Report

Report to:	**Community Services Committee**
Date of Meeting:	**17 June 2014**
Report by:	**Executive Director (Community and Enterprise Resources)**

Subject:	**Community and Enterprise Resources' Resource Plan 2014/2015**

1. Purpose of Report
1.1. The purpose of the report is to:-

- ♦ consider and endorse Community and Enterprise Resources' Resource Plan 2014/2015

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

(1) that the progress made against actions and measures contained within the Community and Enterprise Resources' Resource Plan 2013/2014, relating to the remit of the Community Service Committee, is noted;

(2) that the Community and Enterprise Resources' Resource Plan 2014/2015 be referred to the Executive Committee for approval; and

(3) that a six monthly interim progress report on the 2014/2015 Resource Plan be provided to a future meeting of the Committee.

3. Background
3.1. The Council Plan, covering the period 2012 to 2017, was approved by the Council in October 2012. The Plan sets out the Council's vision, objectives and priorities over five years. The Council Plan is the starting point for the Resource Planning process, and the 2014/2015 Resource Plan has been prepared to show in detail how Community and Enterprise Resources will contribute to the Council's objectives in the coming year. As the Resource Plan encompasses both Enterprise and Community Services, it has also been submitted to the Enterprise Services Committee for its consideration.

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

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

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

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

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

## 4.	Resource Plan Detail, Monitoring and Reporting

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

   ♦	Introduction
   ♦	Context
   ♦	The Council Plan
   ♦	Resource overview, major achievements and performance
   ♦	Objectives and actions for coming year
   ♦	Resourcing the plan
   ♦	Organisational chart
   ♦	Detailed service performance information 2013/2014
   ♦	Resource Plan 2013/2014 achievements

4.2.	As part of the performance management arrangements, the Committee will also receive a mid-year update of progress on the actions identified in the 2014/2015 Resource Plan.

## 5.	Progress – 2013/2014

5.1	This report and its appendices details 2013/2014 progress against Community and Enterprise Resources' Resource Plan measures. The appendix has been produced through the Council's performance management reporting system IMPROVe, and involves a traffic light format using the following definitions to give a status report on each measure:-

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

The overall summary of progress to date is as follows: 177 green measures (76%), 15 amber measures (6.4%), 9 red measures (3.9%), and 32 measures to be reported later (13.7%).

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

	Community Services	Support Services	Community and Support Services
Total number of measures	79	39	118
Status – Green	57	28	85
Status – Amber	2	5	7
Status - Red	2	0	2
Reportable at a later stage	18	6	24

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

5.2. Key Resource highlights for 2013/2014 which relate to the remit of the Community Services Committee are noted below:

Support the local economy by providing the right conditions for growth, improving skills and employability (Council priority)
♦ Doubled the number of local businesses in membership of the Council's 'Buy with Confidence' approved trader scheme and responded to 95% of requests from businesses for regulatory advice within 14 days

Develop a sustainable Council and communities (Council priority)
♦ On target to achieve our targets for less than 1.3 tonnes of waste per household and to recycle 40% of household waste
♦ Achieved a 10.1% reduction in greenhouse gas emissions from our vehicle fleet over the three year period to March 2014

Improve the quality of the physical environment
♦ Achieved high independently assessed scores for street cleanliness (75, against our annual target score of 72) and for grounds maintenance (72, against our annual target score of 70)
♦ Responded to 96.4% of 1,359 fly tipping complaints and 98.3% of 1,134 dog fouling complaints within our target of two working days
♦ Responded to domestic noise complaints, on average, within 30 minutes (this is less than a quarter of the national target time of two hours)

Improve community safety
♦ Delivered the annual Crucial Crew experiential safety learning event to 95% of South Lanarkshire's primary seven pupils
♦ Completed 74.2% of consumer complaints within 14 days (against an annual target of 65%) an increase of 3.6% on the previous year

Improve and maintain health and increase physical activity
- Exceeded all of our food safety inspection targets for all categories of premises
- Achieved 86.1% broad compliance by local food businesses with safety standards against a target of 85%
- Recorded 115 food safety incidents (well below the target of fewer than 170)
- Responded to 97.14% of public health incidents within two working days
- Recorded 3.433 million attendances at sport and leisure facilities managed by South Lanarkshire Leisure and Culture, 3% more than the previous year
- Recorded 2.281 million attendances at outdoor recreation facilities and country parks, an increase of 6.6% on the previous year
- Recorded 967,724 free attendances by under 16s at South Lanarkshire Leisure and Cultural facilities, an increase of 5.7% on the previous year
- Recorded an 11.3% increase in the numbers of 60+ residents registered with South Lanarkshire Leisure and Culture 'Active Age' scheme and 17% increase in leisure attendances by scheme members
- Completed year three of a five year investment programme for fixed play areas
- Increased uptake of free school meals in primary schools by 1.8% and in secondary schools by 4.5% and increased uptake of paid school meals in primary schools by 0.1% and in secondary schools by 7.8% (compared to 2012/2013)

Promote participation in cultural activities and provide quality facilities to support communities
- Recorded half a million attendances at South Lanarkshire Leisure and Culture cultural venues, an increase of 5.1% compared to 2012/2013
- Recorded a 3.2% increase in attendances at South Lanarkshire Leisure and Culture libraries and a 6.4% increase in visits to museums compared to 2012/2013
- Completed refurbishment of Ballerup Hall and a new community facility at Mossneuk in East Kilbride and a new library in Forth

Promote performance management and improvement
- Successfully retained Customer Services Excellence accreditation for the Bereavement Services
- Achieved high satisfaction results in customer surveys for Waste Management Services (93%), Environmental Services (86%), Cleaning and Catering Services (98.3%) and South Lanarkshire Leisure and Culture facilities (97%)
- Achieved an MOT pass rate for Council vehicles of 92% (compared to the national average for all vehicles of 87%)
- Completed 99.2% of special waste uplifts within five working days
- Achieved a 10% reduction in the number of missed bin collections per 100,000 collections compared to 2012/2013

5.3. Areas for improvement – actions or measures that show major slippage (status red) or minor slippage (status amber) are noted below together with the reason and management action being taken.

Council objective: Improve the quality of the physical environment			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Resource objective: Unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks			
Identify and manage contaminated land within the statutory regulatory framework	Publication of the revised Contaminated Land Strategy 2013-2018 for South Lanarkshire by March 2014	Significant progress has been made in completing the review of the Contaminated Land Strategy. Additional work was required to meet the requirements of the Strategic Environmental Assessment process. **(amber)**	Further progress will be made in the new financial year and final publication of the Strategy has been rescheduled to March 2015. Head of Fleet and Environmental Services March 2015
Resource objective: Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities			
Carry out a review of Grounds Maintenance and Street Cleansing Services	Review of Grounds Maintenance and Street Cleansing Services implemented	The Grounds Review was put on hold and is in the process of being re-established, with completion programmed for 2014/2015. **(red)**	Completion of Grounds Maintenance and Street Cleaning Services programmed for 2014/2015. Head of Facilities, Waste and Grounds Services 2014/2015

Council objective: Improve community safety			
Resource objective: Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Undertake effective community safety awareness initiatives and promote and develop the South Lanarkshire Bogus Crime Task Force, No Cold Calling Control Zones and address ongoing incidents of door step crime	Target participation achieved for South Lanarkshire Council primary schools participating in the Primary 3 Home Safety Cadet initiative by March 2014 (85%)	Participation rate at end of Q4 was 17.7% against annual target of 85%. The annual target was not met this year due to realignment of resources early in the year to service priority areas, in this case toward litter enforcement. **(red)**	The decision to increase litter enforcement was agreed at the Community Services Committee meeting in September 2013. Head of Fleet and Environmental Services

Council objective: Improve and maintain health and increase physical activity			
Resource objective: Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Commence and/or complete upgrades to leisure facilities across South Lanarkshire	Strathaven tennis courts upgraded to an all weather surface by end of Q3 2013/2014	The Council's partner on the project, Strathaven Tennis Club, confirmed in December 2013 that they have received the required monies to progress this project. Discussions have been ongoing regarding the required lease, these have now been completed. **(amber)**	Discussions are now ongoing to agree an appropriate timescale for the works to be carried out within 2014/2015. Head of Support Services 2014/2015
Continue to improve nutrition and health value of school meals	Primary school paid meal uptake levels further increased compared to 2012/2013	49.9% primary school paid meal uptake level in 2013/2014 compared to target of 50.6%. Although an increase on the previous month, the year to date primary school paid meal uptake remains slightly under target. **(amber)**	This measure is included within the 2014/2015 Facilities, Waste and Grounds Service Plan. Head of Facilities, Waste and Grounds 2014/2015

Council objective: Promote participation in cultural activities and provide quality facilities to support communities			
Resource objective: Improve facilities for arts and cultural activities and provide quality facilities to support communities			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Progress major refurbishment of East Kilbride Central Library	Arrangements to refurbish East Kilbride Central Library finalised by end of Q3 2013/2014	Refurbishment of the Central Library has been put on hold for the moment. **(amber)**	East Kilbride Central Library on hold until plans and costs are finalised for the refurbishment of the East Kilbride Ice Rink. Head of Support Services 2014/2015
Complete refurbishment of community halls	Refurbishment of Ballgreen Hall commenced by end of Q4 2013/2014	Feasibility study currently being developed in relation to Ballgreen Hall, Strathaven and the community wing at St Patrick's Primary School, Strathaven. **(amber)**	This measure is included within the 2014/2015 Support Services Service Plan. Head of Support Services 2014/2015

Council objective: Provide vision and strategic direction			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Develop a Leisure and Culture Strategy	Leisure and Culture Strategy developed by March 2014	The Leisure and Culture Strategy is currently on hold pending the completion of a Health Impact Assessment (HIA). Committee approval has been secured to consult on a new Pitch Strategy. Pitch Strategy scheduled to be presented to CMT in May 2014. **(amber)**	Work is underway on the HIA in conjunction with SLLC and NHS Lanarkshire, with consultation events scheduled for May 2014. Head of Support Services 2014/2015

Council objective: Embed governance and accountability			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Ensure that high standards of governance are being exercised	Risk control actions and actions from risk management work plan delivered by agreed dates and reported as appropriate	91% actions delivered by agreed dates compared to annual target of 100% Of the 12 risk actions on the Resource risk action log due for completion in 2013/2014, 11 are complete. The remaining action is in relation to business continuity and remains outstanding due to delays within other Resources. **(amber)**	The delayed action will carry forward into quarter one of 2014/2015. Head of Support Services June 2014

6. Resource objectives for 2014/2015

6.1. Community and Enterprise Resources has established the following Resource objectives and priorities to support the delivery of Connect objectives in 2014/2015.

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

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

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

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

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

Council objective: Improve the quality of the physical environment

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

Council objective: Improve community safety

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

Council objective: Improve and maintain health and increase physical activity

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

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

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

Council Objective: Strengthen partnership working, community leadership and engagement

♦ Strengthen partnership working, community leadership and engagement

Council Objective: Provide vision and strategic direction

♦ Provide vision and strategic direction

Council Objective: Promote performance management and improvement

♦ Promote performance management and improvement

Council Objective: Embed governance and accountability

♦ Embed governance and accountability

Council Objective: Achieve efficient and effective use of resources

♦ Achieve efficient and effective use of resources

6.2.   To support these objectives the Resource has developed 103 actions which will be monitored through 221 specific measures. Of these measures, 88 (40%) will be included in reports against the Council Plan at Q2 and Q4.

7.   Employee Implications
7.1.   The improvement themes, objectives and priorities noted within the Resource Plan will inform the Service Action Plans and in turn the Performance Development and Review process for individual employees in 2014/2015.

8.   Financial Implications
8.1.   The improvement themes, objectives and priorities within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets for 2014/2015 and, longer term, within the framework of the Council's approved Financial Strategy.

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

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

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

Colin McDowall
Executive Director (Community and Enterprise Resources)

20 May 2014

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

Previous References
   ♦   Executive Committee - 12 November 2013
   ♦   Community Resources Committee - 12 November 2013

List of Background Papers
   ♦   Council Plan, Connect, 2012 to 2017
   ♦   Community Resources Resource Plan 2013/2014

Contact for Further Information
If you would like to inspect the background papers or want further information, please contact:- Ian Murray, Policy Manager, Community and Enterprise Resources
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Community and Enterprise Resources

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Community and Enterprise Resources' Resource Plan

2014/2015

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Section 1 – Introduction

I am delighted to introduce the Resource Plan for Community and Enterprise Resources. This is the main annual business planning document for the Resource and all of its employees. This plan reflects the key priorities of the Council plan 'Connect', provides an overview of the Resource's main areas of activity, summarises our service achievements in 2013/2014 and sets out our plans for maintaining and improving services for 2014/2015.

Our services

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

Providing services in this large and diverse geographical area is a considerable challenge for Community and Enterprise Resources. In 2014/2015, the Resource will spend £128.2m on delivering key services, plus a further £20.8m on capital projects in areas such as roads investment, flooding, land remediation and regeneration within the Clyde Gateway.

Our Resource comprises six service areas – Fleet and Environmental Services; Planning and Building Standards Services; Facilities, Waste and Grounds Services; Roads and Transportation Services; Regeneration Services; and Support Services. The Resource employs 3,627 people who together provide a wide range of services for local communities including:

♦   assisting and guiding physical development and regeneration;
♦   setting and managing the development framework for the Council area;
♦   promoting economic development, access to jobs and supporting local businesses;
♦   managing programmes to tackle disadvantage and deprivation;
♦   road maintenance and reconstruction and supporting safe and effective transport;
♦   maintaining and developing community facilities, play parks, gardens and open spaces;
♦   collecting and disposing of waste and recycling;
♦   protecting public health through the delivery of environmental health services;
♦   keeping our streets clean and free from pests;
♦   providing bereavement services;
♦   providing facilities services in schools, nurseries, principal offices, police stations, public conveniences, and for the Fire and Rescue Service;
♦   providing welfare meals to the elderly;
♦   providing a comprehensive conference and banqueting service to internal and external Council clients;
♦   providing consumer and trading standards services;
♦   managing the Council's vehicle fleet; and
♦   leading the Council in developing and promoting sustainability.

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

Our service achievements in 2013/2014

Our ability to deliver improvement is reflected in our achievements during 2013-2014. In particular, I would like to highlight the following:

♦ We resurfaced 6.35% of our road network and completed roads infrastructure improvements at Downiebrae Road to support the Clyde Gateway economic regeneration project

♦ Through road safety and other infrastructure improvements and initiatives, we helped reduce the number of casualties (including fatal and serious casualties) in 2013, compared to the previous year

♦ We completed flood protection works at Fairhill Avenue, Hamilton and at Viking Terrace, East Kilbride

♦ We published the proposed South Lanarkshire Local Development Plan, setting out policies to guide planning decisions and promote appropriate land use development

♦ Through employability programmes, we assisted 2,516 people to successfully secure employment or commence education/training and we assisted 1,546 businesses in accessing grants, loans or property advice

♦ We recycled 39.7% of household waste (against our target to recycle at least 40% of household waste)

♦ We achieved a 10.1% reduction in greenhouse gas emissions from our vehicle fleet over the three year period to March 2014

♦ We increased overall school meal uptake, providing a total of 4.4 million nutritious meals in the year and increasing the uptake of free school meals in primary schools by 1.8% and in secondary schools by 4.5% (compared to the previous year)

♦ We increased attendances at sport and leisure and cultural venues managed by South Lanarkshire Leisure and Culture (SLLC) by 3% (leisure venues) and 5.1% (cultural venues) respectively, compared to 2012/2013

♦ We completed pitch upgrades at Ballerup Recreation Area and Lifestyles Eastfield and completed upgrade work to Hamilton Water Palace and John Wright Sports Centre

Awards and accreditations
Our efforts were again recognised through various awards and accreditations during 2013/2014:

♦ Regeneration Services received a COSLA Silver Award for its community capacity building approach to tackling poverty, inequality and disadvantage.

♦ The Council's catering services provided by our Facilities, Waste and Grounds Services won a bronze 'Food for Life' Catering Mark from the Soil Association for its community meals. The award, which is a first for a Council catering service in the UK, applies to 124 primary schools.

♦ Visit Lanarkshire was the overall winner of a 'Partnership in Tourism Award' at the Scottish Thistle Awards in 2013 (organised by VisitScotland). Visit Lanarkshire is run by a partnership which includes representation from South Lanarkshire Council (specifically, our Regeneration Service) as well as representatives from North Lanarkshire Council, Visit Scotland, and a number of other private and public sector organisations.

♦ Our Planning and Building Standards Service, together with Homes for Scotland, was awarded a commendation from Scottish Awards for Quality in Planning (SAQP) for their joint working on planning for housing. This was for work done during the preparation of the Council's new Local Development Plan and represents a good example of how the public and private sectors can work in partnership when developing new policies on housing.

♦ Strathaven Park, which is maintained by our Grounds Services teams, won the Beautiful Scotland in Bloom 'People's Choice' Award for the best park in Scotland, as well as the Green Flag Award from Keep Britain Tidy and Keep Scotland Beautiful. Our Grounds Services team also helped five other South Lanarkshire towns and villages to great success in the 2013 Beautiful Scotland in Bloom Awards: including Uddingston, Bothwell, Forth, Lanark and Burnside.

♦ Our sustainable development team within Support Services continued to raise awareness of climate change and promoted participation in Earth Hour within the South Lanarkshire

Council and community. This campaign work led to an Earth Hour Runner Up Award from WWF in 2013.

♦ At the Royal Environment Health Institute of Scotland (REHIS) awards, one of our Environmental Health Officers received an award for best student in the Occupational Health and Safety section of the professional exams and another of our Environmental Health Officers received a prize for the best dissertation by a BSc student.

None of these awards or achievements would be possible without the commitment and efforts of our staff, and I would like to thank them for their contribution during 2013/2014.

Our plans for 2014/2015

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

♦ helping to create or sustain between 500 – 1,000 jobs (as a direct result of local authority intervention);

♦ managing the £4.98m Tackling Poverty Programme which provides a range of activities to tackle the causes and effects of poverty;

♦ attracting external funding support of £5m from European Union, lottery and related sources to support corporate objectives;

♦ maximising the number of attendances at leisure and cultural venues;

♦ completing a new library in Forth and developing plans to replace or upgrade Ballgreen Hall;

♦ resurfacing 6.35% of the road network and delivering a number of road safety projects / schemes;

♦ progressing the procurement of a long term waste treatment contract;

♦ contributing to a further 2% annual reduction in the Council's greenhouse gas emissions; and

♦ adopting the South Lanarkshire Local Development Plan.

Further detail on our priorities for 2014/2015 is included within the action plan at section 5 and can also be found within the six service action plans which complement this Resource Plan.

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

Colin McDowall
Executive Director

Section 2 – Context

Several major developments at both national and local level will influence the work of the Resource during 2014/2015.

Policies, legislation and social change

National Planning Framework 3 and Scottish Planning Policy
It is anticipated that the Scottish Parliament will formally approve the third National Planning Framework in June 2014 which sets out the Government's development priorities over the next 20-30 years. The new Scottish Planning Policy is also expected to be published by Scottish Government at the same time. Taken together these documents will provide the national context within which our Planning and Building Standards Service will be expected both to progress and monitor its Local Development Plan and to determine planning applications.

Glasgow and Clyde Valley Strategic Development Plan
South Lanarkshire is one of the eight partner councils responsible for preparing the Glasgow and Clyde Valley Strategic Development Plan. The Main Issues Report (MIR) for the plan will be produced in 2014/2015. Our Planning and Building Standards Service will have a role to play in contributing towards the preparation of the MIR and ensuring that appropriate consultation on the document is undertaken.

Planning Performance Framework
Following consideration of the initial Planning Performance Frameworks (PPF) submitted by all planning authorities, the Scottish Government has provided additional guidance on what the 2014/2015 PPFs should include. In its PPF, our Planning Service will provide evidence that its work is aligned with the Government's priorities and will identify appropriate improvement actions to this end.

The Planning service will also pursue improvement actions recommended following the submission of its application for Customer Service Excellence (CSE) accreditation.

ePlanning and Building Standards
Sustained growth in the use and application of ePlanning continues to provide opportunities for improving the way in which our Planning and Building Standards Service is delivered. The Service, in cooperation with Support Services, will continue to develop the use of ePlanning, particularly encouraging further growth in the use of online submission and developing the way in which service information is shown on the portal. Our Building Standards Service will work with the Scottish Government to develop and implement a national solution for the online submission and payment of building warrant applications.

Building (Scotland) Act 2003
The Scottish Government's performance framework for building standards provides a template for taking forward service delivery standards. This framework is currently being refined following feedback, and a revised format for the Balanced Scorecard and Continuous Improvement Plan will be produced.

A national building standards customer satisfaction survey will be introduced (including feedback from over 200 South Lanarkshire Council customers) and our Building Standards Service will seek to retain and build on its current CSE award.

The Service will also work closely with the Building Standards Division of the Scottish Government and with colleagues within other Councils, through Local Authority Building Standards Scotland, to ensure the ongoing efficiency and effectiveness of the Service.

High Hedges (Scotland) Act 2013
This Act came into force on 1st April 2014 and will enable local authorities to issue notices requiring owners to take action where a hedge is considered to be having an adverse effect on the reasonable enjoyment of domestic property. Our Planning and Building Standards Service will introduce new procedures to deal with applications submitted under the terms of the legislation and guidance will be made available to customers. The operation of these new procedures will be reviewed after six months in view of their potential impact on the Service's resources.

Defective and Dangerous (Recovery of Expenses) (Scotland) Bill
The Scottish Parliament is currently considering introducing options for the recovery of expenses incurred by local authorities with regards to dangerous and defectives buildings. It is anticipated that this legislation will be introduced in 2014/2015. The Building Standards Service's processes will be reviewed and amended to take account of the introduction of any new legislation.

Community Empowerment and Renewal Bill
In November 2013, the Scottish Government sought further comments on this Bill which contains diverse proposals with potential implications for Community and Enterprise Resources. These proposals include a new way for communities to take on public sector assets and measures to extend the 'right to buy' for rural communities. The Bill also proposed new powers to enable local authorities to create local business rate relief schemes and a range of proposals corresponding to local authorities' duties in relation to the provision and management of allotments. It is not clear at this point when legislation relating to the Bill will be taken forward through the Scottish Parliament.

Flood Risk Management (Scotland) Act 2009
Preliminary flood risk assessments related to this Act have been completed in South Lanarkshire. Flood hazard and flood risk maps were completed in December 2013 and published online in January 2014. Local Flood Risk Management Plans are to be published by December 2015. However, several key interim milestones are required to be met in achieving this deadline. Whilst overall responsibility for delivering the key strategic requirements of the Act lies with the Scottish Environment Protection Agency, Community and Enterprise Resources' Roads and Transportation Services have their own responsibilities under the Act and will continue to be heavily involved with the process.

Road safety casualty targets
The Scottish Government in 2009 published challenging casualty reduction targets to be met by local authorities by 2020. South Lanarkshire Council's preliminary 2013 accident statistics demonstrate that we are making good progress in contributing to these targets. Last year, there were six fatal casualties (fewer than the 2020 target of nine) and 68 serious casualties (below the trend line for the 2020 target). Similar progress is being made with child serious casualties, which are also below the trend line to 2020. Progress towards the targets within South Lanarkshire is encouraging. However, we must not become complacent in our efforts to reduce casualties. To this end, the Resource's Roads and Transportation Services will continue to focus on accident reduction projects during 2014/2015.

Climate Change (Scotland) Act 2009
The Climate Change (Scotland) Act 2009 created a new duty applying to the entire Scottish public sector to contribute to the delivery of the national greenhouse gas emission reduction targets. Guidance published by the Scottish Government in 2011 sets out a wide range of areas considered relevant to the new duty. For South Lanarkshire Council, this includes: taking action to reduce greenhouse gas emissions relating to the delivery of public sector services, and using Council powers and influence to reduce emissions in the South Lanarkshire area through, for example, its delivery of planning, roads and transportation and waste management services (all Community and Enterprise Resources services). The Act

also requires the Council to consider taking action to prepare for the impact of future climate change. During 2014, this aspect of the duty will come into full effect, with the publication of Scotland's first Climate Change Adaptation Programme, to which public sector bodies are expected to contribute.

Zero Waste Strategy and the Waste (Scotland) Regulations 2012
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 (50% by 2013, 60% by 2020 and 70% by 2025). These targets must be implemented in conjunction with existing EU directives which increasingly restrict the amount of biodegradable waste that can be disposed of in landfill sites. Continued annual increases in landfill tax of £8 per tonne are an additional incentive for increased recycling. From April 2014, the rate increased to £80 per tonne, taking the annual cost to the Council of landfill tax to over £8m.

The Council faces significant new challenges as a consequence of the Waste (Scotland) Regulations 2012 both as a waste collection authority and as a producer of waste. New duties, which apply to Community and Enterprise Resources' Waste Service, require councils to promote high quality recycling, ensure the collection and separate transportation of dry recyclable materials, and to introduce a household food waste collection service by 1st January 2016. For Council premises, the regulations ban the use of food waste disposal units and require the introduction of food waste collections from 1st January 2014 for non-rural premises producing more than 50kg of food waste per week. The requirement extends to all non-rural properties producing over 5kg of food waste by 1st January 2016.

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

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

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

Regulatory Reform (Scotland) Bill
The Scottish Government introduced Scottish Regulatory Reform legislation in early 2014 and this will be supported by a 'Scottish Regulators' Strategic Code of Practice'. The intention of the new legislation is to promote greater consistency in regulation, and to exercise functions in a way that contributes to achieving sustainable economic growth. The Resource's Environmental Service will review its current enforcement practices once the code has been published and undertake training of staff on the new provisions.

Food hygiene enforcement
The Food Law Code of Practice (Scotland) will be updated early in 2014/2015 and will introduce the principle of 'sustained compliance' into the risk rating scheme for food businesses. This will allow the Council to effectively target resources at non-compliant food businesses. Our Environmental Services will be providing training for food safety enforcement staff to ensure the updated code is implemented correctly and consistently across South Lanarkshire. This development will also aid implementation of the national E. Coli Action Plan which aims to reduce and prevent E. Coli O157 cases across Scotland.

Health and safety enforcement activity
The Health and Safety Executive (HSE) has published the 'National Local Authority Enforcement Code for Health and Safety at Work'. It seeks to ensure that local authority health and safety enforcement activity is consistent and proportionate, with resources focusing on the high risk activities specified in the code. The 2014/2015 service plan activity for Environmental Services reflects the principles of the National Code for the planned occupational health programme. The programme has also been supplemented with local measures, following a fatal accident at a stable in January 2014.

Consumer Rights Bill
The Consumer Rights Bill consolidates consumer rights covering contracts for goods, services, digital content, and the law relating to unfair terms in consumer contracts. Enforcement powers will also be consolidated into one single generic set of powers. The proposals alter the way in which our Trading Standards services currently operate and training will be provided for Trading Standards employees to ensure the legislation is implemented effectively.

Review of death certification, burial and cremation legislation
The Certification of Death (Scotland) Act 2011 has led to plans for the introduction of a new death certification system in Scotland by April 2015. In addition, the Scottish Government is also considering existing legislation on burials and cremations (much of which dates back over 100 years) with a view to updating procedures and practices to reflect the needs of Scotland's multi-cultural and multi-faith society. The full impact of these changes is not yet clear for the Resource's Bereavement Service. However, a review of the Service's policies and procedures is expected, and it is hoped that, overall, the legislative changes will be beneficial in terms of the efficiency of the Council's burial and cremation service.

Business support and property development
Businesses in South Lanarkshire continue to find conditions difficult, particularly with regard to finance and procurement; and it therefore remains a priority for the Resource's Business Support and Property Development team to maintain its business support programmes. As well as offering grants, important support is also available to businesses through the Business Gateway Service and West of Scotland Loan Fund. The Business Support and Property Development Team continue to ensure a comprehensive range of support is available across key sectors, including food and drink, tourism, energy and construction sectors. Particular challenges will be faced this year in the context of a review of the management and structure of the Supplier Development Programme, aimed at assisting businesses to tender for public sector contracts.

The Council will also continue to participate in the emerging Clyde Valley Infrastructure Fund City Deal project, which aims, via a cross-council approach to major capital investment, to stimulate economic growth and generate new employment in the Clyde Valley area.

In implementing the South Lanarkshire Economic Strategy 2013-2023, 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, with a new Sustainable Economic Growth Strategic Board being formed, providing leadership in delivering services across the three principle themes of: business

development and growth; physical infrastructure and place; and skills, learning and employability.

The Scottish Government has published its Town Centre Action Plan in response to the External Advisory Group Review of town centres. Underpinning this, is a 'town centre first' policy which recognises that the health of Scotland's town centres must be put at the heart of the decision making process. In response, the Resource's Business Support and Property Development Team have carried out an assessment of the quality and general condition of our town centres and produced an action plan indicating a number of improvements and opportunities as well as individual town centre maintenance regimes.

UK Government Welfare Reform Programme
Through the Council's Corporate Welfare Reform group, Community and Enterprise Resources plays a key role in the development and delivery of the Council's Welfare Reform Action Plan. Whilst the introduction of Universal Credit is unlikely to impact on South Lanarkshire until 2016 at the very earliest, other changes are already having an impact on the Resource's services, given its responsibilities relating to employability support, tackling poverty, and partnership working/supporting the third sector.

- New and increasing requirements on job seekers to evidence commitment to applying for jobs are putting pressures on employment support services.
- People moved from health and disability related benefits to job seekers benefits also increases demand for services, with more individuals with significant barriers, challenges and support needs presenting at services.
- As many residents are experiencing a reduction in household income through benefit changes and in some cases, removal of benefit (through increasing sanctions), there is an increase in demand for emergency aid (food etc) and other crisis support.

The Financial Inclusion Network, a multi agency network established and supported by the Resource is working hard to develop appropriate local responses.

Poverty and Inequality
Tackling poverty and inequality continues to be a key priority nationally and locally, and the Scottish Government's Child Poverty Strategy published in March 2014 suggests that reductions in poverty levels will be reversed as a consequence of the Welfare Reform programme.

In-work poverty is a growing issue, and although more people are now moving into work, many jobs are part time and / or low paid. Locally, the Scottish Index of Multiple Deprivation 2012 shows a slight decrease in the number of South Lanarkshire datazones among Scotland's 15% most deprived areas, from 58 to 53. However, the numbers of datazones in the worst 5% increased from 9 to 11 and there has been little or no improvement in many of these areas since the SIMD was introduced. The Index will continue to guide where the Council focuses resources.

The Resource's Regeneration and Inclusion Team will continue to lead on partnership work to tackle poverty and inequality and will support two key Community Planning Themed Boards – Sustainable Economic Growth and Tackling Poverty and Inequalities. This work will include management of the Tackling Poverty Programme, which will provide £4.98m in 2014/2015 to support a range of activities to tackle the causes and effects of poverty. In line with recent Scottish Government policy, the focus will be on early intervention and prevention; early years; health improvement; employability; and financial inclusion/welfare reform.

External funding
During 2014/2015, the Resource's Roads and Transportation Service will continue to secure significant levels of external funding for transportation projects. The Regeneration and Inclusion Team will also continue to explore opportunities to secure significant external funding

for the Council and key partners to deliver projects. This will include funding from European Union, the Scottish Government, Big Lottery, Heritage Lottery, Sports Scotland, Strathclyde Partnership for Transport, and various trusts.

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

The Council Plan, the Community Plan and the SOA
The Community Plan was launched in 2005 by the South Lanarkshire Community Planning Partnership. The plan was refreshed in 2010/11 and is now structured around five aims:

♦ improving health and tackling inequalities
♦ reducing crime and improving community safety
♦ promoting sustainable and inclusive communities and opportunities for all throughout life
♦ ensuring sustainable economic recovery and development
♦ tackling poverty

A new Single Outcome Agreement (SOA) was agreed by the Community Planning Partnership in September 2013. The new SOA sets out the Partnership's priorities over the next ten years. The priorities within the SOA reflect those set out in the Community Plan, taking into account the latest analysis of local needs, as well as the Scottish Government's ambitions for the role of Community Planning Partnerships in delivering a step-change in public service delivery in Scotland.

The priorities identified within the SOA are:
♦ tackling poverty
♦ early years and early intervention
♦ economic growth and recovery
♦ employment
♦ health inequalities and physical activity
♦ outcomes for older people
♦ safer and stronger communities and reducing reoffending

The Council works with its partners to achieve the aims of the Community Plan and the SOA, and reflects its commitment within the Council plan.

The Council Plan is considered in detail in section 3.

Other plans, strategies and commitments

Partnership working
The Joint Statement on the relationship between Government and the third sector aims to establish a successful relationship between Scottish Government, local government and the voluntary sector. At a local level, there is a formal compact between the voluntary sector and the Community Planning Partnership. In 2014/2015, Regeneration Services will work closely with Voluntary Action South Lanarkshire to develop this relationship and to ensure better linkages between the public and voluntary sectors.

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

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

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

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

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

Equalities
The Resource recognises the public sector specific duties required by the Equality Act 2010. The Council developed Equality Outcomes which were published in 2013 and which are set out in a four year action plan for equality activities. The outcomes take into consideration all of the protected characteristics and assist the Council to meet the general duty to eliminate discrimination, harassment and victimisation; advance equality of opportunity; and to foster good relations in all of the work we do as both a public service provider and employer. The outcomes incorporate service delivery activities which take place within the Resource and they will be monitored and reported on using the Council's performance management system IMPROVe.

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

Best value, service improvement and benchmarking
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. During 2014/2015, the Resource will begin a second round of service reviews using the Public Sector Improvement Framework (PSIF) to identify potential areas of improvement, will continue to participate in the Local Authority Benchmarking Framework (LGBF), and will report on the performance of our services through, for example, the Council website and in its Annual Performance Report.

Information Governance
The Resource recognises that good information governance is necessary for the Resource and the Council to carry out its functions efficiently and effectively. At a strategic level, the Council will publish its revised Information Governance Strategy in 2014, containing a number of tasks that Resources will be required to undertake.

In addition, Community and Enterprise Resources is undertaking a formal information audit across all sets of information held by services in order to facilitate the preparation of a Council

Records Management Plan, as required by the Public Records (Scotland) Act 2011. The target completion for this exercise by the Resource is the autumn of 2014.

One of the requirements in each Resource's self assessment of its annual position on information governance is to ensure that employees are made aware of their information security responsibilities. This is particularly important given the potential reputation risk and financial cost that can occur in situations where information security procedures are not observed or fail. The Resource will ensure that all employees are briefed on the Council Information Security Policy during 2014.   Any associated information security procedures will be updated and implemented when required or identified.

Further detail on specific activity relating to the above issues which will be undertaken in 2014/2015 is given in section 5.

Section 3 – The Council Plan

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

Connect objectives

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

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

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

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

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

Objectives

- Improve services for older people (Priority)
- Support the local economy by providing the right conditions for growth, improving skills and employability (Priority)
- Protect vulnerable children, young people and adults (Priority)
- Improve road network and influence improvements in public transport (Priority)
- Raise educational achievement and attainment (Priority)
- Tackle disadvantage and deprivation (Priority)
- Develop a sustainable Council and communities (Priority)
- Increase involvement in lifelong learning
- Improve the quality, access and availability of housing (Priority)
- Improve the quality of physical environment

Values

- Accountable, effective and efficient
- Fair and open
- People focused
- Self aware and improving
- Excellent employer
- Working with and respecting others

Vision
Improve the quality of life of everyone in South Lanarkshire

- Get it right for every child
- Improve community safety
- Improve and maintain health and increase physical activity
- Promote participation in cultural activities and provide quality facilities to support communities
- Strengthen partnership working, community leadership and engagement (Priority)
- Provide vision and strategic direction
- Promote performance management and improvement
- Embed governance and accountability
- Achieve efficient and effective use of resources

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

Resource objectives

Community and Enterprise Resources have established the following Resource objectives and priorities to support the delivery of Connect objectives in 2014-15.

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

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

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

- implement the Roads Investment Programme for road and footway improvements
- provide road infrastructure improvements to support new developments

The main actions in this area include: implementing the roads investment plan, development of the Roads Asset Management Plan, undertaking bridge maintenance programmes, and working with public and private sector partners to deliver improvements to public transport infrastructure.

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

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

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

The main actions in this area include: adopting the Local Development Plan; implementing the new South Lanarkshire Economic Strategy; developing and progressing employability services; delivering services to businesses to improve levels of consumer protection and fair trading; implementing the Tourism Action Plan; and improving volunteering opportunities.

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

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

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

■ oversee and monitor the implementation of the Tackling Poverty Programme

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

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

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

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

■ improve the Council's environmental performance and reduce its greenhouse gas emissions
■ provide services and infrastructure which help local communities to become more sustainable

The main actions in this area include: implementing the Fleet Asset Management Plan, introducing new waste management initiatives to reduce waste and increase recycling, engaging community planning partners in joint action on climate change, co-ordinating and

promoting strategic environment assessment work across the Council, and delivering prioritised flood protection schemes.

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

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

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

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

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

■ **Council objective: Improve community safety**

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

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

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

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

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

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

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

- improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle
- safeguard health through an effective environmental services regulation and enforcement service

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

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

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

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

- improve facilities for arts and cultural activities and provide quality facilities to support communities

The main actions in this area include: maximising attendances at our cultural venues and libraries, completing the refurbishment of a new library in Forth, and implementing the new burial ground programme.

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

- strengthen partnership working, community leadership and engagement
- provide vision and strategic direction
- promote performance management and improvement
- embed governance and accountability
- achieve efficient and effective use of resources

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

Section 4 – Resource overview, major achievements and performance

In this section, we report on our main achievements during 2013-2014. Firstly, on a service by service basis, we provide an overview of the scope of service delivery in the last year, together with key performance results. We then provide an end of year progress update against our 2013/2014 Resource Plan Action Plan.

Resource overview and operational performance

Facilities, Waste and Grounds Services

During 2013/2014, Facilities, Waste and Grounds Services delivered the following services:

- provided 4.4 million nutritious school meals and over 116,000 meals to the Council's welfare clients
- managed around 170,635 tonnes of waste from over 146,000 households and other Council areas
- recycled 66,660 tonnes of different materials, including plastics, paper, metals, and glass
- maintained almost 2,700 hectares of diverse land types and around 3,760 gardens as part of the Council's care of garden scheme
- carried out over 1,170 burials and 1,330 cremations
- cleaned up just over 350 items of graffiti
- attended to over 1,240 arboricultural enquiries
- provided landscape design and horticultural service advice to 43 local community groups

A key performance indicator for the Service is the Land and Environment Audit Monitoring System (LEAMS) score which is used by local authorities to assess performance in street cleaning. In 2012/2013, the Council achieved a LEAMS score of 72 and ranked 26th in comparison to the other 31 Scottish local authorities. In 2013/2014, the Service improved on this, with a LEAMS score of 75 (which exceeded the annual LEAMS target of 72).

Another important performance indicator for the Service is the percentage of household waste recycled and composted. In 2012/2013, in comparison to other Scottish local authorities, the Council ranked 23rd in relation to its household waste recycling rate (37.7%). In 2013/2014, the Council achieved a recycling rate of 39.7%, against its target of 40%.

Fleet and Environmental Services

During 2013/2014, Fleet and Environmental Services delivered the following services:

- managed and maintained the Council's fleet of over 1,580 vehicles and items of plant machinery
- transported 1,421 children and adults to Council facilities each day
- procured 234 new vehicles and items of plant
- carried out over 2,800 inspections and alternative enforcement interventions at food premises, and 500 health and safety inspections and investigation visits
- acted on over 4,900 enquiries relating to environmental pollution, over 4,100 pest control requests, 172 reports of abandoned vehicles, 500 reports of stray dogs and 2,823 noise complaints
- obtained over £450,000 of redress for local consumers in terms of faulty goods and services
- provided advice and assistance to over 2,000 trading standards related complaints

A major performance indicator for the fleet service and for the Council is the reduction in transport emissions within the Council fleet. Over the period 2011/12 – 2013/2014, the service assisted the Council to successfully achieve a 10.1% reduction in transport emissions (slightly exceeding the 10% target set over this three year period).

A key performance indicator for Environmental Health is the average time taken to deal with domestic noise complaints. In 2013/2014, the service once again performed well in relation to the average time taken to deal with domestic noise complaints for those complaints requiring attendance on site. The service responded to these complaints within around 29 minutes (less than a quarter of the national target time of two hours). In the past, the Council has ranked highly in relation to this indicator in comparison to other Scottish local authorities (tenth in 2012/2013).

Planning and Building Standards Services

During 2013/2014, Planning and Building Standards delivered the following services:

- processed 4,233 planning and building warrant applications representing several hundred million pounds of investment
- dealt with nineteen planning appeals
- responded to 406 enforcement enquiries
- published the proposed South Lanarkshire Local Development Plan and draft Supplementary Guidance on Development Management and Place Making and Wind Energy
- responded to Scottish Government consultations on: Opencast Coal restoration and Effective Regulation, Scottish Planning Policy, and National Planning Framework 3 – Main Issues Report
- progressed the strategic environmental assessment of twenty five Council led policies, plans and strategies
- published a reviewed and updated South Lanarkshire State of the Environment Report

One of the main performance indicators for Planning and Building Standards is the average time taken to deal with major and local planning applications. On average, in 2012/2013, it took the Council 98 weeks to deal with major planning applications and 12.5 weeks to deal with local planning applications (the Council ranked 23rd and 20th respectively in comparison to the other Scottish local authorities). For 2013/2014, the Service introduced new more meaningful indicators and response targets for planning application processing times: in 2013/2014, 18.75% of major applications were determined within four months and 66.8% of local applications were dealt with within two months (against targets of 70% and 80% respectively). The Service will continue to monitor performance in processing planning applications at the monthly managers' meetings.

Regeneration Services

During 2013/2014, Regeneration Services delivered the following services:

- through employability programmes, 2,516 people successfully secured employment or commenced education/training
- 1,546 businesses were assisted via grants, loans or property advice, generating £20.94m in sales and creating or sustaining 1,643 jobs
- Eight organisations received detailed support through 'Beyond Gateway'
- £6m external funding support was secured from the EU, Lottery and Scottish Government
- managed the distribution of £1.519m of Community Benefit Funds, supporting 78 community based projects with total project value of £3.335m

- supported the private sector in Hamilton town centre to implement the action plan of the Hamilton Business Improvement District
- completed the fit out of two new retail units in Hamilton town centre for new retail business start ups (supported with partly ERDF funded bespoke, business support programme)
- supported the Clyde Gateway Urban Regeneration Company to progress the development of significant investment projects in National Business District at Shawfield, Rutherglen Low Carbon Zone, and Cuningar Loop
- completed a range of industrial and business space developments in Biggar, Lanark, Rutherglen and Uddingston
- managed a range of town centre events in partnership with the private sector and completed the development of improvement action plans for each of our town centres.
- with private sector and other partners, developed the East Kilbride Task Force action plan aimed at redressing economic decline and reinstating East Kilbride at the forefront of economic growth in the region

A key measure for the service is the number of clients who were supported via employability programmes to successfully secure employment or commence training. In 2013/2014, 2,516 clients went on to gain employment or commence training, exceeding the target for the year (1,500 clients) and the 2012/2013 and 2011/12 levels (2,506 and 2,144 clients respectively).

A further important measure is the number of businesses supported via grants, loans, and advice. In 2013/2014, 1,546 businesses were supported in this way (surpassing the annual target of 1,500 businesses). This slightly exceeds the 2012/2013 level (1,542 businesses), but is still lower than the number of businesses supported in 2011/12 (1,935 businesses).

Roads and Transportation Services

During 2013/2014, Roads and Transportation Services delivered the following services:

- carried out 215 carriageway improvement and 36 footway improvement schemes
- resurfaced 6.35% of the Council's roads network
- carried out 370 bridge inspections
- worked in conjunction with Strathclyde Partnership for Transport, to replace approximately 120 bus shelters and completed footway and other works to assist with this programme
- continued a programme of street lighting improvement/renewals by replacing over 500 lighting columns
- completed Route Action Plan works at five locations across South Lanarkshire along with various other road safety infrastructure improvements
- delivered traffic signal and pedestrian crossing maintenance improvements and new installations at six locations
- completed roads infrastructure improvements at Downiebrae Road to support the Clyde Gateway economic regeneration project
- completed the following cycling schemes: Lanark to Biggar Phase 3; NCN 74 south of Blackwood section; East Kilbride to Hamilton, Phase 2; and Hamilton to Cambuslang Phase 3
- completed flood protection works at Fairhill Avenue, Hamilton and at Viking Terrace, East Kilbride
- revised the Road Asset Management Plan

A key performance indicator for the Service is the overall percentage of road network that should be considered for maintenance treatment. In 2012/2013, the Council was ranked 19th in comparison to other Scottish local authorities in this area. In 2013/2014, the target was to maintain or reduce the percentage in comparison to the previous year. This has been achieved, with 35.9% of the road network assessed as being considered for maintenance treatment in comparison to the 2012/2013 level of 36.8%. In fact, in 2013/2014, the Service improved the road condition index (the percentage of the road network that should be considered for treatment) for all road categories.

South Lanarkshire Leisure and Culture (SLLC)

Community and Enterprise Resources is responsible for monitoring SLLC's performance on behalf of the Council. In 2013/2014, SLLC:

- recorded 9.4 million attendances across all SLLC services
- provided free use of facilities on over 440,300 occasions to residents aged over 60 years and recorded over 967,700 free under 16 attendances at our leisure facilities
- recorded over 466,800 attendances by 'Leisure for All' concession card holders
- recorded over 1.4 million visits to libraries and issued over 1.1 million books, DVDs, and CDs from the libraries

Key performance indicators for the Service are the number of attendances at both pools and other indoor sport and leisure facilities. In 2012/2013, the Council was ranked sixth in comparison to other Scottish local authorities in terms of number of pool attendances and 18th in terms of the number of attendances at other indoor sport and leisure facilities. In 2013/2014, in comparison to the previous year, attendances at swimming pools have increased by 4.8% and attendances for other indoor sports and leisure facilities have increased by 1.4%. The Service has surpassed its targets for both these indicators.

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

Performance against Resource Plan objectives

Our Resource Plan action plan for 2013-2014 supported delivery of the Connect objectives and our own Resource objectives and priorities. The action plan contained a total of 107 separate actions, involving 233 measures.

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

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

The overall summary of end of year progress against the 2013/2014 Community and Enterprise Resources Resource Plan, as reported to the Community and Enterprise Service Committees on 17 June 2014, was as follows:

Summary of Resource Plan performance 2013/2014

Council objective	Green	Amber	Red	Report later/ Unassigned
Improve road network and influence improvements in public transport	16	3	2	1
Support the local economy by providing the right conditions for growth, improving skills and employability	31		1	6

Council objective	Green	Amber	Red	Report later/ Unassigned
Tackle disadvantage and deprivation	6	1		
Develop a sustainable Council and communities	14	1		6
Improve the quality of the physical environment	22	4	5	3
Improve community safety	12		1	
Improve and maintain health and increase physical activity	22	2		
Promote participation in cultural activities and provide quality facilities to support communities	8	2		
Strengthen partnership working, community leadership and engagement	7			6
Provide vision and strategic direction	2	1		1
Promote performance management and improvement	19			6
Embed governance and accountability	5	1		
Achieve efficient and effective use of resources	13			3
Totals	**177**	**15**	**9**	**32**

Major Resource Plan achievements 2013/2014

The table below summarises Community and Enterprise Resources' key achievements during 2013/2014. The achievements are set out under their relevant objectives at Council and Resource level.

Council objective: Improve road network and influence improvements in public transport (Council priority)	
Resource objective	**Achievement**
Implement the Roads Investment Programme for road and footway improvements	Resurfaced 6.35% of the road network, exceeding our target for the year of 5% and completed 215 carriageway schemes and 36 footway schemes (exceeding our targets of 185 and 25 for the year)
Council objective: Support the local economy by providing the right conditions for growth, improving skills and employability (Council priority)	
Resource objective	**Achievement**
Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs	Helped 2,516 people to secure employment or commence education/training through employability programmes, exceeding our annual target of 1,500 people
Establish opportunities for sustainable economic growth through the preparation and adoption of Development Plans	Published the proposed South Lanarkshire Local Development Plan setting out policies to guide planning decisions and promote appropriate land use development
Council objective: Tackle disadvantage and deprivation (Council priority)	
Resource objective	**Achievement**
Oversee and monitor the implementation of the Tackling	Implemented the South Lanarkshire Tackling Poverty Improvement Plan

Poverty Programme	

Council objective: Develop a sustainable Council and communities (Council priority)	
Resource objective	**Achievement**
Provide services and infrastructure which help local communities to become more sustainable	We recycled 39.7% of household waste (against our target to recycle at least 40% of household waste)
Improve the Council's environmental performance and reduce its greenhouse gas emissions	Achieved a 10.1% reduction in greenhouse gas emissions from our vehicle fleet over the three year period to March 2014

Council objective: Improve community safety	
Resource objective	**Achievement**
Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives	Completed an extensive programme of road safety projects including: completion of Route Action Plan works at five locations; improvements to road markings and signs; engineering measures at schools; and speed limiting initiatives; all helping to reduce the number of casualties in 2013 (including fatal and serious casualties) compared to 2012

Council objective: Improve and maintain health and increase physical activity	
Resource objective	**Achievement**
Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle	Recorded 3.433 million attendances at sport and leisure facilities managed by South Lanarkshire Leisure and Culture (an increase of 3% compared to the previous year).

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

Key Resource Plan actions that had major slippage/shortfall during 2013/2014

Council objective: Support the local economy by providing the right conditions for growth, improving skills and employability			
Resource objective: Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Deliver an updated 'Opportunities for All' action plan for MCMC young people	Number of MCMC (those not in employment education or training) young people achieving a positive destination maintained at 2011/12 levels (89.8%) by end of	88.6% of MCMC young people achieved a positive destination by end of 2012/2013. Despite not meeting the 2012/2013 target (89.8%), a larger number of young people went into employment / training in 2012/2013 compared to 2011/12. The number of young people in	This measure is included within the 2014/2015 Regeneration Services Service Plan Head of Regeneration Services

Council objective: Support the local economy by providing the right conditions for growth, improving skills and employability			
	2012/2013	the 'unknown' category was higher, however, and an improvement plan is in place to address this.	2014/2015

Council objective: Improve the quality of the physical environment			
Resource objective: Assess and determine development proposals in line with legislation and the Council's Local Development Plans			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Manage processing of planning applications to ensure needs of applicants and the community are met	70% of major planning applications determined within four months	18.75% of major applications determined within four months against target of 70%. In quarter four (January – March 2041), none of the three major applications received were determined within four months. This contributed to the overall figure for the year.	The Planning and Building Standards Service will continue to closely monitor performance in processing planning applications at the monthly managers' meetings. Head of Planning and Building Standards 2014/2015
	80% of local planning applications dealt with within two months	66.8% of local applications were dealt with within two months in 2013/2014. This is below the annual target of 80%.	
	80% of delegated planning applications determined within two months	The overall year to date figure of 68.8% failed to meet the 80% annual target. The greater number of non-householder delegated applications has contributed to this figure over the year, particularly the large number of small scale wind turbines dealt with by SLC.	

Council objective: Improve the quality of the physical environment			
Resource objective: Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Carry out a review of Grounds Maintenance and Street Cleansing	Review of Grounds Maintenance and Street Cleansing	The Grounds Review was put on hold and is in the process of being re-established, with completion	Completion of Grounds Maintenance and Street Cleaning

Council objective: Improve the quality of the physical environment			
Resource objective: Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Services	Services implemented	programmed for 2014/2015.	Services programmed for 2014/2015. Head of Facilities, Waste and Grounds Services 2014/2015

Council objective: Improve community safety			
Resource objective: Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services			
Action	**Measure**	**Progress**	**Management action, responsibility deadline**
Undertake effective community safety awareness initiatives and promote and develop the South Lanarkshire Bogus Crime Task Force, No Cold Calling Control Zones and address ongoing incidents of door step crime	Target participation achieved for South Lanarkshire Council primary schools participating in the Primary 3 Home Safety Cadet initiative by March 2014 (85%)	Participation rate at end of Q4 was 17.7% against annual target of 85%. The annual target was not met this year due to realignment of resources early in the year to service priority areas, in this case toward litter enforcement.	The decision to increase litter enforcement was agreed at the Community Services Committee meeting in September 2013. Head of Fleet and Environmental Services

Resource absence statistics 2013/2014

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

Community and Enterprise Resources				
Year	**APT and C**	**Manual and craft**	**Resource**	**Council wide**
2011/12	3.3%	4.7%	4.5%	3.8%
2012/2013	3.2%	5.3%	4.9%	4.1%
2013/2014	2.7%	4.9%	4.5%	4.6%

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

Resource financial performance 2013/2014

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

	Total budget £000's	Actual year to date £000's
General Services	116,712	116,547
Trading Services	(4,567)	(4,402)
Capital	22,620	18,575

Section 5 – Objectives and actions for the coming year

Community and Enterprise Resources have a number of objectives for 2014/2015 and these are outlined in the table below with the critical actions required to respond to them. These objectives are included in, and will be monitored via, individual service action plans.

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

Links:
ASBS - Antisocial Behaviour Strategy
BDIP - Biodiversity Duty Implementation Plan
CMP - Carbon Management Plan
CSS - Community Safety Strategy
LGBF - Local Government Benchmarking Framework

LTS - Local Transport Strategy
PIP - Partnership Improvement Plan
SDS - Sustainable Development Strategy
SLLP - South Lanarkshire Local Plan
SOA - Single Outcome Agreement

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

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

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Continue to implement the Roads Investment Programme for road and footway improvements	6.35% of the road network resurfaced by March 2015 **(Connect 3.1)** 180 carriageway schemes and 45 footway schemes completed during 2014/2015 **(Connect 3.1)** - Percentage of A class roads that should be considered for maintenance treatment **(LGBF indicator)** - Percentage of B class roads that should be considered for maintenance treatment **(LGBF indicator)** - Percentage of C class roads that should be considered for maintenance treatment **(LGBF indicator)** - Percentage of U class roads that should be considered for maintenance treatment **(LGBF indicator)** - Maintain or reduce the percentage of our road network that requires maintenance treatment (e.g. red category) **(Connect 3.2)** - Cost of maintenance per kilometre of roads **(LGBF indicator)**	Connect SOA LTS	G Mackay
Continue to undertake safety checks on road related structures and implement a prioritised	Review completed bridge assessments and develop implementation programme (for required measures) by March 2015 **(Connect 3.3)**	Connect SOA LTS	G Mackay

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

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
maintenance programme			
Continue to work with Scottish local authority partners to develop an asset management plan and valuation of assets	▪ Revision of Road Asset Management Plan completed by March 2015 **(Connect 3.0)**	Connect LTS	G Mackay
Deliver a winter maintenance service and continue development of IT systems	▪ 2013/2014 winter processes and outcomes reviewed by August 2014 **(Connect 3.6)** ▪ Winter policy procedures and documents, including gritting routes, updated as necessary, by September 2014 **(Connect 3.6)**	Connect LTS	G Mackay
Continue development of IT systems to support Roads and Transportation Service functions	▪ Continue to review accuracy and update EXOR road network by March 2015 ▪ Further development of Exor system by March 2015 ▪ Further development of Roads Costing System, including bulk materials payment, by March 2015 ▪ Further development of vehicles telematics system by March 2015		G Mackay

Resource objective: Provide road infrastructure improvements to support new developments

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Work with developers and public sector partners to deliver road infrastructure improvements to support new development	▪ Prioritised road infrastructure designed and /or constructed by March 2015 in line with available external and internal capital funding **(Connect 3.4)**	Connect SOA LTS	G Mackay
Work with public and private sector partners to deliver new or enhanced public transport infrastructure	▪ Prioritised improvements to bus and rail infrastructure (e.g. park and ride) delivered by March 2015 in line with available external funding **(Connect 3.5)** ▪ Quality Bus Partnership and associated infrastructure for Hamilton Town Centre further developed in partnership with	Connect SOA LTS SDS	G Mackay

Resource objective: Provide road infrastructure improvements to support new developments			
			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
	Strathclyde Partnership for Transport **(Connect 3.5)**		
Deliver improvements to bus / rail interchange	▪ Feasibility and design of proposed improvements at Lanark Station / Biggar undertaken with Strathclyde Partnership for Transport **(Connect 3.5)**	Connect PIP	J McCaffer

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

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

Resource objective: Support local businesses through development and delivery of business support programmes			
			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Implement South Lanarkshire Economic Strategy in conjunction with Community Planning Partnership and other partners	▪ Promotion of new South Lanarkshire Economic Strategy and implementation of associated actions in Economic Development Performance Improvement Plan (PIP) **(Connect 4.1)**	Connect	J McCaffer
Continue to respond to the economic downturn in response to the recession in conjunction with Community Planning Partnership and other partners	▪ Over 1,500 businesses assisted per annum with grants, loans or property advice **(Connect 4.1)** ▪ Value of sales generated by businesses assisted by Economic Development between £10m-£20m of sales **(Connect 4.1)**	Connect	J McCaffer

<table>
<tr><td colspan="4">Resource objective: Support local businesses through development and delivery of business support programmes Resource priority</td></tr>
<tr><th>Action</th><th>Measures/Timescale</th><th>Links to other strategic documents</th><th>Responsibility (Head of Service)</th></tr>
<tr>
<td>Scrutinise Business Gateway contract and performance targets</td>
<td>Between 500 – 1,000 jobs created or sustained per annum as a direct result of local authority intervention (Connect 4.1)
Business birth rate increased per 1000 population by March 2015 (Connect 4.1)</td>
<td>Connect PIP</td>
<td>J McCaffer</td>
</tr>
<tr>
<td>Transfer Supplier Development Programme leadership and management from Glasgow City Council to South Lanarkshire Council</td>
<td>Relocation of Supplier Development Programme (SDP) team to South Lanarkshire Council accommodation and implementation of SDP delivery programme</td>
<td></td>
<td>J McCaffer</td>
</tr>
<tr>
<td>Maintain East Kilbride Task Force Action Plan with key partners</td>
<td>East Kilbride Town Centre Action Plan implemented with key partners (actions include: establishment of town centre skills academy, completion of appraisal of Land and Premises Supply and Demand Plan; development and implementation of property action plan; and development of East Kilbride Visitor Product) (Connect 4.0)</td>
<td>Connect</td>
<td>J McCaffer</td>
</tr>
</table>

<table>
<tr><td colspan="4">Resource objective: Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs Resource priority</td></tr>
<tr><th>Action</th><th>Measures/Timescale</th><th>Links to other strategic documents</th><th>Responsibility (Head of Service)</th></tr>
<tr>
<td>Job brokerage initiative delivered to provide critical support for unemployed people living in South Lanarkshire</td>
<td>Routes to Work South contract monitored to ensure delivery of key elements and outcomes for employability services as specified by the Council by March 2015</td>
<td></td>
<td>J McCaffer</td>
</tr>
<tr>
<td>Deliver 'Opportunities for All' programme to support young people into jobs, education and training</td>
<td>Youth Employment Action Plan (YEAP) delivered within agreed timescales providing services to MCMC young people
16+ Learning Choices programme continued to be delivered in all secondary schools
Number of MCMC (those not in employment education or training) young people progressing to a positive destination attaining 2011/2012 levels (89.8%) by end 2013/2014 (Connect 4.6)
MCMC initiatives and projects developed and</td>
<td>Connect SOA</td>
<td>J McCaffer</td>
</tr>
</table>

Resource objective: Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs **Resource priority**			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
	delivered, based on available Scottish Government and partnership resources, to support the most vulnerable young people leaving school and beyond as per agreed partnership plan **(Connect 4.6)**		
Develop and progress as appropriate new employability services focused on priority client groups resourced by EU and Council resources	▪ Continue the delivery of innovative employability services, including European Strategic Skills pipeline funding to be procured, contracts issued and delivered by end 2014/2015 **(Connect 4.5)** ▪ % unemployed people assisted into work from Council operated / funded employability programmes **(LGBF indicator)** ▪ Over 3,000 people supported each year through employability programmes **(Connect 4.5)** ▪ A minimum of 1,500 of the people supported via employability programmes go on to access employment or training / education **(Connect 4.7)** ▪ Gap in the working age employment rate reduced or maintained at 0.6% above the Scottish average by March 2015 (base ONS/APS 2010/11 SL 71.6% Scottish average 71.0%) ▪ Workless client group maintained below 148 per 1000 in 2014-15 **(Connect 4.5)** ▪ Workless client group reducing in line with the overall figures or maintained at 312 per 1,000 by March 2015 in worst 15% datazones	Connect SOA	J McCaffer

Resource objective: Undertake regulatory advice and support proactively to enhance fair trade and business competitiveness **Resource priority**			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Improve the competitiveness of local business through provision of a business advice service which includes delivery of seminars and educational activities and improve levels of	▪ 4 regulatory compliance bulletins issued to the business community **(Connect 4.9)** ▪ 95% of business advice requests completed within 21 days ▪ Number of businesses processed through Buy with Confidence approved trader scheme **(Connect 4.8)**	Connect Enforcement Policy	S Clelland

Resource objective: Undertake regulatory advice and support proactively to enhance fair trade and business competitiveness			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
consumer protection and fair trading and support the local economy			

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

Resource objective: Update and implement the South Lanarkshire Rural Strategy and action plan			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Implement South Lanarkshire Rural Partnership (SLRP) Strategy Action Plans	- Rural Strategy action plans implemented in line with agreed timescales - Year 3 of the Clyde and Avon Valley Landscape Partnership delivered by March 2015		J McCaffer

Resource objective: Support and develop the South Lanarkshire community and voluntary sector			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Implement and support Voluntary Action South Lanarkshire (VASLAN) as the	Grant Agreement with VASLAN completed by July 2014		J McCaffer

Resource objective: Support and develop the South Lanarkshire community and voluntary sector			
			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
single voluntary sector interface for South Lanarkshire			
Increase and improve volunteering opportunities for individuals and organisations	▪ Number of organisations engaging volunteers maintained		J McCaffer
Implement the revised Lanarkshire Social Economy Partnership strategy and action plan	▪ 'Beyond Gateway' support process implemented for ten social economy organisations by December 2014		J McCaffer
Promote partnership working for financial inclusion and the development of South Lanarkshire Credit Unions	▪ Develop and support the financial inclusion network linked to preparation for welfare reform **(Connect 5.3)** ▪ Credit Union membership increased by 3.5% **(Connect 5.3)**	Connect PIP	J McCaffer

Resource objective: Establish opportunities for sustainable economic growth through the preparation, adoption and implementation of Development Plans			
			Resource priority
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Ensure that planning applications are assessed within a development plan framework	▪ South Lanarkshire Local Development Plan adopted by August 2014 **(Connect 9.1)** ▪ Finalised Supplementary Guidance to support the Local Development Plan published by August 2014 **(Connect 9.1)**	Connect SOA BDIP	M McGlynn
Contribute to the monitoring of the Glasgow and Clyde Valley Strategic Development Plan	▪ Annual topic survey and monitoring undertaken by September 2014		M McGlynn
Monitor Local Plan objectives for supply of housing, industry and	▪ Local Plan objectives monitored during 2014/2015 to ensure at least a five year supply of housing land is maintained **(Connect 9.1)**	Connect BDIP SLLP	M McGlynn

Resource objective: Establish opportunities for sustainable economic growth through the preparation, adoption and implementation of Development Plans Resource priority			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
business land and green space to ensure an adequate supply is maintained	▪ Adequate supply of land is available for work and business activity **(Connect 9.1)** ▪ Adequate supply of land is available for green space in the main urban communities of South Lanarkshire **(Connect 9.1)**		

Council objective: Tackle disadvantage and deprivation   Council priority

Resource objective: Oversee and monitor the implementation of the Tackling Poverty Programme Resource priority			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Lead partnership approaches to tackling the causes and effects of poverty, including management of the Tackling Poverty Programme and associated budget as part of the Single Outcome Agreement	▪ An appropriate set of measurable 'Reducing the Gap' indicators and targets to be agreed as part of SOA development with partners by December 2014 **(Connect 5.2)** ▪ New Tackling Poverty Improvement Plan (PIP) for South Lanarkshire implemented and progress reported to the Tackling Poverty and Inequalities Strategic Board and Community Planning Board as required **(Connect 5.2)** ▪ Promote the use of the Scottish Index of Multiple Deprivation (SIMD) (2012) as a tool to assist with targeting of resources and activity ▪ Tackling Poverty Programme targets agreed and monitoring process developed by June 2014 **(Connect 5.2)** ▪ Impacts of third year of Tackling Poverty Programme reported by June 2014 **(Connect 5.6)** ▪ Asset based approach to community engagement promoted across the Community Planning Partnership with targeted neighbourhood focussed work	Connect SOA PIP	J McCaffer

Council objective: Develop a sustainable Council and communities	
	Council priority

Resource objective: Improve the Council's environmental performance and reduce its greenhouse gas emissions
Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Monitor and report on implementation of Sustainable Development Strategy 2012-17	▪ Quarter 2 and Quarter 4 reports on all Sustainable Development Strategy actions and issues presented to Corporate Management Team and Executive Committee **(Connect 6.1)**	Connect	A McKinnon
Further implement the Carbon Management Plan to reduce greenhouse gas emissions from Council services (buildings, waste, transport etc)	▪ Further 2% annual reduction in the Council's greenhouse gas emissions achieved by March 2015 (compared to 2010/11 level) **(Connect 6.2)** ▪ Two energy campaigns held in October 2014 and March 2015	Connect SDS CMP	A McKinnon
Maximise the energy efficiency of all operational properties in support of the Carbon Management Plan	▪ Reduction in energy consumption across the energy portfolio: 2% reduction in energy consumption by March 2015 (2013/2014 weather corrected baseline)	CMP	A McKinnon
Reduce transport emissions within the Council fleet and further develop the use of low carbon vehicles	▪ 3.3% reduction in council wide transport emissions achieved by March 2015 **(Connect 6.2)**	Connect SDS CMP	S Clelland
Implement the Fleet Asset Management Plan	▪ Fleet Asset Management Plan, which includes performance indicators on vehicle utilisation and efficiency, reviewed by March 2015		S Clelland

Resource objective: Provide services and infrastructure which help local communities to become more sustainable
Resource priority

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Report to the public action taken in relation to climate change	▪ Climate Change Declaration Annual Report published in line with the national deadlines set by COSLA **(Connect 6.6)**	Connect SDS	A McKinnon

Resource objective: Provide services and infrastructure which help local communities to become more sustainable			**Resource priority**
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Introduce new waste management initiatives to reduce waste and increase recycling	▪ Contract awarded for the collection and disposal of council buildings waste by December 2014 **(Connect 6.5)** ▪ Procurement of long term waste treatment contract progressed, with procurement timetable milestones met **(Connect 6.5)** ▪ Council target achieved for amount of biodegradable municipal waste sent to landfill (target is lower than 47,510 tonnes) **(Connect 6.5)** ▪ Council target achieved for total waste arising that is recycled (target is 40%) **(LGBF indicator) (Connect 6.5)** ▪ Council target achieved for waste tonnage per household (target is lower than 1.2 tonnes) **(Connect 6.5)**	Connect SDS CMP	S Kelly
Manage flooding priorities and deliver prioritised flood protection schemes	▪ Prioritised flood protection projects delivered by March 2015 in line with available capital / revenue funding **(Connect 6.4)** ▪ Continue review of the management of flooding priorities across Community and Enterprise Resources by March 2015	Connect LTS SOA SDS	G Mackay
Comply with the requirements of the Flood Risk Management (Scotland) Act 2009	▪ Participate in Local Flood Risk Management Districts, namely Clyde and Loch Lomond (led by Glasgow City Council) and Tweed (led by Scottish Borders Council) **(Connect 6.4)** ▪ Watercourse Clearance and Repair undertaken in line with current requirements **(Connect 6.4)**	Connect LTS SOA SDS	G Mackay
Promote the delivery of sustainable development through the statutory planning system	▪ Planning applications assessed in accordance with the Development Plan and its associated Supplementary Guidance (which incorporate criteria encouraging sustainable development)	SDS	M McGlynn
Ensure Strategic Environmental Assessment of all appropriate policies, plans, programmes and strategies is undertaken and incorporates sustainability and climate change	▪ Strategic Environmental Assessments undertaken on all plans and strategies ▪ Content of Council Strategic Environmental Assessments monitored to ensure that they are undertaken in accordance with guidance and legislation ▪ Annual report on the number and outcomes of Strategic Environmental Assessments carried out within the Council prepared by March 2015	SDS	M McGlynn

Resource objective: Provide services and infrastructure which help local communities to become more sustainable		Resource priority	
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
considerations			
Monitor number of Sustainable Urban Drainage Systems schemes in new developments	▪ Sustainable Urban Drainage Systems schemes incorporated into all appropriate developments	SDS	M McGlynn
Monitor the local environmental conditions through the preparation and monitoring of the biennial update of the State of the Environment report	▪ Production of updated biennial State of the Environment report commenced by March 2015	SDS	M McGlynn

Council objective: Improve the quality of the physical environment

Resource objective: Sustain the quality of our towns and villages through maintenance and promotional activities			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Continue to work with the private sector to maximise investment in our towns to support and enhance their role	▪ Town centre activities and initiatives promoted and implemented in accordance with the capital programme **(Connect 9.0)**	Connect PIP	J McCaffer
Maintain public realm improvements in town centres	▪ Town centre public realm maintained in accordance with maintenance charter	SOA	J McCaffer

Resource objective: Unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Agree and implement derelict /	▪ Vacant and derelict / contaminated land programme finalised and approved by July	Connect SDS	J McCaffer

Resource objective: Unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
contaminated land programme	2014 **(Connect 9.5)** ▪ Agreed programmes, including Vacant/ Derelict Land Fund, delivered by March 2015 through Corporate Working Group **(Connect 9.5)**		
Identify and manage contaminated land within the statutory regulatory framework	▪ Publication of the revised Contaminated Land Strategy 2013 – 2018 for South Lanarkshire and develop an action plan to implement the strategy by March 2015 **(Connect 9.4)**	Connect SDS	S Clelland

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

Resource objective: Assess and determine development proposals in line with Planning and Building Standards legislation and the Council's Local Development Plans			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Implement requirements of revised Town and Country Planning (General Permitted Development) (Scotland) Order	▪ Documentation and advice reviewed and re-assessed on all permitted development categories, ensuring compliance with new legislation within required timescales as published by Scottish Government		M McGlynn
Publish updated Development Management Charter	▪ Updated Development Management Charter published by August 2014		M McGlynn
Continue to implement and develop: – computerised Planning and Building Standards application system – online casework information application – Electronic Document and Records management System (EDRMS) – online applications and appeals for Planning and Building Standards – mapping systems as appropriate to needs of Service	▪ Functionality of M3/EDRM systems developed to reflect evolving operational/business/legislative needs of the Service, with specific reference to Planning and Building Standards Performance Frameworks ▪ In partnership with Scottish Government, develop and implement web reporting platform for Key Performance Outcomes by July 2014 ▪ Business process and procedures reviewed and adapted during 2014/2015 in line with ongoing review and development of M3 and Electronic Document and Records Management systems ▪ Business processes reviewed and adapted in accordance with the ongoing development of national online applications and appeal system ▪ National online Building Standards applications facility developed in partnership with Scottish Government ▪ In-house solution developed to allow the submission of 'letters of comfort' online by December 2014 ▪ Role of mapping systems to support service delivery enhanced, including exploring feasibility of mapping alternatives (e.g. M3 Spatial Extents) ▪ Feasibility of implementing a mobile working solution explored, to support planning and building standards application processing		M McGlynn
Production of conservation area character appraisals	▪ Character appraisals produced and completed for Cambuslang conservation areas by December 2014		M McGlynn

Resource objective: Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Maintain high standard of street cleanliness	▪ Street Cleanliness Score (% of streets achieving KSB standard A or B) **(LGBF indicator) (Connect 9.3)**	Connect	S Kelly
Maintain land to a high standard	▪ Land Audit Managements System score of 70 achieved		S Kelly
Take preventative and enforcement action in relation to incidents of fly tipping, dog fouling and noise, including enhanced covert surveillance to reduce exposure to environmental injustice	▪ 90% of fly tipping complaints responded to within 2 days **(Connect 9.6)** ▪ 90% of dog fouling complaints responded to within 2 days **(Connect 9.6)** ▪ Domestic noise - average time (hours) between time of complaint and attendance on site, for those requiring attendance on site **(LGBF indicator) (Connect 9.6)**	Connect ASBS	S Clelland

Resource objective: Protect biodiversity and enhance Greenspace in South Lanarkshire			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Improve urban green spaces in partnership with neighbouring communities	▪ Funding applications for Millheugh and Greenhall estates completed by March 2015, through continued liaison with Friends of Calder group **(Connect 9.7)**	Connect SDS	S Kelly
Monitoring report submitted to Scottish Government on Biodiversity Duty Implementation Plan	▪ Two yearly monitoring report on Biodiversity Duty Implementation Plan prepared and submitted to Scottish Government by December 2014 **(Connect 9.7)**	Connect SDS BDIP	S Kelly

Council objective: Improve community safety

Resource objective: Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Undertake effective community safety awareness initiatives and work in partnership with National Trading Standards Board and Trading Standards Scotland to use intelligence to identify, investigate and protect vulnerable consumers from scams	▪ % of pupils expressing that they learned a great deal from the 'Crucial Crew' experiential safety learning programme **(Connect 12.6)** ▪ % of older people expressing Be Smart Be Safe events as being informative and valuable **(Connect 12.6)** ▪ Support maintained for vulnerable groups and neighbourhood watch areas by responding to 100% of door step crime reports on the same or next working day **(Connect 12.6)**	Connect CSS ASBS	S Clelland
Undertake regulatory activity designed to protect consumers, prevent the sale of tobacco to children and ensure compliance with legislation governing the sale and storage of solvents	▪ 65% of consumer complaints completed within 14 days		S Clelland

Resource objective: Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Deliver prioritised road safety improvements at identified accident locations / routes	▪ Road safety projects / schemes delivered in line with the agreed 2014/2015 capital programme **(Connect 12.5)** ▪ 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 12.5)**	Connect LTS SOA CSS	G Mackay

Resource objective: Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Deliver prioritised traffic signal and pedestrian crossing maintenance improvements and new installations	▪ Traffic signal and pedestrian crossing maintenance improvements projects / schemes delivered in line with the agreed 2014/2015 capital and revenue programme **(Connect 12.5)**	Connect LTS SOA CSS	G Mackay
Complete traffic signal repairs within 48 hours	▪ 95% of traffic signal repairs completed within 48 hours		G Mackay
Assist in the provision of safe routes to and from school through the operation of a school crossing patrol service	▪ School crossing patrol cover provided at 224 sites in 2014/2015 **(Connect 12.0)**	Connect	S Kelly
Continue programme of street lighting improvements	▪ 400 lighting columns improved / renewed by the end of March 2015		G Mackay

Council objective: Improve and maintain health and increase physical activity

Resource objective: Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Maximise the number of individuals participating in physical activity at leisure facilities	▪ Achieve 3.467m attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture (SLLC) **(Connect 13.3)** ▪ Increase number of attendances per 1,000 population for swimming pools (5,242) ▪ Increase number of attendances per 1,000 population for other indoor sports and leisure facilities, excluding pools in a combined complex (5,846) ▪ Maintain number of attendances at outdoor recreation and country parks (2.2m)	Connect	G Campbell
Provide free use of	▪ Achieve 960,000 free under 16 attendances		G Campbell

Resource objective: Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
SLLC facilities to under 16s sports, uniformed and community organised groups in accordance with the Council's under 16's free use policy	at SLLC facilities by March 2014 (includes halls, school lets, outdoor and indoor leisure)		
Actively promote the "Activage" scheme in leisure facilities across South Lanarkshire	▪ Achieve 4,000 registered members of "Activage" scheme ▪ Achieve 12,000 over 60s attendances by residents using South Lanarkshire leisure facilities **(Connect 13.2)**	Connect	G Campbell
Progress and/or complete upgrades to leisure facilities across South Lanarkshire	▪ Strathaven tennis courts upgraded to an all weather surface by end of December 2014 **(Connect 13.3)** ▪ Refurbishment of East Kilbride Ice Rink progressed by March 2015 **(Connect 13.3)**	Connect	A McKinnon
Implement the recommendations of the Member / Officer review on fixed play areas	▪ Fourth year of five year investment programme carried out on fixed play areas, as identified through the Member / Officer Review **(Connect 13.5)**	Connect	S Kelly
Continue to improve nutrition and health value of school meals	▪ Uptake level of paid primary school meals increased by 1% compared to 2013/2014 **(Connect 13.4)** ▪ Uptake level of paid secondary school meals increased by 1% compared to 2013/2014 **(Connect 13.4)** ▪ Assess by December 2015 the implications of the Scottish Government's announcement of funding for free meals for all primary 1-3 pupils	Connect	S Kelly

Resource objective: Safeguard health through an effective environmental services regulation and enforcement service			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Provide a comprehensive food safety enforcement and advisory service to reduce risk of food	▪ Incidence of notified food borne infection reduced from 2006/07 baseline figures by 8.5% by March 2015 **(Connect 13.7)** ▪ Broad compliance with food safety statutory requirements secured in 85% of premises **(Connect 13.7)**	Connect	S Clelland

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)

borne infection	▪ Targets achieved for food safety inspections achieved on time **(Connect 13.7)**:
	  – 6 months (96%)
	  – 12 months (96%)
	  – >12 months (85%)		

Review and assess air quality throughout South Lanarkshire as required by the Environment Act 1995 and in line with national guidance	▪ Submit the Update and Screening Assessment Report on air quality across South Lanarkshire to the Scottish Government by March 2015 **(Connect 13.8)** ▪ Progress implementation of Air Quality Action plan measures by March 2015	Connect SDS	S Clelland
Provide a comprehensive and responsive public health service to protect the community from infectious diseases, contamination or other hazards which constitute a danger to public health	▪ 90% of public health service requests responded to within 2 working days		S Clelland

Resource objective: Safeguard health through an effective environmental services regulation and enforcement service

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

Resource objective: Improve facilities for arts and cultural activities and provide quality facilities to support communities

Action	Measures/Timescale	Links to other strategic documents	Responsibility (Head of Service)
Increase attendances at our cultural venues by actively promoting to the local community and visitors to the area	▪ Achieve 0.55m visitors to SLLC cultural venues **(Connect 14.2)**	Connect	G Campbell
Maintain attendances at our	▪ Maintain number of visits per 1,000 population (4,615)		G Campbell

Resource objective: Improve facilities for arts and cultural activities and provide quality facilities to support communities			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
libraries by actively promoting to the local community			
Further implementation of action plan to increase use of museums	▪ Increase number of visits to/usages of council funded or part funded museums per 1,000 population (843) ▪ Increase number of those visits that were in person per 1,000 population (788)		G Campbell
Complete refurbishment of community halls	▪ Detailed plans to replace or upgrade Ballgreen Hall developed by March 2015 **(Connect 14.0)**	Connect	A McKinnon
Provide new community facilities in association with the primary schools modernisation programme	▪ New library in Forth completed and operational by end of September 2015, in association with the primary schools modernisation programme **(Connect 14.0)**	Connect	A McKinnon
Investigate availability of suitable burial ground in and around those cemeteries with less than five years new lair lifespan	▪ Provision of new burial ground programme extended into fourth year, with completion target of March 2015 **(Connect 14.4)**	Connect	S Kelly

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

Achievement of targets for customer satisfaction	▪ Target achieved for customer satisfaction
	
	  – Waste management (85%)
	  – Environmental services (85%)
	  – Trading Standards (85%)
	  – Cleaning and catering services (95%)
	  – SLLC facilities (97%) **(Connect 14.3)**
	
	▪ Satisfaction levels for planning sustained or improved against baseline (73%)
	
	▪ Satisfaction levels for building standards sustained or improved against baseline
		Connect	S Clelland / S Kelly/ M McGlynn/ G Campbell

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

	(87%)
	
	▪ Baseline set for Bereavement services customer satisfaction by September 2014, and satisfaction rate monitored on a quarterly basis against baseline throughout October 2014 - March 2015
	
	▪ Target achieved for customer satisfaction
	   – Libraries
	   – Museums and galleries
	   – Leisure facilities
	   – Parks and open spaces
	   – Refuse collection
	   – Street cleaning
	(All LGBF indicators)		

Ensure efficient and effective implementation of Freedom of Information Scotland Act (FOISA) procedures	▪ Target achieved for all Resource Freedom of Information requests responded to within 20 working days in line with corporate standards		All Heads of Service

Council objective: Provide vision and strategic direction				
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Deliver the objectives of the Council Plan Connect	▪ Deliver annual Resource Plan and review suite of measures for coverage and relevance **(all Directors measure)**		A McKinnon
Implement Sports Pitch Strategy	▪ Committee approval of Sports Pitch Strategy 2014-2017 achieved by September 2014		A McKinnon
Undertake Equality Impact Assessments for all relevant policies, strategies and procedures	▪ Number of Equality Impact Assessments carried out for all relevant policies, strategies and procedures **(all Directors measure)**		A McKinnon
Develop and introduce Council	▪ Resources to provide annual report to Equal Opportunities Forum on uptake of service **(all**		A McKinnon

Council objective: Provide vision and strategic direction			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
wide equality performance measures and publish results	**Directors measure)**		

Council objective: Promote performance management and improvement			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Implement effective Best Value management arrangements to ensure continuous improvement and efficient and effective service delivery	▪ Sustain and improve LGBF results for Council **(all Directors measure)** ▪ Through use of EMPOWER, identify and take action on areas for improvement **(all Directors measure)**		All Heads of Service
Retain Customer Service Excellence (CSE) award for Bereavement Services and retain ISO 9001 and ISO 14001 accreditation	▪ Retain all accreditation by March 2015		S Kelly
Retain Customer Service Excellence Accreditation for Planning Service for 2014/2015	▪ Actions to successfully retain Customer Service Excellence award undertaken in preparation for reassessment in March 2015		M McGlynn
Retain Customer Service Excellence Accreditation for Building Standards Service for 2014/2015	▪ Actions to successfully retain Customer Service Excellence award undertaken in preparation for reassessment in November 2014		M McGlynn
Publication of annual Planning Performance Framework and Improvement Plan	▪ Planning Performance Framework prepared by September 2014 ▪ Service improvement plan implemented in accordance with programme set out in Planning Performance Framework		M McGlynn

Council objective: Promote performance management and improvement			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Quarterly reporting of Continuous Improvement Plan detailing current position relating to requirements of Building Standards Performance Framework	▪ Reports on key performance objectives 1-9 and Continuous Improvement Plan produced on quarterly basis **(Connect 9.2)** ▪ Associated Building Standards Division consultations responded to as required **(Connect 9.2)**	Connect SOA	M McGlynn
Provide an effective and efficient household waste and recycling collection service	▪ Council target achieved for net cost per premise of refuse collection **(LGBF indicator)** ▪ Council target achieved for net cost per premise of refuse disposal **(LGBF indicator)** ▪ 95% of special uplifts completed within 5 working days ▪ 5% reduction in the Council's missed collections per 100,000 collections achieved by March 2015, compared to 2013/2014 ▪ Routing software to enhance efficiency in refuse collection investigated by March 2015		S Kelly
Monitor ongoing costs of delivery of Community and Enterprise Resources' services	▪ Cost per attendance at sport and leisure facilities (including swimming pools) ▪ Cost per visit to libraries ▪ Cost per visit to museums and galleries ▪ Cost of parks and open spaces per 1,000 population ▪ Net cost of street cleaning per 1,000 population ▪ Cost of Trading Standards per 1,000 population ▪ Cost of Environmental Health per 1,000 population **(All LGBF indicators)**		All Heads of Service

Council objective: Embed governance and accountability			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Ensure that high standards of governance are being exercised	▪ Audit actions delivered by due dates and reported to Chief Executive through quarterly performance reports and to Risk and Audit Forum **(all Directors measure)** ▪ Complete Resource Governance self		A McKinnon

Council objective: Embed governance and accountability			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
	assessment by due date and develop actions to address non-compliant areas **(all Directors measure)** • Co-ordination of preparation of reports for Financial Resources Scrutiny Forum outlining financial and operational performance, and attendance at forum meetings • Revenue and capital monitoring reports presented to Resource Committee within corporate timescales • Risk control actions and actions from risk management work plan delivered by agreed dates and reported as appropriate **(all Directors measure)**		
Implement the Corporate Information Governance Strategy and action plan for the Resource, including the legislative requirements of the Public Records Scotland Act	• Information Governance Action Plan actions for the Resource implemented, including the annual self assessment checklist, by March 2015		A McKinnon

Council objective: Achieve efficient and effective use of resources			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	• Resource absence rate to be less than 5% **(all Directors measure)** • 100% coverage of Resource PDRs and associated training plans of employees in scope by 31st May 2014 **(all Directors measure)** • Resource labour turnover rate to be less than 5% **(all Directors measure)**		All Heads of Service
Attract external funding support of £5m from European Union, lottery and	• Annual target achieved resulting in £5m external funding invested in South Lanarkshire		J McCaffer

Council objective: Achieve efficient and effective use of resources			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
related sources to support corporate objectives			
Provide efficient and effective fleet management and maintenance service	▪ Target achieved for percentage of Council vehicles presented externally for an MOT passing without additional work being required (target 87%)		S Clelland
Co-ordinate the implementation of improvement actions in respect of employee issues arising from Public Sector Improvement Framework, Investors in People and employee audit	▪ Present results of the 2014 employee audit to SMT and coordinate any associated Resource improvement actions		A McKinnon
Coordinate health and safety throughout the Resource in conjunction with Corporate Health and Safety	▪ Health and Safety Improvement Action Plan and the Behavioural Safety Action Plan implemented within agreed timescales		A McKinnon
Monitor and investigate accidents taking remedial action where necessary	▪ Number of reported accidents reduced and remedial actions implemented within agreed timescales		A McKinnon
Practice effective resource management by maximising our operational and financial performance	▪ Resource's savings proposal co-ordinated in line with corporate timescales, following the guidance from the Finance Strategy Group ▪ Operate within our revenue and capital budgets to provide quality front line services ▪ Contribute to the completion of cross-cutting reviews ▪ Resource efficiency statement for 2013/2014 completed and available for audit by end of April 2014		A McKinnon
Manage land and property assets efficiently	▪ The percentage of Council buildings in which all public areas are suitable for and accessible to disabled people **(all Directors measure)** ▪ The proportion of operational accommodation		A McKinnon

Council objective: Achieve efficient and effective use of resources			
Action	**Measures/Timescale**	**Links to other strategic documents**	**Responsibility (Head of Service)**
	that is in satisfactory condition **(all Directors measure)** ▪ The proportion of operational accommodation that is suitable for its current use **(all Directors measure)**		

Section 6 – Resourcing the plan

Workforce

Community and Enterprise Resources has 3,627 employees (2,699 full time equivalent)

Workforce - by Service	Number of employees	Full time equivalent (FTE)
Facilities, Waste, and Grounds	2,757	1,885
Regeneration	45	43
Roads and Transportation	359	353
Planning and Building Standards	68	66
Support	136	119
Fleet and Environmental	262	233
Totals	**3,627**	**2,699**

Revenue budget 2014/2015

Community and Enterprise Resources' revenue budget 2014/2015 is set out below:

	2014/2015 Revenue budget		
	Gross expenditure £000s	Gross income £000s	2014/2015 Net budget £000s
General Services			
Facilities, Streets, Bereavement and Waste	57,048	10,792	46,256
Regeneration	5,936	349	5,587
Roads and Transportation	40,081	3,697	36,384
Planning and Building Standards	4,348	3,816	532
Tackling Poverty Programme	4,980	0	4,980
SPT/ Concessionary fares	6,163	0	6,163
Leisure	25,606	0	25,606

	2014/2015 Revenue budget		
	Gross expenditure £000s	Gross income £000s	2014/2015 Net budget £000s
Support	5,260	1,935	3,325
Environmental	5,362	1,056	4,306
Projects	232	0	232
Total	**155,016**	**21,645**	**133,371**
Trading Services			
Roads Trading	27,790	30,094	(2,304)
Facilities Trading	25,090	26,522	(1,432)
Fleet Trading	21,661	21,999	(338)
Grounds Trading	14,040	15,128	(1,088)
Total	**88,581**	**93,743**	**(5,162)**
Overall Total	**243,597**	**115,388**	**128,209**

Capital budget 2014/2015

The Council previously approved a three year capital budget for the period 2015 to 2018 (excluding the previously approved schools modernisation and roads and rural investment programmes). This budget is in its first year and is set out in the table below:

Service	Approved programme 2014/2015[1]
Facilities, Waste, and Ground	£2.000m
Regeneration	£2.511m
Roads and Transportation	£12.489m
Planning	£0.000m
South Lanarkshire Leisure and Culture Ltd	£0.753m
Support	£0.000m
Fleet and Environmental	£3.100m
Total	**£20.853m**

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[1] The 2014/15 programme outlined here reflects the previously approved programme which was agreed in February 2014. It does not include any carry forward figures from 2013/14, as at the time of writing this publication these figures have yet to be approved.

Capital allocations in 2014/2015 reflect continuing priorities across a number of areas including: roads investment, flooding, land remediation and regeneration within the Clyde Gateway.

Risk Management
To successfully manage risk, Council and Resource Plan objectives must inform the Council's risk management arrangements. For this to occur, it is important that the arrangements for risk management are comprehensive enough to reflect the business of the Council as included within the Council Plan and individual Resource Plans. At a strategic level, the Council reviews its top risks each year and this contributes to the content of the annual Internal Audit Plan. At the year end, the annual Internal Audit Review identifies common themes which inform the following year's top risk review.

At a Resource level, Resource Risk Registers should be reviewed and updated following preparation of the annual Resource Plan. Risk Registers must reflect the work of the Resource. To achieve this, the updated Risk Register must accurately reflect the content of the Resource Plan, including details of risk controls and actions. In addition, the terminology used within the Resource Plans and Risk Registers must be consistent ('Golden Thread') to enable easy identification between Resource objectives and risks.   Where necessary, controls or further actions to mitigate risks are agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource. The Resource Risk Management Group ensures that the principles of the Risk Management Strategy are embedded in all service areas and an annual Risk Management Report is prepared for Community and Enterprise Resources Senior Management Team. Our top risks are reported annually to the Resource Committee in October.

Community and Enterprise Resources

Responsible for a wide range of activites including:

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

- promoting jobs, economic development and social inclusion
- promoting sustainable development and reducing carbon emissions
- providing school meals and school crossing patrols
- attracting funding from Europe and the lottery
- protecting public health
- providing Consumer and Trading Standards services

Executive Director

Colin McDowall

Phone: 4798
Secretary: Annie Grainger

Facilities, Waste and Ground Services

Stephen Kelly

Phone: 4705
Secretary: Natascha Pow

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

Planning and Building Standards

Michael McGlynn

Phone: 5126
Secretary: Natalie Glancy/Lili Man

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

Regeneration Services

Jim McCaffer

Phone: 3813
Secretary: Natascha Pow

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

Roads and Transportation Services

Gordon Mackay

Phone: 4484
Secretary: Lesley Ann Bell

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

Support Services

Alistair McKinnon

Phone: 4700
Secretary: Lesley Ann Bell

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

Fleet and Environmental Services

Shirley Clelland

Phone: 4708
Secretary: Natalie Glancy/Lili Man

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

Annex two – Detailed service performance information 2013/2014

The following table sets out Community and Enterprise Resources' key performance results, covering two main groups of performance indicators: former Statutory Performance Indicators (SPIs) and the new Local Government Benchmarking Framework Indicators (LGBFIs). Rankings in comparison to the 31 other local authorities are also provided for 2012/2013.

	Actual 2011/2012	Actual 2012/2013	SLC rank 2012/2013	Target 2013/2014	Actual 2013/2014
Waste management					
% of total waste arising that is recycled *(LGBFI)*	35.7%	37.7%	23rd	40%	39.7%
Net cost of waste collection per premise *(LGBFI)*	£65.80	£66.25	22nd	£66.82	xx% (tbc)
Net cost of waste disposal per premise *(LGBFI)*	£94.00	£85.72	18th	£110.83	xx% (tbc)
Overall street cleanliness score *(former SPI)*	72	72	26th	72	75
Street Cleanliness Score (% acceptable) *(LGBFI)*	97.8%	97.1%	13th		
Net cost of street cleaning per 1,000 population *(LGBFI)*	£15,675.17	£16,372.95	18th	No targets set	Not available[2]
Percentage of adults satisfied with refuse collection services *(LGBFI)*	No household survey in 2011/12	86%	17th		
Percentage of adults satisfied with street cleaning services *(LGBFI)*		74%	20th		
Protective services					
Domestic noise complaints - average time (hours) between the time of the complaint and attendance on site: For those requiring attendance on site *(LGBFI)*	54 mins	66 mins	10th	120 mins	49.2 mins
For those dealt with under Part V of the 2004 Antisocial Behaviour (Scotland) Act	30 mins	30 mins	13th	120 mins	28.8 mins

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[2] In the case of LGBF indicators, it is not possible to report them until some time after the financial year has ended. Therefore, performance in relation to these specific indicators for 2013/14 will be considered in a separate report to CMT and Executive Committee when all results are available (likely to be October/November 2014).

	Actual 2011/2012	Actual 2012/2013	SLC rank 2012/2013	Target 2013/2014	Actual 2013/2014
(former SPI)					
Consumer Complaints – % dealt with within 14 days *(former SPI)*	75%	70.6%	27th	65%	74.2%
Business Advice Requests – % dealt with within 14 days *(former SPI)*	94.6%	93.4%	22nd	95%	95%
Cost of trading standards per 1,000 population *(LGBFI)*	Not available	£3,674.13	8th	No target set	Not available[2]
Cost of environmental health per 1,000 population *(LGBFI)*		£14,365.70	10th		
Development services					
% of major planning applications determined within four months	No data available (new indicator)		n/a	70%	18.7%
% of local planning applications dealt with within two months				80%	66.8%
% unemployed people accessing jobs via Council funded / operated employability programmes	No date available	14.75%	5th	No target set	Not available[2]
Roads and lighting					
% of A class roads that should be considered for maintenance treatment *(LGBFI)*	27.26% (2010-2012)	25.9% (2011-2013)	16th	25.95%	22.7% (2012-2014)
% of B class roads that should be considered for maintenance treatment *(LGBFI)*	31.7% (2010-2012)	30.4% (2011-2013)	14th	30.37%	25% (2012-2014)
% of C class roads that should be considered for maintenance treatment *(LGBFI)*	44.8% (2010-2012)	41.1% (2011-2013)	24th	41.13%	40% (2012-2014)
% of unclassified roads that should be considered for maintenance treatment *(LGBFI)*	38.66% (2008-2012)	39% (2009-2013)	18th	No target set	39.5% (2012-2014)
Overall % of road network that should	37.5% (2010-2012)	36.8% (2011-2013)	19th	36.8%	35.9% (2012-2014)

	Actual 2011/2012	Actual 2012/2013	SLC rank 2012/2013	Target 2013/2014	Actual 2013/2014
be considered for maintenance treatment (former SPI)					
Cost per maintenance per kilometre of roads *(LGBFI)*	£10,691.54	£10,023.14	21st	No target set	£10,601
Cultural and community services					
Number of attendances per 1,000 population for pools *(former SPI)*	4,873	5,191	6th	5,191	5,440
Number of attendances per 1,000 population for other indoor sport and leisure facilities excluding pools in a combined complex *(former SPI)*	5,302	5,681	18th	5,681	5,805
Number of visits to/usages of council funded or part funded museums per 1,000 population *(former SPI)*	686	813	20th	812	864.1
Number of those visits that were in person per 1,000 population *(former SPI)*	636	757	14th	757	835.9
Number of library visits per 1,000 population *(former SPI)*	4,316	4615	25th	4,615	4,763.4
Percentage of adults satisfied with libraries *(LGBFI)*	No household survey in 2011/12	82%	19th	No targets set	Not available[2]
Percentage of adults satisfied with parks and open spaces *(LGBFI)*		74%	30th		
Percentage of adults satisfied with museums and galleries *(LGBFI)*		73%	19th		
Percentage of adults satisfied with leisure facilities *(LGBFI)*		78%	19th		
Cost per	£3.38	£2.35	6th	No targets	Not

	Actual 2011/2012	Actual 2012/2013	SLC rank 2012/2013	Target 2013/2014	Actual 2013/2014
attendance of sport and leisure facilities (including swimming pools) *(LGBFI)*				set	available[2]
Cost per visit to libraries *(LGBFI)*	£3.26	£3.73	18th		
Cost per visit to museums and galleries *(LGBFI)*	£3.26	£3.12	8th		
Cost of parks and open spaces per 1,000 of the population *(LGBFI)*	£30,134.97	£30,633.67	17th		

Improve the road network and influence improvements in public transport (Council priority)
♦ Published a new ten year South Lanarkshire Local Transport Strategy
♦ Improved the road condition index (the percentage of the road network that should be considered for treatment) for all road classes: for road classes A, B, and C respectively, the 2013/2014 index was 22.7%, 25%, and 40%, compared to 25.9%, 30.4% and 41.1% the previous year
♦ Completed roads infrastructure improvements at Downiebrae Road to support the Clyde Gateway economic regeneration project

Support the local economy by providing the right conditions for growth, improving skills and employability (Council priority)
♦ Completed a new South Lanarkshire Economic Strategy
♦ Helped 1,546 businesses with grants, loans or property advice generating £20.94 million in sales and creating or sustaining 1,643 jobs
♦ Completed a review of the wider East Kilbride economic environment and prepared an action plan to boost economic development
♦ Successfully completed the 2013/2014 LEADER rural development programme and implemented year two of the Clyde and Avon Valley Landscape Partnership
♦ Contributed to improved employment outcomes for 16 to 64 year olds in South Lanarkshire, whose employment rate is now 3.5% higher than for Scotland as a whole (74.2% compared to 70.7%)
♦ Doubled the number of local businesses in membership of the Council's 'Buy with Confidence' approved trader scheme and responded to 95% of requests from businesses for regulatory advice within 14 days

Tackle disadvantage and deprivation (Council priority)
♦ Implemented an 'asset based approach' within seven local communities focussing on strengthening community capacity and developed a major National Lottery funding programme in Whitlawburn and Springhall

Develop a sustainable Council and communities (Council priority)
♦ Completed flood protection works at Fairhill Avenue, Hamilton (including embankment stabilisation, water course clearance, and installation of overflow) and at Viking Terrace, East Kilbride (including surface water drainage to protect properties from flooding)
♦ Updated the South Lanarkshire State of the Environment Report

Improve the quality of the physical environment
♦ 99% of first stage reports for building warrants were completed, and 98% of warrants were granted, within target timescales
♦ Achieved high independently assessed scores for street cleanliness (75, against our annual target score of 72) and for grounds maintenance (72, against our annual target score of 70)
♦ Responded to 96.4% of 1,359 fly tipping complaints and 98.3% of 1,134 dog fouling complaints within our target of two working days
♦ Responded to domestic noise complaints, on average, within 30 minutes (this is less than a quarter of the national target time of two hours)

Improve community safety
♦ Delivered the annual Crucial Crew experiential safety learning event to 95% of South Lanarkshire's primary seven pupils
♦ Completed 74.2% of consumer complaints within 14 days (against an annual target of 65%) an increase of 3.6% on the previous year
♦ Completed an extensive programme of road safety projects including: improvements to road markings and signs; engineering measures at schools; and speed limiting initiatives
♦ Repaired 98% of traffic signal faults within 48 hours (against an annual target of 95%); 99% of street light faults within seven days (against an annual target of 90%); and renewed or improved 502 lighting columns

Improve and maintain health and increase physical activity

♦ Exceeded all of our food safety inspection targets for all categories of premises
♦ Achieved 86.1% broad compliance by local food businesses with safety standards against a target of 85%
♦ Recorded 115 food safety incidents (well below the target of fewer than 170)
♦ Responded to 97.14% of public health incidents within two working days
♦ Recorded 2.281m attendances at outdoor recreation facilities and country parks, an increase of 6.6% on the previous year
♦ Recorded 967,724 free attendances by under 16s at South Lanarkshire Leisure and Cultural facilities, an increase of 5.7% on the previous year
♦ Recorded an 11.3% increase in the numbers of 60+ residents registered with South Lanarkshire Leisure and Culture 'Active Age' scheme and 17% increase in leisure attendances by scheme members
♦ Completed year three of a five year investment programme for fixed play areas
♦ Increased uptake of free school meals in primary schools by 1.8% and in secondary schools by 4.5% and increased uptake of paid school meals in primary schools by 0.1% and in secondary schools by 7.8% (compared to 2012/2013)

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

♦ Recorded half a million attendances at South Lanarkshire Leisure and Culture cultural venues, an increase of 5.1% compared to 2012/2013
♦ Recorded a 3.2% increase in attendances at South Lanarkshire Leisure and Culture libraries and a 6.4% increase in visits to museums compared to 2012/2013
♦ Completed refurbishment of Ballerup Hall and a new community facility at Mossneuk in East Kilbride and a new library in Forth

Promote performance management and improvement

♦ Successfully retained Customer Services Excellence accreditation for the Building Standards Service and Bereavement Services
♦ Achieved high satisfaction results in customer surveys for Waste Management Services (93%), Environmental Services (86%), Cleaning and Catering Services (98.3%), Planning (100%), Building Standards (98%), and South Lanarkshire Leisure and Culture facilities (97%)
♦ Achieved an MOT pass rate for Council vehicles of 92% (compared to the national average for all vehicles of 87%)
♦ Completed 99.2% of special waste uplifts within five working days
♦ Achieved a 10% reduction in the number of missed bin collections per 100,000 collections compared to 2012/2013

Achieve efficient and effective use of resources

♦ Attracted £6 million in external funding support from European Union, lottery and related sources