



Community and Enterprise Resources

Community and Enterprise Resource Plan 2023 – 2024

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Section One – Introduction

I am pleased to introduce our Resource Plan for 2023-24 which sets out our intended outcomes and priorities for the coming year. This is the main annual business planning document for the resource. It reflects the council's key priorities as set out in the Council Plan 'Connect' and provides an overview of the resource's main areas of activity.

Our resource comprises the following four service areas – facilities, waste and grounds services; roads, transportation and fleet services; planning and regulatory services; and enterprise and sustainable development. The resource employs 3,413 people who together provide a wide range of services for local communities, including:

- delivering key services within schools and council premises, including cleaning, catering, receptionist, janitorial, concierge, and crossing patrol services
- keeping our streets clean and maintaining and developing public parks, open spaces, tree stock, fixed play areas, sports fields, golf courses, allotments, and food growing opportunities
- collecting and disposing of waste and encouraging recycling
- managing and maintaining the councils' cemeteries and crematorium, providing bereavement services, and ensuring the provision of burial ground
- maintaining our roads and transportation network to support safe and effective transport, and promoting active travel
- procuring and managing the council's vehicle fleet, including refuse collection, roads maintenance, street sweeping and passenger transport
- providing planning and building standard services which guide and control physical development and land use in the area, ensure the health and safety of persons in or about buildings, ensure the conservation of energy and the achievement of sustainable development
- protecting public health through the delivery of environmental health services
- providing trading standards to protect consumers and communities
- promoting economic development and delivering support for local businesses
- supporting town centres and physical regeneration
- leading the council in developing and promoting sustainability, supporting the transition to a net zero carbon economy, and addressing climate change, and
- leading the council in promoting and developing a fair, healthy, and sustainable food system

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

The Resource Plan is an important element of the councils' performance management arrangements and is complemented by the details of individual service plans and other key business plans and strategies. During 2023-24 services will continue to be involved in a series of council-wide transformational reviews to generate efficiencies which will inform how our services are shaped and delivered in the future.

David Booth
Executive Director
Community and Enterprise Resources

Section Two – Key areas of focus for the year ahead

2.0. Overview

The resource has identified the main challenges, risks and new developments which will have significant impact on the delivery of services in the coming year. These are outlined briefly below.

2.1. Cost of Living Crisis The UK is experiencing the worst cost-of-living crisis in 40 years. With inflation soaring into double figures both the UK and the Scottish Government have formally recognised the severity of the crisis and have deployed emergency measures to help mitigate the effects of rising costs. While all sectors of society are seeing prices rise the impacts are greatest for those on the lowest incomes. The council recognises the immense pressures being faced by households across South Lanarkshire and acknowledges the potential for additional demands on council services. The council has identified a range of new and existing support which can help households manage scarce resources and services will continue to explore all avenues to support the most vulnerable in the year ahead.

While doing all we can to support our communities in these difficult times, the council recognises that inflationary pressures will also present significant challenges for council services as budgets are increasingly squeezed by rising costs.

2.2. Sustainable Development and Climate Change The council acknowledges the serious and immediate threat of climate change and is committed to accelerating the pace of action in response to the climate emergency and in Scotland's transition to a net-zero and climate resilient society and economy. It is expected that, as a public body, the council leads by example and uses its role to influence area-wide climate change action and sustainability. The Sustainable Development and Climate Change Strategy and action plan sets out how the council aims to develop sustainably and tackle climate change over the five year period from 2022 – 2027 and beyond.

2.3. Economic Development and Renewal The UK, Scottish, Glasgow City Region and South Lanarkshire economies are all facing real challenges following the global pandemic, our country's new international trading position, the war in Ukraine and the climate emergency, all of which impact our lives now and in the foreseeable future. Economic recovery in South Lanarkshire will incorporate the principles of community wealth building and be framed around three key themes of sustainable development: People, Place and Business (or social, physical, and economic regeneration). These themes align council and pan-Lanarkshire activity with local, national and regional strategies, delivering the collaborative approach required to achieve sustainable and inclusive economic growth. The Economic Strategy (2022-27) sets out the key priorities and actions for the council and aims "to make South Lanarkshire a flourishing, green, dynamic and equitable place for all".

2.4. Fair, Healthy and Sustainable Food System The council is committed to improving the lives and prospects of everyone in South Lanarkshire through the development of a Good Food Council; where food is celebrated, supports healthy life and wellbeing, is affordable and accessible to all, encourages a fair and inclusive food economy, has limited impacts on the environment and climate change, and promotes animal welfare. The Good Food Strategy (2020-2025) which is aligned with the national priority to make Scotland a Good Food Nation, provides a framework for actions to progress towards this vision. Community and Enterprise Resources has a key role in

monitoring and implementing the strategy together with other resources and in collaboration with partners and third sector organisations.

2.5. Circular Economy At the time of writing, the Scottish Government is currently consulting on proposals for a Route Map to deliver a circular economy in Scotland ('Delivering Scotland's circular economy: A Route Map to 2025 and beyond'), and on proposals for legislation in a Circular Economy Bill. The proposed Route Map will set out how we will reach 2025 waste and recycling targets and achieve a long-term goal of net zero by 2045. The outcome of this consultation will influence the decisions the council makes in over the next 5-10 years.

2.6. Glasgow City Region City Deal As part of the City Deal, the resource is leading the delivery of three major transportation projects being undertaken to boost South Lanarkshire's access to the rest of Scotland. The Cathkin Relief Road in Rutherglen / Cambuslang is complete and the Greenhills Road project in East Kilbride substantially complete and open. Proposals in relation to Stewartfield Way are being developed through the preparation of the outline business case.

The City Deal is also helping to deliver private housing led development in some of its Community Growth Areas, including new schools and community facilities.

2.7. UK Government Shared Prosperity Funding (UKSPF) Following the UK withdrawal from the European Union, the UK Government outlined proposals to replace EU funding with national funds to address structural and economic imbalances and to aid the public and private sector in delivering transformational change in communities. The delivery of the 3-year UK Shared Prosperity Funding (UKSPF) commenced in 2022. Economic Development Officers will work with council services and external partners on delivery of the UKSPF to maximise economic and community outcomes.

2.8. Health and Wellbeing This is a cross-cutting theme across Community and Enterprise Resources and covers a wide range of activities, from promoting healthy eating (via the Good Food Strategy and the provision of school meals), to the positive contribution that our partners SLLC make in ensuring inclusive access to sport, leisure and culture across our communities. Furthermore, the environmental health service promotes health protection practices and regulates public health across South Lanarkshire. Access to good quality greenspace and safe and accessible active travel routes are also a key priority for the resource, encouraging physical exercise and improving the wellbeing of our communities. The continuing preparation of the council's Open Space Strategy will contribute to achieving these aims. In addition, the Planning Service and Economic Development team are working in collaboration with the Community Engagement team and NHS Lanarkshire on the Shaping Places for Wellbeing pilot project in Rutherglen, which seeks to address long standing health inequalities and tackle climate change issues in the town.

2.9. Legislative and Policy Changes New and revised legislation will also impact on the work of the resource during 2023-24, including:

- **Climate Change Act (2019)** - commits Scotland to net-zero greenhouse gas emissions by 2045, with interim targets of 75% by 2030, 90% by 2040 (against 1990 baseline). The Scottish Government also has an ambition to be carbon neutral by 2040. The council, through the Sustainable Development and Climate Change Strategy Action Plan, will develop a route map for reducing the council's direct and indirect carbon emissions.

- **The Planning (Scotland) Act 2019** – the Scottish Government's National Planning Framework 4 is due to be adopted in early 2023 when it will become part of the Development Plan alongside the Council's Local Development Plan 2. Key outcomes include achieving sustainable development, tackling the climate and nature emergencies, encouraging high quality places, promoting 20 minute neighbourhoods, delivering a green economic recovery and improving the health and wellbeing of the population. It will be a primary consideration when determining planning applications. In addition, the Act introduces changes to the way Local Development Plans are prepared with particular emphasis on empowering communities. Work will formally start on LDP3 this year and the Open Space Strategy (also a new statutory duty under the Act) will be progressed.
- **Building (Scotland) Regulations** – changes to the Building Regulations intended to reduce emissions and improve the energy performance of buildings will be introduced in early 2023.
- **Transport (Scotland) Act 2019** - designed to help make Scotland's transport network cleaner, smarter and more accessible. It provides local transport authorities with powers to establish and operate municipal bus companies and for local authorities to manage vehicle emissions via the establishment of Low Emission Zones. The Act requires the production of a national strategy in relation to transport and this has been published. Themes in the National Transport Strategy include economic growth; carbon; equality; health/active travel. A balance will need to be struck between driving inclusive economic growth while achieving zero carbon ambitions. Another key provision of the Act is to prohibit the parking of vehicles on pavements, prohibit double parking and prohibit parking adjacent to dropped footways and to provide local authorities with powers to enforce these prohibitions. This provision will have significant employee and financial resourcing issues and timescales. Details of how the Act will be implemented in relation to its provisions are awaited.
- **Deposit Return Scheme (2020)** – introduces a deposit return scheme for single-use drinks containers, to help improve quality and quantity of recycling, reduce litter and achieve our climate change targets. This is expected to be implemented during 2023-24 and may require a review of our waste collection services to determine the level of impact in terms of: household residual waste tonnages and household recycling rates; and to determine whether collection routes and frequencies need to be reviewed as a consequence of residents' change in behaviour.
- **Free School Meals Roll Out** - the Scottish Government is committed to extending free school meal provision to pupils in P6 and P7, however the timescales for this have still to be confirmed.
- **EU Food Imports** - phased implementation of checks on EU food imports were due to commence in 2021 and implementation has been delayed by UK Government. Food Standards Scotland (FSS) has indicated new Border Control Points in Scotland will not be ready and operational, which could require inland (point of destination) import controls. The central location and good transport links of South Lanarkshire is likely to mean the council will be asked to carry out import controls. It is not possible to quantify the potential increase in workload at this time and could lead to a reprioritisation of work during 2023-24.

Section Three – Resource Outcomes

3.1. Resource Outcomes

Community and Enterprise Resources has established the following Resource Outcomes to support the delivery of Connect Outcomes in 2023-24.

Connect Outcomes	Resource Outcomes
Communities and Environment	• High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work, visit and invest • Communities are encouraged and supported to reduce, re-use and recycle their waste • The council addresses climate change by reducing carbon emissions, protecting our natural environment, adapting to the impacts of climate change, and acting sustainably • The council supports and promotes a fairer, healthier, and more sustainable food system • Communities are well connected • All roads, footways, cycle routes, bridges and associated infrastructure are safe and fit for purpose • Road and transportation infrastructure supports new development, enables use of public transport and encourages active travel • The 20-minute neighbourhood principle is established in our communities to make our places more sustainable and liveable.
Education and Learning	• No resource outcomes for this Connect outcome
Health and Wellbeing	• Public health is safeguarded through an effective environmental regulation and enforcement service • All school and nursery children have access to nutritious school meals • Health inequalities are addressed through collaboration with local communities and partners • All residents have the opportunity to access cultural, leisure and outdoor recreational activities to help improve their wellbeing and quality of life
Children and Young People	• No resource outcomes for this Connect outcome
Housing and Land	• Vacant, derelict and contaminated land is brought back into productive use • Appropriate supply of housing land (including affordable housing) is maintained
Our Economy	• South Lanarkshire is an attractive place to start, grow and locate a business • Economic development and growth in South Lanarkshire are fair, inclusive, sustainable and low carbon • Thriving town and neighbourhood centres provide a focal point for local communities • Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth • Consumers and communities are protected through an effective trading standards service

3.2. Delivering the Plan and achieving Best Value

In working towards the six outcomes, the council aims to continually improve and ensure effective and efficient use of resources, and our business will be conducted with integrity, transparency and will operate to the highest standards. Community and Enterprise Resources has established the following resource outcomes to support Delivering the Plan and achieving Best Value.

Delivering the Plan and achieving Best Value	• Customers experience high quality and improving council services • The council demonstrates high standards of governance and sound financial stewardship • The workforce has the skills, flexibility and capacity to deliver the council's priorities • Digital and ICT services meet the needs of the council and its customers
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Section Four – Measures and actions

4.0. Performance measures and action plan

This section of the Resource Plan is divided into two parts: part (a) sets out our main performance measures against our outcomes; and part (b) describes the key actions we will take in the coming year to respond to the challenges ahead and improve services and outcomes.

4.a. How we will measure our performance

The ongoing effects of COVID-19 continue to have an impact on the performance of some services. The table below shows our performance measures, with data for the last two years, the target for 2023-24 and additional context for the targets is detailed within the note's column where applicable.

Resource Outcome: High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work, visit and invest						
Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
1. Percentage of streets found to be acceptable during Litter Monitoring System surveys (Locally set target)	92.1%	LGBF Data for 2022-23 due January 2024	More than 2022-23 figure	01.09	Facilities, Waste and Grounds	Target: more than previous year.
2. Land Audit Management System grounds maintenance score (Locally set target)	71.3	72.0	72.0	C01.09	Facilities, Waste and Grounds	Target to remain at 72.0.

Resource Outcome: Communities are encouraged and supported to reduce, re-use and recycle their waste						
Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
3. Percentage of total household waste that is recycled in 2023 (Locally set target)	41.5% (2021)	41.2% (2022)	50%	C01.14	Facilities, Waste and Grounds	Target to remain at 50%.
4. Percentage of household waste sent to landfill in 2023 (Locally set target)	8.66% (2021)	1.84% (2022)	Less than 10%	C01.06	Facilities, Waste and Grounds	Target to remain at 10%.

Resource Outcome: The council addresses climate change by reducing carbon emissions, protecting our natural environment, adapting to the impacts of climate change, and acting sustainably						
Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
5. Reduction in the council's carbon emissions achieved by March 2024 (buildings, waste, street lighting, transport) (Locally set target)	17.0%	2022-23 data will be available in July 2023	Less than 2022-23 figure	01.13	Enterprise and Sustainable Development	Target: reduction on the previous year

Resource Outcome: Communities are well connected						
Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
6. Percentage of properties with Superfast Broadband >30Mbps (Locally set target)	97.0%	97.3%	99%	C01.07	Enterprise and Sustainable Development	Target has been increased
7. Percentage of properties with Full Fibre connection (Locally set target)	21.9%	32.6%	33%	01.07	Enterprise and Sustainable Development	Target has been increased

Resource Outcome: All roads, footways and bridges and associated infrastructure are safe and fit for purpose						
Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
8. Percentage of our road network that should be considered for maintenance treatment (Locally set target)	29.7% (2020-2022)	30.8% (2021-2023)	Less than 30.8%	C01.10	Roads, Transportation and Fleet	Target: improvement on the previous year
9. Number of road casualties in South Lanarkshire during 2023 (Locally set target)	254 (2021)	279 (2022)	Less than 279	C01.01	Roads, Transportation and Fleet	Target: improvement on the previous year

Resource Outcome: Public health is safeguarded through an effective environmental regulation and enforcement service						
Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
10. Broad compliance with food law statutory requirements secured in premises (Locally set target)	93.0%	96.0%	85.0%	01.11	Planning and Regulatory Services	Target to remain at 85%

Resource Outcome: All school and nursery children have access to nutritious school meals

Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
11. Level of primary school meal uptake (as proportion of total primary school meals which could be taken up over the period) (Locally set target)	58%	66%	60%	03.03	Facilities, Waste and Grounds	Target has been increased
12. Level of secondary school meal uptake (as proportion of total secondary school meals which could be taken up over the period) (Locally set target)	36%	38%	38%	03.03	Facilities, Waste and Grounds	Target has been increased

Resource Outcome: South Lanarkshire is an attractive place to start, grow and locate a business

Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
13. Number of new South Lanarkshire business starts supported by Business Gateway (Locally set target)	N/A	520	500	C06.08	Enterprise and Sustainable Development	Target is 50% of Business Gateway pan-Lanarkshire contract target
14. Number of business support interventions per annum by Economic Development (grants, loans or advice) (Locally set target)	2,679	1,615	1,200	C06.08	Enterprise and Sustainable Development	Target has been reduced from 1,500 to 1,200 as new start-ups are now reported separately
15. Number of jobs created or sustained as a direct result of Economic Development intervention (Locally set target)	1,095	1,256	500	C06.08	Enterprise and Sustainable Development	Target to remain at 500
16. Increased value of sales generated by businesses as a direct result of Economic Development intervention (Locally set target)	£22.11m	£13.11m	£5m	C06.08	Enterprise and Sustainable Development	Target to remain at £5m

Resource Outcome: South Lanarkshire is an attractive place to start, grow and locate a business						
Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
17. Percentage of procurement spend on local enterprises (Locally set target)	18.21%	LGBF Data for 2022-23 due January 2024	More than 2022-23 figure	06.11	Enterprise and Sustainable Development	Target: improvement on the previous year

Resource Outcome: Economic development and growth in South Lanarkshire is fair, inclusive, sustainable and low carbon						
Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
18. Delivery of UK Shared Prosperity Program (National target)	N/A	N/A	£3.m	07.02	Enterprise and Sustainable Development	New measure for 2023-24

Resource Outcome: Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth						
Measure	2021-22	2022-23	2023-24 Target	Links	Service	Notes
19. Percentage of all planning applications approved (Locally set target)	97.1%	97.6%	95%	05.05	Planning and Regulatory Services	The rolling target of 95% provides the service with scope to refuse applications

4.b. What actions we will take in 2023-24

Resource Outcome: High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work, visit and invest

Action	Milestones/steps we will take to deliver our actions	Links	Service
1. Prepare an Open Space Strategy in partnership with Glasgow and Clyde Valley Green Network Partnership and other council services. Strategy will contain standards on access to and quality of open spaces.	Draft Open Space strategy to be presented to the Planning Committee by March 2024	C01.09	Planning and Regulatory Services
2. To make South Lanarkshire a cleaner place to live, work and visit free of litter, fly-tipping and dog waste	Prepare an annual progress report for Climate Change and Sustainability Committee in September 2023, demonstrating the impact of the Litter Strategy (2022-2027)	01.09	Facilities, Waste and Grounds

Resource Outcome: Communities are encouraged and supported to reduce, re-use and recycle their waste

Action	Milestones/steps we will take to deliver our actions	Links	Service
3. Support a circular economy by re-using, recycling and generating energy from the waste we manage	Commence a review of the waste service during 2023-24 that will incorporate the impact of the Deposit Return Scheme	01.06	Facilities, Waste and Grounds

Resource Outcome: The council addresses climate change by reducing carbon emissions, protecting our natural environment, adapting to the impacts of climate change, and acting sustainably

Action	Milestones/steps we will take to deliver our actions	Links	Service
4. Lead by example and influence area-wide climate change and sustainability action	Implement the Sustainable Development and Climate Change Strategy (2022-2027) Action Plan, and report progress at quarter two and quarter four to Climate Change and Sustainability Committee	C01.08	Enterprise and Sustainable Development
5. Protect, enhance and respect South Lanarkshire's natural environment	Develop a new Biodiversity Strategy (2024 – 2030) and Biodiversity Implementation Plan for (2024-2026) for approval by Climate Change and Sustainability Committee by February 2024.	C01.02	Facilities, Waste and Grounds
6. Ensure national planning policy set out in National Planning Framework 4 in relation to climate change, biodiversity and sustainable travel is embedded in decision making process for planning applications and the preparation of the South Lanarkshire Local Development Plan 3.	Prepare Supporting Planning Guidance on climate change & sustainability and green issues as an interim measure pending preparation of LDP3.	01.08	Planning and Regulatory Services
	Awareness sessions to be developed for elected members, planning officers and developers/agents by September 2023		

Resource Outcome: The council addresses climate change by reducing carbon emissions, protecting our natural environment, adapting to the impacts of climate change, and acting sustainably			
Action	Milestones/steps we will take to deliver our actions	Links	Service
7. Create the conditions for the decarbonisation of the council's fleet	Implement and review the Fleet Strategy (2020-2025) Action Plan including a reduction in transport related emissions, conversion of fossil fuelled small fleet to full electric and the trialling of new fuel option for the medium to heavy fleet.	01.13	Roads, Transportation and Fleet
8. Deliver new and improved low carbon vehicle charging infrastructure	Maintain, manage and expand public infrastructure points / hubs in line with available internal and external funding sources.	01.13	Roads, Transportation and Fleet

Resource Outcome: The council supports and promotes a fairer, healthier, and more sustainable food system			
Action	Milestones/steps we will take to deliver our actions	Links	Service
9. Develop a sustainable food system to overcome social, health, economic and environmental issues related to food	Implement the Good Food Strategy (2020-2025) Action Plan and report progress at quarter two and quarter four to the Climate Change and Sustainability Committee	01.11	Enterprise and Sustainable Development
10. Continue to identify opportunities to increase food growing provision throughout South Lanarkshire	Progress planning application and process for new site at Chatelherault, and if successful, begin development of the site and allocating plots from the waiting list by March 2024	01.03	Facilities, Waste and Grounds

Resource Outcome: All roads, footways, cycle routes, bridges and associated infrastructure are safe and fit for purpose			
Action	Milestones/steps we will take to deliver our actions	Links	Service
11. Deliver prioritised road safety infrastructure improvements and promote road safety	Deliver road safety projects and schemes in line with agreed 2023-24 programme	01.01	Roads, Transportation and Fleet
12. Improve resilience of strategic routes during adverse weather	Implement prioritised / enhanced drainage / gulley cleaning action plan across the network by June 2023	01.08	Roads, Transportation and Fleet

Resource Outcome: Road and transportation infrastructure supports new development, enables use of public transport and encourages active travel			
Action	Milestones/steps we will take to deliver our actions	Links	Service
13. Produce a new Local Transport Strategy for South Lanarkshire to support the National and Regional Transport Strategy as well as the provisions, where appropriate, of the Transport Scotland Act	Draft Local Transport Strategy to be presented to Committee by Spring 2024	C01.10	Roads, Transportation and Fleet
14. Provide road and transportation infrastructure improvements to support new developments including those undertaken as part of the City Deal	An Outline Business Case will be prepared for the Stewartfield Way Sustainable Transport Capacity Enhancement Project in Autumn 2023	C01.10	Roads, Transportation and Fleet
15. Encourage active travel by extending our network of walking and cycling routes	Deliver walking and cycling projects/ schemes in line with agreed 2023-24 capital programme and to support safe routes priorities.	01.10	Roads, Transportation and Fleet

Resource Outcome: All school and nursery children have access to nutritious school meals			
Action	Milestones/steps we will take to deliver our actions	Links	Service
16. Complete the roll out of free school meals to all primary children	All P6s and P7s to receive free school meals in line with Scottish Government timescales	03.03	Facilities, Waste and Grounds

Resource Outcome: Health inequalities are addressed through collaboration with local communities and partners			
Action	Milestones/steps we will take to deliver our actions	Links	Service
17. Complete the Shaping Places for Wellbeing project in Rutherglen	Use the data analysis conducted during 2022-23 to develop actions to address health inequalities, taking account of the existing infrastructure available in the form of codesigned solutions, by October 2023	03.03	Planning and Regulatory Services
	Present regular update reports to the Corporate Management Team, with a final outcome report being delivered by March 2024		

Resource Outcome: All residents have the opportunity to access cultural, leisure and outdoor recreational activities to help improve their wellbeing and quality of life			
Action	Milestones/steps we will take to deliver our actions	Links	Service
18. Develop a Commissioning Plan to define the council's ask of South Lanarkshire Leisure and Culture (SLLC)	Develop a Commissioning Plan for approval by Executive Committee	03.03	Enterprise and Sustainable Development
19. Improve health and wellbeing by offering attractive and affordable leisure and cultural activities delivered with warmth, friendliness and individual pride (SLLC Mission)	Implement the South Lanarkshire Leisure and Culture Strategy (2022-2027), monitor impact on a quarterly basis via the four SLLC Strategy Implementation Groups, and report on progress twice per year to the Community and Enterprise Resources Committee	03.03	SLLC
20. Begin implementation of the multi-year Play Area Investment Programme	Undertake consultation with local members and communities in Larkhall, Cambuslang and Rutherglen	03.03	Facilities, Waste and Grounds
	Finalise design options and implement agreed proposals by March 2024		

Resource Outcome: Vacant, derelict and contaminated land is brought back into productive use			
Action	Milestones/steps we will take to deliver our actions	Links	Service
21. Agree and implement vacant and derelict / contaminated land programme	Implement projects approved within the Vacant and Derelict Land Fund framework agreed for 2023-24	05.04	Enterprise and Sustainable Development

Resource Outcome: South Lanarkshire is an attractive place to start, grow and locate a business			
Action	Milestones/steps we will take to deliver our actions	Links	Service
22. Prioritise business development advice, support and financial assistance to ensure businesses are able to continue to operate, whilst creating the right conditions for low carbon economic growth	Deliver programmes, services, and events to businesses around sectors, location, and themes (e.g., food and drink, tourism, construction, low carbon, innovation, internationalisation, collaboration, and young enterprise)	06.03	Enterprise and Sustainable Development
	Manage the Supplier Development Programme to deliver events, training and e-commerce support to SME's or third sector organisations who are interested in working with the public sector	06.09	Enterprise and Sustainable Development

Resource Outcome: Economic development and growth in South Lanarkshire is fair, inclusive, sustainable and low carbon			
Action	Milestones/steps we will take to deliver our actions	Links	Service
23. Review the remit, membership and effectiveness of the existing Lanarkshire Economic Forum, and if required, refocus/restructure in order for it to act as the Economic Transformation Board to drive forward the South Lanarkshire Economic Strategy	Review the original scope and membership of the Lanarkshire Economic Forum, together with the outputs of the Forum since establishment in 2020 Dependent on the outcomes of the review, refocus/restructure the forum in consultation with the partner organisations	06.05	Enterprise and Sustainable Development
24. Promote sustainable economic development across South Lanarkshire	Prepare an annual progress report for Community and Enterprise Resources Committee, demonstrating the impact of the South Lanarkshire Economic Strategy (2022-2027)	06.05	Enterprise and Sustainable Development
25. Positively enhance the benefits of tourism across South Lanarkshire by delivering the very best for our visitors, our businesses, our people, our communities, and our environment	Prepare an annual progress report for Community and Enterprise Resources Committee, demonstrating the impact of South Lanarkshire Tourism Strategy (2022-2025)	06.06	Enterprise and Sustainable Development
26. Champion the social enterprise sector and invest in start-up and growth of our local social enterprise	Develop a new Social Enterprise Strategy for approval by Community and Enterprise Resources Committee in May 2023.	06.03	Enterprise and Sustainable Development
27. Income generating projects will be scoped across all council resources to identify viable projects with a focus on green initiatives including exploring options for delivery and funding	Liaise with all council resources, third parties and funders to identify new opportunities for generating income and consider a risk analysis of each opportunity	06.05	Enterprise and Sustainable Development
28. Consult with community organisations and develop a Rural Action Plan maximising existing and future funding through Community Led Local Development and Renewable Energy Fund	Finalise the Rural Action Plan and report to Rural Task Force in November 2023	C05.13	Enterprise and Sustainable Development

Resource Outcome: Thriving town and neighbourhood centres provide a focal point for local communities			
Action	Milestones/steps we will take to deliver our actions	Links	Service
29. Complete the south Lanarkshire wide town centre visioning strategy which will give a strategic overview on the engagement and interventions with town centres over the next 10 years, and a series of town specific strategies and action plans will sit below this, giving a template for placemaking within our communities.	Complete draft town centre visioning study by end June 2023 for consultation, and present final visioning strategy to Community and Enterprise Resources Committee in November 2023	C06.04	Enterprise and Sustainable Development

Resource Outcome: Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth			
Action	Milestones/steps we will take to deliver our actions	Links	Service
30. Preparation of revised Residential Design Guide	Develop interim framework for consultation with stakeholders, with final framework prepared by end of June 2023	05.05	Planning and Regulatory Services
	Present finalised document to Planning Committee for approval by December 2023		

Resource Outcome: Customers experience high quality and improving council services			
Action	Milestones/steps we will take to deliver our actions	Links	Service
31. Implement the Frontline First Fund	Identify and implement a programme of projects to deliver the Frontline First Fund	07.01	Facilities, Waste and Grounds

Section Five – Resourcing the Plan

5.0. Introduction

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

5.1. Revenue Budget 2023-24

The resource has a Net Revenue Budget of £148.531 million for 2023-24. The table below allocates this budget across the services:

NET Budget by Service		2023-24	
Detail		£ million	%
Facilities, Waste, and Grounds		79.511	54%
Roads, Transportation and Fleet		26.535	18%
Planning and Regulatory Services		5.001	3%
Enterprise and Sustainable Development		7.262	5%
South Lanarkshire Leisure and Culture Ltd		30.155	20%
Total		148.464	100%

5.2. Capital Budget 2023-24

The following capital budget of £58.918 million is allocated to the resource for 2023-24:

Capital Programme 2023-24	
Service	£ million
Facilities, Waste, and Grounds	2.286
Roads, Transportation and Fleet	20.118
Planning and Regulatory Services	-
Enterprise and Sustainable Development	36.514
Total	58.918

5.3. Resource Employees

Community and Enterprise Resources has 3,413 employees, as at 1 February 2023. We support these employees to deliver their duties through a range of policies, including personal appraisal and a robust training framework.

The number of employees by service is as follows:

Service	Number of employees
Facilities, Waste, and Grounds	2,647
Roads, Transportation and Fleet	593
Planning and Regulatory Services	91
Enterprise and Sustainable Development	82
Total	3,413

If you need this information in another language or format, please contact us to discuss how we can best meet your needs. Phone 0303 123 1015 or email equalities@southlanarkshire.gov.uk