section 5 proposes recommendations that the Forum has supported.

#### **4. Issues and Assessment**

- 4.1. It was agreed that the Roads Safety Forum would be the overseeing group for the RPPZs review and the matter has subsequently been debated in detail by the Forum.
- 4.2. The Forum agreed that RPPZs were an effective demand management approach to assist in minimising the impact on residents in areas of competing parking demand. RPPZs should be seen as an additional approach that the Council can use to complement existing approaches such as waiting and loading restrictions i.e. yellow lines.
- 4.3. The main factors (positive and negative) to be considered when assessing the introduction of RPPZs were the need to balance the competing demands of residents, businesses, employers and commuters. Parking displacement into adjacent streets or areas was also an area of concern, as was the possible disincentivisation of the use of public transport in terms of reducing parking opportunities for rail users in particular.
- 4.4. With regard to the potential need to expand specific existing RPPZs, or amend their boundaries, it was agreed it would be necessary to consider each zone on its merits.
- 4.5. The Forum agreed that RPPZs could be considered at all locations where parking pressure on residential areas was seen as a concern and not only in areas of high demand e.g. near town centres/train stations where parking is at a premium. There was also a discussion on whether there were any specific areas, not covered by existing or proposed RPPZs, where RPPZs should be seen as a priority for implementation. It was suggested that all elected members, not just those on the Forum, be consulted on this. Eleven areas were subsequently identified following feedback from Elected Members for potential future RPPZ assessment and these are identified in Appendix 1.
- 4.6. There was discussion on whether areas around schools should be considered for RPPZs and the consensus was that other measures such as waiting and loading restrictions, Keep Clear zig-zags and similar would generally be more appropriate. Such measures complement the development of School Travel Plans whereby road



safety improvements and progress on active travel are encouraged from within the school community.

- 4.7. The Forum considered that a key consideration when implementing any demand management approaches (e.g. RPPZs or waiting and loading restrictions) was the ability to effectively enforce restrictions. It was the general view of the Forum that it was not best practice to promote restrictions that cannot be effectively enforced. This included reference to evening enforcement not presently being undertaken by Parking Attendants and the potential need for this to be reviewed.
- 4.8. While it is important to manage demand in residential areas, it is also essential to ensure that suitable facilities and capacity remain available for businesses and commuters. The Council has a suite of policies contained within the Local Transport Strategy promoting sustainable travel to encourage a shift away from the private car. The Council must also be mindful of the Scottish Government's recent Climate Emergency declaration and the need to continue efforts to promote and encourage more sustainable travel. These issues are also mirrored in the Council's "Statement of Intent in response to the Climate Change Emergency" as approved by the Council at its meeting of 25 September 2019.
- 4.9. With regard to the implementation and prioritisation of any extended or new RPPZ, the Forum agreed that assessment criteria for particular areas should be framed around:-
- ◆ proximity to town centres
  - ◆ proximity to significant parking generators (e.g. rail stations, hospitals, education establishments)
  - ◆ road geometry/lack of off street parking / narrow streets
  - ◆ scope for other demand management measures such as waiting and loading restrictions
  - ◆ potential for increased parking provision (e.g. new park and ride facility)
  - ◆ impact on adjacent businesses and commuters of any new RPPZ
- 4.10. Officers were tasked with considering how such assessment criteria might be developed so as to allow potential zones to be ranked or prioritised and a way forward was agreed.
- 4.11. Decisions on traffic restriction and management on the road network, by way of promoting Traffic Regulation Orders, presently falls to the Executive Director (Community and Enterprise Resources) and the Head of Roads and Transportation Services. The Roads Safety Forum supported the proposal that this arrangement would continue and, if an RPPZ were to proceed, it would be promoted in the same manner as any other Traffic Regulation Order under the Road Traffic Regulation Act 1984. It is important to emphasise that consultation with the community is a fundamental element of such processes.
- 4.12. Given increasing financial pressures and potential to expand / introduce new RPPZs, a key consideration for the Forum was whether the time was now right to consider charging a fee for residents' parking permits. Officers presented to the Forum the administrative and employee costs associated with the existing RPPZs in operation.
- 4.13. After debate, the Forum agreed that there should be a fee which, at the very least, covers the administrative costs associated with issuing around 6,900 permits to residents and businesses, estimated at around £50k.

- 4.14. A range of potential fees were developed by officers for consideration and these were discussed at the Forum on 12 March 2019. After consideration of all aspects of the introduction of a parking permit fee, including the impact on residents, enforcement and cost, the Forum agreed fully on the principle of introducing a fee for parking permits and considered the following options:-
- ◆ Option 1: a fee of £10 per permit for a period of 2 years
  - ◆ Option 2: a fee of £20 for the first permit and £10 thereafter, again with permits for a period of 2 years
  - ◆ Option 3: a fee of £20 for the first 2 permits with the principle of an ascending scale and thereafter, all permits for a period of 2 years
- 4.15. Option 1 would potentially generate £50k of income (assuming a modest reduction in the take up of permits) which would cover the costs of issuing permits. This was subsequently agreed as the preferred option.
- 4.16. The Forum also noted that permits were issued manually on a rolling programme every two years and agreed that the primary process for applying for permits should be on-line but that all other existing options should remain available, but those applying for and paying for permits should be encouraged to use online systems. The two year time validity period for permits was also agreed as a reasonable period to allow for reduced administrative costs.

## **5. Conclusions and Recommendations**

- 5.1. In summary, the Roads Safety Forum has overseen and developed the review of RPPZs Parking through support from officers and following consideration of papers and information.
- 5.2. The Forum has since supported the following conclusions and specific recommendations noting that they would be taken to the Community and Enterprise Resources Committee for consideration and endorsement:
- ◆ RPPZs are an effective demand management tool and should now be considered for future expansion or rolled out to new areas, subject to an appropriate assessment by officers and the introduction of a fee for issued permits
  - ◆ Permits issued to both residents and businesses in any existing, expanded or new RPPZ will be subject to a £10 fee for each permit with permits valid for a period of two years
  - ◆ Requests for new or expanded RPPZs can now be considered and an assessment will be undertaken to review the need or otherwise of any proposed RPPZs
  - ◆ The introduction of new or expanded RPPZs must balance the competing demands of residents, businesses, employers and commuters
  - ◆ The enforcement of demand management measures (e.g. RPPZs and other waiting and loading restrictions) require to be suitably resourced, including during the evening
  - ◆ The primary process for applying for permits should be on-line but all other existing options should remain available at this stage

- 5.3. With regards to timescales it is proposed that those areas outlined in Appendix 1 be subject to assessment before the end of May 2020. Thereafter, those that are to progress would be implemented in line with the statutory process associated with Traffic Regulation Orders. The whole process of promoting an Order takes some nine months though it can take considerably longer if objections are received.
- 5.4. On the basis of the above, the Council now has another approach to manage the competing demands in areas especially in those areas close to town centres or where there are facilities such as railway stations, educational establishments, hospitals or other medical premises nearby as is the case for the three areas where consultation was undertaken. The introduction of a £10 fee also means that the financial pressures associated with administering this approach can be managed effectively, allowing for wider roll out if necessary.
- 5.5. With regards to the implementation of the £10 fee, this will require amendments to the existing Traffic Regulation Orders for each existing RPPZs. It is expected this exercise could be concluded in spring/summer 2020, with the fee being introduced on a phased basis from summer 2020 onwards or upon receipt of a request for a parking permit. These timescales may vary depending on the level of representations that may be received.

## **6. Employee Implications**

- 6.1. There are no significant employee implications associated with the recommendations in this report as this work will be undertaken by existing employees. There are a number of interrelated parking workstreams and priorities which need to be considered with regards to resourcing and timescales. The timescales outlined in paragraph 5.3 and 5.5 therefore reflect the available resources and other competing priorities.

## **7. Financial Implications**

- 7.1. There are no significant financial implications associated with the recommendations in this report. However, should the proposals be approved the administration cost associated with administering RPPZ will be recovered.

## **8. Other Implications (Including Environmental and Risk Issues)**

- 8.1. There are no significant risks associated with this report, nor any environmental implications. There are no implications for sustainability in terms of the information contained within this report.

## **9. Equality Impact Assessment and Consultation Arrangements**

- 9.1. This report recommends a change to the existing RPPZs and therefore, an impact assessment will be undertaken.
- 9.2. There is no requirement to undertake any consultation at this time in terms of the information contained in this report.

**Michael McGlynn**  
**Executive Director (Community and Enterprise Resources)**

10 October 2019

**Link(s) to Council Values/Ambitions/Objectives**

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

**Previous References**

- ◆ Road Safety Forum 15 January 2019
- ◆ Community and Enterprise Resources Committee 22 January 2019
- ◆ Road Safety Forum 12 March 2019
- ◆ Road Safety Forum 30 October 2019

**List of Background Papers**

None.

**Contact for Further Information**

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

Colin Park, Engineering Manager, Roads and Transportation Services

Ext: 3653 (Tel: 01698 453653)

E-mail: [colin.park@southlanarkshire.gov.uk](mailto:colin.park@southlanarkshire.gov.uk)

Reid Street, Rutherglen  
Tuphall Road, Hamilton  
Abercorn Drive / Chestnut Crescent area, Hamilton  
Biggar, in the vicinity of the town centre  
Dundas Place, The Village, East Kilbride  
South Avenue, Carluke  
Fairyknowe Gardens; Bothwell  
Main Street area, Uddingston  
Craigallian Avenue, Halfway  
Westwood area, East Kilbride



# Report

11

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>12 November 2019</b>
Report by:	<b>Executive Director (Community and Enterprise Resources)</b> <b>Executive Director (Finance and Corporate Resources)</b>

Subject:	<b>Graduate Apprenticeships in Civil Engineering Programme</b>
----------	--

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ seek approval to add 6 FTE graduate apprenticeship posts to the Roads and Transportation Services' establishment with 2 Full Time Equivalent (FTE) being added in 2019 and then a further 2 FTE both in 2020 and 2021

## 2. Recommendation(s)

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

- (1) that the establishment of 6 FTE graduate apprenticeship posts on Grade 2, Level 1 to 4 (£20,876 - £29,658) within Roads and Transportation Services be approved.

## 3. Background

- 3.1. The Council's statutory role as a Roads authority for its area is undertaken by Roads and Transportation Services. The Service deals with day-to-day network and operational enquiries, liaison with public utilities, road and winter maintenance. The Service also provides a range of specialist engineering functions, including roads and bridges design, flood risk management, road safety, street lighting, parking, traffic and transportation engineering and an emergency response to extreme weather events and other incidents affecting the road network. With in-house contracting expertise, the Service delivers road infrastructure improvements and maintenance projects.
- 3.2. As part of workforce planning arrangements, the Service has reviewed the age profile of employees across the above disciplines and noted that some 40% of staff are over 50 years of age with the age profile continuing to rise annually. Consequently, the age profile will remain a challenge across the Service over the coming years with a significant proportion of staff approaching the end of their careers.
- 3.3. This scenario represents a significant challenge with substantial loss of skills and experience expected over the coming years. It is necessary, therefore to address what will be a significant demographic challenge in the future at a time when the Council has significant investment planned and priority projects to deliver. This also coincides with a continuing increase in public expectation with routine incoming enquiries increasing by 41% (from 7,127 in 2016 to 10,076 in 2018). In parallel, the

Council continues to have difficulties in recruiting suitably experienced and qualified external employees due to the upturn in the transportation and construction sectors.

#### **4. Proposed Way Forward**

- 4.1. Considering the future pressures and challenges outlined in Section 3, it is proposed to establish within Roads and Transportation Services a regular recruitment programme for graduate apprentices on a phased basis over 3 years engaging 6 new officers.
- 4.2. Successful candidates will be offered the opportunity to undertake a Graduate Apprenticeship in the field of Civil Engineering and using their on the job experience successful candidates will be well placed to tackle the challenges that the associated academic course will bring.
- 4.3. Previously, the Council advertised across its workforce with a view to attracting existing employees who may wish to progress and enhance their career. This approach was unsuccessful so to progress the “grow our own” strategy, the Council propose to offer opportunities to school leavers. The Service will work with Education Resources to consider options on how best to engage with pupils.
- 4.4. Successful candidates will require to satisfy minimum academic entrance requirements of the relevant academic institutions which currently include the University of Strathclyde and Glasgow Caledonian University. Candidates will also need to recognise the significant investment of their own personal time that this opportunity will require.
- 4.5. On completion of the academic qualification candidates will be able to continue their personal development by progressing through Roads and Transportation Services’ Institution of Civil Engineers (ICE) accredited Graduate Engineering Training Programme (GETP). Opportunities will be taken to align the training undertaken as part of the apprenticeship with the ICE attributes, perhaps allowing candidates to progress through the GETP more quickly.

#### **5. Employee Implications**

- 5.1. The following table provides details of the additions to the establishment over the next 3 years which will see 2 graduate apprentices per year being recruited.

Post	Current Number of Posts (FTE)	Proposed Number of Posts (FTE)	Grade	SCP Range	Hourly Rate	Annual Salary	Gross Cost (inc on costs)
Graduate Apprentice (Civil Engineering)	0	2 (2019)	Grade 2 Level 1 - 4	34 - 57	£11.44 - £16.04	£20,876 - £29,658	£54,404 - £76,280
Graduate Apprentice (Civil Engineering)	0	2 (2020)	Grade 2 Level 1 - 4	34 - 57	£11.44 - £16.04	£20,876 - £29,658	£54,404 - £76,280
Graduate Apprentice (Civil Engineering)	0	2 (2021)	Grade 2 Level 1 - 4	34 - 57	£11.44 - £16.04	£20,876 - £29,658	£54,404 - £76,280



5.2. These posts has been graded using the Job Evaluation scheme.

**6. Financial Implications**

6.1. These posts will be funded from savings accrued from changes in working patterns of existing staff and from anticipated staff turnover evident in the service each year.

**7. Other Implications (Including Environmental and Risk Issues)**

7.1 There are no implications for sustainability or risk in terms of the information contained within this report.

**8. Equality Impact Assessment and Consultation Arrangements**

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

8.2. All necessary consultation arrangements have taken place.

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

7 October 2019

**Link(s) to Council Values/Ambitions/ Objectives**

- ♦ Accountable, effective, efficient and transparent
- ♦ Improve the road network, influence improvements in public transport and encourage active travel

**Previous References**

- ♦ None

**List of Background Papers**

- ♦ None

**Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact: - Martin Muir, Roads Area Manager

Ext: 5204 (Tel: 01698 455204)

E-mail: [martin.muir@southlanarkshire.gov.uk](mailto:martin.muir@southlanarkshire.gov.uk)



# Report

12

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>12 November 2019</b>
Report by:	<b>Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Update on the Community and Enterprise Resources' Risk Register and Risk Control Action Plan</b>
----------	---

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide an update on the risk register and risk control actions for Community and Enterprise Resources

## 2. Recommendation(s)

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

- (1) that the contents of the Resource Risk Register be noted.

## 3. Background

- 3.1. The Council's Risk Management Strategy promotes consideration of risk in service delivery, planning and decision making processes. The strategy requires Resources to record and review risks and control actions regularly. Community and Enterprise Resources follow the Council guidance in developing, monitoring and updating the Risk Register on an ongoing basis.
- 3.2. The purpose of the Register is to ensure that the Resource is fully aware of the main risks that it has, prioritise these risks and have controls in place to eliminate or minimise the impact of the risk.
- 3.3. The Resource scores the risks in accordance with the Council scoring mechanism which scores risks based on likelihood and impact of risk. This results in risks being scored between 1 – 9 (low – high).
- 3.4. Risks are scored on their inherent risk (risk if we do nothing) and their residual risk (risk after applying controls).
- 3.5. The last update of the Community and Enterprise Resources' Risk Register was reported to the Community and Enterprise Resources Committee on 22 January 2019.
- 3.6. The Council's top risk register and top risk control plan has been reviewed.
- 3.7. The Central Risk Management Team annually review Resource compliance with the Risk Management Strategy. The outcome of the 2018/2019 review identified that Community and Enterprise Resources achieved 100% compliance.

#### **4. Resource Risk Management Group**

- 4.1. The Resource Risk Management Group meets twice per year. The group has responsibility for the promotion and management of risk and ensuring compliance with the Risk Management Strategy. The group is chaired by the Support Manager who acts as the Resource Risk Sponsor and each service is represented on the group by a senior officer.
- 4.2. The work of the group over the last year has focused on the review and update of Resource Risk register and ensuring that the register reflected the Council Plan and individual Service Plans.

#### **5. Risk Register**

- 5.1. Work has been completed by the Resource Risk Group to finalise the review of the Resource Risk Register. The update gave consideration to risks at a Service level, as well as strategic Council risks.
- 5.2. The Resource Risk Register will be monitored on an ongoing basis to allow new risks to be added and for the control measures and scores of the existing risks to be reviewed in light of new information.
- 5.3. Risks can result from internal or external influences, with examples being the impact of projected funding cuts or legislative changes or the impact of internal service changes.
- 5.4. The development process for the Resource Plan requires a risk assessment process to be undertaken as appropriate resulting in some actions within the Resource Plan having a corresponding risk identified within the risk register.
- 5.5. The main changes to the register are summarised below:-
  - ◆ A number of risks were merged or removed
  - ◆ Risk scorings and control measures have been updated as required
  - ◆ Top risk descriptions, actions and control measures have been updated following a review
- 5.6. Risks scored seven to nine are considered to be high risks and these are monitored closely. The top risks identified for the Resource, that is, those that are residually scored as being high, are attached at Appendix One.
- 5.7. A clear link has now been made to the Council's top risks. Resource specific risk implications are noted within the appendix.
- 5.8. Risks evaluated residually as being medium or low risk will be monitored to ensure that they continue to be adequately managed.
- 5.9. Although not scored as a resource high risk for 2018/2019, failure to meet sustainable development and climate change objectives is considered to be a key resource risk. The current target of 10% carbon reduction ends in March 2021 and in May 2019 the Scottish Government declared a climate emergency which included setting a net-zero greenhouse emissions target by 2045. The climate emergency declaration was in response to a special report prepared by the International Panel on Climate Change which resulted from the Paris Agreement in 2015 where parties within the United Nations Framework Convention on Climate Change came to a landmark agreement to combat this issue. Actions required to meet this target will be challenging and may result in the risk score being revisited at the next review. The Council has recently

passed a motion to establish a Committee on Climate Change and Sustainability that will accelerate climate change action.

## **6. Insurance Hotspots**

- 6.1. The current hotspot action plan identified seven actions for the Resource which are all complete.
- 6.2. A fresh review of up to date claims will be undertaken during 2019/2020, to identify any new claims trends or hotspot areas.

## **7. Scope and appetite for risk**

- 7.1. South Lanarkshire Council aims to be risk embracing, meaning that it will accept a tolerable level of risk in seeking service efficiencies and in agreeing control measures.
- 7.2. The level of risk facing the Council is measured both before (inherent risk) and after (residual risk) consideration of controls. The Council should never carry a high residual risk exposure as this would indicate instability but a low residual risk exposure should also be avoided as this indicates lack of innovation.
- 7.3. South Lanarkshire Council's ideal risk exposure should be consistent with an acceptable tolerance of:-
- ◆ No more than 20 per cent of residual risks at a high level
  - ◆ Around 40 percent to 50 percent of residual risks at a medium level
  - ◆ Around 30 per cent to 40 per cent of residual risks at a low level
- 7.4. Community and Enterprise Resources' risk exposure is detailed in the table below:-

<b>Residual risk score</b>	<b>Number of risks</b>	<b>Percentage of risks</b>
High (7, 8 or 9)	7	14%
Medium (4, 5, or 6)	30	56%
Low (1, 2, or 3)	16	30%
	53	100%

- 7.5. The table shows that Community and Enterprise Resources' risk exposure is broadly in line with the profile outlined at 7.3.
- 7.6. Community and Enterprise Resources has ensured that all inherent risks scored at high level have cost effective control measures in place. Where further control measures are required, these are included within the Resource risk control plan.

## **8. Risk Control Actions**

- 8.1. Three actions due for completion during 2018/2019 have been completed. 100 percent of these risk control actions were completed on time against an overall Resource target of 85 percent.
- 8.2. There are no risk control actions due for completion during 2019/2020.

## **9. Major Projects, Partnerships or Change**

- 9.1. The Community and Enterprise Resources' partnership register contains details of 29 partnership arrangements and all have been assessed in accordance with the guidance. No new partnerships have been added to the register. Six of the partnerships are considered to be high risk in terms of their relative importance to Council business. These are the Sustainable Economic Growth Board, Clyde

Gateway, West of Scotland Loan Fund, SPT, City Deal and Lanarkshire Green Health Partnership. The remaining 23 partnerships have been assessed as being low risk.

- 9.2. Appropriate risk management arrangements are in place for the high level partnerships.

## **10. Next Steps**

- 10.1. The Resource Risk Management Group will continue to meet regularly. The risk register will be reviewed on an ongoing basis by the group to ensure that risks remain valid for the appropriate Service areas and to identify new areas of risk that affect the Resource. An update report will be provided to Committee on an annual basis.

## **11. Employee Implications**

- 11.1. Time will be required by the Resource Risk Sponsor and the Resource Risk Management Group to manage the Resource Risk Register and Risk Control Plan.

## **12. Financial Implications**

- 12.1. During the year if any new initiatives are identified which would help mitigate any particular risk faced by the resource, some financial assistance may be available from the Risk Management Fund. This is managed through a bid being submitted and assessed against set criteria.

- 12.2. During 2018/2019, the Resource made the following successful risk management bids:-

- ◆ Grounds Services received £20,000 for upgrade of security at various golf bothies.
- ◆ Environmental Services Trading Standards received £2,000 for the Doorstep Crime Video Doorbell project aimed at protecting vulnerable people from bogus cold callers.

## **13 Other Implications (Including Environmental and Risk issues)**

- 13.1. Failure to demonstrate that risk is actively considered and managed can not only lead to avoidable financial loss but could also affect service delivery and could affect the Resource's reputation.

- 13.2. There are no implications for sustainability in terms of the information contained in this report.

## **14. Equality Impact Assessment and Consultation Arrangements**

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

- 14.2. Consultation on the content of this report has been undertaken with members of the Community and Enterprise Resources' Risk Management Group.

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

22 October 2019

**Link(s) to Council Values/Ambitions/Objectives**

- ◆ Accountable, effective, efficient and transparent.

**Previous References**

- ◆ Community and Enterprise Resources Committees – 22 January 2019 - Annual update on Resource Risk Register and Risk Control Action Plan
- ◆ Executive Committee – 6 November 2019 – Review of the Council Top Risks

**List of Background Papers**

- ◆ Figtree extracts (risk register and risk control action plan)

**Contact for Further Information**

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

Tel. No. 5603 (01698 455603)

E-mail. [linda.burnett@southlanarkshire.gov.uk](mailto:linda.burnett@southlanarkshire.gov.uk)

Risk Description	Inherent Risk Score	Sample Controls	Residual Risk Score	Service
<p>Reduction in Council funding/income, as well as increased service demands, results in difficulties achieving savings and maintaining front line services</p> <p>♦ Fluctuations in income from Planning and Building Standards applications</p> <p><b>Council Top Risk</b></p>	9	<ul style="list-style-type: none"> <li>Regular monitoring of income v budget projections</li> <li>Ongoing review of resources and control of general spending</li> </ul>	8	Planning and Economic Development
<p>The Council is significantly affected by the impact of the UK leaving the European Union (Brexit)</p> <ul style="list-style-type: none"> <li>Limited procurement options and contract restrictions</li> <li>Loss of EU funding</li> <li>Implications of changes to free movement of trade and people</li> <li>Demand on business support services could be affected</li> </ul> <p><b>Council Top Risk</b></p>	9	<ul style="list-style-type: none"> <li>Council's Financial Strategy addresses potential changes in funding</li> <li>Potential new EU funding that the Council could apply for in the period 2019-2023 totalling £6.5m (ESF Employability Phase 2 bid). Currently on hold with the Scottish Government</li> <li>HM Treasury has provided assurances around the current EU funded programme for all projects with a signed agreement in place prior to the UK leaving the EU</li> <li>Resource contingency plans in place in the event of a no-deal</li> <li>Economic Development provides support to businesses within the South Lanarkshire area and gathers information and intelligence through partners and business networks</li> </ul>	8	All Services
<p>Failure of unrestricted substandard bridges /bridges showing deterioration</p> <ul style="list-style-type: none"> <li>Injury to people, damage to assets and network interruption/disruption</li> </ul>	9	<ul style="list-style-type: none"> <li>Implement and maintain enhanced structural monitoring</li> <li>Maintain list of qualifying structures</li> <li>Implement appropriate reactive mitigation measures when need for repair identified.</li> <li>Option to close if absolutely necessary</li> </ul>	8	Roads and Transportation



Risk Description	Inherent Risk Score	Sample Controls	Residual Risk Score	Service
<p>Failure to work with key partners to achieve the outcomes of the Community Plan</p> <ul style="list-style-type: none"> <li>Failure to effectively manage the processes and practices to reduce the impact of welfare reform relative to the Scottish Index of Multiple Deprivation domains</li> </ul> <p><b>Council Top Risk</b></p>	9	<ul style="list-style-type: none"> <li>Single Outcome Agreement</li> <li>Tackling Poverty Programme</li> <li>Council and key partners to implement inclusive partnership economic strategy</li> <li>Economic Growth Board</li> <li>Regular progress reporting to SMT/CMT/Ctee</li> </ul>	7	Planning and Economic Development
<p>Increased costs in providing winter maintenance services</p> <ul style="list-style-type: none"> <li>Failure to provide essential services during periods of extreme winter weather</li> </ul>	9	<ul style="list-style-type: none"> <li>Effective management of existing budget resources through regular reporting and dialogue with Exec Dir Finance and Corporate.</li> <li>Salt stocks and storage capacity</li> <li>Winter weather procedures, winter service policy and ops manual</li> <li>Daily winter task force meetings held during periods of extreme weather to ensure service delivered in most efficient and effective way.</li> </ul>	7	Roads and Transportation Services
<p>Information Management not subject to adequate controls</p> <ul style="list-style-type: none"> <li>Ineffective records management practices could lead to data breaches</li> </ul> <p><b>Council Top Risk</b></p>	9	<ul style="list-style-type: none"> <li>Completion of annual Information Governance checklist</li> <li>Implementation of Information Governance action plan</li> <li>Compliance with Info Gov Strategy</li> <li>Retention schedules</li> <li>Electronic Document Records Management System (EDRMS)</li> <li>Resource IT and Information Governance Working Group</li> <li>Assessment of services case management systems compliance with GDPR reported to SMT</li> </ul>	7	All Services
<p>Impact of Waste Management market changes</p> <ul style="list-style-type: none"> <li>Changes to global economic policy changes resulting in market collapse and inability to dispose of recycled products</li> </ul>	9	<ul style="list-style-type: none"> <li>Market changes monitored through waste industry network groups and via meetings with contractors</li> <li>Contracts include contingency arrangements including back up provision for alternative suppliers</li> <li>Operational monitoring process in place</li> <li>Waste Awareness Team – ongoing initiatives to promote and improve levels of domestic recycling</li> </ul>	7	Facilities Waste and Grounds



# Report

13

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>12 November 2019</b>
Report by:	<b>Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Community and Enterprise Resources - Notification of Contracts Awarded – 1 April to 30 September 2019</b>
----------	--

## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ provide notification in line with Standing Orders on Contracts to Committee of all contracts awarded by Community and Enterprise Resources during the period 1 April to 30 September 2019.

## 2. Recommendation(s)

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

- (1) that details of the contracts awarded be noted.

## 3. Background

3.1. It is a requirement of Clauses 21.8 and 22.5 of the Standing Orders on Contracts that details of the acceptance of all tenders above £50,000 be reported retrospectively to the relevant Committee for noting, other than those under Clause 21.3 where the award is not the lowest in a price only tender, or costs exceed the approved financial provision. In these instances a report is submitted to the appropriate Committee and subsequent authority to award is granted by that Committee.

## 4. Contract Awards

4.1. A full list of contracts awarded during the period 1 April to 30 September 2019, on the basis of the lowest offer and/or most economically advantageous offer submitted, is provided at Appendix 1.

## 5. Employee Implications

5.1. Contracts management including performance appraisal will be undertaken by both the main user Services and Procurement.

## 6. Financial Implications

6.1. There are no financial implications associated with this report which is for information purposes only. Appropriate budgetary provision is available for each of the contracts awarded.

## 7. Other Implications (Including Environmental and Risk Issues)

7.1. There is a risk that failure to report awards may lead to contracts being awarded that do not represent best value, breach statutory procurement obligations and Standing Orders or do not follow internal processes which mitigate the risk.

## **8. Equality Impact Assessment and Consultation Arrangements**

- 8.1. This report does not introduce a new policy, function or strategy nor recommend a change to an existing policy, function or strategy and therefore, no impact assessment is required.
- 8.2 There is also no requirement to undertake any consultation in terms of the information contained in this report.

**Michael McGlynn**  
**Executive Director (Community and Enterprise Resources)**

11 October 2019

### **Link(s) to Council Values/Ambitions/Objectives**

- ◆ Accountable, Effective, Efficient and Transparent

### **Previous References**

- ◆ Community and Enterprise Resources Committee 3 September 2019

### **List of Background Papers**

- ◆ Standing Orders on Contracts

### **Contact for Further Information**

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

Emma Smith, Corporate Procurement and Transactions Manager

Ext: 5329 (Tel: 01698 455329)

E-mail: [emma.smith@southlanarkshire.gov.uk](mailto:emma.smith@southlanarkshire.gov.uk)

**Community and Enterprise Resources**  
Contracts Awarded over £50,000 in value

Period: 1 April to 30 September 2019

<b>Contract</b>	<b>Awarded Contractors</b>	<b>Contract Value</b>	<b>Award Date</b>	<b>Period of Contract</b> (denotes extension period)
NEC3 Framework, Playpark Equipment - Glen Esk Urban Greenspace Mini Comp	Covanburn Contracts Ltd, Hamilton	£847,211.15	18/04/19	20/05/19-20/10/19
Mini Competition for Supply and Delivery of Light and Heavy Plant	Hamilton Brothers Engineering Ltd, Bishopton Bryson Tractors Ltd, Lanark Fraser C Robb, Glasgow Scot JCB Ltd, Glasgow	£40,000,000.00	24/04/19	01/05/19 – 28/02/23
Direct Award from Tanker Applied Road Coatings Framework to carry out Surface Dressing Works	Scottish Borders Council, Melrose	£112,822.90	09/05/19	12/06/19 – 30/06/19
Repave Contract 2019-2023	COLAS Ltd, Crawley	£3,000,000.00	15/05/19	15/05/19 – 30/04/23
Mini Competition for Repair and Maintenance of Catering Machines	Fast Fixx Catering Engineers Ltd, Glasgow	£250,000.00	23/05/19	01/06/19 – 07/01/20

<b>Contract</b>	<b>Awarded Contractors</b>	<b>Contract Value</b>	<b>Award Date</b>	<b>Period of Contract</b> (denotes extension period)
Direct Award from Weather Forecasting Framework for Weather Station Upgrade – Hamilton/Greenhills	Meteogroup UK Ltd, London	£50,009.62	30/05/19	30/05/19 – 30/05/19
Mini Comp from Structure Framework re Structures Maintenance Package - Cartensgill, Garrion, Cardies	W I & A Gilbert Ltd, Ayrshire	£58,059.88	31/05/19	17/06/19 – 16/08/19
Framework for Provision of Temporary Traffic Management	Active Traffic Management Solutions, Glasgow APEX Traffic Management Ltd, Glasgow Central Traffic Management Ltd, Stirling Class One Traffic Management, Bonnybridge Contraflow Ltd, Cumbernauld Markon Ltd, Cumbernauld	£2,400,000.00	01/06/19	01/06/19 - 31/03/23
Maintenance of Council Structures Framework	Chemcem Scotland Ltd, Falkirk W I & A Gilbert Ltd, Dalry Covanburn Contracts Ltd, Hamilton	£2,000,000.00	10/06/19	10/06/19 - 09/06/23

<b>Contract</b>	<b>Awarded Contractors</b>	<b>Contract Value</b>	<b>Award Date</b>	<b>Period of Contract</b> (denotes extension period)
Mini Competition for Grounds Machinery - Tractor	Bryson Tractors Ltd, Lanark	£450,700.00	30/07/19	30/07/19 – 30/07/20
Hamilton Palace Sports Ground 3G indoor pitch	Ecosse Sports Ltd, Newbridge	£87,627.00	26/07/19	05/08/19 – 05/11/19
<b>Extensions Progressed - 1 April to 30 September 2019</b>				
12 month contractual extension to Mini Competition from Scotland Excel Vehicle and Plant Hire Framework	John McGeady Ltd, Glasgow	£310,000.00 (12 month period)	(extended) 04/04/19	14/05/19 – 14/05/19(20)
24 month contractual extension re Provision of Scientific Services	City of Edinburgh Council, Edinburgh	£74,968.00 (24 month period)	(extended) 30/06/19	01/07/16 – 30/06/19 (21)
12 month contractual extension to Microsurfacing Contract 2017	COLAS Ltd, Crawley	£773,333.00 (12 month period)	(extended) 03/06/19	12/06/17 – 11/06/19(20)
12 month contractual extension to Retread Contract 2017	Roadteam Ltd, Co Donegal	£533,333 (12 month period)	(extended) 03/06/19	12/06/17 – 11 06 19(20)
24 month contractual extension to Frozen Foods Framework	Brakes Ltd, Kent	£1,690,000.00 (24 month period)	(extended) 30/06/19	01/07/17 – 30/06/19(21)

