S O U T H
LANARKSHIRE
C O U N C I L

Report

Report to:	**Community Services Committee**
Date of Meeting:	**4 June 2013**
Report by:	**Executive Director (Community and Enterprise Resources)**

Subject:	**Community and Enterprise Resources' Resource Plan 2013/2014**

1. Purpose of Report

1.1. The purpose of the report is to:-

♦ consider and endorse Community and Enterprise Resources' Resource Plan 2013/2014

2. Recommendation(s)

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

(1) that the progress made against actions and measures contained within the Community and Enterprise Resources' Resource Plan 2012/2013, relating to the remit of the Community Services Committee, is noted;

(2) that the Community and Enterprise Resources' Resource Plan 2013/2014 be referred to the Executive Committee for approval; and

(3) that a six monthly interim progress report on the 2013/2014 Resource Plan be provided to a future meeting of the Committee.

3. Background

3.1. The Council Plan covering the period 2012 to 2017 was approved by the Council in October 2012. The Plan sets out the Council's vision, objectives and priorities over five years. The Council Plan is the starting point for the Resource Planning process, and the 2013/2014 Resource Plan has been prepared to show in detail how Community and Enterprise Resources will contribute to the Council's objectives in the coming year. As the Resource Plan encompasses both Enterprise and Community Services, it has also been submitted to the Enterprise Services Committee for its consideration.

3.2 The Resource Plan follows an agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the national and local context within which the Resource operates and establishes objectives and priorities for the year ahead based on the goals set out in the Council Plan.

3.3. Performance Management is a keystone of best value, and ensures that the Council can demonstrate sound governance arrangements. The Resource Plan is one part of the Council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.

3.4. As part of this framework, the Resource Plan reflects the aspirations of the Council Plan, the Community Plan and Single Outcome Agreement, as well as being complemented by the details of individual Service Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'golden thread' of performance management which ensures a clear understanding of the Council's vision, priorities and objectives at all levels.

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

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

4. Resource Plan Detail Monitoring and Reporting
4.1. The full Resource Plan is attached, and is structured around the following headings:-

♦ Introduction
♦ Context
♦ The Council Plan
♦ Resource overview, major achievements and performance
♦ Objectives and actions for coming year
♦ Resourcing the plan
♦ Organisational chart
♦ Detailed service performance information 2012/2013
♦ Resource Plan 2012/2013 achievements

4.2. As part of the performance management arrangements, the Committee will also receive a mid-year update of progress on the actions identified in the 2013/2014 Resource Plan.

5. Progress – 2012/2013
5.1 This report and its appendices details 2012/2013 progress against Community and Enterprise Resources' Resource Plan measures. The appendix has been produced through the Council's performance management reporting system IMPROVe, and involves a traffic light format using the following definitions to give a status report on each measure:-

Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
To be reported later	For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available

The overall summary of progress to date is as follows: 169 green measures (70.1%), 25 amber measures (10.4%), 11 red measures (4.6%), and 36 measures to be reported later (14.9%).

The summary of progress specifically in relation to the Community Services measures is presented below (this includes Facilities, Fleet and Ground Services and Waste and Environmental Services). Support Services progress is also reported below, with more detail on progress included in a separate appendix.

	Community Services	Support Services	Community and Support Services
Total number of measures	78	42	120
Status – Green	52	30	82
Status – Amber	4	5	9
Status - Red	2	1	3
Reportable at a later stage	20	6	26

Progress on Community and Support Services objectives, actions and measures is noted at Appendices 1 and 2.

5.2. Key Resource highlights for 2012/2013 which relate to the remit of the Community Services Committee are noted below:

Develop a sustainable Council and communities (Council priority)
- Between April and December 2012, 39.3% of household waste was recycled.
- The Sustainable Development Strategy (SDS) covering the period 2012 to 2017 was formally adopted by the Council's Executive Committee in March 2013.
- Energy Saving Week, Climate Week and Earth Hour were promoted using a variety of media, including email, intranet, staff magazine, Education newsletter, Council website and local newspapers.

Improve the quality of the physical environment
- Improved urban greenspaces through the completion of two new bridges across the Earnock and Neilsland Burns and replacement of the boardwalk at Langlands Moss Local Nature Reserve.
- Implemented a litter action plan and carried out a litter survey aimed at school pupils and community groups. Survey reports are now being compiled, with recommendations carried forward into 2013/2014.
- Achieved high, independently assessed scores for street cleanliness (73, against our annual target score of 72) and grounds maintenance services (70, exactly on target).
- Responded to domestic noise complaints, on average, within around 29 minutes (this is less than a quarter of the national target time of two hours).

Improve community safety

♦ Continued to promote and develop the Doorstep Crime Initiative Cold Calling Control Zones, with 100% of intelligence reports of door step crime responded to the same or next working day.

Improve and maintain health and increase physical activity

♦ Recorded 3.4 million attendances at facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture (an increase of 7% compared to the previous year).
♦ Achieved an 11% increase in the number of over 60s registered with the 'Activage' scheme.
♦ Completed upgrade of leisure facilities, including pitch upgrades at Ballerup Recreation Area and Lifestyles Eastfield and upgrade work to Hamilton Water Palace and John Wright Sports Centre.
♦ Continued to provide a comprehensive food safety enforcement and advisory service, with 120 incidents of notified food borne infection in 2012/2013 (well within the target of fewer than 170 incidents in the year).

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

♦ Recorded 470,000 visitors to SLLC cultural venues (just under 2% increase compared to the previous year).
♦ Increased the number of visitors to libraries by 7% compared to the previous year.
♦ Continued investment to replace and upgrade outdated community facilities, including completion of a new community facility in Blackwood (part of the primary schools modernisation programme) and the refurbishment of Lanark Memorial Hall and Cambuslang Institute, which are near completion.

Promote performance management and improvement

♦ Bereavement Services retained ISO 9001 and ISO 14001 accreditation in 2012/2013.

5.3.   Areas for improvement – measures that have been classified as "red" (there has been major slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, if required.

Council objective: Improve the quality of the physical environment			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Resource objective: Protect biodiversity and enhance Greenspace in South Lanarkshire			
Improve urban greenspaces in partnership with neighbouring communities	Prepare draft long term Forest Plans for Bothwell / Blantyre Woods, Millheugh / Greenhall Estates (Blantyre) and Mauldslie Estate (Rosebank) and submit to Forestry Commission for approval by March 2013	Work is underway to develop Forest Plans for all these sites, but programme has been set back by the closure of the relevant Scottish Rural Development Plan (SRDP) funding schemes.	SRDP woodland grants will reopen in mid 2014 and the intention is to have all plans ready for submission by this date. Head of Facilities, Waste and Ground Services Mid 2014

Council objective: Improve community safety			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Resource objective: Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services			
Undertake effective community safety awareness initiatives	Target participation achieved for the 'Crucial Crew' experiential safety learning programme (95% of primary seven pupils - approximately 4,000)	Crucial Crew events took place between 20 August and 20 September 2012. A total of 3,223 pupils attended these events (80.58% of approx 4,000 pupils).	This performance indicator will be amended for next year, reflecting the fact that the 95% target should be based on the number of schools "willing to participate" in the Crucial Crew programme, rather than the total number of schools. Crucial Crew will also be redesigned next year to ensure buy in from other agencies. Head of Fleet and Environmental Services 2013/14

Council objective: Promote participation in cultural activities and provide quality facilities to support communities			
Action	Measure	Progress	Management action, responsibility deadline
Resource objective: Improve facilities for arts and cultural activities and provide quality facilities to support communities			
Complete a major refurbishment of Lanark Memorial Hall	Refurbishment of Lanark Memorial Hall completed, with the opening by end of Q4, 2012/2013	Due to a number of unforeseen delays on the contract, the refurbishment of Lanark Memorial Hall has not been completed at the end of Q4.	It is anticipated that the facility will be completed and re-opened in June 2013. Head of Support Services 2013/14

6.   Resource Objectives for 2013/2014

6.1.   Community and Enterprise Resources has established the following Resource objectives and priorities to support the delivery of Connect objectives in 2013/2014.

Council objective: Improve road network and influence improvements in public transport (Council priority)
♦ Implement the Roads Investment Programme for road and footway improvements (Resource priority)
♦ Provide road infrastructure improvements to support new developments (Resource priority)

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

Council objective: Tackle disadvantage and deprivation (Council priority)
♦ Oversee and monitor the implementation of the Tackling Poverty Programme (Resource priority)

Council objective: Develop a sustainable Council and communities (Council priority)
♦ Improve the Council's environmental performance and reduce its greenhouse gas emissions (Resource priority)

♦ Provide services and infrastructure which help local communities to become more sustainable (Resource priority)

Council objective: Improve the quality of the physical environment
♦ Sustain the quality of our towns and villages through maintenance and promotional activities (Resource priority)
♦ Unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks (Resource priority)
♦ Assess and determine development proposals in line with Planning and Building Standards legislation and the Council's Local Development Plans (Resource priority)
♦ Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities (Resource priority)
♦ Protect biodiversity and enhance Greenspace in South Lanarkshire (Resource priority)

Council objective: Improve community safety
♦ Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services (Resource priority)
♦ Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives (Resource priority)

Council objective: Improve and maintain health and increase physical activity
♦ Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle (Resource priority)
♦ Safeguard health through an effective environmental services regulation and enforcement service (Resource priority)

Council objective: Promote participation in cultural activities and provide quality facilities to support communities
♦ Improve facilities for arts and cultural activities and provide quality facilities to support communities

Council Objective: Strengthen partnership working, community leadership and engagement
♦ Strengthen partnership working, community leadership and engagement

Council Objective: Provide vision and strategic direction
♦ Provide vision and strategic direction

Council Objective: Promote performance management and improvement
♦ Promote performance management and improvement

Council Objective: Embed governance and accountability
♦ Embed governance and accountability

Council Objective: Achieve efficient and effective use of resources
♦ Achieve efficient and effective use of resources

6.2. To support these objectives the Resource has developed 107 actions which will be monitored through 217 specific measures. Of these measures, 88 (32%) will be included in reports against the Council Plan at Q2 and Q4.

7.   Employee Implications
7.1.   The improvement themes, objectives and priorities noted within the Resource Plan will inform the Service Action Plans and in turn the Performance Development and Review process for individual employees in 2013/2014.

8.   Financial Implications
8.1.   The objectives and priorities within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets for 2013/2014 and, longer term, within the framework of the Council's approved Financial Strategy.

9.   Other Implications
9.1.   Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource risk register.

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

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

Colin McDowall
Executive Director (Community and Enterprise Resources)

13 May 2013

Link(s) to Council Objectives/Values
 ♦ The Resource Plan has been structured upon the priorities, objectives, and vision of the Council Plan 'Connect'.

Previous References
 ♦ Enterprise Resources Committee 22 January 2013
 ♦ Community Resources Committee 22 January 2013

List of Background Papers
 ♦ Council Plan, Connect, 2012 to 2017
 ♦ Community Resources Resource Plan 2012/2013

Contact for Further Information
If you would like to inspect the background papers or want further information, please contact: - Colin McDowall, Executive Director, Community and Enterprise Resources
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Community and Enterprise Resources

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Community and Enterprise Resources' Resource Plan

2013/2014

Contents

Section 1 – Introduction

I am delighted to introduce the Resource Plan for Community and Enterprise Resources. This is the main annual business planning document for the Resource and all of its employees. This plan reflects the key priorities of the Council plan "Connect", provides an overview of the Resource's main areas of activity, summarises our service achievements in 2012/2013 and sets out our plans for maintaining and improving services for 2013/14.

Our services

South Lanarkshire is home to more than 310,000 people and covers 180,000 hectares of land, stretching from a few miles from the centre of Glasgow to close to the Scottish border. Within South Lanarkshire, there are four towns with a population of over 20,000 and a further 23 towns and settlements with a population of over 1,000.

Providing services in this large and diverse geographical area is a considerable challenge for the Community and Enterprise Resources. In 2013/14, the Resource will spend £128.5m on delivering key services, plus a further £19.8m on capital projects in areas such as roads investment, tackling flooding, land remediation and regeneration, and upgrading of leisure facilities.

Our Resource comprises six service areas – Fleet and Environmental Services; Planning and Building Standards Services; Facilities, Waste and Ground Services; Roads and Transportation Services; Regeneration Services; and Support Services. The Resource employs 4,311 people who together provide a wide range of services for local communities:

♦ Assisting and guiding physical development and regeneration;
♦ Setting and managing the development framework for the Council area;
♦ Promoting economic development, access to jobs and delivering support to local businesses;
♦ Managing programmes to tackle disadvantage and deprivation;
♦ Road maintenance and reconstruction and supporting safe and effective transport;
♦ Maintaining and developing community facilities, play parks, gardens and open spaces;
♦ Collecting and disposing of waste and recycling;
♦ Protecting public health through the delivery of environmental health services;
♦ Keeping our streets clean and free from pests;
♦ Providing bereavement services;
♦ Providing facilities management services, including school meals;
♦ Providing consumer and trading standards services;
♦ Managing the Council's vehicle fleet; and
♦ Leading the Council in developing and promoting sustainability.

This Resource Plan outlines how we will develop and improve all of these services over the next year.

Our service achievements in 2012/2013

Our ability to deliver improvement is reflected in our achievements during 2012-2013. In particular, I would like to highlight the following:

♦ We resurfaced 7.3% of our road network and worked with partners to deliver road infrastructure improvements at Hamilton International Technology Park and Larkhall (associated with the new Asda).
♦ We worked with partners to develop a public transport hub at Hamilton Central Station, with state of the art ticketing and travel centre.
♦ Through road safety and other infrastructure improvements and initiatives, we helped reduce the number of fatal and serious casualties compared to 2011/2012.
♦ We developed the South Lanarkshire Local Development Plan.

- We published the Adopted Minerals Local Development Plan.
- Through employability programmes, we assisted 2,506 people to successfully secure employment or commence education/training and we assisted 1,542 businesses in accessing grants, loans or property advice.
- Between April and December 2012, we recycled 39.3% of household waste.
- We increased attendances at leisure and cultural venues managed by South Lanarkshire Leisure and Culture (SLLC) by 7% and 2% respectively, compared to 2011/2012.
- We completed pitch upgrades at Ballerup Recreation Area and Lifestyles Eastfield and completed upgrade work to Hamilton Water Palace and John Wright Sports Centre.
- We completed a new community facility in Blackwood and continued the refurbishment of Lanark Memorial Hall and Cambuslang Institute.

Awards and accreditations

Our efforts were again recognised through various awards and accreditations during 2012/2013:

- Our Roads and Transportation Service was shortlisted for three Scottish Transport Awards: for best Scottish Council (South Lanarkshire Council was one of only three authorities shortlisted) and for two projects involving: the introduction of electric vehicles and charging infrastructure, and the road safety heavy goods vehicle initiative.
- The Building Standards Service successfully achieved Customer Service Excellence (CSE) accreditation.
- Bereavement Services retained ISO 9001 and ISO 14001 accreditation.
- Chatelherault Country Park and Low Parks Museum retained their five star VisitScotland status.
- South Lanarkshire Leisure and Culture received the Kellogg's Swim Service Provider of the Year 2012 award for its swimming lesson programme.

None of these awards or achievements would be possible without the commitment and efforts of our staff, and I would like to thank them for their contribution during 2012/2013.

Our plans for 2013/2014

As always, there is more to be done and new challenges to face, and this Resource Plan outlines how we will be developing and improving our services over the next year, taking account of the direction set by Connect, the Council's Plan. Our priorities for the year include:

- Resurfacing 5% of the road network and delivering a number of road safety projects / schemes;
- Assisting in the creation or sustainment of between 500 – 1,000 jobs as a direct result of local authority intervention;
- Preparing a strategic plan for the introduction of waste treatment;
- Contributing to a further 2% annual reduction in the Council's greenhouse gas emissions;
- Maximising the number of attendances at leisure and cultural venues;
- Completing refurbishment of various areas of Ballerup Hall and commencing refurbishment of Ballgreen Hall;
- Completing a new community facility in Mossneuk, East Kilbride and commencing construction of a new library in Forth;
- Attracting external funding support of £3m from European Union, lottery and related sources to support corporate objectives; and
- Publishing the Proposed South Lanarkshire Local Development Plan.

Further detail on our priorities for 2013/14 is included within the action plan at section 5 and can also be found within the six service action plans which complement this Resource Plan.

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

Colin McDowall
Executive Director

Section 2 – Context

Several major developments at both national and local level will influence the work of the Resource during 2013/2014.

Policies, legislation and social change

National Planning Framework 3 and Scottish Planning Policy
The third National Planning Framework is due to be published before the end of 2013 and will set out the Government's development priorities over the next 20-30 years. In parallel, a review of the Scottish Planning Policy was announced in September 2012. The outcome of both these exercises will have implications for: the way the Council area develops, the Council's Local Development Plan and how planning decisions are made.

Planning Performance Framework
The new performance framework for planning has been introduced. The Government is considering the initial submissions by all 32 councils in Scotland and will shortly issue further guidance on best practice.

ePlanning
The Planning and Building Standards Service, in cooperation with Support Services, will continue to improve and develop the use of ePlanning, encouraging greater use of online submission and payment facilities and improving the range and depth of information shown on the portal.

Planning etc. (Scotland) Act 2006
Changes have been made which remove the requirement for pre-application consultation on some applications and permit the period allowed for the determination of delegated applications to be extended. The Planning Service's processes will be reviewed in 2013/14 to take account of the implications of these new requirements.

Town and Country Planning (Fees for Applications and Deemed Applications) (Scotland) Amendment Regulations 2013
The Scottish Government will introduce legislation in April 2013 increasing the fees charged for planning applications by approximately 20%. In the year ahead, the Planning Service's monitoring procedures will be reviewed to take account of this change.

The Town and Country Planning (General Permitted Development) (Scotland) Order 1992
Changes will be made to the Town and Country Planning (General Permitted Development) (Scotland) Order 1992 relating to non domestic development. In 2013/14, the Service will review its processes and the impact of the new legislation, and reassess the guidance that is made available to customers.

High Hedges Bill
When this Bill is enacted in 2013/14, it will enable local authorities to issue notices requiring hedge owners to take action where the hedge is considered to be having an adverse effect on the reasonable enjoyment of domestic property. In the year ahead, in co-operation with Facilities, Waste and Ground Services, the Planning Service will review its processes and the impact of the new legislation and ensure guidance is made available to customers.

Building (Scotland) Act 2003
In 2013/14, the delivery of Building Standards services will be focussed on alignment with the Scottish Government Performance Framework. This will be demonstrated through: participation in national activities as detailed within the framework; the quarterly submission of a range of national key performance outcomes; and the retention of Customer Service Excellence accreditation for the Building Standards Service.

Recent changes to the Energy Performance of Buildings Directive along with forthcoming changes to the technical standards for buildings will demand yet higher standards of energy efficiency from building owners and developers. The Building Standards Service will continue to ensure that its role in reducing CO_2 emissions from new and existing buildings is delivered effectively and in accordance with Scottish Government aims.

Flood Risk Management (Scotland) Act 2009
Under the Flood Risk Management (Scotland) Act 2009, preliminary flood risk assessments have been completed. Work on producing flood hazard and flood risk maps is now underway, with completion expected by December 2013. Local Flood Risk Management Plans are to be published by December 2015. While responsibility for delivering these requirements lies with the Scottish Environment Protection Agency, Community and Enterprise Resources, through Roads and Transportation Services, will continue to be heavily involved with the process.

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

Road safety casualty targets
The Scottish Government have set new national road casualty reduction targets and the Council is required to contribute towards these. The Council was successful in achieving the 2010 targets and is making positive progress towards these new targets. To this end, Roads and Transportation Services will continue to focus on accident reduction projects during 2013/14.

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

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

Land Reform (Scotland) Act 2003
The Land Reform (Scotland) Act creates a statutory right of non-motorised access to land and inland water in Scotland. The Act required all access authorities (councils or national park authorities) to produce a Core Path Plan. It also requires authorities to uphold access rights, have an access forum and it confers powers to maintain the local access network. The South Lanarkshire Core Path Plan was adopted in November 2012 and its implementation is managed by the Resource's Countryside and Greenspace Service, in partnership with community interests through the South Lanarkshire Outdoor Access Forum.

Wildlife and Natural Environment (Scotland) Act 2011 (WANE Scotland Act)
The Wildlife and National Environment (Scotland) Act 2011 seeks to update legislation protecting Scottish wildlife, and ensure legislation, which regulates and manages the natural environment, is fit for purpose. The Act contains provisions to regulate invasive, non-native species, manage deer populations, change the licensing system for protected species, and make operational changes to the management of sites of specific scientific interest. The Act also places an additional obligation on public bodies to report on compliance with the biodiversity duty established by the Nature Conservation Act 2004.

The Resource's Countryside and Greenspace Service co-ordinates the Council's response to the duties under the WANE Scotland Act and provides advice to colleagues across the Council on how to integrate compliance with these duties into wider policies, plans and service delivery.

National Waste Strategy
The Scottish Government's Zero Waste Plan sets challenging targets for recycling and composting of domestic waste (50% by 2013, 60% by 2020 and 70% by 2025). It also places new limits on the materials that can in future be land-filled and the amount of domestic waste that can be used to generate energy. These targets also have to be achieved in conjunction with EU landfill diversion targets, which limit the amount of biodegradable waste that can be disposed of in landfill sites. The UK Government has also implemented significant annual increases in landfill tax to promote sustainable alternatives.

So far, the Council has adopted an incremental approach to meeting short and medium term targets by introducing kerbside waste collection systems for paper, card, plastics, and glass. Further segregation of waste at civic amenity sites has helped improve recycling, and a food waste collection, piloted in parts of South Lanarkshire in 2012, will be progressed in 2014, in line with the Waste (Scotland) Regulations. These regulations, which came in to force in May 2012, will drive the Council forward to increase recyclate and food waste collection from households, schools and offices from 1st January 2014.

Regulatory Reform (Scotland) Bill
The Scottish Government will introduce the Scottish Regulatory Reform legislation in early 2014. This legislation will lead to a more streamlined and risk-based approach to environmental regulation, introducing national regulatory standards, a requirement to consider the economic impact of enforcement action, and a transferrable certificate of compliance for mobile food vendors. These new requirements will have an impact on the regulatory activity of the Council's environmental service. In 2013/14, the service will participate in the consultation process, consider any changes required to current regulatory practices, and introduce any necessary changes.

Review of death certification, burial and cremation legislation
In 2005, it was agreed that Scotland's burial and cremation legislation required updating, as much of it did not reflect 21st century life. In 2010, the Scottish Parliament produced a consultation document which considered major issues such as death certification and the continued sustainability and affordability of burial grounds. The initial phase of this consultation was completed and new guidance relating to registration was released during 2011. The second phase of the consultation, which will have a greater impact on the Resource's bereavement service, is currently under parliamentary discussion.

Driver's Certificate of Professional Competence (CPC)
European legislation now requires drivers of certain vehicles to hold a valid CPC as well as a standard driver's licence. During 2013/14, the Council's fleet service will complete its training programme for Council drivers. This programme which was started in 2011 enables drivers to attain their respective CPC and promotes safe, environmentally friendly driving skills.

Response to global economy
The national squeeze on public finances will continue to have a significant impact on our services during 2013/14, affecting the level of resources that our Resource can apply to the delivery of the Council's Connect objectives.

The continued impact of lack of growth in the economy is still apparent in local labour market figures, with claimant unemployment in the authority remaining above the Scottish average for almost three years and the area continuing to lag behind the Scottish average on levels of economic activity amongst young people.

Poverty and Deprivation

The number of 'working poor' has risen over the last few years as the recession has taken its toll, putting many people into poverty for the first time, and making it even more difficult for the long-term unemployed to improve their circumstances. Furthermore, there is wide acceptance that the national government's new welfare reforms will have an additional major impact on services and on residents.

The Scottish Index of Multiple Deprivation 2012 shows a slight decrease in the number of South Lanarkshire datazones among Scotland's 15% most deprived areas, from 58 to 53. The Index will continue to guide where the Council focuses resources.

The Tackling Poverty Programme, which will provide £4.98m in 2013/14, will continue to support a range of activities to tackle the causes and effects of poverty. In line with recent Scottish Government policy, the focus will be on early intervention and prevention; early years; health improvement; employability and financial inclusion/welfare reform.

Economic recovery

Generally, businesses within South Lanarkshire continue to find conditions difficult, and so it remains both a Council and a Resource priority to maintain business support programmes, including promotion of the West of Scotland Loan Fund, the Council's grant packages, the recently launched Clyde Windfarm Development Fund, the Supplier Development Programme, and the Business Gateway service.

Working in partnership will be crucial for the Council, as it seeks to develop particular strengths in the local economy, such as in food and drink, tourism, energy and construction sectors, working with partners and the private sector in the development of improvement and promotional action plans and strategies.

Major capital investment will be undertaken within the Clyde Gateway Urban Regeneration Company (URC) area, in industrial infrastructure in our towns, and in the rural area to meet the demands of businesses whose business support and property needs are not being met by the private sector. The Council's commitment to supporting the Scottish Government's Vacant and Derelict Land Strategy will also be maintained.

Following the formalising of the Hamilton Business Improvement District, the Council will continue to work with the private sector to seek innovative ways to sustain town centres, and it will work with partners in the East Kilbride Task Force to develop and implement a strategy to respond to the recent closure or relocation of major employers in the town.

The Council's new South Lanarkshire Economic Strategy will be published setting out the shape of the economy and mapping out how we will seek to achieve the desired growth, increase employment, improve our infrastructure and attract inward investment in the coming years.

External funding

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

During 2013/14, opportunities will continue to be explored to secure significant external funding for the Council and key partners to deliver projects. This will include European Union, Scottish Government, Big Lottery, Heritage Lottery, Sports Scotland, Strathclyde Partnership for Transport and various trusts.

The Council Plan and the Community Plan
The Community Plan was launched in 2005 by the South Lanarkshire Community Planning Partnership. The plan was refreshed in 2010/2011 and is now structured around five aims:

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

The Council works with its partners to achieve these aims and reflects its commitment within the Council Plan. The Council Plan is considered in detail in section 3.

Other plans, strategies and commitments

Single outcome agreement (SOA)
During 2013/14, a new SOA between the council, its community planning partners and the Scottish Government will be finalised. It will span a full decade - from 2013-14 to 2023-24 - and will reflect the priorities already set locally, as well as the six national priorities set by the Scottish Government. Community and Enterprise Resources will incorporate SOA measures within future Resource and Service Action Plans.

Partnership working
The Joint Statement on the relationship between Government and the third sector aims to establish a successful relationship between Scottish Government, local government and the voluntary sector. At a local level, there is a formal compact between the voluntary sector and the Community Planning Partnership. In 2013/14, Regeneration Services will work closely with Voluntary Action South Lanarkshire to develop this relationship and to ensure better linkages between the public and voluntary sectors.

In addition, the Council is a key partner in the Clyde Gateway URC. Informal partnerships will continue to be developed with Scottish Enterprise, private sector operators and businesses, and with other public bodies such as North Lanarkshire Council, VisitScotland, the Scottish Local Authorities Economic Development Group, Scotland Food and Drink, etc in order to ensure that South Lanarkshire remains at the forefront of economic development.

Sustainable development
On the 1st January 2010, statutory climate change duties came in to force throughout the Scottish public sector, under the Climate Change (Scotland) Act 2009. In line with these duties, the Council must act:

▪ In the way best calculated to contribute to national greenhouse gas emission reduction targets
▪ In the way best calculated to help deliver any statutory climate change adaptation programme
▪ In a way that it considers is most sustainable

Sustainable development is an integral part of best value and is also a priority for the Council. As a signatory to Scotland's Climate Change Declaration, the Council has committed to reduce carbon emissions arising from its own activities and to work with others to reduce those of the South Lanarkshire area in general.

Community and Enterprise Resources has a key role to play, both in co-ordinating sustainable development for the full Council, and in delivering aspects of the new Council's Sustainable Development Strategy 2012 to 2017, including: carbon management, biodiversity and countryside services, environmental protection, waste management, development planning, transportation, and supporting community regeneration.

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

All new policies or changes to existing policies and functions will continue to be impact assessed where required. This will establish if stakeholders from a protected background are disproportionately affected by changes to service provision, and will identify potential solutions to minimise the effect of change.

Best value and service improvement
Best value, a concept first introduced into the public sector through the Local Government (Scotland) Act 2003, seeks to drive continuous improvement in service delivery. Best value has now entered a new era which is intended to bring about more proportionate and risk-based external scrutiny of councils by national inspection bodies. This new approach places greater emphasis on the use of self-assessment as a means of ensuring continuous improvement. Consequently, the Resource will continue to implement the Public Sector Improvement Framework (PSIF) as its main self-assessment tool. In 2013/14, three further assessments will take place, including Bereavement Services, Planning and Building Standards, and Janitorial Services.

Local Government Benchmarking Framework
The Society of Local Authority Chief Executives (SOLACE) has been working with the Improvement Service and Cosla to establish a set of benchmarking indicators for council services in Scotland. The purpose of this project is to enable comparisons to be made on spending and performance, so that councils can learn from others who seem to be doing better and thereby improve their performance.

The Benchmarking Framework indicators have been included within this Resource Plan as part of the package of measures which will be monitored throughout the year. However, since many of the benchmarking indicators are financial, it is not always possible to report them until some time after the financial year has ended. Therefore, performance in relation to these specific indicators will be considered in a separate report to CMT and Executive Committee when all results are available. This is likely to be towards the end of each year, at which time a report will be prepared.

Information Governance
The Resource recognises that good information governance is necessary for the Resource and the Council to carry out its functions effectively. At a strategic level, the Council will review its Information Governance Strategy in the course of 2013 and from that there will be a number of tasks that Resources will be required to undertake.

In addition, the Resource will undertake a formal information audit across all sets of information held by them, in order to facilitate the preparation of a Council Records Management Plan as required by the Public Records (Scotland) Act 2011 and other actions arising from the future strategy.

Further detail on specific activity relating to the above issues which will be undertaken in 2013/14 is given in section 5.

Section 3 – The Council Plan

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

Connect objectives

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

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

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

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

A diagram showing the Council's vision, values, objectives and outcomes within Connect is shown below.

Objectives

Improve services for older people (Priority)

Support the local economy by providing the right conditions for growth, improving skills and employability (Priority)

Protect vulnerable children, young people and adults (Priority)

Improve road network and influence improvements in public transport (Priority)

Raise educational achievement and attainment (Priority)

Tackle disadvantage and deprivation (Priority)

Develop a sustainable Council and communities (Priority)

Increase involvement in lifelong learning

Improve the quality, access and availability of housing (Priority)

Improve the quality of physical environment

Values

Accountable, effective and efficient

Fair and open

People focused

Vision
Improve the quality of life of everyone in South Lanarkshire

Self aware and improving

Excellent employer

Working with and respecting others

Get it right for every child

Improve community safety

Improve and maintain health and increase physical activity

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

Strengthen partnership working, community leadership and engagement (Priority)

Provide vision and strategic direction

Promote performance management and improvement

Embed governance and accountability

Achieve efficient and effective use of resources

The 'golden thread' which links Connect to this Resource Plan is further extended via the Resource's Service Action Plans, individuals' action plans, and performance development reviews (PDRs).

Resource objectives

Community and Enterprise Resources have established the following Resource objectives and priorities to support the delivery of Connect objectives in 2013-14.

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

By working towards this objective, the Council will ensure that South Lanarkshire's road and public transport network enables the flow of people, goods and services, thereby supporting the local economy.

To support the delivery of this Council objective, Community and Enterprise Resources has developed the following Resource objectives:

♦   Implement the Roads Investment Programme for road and footway improvements
♦   Provide road infrastructure improvements to support new developments

The main actions in this area include: implementing the Roads Investment Programme, undertaking safety checks on road related structures, and working with public / private sector partners to deliver improvements to road and public transport infrastructure.

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

By working towards this objective, the Council aims to sustain economic growth through effective, co-ordinated partnership support for businesses, communities and individuals.
To support the delivery of this Council objective, Community and Enterprise Resources has developed the following Resource objectives:

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

The main actions in this area include: continuing to respond to the economic downturn in conjunction with partners, progressing new employability services, delivering services to businesses to improve levels of consumer protection and fair trading, continuing to implement the Tourism Action Plan, and improving volunteering opportunities.

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

By working towards this objective, the Council aims to improve the quality of life in the most disadvantaged communities in South Lanarkshire.

To support the delivery of this Council objective, Community and Enterprise Resources has developed the following Resource objectives:

♦ Oversee and monitor the implementation of the Tackling Poverty Programme

The main action in this area is leading partnership approaches to tackling the causes and effects of poverty, including management of the Tackling Poverty Programme.

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

By working towards this objective, the Council aims to reduce the environmental impact of Council service provision and better prepare communities for a low carbon future.

To support the delivery of this Council objective, Community and Enterprise Resources has developed the following Resource objectives:

♦ Improve the Council's environmental performance and reduce its greenhouse gas emissions
♦ Provide services and infrastructure which help local communities to become more sustainable

The main actions in this area include: reducing Council wide transport emissions, engaging community planning partners in joint action on climate change, reducing waste and increasing recycling, promoting delivery of sustainable development through the statutory planning system, and delivering prioritised flood protection schemes.

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

By working towards this objective, the Council aims to ensure South Lanarkshire is a clean, attractive and well designed sustainable place.

To support the delivery of this Council objective, Community and Enterprise Resources has developed the following Resource objectives:

♦ Sustain the quality of our towns and villages through maintenance and promotional activities
♦ Unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks
♦ Assess and determine development proposals in line with Planning and Building Standards legislation and the Council's Local Development Plans
♦ Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities
♦ Protect biodiversity and enhance Greenspace in South Lanarkshire

The main actions in this area include: continuing to work with the private sector to maximise investment in our towns, processing planning applications, ensuring construction and demolition of buildings meets national building standards, maintaining street cleanliness and grounds to a high standard, taking preventative and enforcement action in relation to incidents of fly tipping, dog fouling and noise, and improving urban green spaces in partnership with neighbouring communities.

■ **Council objective: Improve community safety**

By working towards this objective, the Council aims to ensure that communities are safe and attractive, people consider their neighbourhood a good place to stay, and there is an increase in the proportion of residents within our communities feeling safe.

To support the delivery of this Council objective, Community and Enterprise Resources has developed the following Resource objectives:

♦ Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services
♦ Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives

The main actions in this area include: undertaking effective community safety awareness initiatives, continuing to provide a school crossing patrol service, and delivering road safety improvements and traffic signal, pedestrian crossing, and street lighting improvements.

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

By working towards this objective, the Council aims to ensure individuals enjoy the benefits of healthier lifestyles in a good quality sustainable environment and that community health is protected through effective environmental regulation and enforcement.

To support the delivery of this Council objective, Community and Enterprise Resources has developed the following Resource objectives:

♦ Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle

♦ Safeguard health through an effective environmental services regulation and enforcement service

The main actions in this area include: maximising the number of individuals participating in physical activity at leisure facilities, commencing and/or completing upgrades to leisure facilities across South Lanarkshire, and providing a comprehensive and responsive public health service.

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

By working towards this objective, the Council aims to ensure individuals and communities benefit from quality cultural opportunities and community facilities.

To support the delivery of this Council objective, Community and Enterprise Resources has developed the following Resource objective:

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

The main actions in this area include: increasing attendances at our cultural venues and libraries, progressing major refurbishment of East Kilbride Central Library, community halls and community facilities, and investigating the availability of further suitable burial ground.

As with all Resources, Community and Enterprise Resources also contribute to the delivery of the following internal Council objectives:

♦ Strengthen partnership working, community leadership and engagement
♦ Provide vision and strategic direction
♦ Promote performance management and improvement
♦ Embed governance and accountability
♦ Achieve efficient and effective use of resources

Resource specific actions against those objectives for which we do not lead are listed in Section 5.

Section 4 – Resource overview, major achievements and performance

In this section, we report on our main achievements during 2012/2013. Firstly, on a service by service basis, we provide an overview of the scope of service delivery in the last year, together with key performance results. We then provide an end of year progress update against our 2012/2013 Resource Plan Action Plan.

The services outlined below represent the structure prior to the service restructure which took place on 1 May 2013.

Resource overview and operational performance

Facilities, Fleet and Ground Services

During 2012/2013, Facilities, Fleet and Ground Services delivered the following services:

- provided 4.4 million nutritious school meals and over 105,800 meals to Council clients
- maintained almost 2,700 hectares of diverse land types and around 3,990 gardens as part of the Council's care of garden scheme
- carried out over 1,250 burials and 1,500 cremations
- cleaned up just under 450 items of graffiti
- attended to over 1,250 arboricultural enquiries
- provided landscape design and horticultural service advice to 24 local community groups
- managed and maintained the Council's fleet of over 1,650 vehicles and items of plant machinery
- transported 1,416 children and adults to Council facilities each day
- procured 443 new vehicles and items of plant

A key statutory performance indicator (SPI) for the Service is the Land and Environment Audit Monitoring System (LEAMS) score, which is used by local authorities to assess performance in street cleansing. In a recent SPI prioritisation exercise, the Resource assessed this SPI to be of medium importance to the Council. In 2011/2012, the Council ranked 22nd in this area in comparison to other Scottish local authorities. In 2012/2013, performance in this area improved, with a LEAMS score of 73 exceeding the annual target (72) and the previous year's score (72). As a result, we hope to improve our 2012/2013 Council ranking when Audit Scotland publishes all the Scottish local authority SPI results later in the year[1].

Planning and Building Standards Services

During 2012/2013, Planning and Building Standards delivered the following services:

- Determined 1,519 and 2,063 planning and building warrant applications respectively
- Dealt with nine planning appeals
- Responded to 230 enforcement enquiries
- Contributed towards the preparation and publication of the approved Glasgow & Clyde Valley Strategic Development Plan
- Responded to Scottish Government consultations on Architecture & Place Making, Planning Fees, Permitted Development Rights, High Hedges Bill, Development Plan Examinations & changes to the building technical standards and energy matters
- Completed the £1.2m Leadhills Conservation Area Regeneration Scheme

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[1] Audit Scotland's 2012/13 SPI compendium which will be published later in the year will provide the SPI results for all Scottish local authorities.

- Progressed the Strategic Environmental Assessment of eleven Council led policy and strategy documents

An important SPI for the Service is the time taken to process planning applications. In the recent SPI prioritisation exercise, the Resource assessed this SPI to be of medium importance to the Council. Prior to 2012/2013, the SPI measured the percentage of planning applications dealt with within two months. In 2011/2012, the Council was ranked 22nd in comparison to other local authorities against this indicator. In 2012/2013, this SPI was changed to measure the average time taken to deal with major and local planning applications. On average, in 2012/2013, it has taken the Council 98 weeks to deal with major planning applications and 12.5 weeks to deal with local planning applications. The Council awaits its 2012/2013 rankings in relation to these new indicators.

Regeneration Services

During 2012/2013, Regeneration Services delivered the following services:

- Through employability programmes, 2,506 people successfully secured employment or commenced education/training
- 1,542 businesses were assisted via grants, loans or property advice, generating £17.61m in sales and creating or sustaining 1,192 jobs
- 10 organisations received detailed support through 'Beyond Gateway'
- £5.77million external funding support was attracted
- Project managed completion of the £5.5m redevelopment of Hamilton Bus Station on behalf of Strathclyde partnership for Transport
- Managed the distribution of £1.024m of Community Benefit Funds, supporting 72 community based projects
- Supported the private sector in Hamilton Town Centre towards securing a positive result in the ballot and subsequently setting up the Hamilton Business Improvement District
- Supported the Clyde Gateway Urban Regeneration Company to progress the master-planning of significant investment projects in National Business District at Shawfield, Rutherglen Low Carbon Zone, and Cunningar Loop
- Progressed/completed a range of industrial and business space developments in both rural and urban areas, including Biggar, Lanark, Lesmahagow, Rutherglen and Uddingston
- Managed range of town centre and other events, and implemented programmes of physical and environmental improvements in partnership with private sector in town and village centres, including Hamilton, Lesmahagow and Strathaven

A key measure for the Service is the number of clients who were engaged or supported via employability programmes and then went on to gain employment or commence training. In 2012/2013, 2,506 clients went on to gain employment or commence training, exceeding the target for the year (1,200 clients) and the 2011/2012 and 2010/2011 levels (2,144 and 1,818 clients respectively). A further important measure is the number of businesses supported via grants, loans, and advice. In 2012/2013, 1542 businesses were supported in this way (surpassing the target of 1,500 businesses). This compares to 1,935 businesses supported in 2011/2012 and 1,025 in 2010/2011.

Roads and Transportation Services

During 2012/2013, Roads and Transportation Services delivered the following services:

- Carried out 183 carriageway improvement and 39 footway improvement schemes
- Resurfaced 7.3% of the Council's roads network
- Carried out 374 bridge inspections
- Worked in conjunction with Strathclyde Partnership for Transport, to replace approximately 150 bus shelters
- Completed footway and other works at over 50 locations to assist with the above programme

- Improved/renewed 625 lighting units
- Completed 8 route action plans
- Worked with developers and public sector partners to deliver road infrastructure improvements at Hamilton International Technology Park and Larkhall (associated with the new Asda)
- Delivered traffic signal and pedestrian crossing maintenance improvements and new installations at four locations
- Completed the Connect 2 project involving the delivery of a cycle route from Larkhall to Chatelherault

A key SPI for the Service is the overall percentage of road network that should be considered for maintenance treatment. In the recent SPI prioritisation exercise, the Resource assessed this SPI to be of high importance to the Council. In 2011/2012, the Council was ranked 18th in comparison to other Scottish local authorities in this area. In 2012/2013, the target was to maintain or reduce the percentage in comparison to the previous year. This has been achieved, with 36.8% of the road network assessed as being considered for maintenance treatment in comparison to the 2011/2012 level of 37.5%. The Council awaits its 2012/2013 ranking in relation to this indicator.

Waste and Environmental Services

During 2012/2013, Waste and Environmental Services delivered the following services:

- managed around 180,000 tonnes of waste from over 145,500 households and other Council areas
- recycled 72,000 tonnes of different materials, including plastics, paper, metals, and glass
- carried out over 2,100 inspections and alternative enforcement interventions at food premises, and over 450 health and safety inspections and investigation visits
- acted on over 4,300 enquiries relating to environmental pollution, over 4,100 pest control requests, 148 reports of abandoned vehicles, 465 reports of stray dogs and 2,425 noise complaints
- obtained over £600,000 of redress for local consumers in terms of faulty goods and services
- provided advice and assistance to over 2,300 trading standards related complaints

Key SPIs for the Service include the percentage of household waste recycled and composted and the average time taken to deal with domestic noise complaints. In the recent SPI prioritisation exercise, the Resource assessed the former SPI to be of high importance and the latter to be of medium importance to the Council.

In 2011/2012, in comparison to other local authorities, the Council ranked 22nd in relation to its household waste recycling rate. Year end information is not yet available for 2012/2013 (at the end of quarter three, 39.3% of household waste had been recycled against the annual target of 40%).

In 2012/2013, the Council has once again performed well in relation to the average time taken to deal with domestic noise complaints, with those complaints which are dealt with under Part V of the 2004 Antisocial Behaviour (Scotland) Act responded to within around 29 minutes (less than a quarter of the national target time of two hours). In the past, the Council has ranked highly in relation to this indicator in comparison to other local authorities (tenth in 2011/2012) and expects to achieve a similar high ranking in 2012/2013 when Audit Scotland publishes the rankings later in the year.

South Lanarkshire Leisure and Culture (SLLC)

Community and Enterprise Resources is responsible for monitoring SLLC's performance on behalf of the Council. In 2012/2013, SLLC:
- recorded just over 9m attendances across all SLLC services

- provided free use of facilities on 376,003 occasions to residents aged over 60 years and recorded 958,261 free under 16 attendances at our leisure facilities
- recorded over 470,500 attendances by 'Leisure for All' concession card holders
- recorded over 1.4m visits to libraries and issued over 1.25m books, DVDs, and CDs from the libraries

Key SPIs for the Service are the number of attendances at both pools and other indoor sport and leisure facilities. In the recent SPI prioritisation exercise, the Resource assessed these SPIs to be of medium importance. In 2011/2012, the Council was ranked fifth in comparison to other Scottish local authorities in terms of number of pool attendances and 22nd in terms of the number of attendances at other indoor sport and leisure facilities. In 2012/2013, in comparison to the previous year, attendances at swimming pools have increased by just under 7% and attendances for other indoor sports and leisure facilities have increased by 8%. The Service has surpassed its targets for both these indicators and awaits its 2012/2013 rankings when Audit Scotland publishes the rankings later in the year[1].

Additional performance information in relation to the above services is provided in Annex 2 of this Resource Plan.

Performance against Resource Plan objectives

Our Resource Plan action plan for 2012/2013 supported delivery of the Connect objectives and our own Resource objectives and priorities. The action plan contained a total of 107 separate actions, involving 241 measures.

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

- Green: The timescale or target has been met as per expectations
- Amber: There has been minor slippage against timescale or minor shortfall against target
- Red: There has been major slippage against timescale or major shortfall against target
- Report later: For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available.

The overall summary of end of year progress against the 2012/2013 Community and Enterprise Resources Resource Plan, as reported to the Community and Enterprise Service Committees on 4 June 2013 was as follows:

Summary of Resource Plan performance 2012/2013

Council objective	Green	Amber	Red	Report later/ Unassigned
Improve road network and influence improvements in public transport	17	3	1	1
Support the local economy by providing the right conditions for growth, improving skills and employability	28	7		6
Tackle disadvantage and deprivation	6	2		
Develop a sustainable Council and communities	12	1		7
Improve the quality of the physical environment	23	3	7	2

Council objective	Green	Amber	Red	Report later/ Unassigned
Improve community safety	10	1	2	
Improve and maintain health and increase physical activity	25	1		
Promote participation in cultural activities and provide quality facilities to support communities	7	1	1	
Strengthen partnership working, community leadership and engagement	4	1		9
Provide vision and strategic direction	4	1		
Promote performance management and improvement	15	2		8
Embed governance and accountability	7	1		
Achieve efficient and effective use of resources	11	1		3
Totals	**169**	**25**	**11**	**36**

Major Resource Plan achievements 2012/2013

The table below summarises Community and Enterprise Resources' key achievements during 2012/2013. The achievements are set out under their relevant objectives at Council and Resource level.

Council objective: Improve road network and influence improvements in public transport	
Resource objective	**Achievement**
Provide road infrastructure improvements to support new developments	Worked in conjunction with Strathclyde Partnership For Transport, completing Hamilton interchange upgrading work, thereby providing a £5.5 million public transport hub at Hamilton Central Station with state of the art ticketing and travel centre.
	Worked with developers and public sector partners to deliver road infrastructure improvements at Hamilton International Technology Park and Larkhall (associated with the new Asda).
Council objective: Tackle disadvantage and deprivation	
Oversee and monitor the implementation of the Tackling Poverty Programme	Implemented the first year of the Tackling Poverty Programme.
Council objective: Support the local economy by providing the right conditions for growth, improving skills and employability	
Establish opportunities for sustainable economic growth through the preparation and adoption of Development Plans	Developed the proposed South Lanarkshire Local Development Plan, with approval by the Planning Committee. Published the Adopted Minerals Local Development Plan.
Council objective: Develop a sustainable Council and communities	
Provide services and infrastructure which help local communities to become more sustainable	Between April and December 2012, 39.3% of household waste was recycled.
	A variety of flood protection projects have been delivered across South Lanarkshire, and a capital programme of flood protection / management works for 2013-2014 has been prepared.

Council objective: Improve the quality of the physical environment	
Protect biodiversity and enhance Greenspace in South Lanarkshire	Improved urban greenspaces through the completion of two new bridges across the Earnock and Neilsland Burns and replacement of the boardwalk at Langlands Moss Local Nature Reserve.

Council objective: Improve community safety	
Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives	The number of fatal and serious casualties has reduced from 103 in 2011 to 87 in 2012 and is on target to achieve Scottish Government targets.

Council objective: Improve and maintain health and increase physical activity	
Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle	Recorded 3.4 million attendances at facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture (an increase of 7% compared to the previous year).
	Completed upgrade of leisure facilities, including pitch upgrades at Ballerup Recreation Area and Lifestyles Eastfield and upgrade work to Hamilton Water Palace and John Wright Sports Centre.

Additional Resource achievements are listed in Annex 3 of this Resource Plan.

Key Resource Plan actions that had major slippage/shortfall during 2012/2013

Council objective: Improve road network and influence improvements in public transport			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Resource objective: Implement the Roads Investment Programme for road and footway improvements			
Continue development of IT systems to support Roads and Transportation Service functions	Appropriate inventory items updated and added to the Exor network by March 2013	Work has progressed with the addition of new roads and updating of existing geometry on the Exor network. The checking and adding of these missing roads was not completed this financial year, due to competing demands on staff time, including the delivery of the Roads Investment Programme and increased reactive maintenance due to the winter season.	This action has been carried over into the 2013/14 Roads and Transportation Services Service Plan Head of Roads and Transportation 2013/14

Council objective: Improve the quality of the physical environment			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Resource objective: Assess and determine development proposals in line with legislation and the Council's Local Development Plans			
Manage processing of planning applications to ensure meet needs of applicants and the community	80% of all planning applications determined within 2 months	The performance figure of 67.2% for 2012-13 is an improvement on the 2011-12 figure of 64.1%. Non-householder applications, which are included in this category, take considerably longer to process due to the complex nature of the applications, and this has had an impact on the overall percentage achieved for this measure. In addition, a small percentage of the non-householder applications are 'major' applications, which have a statutory period of four months for determination, not two months, and as such, a two month target is not appropriate in those cases.	Procedures continue to be adapted to maximise and refine the use of new electronic processes. However, these measures are no longer SPIs, and in 2013/14 more appropriate efficiency measures and targets for the processing of planning applications (which are in line with the national guidance for planning authorities) will be included in the Service / Resource Plan. Head of Planning and Building Standards 2013/14
	70% of non-householder applications determined within two months	52% of non-householder applications were determined within two months in 2012-13 – an improvement on the 2011-12 figure of 46%. See explanation relating to above measure which outlines issues in relation to processing times for non-householder applications.	

Council objective: Improve community safety			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Resource objective: Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives			
Continue	850 lighting units	625 lighting columns were	In 2013/14, 500 lighting

Council objective: Improve community safety			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Resource objective: Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives			
programme of street lighting improvements	improved / renewed by the end of March 2013	renewed in 2012/2013. The annual target was not met due to the fact that funds were diverted to cover a shortfall in the Supplies & Services / Electrical Energy Budget.	units are planned for improvement / renewal by the end of March 2014 Head of Roads and Transportation March 2014

Resource absence statistics 2012/2013

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

Community and Enterprise Resources				
Year	**APT and C**	**Manual and craft**	**Resource**	**Council wide**
2010/2011	2.8%	4.7%	4.5%	3.8%
2011/2012	3.3%	4.7%	4.5%	3.8%
2012/2013	3.2%	5.3%	4.9%	4.1%

The Resource will continue to manage absences in accordance with Council policies.

Resource financial performance 2012/2013

The revenue, capital and trading services position for Community and Enterprise Resources is noted below.

	Total budget £000's	Actual year to date [2] £000's
General Services	118.439	118.586
Trading Services	4.143	4.571
Capital	31.764	29.570

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[2] These figures represent the year end position as at 9th May, 2013 and are still to be formally approved.

Section 5 – Objectives and actions for the coming year

Community and Enterprise Resources have a number of objectives for 2013/14 and these are summarised in the table below with the critical actions required to respond to them. These objectives are included in, and will be monitored via, individual service action plans.

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

Links:

ASBS - Antisocial Behaviour Strategy	**LTS** - Local Transport Strategy
CMP - Carbon Management Plan	**SBI** - Solace Benchmarking Indicator
CSS - Community Safety Strategy	**SDS** - Sustainable Development Strategy
JHIP - Joint Health Improvement Plan	**SHS** - Scottish Household Survey
JHPP - Joint Health Protection Plan	**SLLP -** South Lanarkshire Local Plan
LCS - Leisure and Culture Strategy	**SOA** - Single Outcome Agreement

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

Resource objective: Implement the Roads Investment Programme for road and footway improvements
Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Continue to implement the Roads Investment Programme for road and footway improvements	5% of the road network resurfaced by March 2014 **(Connect 3.1)** 185 carriageway schemes and 25 footway schemes completed during 2013/14 **(Connect 3.1)** - Percentage of A class roads that should be considered for maintenance treatment **(SBI)** - Percentage of B class roads that should be considered for maintenance treatment **(SBI)** - Percentage of C class roads that should be considered for maintenance treatment **(SBI)** - Maintain or reduce the percentage of the A, B and C class road network that should be considered for maintenance treatment **(Connect 3.2)** - Cost of maintenance per kilometre of roads **(SBI)**	Connect SOA LTS	G Mackay
Continue to undertake safety checks on road related structures and implement a prioritised maintenance programme	Bridge assessments on five railway bridges completed by March 2014 **(Connect 3.3)**	Connect SOA LTS	G Mackay
Continue to work	Medium and long term lifecycle Road Asset	Connect	G Mackay

Resource objective: Implement the Roads Investment Programme for road and footway improvements				
Resource priority				
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
with Scottish local authority partners to develop an asset management plan and valuation of assets	Management Plans and budgets developed by March 2014 **(Connect 3.0)** ■ Revision of Road Asset Management Plan completed by March 2014 **(Connect 3.0)**	LTS	
Deliver a winter maintenance service and continue development of IT systems	■ 2012/2013 winter processes and outcomes reviewed by August 2013 **(Connect 3.6)** ■ Winter policy procedures and documents, including gritting routes, updated as necessary, by September 2013 **(Connect 3.6)**	Connect LTS	G Mackay
Continue development of IT systems to support Roads and Transportation Service functions	■ Upgrade of the EXOR road network to include new and missing roads completed by March 2014 ■ Software upgrades as necessary to the EXOR system completed by March 2014 ■ Bulk materials payment process revised and implemented by March 2014 ■ Upgrade of Roads Costing System by November 2013 ■ Vehicles telematics system reporting suite developed by December 2013		G Mackay

Resource objective: Provide road infrastructure improvements to support new developments			
			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Work with developers and public sector partners to deliver road infrastructure improvements to support new development	▪ Prioritised road infrastructure delivered by March 2014 in line with available external and internal capital funding, for example further progress at Downiebrae Road, Rutherglen and Hamilton International Technology Park (HITP) **(Connect 3.4)**	Connect SOA LTS	G Mackay
Work with public and private sector partners to deliver new or enhanced public transport infrastructure	▪ Prioritised improvements to bus infrastructure delivered by March 2014 in line with available external funding **(Connect 3.5)** ▪ Quality Bus Partnership for Hamilton Town Centre further developed in partnership with Strathclyde Partnership for Transport **(Connect 3.5)**	Connect SOA LTS SDS	G Mackay
Deliver improvements to bus / rail interchange	▪ Development of proposed improvements at Lanark Station / Biggar with Strathclyde Passenger transport **(Connect 3.5)**	Connect	J McCaffer

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

Resource objective: Support the Clyde Gateway Regeneration initiative			
			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Support the Urban Regeneration Company (URC)	▪ Remediation plan implemented in accordance with URC operating plan **(Connect 4.4)**	Connect SOA	J McCaffer

Resource objective: Support local businesses through development and delivery of business support programmes			
			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Develop South Lanarkshire Economic Strategy	▪ South Lanarkshire Economic Strategy developed and reported to Executive Committee for adoption by the Council, with implementation of actions by March 2014 **(Connect 4.1)**	Connect	J McCaffer

Resource objective: Support local businesses through development and delivery of business support programmes		Resource priority	
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
	▪ Economic Development Performance Improvement Plan (PIP) implemented by March 2014 **(Connect 4.1)**		
Continue to respond to the economic downturn in response to the recession in conjunction with Community Planning Partnership and other partners	▪ Over 1,500 businesses assisted per annum with grants, loans or property advice **(Connect 4.1)** ▪ Value of sales generated by businesses assisted by Economic Development between £10m-£20m of sales **(Connect 4.1)**	Connect SOA	J McCaffer
Scrutinise new Business Gateway contract and performance targets	▪ Between 500 – 1,000 jobs created or sustained per annum as a direct result of local authority intervention **(Connect 4.1)** ▪ Business birth rate increased per 1000 population by March 2014 **(Connect 4.1)**	Connect SOA	J McCaffer
Complete economic review of wider East Kilbride economic environment	▪ Review concluded by end April 2013 ▪ Review conclusions reported to Task Force and priorities identified and action plan prepared by July 2013		J McCaffer

Resource objective: Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs		Resource priority	
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Job brokerage initiative delivered to provide critical support for unemployed people living in South Lanarkshire	▪ Teckal arrangement with Routes to Work South reviewed and monitored to deliver key elements and outcomes for employability services, as specified by the Council, by March 2014	SOA	J McCaffer
Deliver an updated 'Opportunities for All' action plan for MCMC young people	▪ Refreshed Youth Employment Action Plan (YEAP) delivered within agreed timescales to improve services offered to MCMC young people ▪ 16+ Learning Choices programme continued to be delivered in all secondary schools ▪ Number of MCMC (those not in employment	Connect SOA	J McCaffer

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
	education or training) young people achieving a positive destination maintained at 2011/2012 levels (89.8%) by end 2013/2014 **(Connect 4.6)** ▪ MCMC initiatives and projects developed and delivered, based on available Scottish Government and partnership resources, to support the most vulnerable young people leaving school and beyond as per agreed partnership plan **(Connect 4.6)**		
Develop and progress as appropriate new employability services focused on priority client groups resourced by EU and Council resources	▪ A range of innovative employability services including European P5 Strategic Skills pipeline to be procured, contracts issued and delivered by end 2013/2014 **(Connect 4.5)** ▪ Over 2,000 people supported each year through employability programmes **(Connect 4.5)** ▪ A minimum of 1,200 of the people supported via employability programmes go on to access employment or training / education **(Connect 4.7)** ▪ Gap in the working age employment rate reduced or maintained at 0.6% above the Scottish average by March 2014 (base ONS/APS 2010/2011 SL 71.6%, Scottish average 71.0%) ▪ Workless client group maintained below 148 per 1,000 to 2013-14 **(Connect 4.5)** ▪ Workless client group reducing in line with the overall figures or maintained at 312 per 1,000 by March 2014 in worst datazones	Connect SOA	J McCaffer

Resource objective: Undertake regulatory advice and support proactively to enhance fair trade and business competitiveness **Resource priority**			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Deliver services to business to improve levels of consumer protection and fair trading and support the local economy	▪ Number of businesses processed through Buy with Confidence approved trader scheme **(Connect 4.8)**	Connect	S Clelland
Improve the competitiveness of local business through provision of	▪ 4 regulatory compliance bulletins issued to the business community **(Connect 4.9)** ▪ 95% of business advice requests completed within 14 days	Connect	S Clelland

Resource objective: Undertake regulatory advice and support proactively to enhance fair trade and business competitiveness **Resource priority**			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
a business advice service which includes delivery of seminars and educational activities			

Resource objective: Develop the area's tourism potential **Resource priority**			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Continue to implement the Tourism Action Plan and work with the sector to develop the profile of the area as a visitor destination pending adoption of revised national tourism strategy and action plan	▪ Revised Tourism Action Plan implemented within agreed timescales **(Connect 4.2)** ▪ Number of tourists visiting the area increased to achieve new national targets in revised Tourism Action Plan **(Connect 4.3)** ▪ Number of employees in the tourism sector increased to achieve new national targets in revised Tourism Action Plan **(Connect 4.3)** ▪ Tourism revenue increased to achieve national targets in revised Tourism Action Plan **(Connect 4.3)**	Connect SOA SDS	J McCaffer

Resource objective: Update and implement the South Lanarkshire Rural Strategy and action plan **Resource priority**			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Refresh South Lanarkshire Rural Partnership (SLRP) Strategy Action Plans taking cognisance of the aims and objectives of the new Scottish Rural Development Programme	▪ Rural Strategy action plans implemented in line with agreed timescales ▪ Year 2 of the CAVLP partnership project delivered by March 2014		J McCaffer

Oversee the delivery of the final year of the Leader programme 2013/14	▪ Funding schemes within Leader Action Plan delivered by December 2013, including:
	   – Rural Capital Grants Scheme
	   – Developing Communities Fund
	   – Rural Tourism Development scheme
			J McCaffer

Resource objective: Update and implement the South Lanarkshire Rural Strategy and action plan			
			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
	– Market Towns Initiative – Rural Community Heritage Fund		

Resource objective: Support and develop the South Lanarkshire community and voluntary sector			
			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Implement and support Voluntary Action South Lanarkshire (VASLAN) as the single voluntary sector interface for South Lanarkshire	▪ Grant Agreement with VASLAN completed by July 2013		J McCaffer
Increase and improve volunteering opportunities for individuals and organisations	▪ Number of organisations engaging volunteers maintained		J McCaffer
Implement the revised Lanarkshire Social Economy Partnership strategy and action plan	▪ 'Beyond Gateway' support process implemented for five social economy organisations by December 2013		J McCaffer

Resource objective: Establish opportunities for sustainable economic growth through the preparation, adoption and implementation of Development Plans			
			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Ensure that planning applications are assessed within a development plan framework	▪ Proposed South Lanarkshire Local Development Plan published by June 2013 **(Connect 9.1)** ▪ Supplementary Guidance to support the Local Development Plan published by February 2014 **(Connect 9.1)**	Connect SOA SDS	M McGlynn
Contribute to the monitoring of the Glasgow and Clyde	▪ Annual topic survey and monitoring undertaken by September 2013		M McGlynn

Resource objective: Establish opportunities for sustainable economic growth through the preparation, adoption and implementation of Development Plans		Resource priority	
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Valley Strategic Development Plan			

Council objective: Tackle disadvantage and deprivation
Council priority

Resource objective: Oversee and monitor the implementation of the Tackling Poverty Programme		Resource priority	
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Lead partnership approaches to tackling the causes and effects of poverty, including management of the Tackling Poverty Programme and associated budget as part of the Single Outcome Agreement	- An appropriate set of measurable 'Reducing the Gap' indicators and targets to be agreed as part of SOA development with partners by December 2013 **(Connect 5.2)** - New Tackling Poverty Improvement Plan (PIP) for South Lanarkshire implemented and progress reported to the Community Regeneration Partnership and Community Planning Board as required **(Connect 5.2)** - Tackling Poverty Programme targets agreed and monitoring process developed by June 2013 **(Connect 5.2)** - Impacts of second year of new programme reported by June 2013 **(Connect 5.6)** - Second Tackling Poverty event hosted by end of May 2013 - Promote the use of the Scottish Index of Multiple Deprivation (SIMD) (2012) as a tool to assist with targeting of resources and activity - Asset based approach to community engagement promoted across the Community Planning Partnership with targeted neighbourhood focussed work	Connect SOA	J McCaffer

Council objective: Develop a sustainable Council and communities
Council priority

Resource objective: Improve the Council's environmental performance and reduce its greenhouse gas emissions		Resource priority	
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**

Resource objective: Improve the Council's environmental performance and reduce its greenhouse gas emissions		Resource priority	
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Monitor and report on implementation of Sustainable Development Strategy 2012-17	▪ Quarter 2 and Quarter 4 reports on all Sustainable Development Strategy actions and issues presented to Corporate Management Team and Committee **(Connect 6.1)**	Connect	A McKinnon
Further implement the Carbon Management Plan to reduce greenhouse gas emissions from Council services (buildings, waste, transport etc)	▪ Further 2% annual reduction in the Council's greenhouse gas emissions achieved by March 2014 (compared to 2010/2011 level) **(Connect 6.2)** ▪ Two energy campaigns held in October 2013 and March 2014 ▪ Contribute to the corporate objective of achieving an average annual 3.3% reduction in energy consumption compared to 2009/10	Connect SDS CMP	A McKinnon
Reduce transport emissions within Fleet and Environmental Services and further develop the use of low carbon vehicles	▪ 3.3% reduction in council wide transport emissions achieved by March 2014 **(Connect 6.2)**	Connect SDS CMP	S Clelland

Resource objective: Provide services and infrastructure which help local communities to become more sustainable		Resource priority	
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Engage community planning partners in joint action with the Council on climate change	▪ Climate change declaration annual report published by March 2014, with involvement of community planning partners **(Connect 6.6)**	Connect SDS	A McKinnon
Develop and implement recycling and composting schemes for municipal and/or household waste in order to achieve the Scottish Government waste and recycling targets	▪ Council target achieved for amount of biodegradable municipal waste sent to landfill (49,700 tonnes) **(Connect 6.5)** ▪ Council target achieved for total household waste arising that is recycled and composted **(SBI) (Connect 6.5)** ▪ Council target achieved for waste tonnage per household (target is lower than 1.3 tonnes) **(Connect 6.5)**	Connect SDS CMP	S Kelly
Introduce new	▪ Strategic plan for introduction of waste	Connect	S Kelly

Resource objective: Provide services and infrastructure which help local communities to become more sustainable			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
waste management services to reduce waste and increase recycling	treatment prepared by March 2014 **(Connect 6.5)**	SDS	
Manage flooding priorities and deliver prioritised flood protection schemes	▪ Prioritised flood protection projects delivered by March 2014 in line with available capital / revenue funding **(Connect 6.4)** ▪ Continue review of the management of flooding priorities across Community and Enterprise Resources by December 2013	Connect LTS SOA SDS	G Mackay
Comply with the requirements of the Flood Risk Management (Scotland) Act 2009	▪ Participated in Local Flood Risk Management Districts, namely Clyde and Loch Lomond led by Glasgow City Council and Tweed led by Scottish Borders Council **(Connect 6.4)** ▪ Watercourse Clearance and Repair undertaken in line with timescales detailed in Scottish Government guidance **(Connect 6.4)**	Connect LTS SOA SDS	G Mackay
Promote the delivery of sustainable development through the statutory planning system	▪ Use of residential development guide (which incorporates advice contained in Designing Streets: A Policy Statement for Scotland) reviewed by March 2014		M McGlynn
Corporate Strategic Environmental Assessment Working Group to process, screen, scope and undertake Strategic Environmental Assessments (SEAs)	▪ SEAs undertaken on all key plans and strategies in line with legislation ▪ Content of SEAs are monitored to ensure that sustainable development and climate change have been addressed	SDS	M McGlynn
Review and update committee report guidance for the consideration of sustainable development and SEA implications of Council decisions	▪ Guidance produced by September 2013	SDS	M McGlynn
Monitor number of Sustainable Urban	▪ SUDS schemes incorporated into all applicable developments	SLLP	M McGlynn

Resource objective: Provide services and infrastructure which help local communities to become more sustainable **Resource priority**				
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Drainage Systems (SUDS) schemes in new developments			
Monitor the local environmental conditions through the preparation of the bi-annual update of the State of the Environment (SoE) report	▪ Updated bi-annual SoE report produced by September 2013	SDS	M McGlynn
Ensure SEA of all appropriate policies, plans, programmes and strategies is undertaken and incorporates sustainability and climate change considerations	▪ Annual report on the number and outcomes of SEAs carried out within the Council prepared by March 2014		M McGlynn

Council objective: Improve the quality of the physical environment

Resource objective: Sustain the quality of our towns and villages through maintenance and promotional activities			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Continue to work with the private sector to maximise investment in our towns to support and enhance their role	▪ Town centre activities and initiatives promoted and implemented in accordance with the capital programme, Hamilton Ahead Financial Plan and respective project plans for individual town groups by March 2014 **(Connect 9.0)** ▪ Work with private sector owners, developers and other stakeholders in our town centres on development proposals continued	Connect SOA	J McCaffer
Maintain public realm improvements in town centres	▪ Town centre public realm maintained in accordance with maintenance charter		J McCaffer

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

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Agree and implement derelict / contaminated land programme	▪ Vacant, derelict / Contaminated Land Programme finalised and approved by July 2013 **(Connect 9.5)** ▪ Agreed programmes, including Vacant Derelict Land Fund, delivered by March 2014 through Corporate Working Group (2 year programme) **(Connect 9.5)**	Connect SOA	J McCaffer
Identify and manage contaminated land within the statutory regulatory framework	▪ Publication of the revised Contaminated Land Strategy 2013-2018 for South Lanarkshire by March 2014 **(Connect 9.4)**	Connect SDS	S Clelland

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

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Manage processing of planning applications to ensure needs of applicants and the community are met[3]	▪ Number of major planning applications processed ▪ 70% of major applications determined within four months ▪ 80% of local applications dealt with within two months ▪ 80% of delegated planning applications determined within two months		M McGlynn
Ensure construction and demolition of buildings meets national building standards and where appropriate the highest standard of energy efficiency possible	▪ First report of comments produced within 15 working days on 80% or more of the valid Building Warrant applications received ▪ 100% of applications receiving a first report within 20 days ▪ Time taken to grant a building warrant minimised, whilst maintaining high standards of verification ▪ Increased number of Construction Compliance and Notification Plans fulfilled	SDS	M McGlynn
Adapt and establish processes, procedures and actions in line with revisions to Planning legislation	▪ Revisions to the Act or associated Statutory Instruments implemented, in line with programme set by regulations when published ▪ Existing guidance reviewed and re-assessed in order to ensure they accord with revisions,		M McGlynn

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[3] A new national performance framework for Planning will be introduced later this year

Resource objective: Assess and determine development proposals in line with Planning & Building Standards legislation and the Council's Local Development Plans			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
	in line with programme set by regulations		
Implement requirements of revised Town and Country Planning (General Permitted Development) (Scotland) Order	▪ Documentation and advice reviewed and re-assessed on all permitted development categories, ensuring compliance with new legislation within required timescales as published by Scottish Government		M McGlynn
Continue to implement and develop: – computerised Planning and Building Standards application system – online casework information application – Electronic Document and Records management System (EDRMS) – Online applications and appeals for Planning and Building Standards – mapping systems as appropriate to needs of Service	▪ Functionality of M3/EDRM systems developed to reflect evolving operational/business/legislative needs of the Service, with specific reference to Planning and Building Standards Performance Frameworks ▪ Business process and procedures reviewed and adapted during 2013/14 in line with ongoing review and development of M3 and EDRM systems ▪ Business processes reviewed and adapted in accordance with ongoing development of national online applications and appeal system ▪ Potential for online Building Standards applications explored ▪ Role of mapping systems to support service delivery enhanced, including exploring feasibility of mapping alternatives (e.g. M3 Spatial Extents) ▪ Feasibility of implementing a mobile working solution explored, to support planning and building standards application processing		M McGlynn
Production of conservation area character appraisals	▪ Character appraisals produced and completed for Cambuslang conservation areas by December 2013		M McGlynn

Resource objective: Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Sustain an independently assessed high score for street cleanliness	▪ Local Environment Audit and Management System score of 72 achieved **(SBI) (Connect 9.3)**	Connect	S Kelly
Maintain land to a high standard	▪ Land Audit Managements System score of 70 achieved		S Kelly
Pilot the outcomes of the Grounds Review	▪ Pilot of Grounds Review carried out between April 2013 and October 2013		S Kelly
Take preventative and enforcement action in relation to incidents of fly tipping, dog fouling and noise, including enhanced covert surveillance to reduce exposure to environmental injustice	▪ 90% of fly tipping complaints responded to within 2 days **(Connect 9.6)** ▪ 90% of dog fouling complaints responded to within 2 days **(Connect 9.6)** ▪ The number of complaints of domestic noise received during the year settled without the need for attendance on site **(SBI)** ▪ The number of complaints of domestic noise received during the year requiring attendance on site and not dealt with under Part V of the Antisocial Behaviour etc (Scotland) Act 2004 **(SBI)** ▪ The average time between the time of complaint and attendance on site for domestic noise complaints for those requiring attendance on site (not including those dealt under Part V of the Antisocial Behaviour Act 2004) **(SBI) (Connect 9.6)** ▪ The average time between the time of complaint and attendance on site for those domestic noise complaints dealt with under Part V of the Antisocial Behaviour etc (Scotland) Act 2004 **(SBI) (Connect 9.6)**	Connect ASBS	S Clelland

Resource objective: Protect biodiversity and enhance Greenspace in South Lanarkshire			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Improve urban green spaces in partnership with neighbouring communities	▪ Management plan for Millheugh and Greenhill estates (Blantyre) agreed with "Friends of the Calder" group, with consultation with wider community by March 2014 **(Connect 9.7)**	Connect SDS	S Kelly

Council objective: Improve community safety

Resource objective: Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Undertake effective community safety awareness initiatives and promote and develop the South Lanarkshire Bogus Crime Task Force, No Cold Calling Control Zones and address ongoing incidents of door step crime	▪ Target participation achieved for South Lanarkshire Council primary schools participating in the Primary 3 Home Safety Cadet initiative by March 2014 (85%) **(Connect 12.6)** ▪ Target participation achieved for the 'Crucial Crew' experiential safety learning programme (95% of target primary seven pupils attended) **(Connect 12.6)** ▪ Target achieved for older people expressing Be Smart Be Safe events as being informative and valuable (75%) **(Connect 12.6)** ▪ Support maintained for vulnerable groups and neighbourhood watch areas by responding to 100% of door step crime reports on the same or next working day **(Connect 12.6)**	Connect CSS	S Clelland
Undertake regulatory activity designed to protect consumers, prevent the sale of tobacco to children and ensure compliance with legislation governing the sale and storage of solvents	▪ 65% of consumer complaints completed within 14 days		S Clelland

Resource objective: Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Deliver prioritised road safety improvements at identified accident locations / routes	▪ Road safety projects / schemes delivered in line with the agreed 2013/14 capital programme **(Connect 12.5)** ▪ Contributed to the national casualty reduction targets, from a base of the average for 2004 to 2008, of a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children the national target is a 50% reduction in fatalities and 65% reduction in	Connect LTS SOA CSS	G Mackay

Resource objective: Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
	serious casualties **(Connect 12.5)**		
Deliver prioritised traffic signal and pedestrian crossing maintenance improvements and new installations	▪ Traffic signal and pedestrian crossing maintenance improvements projects / schemes delivered in line with the agreed 2013/14 capital / revenue programme **(Connect 12.5)**	Connect LTS SOA CSS	G Mackay
Complete traffic signal repairs within 48 hours	▪ 95% of traffic signal repairs completed within 48 hours		G Mackay
Assist in the provision of safe routes to and from school through the operation of a school crossing patrol service	▪ School crossing patrol cover provided at 222 sites in 2014 **(Connect 12.0)**	Connect	S Kelly
Continue programme of street lighting improvements	▪ 500 lighting units improved / renewed by the end of March 2014 ▪ 90% of street light failures repaired within 7 days		G Mackay

Council objective: Improve and maintain health and increase physical activity

Resource objective: Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Maximise the number of individuals participating in physical activity at leisure facilities	▪ Achieve x m attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture (SLLC) **(Connect 13.3)** ▪ Maintain number of attendances per 1,000 population for swimming pools ▪ Maintain number of attendances per 1,000 population for other indoor sports and leisure facilities, excluding pools in a combined complex ▪ Maintain number of attendances at outdoor recreation and country parks	Connect LCS	G Campbell

Resource objective: Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Provide free use of SLLC facilities to under 16s sports, uniformed and community organised groups in accordance with the Council's under 16's free use policy	▪ Number of free under 16 attendances at SLLC facilities maintained by March 2014 (includes halls, school lets, outdoor and indoor leisure)	JHIP	G Campbell
Actively promote the "Activage" scheme in leisure facilities across South Lanarkshire	▪ Maintain the numbers of registered members of "Activage" scheme (in excess of 25,000 registered members) ▪ Increase numbers of 60+ residents using South Lanarkshire leisure facilities (in excess of 350,000 attendances per year) **(Connect 13.2)**	Connect LCS JHIP	G Campbell
Commence and/or complete upgrades to leisure facilities across South Lanarkshire	▪ Strathaven tennis courts upgraded to an all weather surface by end of Q3 2013/14 **(Connect 13.3)** ▪ Arrangements to refurbish East Kilbride Ice Rink finalised by end of Q3 2013/14 **(Connect 13.3)**	Connect	A McKinnon
Implement the recommendations of the Member / Officer review on fixed play areas	▪ Third year of five year investment programme carried out on fixed play areas, as identified through the Member / Officer Review **(Connect 13.5)**	Connect	S Kelly
Develop proposals for cross boundary walking routes linking rural settlements and sites of cultural and environmental interest	▪ Discussion with partners on cross boundary walking routes continued and funding opportunities sought for key South Lanarkshire Council links **(Connect 13.6)**	Connect SDS	S Kelly

Continue to improve nutrition and health value of school meals	▪ Primary school meal uptake levels further increased compared to 2012/2013 **(Connect 13.4)**
	  – Increase in free meals by 1%
	  – Increase in paid meals by 1%
	▪ Secondary school meal uptake levels further increased compared to 2012/2013 **(Connect 13.4)**
	  – Increase in free meals by 1%
	  – Increase in paid meals by 2%
		Connect JHIP	S Kelly

Resource objective: Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**

Resource objective: Safeguard health through an effective environmental services regulation and enforcement service			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**

Provide a comprehensive food safety enforcement and advisory service to reduce risk of food borne infection	▪ Incidence of notified food borne infection reduced from 2006/07 baseline figures by 8.5% by March 2014 **(Connect 13.7)**
	▪ Broad compliance with food safety statutory requirements secured in 85% of premises **(Connect 13.7)**
	▪ Targets achieved for food safety inspections achieved on time **(Connect 13.7)**:
	  – 6 months (96%)
	  – 12 months (96%)
	  – >12 months (85%)
		Connect JHPP	S Clelland

Review and assess air quality throughout South Lanarkshire as required by the Environment Act 1995 and in line with national guidance	▪ Publication of Air Quality Strategy 2013-2018 completed by March 2014 **(Connect 13.8)** ▪ Implementation of Air Quality Action plan measures progressed by March 2014 (subject to funding application and allocation by Scottish Government) ▪ Progress report prepared and submitted to Scottish Government and Scottish Environment Protection Agency (SEPA) by March 2014	Connect SDS	S Clelland
Provide a comprehensive and responsive public health service to protect the community from infectious diseases, contamination or other hazards which constitute a danger to public health	▪ 90% of public health service requests responded to within 2 working days	JHPP	S Clelland

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

Resource objective: Improve facilities for arts and cultural activities and provide quality facilities to support communities			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Increase attendances at our cultural venues by actively promoting to the local community and visitors to the area	▪ Increase 2013/14 level of visitors to SLLC cultural venues **(Connect 14.2)**	Connect LCS	G Campbell
Maintain attendances at our libraries by actively promoting to the local community	▪ Maintain number of visits per 1,000 population		G Campbell
Further implementation of action plan to increase use of museums	▪ Increase number of visits to/usages of council funded or part funded museums per 1,000 population ▪ increase number of those visits that were in person per 1,000 population		G Campbell
Progress major refurbishment of East Kilbride Central Library	▪ Arrangements to refurbish East Kilbride Central Library finalised by end of Q3 2013/14 **(Connect 14.0)**	Connect	A McKinnon
Complete refurbishment of community halls	▪ Various areas of Ballerup Hall refurbished by end of Q4 2013/2014 **(Connect 14.0)** ▪ Refurbishment of Ballgreen Hall commenced by end of Q4 2013/14 **(Connect 14.0)**	Connect	A McKinnon
Provide new community facilities in association with the primary schools modernisation programme	▪ New community facility in Mossneuk, East Kilbride completed in association with the primary schools modernisation programme by end of Q4 2013/2014 **(Connect 14.0)** ▪ Construction of a new library in Forth in association with the primary schools modernisation programme commenced by end of Q2 2013/14 **(Connect 14.0)**	Connect	A McKinnon
Investigate availability of suitable burial ground in and around those cemeteries with less than 5 years new lair lifespan	▪ Provision of new burial ground programme extended into third year, with completion target of March 2014 **(Connect 14.4)**	Connect	S Kelly

Resource objective: Improve facilities for arts and cultural activities and provide quality facilities to support communities			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**

Council objective: Strengthen partnership working, community leadership and engagement **Council priority**			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**

Achievement of targets for customer satisfaction	• Target achieved for customer satisfaction
	
	    – Waste management (85%)
	    – Environmental services (85%)
	    – Cleaning and catering services (95%)
	    – SLLC facilities (x %)
	
	• Target achieved for customer satisfaction (results from Scottish Household Survey)
	
	    – Libraries
	    – Museums and galleries
	    – Leisure facilities
	    – Parks and open spaces
	    – Refuse collection
	    – Street cleaning
	(All SBIs)
		LCS
		SHS
			S Clelland /
			S Kelly/
			G Campbell

Ensure efficient and effective implementation of Freedom of Information Scotland Act (FOISA) procedures	▪ Target achieved for freedom of information requests responded to within 20 working days		All Heads of Service
Continue to issue Planning and Building Standards customer satisfaction surveys	▪ Satisfaction levels for planning sustained or improved against baseline (73%) ▪ Satisfaction levels for building standards sustained or improved against baseline (87%)		M McGlynn

Council objective: Provide vision and strategic direction			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Deliver the objectives of the Council Plan Connect	▪ Deliver annual Resource Plan and review suite of measures for coverage and relevance **(all Directors measure)**		A McKinnon
Develop a Leisure and Culture Strategy	▪ Leisure and Culture Strategy developed by March 2014 **(Connect 14.1)**	Connect SDS	A McKinnon
Undertake Equality Impact Assessments for all relevant policies, strategies and procedures	▪ Number of Equality Impact Assessments carried out for all relevant policies, strategies and procedures **(all Directors measure)**		A McKinnon
Develop and introduce Council wide equality performance measures and publish results	▪ Resources to provide annual report to Equal Opportunities Forum on uptake of service **(all Directors measure)**		A McKinnon

Council objective: Promote performance management and improvement			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	▪ Through use of EMPOWER, identify and take action on areas for improvement **(all Directors measure)** ▪ Sustain and improve SPI results for Council **(all Directors measure)**		All Heads of Service
Retain Customer Service Excellence (CSE) award for Bereavement Services and retain ISO 9001 and ISO 14001 accreditation	▪ Retain all accreditation by March 2014		S Kelly

Council objective: Promote performance management and improvement			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Commence and progress preparatory work leading to formal submission of CSE application for Planning service	▪ CSE application submitted by March 2014		M McGlynn
Retain CSE accreditation for Building Standards Service for 2013/14	▪ Actions to successfully retain CSE award undertaken in preparation for reassessment in November 2013		M McGlynn
Implement the recommendations of the Fleet Services Best Value Review	▪ Vehicle and Operator Services Agency MOT Pass Rate of 87% achieved ▪ Fleet Asset management Plan implemented across all resources setting baseline performance measure indicators on vehicle utilisation and efficiency by March 2014		S Clelland
Participate in National Highways and Transport Public Satisfaction Survey	▪ Survey and analysis completed in line with Society of Chief Officers of Transportation in Scotland (SCOTS) timescales	LTS	G Mackay
Review and update Local Transport Strategy	▪ Local Transport Strategy published by Autumn 2013	LTS	G Mackay
Publication of annual Planning Performance Framework (PPF) and Improvement Plan	▪ PPF prepared by September 2013 ▪ Service improvement plan implemented in accordance with programme set out in PPF		M McGlynn
Quarterly reporting of Continuous Improvement Plan detailing current position relating to requirements of Building Standards Performance Framework	▪ Reports on key performance objectives 1-9 and Continuous Improvement Plan produced on quarterly basis **(Connect 9.2)** ▪ Associated Building Standards Division consultations responded to as required **(Connect 9.2)**	Connect SOA SDS	M McGlynn
Provide an effective and efficient household waste and recycling	▪ Council target achieved for net cost per premise of refuse collection (combined domestic, commercial and domestic bulky uplift) per premise		S Kelly

Council objective: Promote performance management and improvement

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
collection service	- Council target achieved for net cost per premise of refuse disposal per premise - Council target achieved for gross cost per premise of refuse collection **(SBI)** - Council target achieved for gross cost per premise of refuse disposal **(SBI)** 95% of special uplifts completed within 5 working days 5% reduction in the Council's missed collections per 100,000 collections achieved by March 2014, compared to 2012/2013		
Monitor ongoing costs of delivery of Community and Enterprise Resources' services	- Cost per attendance of sport and leisure facilities (including swimming pools) - Cost per visit to libraries - Cost per visit to museums and galleries - Cost of parks and open spaces per 1,000 population - Net cost of street cleaning per 1,000 population - Cost of Trading Standards and Environmental Health per 1,000 population **(All SBIs)**		All Heads of Service

Council objective: Embed governance and accountability

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Ensure that high standards of governance are being exercised	- Audit actions delivered by due dates and reported to Chief Executive through quarterly performance reports and to Risk and Audit Forum **(all Directors measure)** - Complete Resource Governance self assessment by due date and develop actions to address non-compliant areas **(all Directors measure)** - Co-ordination of preparation of reports for Financial Resources Scrutiny Forum outlining financial and operational performance, and attendance at forum meetings - Revenue and capital monitoring reports presented to Resource Committee within corporate timescales - Risk control actions and actions from risk management work plan delivered by agreed dates and reported as appropriate **(all**		A McKinnon

Council objective: Embed governance and accountability			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
	Directors measure)		
Implement the Corporate Information Governance Strategy and action plan for the Resource, including the legislative requirements of the Public Records Scotland Act	▪ Information Governance Action Plan actions for the Resource implemented including the annual self assessment checklist by March 2014		A McKinnon

Council objective: Achieve efficient and effective use of resources			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	▪ Absence rate to be less than 5% **(all Directors measure)** ▪ 100% coverage of PDR and associated training plans of employees in scope for 31st May 2013 **(all Directors measure)** ▪ Labour turnover rate to be less than 5% **(all Directors measure)**		All Heads of Service
Attract external funding support of £3m from European Union, lottery and related sources to support corporate objectives	▪ Annual target achieved resulting in £3m external funding invested in South Lanarkshire		J McCaffer
Create a training framework on behalf of Council's drivers (Certificate of Professional Competence)	▪ Passenger Carrying Vehicle training to be completed by September 2014		S Clelland
Co-ordinate the	▪ Promote participation in employee audit 2013		A McKinnon

Council objective: Achieve efficient and effective use of resources			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
implementation of improvement actions in respect of people issues arising from Public Sector Improvement Framework, Investors in People and employee audit	and coordinate implementation of resultant actions in line with corporate timescales		
Coordinate health and safety throughout the Resource in conjunction with Corporate Health and Safety	▪ Health and Safety Improvement Action Plan and the Behavioural Safety Action Plan implemented within agreed timescales		A McKinnon
Monitor and investigate accidents taking remedial action where necessary	▪ Number of reported accidents reduced		A McKinnon
Practice effective resource management by maximising our operational and financial performance	▪ Resource's savings proposal co-ordinated in line with corporate timescales, following the guidance from the Finance Strategy Group ▪ Continue to operate within our revenue and capital budgets to provide quality front line services ▪ Contribute to the completion of cross-cutting reviews (Grounds, Charging, Property) ▪ Resource efficiency statement for 2012/2013 completed and available for audit by end of April 2013		A McKinnon
Manage land and property assets efficiently	▪ Resource specific actions resulting from Corporate Property Asset Review implemented in line with corporate timescales ▪ The percentage of Council buildings in which all public areas are suitable for and accessible to disabled people **(all Directors measure)** ▪ The proportion of operational accommodation that is in satisfactory condition **(all Directors measure)** ▪ The proportion of operational accommodation that is suitable for its current use **(all Directors measure)**		A McKinnon

Section 6 – Resourcing the plan

Workforce

Community and Enterprise Resources employ 2,900 full time equivalent employees.

Workforce - by Service	Number of employees	Full time equivalent (FTE)
Facilities, Waste, and Grounds	3402	2084.6
Regeneration	46	43.57
Roads and Transportation	357	351.73
Planning and Building Standards	70	68.81
Support	148	127.2
Fleet and Environmental	288	224.6
Totals	**4311**	**2900.5**

Revenue budget 2013/14

Community and Enterprise Resources' revenue budget 2013/14 is set out below:

	2013/14 Revenue Budget		
	Gross expenditure £000s	Gross income £000s	2013/14 Net budget £000s
General Services			
Facilities, Streets, Bereavement and Waste	56,694	11,784	44,910
Regeneration	6,017	314	5,703
Roads and Transportation	42,634	6,336	36,298
Planning and Building Standards	4,360	3,810	550
Tackling Poverty Programme	4,980	0	4,980
SPT/ Concessionary fares	6,122	0	6,122
Leisure	25,445	0	25,445
Support	5,258	1,529	3,729

	2013/14 Revenue Budget		
	Gross expenditure £000s	Gross income £000s	2013/14 Net budget £000s
Environmental	4,542	414	4,128
Projects	1,030	0	1,030
Total	**157,081**	**24,187**	**132,894**
Trading Services			
Roads Trading	26,009	28,235	(2,226)
Facilities Trading	24,343	25,139	(796)
Fleet Trading	21,830	22,109	(279)
Grounds Trading	13,765	14,856	(1,091)
Total	85,947	90,339	(4,392)
Overall Total	243,028	114,526	128,502

Capital budget 2013/14

The Council previously approved a three year capital budget for the period 2011-2014 (excluding the previously approved schools modernisation and roads and rural investment programmes). This budget is now in its final year and is set out in the table below:

Service	Approved programme 2013/14[4]
Facilities, Waste, and Ground	£1.275m
Regeneration	£2.836m
Roads and Transportation	£12.000m
Planning	£0.000m
South Lanarkshire Leisure and Culture Ltd	£1.039m
Support	£2.610m
Fleet and Environmental	£0.050m
Total	£19.810m

Capital allocations in 2013/14 reflect continuing priorities across a number of areas including: roads investment, flooding, land remediation and regeneration within the Clyde Gateway, and leisure properties and halls.

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[4] The 2013/14 programme outlined here reflects the previously approved programme which was agreed in February 2011. It does not include any carry forward figures from 2012/13, as these have yet to be approved.

The capital programme will be increased to reflect the slippage on the 2012/2013 programme, and may be further increased by funding from other external organisations, including Scottish Government funding, Heritage Lottery Fund, European Regional Development Fund etc, throughout the financial year.

Risk management

To successfully manage risk, Council plan objectives must inform the Council's risk management arrangements. For this to occur, it is important that the arrangements for risk management are comprehensive enough to reflect the business of the Council as included within the Council Plan and individual Resource Plans.

At a strategic level, the Council reviews its top risks each year and this contributes to the content of the annual Internal Audit Plan. In addition, at the year end, the annual Internal Audit Review identifies common risk themes which inform the following year's Top Risk Review.

At a Resource level, Resource Risk Registers should be reviewed and updated following preparation of the annual Resource Plan. Risk Registers must reflect the work of the Resource. To achieve this, the updated Risk Registers must accurately reflect the work of the Resource Plan, including details of risk controls and actions. In addition, the terminology used within Resource Plans and Risk Registers must be consistent (Golden Thread) to enable easy identification between Resource objectives and risks. Responsibility for this lies with the Council's Risk Sponsors Group as part of their role in updating Resource Risk Registers.

A standard approach to the content and structure of both Resource Plans and Resource Risk Registers will be used.

The timescale for reporting on service planning and risk management is:

- Resource Plans   May
- Internal Audit Annual Review   June
- Top risks   October
- Resource Risk Registers   December (for noting)

Community and Enterprise Resources

Responsible for a wide range of activites including:

Executive Director
Colin McDowall
Phone: 4798
Secretary: Annie Grainger

- collecting and disposing of waste and recycling
- assisiting and guiding physical development and regeneration
- providing bereavement services
- supporting safe and effective transport, including roads
- maintaining our parks, gardens and open spaces
- keeping our streets clean and free from pests

- promoting jobs, economic development and social inclusion
- promoting sustainable development and reducing carbon emissions
- providing school meals and school crossing patrols
- attracting funding from Europe and the lottery
- protecting public health
- providing Consumer and Trading Standards services
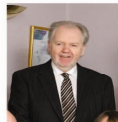
Facilities, Waste and Ground Services
Stephen Kelly
Phone: 4705
Secretary: Natascha Pow

Responsible for:
- Arboriculture
- Bereavement services
- Catering
- Cleaning
- Contract estimates
- Countryside and Greenspace
- Grounds maintenance
- Janitorial services
- Landscape design
- School crossing patrols
- Street cleaning
- Delivery of refuse collection
- Refuse disposal/treatment
- Recycling

Planning and Building Standards
Michael McGlynn
Phone: 5126
Secretary: Natalie Glancy/Lili Man

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

Regeneration Services
Jim McCaffer
Phone: 3813
Secretary: Natascha Pow

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

Roads and Transportation Services
Gordon Mackay
Phone: 4484
Secretary: Lesley Ann Bell

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

Support Services
Alistair McKinnon
Phone: 4700
Secretary: Lesley Ann Bell

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

Fleet and Environmental Services
Shirley Clelland
Phone: 4708
Secretary: Natalie Glancy/Lili Man

Responsible for:
- Consumer and Trading Standards
- Public health
- Contaminalted land
- Air quality
- Noise
- Pest control
- Food safety
- Health and safety at work
- Animal health
- Passenger servies
- Pool cars
- Fleet services

Annex 2 – Detailed service performance information 2012/2013

The following table sets out Community and Enterprise Resources' key performance results, covering two main groups of national performance indicators: Statutory Performance Indicators[5] (SPIs) and SOLACE Benchmarking Indicators (SBIs).

	Actual 2010/2011[6]	Actual 2011/2012[6]	SLC rank 2011/2012	Target 2012/2013	Actual 2012/2013[7]	Target 2013/2014
Street cleansing						
Overall cleanliness index achieved following inspection of a sample of streets and other land (SPI and SBI)	73	72	27th	72	73	72
Net cost of street cleaning per 1,000 population (SBI)	£16,231	£15,675	-------	No target set	tbc[8]	tbc
% of adults satisfied with street cleaning (SBI)	77.3%	No data[9]	-------	No target set	tbc[9]	tbc
Grounds maintenance						
Cost of parks and open spaces per 1,000 population (SBI)	£33,215	£30,135	--------	No target set	tbc[8]	tbc
% of adults satisfied with parks and open spaces (SBI)	77.6%	No data[9]	-------	No target set	tbc[9]	tbc

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[5] SPIs will be absorbed and replaced by SBIs from 2013/14.
[6] The 2010/11 and 2011/12 SBI performance information reported here has been sourced from the Local Government Benchmarking Framework website.
[7] The SPI 2012/13 performance outturn figures which are reported here are unaudited as at 14th May 2013.
[8] In the case of SBIs which are financial, it is not possible to report them until some time after the financial year has ended. Therefore, performance in relation to these specific indicators will be considered in a separate report to CMT and Executive Committee when all results are available (likely to be towards the end of they year).
[9] Scottish Household Survey takes place every two years, with results due August 2013.

Planning applications processing time						
Average time (weeks) to deal with major planning applications determined during the year[10] (SPI)	Not avail	Not avail	Not avail	No target set	98.3%	This SPI has been dropped in 2013/14 (Service has therefore introduced new indicators for planning application processing times)
Average time (weeks) to deal with local planning applications determined during the year[10] (SPI)	Not avail	Not avail	Not avail	No target set	12.5%	
Carriageway condition						
% of A class roads that should be considered for maintenance treatment (SPI and SBI)	27.9%	27.3%	-------	No target set	25.95%	25.95%
% of B class roads that should be considered for maintenance treatment (SPI and SBI)	30.3%	31.7%	-------	No target set	30.37%	30.37%
% of C class roads that should be considered for maintenance treatment (SPI and SBI)	41.8%	44.8%	-------	No target set	41.13%	41.13%
Overall % of road network that should be considered for maintenance treatment (SPI and SBI)	38.0%	37.5%	18th	37.5%	36.8%	36.8%
Cost per maintenance per kilometre of roads (SBI)	£14,620	£10,692	-------	No target set	tbc[8]	tbc

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[10] This is a new SPI introduced in 2012/13.

Attendances at swimming pools and sports centres						
Number of attendances per 1,000 population for pools (SPI)	3,988	4,873	5th	4,921	5,204	tbc
Number of attendances per 1,000 population for other indoor sport and leisure facilities excluding pools in a combined complex (SPI)	5,083	5,302	22nd	5,354	5,707	tbc
Gross costs per attendance at sports facilities (SBI)	£3.77	£3.38	--------	No target set	tbc[8]	tbc
% of adults satisfied with leisure facilities (SBI)	76.5%	No data[9]	-------	No target set	tbc[9]	tbc
Visits to museums						
Number of visits to/usages of council funded or part funded museums per 1,000 population (SPI)	646	686	23rd	692	813.9	tbc
Number of those visits that were in person per 1,000 population (SPI)	595	636	16th	642	758.7	tbc
Cost per museum visit (SBI)	£3.59	£3.26	--------	No target set	tbc[8]	tbc
Visits to libraries						
Number of visits per 1,000 population (SPI)	4,190	4,316	27th	4,190	4608.8	tbc
Cost per library visit (SBI)	£3.53	£3.26	--------	No target set	tbc[8]	tbc

Domestic noise complaints						
Average time (hours) between the time of the complaint and attendance on site:-						
For those requiring attendance on site (SPI and SBI)	48 mins	54 mins	9th	120 mins	64 mins	120 mins
For those dealt with under Part V of the 2004 Antisocial Behaviour (Scotland) Act (SPI and SBI)	30 mins	30 mins	10th	120 mins	29 mins	120 mins
Consumer complaints and regulatory advice for businesses						
Consumer Complaints – % dealt with within 14 days (SPI)	78.4%	75%	25th	65%	70.8%	65%
Business Advice Requests – % dealt with within 14 days (SPI)	95.8%	94.6%	22nd	95%	93.4%	95%
Cost of trading standards and environmental health per 1,000 population (SBI)	£18,494	£17,185	--------	No target set	tbc[8]	tbc

Refuse collection and disposal

Net cost of refuse collection per premise (SPI)	£71.02	£67.69	18th	£65.42	tbc[11]	tbc
Net cost of refuse disposal per premise (SPI)	£89.59	£92.37	19th	£114.23	tbc[11]	tbc
Gross cost of refuse collection per premise (SBI)	£71.20	£65.84	--------	No target set	tbc[8]	tbc
Gross cost of refuse disposal per premise (SBI)	£90.94	£93.96	--------	No target set	tbc[8]	tbc
% of household waste collected by the authority during the year that was recycled and composted (SPI and SBI)	n/a[12]	35.7%	22nd	40%	tbc[11]	tbc
% of adults satisfied with refuse collection (SBI)	83.6%	No data[9]	-------	No target set	tbc[9]	tbc

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[11] Year end information not yet available
[12] Recycling SPI was changed in 2011/12

Improve the road network and influence improvements in public transport (Council priority)
♦ Completed a road maintenance and reconstruction programme, including 183 carriageway and 39 footway schemes, resurfacing 7.3% of the Council's roads network.
♦ Completed assessment checks on six railway bridges and strengthening works on Birkhill Bridge.
♦ Reviewed winter maintenance arrangements in preparation for winter 2012/2013, with procedures and documentation updated accordingly; and delivered an effective and efficient winter maintenance service.
♦ Worked in conjunction with Strathclyde Partnership For Transport (SPT), replacing approximately 150 bus shelters, and completing footway and other works at over 50 locations to assist with the programme.

Support the local economy by providing the right conditions for growth, improving skills and employability (Council priority)
♦ Through employability programmes, 2,506 people have successfully secured employment or commenced education/training.
♦ 1,542 businesses have been assisted via grants, loans or property advice, generating £17.61m in sales and creating or sustaining 1,192 jobs.
♦ The new Business Gateway contract is in place and is being monitored, ensuring the delivery of services that continue to meet the needs of the local business community.
♦ Continued implementation of the Tourism Action Plan.

Tackle disadvantage and deprivation (Council priority)
♦ A new draft Tackling Poverty Improvement Plan for South Lanarkshire has been completed and presented to the Community Planning Board.

Develop a sustainable Council and communities (Council priority)
♦ The Sustainable Development Strategy (SDS) covering the period 2012-2017 was formally adopted by the Council's Executive Committee in March 2013.
♦ Energy Saving Week, Climate Week and Earth Hour were promoted using a variety of media, including email, intranet, staff magazine, Education newsletter, Council website and local newspapers.

Improve the quality of the physical environment
♦ A range of town centre activities and projects have been progressed with town group organisations and the private sector, including provision of support to a new shopping centre owner undertaking major restructuring work in East Kilbride.
♦ The Vacant, Derelict / Contaminated Land Programme has been approved, with year 1 of the programme successfully delivered.
♦ Implemented a litter action plan and carried out a litter survey aimed at school pupils and community groups. Survey reports are now being compiled, with recommendations carried forward into 2013/14.
♦ Achieved high independently assessed scores for street cleanliness (73, against our annual target score of 72) and grounds maintenance services (70, exactly on target).
♦ Responded to domestic noise complaints, on average, within around 29 minutes (this is less than a quarter of the national target time of two hours).

Improve community safety

♦ Prioritised road safety improvements have been undertaken at identified accident locations / routes across South Lanarkshire, including road markings and signs, engineering measures at 13 schools, and speed limit initiatives at 11 locations.

♦ Delivered prioritised traffic signal and pedestrian crossing maintenance improvements and new installations, including completion of the Sustrans Connect 2 project from Larkhall to Chatelherault and completion of phase 2 of the Hamilton to Rutherglen Cycle Route.

♦ Continued to promote and develop the Doorstep Crime Initiative Cold Calling Control Zones, with 100% of intelligence reports of door step crime responded to the same or next working day.

Improve and maintain health and increase physical activity

♦ Achieved an 11% increase in the number of over 60s registered with the 'Activage' scheme.

♦ Continued to provide a comprehensive food safety enforcement and advisory service, with 120 incidents of notified food borne infection in 2012/2013 (well within the target of fewer than 170 incidents in the year).

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

♦ Recorded 470,000 visitors to SLLC cultural venues (just under 2% increase compared to the previous year).

♦ Increased the number of visitors to Council libraries by 7% compared to the previous year.

♦ Continued investment to replace and upgrade outdated community facilities, including completion of a new community facility in Blackwood (part of the primary schools modernisation programme) and the refurbishment of Lanark Memorial Hall and Cambuslang Institute, which are near completion.

Promote performance management and improvement

♦ Bereavement Services retained ISO 9001 and ISO 14001 accreditation and Building Standards Service achieved Customer Service Excellence accreditation in 2012/2013.

Achieve efficient and effective use of resources

♦ Attracted £5.77 million in external funding from European Union, lottery and related sources.