



Community and Enterprise Resources

Community and Enterprise Resource Plan 2019-20

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Section One – Introduction

I am pleased to introduce our Resource Plan for 2019-20 which sets out our objectives and priorities for the coming year. This is the main annual business planning document for the Resource and all of its employees. It reflects the council's key priorities as set out in the Council Plan 'Connect', provides an overview of the Resource's main areas of activity, summarises our service achievements in 2018-19, and sets out our plans for maintaining and improving services in 2019-20.

South Lanarkshire is home to more than 316,000 people and covers 180,000 hectares of land, stretching from close to the centre of Glasgow to near to the Scottish borders. Providing services in this large and diverse geographical area is a considerable challenge for Community and Enterprise Resources, and in 2019-20, the Resource will spend £115.995 million on delivering key services, plus a further £39.457million on capital projects.

Our Resource comprises four service areas – Facilities, Waste and Grounds Services; Roads and Transportation Services; Fleet and Environmental Services; and Planning and Economic Development Services; and is supported by a Performance and Development Team and Support Team. The Resource employs 3,342 people who together provide a wide range of services for local communities, including:

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

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

This Resource Plan details some of our major achievements in the above areas in the last year, listed in sections 2.1 and 4.2 and Annex two of this plan. In particular, I would like to highlight the following:

- We resurfaced 3.74% of our road network and completed a three year programme of street lighting improvements, involving installation of 7,253 lighting columns and 59,000 LEDs.
- The development of a new community facility in Strathaven (Avondale Community Wing) was project-managed by our Performance and Development Team.
- The new University of West of Scotland campus opened on schedule (our Economic Development team assisted with the negotiations on this).
- We extended the pilot to provide nutritious hot meals to nursery children, with additional nurseries included in 2018; and we rolled out a new pilot involving free breakfast clubs at primaries.

- Our catering team in Calderglen High and Sanderson ASN won the ASSIST 'Making a Difference' Award for its involvement in a programme providing work placements for students within the school kitchen.
- Our Grounds Services team helped achieve Green Flag Awards for three of our district parks: Cambuslang Park, Strathaven Park, and Castlebank Park; and Strathaven Park received a People's Choice Award. The team also retained the Champion of Champions Award for the Best War Memorial in Scotland for the Uddingston War Memorial.
- Our Resource won two APSE Performance Networks Awards: overall best performer in Building Cleaning, and overall most improved performer in Parks, Open Spaces and Horticultural Services.
- Our Planning team won two Scottish Awards for Quality in Planning, for its involvement in: the rehabilitation of an abandoned listed building at Blairtum House, and the redevelopment of an abandoned site adjacent to the River Clyde in Rutherglen (Cuningar Loop).
- South Lanarkshire Council won the Scottish Living Wage Anchor Institution Award, recognising our continued commitment to the Living Wage movement (Community and Enterprise Resources leads on this for the council).
- We retained the Customer Service Excellence Award for our Planning Service, Building Standards Service, and Bereavement Service.

None of these achievements or awards would be possible without the commitment and efforts of our staff, and I would like to thank them for their contribution. As always, there are new challenges to face, and this Resource Plan outlines how we will develop and improve our services over the next year. Some of our priorities for the year include:

- continuing to implement the Roads Investment Programme;
- progressing the Glasgow City Region City Deal projects, including four Community Growth Area sites (at Newton, East Kilbride, Hamilton and Larkhall) and two major transport infrastructure projects in East Kilbride;
- progressing development of community facilities within the new build primary school at Elsrickle, refurbishing Springhall Community Centre, and upgrading the Tom Craig Centre in Law;
- continuing activity aimed at increasing waste recycling and reducing the council's greenhouse gas emissions;
- continuing to work with communities and partners to tackle poverty and local inequalities; and
- developing a food strategy to help tackle food related challenges, such as healthy eating, food poverty and the environmental impact of food.

Further detail on our 2019-20 priorities is included within the action plan at section 6 of this plan and within the service 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 'improve the quality of life of everyone in South Lanarkshire'.



Michael McGlynn
Executive Director
Community and Enterprise Resources

Section Two – Context

2.0. Introduction

The challenges facing local government in Scotland continue. However, even with the ongoing financial constraints, the council continues to do everything in its power to protect and maintain vital services.

The following overview gives a brief outline of the extent of the services that we deliver. These services will be significantly impacted in the coming year by social change, legislation and policies, the council's key plans and other statutory commitments.

2.1. Resource overview

Here is just some of the activity which was undertaken by Community and Enterprise Resources in 2018-19:

Facilities, Waste and Grounds Services

- provided 4.313 million nutritious school meals and over 44,000 community meals to lunch clubs
- managed 150,408 tonnes of waste from 152,101 households and recycled and composted 67,454 tonnes of different materials
- maintained almost 2,700 hectares of diverse land types and over 3,290 gardens as part of the council's care of garden scheme
- carried out 1,257 burials and 1,598 cremations
- cleaned up over 240 items of offensive and non-offensive graffiti
- attended to over 4,000 arboricultural enquiries
- provided landscape design and horticultural advice service to 16 local community groups

Roads and Transportation Services

- carried out 186 carriageway improvement and 25 footway improvement schemes and resurfaced 3.7% of the council's roads network
- completed vehicle containment improvements at five bridges and undertook bridge strengthening at one bridge
- as part of our Glasgow City Region City Deal work, we procured and awarded works contracts for three roads projects in the Newton Community Growth Area, Hamilton Community Growth Area, and in the East Kilbride area, with site works having already progressed in East Kilbride (Greenhills Rd / A726 Strathaven Rd Corridor)
- completed programme of street lighting improvement / renewals by installing 3,412 LEDS within street lights and replacing 238 lighting columns
- completed major road accident casualty works at five locations, undertook designs to improve road safety at eight other locations, and completed various other minor road safety infrastructure improvements
- delivered traffic signal and pedestrian crossing improvements at two locations
- delivered projects aimed at increasing walking and cycling, including: undertaking East Kilbride Active Travel Study and extension to the cycle network in East Kilbride (involving cycle route construction in Whitemoss Avenue and Churchhill Avenue)

Fleet and Environmental Services

- managed and maintained the council's fleet of 1,893 vehicles and items of plant machinery
- transported 1,066 children and adults to council facilities each day
- procured 93 replacement vehicles and items of plant

- carried out just over 1,735 inspections and alternative enforcement interventions at food premises and 285 health and safety inspections and investigation visits
- acted on 4,919 enquiries relating to environmental pollution, just over 4,650 pest control requests, 294 reports of stray dogs and 2,831 noise complaints, and conducted 1,687 litter and dog fouling patrols
- provided advice and assistance in relation to 3,228 trading standards related complaints and obtained £405,000 of redress for local consumers in terms of faulty goods and services

Planning and Economic Development

- processed 4,014 planning and building warrant applications, representing several hundred million pounds of investment
- dealt with eight planning appeals
- 198 planning enforcement cases were investigated
- 1,791 businesses were assisted via grants, loans or property advice, generating £13.09 million in additional sales and creating or sustaining 812 jobs
- £4.22 million external funding support was secured from Scottish Government and Lottery sources

Additional performance information is also available in section 4.2 and Annex two of this Resource Plan.

2.2. Social change, legislation and policies

2.2.1. Glasgow City Region City Deal

A City Deal worth £1.13 billion for the Glasgow City Region was agreed in July 2014. The City Deal is being used to fund major infrastructure projects, drive innovation and growth, and address challenges in the local labour market. Community and Enterprise Resources' Roads and Transportation Service has been leading the delivery of three major transportation projects within the City Deal which are being undertaken to boost South Lanarkshire's access to the rest of Scotland. Cathkin Relief Road in Rutherglen / Cambuslang is now complete and open, and the Greenhills Road/A726 project in East Kilbride is underway. Development work is also underway in relation to the Stewartfield Way project in East Kilbride which is scheduled for completion in future years.

A further City Deal project, the Community Growth Areas, is being led by our Planning and Economic Development Service and seeks to promote private sector house building in four key locations within South Lanarkshire: Newton, East Kilbride, Hamilton and Larkhall.

In addition, the City Region partnership collaborate on a number of strategic plans, including the Regional Economic Strategy, under which the member authorities seek to establish a common approach to supporting businesses, key sectors, inward investment, skills and employability, innovation and inclusive growth.

2.2.2. Economic development and tackling poverty

Through the Sustainable and Inclusive Economic Growth Board, the council, together with its community planning partners, is reaffirming its commitment to generating improvements in South Lanarkshire's economy for the benefit of its businesses, communities and residents alike. Community and Enterprise Resources, through the work of Planning and Economic Development Services, will continue to provide support to businesses in 2019-20 to help them to grow and prosper. Activity will be focused on increasing business engagement, innovation, investment, internationalisation and inclusive growth, ensuring business support activities are

targeted to achieve the best outcomes and contribute to tackling inequalities. We will also support economic growth through pursuing funding opportunities and promoting investment in our town centres and the rural area.

The Planning and Economic Development Service also contributes to partnership work to tackle poverty and inequality, including supporting a range of local networks, and raising awareness, understanding of, and commitment to, poverty and inequalities. A growing area of work is ensuring that communities are able to fully participate in the new Neighbourhood Planning process, with the objective of reducing inequalities between our most and least deprived areas. This includes working with council and partner services to develop new approaches to improving local outcomes.

2.2.3. Statutory requirements

New and revised legislation will impact on the work of the Resource in 2019-20. This includes:

Statutory requirements – Community and Enterprise Resources	
Legislative area	Impact
Building Standards System	<p>In response to the Grenfell Tower fire and the Edinburgh Schools Report, the Scottish Government set up two Ministerial Working Groups covering 'Building and Fire Safety' and 'Compliance and Enforcement'. The work of these groups is now complete and the Scottish Government is taking forward a number of work streams which together will seek to improve the current Building Standards System in Scotland. A number of short term actions will be introduced in October 2019. Changes include major amendments to fire regulations, along with a number of amendments to the administration of temporary occupation and amendment to warrant processes. In addition, guidance related to site inspections by the verifier and enforcement will also be updated. This is likely to introduce additional duties for local authorities in monitoring construction, completion and occupation of high risk buildings.</p> <p>The Scottish Government has also set up a Futures Group to look at other medium to longer term actions at a strategic level, this is likely to cover the following areas, succession planning, training and development, and importantly, mechanisms for ensuring better reinvestment of fee income into the Building Standards service. Again, changes in these areas will likely increase duties placed on local authorities.</p>
Climate Change (Scotland) Act 2009	This legislation places duties on the Scottish public sector to contribute to the delivery of national greenhouse gas emission reduction targets and Scotland's climate change adaptation programme. See 2.4.5 of this plan to read how our Council and specifically our Resource is contributing to these objectives.
Community Empowerment (Scotland) Act 2015	This Act contains diverse proposals with potential implications for Community and Enterprise Resources. As well as permitting the Scottish Government to set national outcomes relating to functions carried out by local authorities, the Act includes new ways for communities to take on public sector assets and be involved in community planning. Consequently, this legislation impacts on assets owned / managed by South Lanarkshire Leisure and Culture and Facilities, Waste and Grounds Services and the council has

Statutory requirements – Community and Enterprise Resources	
Legislative area	Impact
	<p>put in place management arrangements to facilitate asset transfer requests.</p> <p>Part 9 of the Act, which governs the provision of allotments, requires the council to publish a Food Growing Strategy by April 2020, identifying how allotment and food growing opportunities will be increased to meet demand.</p>
Flood Risk Management (Scotland) Act 2009	<p>Flood Risk Management Strategies published by SEPA for all 14 Local Plan Districts within Scotland set the national direction of future flood risk management, helping to target investment and coordinate actions across public bodies.</p> <p>Local Flood Risk Management Plans (LFRMPs), which were developed in parallel with the Strategies, were published by local authorities in June 2016. These LFRMPs provide local detail on the funding and delivery timetable for actions in 2016-21, and will be updated every six years. As the council is a Responsible Authority under the Flood Risk Management Act, Community and Enterprise Resources' Roads and Transportation Services continue to be heavily involved in undertaking relevant actions set out within two of these LFRMPs and in the development of the next phase of Strategies and LFRMPs.</p>
General Data Protection Regulation	Work will be required in implementing the General Data Protection Regulation.
Planning (Scotland) Bill	A new Planning Bill is expected to be enacted in summer 2019 aimed at improving and modernising the Scottish planning system. It is likely to include proposals for: reconfiguring the development plan system; the establishment of an infrastructure levy; changes to the development management system aimed at improving its efficiency and transparency; and new methods of community engagement. This will require the council's existing planning processes and procedures to be reviewed and updated when the legislation is introduced, to ensure they accord with its provisions.
Zero Waste Strategy and the Waste (Scotland) Regulations 2012	<p>The Scottish Government's Zero Waste Plan aims to promote the recovery and reuse of resources in waste. The strategy sets challenging targets for the recycling and composting of domestic waste by local authorities (60% by 2020 and 70% by 2025). These targets should be achieved alongside the Scottish Government's forthcoming ban on the landfilling of municipal biodegradable waste. The implementation of the new Deposit and Return Scheme in the near future should also positively impact on our ability to reach these targets.</p> <p>Community and Enterprise Resources' Waste Service will continue to promote waste minimisation, reuse and recycling within South Lanarkshire, and in 2019-20, will implement policies designed to maximise recycling and minimise waste sent to landfill.</p>

Specific actions to address these legislative impacts are detailed in Section 6 (Action Plan) of the Resource Plan. Legal Services will assist all Resources to meet the demands of new and changing legislation.

2.3. The Council Plan, Community Planning and the Community Plan

2.3.1. Community Planning is the process through which public services come together to positively change local situations. The Community Planning Partnership (CPP) is committed to improving the quality of life of everyone in South Lanarkshire by working together and with communities to design and deliver better services.

Through the 2015 Community Empowerment Act the Scottish Parliament gave a statutory purpose, for the first time, to community planning: to focus on improving outcomes and tackling inequalities in outcomes. This includes those communities (covering areas and/or groups of individuals) experiencing the poorest outcomes. It also extends the statutory requirement to participate in Community Planning to a number of other public bodies.

2.3.2. In the new Community Plan, the Community Planning Partnership has agreed a new overarching objective to tackle poverty, deprivation and inequality with a focus on people, jobs, skills and wellbeing.

The strategic themes of the CPP and the Community Plan link to the Council Plan Connect 2017-22, as shown below.

Partnership strategic theme	Connect Ambition
Community safety	Make communities safer, stronger and sustainable
Health and Social Care	Improve health, care and wellbeing
Sustainable Economic Growth	Promote economic growth and tackle disadvantage
Children and young people	Get it right for children and young people (GIRFEC)

The Council Plan is considered in more detail in Section 3.

2.4. Other commitments

2.4.1. Partnership working

Community and Enterprise Resources has significant responsibilities when working in partnership with others, and the role played by partnerships in shaping and delivering services is increasingly important. These partnerships are identified and reviewed within the Resource's Partnership Risk Register on an annual basis. Here are some of them:

- Sustainable Economic Growth Board
- Glasgow & Clyde Valley City Region City Deal
- Glasgow & Clyde Valley Strategic Development Plan Joint Committee
- Business Loans Scotland
- East Kilbride Task Force
- Clyde Gateway Partnership
- Lanarkshire Area Tourism
- Business Gateway
- University of West of Scotland
- West of Scotland Loan Fund
- Rural Partnership
- Scottish Chief Officers of Transportation
- Road Safety West of Scotland
- Flood Risk Management Plan Districts
- Sustainability Partnership
- Strathclyde Safety Camera Partnership
- Cycling Partnership
- South Lanarkshire Outdoor Access Forum
- Friends' organisations for local nature sites
- Public Health Partnership
- Police Scotland Trading Standards Attachment
- Glasgow & Clyde Valley Green Network Partnership

- Supplier Development Programme
- Climate Ready Clyde Partnership
- Lanarkshire Green Health Partnership
- Biodiversity Partnership
- Strathclyde Partnership for Transport
- David Livingstone Centre Partnership

In addition, the Resource has a significant role in managing the relationship between the Council and South Lanarkshire Leisure and Culture (SLLC).

2.4.2. Service reviews

During 2018-19, efficiency reviews of the following services were undertaken (many are still underway):

- Planning and Economic Development
- Grounds Maintenance
- Waste Management
- Overtime (all Resources)
- Working patterns (all Resources)
- Advice and voluntary sector (all Resources)
- Facilities Management
- South Lanarkshire Leisure and Culture
- Fleet
- Roads and Transportation
- Business Administration

The recommendations, action plans and changes to service delivery will be introduced during 2019-20 or thereafter. Service efficiency reviews will continue to be undertaken in the coming year.

2.4.3. Equality and diversity

Equality is an integral part of achieving best value and underpins the council's vision to improve the quality of life of everyone in South Lanarkshire. The council is committed to: eliminating unlawful discrimination, harassment and victimisation; advancing equality of opportunity between different groups; and fostering good relations in all that it does. In doing so, it will reduce disadvantage and deprivation within the council and will work with others to do so in the South Lanarkshire area.

Community and Enterprise Resources has a key role to play in delivering the council's equality outcomes as outlined in the [South Lanarkshire working for you - mainstreaming equalities report](#), and will take forward the following key actions:

- Ensure there is adequate provision for the community to travel within South Lanarkshire
- Monitor the parking requirements for disabled users on an ongoing basis
- Ensure the transport provision reflects the needs of the community
- Help businesses within the community grow and develop
- Ensure inclusive design is adhered to when designing buildings and other facilities in South Lanarkshire
- Ensure vulnerable groups are consulted regarding changes to buildings in their community

2.4.4. Sustainable development

Sustainable development is one of the council's values, outlined in Connect 2017-2022, which underpin the way the council operates. Sustainable development is a set of fundamental principles by which we make decisions and how we choose to live; it supports economic growth and strong, thriving and high quality communities. At the same time, it emphasises the importance of protecting natural resources and the environment.

These principles are set out in the [United Nations Sustainable Development Goals](#) (SDGs). The SDGs include 17 global goals and targets and are part of an internationally agreed performance framework that all UN member states are aiming to achieve by 2030.

Scotland's National Performance Framework will allow Scotland to meet these goals as the framework has mapped the 17 goals onto its national outcomes. The council is also required to contribute to meeting the SDGs and is expected to demonstrate how it contributes.

The goals Community and Enterprise Resources contribute to the most are:

- No poverty
- Zero hunger
- Good health and well-being
- Clean water and sanitation
- Decent work and economic growth
- Reduced inequalities
- Sustainable cities and communities
- Climate action
- Life on land
- Partnerships for the goals

2.4.5. Climate change

Climate change is one of the biggest threats to achieving sustainable development. The council has a statutory requirement under the Public Sector Climate Change Duties to take action which includes: reducing carbon emissions arising from its own activities and to work with others to reduce those of the South Lanarkshire area in general; adapt to current and future changes in the climate to ensure continued service delivery; and promote sustainability within the council and our local communities. The council also has a statutory requirement under the Biodiversity Duty to further the conservation of biodiversity.

The council's Sustainable Development and Climate Change Strategy and Biodiversity Duty Implementation Plan outline how the council will comply with both legislative duties. Community and Enterprise Resources has a key role to play in delivering aspects of the aforementioned strategy and plan, and will take a lead role in co-ordinating activity around these areas for the council as a whole, as well as delivering particular aspects of them, including: carbon management, biodiversity and countryside services, environmental protection, waste management, development planning, transportation, and supporting community regeneration.

2.4.6. Fair, healthy, and sustainable food system

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

Community and Enterprise Resources has a key role to play in the development, co-ordination and implementation of the Food Strategy, with activities including: improvement of food hygiene and standards, implementation of food waste collection, healthy eating and nutrition programmes, development of school breakfast and holiday clubs, the development of initiatives tackling food poverty, the provision of allotments and other food growing opportunities, and support to food businesses.

2.4.7. Information governance

Community and Enterprise Resources recognise that good information governance is necessary for the Resource and the council to carry out its functions efficiently and effectively.

The Information Governance Board, which has representation from all Resources, oversees the council's information management activities driving forward improvements and developing policies, procedures and guidance. The framework for information governance is provided by the Information Strategy. This strategy outlines key actions which will ensure that all Resources will progress improvement in the management of information throughout the council.

The council's first Records Management Plan was approved by the Keeper of the Records at the National Records of Scotland in June 2017. This was a statutory requirement of the Public Records (Scotland) Act 2011. A progress update report on the four improvement actions at amber was submitted to the National Records of Scotland in January 2019. These will be fully addressed by the implementation of the new Electronic Document and Records Management System (Objective) throughout the council.

2.4.8. Top risks

To successfully manage risk, council and Resource Plan objectives must inform the council's risk management arrangements. The council reviews its top risks each year and common themes are identified.

The top risks identified for the council are:

- Reduction in council funding, resulting in difficulties maintaining front line services
- Failure to adequately prepare for national expansion in early years education and childcare provision
- Potential liability arising from claims of historic abuse
- The council is significantly affected by the impact of the UK leaving the European Union
- Failure to maintain the required pupil/teacher ratio
- Information governance not subject to adequate control
- Fraud, theft, organised crime and cyber attacks
- Failure to achieve results and demonstrate continuous improvement, through leadership, good governance and organisational effectiveness
- Failure to work with key partners to achieve the outcomes of the Local Outcome Improvement Plan
- The Council fails to evidence delivery of actions necessary to achieve the objectives set out in the Integrated Joint Board Strategic Commissioning Plan

In addition to these risks, Community and Enterprise Resources have also identified and added a number of risks to the Community and Enterprise Resources risk register:

- Reduction in external funding and fees/income received by the council as well as increased demand for services, results in savings difficulties (variation in income from Planning and Building Standards applications)
- Failure to meet sustainable development and climate change objectives
- Failure of unrestricted substandard bridges / bridges showing deterioration
- Increase in settled public liability claims - Failure to effectively manage and maintain existing structures on the SLC path network as a result of insufficient funding could lead to financial loss and reputational damage due to inability to repudiate public liability claims.
- Failure to achieve outcomes of Local Outcome Improvement Plan
- Adverse weather
- Increased costs in providing winter maintenance services

- Information management not subject to adequate controls
- Impact of waste management market changes

In the coming year, Community and Enterprise Resources will take forward all reasonable necessary actions, where appropriate, to mitigate or reduce the Resource's exposure to these key risks.

2.4.9. Best Value

Best value, a concept first introduced into the public sector through the Local Government (Scotland) Act 2003, seeks to drive continuous improvement in public service delivery. Best value has entered a new era which is intended to bring about more proportionate and risk-based external scrutiny of councils by national inspection bodies; placing greater emphasis on the use of self-assessment, benchmarking and public performance reporting to promote continuous improvement. The council underwent a Best Value Audit in autumn 2018 which led to the publication, by Audit Scotland, of a Best Value Assurance Report ([BVAR](#)) on 28 March 2019. An action plan arising from the BVAR has been developed and will be monitored.

2.4.10. Benchmarking

With the support of the Accounts Commission, the Society of Local Authority Chief Executives (SOLACE) has been working with the Improvement Service and the Convention of Scottish Local Authorities (CoSLA) and has established a Local Government Benchmarking Framework (LGBF) and indicators for council services in Scotland.

The move away from league tables to benchmarking is to enable comparisons to be made on spending and performance between similar council groups, these are called family groups; to share areas of good practice and innovative ideas, with a long term aim to improve performance.

The LGBF indicators are included in this Resource Plan and, along with many other indicators and measures will be monitored throughout the year. Performance against these indicators can be found in our [Public Performance Reports](#) and [Local Government Benchmarking Framework report](#).

The results for all Scottish councils and the family groups can be found on the online tool [mylocalcouncil](#).

2.4.11. External regulations and inspection

Community and Enterprise Resources will be subject to further requirements stemming from legislation and government policy that influence service delivery. The Best Value framework and the Shared Risk Assessment continue to focus on overall council efficiency, self-assessment, performance and improvement.

2.4.12. Digital and ICT Strategy

The council's Digital and ICT strategy sets out how South Lanarkshire Council will use new technologies to help deliver its vision 'to improve the quality of life of everyone in South Lanarkshire'. It describes how services will be delivered as 'Digital First' and how we will work with partners, service users and suppliers to create the data infrastructure to support digital services. The strategy also sets out the technical foundations necessary to realise the council's digital vision. This includes ensuring that appropriate and sustainable computer systems, networks, ICT skills, software and data services are in place to support the transformation to a Citizen Centric and Digital Council both in the short term and in the years beyond.

2.4.13. Good Governance

The function of good governance in the public sector is to ensure that organisations achieve their intended outcomes while acting in the public interest at all times. This means doing the right things, in the right way, for the right people, at the right time, in an inclusive, open, honest and accountable manner.

The council is responsible for putting in place proper arrangements for the governance of its activities and facilitating the effective exercise of its functions including clear arrangements for the management of risk. This includes an internal audit function whose objective it is to evaluate the effectiveness of risk management, control and governance arrangements and make recommendations to address any gaps identified through a programme of formal audit assignments.

Community and Enterprise Resources undertakes an annual review of governance arrangements and contributes to the production of the Annual Governance Statement and Improvement Plan which forms part of the Annual Accounts. The governance arrangements for the Resource are underpinned by the council's Local Code of Corporate Governance. The Code comprises a framework of policies, procedures, behaviours and values by which the council is controlled and governed. It shows how the council will continue to review the governance arrangements that are currently in place and implement improvements where necessary.

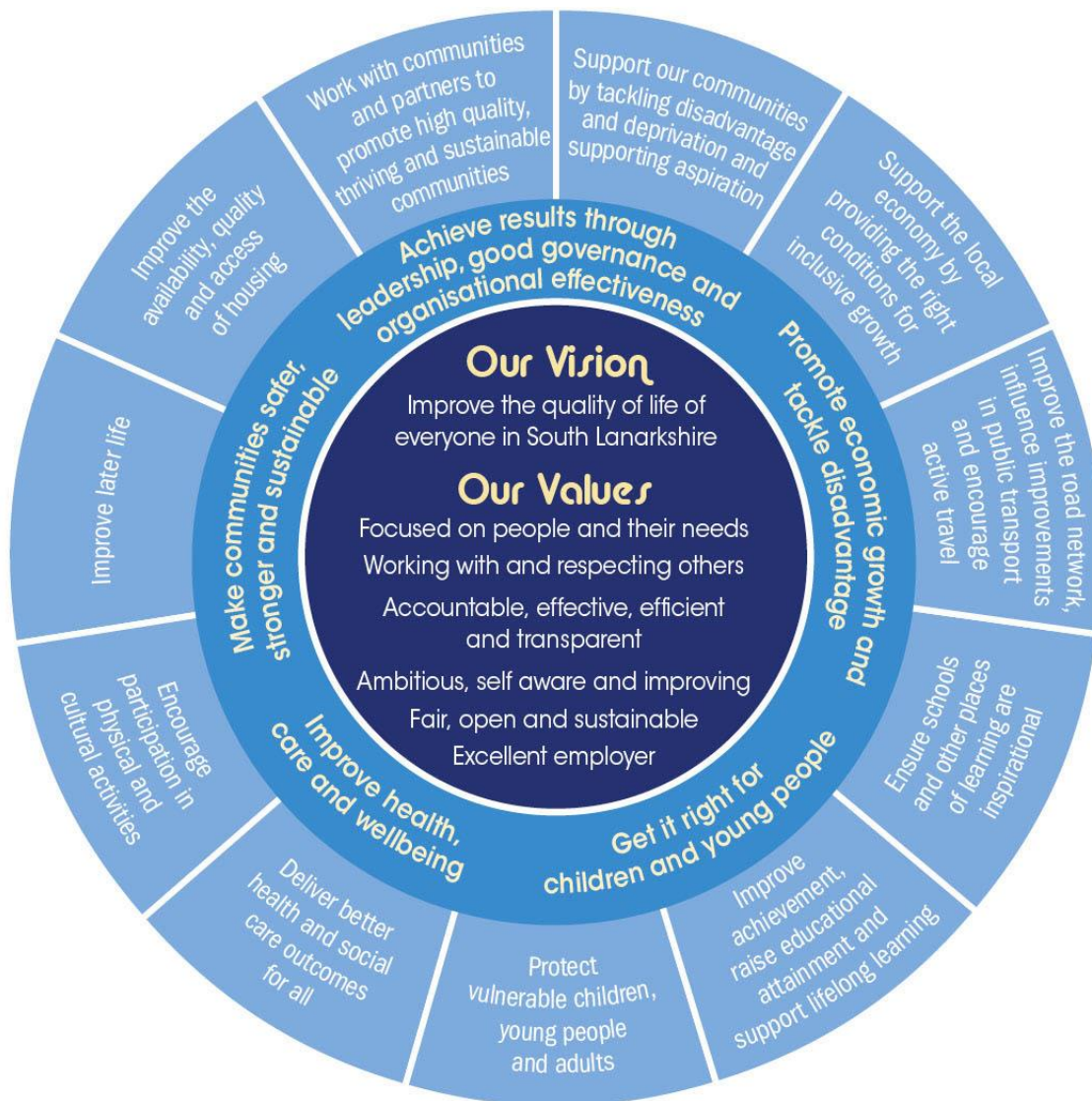
Section Three - The Council Plan - Connect

3.0. The Council Plan – Connect

The council's vision to '**improve the quality of life of everyone in South Lanarkshire**' remains at the heart of the Council Plan and along with our values, influences everything that we do.

Our five ambitions circle our vision and values, linking our 11 objectives in the outer ring to the wider work in our communities and with our other public partners.

The wheel diagram below is designed to show how our six core values, five ambitions and 11 objectives interact with one another. For example, success in giving our children a better start in life links to early learning, their wellbeing, improvement in achievement and attainment and developing their skills for learning, life and work. This will lead to better prospects and improve life chances for young people and the economy as a whole.



3.1. Resource Objectives

Community and Enterprise Resources has established the following Resource objectives to support the delivery of Connect objectives in 2019-20.

3.1.1. Connect objective – Deliver better health and social care outcomes for all

By working towards this objective, the council aims to assist individuals and communities to achieve good health and wellbeing.

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

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

The main action in this area is to provide 4.313 million nutritious school meals to South Lanarkshire Council pupils, and to extend the pilots to introduce breakfast clubs in primary schools and lunches in nursery schools.

3.1.2. Connect objective – Improve the availability, quality, and access of housing

By working towards this objective, the council aims to ensure that housing needs will be met, with good quality, affordable and energy efficient homes.

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

- ensure an adequate supply of housing land is maintained

The main action in this area is to ensure at least a five year supply of housing land is maintained.

3.1.3. Connect objective – Improve the road network, influence improvements in public transport and encourage active travel

By working towards this objective, the council aims to ensure that South Lanarkshire's road and public transport network enables the flow of people, goods and services.

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

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

The main actions in this area include: implementing the Roads Investment Programme, delivering two transport infrastructure projects in East Kilbride as part of the City Deal, and extending the network of cycle routes.

3.1.4. Connect objective – Work with communities and partners to promote high quality, thriving and sustainable communities

By working towards this objective, the council aims for South Lanarkshire to be an environmentally responsible, clean, attractive and well-designed place to live, work and play.

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

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

The main actions in this area include: progressing the Community Growth Area sites within the City Deal project, maintaining street cleanliness and grounds, reducing waste and increasing recycling, undertaking regulatory activity designed to protect consumers, delivering road safety improvements aimed at reducing road accidents, and engaging community planning partners in joint action on climate change.

3.1.5. Connect objective – Support the local economy by providing the right conditions for inclusive growth

By working towards this objective, the council aims to create the right environment for business growth to help people find employment and communities to thrive.

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

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

The main actions in this area include: reviewing the South Lanarkshire Economic Strategy, delivering services to businesses, implementing the Tourism Strategy, and delivering the EU Leader and Community Benefit Funds programmes.

3.1.6. Connect objective – Support our communities by tackling disadvantage and deprivation and supporting aspiration

By working towards this objective, the council aims to improve the quality of life in the most deprived neighbourhoods and communities in South Lanarkshire.

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

- lead partnership approaches to tackling the causes and effects of poverty and inequality

The main actions in this area include contributing to the preparation of the Community Plan (see 2.3.2.) and ensuring a range of local networks

and partnerships are in place to enable effective joined up working linked to tackling poverty and inequalities.

3.1.7. Connect objective – Encourage participation in physical and cultural activities

By working towards this objective, the council aims to promote participation in cultural activities and support healthier lifestyles.

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

- encourage recreational access to the outdoors
- provide quality leisure facilities and develop integrated community facilities within new primary schools
- maintain attendances at SLLC facilities

The main actions in this area include upgrading our community facilities and maximising the number of individuals engaging in our cultural activities and participating in physical activity at our leisure facilities.

3.1.8. Delivering the Plan and achieving Best Value

In working towards achieving the Connect objectives within the Council Plan, Community and Enterprise Resources contribute to the delivery of the Council Plan.

To support this, Community and Enterprise Resources has developed the following Resource objectives which govern how we carry out our business and deliver all our services:

- deliver and communicate the Council Plan and ensure high standards of governance
- improve the skills, flexibility and capacity of the workforce
- other actions in support of delivering the Plan and achieving Best Value

The main actions in this area include: dealing with information requests, monitoring key personnel policies, and co-ordinating the Resource's IT projects.

Section Four – Performance and results

4.0. Introduction

In this section we report our key performance and results based on Connect 2017-22 for the financial year just ended 2018-19.

4.1. Performance against Resource Plan objectives 2018-19

The Community and Enterprise Resources' Resource Plan for 2018-19 had 148 measures set against eight of the Connect Objectives. Performance against these measures was as follows:

Council objective	Green	Amber	Red	Report later	Total
Deliver better health and social care outcomes for all		3			3
Improve the availability, quality, and access of housing	1				1
Improve the road network, influence improvements in public transport and encourage active travel	15	1		5	21
Work with communities and partners to promote high quality, thriving and sustainable communities	46	2		16	64
Support the local economy by providing the right conditions for inclusive growth	17		1	2	20
Support our communities by tackling disadvantage and deprivation and supporting aspiration	2				2
Encourage participation in physical and cultural activities	10	3		6	19
Delivering the plan and achieving best value	12	4	1	2	18
Total	103	14	1	30	148
%	69.6	9.4	0.7	20.3	100

Key to performance monitoring system:

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

4.2. Key achievements

The following table highlights achievements during the financial year 2018-19.

Council objective: Improve road network, influence improvements in public transport and encourage active travel	
Resource objective	Achievement
Implement the Roads Investment Programme	Continued to implement the Roads Investment Programme, with 186 carriageway schemes and 25 footway schemes undertaken in the year, resulting in 3.7% of the road network being resurfaced. 31.2% of our road network now requires to be considered for treatment, compared to 31.8% in the previous year.
	Completed a three year programme of street lighting improvements, involving installation of 7,253 lighting columns and 59,000 LEDs.
Council objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Resource objective	Achievement
Reduce the number of road casualties through road safety improvements and initiatives	A number of road safety projects and road infrastructure improvements have helped contribute to a lower number of serious and fatal casualties in the calendar year 2018: 68 compared to 93 in the previous year.
Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal project	The Planning Service continued to progress the Community Growth Area City Deal projects, with an estimated 1,050 houses built since 2015.
Safeguard health through an effective environmental services regulation and enforcement service	Our Environmental Health team: <ul style="list-style-type: none"> helped ensure 87% of local food businesses were broadly compliant with food safety standards in 2018-19 (against the annual target of 85%); and continued to progress a number of projects funded via the air quality action plan grant fund, including the Beat the Street project within Lanark and Rutherglen and an electric bike project launched in Rutherglen.
Improve the quality of our streets, parks and other public areas	Achieved high independently assessed scores for our grounds maintenance service (71.5, against the annual target score of 70) and for our street cleanliness service (95.03% of our streets were judged to be of an 'acceptable' standard, compared to our annual target of 95%). Three of our parks successfully retained Green Flag status, with one also receiving a People's Choice Award.
Provide services which help local communities to become more sustainable	Introduced an alternative approach to landfill, with waste collected from households taken to a new facility where the waste is burned, generating electricity that links to the national grid, and reducing the amount of waste going to landfill. We also introduced red tagging of paper/cardboard bins to address contamination in recycling bins - an important step aimed at improving recycling rates.

Council objective: Support the local economy by providing the right conditions for inclusive growth	
Resource objective	Achievement
Support local businesses through the development and delivery of business support programmes	As a direct result of business support interventions via grants, loans or advice to 1,791 businesses, 812 jobs were created or sustained and £13.09 million in additional sales was generated.
Council objective: Support our communities by tackling disadvantage and deprivation, and supporting aspiration	
Resource objective	Achievement
Lead partnership approaches to tackling the causes and effects of poverty and inequality	Local stakeholders groups have been established in all three Neighbourhood Planning areas and have developed Neighbourhood Plans for 2019. These groups will oversee the delivery of the plans, including participatory budgeting activity.
Council objective: Encourage participation in physical and cultural activities	
Resource objective	Achievement
Provide quality leisure facilities and develop integrated community facilities within new primary schools	Completed the development of a new community facility in Strathaven (Avondale Community Wing); completed the upgrade of various grass pitches (Kirktonholme, Tileworks and Raploch) and two synthetic pitches (Ballerup and Lanark); and commenced the development of community facilities within a new school in Elsrickle.
Maintain attendances at SLLC facilities by actively promoting the facilities to the local community and visitors to the area	Within SLLC, 3 million attendances were recorded at facilities managed by the Sport and Physical Activity Section, exceeding the annual target by 5% and the previous year's level of attendance by 3%.

Additional achievements and performance information are listed in Annex two of this plan.

4.3. Key measures not achieved

One measure has been classified as 'red' (there has been major slippage against timescale or shortfall against target) against the 2018-19 Resource Plan. Details are as follows:

Council objective: Support the local economy by providing the right conditions for inclusive growth			
Resource objective: Implement the South Lanarkshire Economic Strategy and support the development and implementation of the Glasgow City Region Economic Strategy and City Deal			
Action	Measure	Progress	Management action, responsibility, deadline
Develop single door approach to economic development and inward investment activity which links employment, skills, business support and planning in such a way that ensures South Lanarkshire maximises its potential as key business and employment location	Chooselanarkshire.com website maintained and marketing strategy implemented	Future Chooselanarkshire actions and partnership approach to inward investment reviewed - partnership with North Lanarkshire Council (NLC) will end as NLC withdraw from Chooselanarkshire collaboration in order to solely promote North Lanarkshire.	South Lanarkshire inward investment promotion progressed through development of new 'Invest in South Lanarkshire' website which is currently being implemented with support from Corporate PR and IT teams. Head of Planning and Economic Development

4.4. Benchmarking

A full progress report on the Resource Plan 2018-19 is available from the performance management system IMPROVe – all Connect Quarter 4 Progress Reports are available on the [performance](#) pages of the website where you will also find further performance and benchmarking information, including South Lanarkshire Council's [Annual Performance Spotlights](#) (which replace the Annual Performance Report) and [Public Performance Reports](#).

Community and Enterprise Resources benchmarks its performance over 31 Local Government Benchmarking Framework (LGBF) indicators. The Improvement Service published the 2017-18 final results in January 2019 (with the 2018-19 results due in January 2020).

In 2017-18, the Resource's performance was higher than or equal to the Scottish average for 16 of the 31 indicators. Here is a selection of these results with explanatory narrative:

Proportion of properties receiving superfast broadband?			
Year	2015-16	2016-17	2017-18
SLC	89%	91%	93.9%
Scotland	78.6%	85.9%	91.1%
<p>The council works with the Scottish Government's Digital Scotland Superfast Broadband Programme which is contracted with BT Openreach to install superfast broadband across Scotland. The council ensures roads access, way leaves and planning issues are progressed efficiently and ensures maximum investment within the area. This contract will be replaced with the Reach 100% (R100) contract through 2019, with a national government target of connecting 100% of properties to superfast broadband by the end of 2021.</p> <p>The Economic Development team also advises community led initiatives on how to deliver projects which improve broadband connection speeds in the rural area, and liaises with Broadband suppliers and installers to ensure efficient progress of inward investment in fibre to the property infrastructure and ultra-high speed broadband services.</p>			

How clean are the streets?			
Year	2015-16	2016-17	2017-18
SLC	97.9%	96.3%	95.5%
Scotland	93.4%	93.9%	92.2%
<p>Whilst South Lanarkshire Council's street cleanliness score declined in 2017-18 compared to the previous year (as did the Scottish average figure), it has continued to score higher than the Scottish average. The cleanliness score of 95.5% places us 6th best of the 31 participating local authorities.</p>			

Percentage of adults satisfied with libraries?			
Year	2015-16	2016-17	2017-18
SLC	72.7%	69.3%	67.7%
Scotland	77.3%	74.7%	73%
<p>This LGBF result is derived from the Scottish Household Survey. South Lanarkshire Leisure and Culture (SLLC) carries out its own satisfaction survey and, unlike the Scottish household Survey, this survey asks for feedback from residents who have physically used the service. SLLC's own exit interviews with library users, carried out over the course of the year, shows a satisfaction level of 95%, maintaining the same level as reported in the previous year, 2016-17.</p>			

How much does the council spend on parks and open spaces (net) (£ per 1,000 people)?			
Year	2015-16	2016-17	2017-18
SLC	£34,199	£29,021	£24,346
Scotland	£22,700	£21,229	£19,814
<p>South Lanarkshire Council's cost of parks and open spaces is lower than the previous year. Despite this, our costs are higher than the Scottish average – the reason for this is the range of services provided in South Lanarkshire across a broad spectrum of geographical landscapes, and also a number of services which are provided more frequently compared to other local authorities.</p> <p>The Service is continuing to review its processes and work programmes to minimise costs e.g. in 2018-19, APSE are undertaking a review of the Grounds Service, and one aspect of this review is to look at potential savings which, if approved and implemented, will reduce the cost per 1,000 further.</p>			

To see how we compare against other councils, the data is available on the public performance reporting tool [mylocalcouncil](https://mylocalcouncil.org).

4.5. South Lanarkshire Residents' Household Survey 2014

The council conducted its last [Household Survey](#) in spring 2014. Feedback from residents was generally positive with 84% of those who responded being satisfied with the overall service provided by the council. The council intends to carry out a Household Survey in 2019.

The Resource also has in place a wide ranging continuous and periodic survey programme covering its services, which provides further insight into particular service processes and is used to identify areas of satisfaction and areas for improvement.

Survey activity	2016-17 Overall satisfaction with service	2017-18 Overall satisfaction with service	2018-19 Overall satisfaction with service
Planning	90%	86%	89%
Bereavement	95%	95%	95%
Waste	93%	93%	87%
Cleaning and catering	98%	97.7%	98%
Consumer Advice and Trading Standards	100%	100%	100%
Environmental Health	85%	92.3%	86.8%

Community and Enterprise Resources will take forward all reasonable actions, where appropriate, to improve resident satisfaction with the services that we deliver.

4.6. Areas for improvement

Community and Enterprise Resources is committed to continuous improvement. As part of this process, we monitor our performance, participate in benchmarking activities, and acknowledge the results of consultations and feedback from complaints. In 2019-20, we will use this information to develop and improve the services we provide. Specific areas for improvement are mentioned in this section under 'Key

measures not achieved' and 'Benchmarking', with the remainder addressed within the action plan in section 6.

Section Five – Resourcing the plan

5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing.

5.1. Revenue and capital resources 2019-20

The council's Financial Strategy for 2019-20 and Longer Term Outlook to 2027-28, was approved by Executive Committee in August 2018 and covered financial year 2019-20. It provided assumptions on the funding for the year, and also the principles and assumptions used in preparing the Revenue budgets.

Following updates to Executive Committee, the council approved the budget for 2019-20 on the 27 February 2019.

During financial year 2018-19, work has progressed to develop a long term Capital Strategy for the council which details capital investment requirements and how this will assist in achieving the priority outcomes of the council. It also details the funding in place and how the council's borrowing will provide value for money and be prudent, sustainable and affordable. This Capital Investment Strategy was approved by the council's Executive Committee in November 2018 and gives an estimate of potential capital investment and a funding package for the next 10 year period. This is based on current information and will be the subject of further refinement when the ongoing works to develop each of the projects/programmes is complete.

As part of the work to develop the long term Capital Strategy, a number of key areas of spend were identified which will impact on financial year 2019-20. A separate report was presented to the Executive Committee in November 2018, which provided an update on the 2019-20 Capital Programme, based on the Capital Strategy proposed.

5.2. Revenue budget 2019-20

The Resource has a net revenue budget of £115.995 million for 2019-20. The table below allocates this budget across the services:

NET Budget by Service	2019-20	
Detail	£ million	%
Facilities, Waste, and Grounds	64.550	56
Roads and Transportation	25,984	22
Planning and Economic Development	2.970	3
Fleet and Environmental	3.634	3
South Lanarkshire Leisure and Culture Ltd	18.857	16
Total	115.995*	100.0

*This figure excludes non controllable income and expenditure (depreciation and Corporate and Democratic Core).

5.3. Capital budget 2019-20

The following capital budget is allocated to the Resource for 2019-20:

Capital Programme 2019-20	
Project	£ million
Roads and Transportation	26.322
Planning and Economic Development	10.080
Facilities, Waste, and Ground	1.182
South Lanarkshire Leisure and Culture Ltd	1.873
Total	39.457

These figures include carry forward from 2018/19 and adjustments to the programme which have been submitted to the Executive Committee on 29 May for approval.

5.4. Resource employees

Community and Enterprise Resources has 3,342 employees, as at the end of March 2019: 3,243 employees within four services and 99 employees within two teams which support the Resource (Performance and Development Team and Support Team). We support these employees to deliver their duties through a range of policies, including personal appraisal and a robust training framework.

The council recognises the responsibilities to ensure the health, safety and welfare of all employees who may be affected by the acts, work activities and services provided by the council. We have a Corporate Health and Safety Policy which is supplemented by individual Resource/Service working practices and manuals. The Employee Assistance Programme provides a range of preventative and early intervention strategies to maximise attendance and support employee health and wellbeing.

As a Resource we have recognised a number of specific actions in relation to our workforce. These actions are being addressed through our Workforce Plan 2017-2020. Some of the actions relate to the following issues:

- An aging workforce could lead to gaps of skills and knowledge in specialist areas, particularly in Fleet, Roads and Planning.
- Managing employee reductions through turnover, fixed term employment and SWITCH2 is increasingly challenging.
- Reviews from other Resources could impact on employees within our Resource.
- To enable effective workforce planning, the establishment information held on HRMS must be maintained; personnel and service areas should work together to ensure this.

The number of employees by service is as follows:

Service	Number of employees (total head count)
Facilities, Waste, and Grounds	2,545
Roads and Transportation	347
Fleet and Environmental	254
Planning and Economic Development	97
Total	3,243

Section Six – Action Plan

6.0. Resource actions for 2019-20

This Action Plan identifies the Resource objectives and associated actions for 2019-20. The lead officer responsible for each action and the related measures is identified. Connect objectives are listed in the order in which they appear in the Council Plan. The reference numbers link directly to the Connect next steps which are reported against the Council Plan at Quarter 2 and Quarter 4 each year, and the links show where the actions and measures tie into other strategies, plans and frameworks.

Unless otherwise stated all measures are anticipated to be achieved by the end of March 2020.

Key to Links:	
Connect – The Council Plan – Connect 2017-22	ADM – All Directors Measure
SDCCS – Sustainable Development and Climate Change Strategy	LGBF– Local Government Benchmarking Framework
Gov – Good Governance	

Connect objective: Deliver better health and social care outcomes for all			
Resource objective: Provide opportunities for all school children to access nutritious school meals			
Action	Measures and timescales	Connect reference / links	Responsibility
1. Continue to provide nutritious school meals to South Lanarkshire Council pupils	Level of primary school meal uptake (as proportion of total primary school meals which could be taken up over the period)	Connect 3.6	Head of Facilities, Waste and Grounds Services
	Level of secondary school meal uptake (as proportion of total secondary school meals which could be taken up over the period)	Connect 3.6	
	Number of breakfasts served in primary schools as part of new Breakfast Club Initiative	Connect 3.6	
	Number of lunches served in nursery schools as part of new Scottish Government Early Years Initiative	Connect 3.6	

Connect objective: Improve the availability, quality and access of housing			
Resource objective: Ensure an adequate supply of housing land is maintained			
Action	Measures and timescales	Connect reference / links	Responsibility
2. Monitor Local Development Plan policies for supply of housing land	A minimum five year supply of housing land is maintained	Connect 4.11	Head of Planning and Economic Development

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

Resource objective: Implement the Roads Investment Programme

Action	Measures and timescales	Connect reference / links	Responsibility
3. Continue to undertake road and footway improvements	Percentage of the road network resurfaced within the financial year 2019-20	Connect 5.1	Head of Roads and Transportation Services
	Number of carriageway schemes completed during 2019-20		
	Number of footway schemes completed during 2019-20		
	Percentage of A class roads that should be considered for maintenance treatment	LGBF	
	Percentage of B class roads that should be considered for maintenance treatment	LGBF	
	Percentage of C class roads that should be considered for maintenance treatment	LGBF	
	Percentage of U class roads that should be considered for maintenance treatment	LGBF	
	Percentage of our road network that should be considered for maintenance treatment	Connect 5.1	
	Cost of maintenance (expenditure) per kilometre of road	LGBF	
4. Continue to undertake safety checks on bridges and implement a prioritised maintenance programme	Bridge improvement and maintenance projects delivered in line with agreed capital programme by March 2020	Connect 5.1	Head of Roads and Transportation Services
5. Deliver prioritised traffic signal and pedestrian crossing maintenance improvements and new installations	Traffic signal and pedestrian crossing related improvements delivered in line with agreed 2019-20 capital and revenue programme		Head of Roads and Transportation Services
6. Deliver a winter maintenance service	Winter policy procedures and documents, including gritting routes, implemented and reviewed as necessary	Connect 5.2	Head of Roads and Transportation Services

Connect objective: Improve the road network, influence improvements in public transport and encourage active travel			
Resource objective: Provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport			
Action	Measures and timescales	Connect reference / links	Responsibility
7. Deliver road and transportation infrastructure improvements to support new development, including those undertaken as part of the City Deal	Prioritised road infrastructure delivered by March 2020 in line with available external and internal capital funding	Connect 5.3	Head of Roads and Transportation Services
	Progress / deliver Greenhills Road major transport infrastructure project	Connect 5.3	
	Progress Stewartfield Way major transport infrastructure project	Connect 5.3	
8. Encourage greater use of public transport by working with partners to improve public transport infrastructure	Prioritised improvements to bus and rail infrastructure delivered by March 2020 in line with agreed Park and Ride Strategy and available external funding	Connect 5.4 SDCCS	Head of Roads and Transportation Services

Connect objective: Improve the road network, influence improvements in public transport and encourage active travel			
Resource objective: Encourage active travel			
Action	Measures and timescales	Connect reference / links	Responsibility
9. Encourage active travel by extending our network of cycle routes	Walking and cycling projects / schemes delivered in line with agreed 2019-20 capital programme	Connect 5.5 SDCCS	Head of Roads and Transportation Services

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Provide Planning and Building Standards services which guide and control physical development and land use in the area			
Action	Measures and timescales	Connect reference / links	Responsibility
10. Ensure council has development plans which promote sustainable economic growth and regeneration and guide decisions on location of new developments and regeneration initiatives	Proposed Local Development Plan 2 submitted to Scottish Ministers by April 2019, with Examination Report containing recommendations submitted by Reporter to council in late 2019 (plan will be adopted thereafter)	Connect 6.1	Head of Planning and Economic Development
	Open Space Strategy drafted by end of 2019 in partnership with Glasgow and Clyde Valley Green Network Partnership and other council services, and thereafter published for public consultation	SDCCS	
	Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan	LGBF	
11. Provide effective and efficient Planning and Building Standards service	Major planning applications determined within an average annual timescale of 60 weeks		Head of Planning and Economic Development
	Householder planning applications determined within an average timescale of 8 weeks		
	Local (non-householder) planning applications determined within an average timescale of 14 weeks		
	Average time (weeks) to determine planning applications for business and industry development	LGBF	
	Percentage of all planning applications approved		
	Cost per planning application	LGBF	
	Percentage of Building Warrant applications receiving initial assessment within 20 working days		
	Customer Service Excellence awards to be retained by both the Planning service and Building Standards service, following reassessment in December 2019		

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Sustain the quality of our town and neighbourhood centres			
Action	Measures and timescales	Connect reference / links	Responsibility
12. Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration	Completion of town centre audits, consultation and action plans for Cambuslang and Larkhall	Connect 6.2	Head of Planning and Economic Development
	Town vacancy rates (vacant commercial units as a percentage of the total units)	LGBF	

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal project			
Action	Measures and timescales	Connect reference / links	Responsibility
13. Deliver Community Growth Areas City Deal project	Community Growth Area sites progressed in accordance with criteria and programme specified in South Lanarkshire Local Development Plan and City Deal	Connect 6.3	Head of Planning and Economic Development

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Reduce the number of road casualties through road safety improvements and initiatives			
Action	Measures and timescales	Connect reference / links	Responsibility
14. Deliver prioritised road safety infrastructure improvements and promote road safety	Road safety projects / schemes progressed / delivered in line with agreed 2019-20 capital programme	Connect 6.7	Head of Roads and Transportation Services
	Contribute to the national casualty reduction targets, from a base of the average for 2004 to 2008, of a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children the national target is a 50% reduction in fatalities and 65% reduction in serious casualties	Connect 6.7	

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Provide consumer protection through the work of our Consumer Advice and Trading Standards Service			
Action	Measures and timescales	Connect reference / links	Responsibility
15. Provide an effective and efficient Consumer Advice and Trading Standards Service	Percentage of door step crime reports receiving an initial response from Trading Standards by the end of the next working day	Connect 6.7	Head of Fleet and Environmental Services
	Percentage of consumer complaints completed by Trading Standards within 14 days		
	Percentage customer satisfaction with Trading Standards		
	Cost of Trading Standards per 1,000 population	LGBF	

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Improve the quality of streets, parks and other public areas			
Action	Measures and timescales	Connect reference / links	Responsibility
16. Provide an effective and efficient street cleaning service	Percentage of streets found to be acceptable during survey (Local Environmental Audit and Management System street cleanliness score)	Connect 6.8 LGBF	Head of Facilities, Waste and Grounds Services
	Net cost of street cleaning per 1,000 population	LGBF	
	Percentage of adults satisfied with street cleaning (results from Scottish Household Survey)	LGBF	
17. Provide an effective and efficient grounds maintenance service	Land Audit Management System grounds maintenance score (measures quality of grounds maintenance service)	Connect 6.8	Head of Facilities, Waste and Grounds Services
	Cost of parks and open spaces per 1,000 population	LGBF	
	Percentage of adults satisfied with parks and open spaces (results from Scottish Household Survey)	LGBF	

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Create high quality cemeteries and provide sustainable options for burial			
Action	Measures and timescales	Connect reference / links	Responsibility
18. Provide an effective and efficient bereavement service	Increase burial ground capacity in and around existing South Lanarkshire cemeteries in line with available capital funding	Connect 6.8	Head of Facilities, Waste and Grounds Services
	Customer Service Excellence award to be retained by Bereavement Services		
	Percentage customer satisfaction with Bereavement Services		

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Provide services which help local communities to become more sustainable			
Action	Measures and timescales	Connect reference / links	Responsibility
19. Progress the council's sustainable development and climate change strategy within the council	New or ongoing sustainable development and climate change activity within the Resource (CER Resource only)	ADM SDCCS	Head of Facilities, Waste and Grounds Services
	New or ongoing sustainable development and climate change activity within the council (council level)	Connect 6.12 SDCCS Gov	
20. Ensure council's compliance with public sector climate change duties	Council's performance in complying with public sector climate change duties evaluated and annual statutory Climate Change Duties Report published by 30th November 2019	SDCCS Gov	Head of Facilities, Waste and Grounds Services
21. Ensure the development of a sustainable food system to overcome social, health, economic and environmental issues related to food	Council Food Strategy developed and approved by Community and Enterprise Committee by January 2020, with implementation commenced thereafter	Connect 6.8 SDCCS	Head of Facilities, Waste and Grounds Services

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Provide services which help local communities to become more sustainable			
22. Provide an effective and efficient household waste and recycling collection service	Net cost of waste collection per premise	LGBF	Head of Facilities, Waste and Grounds Services
	Net cost of waste disposal per premise	LGBF	
	Percentage of adults satisfied with refuse collection (results from Scottish Household Survey)	LGBF	
	Percentage of total household waste that is recycled	Connect 6.8 LGBF SDCCS	
	Diversion of municipal waste from landfill	Connect 6.8 SDCCS	
23. Manage flooding priorities and deliver prioritised flood protection schemes	Prioritised flood protection projects / studies delivered by March 2020 in line with available capital / revenue funding	Connect 6.8 SDCCS	Head of Roads and Transportation Services
24. Ensure Strategic Environmental Assessment of all appropriate policies, plans, programmes and strategies is undertaken	Annual report for Executive Committee and other governance groups on number and outcomes of Strategic Environmental Assessments carried out within the council, prepared by March 2020	SDCCS Gov	Head of Planning and Economic Development
25. Monitor local environmental conditions through preparation and monitoring of the biennial update of the State of the Environment report	Biennial State of the Environment Report produced, with committee approval by March 2020	Connect 6.8 SDCCS Gov	Head of Planning and Economic Development

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Improve the council's environmental performance and reduce its greenhouse gas emissions			
Action	Measures and timescales	Connect reference / links	Responsibility
26. Further implement the Carbon Management Plan to reduce greenhouse gas emissions from council services (buildings, waste, transport etc)	10% reduction in the council's greenhouse gas emissions achieved by March 2021, compared to 2015-16 (equivalent to 2% each year)	Connect 6.12 SDCCS	Head of Facilities, Waste and Grounds Services
27. Contribute to reducing the council's reliance on avoidable single-use plastic items	Demonstrate action to reduce the reliance of single-use plastic items across the Resource (CER Resource only)	ADM SDCCS	Head of Facilities, Waste and Grounds Services
	Demonstrate action to reduce the reliance of single-use plastic items across the council (council level)	Connect 6.8 SDCCS	
28. Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15 (Resource wide figure)	ADM SDCCS	Head of Fleet and Environmental Services
	Continue to reduce vehicle emissions in 2019-20 against the baseline of 2014-15 (council wide figure)	Connect 6.8 SDCCS	
	Resource services engage with Community and Enterprise Resource's Fleet Services to develop service specific vehicle emissions reduction strategies in line with service delivery requirements (Resource wide)	ADM SDCCS	
	Council Resources engage with Community and Enterprise Resource's Fleet Services to develop service specific vehicle emissions reduction strategies in line with service delivery requirements (council wide)	Connect 6.8 SDCCS	

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Safeguard health through an effective environmental services regulation and enforcement service			
Action	Measures and timescales	Connect reference / links	Responsibility
29. Provide an effective and efficient Environmental Health service	Implement Air Quality Action Plan by March 2020	Connect 6.8 SDCCS	Head of Fleet and Environmental Services
	Broad compliance with food safety statutory requirements secured in premises	Connect 6.7	
	Percentage of fly tipping complaints receiving an initial response from Environmental Health within 2 days		
	Percentage of dog fouling complaints receiving an initial response from Environmental Health within 2 days		
	For noise complaints requiring attendance on site by Environmental Health, the average time (hours) between the time of complaint and attendance on site		
	Cost of Environmental Health per 1,000 population	LGBF	
	Percentage customer satisfaction with Environmental Health		

Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities			
Resource objective: Regenerate and bring back into use vacant and derelict and contaminated land			
Action	Measures and timescales	Connect reference / links	Responsibility
30. Implement Contaminated Land Strategy and vacant derelict / contaminated land programme	Implement Contaminated Land Strategy for South Lanarkshire	Connect 6.8 SDCCS	Head of Fleet and Environmental Services
	Agree Vacant and Derelict Land Fund Programme with Scottish Government and implement projects within approved framework	Connect 6.8 SDCCS	Head of Planning and Economic Development

Connect objective: Support the local economy by providing the right conditions for inclusive growth			
Resource objective: Implement the South Lanarkshire Economic Strategy and support implementation of the Glasgow City Region Economic Strategy			
Action	Measures and timescales	Connect reference / links	Responsibility
31. Implement South Lanarkshire Economic Strategy in conjunction with Community Planning Partnership and other partners	Complete midterm review of 'Promote' (the South Lanarkshire Economic Strategy) and action plan by September 2019	Connect 7.1 Gov	Head of Planning and Economic Development
32. Support Glasgow City Region City Deal development programmes	Prepare business cases approvals for roads and Community Growth Area projects to be approved by City Deal Cabinet	Gov	Head of Planning and Economic Development

Connect objective: Support the local economy by providing the right conditions for inclusive growth			
Resource objective: Support local businesses through the delivery of business support programmes			
Action	Measures and timescales	Connect reference / links	Responsibility
33. Support local businesses through effective company development activity and general business advice services and continue to invest in key business initiatives such as Clyde Gateway and the East Kilbride Task Force	Number of business support interventions per annum by Economic Development (grants, loans or advice)	Connect 7.4	Head of Planning and Economic Development
	Number of jobs created or sustained per annum as a direct result of Economic Development intervention	Connect 7.4	
	Increased value of sales generated by businesses as a direct result of Economic Development intervention	Connect 7.4	
	Maintain 3 year business survival rate	Connect 7.4	
	Percentage of procurement spend on local small/medium enterprises	LGBF	
	Number of business gateway start-ups per 10,000 population	LGBF	
	Cost of Economic development and Tourism per 1,000 population	LGBF	
	East Kilbride Task Force supported in the delivery of their Action Plan priorities		
	Oversee management of Supplier Development Programme including strategic development and delivery of events, training and e-commerce	Connect 7.5 Gov	
	Lanarkshire Tourism Strategy delivered via Lanarkshire Area Tourism Partnership and City Region Tourism Strategy		

Connect objective: Support the local economy by providing the right conditions for inclusive growth			
Resource objective: Implement the Lanarkshire Rural Development Strategy			
Action	Measures and timescales	Connect reference / links	Responsibility
34. Deliver EU LEADER and Community Benefit Funds programmes	Allocate EU LEADER and Community Benefit Funds	SDCCS	Head of Planning and Economic Development

Connect objective: Support the local economy by providing the right conditions for inclusive growth			
Resource objective: Support key voluntary organisations and help to develop the social economy			
Action	Measures and timescales	Connect reference / links	Responsibility
35. Conduct a full review of funding and support to the voluntary sector	New strategic approach and funding criteria developed, to be implemented across the sector by 2020-21	Gov	Head of Planning and Economic Development
36. Support the Community Asset transfer process, chairing the corporate working group	Twenty voluntary organisations supported through Community Asset Transfer process	Connect 7.6 Gov	Head of Planning and Economic Development

Connect objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration			
Resource objective: Lead partnership approaches to tackling the causes and effects of poverty and inequality			
Action	Measures and timescales	Connect reference / links	Responsibility
37. Work with communities and partners to maximise awareness of, and commitment to, tackling poverty and local inequalities	Community Plan and Neighbourhood Plans are developed and reflect community needs and aspirations	Connect 8.1 Gov	Head of Planning and Economic Development
	A range of local networks and partnerships are in place to enable effective joined up working on key priorities / improvement areas linked to tackling poverty and inequalities	Connect 8.1	
	Proportion of people earning less than the living wage	LGBF	

Connect objective: Encourage participation in physical and cultural activities			
Resource objective: Encourage recreational access to the outdoors			
Action	Measures and timescales	Connect reference / links	Responsibility
38. Contribute to community health and wellbeing through active lifestyles and well managed and accessible greenspace	Number of volunteer days achieved as part of Environmental Volunteer programme by March 2020	SDCCS	Head of Facilities, Waste and Grounds Services

Connect objective: Encourage participation in physical and cultural activities			
Resource objective: Provide quality leisure facilities and develop integrated community facilities within new primary schools			
Action	Measures and timescales	Connect reference / links	Responsibility
39. Provide new or refurbished community facilities	Progress / complete development of community facilities by March 2020, including: refurbishment of Springhall Community Hall which incorporates relocation of Cathkin Library; upgrade to Tom Craig Centre, Law; progressing community facilities within new build Primary School at Elsrickle; and upgrade of at least one synthetic pitch	Connect 11.1	Head of Facilities, Waste and Grounds Services

Connect objective: Encourage participation in physical and cultural activities			
Resource objective: Maintain attendances at SLLC facilities			
Action	Measures and timescales	Connect reference / links	Responsibility
40. Maximise the number of attendances at leisure facilities	Number of attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture	Connect 11.2	General Manager South Lanarkshire Leisure and Culture
	Number of attendances for swimming pools		
	Number of attendances for other indoor sports and leisure facilities (excluding pools)		
	Number of attendances at outdoor recreation and county parks		
	Percentage of adults satisfied with leisure facilities	LGBF	
	Cost per attendance at sports facilities	LGBF	

Connect objective: Encourage participation in physical and cultural activities			
Resource objective: Maintain attendances at SLLC facilities			
Action	Measures and timescales	Connect reference / links	Responsibility
41. Maximise the number of attendances at cultural activities	Number of attendances at facilities managed by Cultural Services and the Libraries and Museum Services	Connect 11.2	General Manager South Lanarkshire Leisure and Culture
	Number of attendances at Cultural Services facilities		
	Number of library visits		
	Number of visits to council funded or part-funded museums		
	Percentage of adults satisfied with libraries	LGBF	
	Percentage of adults satisfied with museums and galleries	LGBF	
	Cost per library visit	LGBF	
	Cost of museums per visit	LGBF	
42. Deliver activity programmes which will support equitable access for all, including older people and under 16s groups	Number of under 16 reduced rates attendances at South Lanarkshire Leisure and Culture facilities (includes halls, school lets, outdoor and indoor leisure)	Connect 11.3	General Manager South Lanarkshire Leisure and Culture
	Number of over 60's attendances by residents using South Lanarkshire leisure facilities	Connect 11.3	
	Number of registered members of 'Activage' scheme		
43. Deliver health specific intervention programmes which will support equitable access for all	Number of attendances by residents accessing SLLC health specific intervention programmes	Connect 11.4	General Manager South Lanarkshire Leisure and Culture
44. Review South Lanarkshire Council activities and clarify/define the relationship between South Lanarkshire Leisure and Culture (SLLC) and South Lanarkshire Council	Complete review of SLLC and propose new strategic service framework by March 2020	Gov	Head of Facilities, Waste and Grounds Services

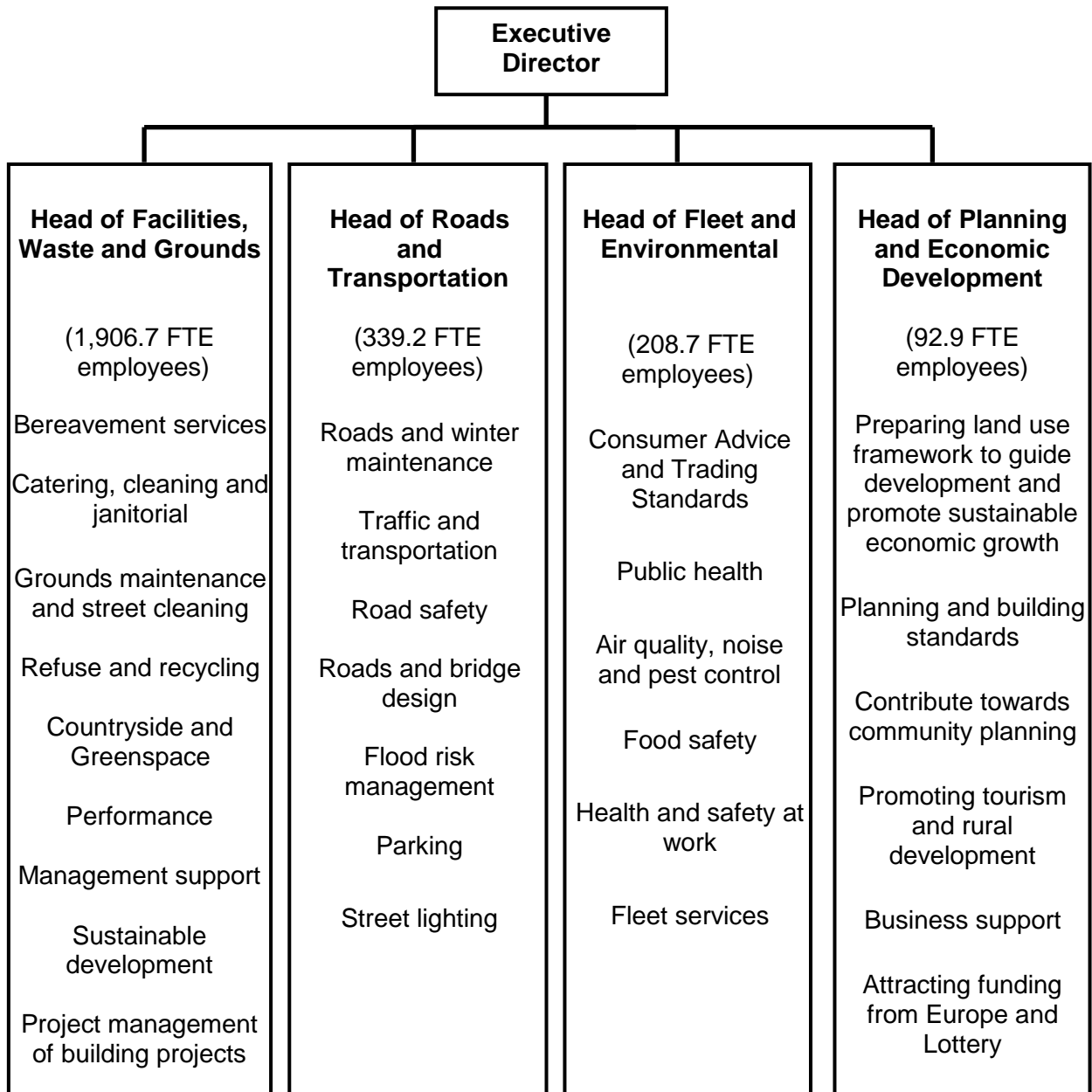
Delivering the plan and achieving Best Value			
Resource objective: Deliver and communicate the Council Plan and ensure high standards of governance			
Action	Measures and timescales	Connect reference / links	Responsibility
45. Promote resilience / emergency preparedness for the council	Engagement in resilience/ emergency preparedness initiatives/ practices within and external to the council	Gov	Head of Roads and Transportation Services
46. Ensure that high standards of governance are being exercised	90% of risk control actions completed by due date	ADM Gov	Executive Director of Community and Enterprise Resources
	90% of audit actions completed by due date	ADM Gov	
47. Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA	96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period	ADM	Executive Director of Community and Enterprise Resources
	96% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances	ADM	
	90% of Data Protection Act (DPA) requests to be processed within 30 calendar days	ADM	

Delivering the plan and achieving Best Value			
Resource objective: Improve the skills, flexibility and capacity of the workforce			
Action	Measures and timescales	Connect reference / links	Responsibility
48. Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development opportunities	100% coverage of Performance Appraisals (PAs) of employees in scope	ADM	Executive Director of Community and Enterprise Resources
	Resource labour turnover rate	ADM	
49. Utilise the council workforce strategy toolkit to review and produce revised Workforce plans to be in place by 2020	Continue to review workforce plans and monitor actions to respond to workforce changes and meet future needs in line with the workforce planning review cycle	ADM Gov	Executive Director of Community and Enterprise Resources

Delivering the plan and achieving Best Value			
Resource objective: Other actions in support of delivering the Plan and achieving Best Value			
Action	Measures and timescales	Connect reference / links	Responsibility
50. Progress the council's Digital Strategy within the Resource	Provide updates on digital transformation activities within the Resource	ADM	Executive Director of Community and Enterprise Resources
51. Work with external partners to facilitate and enable the development of effective digital infrastructure within South Lanarkshire	Proportion of properties receiving superfast broadband	LGBF	Head of Planning and Economic Development

Annex 1

Community and Enterprise Resources Resource organisational structure



Annex 2

Additional performance information

Progress against key actions and measures 2018-19

Council objective: Work with communities and partners to promote high quality, thriving and sustainable communities	
Resource objective	Achievement
Provide Planning and Building Standards services which guide and control physical development and land use in the area	Processed major planning applications within an average timescale of 45.1 weeks and householder planning applications within an average timescale of 7.6 weeks (better than the 60 week and 8 weeks targets respectively);
Provide consumer protection through the work of our Consumer Advice and Trading Standards Service	Our Consumer Advice and Trading Standards service dealt with 81% of consumer complaints within 14 days (against an annual target of 80%), resulting in £405,000 civil redress being returned to consumers and the local economy.
Provide services which help local communities to become more sustainable	Continued to raise the profile of single use plastic items and encourage people to reduce their use of these items. Within our own Resource, the focus for this has been within the catering service, with changes in the provision of hot and cold drinking cups, cutlery and drinking straws.
Council objective: Support the local economy by providing the right conditions for inclusive growth	
Resource objective	Achievement
Support local businesses through the development and delivery of business support programmes	Economic Development team assisted with the negotiations on the new University of West of Scotland campus which opened on schedule in September 2018.
Council objective: Encourage participation in physical and cultural activities	
Resource objective	Achievement
Maintain attendances at SLLC facilities by actively promoting the facilities to the local community and visitors to the area	SLLC recorded: <ul style="list-style-type: none"> • 964,805 reduced rate attendances by under 16s clubs at SLLC facilities (11% higher than the target); • increased Activage scheme membership (6.6% above target); and • increased attendances at health intervention programmes (35% above target).

Additional performance information is also available in the introduction, at section 2.1 and section 4.2 of this Resource Plan.

If you need this information in another language or format, please contact us to discuss how we can best meet your needs.

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