

Report

Report to:	Community and Enterprise Resources Committee
Date of Meeting:	29 June 2021
Report by:	Executive Director (Community and Enterprise Resources)

Subject:	Community and Enterprise Resource Plan 2021/2022
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ♦ present the Community and Enterprise Resource Plan 2021/2022 for consideration and monitoring

2. Recommendations

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

- (1) that the Resource Plan 2021/2022, attached as Appendix 1, be noted;
- (2) that the Resource Plan 2021/2022 be uploaded onto the Council's website following consideration by this Committee; and
- (3) that a Quarter 2 Progress Report on the Resource Plan 2021/2022 be provided to a future meeting of this Committee.

3. Background

- 3.1. The Resource Plan sets out the outcomes, priorities and actions to be managed and delivered by the Resource for the financial year.
- 3.2. The Resource Plan follows the agreed corporate structure and style. The Plan is a key element of the Council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the priorities set out in the Council Plan Connect 2017 to 2022.
- 3.3. The Resource Plans for all Resources were approved by Executive Committee on 28 April 2021, with a recommendation that the Plans be referred to Resource Committees for noting and performance monitoring at quarters Q2 and Q4.
- 3.4. 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.
- 3.5. As part of this framework, the Resource Plan reflects the aspirations of the Council Plan and the Community Plan as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of performance management which ensures a clear understanding of the Council's vision, values, ambitions and objectives at all levels.

3.6. The current format for performance reporting has been established since 2007 and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and Resource Committees. The focus has been on reporting progress on Council priorities, statutory performance indicators, other key performance measures and high-level Resource priorities.

3.7. 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 2021/2022

4.1. The Resource Plan 2021/2022 is attached as Appendix 1 and is structured around the following headings:-

1. Introduction
2. Key areas for the year ahead
3. Resource outcomes
4. Measures and actions
5. Resourcing the Plan

4.2. Resource Outcomes 2021/2022

The Resource has established a number of outcomes to support the delivery of the Connect priorities in 2021/2022. These are detailed in Appendix 2. To support these outcomes, the Resource has developed performance measures and an action plan which are set out in section 4 of the Resource Plan. A selection of these measures and actions will be included in the Council Plan Connect Quarter 2 and Quarter 4 Progress Reports 2021/2022, and these are highlighted in the 'links' column of the Resource Plan (for example C6.8). The rest will be monitored and reported at Resource level.

4.3. Monitoring and reporting

As part of the performance management arrangements, the Committee will also receive a mid-year update of progress on the measures in the Resource Plan – Quarter 2 Progress Report 2021/2022.

5. Employee Implications

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

6. Financial Implications

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

7. Climate Change, Sustainability and Environmental Implications

7.1. There are no climate change or environmental implications as a result of this report.

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

8. Other Implications

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

9. Equality Impact Assessment and Consultation Arrangements

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

Michael McGlynn

Executive Director (Community and Enterprise Resources)

20 May 2021

Link(s) to Council Values/Ambitions/Objectives

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

Previous References

- ♦ None

List of Background Papers

- ♦ Council Plan [Connect](#) 2017 to 2022

Contact for Further Information

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

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Community and Enterprise Resources

Community and Enterprise Resource Plan 2021/2022

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5.0	Resourcing the plan

Section One – Introduction

I am pleased to introduce our Resource Plan for 2021-22 which sets out our objectives and priorities for the coming year. Our resource comprises four key service areas:

- Facilities, Waste and Grounds Services
- Roads and Transportation Services
- Fleet and Environmental Services
- Planning and Economic Development Services

Community and Enterprise Resources employs 3,377 people who together provide a wide range of services for local communities, including:

- maintaining our road network to support safe and effective transport and promoting active travel.
- procuring and managing the council's vehicle fleet, including refuse collection, roads maintenance, street sweeping and passenger transport
- protecting public health through the delivery of environmental health services
- providing trading standards to protect consumers and communities.
- providing planning and building standard services which guide and control physical development and land use in the area.
- promoting economic development/recovery and delivering support for local businesses
- supporting town centres and physical regeneration
- delivering key services within schools and council offices, including cleaning, catering, receptionist, janitorial, concierge, and crossing patrol services
- keeping our streets clean and maintaining and developing play parks, gardens, and open spaces
- collecting and disposing of waste and encouraging recycling
- providing bereavement services
- leading the council in developing and promoting sustainability, and
- leading the council in promoting and developing a fair, healthy, and sustainable food system

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

This Resource Plan has been prepared in the context of the Covid-19 pandemic and the measures the council has taken to minimise its spread and support communities. The long-term impact on the council and its services, including the financial impact, will not be fully understood for some time. However, all resources have prepared response plans which will continue to be developed in parallel with the Resource Plans.

Michael McGlynn
Executive Director
Community and Enterprise Resources

Section Two – Key areas of focus for the year ahead

2.0. Overview

The key areas of focus for Community and Enterprise Resources during 2021-22 are outlined below.

2.1. Covid-19 Response and Recovery Throughout the past year, the council has had to respond to the global pandemic, ensuring that essential services could continue to be delivered safely. Many different arrangements have had to be made and, in some instances, services had to take on additional commitments that proved necessary because of Covid-19. It is hoped that during 2021-22 focus will be able to shift more towards recovery.

2.2. Economic Recovery and Renewal Economic recovery from the pandemic will incorporate the principles of community wealth building and be framed around three key themes:

People Targeted and bespoke active labour market policies alongside up-skilling and re-skilling the workforce and safeguarding apprenticeships.

Place Support economic infrastructure investment programmes, including measures to strengthen the delivery and maximise the impact of City Deal and capital projects, and support our town centres. The council, as a planning and roads authority, has a key role to play in facilitating the building of new homes, roads, business premises and other infrastructure which will create and safeguard jobs and boost the economy.

Business New business starts, sustaining and growing existing businesses and a focus on supply chain management, building the capacity and capability of companies in local and export markets.

Work will be coordinated in partnership through the newly established pan-Lanarkshire Economic Forum (LEF).

2.3. Service Response to EU Exit Potential consequences from the EU exit for Community and Enterprise Resources include limited procurement options and contract restrictions, loss of EU funding, changes to free movement of trade and people and increased demand on business support services. In addition, there could be additional demand on council services due to reduced growth forecasts and higher unemployment following impacts on exchange rates, investment, migrant workers, supply chain interruptions and customs and regulatory issues. The resource will continue to monitor the potential impact of the withdrawal process on service delivery as the year progresses.

2.4. 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. A new Bill was passed by the Scottish Parliament in September 2019 committing Scotland to net-zero greenhouse gas emissions by 2045, with interim targets of 75% 2030, 90% by 2040 (against 1990 baseline). The Scottish Government also has an ambition to be carbon neutral by 2040.

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. Community and Enterprise Resources has a key role in delivering aspects of the council's [Sustainable Development and Climate Change Strategy](#) and the Biodiversity Duty Implementation Plan, and climate change and sustainability will continue to be placed centre stage in the wake of the Covid-19 pandemic.

2.5. Fair, Healthy and Sustainable Food System The council is committed to contributing to the improvement of the quality of life of everyone in South Lanarkshire through the development of a Good Food Council where food is celebrated, supports healthy life and wellbeing, is affordable and accessible to all, encourages a fair and inclusive food economy, has limited impacts on the environment and climate change, and promote 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 Resource has a key role in monitoring and implementing the strategy together with other resources and in

collaboration with partners and third sector organisations. Working with partners and community is playing a pivotal role in driving and coordinating effective community food responses to Covid-19.

2.6. Zero Waste Plan and Circular Economy Scotland's Zero Waste Plan sets out the Scottish Government's vision for a zero-waste society, where all waste is seen as a resource i.e., waste is minimised, and valuable resources are not disposed of in landfill. The plan sets challenging targets for the recycling and composting of domestic waste by local authorities. To meet these targets, the resource is continuing to promote waste minimisation, reuse, and recycling within South Lanarkshire.

Last year the Scottish Government also made a commitment to introduce legislation on developing Scotland's circular economy. A circular economy is one in which resources are kept in use for as long as possible, to help benefit: the **environment**, by cutting waste and carbon emissions; the **economy**, by improving productivity and opening new markets; and **communities**, by providing local employment opportunities. The council will incorporate the circular economy principals across all its resources; however, Procurement and Waste Services will have a key role to play.

2.7. 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. Cathkin Relief Road in Rutherglen / Cambuslang is now complete and open, and the Greenhills Road project in East Kilbride is due to complete during 2021-22. Proposals in relation to Stewartfield Way will be developed through the preparation of the outline business case.

The council is also leading another City Deal project (the Community Growth Areas) in four key locations within South Lanarkshire: Newton, East Kilbride, Hamilton and Larkhall. This involves promoting private sector house building (up to 9,000 new homes, including affordable housing) and supporting the development of new schools and community facilities.

2.8. The Future Delivery of Culture and Leisure Provision The council and South Lanarkshire Leisure and Culture have been working closely together to review and determine the future requirements for leisure and cultural services in South Lanarkshire. This work has been led by a Cross Party Working Group made up of elected members from each of South Lanarkshire's political parties. During 2021-22, detailed proposals will be developed to ensure that leisure and cultural services are sustainable and fit for purpose in the future, and that;

- the right mix of services are provided within each area in order to meet the future needs of our residents;
- services are delivered within available finances;
- services make an impact on improving community health and wellbeing;
- participation levels are increased, especially amongst target groups such as disengaged young people, people with physical and mental health illness, the ageing population and those who are economically disadvantaged; and,
- services are prioritised, which may mean withdrawing from some of the more peripheral activities or reducing the level of service in areas where there is over provision or where participation is declining.

2.9. Legislative and Policy Changes New and revised legislation will also impact on the work of the resource during 2021-22, including:

- **The Planning (Scotland) Act 2019** - aims to give people a greater say in the future of their area through the development of Local Place Plans. It also places a new statutory duty on local authorities to prepare an open space strategy, changes the way in which local authorities' Local Development Plans are prepared, and changes how planning departments process planning applications. The full impact of these new duties for the council will be known once secondary legislation and regulations are introduced by the Scottish Government.
- **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. Emerging themes from the new 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 and details of how this part of the Act will be implemented are awaited.

- **The New Food Law Rating Scheme (FLRS)** - combines the rating systems for Food Hygiene and Food Standards into one Food Law Intervention scheme based upon a new Food Business performance model that will target resources on high to medium risk and non-compliant businesses and will result in an increased emphasis on food standards.
- **Food and Nutrition in Schools Act 2020** – requires the council to create menus that reflect the standards set out in the Food and Nutrition in Schools Act 2020 and national obesity strategy, to continue to keep food waste at a minimum through unit monitoring and pre-ordering, to purchase Scottish products where available and economically possible and to continue to introduce initiatives to increase uptake of school lunches.

Section Three – Resource outcomes

3.1. Resource Outcomes

Community and Enterprise Resources has established the following resource outcomes to support the delivery of Connect priorities in 2021-22.

Connect Priority	Resource Outcomes
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> • High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work, visit and invest. • Successful and sustainable communities • The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably. • Consumers and communities are protected, and public health is safeguarded. • Vacant, derelict and contaminated land is brought back into productive use. • Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth.
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> • A fairer, inclusive, sustainable, and low carbon local economy • South Lanarkshire is an attractive place to start, grow and locate a business. • All roads, footways and 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.
Get it right for children and young people	<ul style="list-style-type: none"> • No resource outcomes for this priority
Improve health, care and wellbeing	<ul style="list-style-type: none"> • All school and nursery children have access to nutritious school meals. • All residents have the opportunity to access cultural, leisure and outdoor recreational activities to help improve their wellbeing and quality of life.

3.2. Delivering the Plan and achieving Best Value

In working towards the four priorities, 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.

Delivering the Plan and achieving Best Value	<ul style="list-style-type: none"> • Deliver and communicate the Council Plan and ensure high standards of governance.
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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 impact of Covid-19 continues to have a significant effect on performance for some services. For this reason, a number of annual targets have been adjusted accordingly and may sit below the baseline level established in previous years. In most cases, the baselines below refer to the financial year 2019-20, reflecting the most recent pre-Covid levels of performance.

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	Baseline	Annual target	Links	Service
1. Percentage of streets found to be acceptable during LEAMS ¹ survey	94.8%	>94.8%	C6.8 LGBF	Facilities, Waste and Grounds
2. Land Audit Management System grounds maintenance score ²	72.0	>72.0	C6.8	Facilities, Waste and Grounds
Resource Outcome:	Successful and sustainable communities			
Measure	Baseline	Annual target	Links	Service
3. Percentage of total household waste that is recycled	46.4%	>50.0%	C6.8 LGBF SDCCS	Facilities, Waste and Grounds
4. Percentage of household waste sent to landfill in 2021	25.2%	<15%	SDCCS	Facilities, Waste and Grounds
5. Percentage of properties with Superfast Broadband >30Mbps	95.8%	>96.6%	LGBF	Planning and Economic Development
6. Town vacancy rates (vacant retail units as a percentage of the total units)	12.8%	<11.7% ³	LGBF	Planning and Economic Development
Resource Outcome:	The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably			
Measure	Baseline	Annual target	Links	Service
7. Reduction in the Council's carbon emissions achieved by March 2022, compared to 2019-20 (buildings, waste, street lighting, transport)	67,282 tonnes	5% reduction (3,365 tonnes)	SDCCS	Facilities, Waste and Grounds

¹ Local Environmental Audit and Management System (LEAMS)

² LAMS measures the quality of the grounds maintenance service, based on 6 surveys per year

³ Target reflects 2019-20 Scottish average figure

Resource Outcome:	Consumers and communities are protected and public health is safeguarded				
Measure	Baseline	Annual target	Links	Service	
8. Broad compliance with food law statutory requirements secured in premises	87.9%	>85.0% ⁴	C6.7	Fleet and Environmental	
Resource Outcome:	Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth				
Measure	Baseline	Annual target	Links	Service	
9. Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan	38.5%	>38.5%	LGBF	Planning and Economic Development	
10. Percentage of all planning applications approved	96.9%	>95.0% ⁵	C6.1	Planning and Economic Development	
Resource Outcome:	South Lanarkshire is an attractive place to start, grow and locate a business				
Measure	Baseline	Annual target⁶	Links	Service	
11. Number of business support interventions per annum by Economic Development (grants, loans or advice)	1,562	>1,500	C7.4	Planning and Economic Development	
12. Number of jobs created or sustained per annum as a direct result of Economic Development intervention	943	>350	C7.4	Planning and Economic Development	
13. Increased value of sales generated by businesses as a direct result of Economic Development intervention	£11.91	>£5m	C7.4	Planning and Economic Development	
14. Maintain 3 year business survival rate	60.8%	>62%	C7.4	Planning and Economic Development	
15. Number of business gateway start-ups per 10,000 population	14.0	>15.6	LGBF	Planning and Economic Development	

⁴ Target remains below baseline to reflect the introduction of a new scoring system by Foods Standards Scotland during 2021-22

⁵ Target remains below baseline but is above the Scottish average (94.2%). This measure demonstrates that the Planning Service is committed to working with developers to achieve a high-quality outcome. Applications are only refused where a proposal fails to comply with policy.

⁶ Economic Development targets were adjusted in 2020-21 in response to Covid-19, and will remain the same for 2021-22

Resource Outcome:	All roads, footways and bridges and associated infrastructure are safe and fit for purpose				
Measure		Baseline	Annual target	Links	Service
16. Percentage of the road network resurfaced during 2021-22		3.4%	>2.4% ⁷	C5.1	Roads and Transportation
17. Percentage of our road network that should be considered for maintenance treatment (Road Condition Index)		30.6%	<30.6%	C5.1	Roads and Transportation
18. Contribute to the national road casualty reduction targets: Number of casualties in South Lanarkshire during 2021		431	<431 ⁸	CSS	Roads and Transportation
Resource Outcome:	All school and nursery children have access to nutritious school meals				
Measure		Baseline	Annual target⁹	Links	Service
19. Level of primary school meal uptake (as proportion of total primary school meals which could be taken up over the period)		59.3%	>59.3%	C3.5	Facilities, Waste and Grounds
20. Level of secondary school meal uptake (as proportion of total secondary school meals which could be taken up over the period)		47.3%	>47.3%	C3.5	Facilities, Waste and Grounds
21. Number of lunches served in nursery schools as part of new Scottish Government Early Years Initiative		288,486	>288,486	C3.5	Facilities, Waste and Grounds

Note:

South Lanarkshire Leisure and Culture (SLLC)

SLLC facilities closed on 18 March 2020 in line with Government guidance to combat Covid-19. Many of the facilities have remained closed for a considerable period of time, and others re-opened and then closed down again at short notice, in response to further restrictions. It is not therefore possible to establish meaningful baselines and targets for 2021-22, in terms of attendance and participation levels. These measures are not included in this Resource Plan, with the focus instead on the continuing work of the Cross Party Working Group to shape and determine the future requirements for leisure and cultural services in South Lanarkshire.

⁷ Target reflects 2021-22 capital budget

⁸ Target will be an improvement (reduction) on 2019 figure, as 2020 figure is artificially low due to Covid-19 travel restrictions

⁹ School meal targets will be an improvement (increase) on the 2019-20 levels, as provision was significantly disrupted during 2020-21 due to Covid-19

4.b. What actions we will take in 2021-22

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	Steps we will take to deliver our actions	Links	Service
1. Progress the development of a new Litter Strategy (2022 – 2027) to promote the new Code of Practice on Litter and Refuse (COPLAR), with particular emphasis on prevention	Engage with other local authorities to determine areas of best practice, by September 2021	SDCCS	Facilities, Waste and Grounds
	Complete initial stakeholder engagement and consultation on proposed outcomes, outputs and activities, by September 2021	SDCCS	Facilities, Waste and Grounds

Resource Outcome: Successful and sustainable communities			
Action	Steps we will take to deliver our actions	Links	Service
2. Develop a sustainable food system to overcome social, health, economic and environmental issues related to food	Implement year two of the Good Food Strategy (2020-2025) Action Plan and monitor its impacts, particularly in relation to food insecurity and poverty as a result of Covid-19	C3.7	Facilities, Waste and Grounds
3. Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration	Review and update existing town centre strategies to establish the impact and outcomes of Covid-19	C6.2	Planning and Economic Development

Resource Outcome: The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably			
Action	Steps we will take to deliver our actions	Links	Service
4. Review and conclude the council's Sustainable Development and Climate Change Strategy (2017-2022), and develop the new strategy (2022-2027)	Complete review and development sessions with various stakeholders including council officers, local community groups, members of the public, young people in schools and further education, Community Planning Partners, and local businesses, by August 2021	-	Facilities, Waste and Grounds
	Develop a draft strategy for the Climate Change and Sustainability Committee approval by September 2021	-	Facilities, Waste and Grounds
	Undertake a public consultation on the draft strategy and Strategic Environmental Assessment by December 2021	-	Facilities, Waste and Grounds
	Develop final strategy for the Climate Change and Sustainability Committee approval by March 2022	6.11 SDCCS	Facilities, Waste and Grounds
5. Create the conditions for the decarbonisation of the council's fleet	Implement year two of the Fleet Strategy (2020-2025) Action Plan and monitor its impacts, including emissions reduction levels and the trialling of new technologies	SDCCS	Fleet and Environmental

Resource Outcome: Consumers and communities are protected, and public health is safeguarded			
Action	Steps we will take to deliver our actions	Links	Service
6. Safeguard health by improving air quality	Implement the Air Quality Action Plan	SSDCS	Fleet and Environmental

Resource Outcome: A fairer, inclusive, sustainable and low carbon local economy			
Action	Steps we will take to deliver our actions	Links	Service
7. Establish a framework for action to support the recovery and renew the South Lanarkshire economy	Develop an Economic 'Response, Recovery and Renewal' Strategy framed around three themes: People, Place and Business, for Committee approval by June 2021	C7.1 SDCCS	Planning and Economic Development
8. Support Glasgow City Region City Deal development programmes	Prepare Business Case approvals for roads and Community Growth Area projects to be approved by City Deal Cabinet	C7.1	Planning and Economic Development

Resource Outcome: South Lanarkshire is an attractive place to start, grow and locate a business			
Action	Steps we will take to deliver our actions	Links	Service
9. Lead on local economic recovery for South Lanarkshire businesses	Promote local economic support networks and contribute to the Lanarkshire Economic Forum (LEF)	-	Planning and Economic Development
	Support Business Gateway services under the new contract, deliver business support grants to businesses, and monitor uptake and outcomes linked to employment, higher value jobs, increased turnover, internationalisation, innovation and inclusive growth	-	Planning and Economic Development

Resource Outcome: South Lanarkshire is an attractive place to start, grow and locate a business			
Action	Steps we will take to deliver our actions	Links	Service
10. 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)	C7.4	Planning and Economic 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	C7.5	Planning and Economic Development

Resource Outcome: Road and transportation infrastructure supports new development, enables use of public transport and encourages active travel			
Action	Steps we will take to deliver our actions	Links	Service
11. Provide road and transportation infrastructure improvements to support new developments including those undertaken as part of the City Deal	Progress / deliver prioritised road infrastructure improvements in line with available external and internal capital funding for 2021-22	C5.3	Roads and Transportation
	Complete Greenhills Road major transport infrastructure project	C5.3	Roads and Transportation
	Development of the outline business case for the Stewartfield Way Sustainable Transport Capacity Enhancement Project and associated supporting technical assessments / designs	C5.3	Roads and Transportation
12. Enable greater use of public transport by working with partners to improve public transport infrastructure	Progress / deliver prioritised improvements to bus and rail infrastructure (e.g. park and ride) in line with agreed Park and Ride Strategy (2018-2027) and available external funding for 2021-22	C5.4 SDCCS	Roads and Transportation
13. Encourage active travel by extending our network of cycle routes	Progress / deliver walking and cycling projects / schemes in line with agreed 2021-22 capital programme	C5.5 SDCCS	Roads and Transportation
14. Implement Spaces for People projects	Complete the four Spaces for People projects in line with available funding, taking cognisance of Covid-19 restrictions / developments and government guidance	SDCCS	Roads and Transportation

Resource Outcome: Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth			
Action	Steps we will take to deliver our actions	Links	Service
15. Promote continued growth and regeneration through sustainable economic and social development within a low carbon economy, and guide decision making on the location of new development and regeneration	Adopt Local Development Plan 2	C6.1	Planning and Economic Development
16. Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal projects	Progress Community Growth Area sites in accordance with the criteria and programme that is specified in the South Lanarkshire Local Development Plan and City Deal	C6.3	Planning and Economic Development

Resource Outcome: Vacant, derelict and contaminated land is brought back into productive use			
Action	Steps we will take to deliver our actions	Links	Service
17. Identify and manage contaminated land within the statutory regulatory framework	Implement the Contaminated Land Strategy for South Lanarkshire	C6.8	Fleet and Environmental
18. Agree and implement vacant and derelict / contaminated land programme	Implement projects approved within the Vacant and Derelict Land Fund framework for 2021-22	C6.8	Planning and Economic Development

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	Steps we will take to deliver our actions	Links	Service
19. Redefine the future delivery of culture and leisure provision in South Lanarkshire	Develop a Strategic Commissioning Framework for South Lanarkshire Leisure and Culture (2021-2026) for Committee approval by June 2021	SLLC CPWG	South Lanarkshire Leisure and Culture

Resource Outcome: Deliver and communicate the Council Plan and ensure high standards of governance			
Action	Steps we will take to deliver our actions	Links	Service
20. Improve resilience / emergency preparedness for the council	Increase awareness of resilience planning initiatives and practices, and consider lessons learned from Covid-19 to build resilience and better respond to future crises	Good Gov	Roads and Transportation

Section Five – Resourcing the Plan

5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing. This section will be finalised once budgets have been agreed for 2021-22.

5.1. Revenue Budget 2021-22

The resource has a Net Revenue Budget of £135.912 million for 2021-22. The table below allocates this budget across the services:

NET Budget by Service	2021-22	
Detail	£ million	%
Facilities, Waste, and Grounds	69.839	51
Roads and Transportation	32.361	24
Planning and Economic Development	7.508	6
Fleet and Environmental	0.248	0
South Lanarkshire Leisure and Culture Ltd	25.956	19
Total	135.912	100

5.2. Capital Budget 2021-22

The following capital budget of £40.223 million is allocated to the resource for 2021-22:

Capital Programme 2021-22	
Service	£ million
Facilities, Waste, and Grounds	3.124
Roads and Transportation	18.198
Planning and Economic Development	18.901
Fleet and Environmental	-
Total	40.223

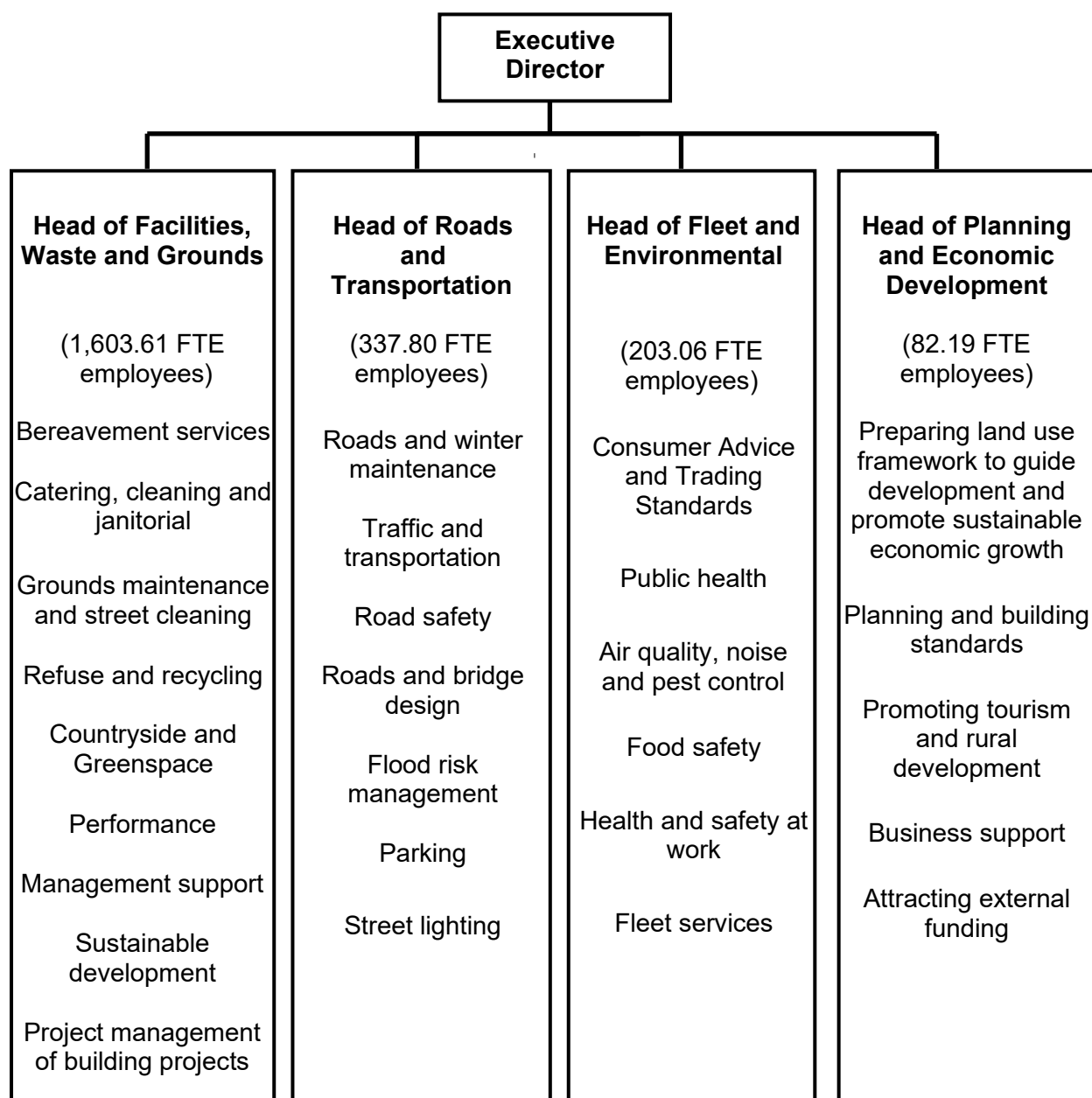
5.3. Resource Employees

Community and Enterprise Resources has 3,377 employees, as at the end of December 2020: 3,288 employees within the four services and 89 employees across the Directorate, Performance and Development and Support Teams. 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 (per headcount) by service is as follows:

Service	Number of employees
Facilities, Waste, and Grounds	2,610
Roads and Transportation	349
Fleet and Environmental	240
Planning and Economic Development	89
Directorate, Performance and Development and Support Teams	89
Total	3,377

5.4. Organisational structure



Community and Enterprise Resource Outcomes 2021-22

Connect Priority	Resource Outcomes
<p>Ensure communities are safe, strong and sustainable</p>	<ul style="list-style-type: none"> • High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work, visit and invest • Successful and sustainable communities • The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably • Consumers and communities are protected and public health is safeguarded • Vacant, derelict and contaminated land is brought back into productive use • Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth
<p>Promote sustainable and inclusive economic growth and tackle disadvantage</p>	<ul style="list-style-type: none"> • A fairer, inclusive, sustainable and low carbon local economy • South Lanarkshire is an attractive place to start, grow and locate a business • All roads, footways and 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
<p>Get it right for children and young people</p>	<ul style="list-style-type: none"> • No resource outcomes for this priority
<p>Improve health, care and wellbeing</p>	<ul style="list-style-type: none"> • All school and nursery children have access to nutritious school meals • All residents have the opportunity to access cultural, leisure and outdoor recreational activities to help improve their wellbeing and quality of life
<p>Delivering the Plan and achieving Best Value</p>	<ul style="list-style-type: none"> • Deliver and communicate the Council Plan and ensure high standards of governance