



**Community and Enterprise Resources**

# **Community and Enterprise Resources**

## **Resource Plan 2015/2016**



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## Section One – 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 2014-15 and sets out our plans for maintaining and improving services for 2015-16.

### Our services

South Lanarkshire is home to more than 313,000 people and covers 1,772 square kilometres 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 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 17 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 2015/16, the Resource will spend just under £123.9 million on delivering key services, plus a further £22.74 million on capital projects in areas such as roads investment, flooding, street lighting, land remediation and regeneration within the Clyde Gateway area.

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 3,653 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 and the environment 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;
- protecting consumers and advising businesses by 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 2014-15**

Our ability to deliver improvement is reflected in our achievements during 2014-15. In particular, I would like to highlight the following:

- Through employability programmes, we assisted over 2,500 people to successfully secure employment or commence education or training, and we assisted businesses with grants, loans or property advice, helping to generate £9.73 million in sales and creating or sustaining just under 1,300 jobs.
- We implemented our 2014-15 Tackling Poverty programme and continued to facilitate community capacity building in the eight most deprived neighbourhoods in South Lanarkshire.
- We resurfaced 7.01% of our road network, completed a new Park and Ride car park in Blantyre, and undertook flood protection works in Burnbank, Netherburn, Douglas and Hamilton.
- We commenced our new contract for the collection and disposal of council buildings waste and we promoted a number of energy saving campaigns across the council.
- We achieved high independently assessed scores for grounds maintenance and for street cleanliness (98.3% of our streets were deemed 'acceptably' clean by Keep Scotland Beautiful).
- We responded to just over 97% of public health incidents within two working days (against our target of 90%), and our Environmental Service has helped ensure the lowest number of food safety incidents in South Lanarkshire in the last few years (105 food safety incidents in 2014-15 against our annual target of fewer than 170 incidents).
- We recorded 0.6 million attendances at South Lanarkshire Leisure and Culture cultural venues (a 9% increase on our annual target) and completed year four of our five year investment programme on fixed play areas.

### **Awards and accreditations**

Our efforts were again recognised through various awards and accreditations during 2014-15:

- Our Planning Service was awarded the Customer Service Excellence Award at the end of June 2014.
- Our low emission, low carbon, sustainable Fleet Service won a silver award in the Scottish Green Apple Awards for Environmental Best Practice and a bronze award in the International Green Apple Awards. These awards recognise environmental endeavour among companies, councils, communities and countries. Our Fleet Service was also a finalist at the APSE performance networks awards for 2014, recognized in the category for transport operations and vehicle maintenance.
- In 2015, two of our projects received commendations through the Scottish Civic Trust My Place Awards scheme: our Performance and Development Team was involved in project managing the extension and refurbishment of Lanark Memorial Hall (this project was commended) and our Landscape Development Section was involved in the design and construction of Clearburn Natural Play and Picnic Area (this project was highly commended). These national awards celebrate good local design and conservation.
- Cambuslang Park and Strathaven Park, which are maintained by our Grounds Services teams, were awarded the Green Flag by Keep Scotland Beautiful (Strathaven Park retained the award it won last year and Cambuslang Park received the award for the first time). The Green Flag is the benchmark for quality green space in Scotland.
- Uddingston War Memorial, which is maintained by Grounds Services, was voted the best kept war memorial by Legion Scotland (a national veterans' charity), from more than 80 entries across Scotland.

- Beautiful Scotland awarded two trophies and seven medal certificates to towns and villages across South Lanarkshire in 2014. Our Grounds Services teams offered advice and practical help to those towns and villages taking part in these horticulture awards.
- An Economic Development Officer within our Regeneration Services won a Scottish Thistle Ambassador Award for the Central South West region. This award is for individuals who have dedicated their time and energy to inspire and lead others to create a more sustainable tourism industry.
- At the Royal Environment Health Institute of Scotland (REHIS) awards, one of our Environmental Health Officers received an award for best student in the health and safety section of the professional exams. This is the second year in a row that a student from our Environmental Service has won this prize.

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 2014-15.

### **Our plans for 2015-16**

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 £4.98 million Tackling Poverty Programme which provides a range of activities to tackle the causes and effects of poverty;
- supporting the Glasgow and Clyde Valley City Deal in the delivery of infrastructure, employability and business competitiveness projects;
- maintaining the number of attendances at leisure and cultural venues;
- progressing the refurbishment of East Kilbride Ice Rink and finalising plans to replace Ballgreen Hall and Library with a new integrated facility within St Patrick's Primary School;
- resurfacing 5.6% 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 2015-16 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**  
**Community and Enterprise Resources**

## **Section Two – Context**

### **2.0. Introduction**

The challenges facing local government in Scotland have never been greater. The pace of change, the drive to improve service delivery, and the financial situation combine to place increasing demands on council Resources and services.

The most significant issues likely to impact on the work of Finance and Corporate Resources in the coming year are shown below under the following headings:

- 2.1. Policies, legislation and social change;
- 2.2. The Council Plan, the Community Plan, the Single Outcome Agreement (SOA); the Partnership Improvement Plan (PIP); and
- 2.3. Other plans, strategies and commitments.

### **2.1. Policies, Legislation and Social Change**

#### **2.1.1. City Deal**

A City Deal worth £1.13 billion for the Glasgow City Region was agreed in July 2014. The City Deal will be used to fund major infrastructure projects, drive innovation and growth, and address challenges in the local labour market. These projects will allow a programme of work to go ahead which will greatly add to the value of the local economy over the next twenty years.

The UK and Scottish Governments will each give the City Region £500 million in grant funding, with the eight local authorities that make up the area borrowing a further £130 million. The City Deal is expected to give the City Region a permanent uplift in its GVA of £2.2 billion per annum (4.4%); 15,000 construction jobs during the construction period; 29,000 permanent additional jobs once construction is complete; and will unlock £3.3 billion of private sector investment.

Within the City Deal, four projects will be funded within South Lanarkshire – Cathkin Relief Road (£22 million), Greenhills Road / A726 (£23 million), Stewartfield Way (£62 million) and Community Growth areas (£62 million). Community and Enterprise Resources' Roads and Transportation will lead in the delivery of the first three major roads projects, the bulk of the work taking place between 2016 and 2021. The Community Growth Areas project is being led by our Planning and Building Services and seeks to advance private sector housing provision in four key locations within Larkhall, Newton, Hamilton and East Kilbride.

In addition, a number of labour market and business innovation measures are being progressed under the banner of City Deal. Regeneration Services have been leading in discussions on these measures, which include a project to assist people on Employment Support Allowance, a youth employment initiative and a business incubation Integrated Grow On Initiative.

#### **2.1.2. 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 (Clydeplan). Consultation on the Plan's Main Issues Report will be completed by March 2015. Following this, the Planning and Building Standards Service will contribute towards the assessment of the consultation responses and the preparation of the proposed Strategic Development Plan.



### **2.1.3. South Lanarkshire Minerals Local Development Plan**

The council is required to have an updated Minerals Local Development Plan in place by August 2017. Our Planning and Building Standards Service will therefore require to complete the initial consultation process on the new plan by March 2016.

### **2.1.4. Road safety casualty targets**

The Scottish Government in 2009 published casualty reduction targets to be met by local authorities by 2020. South Lanarkshire Council's preliminary 2014 casualty statistics demonstrate the challenging nature of these targets. After a record low year in 2013, with six fatal casualties, 2014 saw this number double to twelve (above the 2020 target of nine). In 2014, serious casualties also rose for the first time since 2008 from 69 to 83. Progress is, however, being made with child serious casualties, which matched the 2020 target at the end of the year.

Whilst the overall number of serious and fatal casualties has increased from 2013 to 2014, the long term trend is generally downward and the targets within South Lanarkshire are still achievable. These provisional results for 2014, five years in, are a reminder that a focus on road safety initiatives is a council necessity, if it is to maintain its contribution to reducing road casualties on the roads of South Lanarkshire and make roads safer for all users. The Resource's Roads and Transportation Services will therefore continue to focus on accident reduction projects during 2015/16.

### **2.1.5 Economic Regeneration and tackling poverty**

Through the Sustainable Economic Growth Strategic Board, the council, together with its community planning partners, is reaffirming its commitment to generating improvements in South Lanarkshire's economy for the benefit of its businesses, communities and residents alike.

To this end, Community and Enterprise Resources, through the work of Regeneration Services, will continue to provide support to businesses in 2015-16. The Service will also continue to ensure a comprehensive range of support is available across key sectors, including food and drink, tourism, and energy and construction sectors; and in response to the Scottish Government's 'town centre first' policy, the Service will continue to support maintenance and improvement to town centres.

Regeneration Services will also 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 provide over £5 million in 2015/16, to support a range of activities to tackle the causes and effects of poverty, with the focus on early intervention and prevention; early years; health improvement; employability; and financial inclusion / welfare reform.

Tackling poverty and inequality continues to be a key priority nationally and locally. 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. Through the council's Corporate Welfare Reform group, the Resource's Regeneration Services 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 impacting on Regeneration Services (and the wider Resource), given its responsibilities relating to employability support, tackling poverty, partnership working, and supporting the third sector.

### 2.1.6 External funding

During 2015-16, Community and Enterprise Resources, via Regeneration Services, will 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 Fund, Sports Scotland, Strathclyde Partnership for Transport, and various trusts. New 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. Regeneration Services is engaging in this development to ensure future funding opportunities are secured.

### 2.1.7 Statutory Requirements

New and revised legislation will impact on the work of the Resource in 2015-16. These include:

<b>Statutory Requirements – Community and Enterprise Resources</b>	
<b>Legislative Area</b>	<b>Impact</b>
The Climate Change (Scotland) Act 2009	<p>The Climate Change (Scotland) Act 2009 places duties on the entire Scottish public sector to contribute to the delivery of national greenhouse gas emission reduction targets.</p> <p>For South Lanarkshire Council, this includes: taking action to reduce greenhouse gas emissions from the delivery of our services, and using council powers and influence to reduce emissions in the South Lanarkshire area through, for example, the delivery of planning, roads and transportation and waste management services (all Community and Enterprise Resources services).</p> <p>The Act also requires the council to consider taking action to prepare for the impact of future climate change. This aspect of the duty came into full effect in 2014, with the publication of Scotland's first Climate Change Adaptation Programme.</p> <p>Community and Enterprise Resources will take a lead role in engaging community planning partners in joint action on climate change.</p>
Zero Waste Strategy and the Waste (Scotland) Regulations 2012	<p>The Scottish Government's Zero Waste Plan aims to promote the recovery and reuse of resources in waste. The strategy sets challenging targets for the recycling and composting of domestic waste by local authorities (50% by 2013, 60% by 2020 and 70% by 2025). These targets should be achieved alongside the Scottish Government's forthcoming ban on the land-filling of municipal biodegradable waste.</p> <p>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 introduce a household food waste collection service by 1st January 2016, promote high quality recycling, and ensure the collection and separate transportation of dry recyclable materials.</p>

<b>Statutory Requirements – Community and Enterprise Resources</b>	
<b>Legislative Area</b>	<b>Impact</b>
Regulatory Reform (Scotland) Act 2014	<p>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.</p> <p>In Community and Enterprise Resources, Environmental Services will review its current enforcement practices once the Code has been published and will undertake training of staff on the new provisions. The new legislation also impacts on our Planning and Building Standards Service, with Scottish ministers being given new powers to apply a financial penalty to councils which are deemed to be demonstrating poor planning performance.</p>
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 employees to ensure the legislation is implemented effectively.
Historic Environment Scotland Act 2014	This Act establishes Historic Environment Scotland as a new Non Departmental Public Body. It will take over the functions of Historic Scotland and the Royal Commission on Ancient and Historic Monuments Scotland. The Resource’s Planning and Building Standards Service will be required to change its processes and procedures to accord with the forthcoming regulations.
Buildings (Recovery of Expenses) (Scotland) Act 2014	This act now allows the council to use charging orders to recover costs incurred relating to dangerous and defective buildings. These new powers will require the introduction of new processes which will involve coordinated activities across a number of Resources.
Building (Scotland) Regulations 2014 as amended (October 2015 revisions)	New, more challenging, energy standards for new buildings will be introduced in October 2015. Our Building Standards service must ensure that these new standards are applied to all new building warrant applications submitted after this date.
Community Empowerment (Scotland) Bill	In June 2014, the Scottish Government introduced this Bill which contains diverse proposals with potential implications for Community and Enterprise Resources. As well as permitting the Scottish Government to set national outcomes relating to functions carried out by local authorities, the Bill includes new ways for communities to take on public sector assets and be involved in community planning. The Bill has now reached stage two of the Scottish Parliamentary legislative process, where proposed amendments will be considered. Full implications will be clear when the Bill is in statutory form.

Statutory Requirements – Community and Enterprise Resources	
Legislative Area	Impact
Flood Risk Management (Scotland) Act 2009	A National Flood Risk Assessment has been carried out by the Scottish Environment Protection Agency, and this information has been used to develop Flood Hazard and Flood Risk Maps which were published in January 2014. Local Flood Risk Management Plans are to be published by June 2016. 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 in the process.

Specific actions to address these legislative impacts are detailed in the Action Plan at section 5.

## 2.2. The Council Plan, the Community Plan, the Single Outcome Agreement (SOA) and the Partnership Improvement Plan (PIP)

### 2.2.1. The South Lanarkshire **Community Plan** covers the period 2005-15 and is structured around 5 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; and
- Tackling poverty.

### 2.2.2. A new **Single Outcome Agreement** (SOA) was agreed by the Community Planning Partnership in September 2013 setting out their priorities over the next 10 years. The SOA reflects both national and local priorities and further development work has been undertaken, introducing an integrated Partnership Improvement Plan (PIP) which provides a mechanism to allow new developments to be considered within an annual planning process and refresh of the Improvement Plan. The SOA priorities 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

### 2.2.3. The **Partnership Improvement Plan** priority areas are:-

- Community Safety
- Economic Growth
- Getting it Right for South Lanarkshire's Children (GIRFSLC)
- Health and Care
- Tackling Poverty and Inequalities

The council works in partnership to achieve the aims of the Community Plan and SOA and reflects its commitment to Community Planning within the Council Plan. The Council Plan is considered in more detail in Section 3.

## **2.3. Other plans, strategies and commitments**

### **2.3.1. 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 2015/16, Community and Enterprise's 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 order to ensure that South Lanarkshire remains at the forefront of economic development, the council will remain a key partner in the Clyde Gateway Urban Regeneration Company and 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.

### **2.3.2. Sustainable development**

On the 1<sup>st</sup> 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; and
- 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 council as a whole, 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.

### **2.3.3. Equality and Diversity**

The Equality Act 2010 introduced a general duty requiring public bodies to have due regard to the need to:

- Eliminate discrimination, harassment, victimisation or any other prohibited conduct
- Advance equality of opportunity by having due regard to:
  - Removing or minimising disadvantage
  - Meeting the needs of particular groups that are different from the needs of others
  - Encouraging participation in public life
- Foster good relations – tackle prejudice and promote understanding

The council must ensure this across the protected characteristics of age, disability, gender (sex), gender identity (reassignment), marriage/civil partnership, pregnancy/maternity, race, religion or belief, and sexual orientation.

On the 5<sup>th</sup> April 2011, the public sector equality duties of the Equality Act 2010 came into force. The purpose of the duties is to ensure that public authorities and anyone carrying out a public function, including those contracted by the council, considers how they can positively contribute to a more equal society through advancing equality and good relations in their day-to-day business by:

- Taking effective action on equality;
- Making the right decisions, first time around;
- Developing better policies and practices based on evidence;
- Being more transparent, accessible and accountable; and
- Delivering improved outcomes for all.

Equality is an integral part of achieving best value and is part of the council's vision to improve the quality of life of everyone in South Lanarkshire. The council is committed to reducing disadvantage and deprivation arising from its own activities and to work with others to do so in the South Lanarkshire area in general.

Community and Enterprise Resources has a key role to play in delivering the council's equality and diversity strategy, and specifically, the actions relating to outcomes 3,4,5 and 8 detailed within the council's Mainstreaming equalities report 2013-2017:

- Outcome 3 - Improve the road network and influence improvements in public transport
- Outcome 4 - Support the local economy by providing the right conditions for growth, improving skills and employability
- Outcome 5 - Tackle disadvantage and deprivation (poverty)
- Outcome 8 - Strengthen partnership working, community leadership and engagement

The Resource reports progress towards these outcomes annually to the Equal Opportunities Forum. The Equal Opportunities Forum report and the mainstreaming report is available on the council intranet.

#### **2.3.4. 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 2015-16, the Resource will continue to participate in the Local Government Benchmarking Framework (LGBF) and will report on the performance of our services through, for example, the council website and in the council's Annual Performance Report.

#### **2.3.5. Information Governance**

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

The council reviewed its information strategy, and associated Information Security policies, in 2014 and developed an information management improvement plan spanning 2014-17. This plan outlines a number of key actions which will ensure that all Resources will

progress improvement in the management of information throughout the council. The formal information audit, which was started in 2014, is ongoing and will provide an important platform on which the council will base the preparation of the Records Management Plan as required by the Public Record (Scotland) Act 2011. The council is preparing the Records Management Plan for submission to the Keeper of the Records during 2015-16.

### **2.3.6. Top risks**

**The top risks identified for the council are:**

- Reduction in funding; income generated by the council; and savings difficulties;
- Failure by the council to effectively manage the processes and practices to reduce the impact of welfare reform;
- Information management is not subject to adequate control;
- Climate change and adverse weather;
- Fraud, theft and organised crime;
- Failure of the council to prepare effectively for the Integration of Health and Social Care;
- Failure to address fuel poverty;
- Implementation of Self Directed Support;
- IT development and functionality does not meet service requirements; and
- Failure to demonstrate continuous improvement/lack of change management and limited strategic direction.

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

### **2.3.7. Council Residents' Household Survey 2014**

The council conducted its latest Household Survey during Spring 2014. Feedback from residents was generally positive. 84% of those who responded were satisfied with the overall service provided by the council. Residents were asked to assess the 'General Service' provided by the council and key 'council Services' and recommend areas for improvement. As a result of this feedback Finance and Corporate Resources will take forward all reasonable actions, where appropriate, to improve resident satisfaction with the services delivered by our Resource. Further detail on specific activity relating to the above issues which will be undertaken in 2015-16 is given in Section 5.

## Section Three: The Council Plan

### 3.0. The Council Plan - Connect

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

#### Connect objectives

The **council objectives** are shown below, with **priorities** indicated in bold:

#### Council objectives:

- **Improve services for older people**
- **Protect vulnerable children, young people and adults**
- Improve the quality of 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 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. A mid term review of Connect confirmed there will be no changes to the priorities for the remaining 2 years of the plan. There will be an increased emphasis on the council's contribution to the public sector reform agenda and the work of its partners, through the introduction of 'Partnership Ambitions' which link the outcomes of the council, its partners and the national priorities.



The following diagram illustrates the council's vision, values and objectives. Community and Enterprise Resources continues to uphold all of these in our work.



### 3.1. Resource Objectives

Finance and Corporate Resources have established the following Resource objectives and priorities to support the delivery of Connect objectives in 2015-16.

#### 3.1.1. Improve road network and influence improvements in public transport (priority)

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

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

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

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

**3.1.2. Support the local economy by providing the right conditions for growth, improving skills and employability (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
- support the Glasgow and Clyde Valley City Deal in the delivery of infrastructure, employability and business competitiveness projects
- 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 South Lanarkshire 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 South Lanarkshire Economic Strategy; developing and progressing employability services; delivering services to businesses; supporting the Clyde Valley City Deal infrastructure development programme; implementing the Tourism Action Plan; and improving volunteering opportunities.

**3.1.3. Tackle disadvantage and deprivation (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.

**3.1.4. Develop a sustainable council and communities (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: introducing new waste management initiatives to reduce waste and increase recycling, co-ordinating and promoting strategic environment assessment work across the council, delivering prioritised flood protection schemes and engaging community planning partners in joint action on climate change.

### **3.1.5. 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 maintain public realm improvements in town centres, 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.

### **3.1.6. 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.

### **3.1.7. 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, continuing to provide nutritious school meals, and providing a comprehensive and responsive public health service to the community.

### **3.1.8. 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, progressing upgrades to community halls, 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 Four - Resource Overview, Achievements and Performance**

### **4.0. Introduction**

In this section we report our main achievements and key performance results for the financial year just ended – 2014-15.

### **4.1. Resource overview**

#### **Facilities, Waste and Grounds Services**

During 2014-15, Facilities, Waste and Grounds Services delivered the following services:

- provided 4.3 million nutritious school meals and over 136,000 community meals to Social Work clients
- managed 167,254 tonnes of waste from over 147,470 households and other council areas
- recycled 74,595 tonnes of different materials, including plastics, paper, metals, and glass
- maintained almost 2,700 hectares of diverse land types and around 3,700 gardens as part of the council's care of garden scheme
- carried out just under 1,280 burials and 1,450 cremations
- cleaned up just over 400 items of graffiti
- attended to over 1,600 arboricultural enquiries
- provided landscape design and horticultural service advice to 24 local community groups

The council aims to keep its refuse collection and disposal costs as low as possible. In 2013-14, our net cost of waste collection and net cost of waste disposal were above the Scottish average (ranking us 20<sup>th</sup> and 21<sup>st</sup> compared to the 32 Scottish local authorities). In 2014-15, our net cost of waste collection has once again increased. However, our net cost of waste disposal declined. This decrease in cost is partly due to the introduction of new short term waste contracts, which also impacted positively on our recycling rate, which increased from 39.1% in 2013-14 (ranking us 22<sup>nd</sup>), to 47.4% in 2014-15.

In 2013-14, South Lanarkshire Council's street cleanliness survey scores showed that 98.9% of inspected streets were considered to be 'acceptably clean', ranking us in the top five performing authorities in Scotland. In 2014-15, our street cleanliness score only slightly declined to 98.3%.

#### **Fleet and Environmental Services**

During 2014-15, Fleet and Environmental Services delivered the following services:

- managed and maintained the council's fleet of over 1,630 vehicles and items of plant machinery
- transported just over 1,440 children and adults to council facilities each day
- procured 202 new vehicles and items of plant
- carried out just under 2,480 inspections and alternative enforcement interventions at food premises and 347 health and safety inspections and investigation visits

- acted on over 4,100 enquiries relating to environmental pollution, over 5,000 pest control requests, 450 reports of stray dogs and over 2,770 noise complaints, and conducted over 2,400 litter and dog fouling patrols
- obtained over £698,000 of redress for local consumers in terms of faulty goods and services
- provided advice and assistance in relation to over 2,300 trading standards related complaints

We dealt with domestic noise complaints within an average timescale of 48 minutes in 2013-14. This is substantially lower than the Scottish average figure of 80.7 hours, primarily due to the level of service we provide (we respond to noise complaints seven days per week until 3.00 am). In 2014-15, the time taken to deal with domestic noise complaints further reduced to 29 minutes.

### **Planning and Building Standards Services**

During 2014-15, Planning and Building Standards delivered the following services:

- processed 4,168 planning and building warrant applications, representing several hundred million pounds of investment
- dealt with 18 planning appeals
- responded to 256 enforcement enquiries
- examination held into the South Lanarkshire Local Development Plan, and final version sent to Scottish Ministers for approval to adopt
- prepared and consulted on nine of the ten Supplementary Guidance Documents associated with the Local Development Plan
- responded to Scottish Government consultations on New Enforcement Measure for SEPA, Planning Controls – Pay Day Lending and Betting Offices, Better Regulation, Planning aspects of Control of Major Accident Hazards and Historic Scotland Act
- progressed the Strategic Environmental Assessment of twenty council led policies, plans and strategies
- promoted the South Lanarkshire State of the Environment Report to all 17 secondary schools in the area

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 2014-15, it took the council 37.2 weeks to deal with major planning applications and 10.8 weeks to deal with local planning applications (including applications originally received since 2009). An improvement in the average time taken to determine major applications in 2014-15 reflects a reduction in the number of stalled applications, i.e. those which had been with the council for a number of years. An improvement in the average time taken to determine local applications in 2014-15 follows on from improvement work done by the Service, through its Process Improvement Group.

### **Regeneration Services**

During 2014-15, Regeneration Services delivered the following services:

- through employability programmes, 2,532 people successfully secured employment or commenced education or training
- 1,514 businesses were assisted via grants, loans or property advice, generating £9.73 million in sales and creating or sustaining 1,288 jobs
- provided twelve organisations with detailed support through the 'Beyond Business Gateway' programme

- took over hosting of the Supplier Development Programme, appointing a dedicated team, and implementing training in tendering and e-commerce for SMEs
- £5.25 million external funding support was secured from the EU, Lottery and Scottish Government
- managed the distribution of £1.086 million of community benefit funds, supporting 72 community based projects with a total project value of £3.58 million
- supported the private sector in Hamilton town centre to implement the action plan of the Hamilton Business Improvement District
- completed the fit out of three 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 the National Business District at Shawfield, 'Rutherglen Links' (formerly Low Carbon Zone), and Cuningar Loop
- completed a range of industrial and business space developments in 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, opened the East Kilbride Training and Skills Hub, aimed at redressing economic decline and reinstating East Kilbride at the forefront of economic growth in the region

In 2013-14, the percentage of unemployed people accessing jobs via South Lanarkshire Council funded / operated employability programmes (13%) was higher than the Scottish average figure (12.6%). During this period, the council assisted 1,689 people into work through employability programmes – this equates to 41.8% of the total number of people who were engaged through these programmes then going on to find work. In 2014-15, the percentage of unemployed people accessing jobs via South Lanarkshire Council funded / operated employability programmes increased to 14.99%<sup>1</sup>.

## **Roads and Transportation Services**

During 2014-15, Roads and Transportation Services delivered the following services:

- carried out 214 carriageway improvement and 54 footway improvement schemes
- resurfaced 7.01% of the council's roads network
- carried out 374 bridge inspections
- completed Blackswell Lane / Townhead Street junction alteration works in Hamilton Town Centre
- continued a programme of street lighting improvement/renewals by replacing 470 lighting columns
- completed Route Action Plan works at seven locations across South Lanarkshire, along with various other road safety infrastructure improvements
- delivered traffic signal and pedestrian crossing maintenance improvements and new installations at four locations
- completed road infrastructure improvements at the A749 East Kilbride Road / Western Road and Main Street / Mill Street, Rutherglen

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<sup>1</sup> This figure is based on calendar year data and is correct as at May 2015. The Local Government Benchmarking Framework figure which allows us to compare performance in this area with other Scottish local authorities is based on financial year data, which will not be available until August 2015.

- delivered projects aimed at increasing cycling (including completion of the last phase of the East Kilbride to Hamilton route; the Hamilton to Rutherglen route; and the NCN 74 at Blantyre / Larkhall / Kirkmuirhill / Lesmahagow)
- completed flood protection works at Russell Street (Burnbank), Station Gate (Netherburn), Wellhall Road (Hamilton), and adjacent to the A70 (Douglas)
- revised the Road Asset Management Plan

In 2013-14, performance relating to roads maintenance improved compared to the previous year and was in line with the Scottish results. Prioritising A, B and C class roads has historically resulted in less funding being available for the maintenance treatment of unclassified roads. In 2014-15, however, as a result of implementing the Roads Investment Programme, roads maintenance of A, B, C and unclassified roads all improved compared to the previous year.

### **South Lanarkshire Leisure and Culture (SLLC)**

Community and Enterprise Resources is responsible for monitoring SLLC's performance on behalf of the council. In 2014-15, SLLC:

- recorded 9.1 million attendances across all SLLC services
- recorded just under 436,000 attendances at SLLC leisure facilities by residents aged over 60 years and just under 980,400 free under 16 attendances at these same facilities
- recorded over 438,600 attendances by 'Leisure for All' concession card holders
- recorded over 1.4 million visits to libraries and issued over 1 million books, DVDs, and CDs from the libraries

In 2013-14, the cost per visit to sports facilities and museums was lower, and the cost per attendance per library visit was higher, than the Scottish average figures (compared to other Scottish local authorities, South Lanarkshire Council ranked ninth for the cost of sports facilities and museums and 20<sup>th</sup> for cost of library visits). Satisfaction with these services in South Lanarkshire Council (derived from the Scottish Household Survey) was lower than the Scottish average figures. We await the Scottish Household Survey results for 2014-15. However, SLLC's own customer satisfaction survey results for this period showed a satisfaction level of 96% for SLLC facilities.

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

## **4.2. Performance against Resource Plan Objectives (2014-15)**

Our Resource Plan action plan for 2014-15 supported delivery of the Connect objectives and our own Resource objectives and priorities. The action plan contained a total of 104 separate actions, involving 224 measures.

Reports on progress against all Resource Plan measures were produced through the council's performance management reporting system, IMPROVe. The overall summary of end of year progress against the 2014-15 Community and Enterprise Resources Resource Plan was as follows:



<b>Council Objective/Theme</b>	<b>Green</b>	<b>Amber</b>	<b>Red</b>	<b>To be reported later</b>	<b>Total</b>
Improve road network and influence improvements in public transport	15	1		5	21
Support the local economy by providing the right conditions for growth, improving skills and employability	29	4		7	40
Tackle disadvantage and deprivation	6				6
Develop a sustainable council and communities	18		1	3	22
Improve the quality of the physical environment	26	5	1	2	34
Improve community safety	10			1	11
Improve and maintain health and increase physical activity	16	5			21
Promote participation in cultural activities and provide quality facilities to support communities	5	2			7
Strengthen partnership working, community leadership and engagement	6	1		8	15
Provide vision and strategic direction	2	1		1	4
Promote performance management and improvement	10	2		9	21
Embed governance and accountability	5	1			6
Achieve efficient and effective use of resources	12	1		3	16
<b>Total</b>	<b>160</b>	<b>23</b>	<b>2</b>	<b>39</b>	<b>224</b>
<b>%</b>	<b>72%</b>	<b>10%</b>	<b>1%</b>	<b>17%</b>	<b>100%</b>

**Key to performance monitoring system:**

Green	The timescale or target has been met as per expectations
Amber	There has been minor slippage against timescale or minor shortfall against target
Red	There has been major slippage against timescale or major shortfall against target
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

### 4.3. Achievements

The following table summarises Community and Resources' achievements during session 2014-15, set out under the relevant objectives at council and Resource level.

<b>Council objective: Improve road network and influence improvements in public transport (priority)</b>	
<b>Resource objective</b>	<b>Achievement</b>
Implement the Roads Investment Programme for road and footway improvements	Continued to implement the Roads Investment Programme, with 214 carriageway schemes and 54 footway schemes undertaken during the year, resulting in 7.01% of the road network being resurfaced during this period.
<b>Council objective: Support the local economy by providing the right conditions for growth, improving skills and employability (priority)</b>	
<b>Resource objective</b>	<b>Achievement</b>
Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs	Through our employability programmes, helped 2,532 people successfully secure employment or commence education / training in the last twelve months.
<b>Council objective: Tackle disadvantage and deprivation (priority)</b>	
<b>Resource objective</b>	<b>Achievement</b>
Oversee and monitor the implementation of the Tackling Poverty Programme	Implemented the 2014-15 Tackling Poverty programme (the six month progress report indicated that the programme was generally on or ahead of the targets set for the year).
<b>Council objective: Develop a sustainable Council and communities (priority)</b>	
<b>Resource objective</b>	<b>Achievement</b>
Provide services and infrastructure which help local communities to become more sustainable	Commenced the contract for the collection and disposal of Council buildings waste in January 2015 and progressed the procurement process for the long term waste treatment contract. The Waste Steering Group is working to a timetable that will see the latter contract start as planned by April 2017.
<b>Council objective: Improve the quality of the physical environment</b>	
<b>Resource objective</b>	<b>Achievement</b>
Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities	Achieved high independently assessed scores for grounds maintenance (71, against our annual target score of over 70) and for street cleanliness (98.3% of our streets achieved a Keep Scotland Beautiful standard A or B i.e. 'acceptably' clean).

<b>Council objective: Improve community safety</b>	
<b>Resource objective</b>	<b>Achievement</b>
Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services	Completed 75% of consumer complaints within 14 days (against an annual target of 65%). This is a higher proportion than in the previous two years.
<b>Council objective: Improve and maintain health and increase physical activity</b>	
<b>Resource objective</b>	<b>Achievement</b>
Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle	Funded a variety of Air Quality Action Plan projects, including: the introduction of the ECO Stars project, financial support to the cycle networks infrastructure development, Vehicle Emissions Testing, and the Engine Idling Campaigns.

Additional Resource achievements are listed in Annex 2, Additional performance information.

#### **4.4. Key actions and measures not achieved**

Two measures have been classified as 'red' (there has been major slippage against timescale or shortfall against target) against the 2014-15 Resource Plan. Details are as follows:

<b>Develop a sustainable council and communities</b>	
<b>Improve the council's environmental performance and reduce its greenhouse gas emissions:</b>	
<b>Measures</b>	<b>Comments/Progress</b>
3.3% reduction in council wide transport emissions achieved by March 2015	There has been an increase in council wide transport emissions by 0.034% in 2014-15 and therefore no significant improvement on the 2013-14 position. The data for the last two years will be analysed, and reasons identified for current emissions levels, by 30 June 2015.
<b>Improve the quality of the physical environment</b>	
<b>Assess and determine development proposals in line with legislation and the council's Local Development Plans:</b>	
<b>Measures</b>	<b>Comments/Progress</b>
70% of major planning applications determined within four months	25% of major planning applications were determined within four months in 2014-15. The Planning and Building Standards Service is undertaking a review of the efficiency and effectiveness of the planning application process using the Information Science method. This is due to complete in July 2015 and should impact positively on the time taken to determine planning applications.

#### 4.5. Resource absence statistics

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

<b>Community and Enterprise Resources</b>				
<b>Year</b>	<b>APT and C</b>	<b>Manual and craft</b>	<b>Resource</b>	<b>council wide</b>
2012-13	3.2%	5.3%	4.9%	4.1%
2013-14	2.7%	4.9%	4.5%	3.9%
<b>2014-15</b>	<b>2.3%</b>	<b>5.4%</b>	<b>4.9%</b>	<b>4.2%</b>

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

## Section Five – Action Plan

### 5.1. Resource actions for 2015-16

Community and Enterprise Resources have a number of objectives for 2015-16 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:

Key to Links:	
Connect – The Council Plan – Connect 2012-17	PIP – Partnership Improvement Plan Theme
LGBF– Local Government Benchmarking Framework	ADM – All Directors Measure
SDS – Sustainable Development Strategy	ASBS – Antisocial Behaviour Strategy
BDIP – Biodiversity Duty Implementation Plan	CMP – Carbon Management Plan
CSS – Community Safety Strategy	LTS – Local Transport Strategy

<b>Connect objective: Improve road network and influence improvements in public transport (priority)</b>			
<b>Resource objective: Implement the Roads Investment Programme for road and footway improvements</b>			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Continue to implement the Roads Investment Programme for road and footway improvements	<ul style="list-style-type: none"> <li>5.6% of the road network resurfaced by March 2016 <b>(Connect 3.1) (PIP B3)</b></li> <li>176 carriageway schemes and 42 footway schemes completed during 2015/16 <b>(Connect 3.1) (PIP B3)</b></li> <li>Percentage of A class roads that should be considered for maintenance treatment <b>(LGBF indicator)</b></li> <li>Percentage of B class roads that should be considered for maintenance treatment <b>(LGBF indicator)</b></li> <li>Percentage of C class roads that should be considered for maintenance treatment <b>(LGBF indicator)</b></li> <li>Percentage of U class roads that should be considered for maintenance treatment <b>(LGBF indicator)</b></li> <li>Maintain or reduce the percentage of our road network that requires maintenance treatment (e.g. red category) <b>(Connect 3.2)</b></li> <li>Cost of maintenance per kilometre of roads <b>(LGBF indicator) (PIP B3)</b></li> </ul>	Connect PIP LTS LGBF	Head of Roads and Transportation Services
Continue to undertake safety checks on road related structures and implement a prioritised maintenance programme	<ul style="list-style-type: none"> <li>Continue to review completed bridge assessments and develop implementation programme (for required measures) by March 2016 <b>(Connect 3.3) (PIP B3)</b></li> </ul>	Connect PIP LTS	Head of Roads and Transportation Services
Continue to work with Scottish local authority partners to review asset management plan and valuation of assets	<ul style="list-style-type: none"> <li>Revision of Road Asset Management Plan completed by March 2016 <b>(Connect 3.0)</b></li> </ul>	Connect LTS	Head of Roads and Transportation Services
Deliver a winter maintenance service	<ul style="list-style-type: none"> <li>2014-15 winter processes and outcomes reviewed by August 2015 <b>(Connect 3.6)</b></li> <li>Winter policy procedures and documents, including gritting routes, updated as necessary, by September 2015 <b>(Connect 3.6)</b></li> </ul>	Connect LTS	Head of Roads and Transportation Services

<b>Connect objective: Improve road network and influence improvements in public transport (priority)</b>			
<b>Resource objective:</b> Implement the Roads Investment Programme for road and footway improvements			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Continue development of IT systems to support Roads and Transportation Service functions	<ul style="list-style-type: none"> <li>Continue to review accuracy and update EXOR road network by March 2016</li> <li>Further development of EXOR system by March 2016</li> <li>Further development of Roads Costing System, including bulk materials payment, by March 2016</li> <li>Further development of vehicle telematics system by March 2016</li> </ul>		Head of Roads and Transportation Services

<b>Connect objective: Improve road network and influence improvements in public transport (priority)</b>			
<b>Resource objective:</b> Provide road infrastructure improvements to support new developments			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Work with developers and public sector partners to deliver road infrastructure improvements to support new development	<ul style="list-style-type: none"> <li>Prioritised road infrastructure designed and / or constructed by March 2016 in line with available external and internal capital funding <b>(Connect 3.4) (PIP B3)</b></li> </ul>	Connect PIP LTS	Head of Roads and Transportation Services
Work with public and private sector partners to deliver new or enhanced public transport infrastructure	<ul style="list-style-type: none"> <li>Prioritised improvements to bus and rail infrastructure (e.g. park and ride) delivered by March 2016 in line with available external funding <b>(Connect 3.5) (PIP B3)</b></li> <li>Progress feasibility and design of proposed improvements aimed at increasing the use of public transport in rural areas (includes improvements at Lanark Station / Biggar undertaken with Strathclyde Partnership for Transport by March 2016) <b>(Connect 3.5) (PIP B3)</b></li> <li>Quality Bus Partnership and associated infrastructure for Hamilton Town Centre further developed, in partnership with Strathclyde Partnership for Transport <b>(Connect 3.5) (PIP B3)</b></li> </ul>	Connect PIP LTS SDS	Head of Roads and Transportation Services / Head of Regeneration Services

<b>Connect objective: Support the local economy by providing the right conditions for growth, improving skills and employability (priority)</b>			
<b>Resource objective: Support the Clyde Gateway Regeneration initiative</b>			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Support the Urban Regeneration Company (URC)	<ul style="list-style-type: none"> <li>Shawfield Remediation plan to treat chromium contamination implemented in accordance with URC operating plan <b>(Connect 4.4) (PIP B3)</b></li> </ul>	Connect PIP SDS	Head of Regeneration Services

<b>Connect objective: Support the local economy by providing the right conditions for growth, improving skills and employability (priority)</b>			
<b>Resource objective: Support local businesses through development and delivery of business support programmes</b>			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Implement South Lanarkshire Economic Strategy in conjunction with Community Planning Partnership and other partners	<ul style="list-style-type: none"> <li>Promote South Lanarkshire Economic Strategy and implement associated actions within integrated Partnership Improvement Plan <b>(Connect 4.1)</b></li> </ul>	Connect	Head of Regeneration Services
Continue to respond to the economic downturn in response to the recession in conjunction with Community Planning Partnership and other partners	<ul style="list-style-type: none"> <li>Over 1,500 businesses assisted per annum with grants, loans or property advice <b>(Connect 4.1)</b></li> <li>Between 500 – 1,000 jobs created or sustained per annum as a direct result of local authority intervention <b>(Connect 4.1)</b></li> <li>Value of sales generated by businesses assisted by Economic Development between £10 million - £20 million of sales <b>(Connect 4.1)</b></li> </ul>	Connect	Head of Regeneration Services
Manage and scrutinise Business Gateway contract and performance targets	<ul style="list-style-type: none"> <li>Business birth rate increased per 1,000 population by March 2016 <b>(Connect 4.1) (PIP B1)</b></li> </ul>	Connect PIP	Head of Regeneration Services
Manage and oversee the Supplier Development Programme (SDP)	<ul style="list-style-type: none"> <li>Continue integration of SDP team within the wider council and ensure benefits maximised for SLC <b>(PIP B1)</b></li> </ul>	PIP	Head of Regeneration Services
Maintain East Kilbride Task Force Action Plan with key partners	<ul style="list-style-type: none"> <li>East Kilbride Task Force Action Plan implemented with key partners <b>(Connect 4.0) (PIP B3)</b></li> </ul>	Connect PIP	Head of Regeneration Services



<b>Connect objective: Support the local economy by providing the right conditions for growth, improving skills and employability (priority)</b>			
<b>Resource objective: Support the Glasgow and Clyde Valley City Deal in the delivery of infrastructure, employability and business competitiveness projects</b>			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Support the Clyde Valley City Deal infrastructure development programme	<ul style="list-style-type: none"> <li>Participate in development of Enterprise Strategy with City Deal partners, particularly in relation to emerging business support policy and practice <b>(Connect 4.0)</b></li> </ul>	Connect	Head of Regeneration Services
	<ul style="list-style-type: none"> <li>Subject to the completion of the relevant assurance processes, deliver the three major road infrastructure projects (i.e. Cathkin, Greenhills Road, and Stewartfield Way) in line with agreed programme / profiling <b>(Connect 3.4) (PIP B3)</b></li> </ul>	Connect PIP LTS	Head of Roads and Transportation Services

<b>Connect objective: Support the local economy by providing the right conditions for growth, improving skills and employability (priority)</b>			
<b>Resource objective: Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs</b>			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Job brokerage initiative delivered to provide critical support for unemployed people living in South Lanarkshire	<ul style="list-style-type: none"> <li>Routes to Work South contract monitored to ensure delivery of key elements and outcomes for employability services as specified by the council by March 2016 <b>(PIP B2)</b></li> </ul>	PIP	Head of Regeneration Services

<b>Connect objective: Support the local economy by providing the right conditions for growth, improving skills and employability (priority)</b>			
<b>Resource objective: Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs</b>			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Deliver 'Opportunities for All' programme to support young people into jobs, education and training	<ul style="list-style-type: none"> <li>▪ Youth Employment Action Plan (YEAP) delivered within agreed timescales providing services to MCMC young people <b>(PIP B2)</b></li> <li>▪ 16+ Learning Choices programme continued to be delivered in all secondary schools <b>(PIP B2)</b></li> <li>▪ MCMC initiatives and projects developed and delivered, based on available Scottish Government and partnership resources, to support the most vulnerable young people leaving school and beyond as per agreed PIP <b>(Connect 4.6) (PIPB2)</b></li> <li>▪ Number of MCMC (those not in employment education or training) young people progressing to a positive destination attaining 2011-12 levels (89.8%) by end 2014-15 <b>(Connect 4.6) (PIP B2)</b></li> </ul>	Connect PIP	Head of Regeneration Services
Develop and progress as appropriate new employability services focused on priority client groups resourced by EU and council resources	<ul style="list-style-type: none"> <li>▪ Continue the delivery of innovative employability services, including European Strategic Skills pipeline funding to be procured, contracts issued and delivered by end 2015-16 <b>(Connect 4.5) (PIP B2)</b></li> <li>▪ Over 3,000 people supported each year through employability programmes <b>(Connect 4.5) (PIP B2)</b></li> <li>▪ A minimum of 1,500 of the people supported via employability programmes go on to access employment or training / education <b>(Connect 4.7) (PIP B2)</b></li> <li>▪ % unemployed people assisted into work from council operated / funded employability programmes <b>(LGBF indicator) (PIP B2)</b></li> <li>▪ Gap in the working age employment rate reduced or maintained at 0.6% above the Scottish average by March 2016 (base ONS/APS 2010/11 SL 71.6% Scottish average 71.0%) <b>(PIP B2)</b></li> <li>▪ Workless client group maintained below 148 per 1,000 in 2015-16 <b>(Connect 4.5) (PIP B2)</b></li> <li>▪ Workless client group reducing in line with the overall figures or maintained at 312 per 1,000 by March 2016 in worst 15% datazones <b>(PIP B2)</b></li> </ul>	Connect PIP LGBF	Head of Regeneration Services

<b>Connect objective: Support the local economy by providing the right conditions for growth, improving skills and employability (priority)</b>			
<b>Resource objective:</b> Undertake regulatory advice and support proactively to enhance fair trade and business competitiveness			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
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 consumer protection and fair trading and support the local economy	<ul style="list-style-type: none"> <li>Four regulatory compliance bulletins issued to the business community <b>(Connect 4.9)</b></li> <li>95% of business advice requests completed within 21 days</li> <li>Number of businesses processed through Buy with Confidence approved trader scheme <b>(Connect 4.8)</b></li> </ul>	Connect Enforcement Policy	Head of Fleet and Environmental Services

<b>Connect objective: Support the local economy by providing the right conditions for growth, improving skills and employability (priority)</b>			
<b>Resource objective:</b> Develop the area's tourism potential			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Continue to implement the Tourism Action Plan and work with the sector to develop the profile of the area as a visitor destination	<ul style="list-style-type: none"> <li>New Lanarkshire Tourism Action Plan for 2016 prepared and launched by end of 2015 <b>(Connect 4.2)</b></li> </ul>	Connect PIP SDS	Head of Regeneration Services

<b>Connect objective: Support the local economy by providing the right conditions for growth, improving skills and employability (priority)</b>			
<b>Resource objective:</b> Update and implement the South Lanarkshire Rural Strategy and action plan			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Implement South Lanarkshire Rural Partnership (SLRP) Strategy action plans	<ul style="list-style-type: none"> <li>Rural Strategy action plans implemented in line with agreed timescales (PIP B3)</li> <li>Year 4 of the Clyde and Avon Valley Landscape Partnership delivered by March 2016 (PIP B3)</li> </ul>	PIP	Head of Regeneration Services

<b>Connect objective: Support the local economy by providing the right conditions for growth, improving skills and employability (priority)</b>			
<b>Resource objective: Support and develop the South Lanarkshire community and voluntary sector</b>			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Implement and support Voluntary Action South Lanarkshire (VASLAN) as the single voluntary sector interface for SL	<ul style="list-style-type: none"> <li>Grant Agreement with VASLAN completed by July 2015 <b>(PIP E3)</b></li> </ul>	PIP	Head of Regeneration Services
Increase and improve volunteering opportunities for individuals and organisations	<ul style="list-style-type: none"> <li>Number of organisations engaging volunteers maintained <b>(PIP E3)</b></li> </ul>	PIP	Head of Regeneration Services
Implement the revised Lanarkshire Social Economy Partnership strategy and action plan	<ul style="list-style-type: none"> <li>'Beyond Gateway' support process implemented for ten social economy organisations by December 2015 <b>(PIP E3)</b></li> </ul>	PIP	Head of Regeneration Services
Promote partnership working for financial inclusion and the development of South Lanarkshire Credit Unions	<ul style="list-style-type: none"> <li>Develop and support the financial inclusion network linked to preparation for welfare reform <b>(Connect 5.3) (PIP E3)</b></li> <li>Credit Union membership increased by 3.5% <b>(Connect 5.3) (PIP E3)</b></li> </ul>	Connect PIP	Head of Regeneration Services

<b>Connect objective: Support the local economy by providing the right conditions for growth, improving skills and employability (priority)</b>			
<b>Resource objective:</b> Establish opportunities for sustainable economic growth through the preparation, adoption and implementation of Development Plans			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Ensure that planning applications are assessed within a development plan framework	<ul style="list-style-type: none"> <li>▪ South Lanarkshire Local Development Plan adopted by May 2015 (<b>Connect 9.1</b>)</li> <li>▪ Finalised Supplementary Guidance to support the Local Development Plan published by May 2015 (<b>Connect 9.2</b>)</li> <li>▪ Updated Supplementary Guidance on Renewable Energy published by August 2015 (<b>Connect 9.2</b>)</li> <li>▪ Pre Main Issues Report consultation on Minerals Local Development Plan undertaken by March 2016 (<b>Connect 9.4</b>)</li> </ul>	Connect SDS BDIP	Head of Planning and Building Standards
Contribute to the monitoring of the Glasgow and Clyde Valley Strategic Development Plan	<ul style="list-style-type: none"> <li>▪ Annual topic survey and monitoring undertaken by September 2015</li> </ul>		Head of Planning and Building Standards
Contribute to the preparation of new Strategic Development Plan	<ul style="list-style-type: none"> <li>▪ Consideration and assessment of the responses to the Main Issues Report completed by March 2016</li> </ul>	SDS	Head of Planning and Building Standards
Monitor Local Plan objectives for supply of housing, industry and business land and green space to ensure an adequate supply is maintained	<ul style="list-style-type: none"> <li>▪ Local Plan objectives monitored during 2015/16 to ensure at least a five year supply of housing land is maintained (<b>Connect 9.3</b>)</li> <li>▪ Adequate supply of land is available for work and business activity (<b>Connect 9.3</b>)</li> <li>▪ Adequate supply of land is available for green space in the main urban communities of South Lanarkshire (<b>Connect 9.3</b>)</li> </ul>	Connect BDIP	Head of Planning and Building Standards

<b>Connect objective: Tackle disadvantage and deprivation (priority)</b>			
<b>Resource objective: Oversee and monitor the implementation of the Tackling Poverty Programme</b>			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
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	<ul style="list-style-type: none"> <li>▪ An appropriate set of measurable 'Reducing the Gap' indicators and targets to be agreed as part of SOA development with partners by December 2015 <b>(Connect 5.2) (PIP E3)</b></li> <li>▪ 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 <b>(Connect 5.2) (PIP E3)</b></li> <li>▪ Promote the use of the Scottish Index of Multiple Deprivation (SIMD) (2012) as a tool to assist with targeting of resources and activity <b>(PIP E3)</b></li> <li>▪ Tackling Poverty Programme targets agreed and monitoring process developed by July 2015 <b>(Connect 5.2) (PIP E3)</b></li> <li>▪ Impacts of fourth year of Tackling Poverty Programme reported by July 2015 <b>(Connect 5.6) (PIP E3)</b></li> <li>▪ Asset based approach to community engagement promoted across the Community Planning Partnership with targeted neighbourhood focussed work <b>(PIP E3)</b></li> </ul>	Connect PIP	Head of Regeneration Services

<b>Connect objective: Develop a sustainable council and communities (priority)</b>			
<b>Resource objective:</b> Improve the council's environmental performance and reduce its greenhouse gas emissions			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Monitor and report on implementation of Sustainable Development Strategy 2012-17	<ul style="list-style-type: none"> <li>Quarter 2 and Quarter 4 reports on all Sustainable Development Strategy actions and issues presented to Corporate Management Team and Executive Committee (<b>Connect 6.1</b>)</li> </ul>	Connect	Head of Support Services
Further implement the Carbon Management Plan to reduce greenhouse gas emissions from council services (buildings, waste, transport etc)	<ul style="list-style-type: none"> <li>A further 2% annual reduction in the council's greenhouse gas emissions achieved by March 2016, compared to last year (<b>Connect 6.2</b>) (<b>PIP B3</b>)</li> </ul>	Connect PIP SDS CMP	Head of Support Services
Maximise the energy efficiency of all operational properties in support of the Carbon Management Plan	<ul style="list-style-type: none"> <li>2% reduction in energy consumption across the energy portfolio by March 2016 (baseline 2013-14 weather corrected data) (<b>all Directors measure</b>) (<b>PIP B3</b>)</li> </ul>	CMP PIP ADM	Head of Support Services
Implement fuel efficiency measures within the council's vehicle fleet and further develop the use of low carbon vehicles	<ul style="list-style-type: none"> <li>Maintain council wide transport emissions to 2014 / 2015 levels adjusted in accordance with fleet size (<b>Connect 6.2</b>) (<b>PIP B3</b>)</li> <li>Agree Resource based transport emission reduction targets appropriate to individual service provision by March 2016 (<b>PIP B3</b>)</li> </ul>	Connect PIP SDS CMP	Head of Fleet and Environmental Services

<b>Connect objective: Develop a sustainable council and communities (priority)</b>			
<b>Resource objective:</b> Provide services and infrastructure which help local communities to become more sustainable			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Report to the public action taken in relation to climate change	<ul style="list-style-type: none"> <li>Climate Change Declaration Annual Report published by end of November 2015 (in line with the national deadlines set by COSLA) <b>(Connect 6.6)</b></li> </ul>	Connect SDS	Head of Support Services
Introduce new waste management initiatives to reduce waste and increase recycling	<ul style="list-style-type: none"> <li>Waste audits undertaken and waste collection arrangements reviewed in council buildings, identifying opportunities to reduce residual waste and increase recycling capacity in council buildings by March 2016 <b>(Connect 6.5) (PIP B3)</b></li> <li>Procurement of long-term waste treatment contract progressed, with procurement timetable milestones met <b>(Connect 6.5) (PIP B3)</b></li> <li>Implement new waste collection service in Hamilton and East Kilbride to incorporate food waste as per proposed plan and subject to Committee approval</li> <li>Council target achieved for total percentage household waste arising that is recycled - 50% in line with Government target <b>(LGBF indicator) (Connect 6.5) (PIP B3)</b></li> <li>Council target achieved for waste tonnage per household (target is lower than 1.1 tonnes) <b>(Connect 6.5) (PIP B3)</b></li> </ul>	Connect PIP SDS CMP	Head of Facilities, Waste and Ground Services
Manage flooding priorities and deliver prioritised flood protection schemes	<ul style="list-style-type: none"> <li>Prioritised flood protection projects delivered by March 2016 in line with available capital / revenue funding <b>(Connect 6.4)</b></li> <li>Continue review of the management of flooding priorities across Community and Enterprise Resources by March 2016</li> </ul>	Connect LTS SDS	Head of Roads and Transportation Services
Comply with the requirements of the Flood Risk Management (Scotland) Act 2009	<ul style="list-style-type: none"> <li>Participate in Local Flood Risk Management Districts, namely Clyde and Loch Lomond (led by Glasgow City Council) and Tweed (led by Scottish Borders Council) <b>(Connect 6.4)</b></li> <li>Watercourse Clearance and Repair undertaken in line with current requirements <b>(Connect 6.4)</b></li> </ul>	Connect LTS SDS	Head of Roads and Transportation Services



<b>Connect objective: Develop a sustainable council and communities (priority)</b>			
<b>Resource objective:</b> Provide services and infrastructure which help local communities to become more sustainable			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Promote the delivery of sustainable development through the statutory planning system	<ul style="list-style-type: none"> <li>Planning applications assessed in accordance with the Development Plan and its associated Supplementary Guidance (which incorporate criteria encouraging sustainable development) <b>(PIP B3)</b></li> </ul>	SDS PIP	Head of Planning and Building Standards
Ensure Strategic Environmental Assessment of all appropriate policies, plans, programmes and strategies is undertaken and incorporates sustainability and climate change considerations	<ul style="list-style-type: none"> <li>Strategic Environmental Assessments undertaken on all appropriate plans and strategies <b>(PIP B3)</b></li> <li>Content of council Strategic Environmental Assessments monitored to ensure that they are undertaken in accordance with guidance and legislation</li> <li>Annual report on the number and outcomes of Strategic Environmental Assessments carried out within the council prepared by March 2016 <b>(Connect 6.7) (PIP B3)</b></li> </ul>	Connect SDS PIP	Head of Planning and Building Standards
Monitor number of Sustainable Urban Drainage Systems schemes in new developments	<ul style="list-style-type: none"> <li>Sustainable Urban Drainage Systems schemes incorporated into all appropriate developments</li> </ul>	SDS	Head of Planning and Building Standards
Monitor the local environmental conditions through the preparation and monitoring of the biennial update of the State of the Environment report	<ul style="list-style-type: none"> <li>Updated biennial State of the Environment report published by November 2015 <b>(Connect 9.11)</b></li> </ul>	Connect SDS	Head of Planning and Building Standards

<b>Connect objective: Improve the quality of the physical environment</b>			
<b>Resource objective:</b> Sustain the quality of our towns and villages through maintenance and promotional activities			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Maintain public realm improvements in town centres	<ul style="list-style-type: none"> <li>Programme of pre-planned maintenance, improvements and other actions in town centre action plans implemented in accordance with maintenance charter and subject to funding <b>(Connect 9.0) (PIP B3)</b></li> </ul>	Connect SOA PIP	Head of Regeneration Services

<b>Connect objective: Improve the quality of the physical environment</b>			
<b>Resource objective:</b> Unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Agree and implement vacant derelict / contaminated land Programme	<ul style="list-style-type: none"> <li>Vacant and Derelict / Contaminated Land Programme finalised and approved by July 2015 <b>(Connect 9.5) (PIP B3)</b></li> <li>Agreed programmes, including Vacant / Derelict Land Fund, delivered by March 2016 through corporate working group <b>(Connect 9.5) (PIP B3)</b></li> </ul>	Connect SDS PIP	Head of Regeneration Services
Identify and manage contaminated land within the statutory regulatory framework	<ul style="list-style-type: none"> <li>Implement the Contaminated Land Strategy 2013 – 2018 for South Lanarkshire <b>(Connect 9.7) (PIP B3)</b></li> </ul>	Connect SDS PIP	Head of Fleet and Environmental Services

<b>Connect objective: Improve the quality of the physical environment</b>			
<b>Resource objective:</b> Assess and determine development proposals in line with Planning and Building Standards legislation and the council's Local Development Plans			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Manage processing of planning applications to ensure needs of applicants and the community are met	<ul style="list-style-type: none"> <li>▪ Number of major planning applications processed</li> <li>▪ 70% of major applications determined within four months</li> <li>▪ 80% of local applications dealt with within two months</li> <li>▪ 80% of delegated planning applications determined within two months</li> </ul>		Head of Planning and Building Standards
Review efficiency and effectiveness of planning application process using Information Science method	<ul style="list-style-type: none"> <li>▪ Complete review of planning application process by July 2015 and implement agreed actions in accordance with timetables set by managers</li> </ul>		Head of Planning and Building Standards
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	<ul style="list-style-type: none"> <li>▪ First report of comments produced within 15 working days on 80% or more of the valid Building Warrant applications received</li> <li>▪ 100% of Building Warrant applications receiving a first report within 20 days</li> <li>▪ Time taken to grant a building warrant minimised, whilst maintaining high standards of verification</li> <li>▪ Increased number of Construction Compliance and Notification Plans fulfilled</li> <li>▪ Ensure staff readiness to implement changes to building regulations on 1<sup>st</sup> October 2015</li> </ul>		Head of Planning and Building Standards
Adapt and establish processes, procedures and actions in line with revisions to planning legislation	<ul style="list-style-type: none"> <li>▪ Revisions to the Act or associated statutory instruments implemented, in line with programme set by regulations when published</li> <li>▪ Existing guidance reviewed and re-assessed in order to ensure they accord with revisions, in line with programme set by regulations</li> </ul>		Head of Planning and Building Standards
Adapt and establish processes and actions in line with revisions to listed building legislation and statutory procedures	<ul style="list-style-type: none"> <li>▪ Legislation and advice reviewed and re-assessed ensuring compliance with new procedures within required timescales as published by Scottish Government</li> </ul>		Head of Planning and Building Standards

<b>Connect objective: Improve the quality of the physical environment</b>			
<b>Resource objective:</b> Assess and determine development proposals in line with Planning and Building Standards legislation and the council's Local Development Plans			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Publish updated Planning Enforcement Charter	<ul style="list-style-type: none"> <li>Updated Planning Enforcement Charter published by December 2015</li> </ul>		Head of Planning and Building Standards
Continue to implement and develop: <ul style="list-style-type: none"> <li>– computerised Planning and Building Standards application system</li> <li>– online casework information application</li> <li>– Electronic Document and Records management System (EDRMS)</li> <li>– online applications and appeals for Planning and Building Standards</li> <li>– mapping systems as appropriate to needs of Service</li> </ul>	<ul style="list-style-type: none"> <li>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</li> <li>Business process and procedures reviewed and adapted during 2015-16 in line with ongoing review and development of M3 and Electronic Document and Records Management systems</li> <li>Identify and take appropriate actions to ensure technical and procedural business readiness for introduction of updated national portal for planning</li> <li>Identify and take appropriate actions to ensure technical and procedural business readiness for introduction of new national portal for building standards</li> <li>In-house solution developed to allow the submission of 'letters of comfort' online by March 2016</li> <li>Develop mapping systems to support service delivery</li> <li>Ensure development of new portals are fully compatible with mobile working solutions which may be adopted in the future</li> </ul>		Head of Planning and Building Standards

<b>Connect objective: Improve the quality of the physical environment</b>			
<b>Resource objective:</b> Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Sustain an independently assessed high score for street cleanliness	<ul style="list-style-type: none"> <li>LEAMS Street cleanliness score (% acceptable) <b>(LGBF indicator) (Connect 9.6)</b></li> </ul>	Connect LGBF	Head of Facilities, Waste and Ground Services
Maintain land to a high standard	<ul style="list-style-type: none"> <li>Land Audit Management System (LAMS) score of 70 achieved</li> </ul>		Head of Facilities, Waste and Ground Services
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	<ul style="list-style-type: none"> <li>90% of fly tipping complaints responded to within two days <b>(Connect 9.9)</b></li> <li>90% of dog fouling complaints responded to within two days <b>(Connect 9.9)</b></li> <li>For all those noise complaints requiring attendance on site, the average time (hours) between the time of complaint and attendance on site (including both those dealt with and not dealt with under Part V of the Antisocial Behaviour Act 2004) <b>(LGBF indicator) (Connect 9.9) (PIP A1)</b></li> </ul>	Connect PIP ASBS LGBF	Head of Fleet and Environmental Services

<b>Connect objective: Improve the quality of the physical environment</b>			
<b>Resource objective:</b> Protect biodiversity and enhance Greenspace in South Lanarkshire			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Improve urban green spaces in partnership with neighbouring communities	<ul style="list-style-type: none"> <li>Completed funding applications for Bothwell and Blantyre Woods by March 2016, through continued liaison with various 'Friends of' groups <b>(Connect 9.10)</b></li> <li>Implement Phase 1 of Management Plan at Millheugh/ Greenhall Estate <b>(Connect 9.10)</b></li> </ul>	Connect SDS	Head of Facilities, Waste and Ground Services
Monitoring report submitted to Scottish Government on Biodiversity Duty Plan	<ul style="list-style-type: none"> <li>Two yearly monitoring report on Biodiversity Duty Implementation Plan prepared and submitted to Scottish Government by December 2016 <b>(Connect 9.10)</b></li> </ul>	Connect SDS BDIP	Head of Facilities, Waste and Ground Services

<b>Connect objective: Improve community safety</b>			
<b>Resource objective:</b> Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
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	<ul style="list-style-type: none"> <li>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 <b>(Connect 12.6)</b></li> </ul>	Connect CSS ASBS	Head of Fleet and Environmental Services
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	<ul style="list-style-type: none"> <li>65% of consumer complaints completed within 14 days</li> </ul>		Head of Fleet and Environmental Services

<b>Connect objective: Improve community safety</b>			
<b>Resource objective:</b> Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Deliver prioritised road safety improvements at identified accident locations / routes	<ul style="list-style-type: none"> <li>Road safety projects / schemes delivered in line with the agreed 2015/16 capital programme <b>(Connect 12.5) (PIP A2)</b></li> <li>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 <b>(Connect 12.5) (PIP A2)</b></li> </ul>	Connect PIP LTS CSS	Head of Roads and Transportation Services
Deliver prioritised traffic signal and pedestrian crossing maintenance improvements and new installations	<ul style="list-style-type: none"> <li>Traffic signal and pedestrian crossing maintenance improvements projects / schemes delivered in line with the agreed 2015/16 capital and revenue programme <b>(Connect 12.5) (PIP A2)</b></li> </ul>	Connect PIP LTS CSS	Head of Roads and Transportation Services
Complete traffic signal repairs within 48 hours	<ul style="list-style-type: none"> <li>95% of traffic signal repairs completed within 48 hours</li> </ul>		Head of Roads and Transportation Services
Assist in the provision of safe routes to and from school through the operation of a school crossing patrol service	<ul style="list-style-type: none"> <li>School crossing patrol cover provided at 160 sites in 2015/16 <b>(Connect 12.0) (PIP A2)</b></li> </ul>	Connect PIP	Head of Facilities, Waste and Ground Services
Continue programme of street lighting improvements	<ul style="list-style-type: none"> <li>1,800 lighting columns improved / renewed by the end of March 2016 <b>(PIP A2)</b></li> <li>Progress the roll out of LED lighting technology in line with the agreed investment programme</li> </ul>	PIP	Head of Roads and Transportation Services

<b>Connect objective: Improve and maintain health and increase physical activity</b>			
<b>Resource objective:</b> Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Maximise the number of attendances at leisure facilities	<ul style="list-style-type: none"> <li>▪ Achieve 3.3 million attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture (SLLC) (<b>Connect 13.3</b>)</li> <li>▪ Maintain number of attendances per 1,000 population for swimming pools (5,235)</li> <li>▪ Maintain number of attendances per 1,000 population for other indoor sports and leisure facilities, excluding pools in a combined complex (5,442)</li> <li>▪ Maintain number of attendances at outdoor recreation and country parks (2.1 million)</li> </ul>	Connect	General Manager SLLC
Provide SLLC facilities to under 16's sports, uniformed and community organised groups in accordance with the council's under 16's reduced rates policy	<ul style="list-style-type: none"> <li>▪ Achieve 750,000 under 16 reduced rates attendances at SLLC facilities by March 2016 (includes halls, school lets, outdoor and indoor leisure)</li> </ul>		General Manager SLLC
Actively promote the "Activage" scheme in leisure facilities across South Lanarkshire	<ul style="list-style-type: none"> <li>▪ Achieve 6,000 registered members of 'Activage' scheme</li> <li>▪ Achieve 435,000 over 60's attendances by residents using South Lanarkshire leisure facilities (<b>Connect 13.2</b>)</li> </ul>	Connect	General Manager SLLC
Progress and/or complete upgrades to leisure facilities across South Lanarkshire	<ul style="list-style-type: none"> <li>▪ Refurbishment of East Kilbride Ice Rink: achieve site start by March 2016 to replace plant and ice pad and refurbish ice rink in line with the wider town centre development (<b>Connect 13.3</b>) (<b>PIP B3</b>)</li> </ul>	Connect PIP	Head of Support Services
Implement the recommendations of the Member / Officer review on fixed play areas	<ul style="list-style-type: none"> <li>▪ Fifth year of five year investment programme carried out on fixed play areas, as identified through the Member / Officer Review (<b>Connect 13.5</b>)</li> </ul>	Connect	Head of Facilities, Waste and Ground Services



<b>Connect objective: Improve and maintain health and increase physical activity</b>			
<b>Resource objective:</b> Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Develop proposals for cross boundary walking routes linking rural settlements and sites of cultural and environmental interest	<ul style="list-style-type: none"> <li>A report on options to connect the Clyde Walkway to routes in Borders and Ayrshire completed by March 2016 (<b>Connect 13.6</b>)</li> </ul>	Connect SDS	Head of Facilities, Waste and Ground Services
Continue to improve nutrition and health value of school meals	<ul style="list-style-type: none"> <li>Uptake level of paid primary school meals increased by 1% compared to 2014-15 (<b>Connect 13.4</b>) (<b>PIP E1</b>)</li> <li>Uptake level of paid secondary school meals increased by 1% compared to 2014-15 (<b>Connect 13.4</b>) (<b>PIP E1</b>)</li> <li>Implement and monitor uptake of the Scottish Government's initiative for free meals for all primary 1-3 pupils (<b>PIP E1</b>)</li> </ul>	Connect PIP	Head of Facilities, Waste and Ground Services

<b>Connect objective: Improve and maintain health and increase physical activity</b>			
<b>Resource objective:</b> Safeguard health through an effective environmental services regulation and enforcement service			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Provide a comprehensive food safety enforcement and advisory service to reduce risk of food borne infection	<ul style="list-style-type: none"> <li>Incidence of notified food borne infection reduced from 2006/07 baseline figures by 8.5% by March 2016 (<b>Connect 13.7</b>)</li> <li>Broad compliance with food safety statutory requirements secured in 85% of premises (<b>Connect 13.7</b>)</li> <li>Targets achieved for food safety inspections achieved on time (<b>Connect 13.7</b>): <ul style="list-style-type: none"> <li>6 months (96%)</li> <li>12 months (96%)</li> <li>&gt;12 months (85%)</li> </ul> </li> </ul>	Connect	Head of Fleet and Environmental Services
Review and assess air quality throughout South Lanarkshire as required by the Environment Act 1995 and in line with national guidance	<ul style="list-style-type: none"> <li>Submit the progress report on air quality across South Lanarkshire to the Scottish Government by March 2016 (<b>Connect 13.8</b>)</li> <li>Implementation of the Air Quality Action Plan measures by March 2016</li> </ul>	Connect SDS	Head of Fleet and Environmental Services

<b>Connect objective: Improve and maintain health and increase physical activity</b>			
<b>Resource objective:</b> Safeguard health through an effective environmental services regulation and enforcement service			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
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	<ul style="list-style-type: none"> <li>90% of public health service requests responded to within two working days</li> </ul>		Head of Fleet and Environmental Services

<b>Connect objective: Promote participation in cultural activities and provide quality facilities to support communities</b>			
<b>Resource objective:</b> Improve facilities for arts and cultural activities and provide quality facilities to support communities			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Maintain attendances at our cultural venues by actively promoting to the local community and visitors to the area	<ul style="list-style-type: none"> <li>Achieve 0.6 million visitors to SLLC cultural venues (<b>Connect 14.2</b>)</li> </ul>	Connect	General Manager SLLC
Increase attendances at our libraries by actively promoting to the local community	<ul style="list-style-type: none"> <li>Achieve number of visits per 1,000 population (4,400)</li> </ul>		General Manager SLLC
Further implementation of action plan to maintain use of museums	<ul style="list-style-type: none"> <li>Maintain number of visits to/usages of council funded or part-funded museums per 1,000 population (705)</li> <li>Maintain number of those visits that were in person per 1,000 population (630)</li> </ul>		General Manager SLLC
Complete refurbishment of community halls	<ul style="list-style-type: none"> <li>Complete consultation exercise and finalise detailed plans by March 2016 to replace Ballgreen Hall and Library with a new integrated facility within St Patrick's Primary School (<b>Connect 14.0</b>)</li> </ul>	Connect	Head of Support Services
Investigate availability of suitable burial ground in and around those cemeteries with less than five years new lair lifespan	<ul style="list-style-type: none"> <li>Provision of new burial ground as part of the 2014 – 17 capital programme; target areas for 2015 include Westburn, Strathaven and Hamilton (<b>Connect 14.4</b>)</li> </ul>	Connect	Head of Facilities, Waste and Ground Services

<b>Connect objective: Strengthen partnership working, community leadership and engagement (priority)</b>			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Achievement of targets for customer satisfaction	<ul style="list-style-type: none"> <li>▪ Target achieved for customer satisfaction               <ul style="list-style-type: none"> <li>– Environmental services (85%)</li> <li>– Trading Standards (85%)</li> <li>– Cleaning and catering services (95%)</li> <li>– Bereavement Services (85%)</li> <li>– SLLC facilities (97%)</li> </ul> <b>(Connect 14.3)</b> </li> <li>▪ Satisfaction levels for planning sustained or improved against baseline (73%)</li> <li>▪ Satisfaction levels for Building Standards service sustained or improved against baseline (87%)</li> <li>▪ Target achieved for customer satisfaction               <ul style="list-style-type: none"> <li>– Libraries</li> <li>– Museums and galleries</li> <li>– Leisure facilities</li> <li>– Parks and open spaces</li> <li>– Refuse collection</li> <li>– Street cleaning</li> </ul> <b>(All LGBF indicators)</b> </li> </ul>	Connect LGBF	Head of Fleet and Environmental Services / Head of Facilities, Waste and Ground Services / Head of Planning and Building Standards/ General Manager SLLC
Ensure efficient and effective implementation of Freedom of Information Scotland Act (FOISA) procedures	<ul style="list-style-type: none"> <li>▪ Target achieved for Resource Freedom of Information requests responded to within 20 working days in line with corporate standards</li> </ul>		All Heads of Service

<b>Connect objective: Provide vision and strategic direction</b>			
<b>Action</b>	<b>Measures/Timescale</b>	<b>Connect reference/ Links</b>	<b>Responsibility</b>
Deliver the objectives of the Council Plan Connect	<ul style="list-style-type: none"> <li>▪ Deliver annual Resource Plan and review suite of measures for coverage and relevance <b>(all Directors measure)</b></li> </ul>	ADM	Head of Support Services
Implement Sports Pitch Strategy	<ul style="list-style-type: none"> <li>▪ Implement actions within the Sports Pitch Strategy throughout 2015-16</li> </ul>		Head of Support Services

Connect objective: Provide vision and strategic direction			
Action	Measures/Timescale	Connect reference/ Links	Responsibility
Undertake Equality Impact Assessments for all relevant policies, strategies and procedures	<ul style="list-style-type: none"> <li>Number of policies changed, withdrawn or piloted as a result of Equality Impact Assessments undertaken for all relevant policies, strategies and procedures (<b>all Directors measure</b>)</li> </ul>	ADM	Head of Support Services
Develop and introduce council wide equality performance measures and publish results	<ul style="list-style-type: none"> <li>Resource to provide annual report to Equal Opportunities Forum on uptake of service (all Directors measure)</li> </ul>	ADM	Head of Support Services

Connect objective: Promote performance management and improvement			
Action	Measures/Timescale	Connect reference/ Links	Responsibility
Implement effective best value management arrangements to ensure continuous improvement and efficient and effective service delivery	<ul style="list-style-type: none"> <li>Undertake a programme of self evaluation (e.g., EMPOWER) to identify areas for improvement (<b>all Directors measure</b>)</li> <li>Take forward improvement actions arising from self-evaluation activity within the Resource (<b>all Directors measure</b>)</li> <li>Use the results of benchmarking activity (including the Local Government Benchmarking Framework) to inform and improve service delivery (<b>all Directors measure</b>)</li> </ul>	All directors measure	All Heads of Service
Retain Customer Service Excellence (CSE) award for Bereavement Services and retain ISO 9001 and ISO 14001 accreditation	<ul style="list-style-type: none"> <li>Retain all accreditation by March 2016</li> </ul>		Head of Facilities, Waste and Ground Services
Retain Customer Service Excellence accreditation for Planning Service for 2015-16	<ul style="list-style-type: none"> <li>Actions to successfully retain Customer Service Excellence award undertaken in preparation for reassessment in July 2015</li> </ul>		Head of Planning and Building Standards
Retain Customer Service Excellence accreditation for Building Standards Service for 2015-16	<ul style="list-style-type: none"> <li>Actions to successfully retain Customer Service Excellence award undertaken in preparation for reassessment in November 2015</li> </ul>		Head of Planning and Building Standards

Connect objective: Promote performance management and improvement			
Action	Measures/Timescale	Connect reference/ Links	Responsibility
Publication of annual Planning Performance Framework and Improvement Plan	<ul style="list-style-type: none"> <li>Planning Performance Framework prepared by July 2015 (<b>Connect 9.5</b>)</li> <li>Service improvement plan implemented in accordance with programme set out in Planning Performance Framework (<b>Connect 9.5</b>)</li> </ul>	Connect	Head of Planning and Building Standards
Quarterly reporting of Continuous Improvement Plan detailing current position relating to requirements of Building Standards Performance Framework	<ul style="list-style-type: none"> <li>Reports on key performance objectives 1 - 9 and Continuous Improvement Plan produced on quarterly basis (<b>Connect 9.5</b>)</li> <li>Associated Building Standards Division consultations responded to as required (<b>Connect 9.5</b>)</li> </ul>	Connect	Head of Planning and Building Standards
Provide an effective and efficient household waste and recycling collection service	<ul style="list-style-type: none"> <li>Council target achieved for gross cost of waste collection per premise (LGBF indicator)</li> <li>Council target achieved for net cost per premise of waste collection (LGBF indicator)</li> <li>Council target achieved for gross cost of waste disposal per premise (LGBF indicator)</li> <li>Council target achieved for net cost per premise of waste disposal (LGBF indicator)</li> <li>95% of special uplifts completed within five working days</li> <li>5% reduction in the council's missed collections per 100,000 collections achieved by March 2016, compared to 2014-15</li> <li>Routing software to enhance efficiency in refuse collection investigated by March 2016</li> </ul>	LGBF	Head of Facilities, Waste and Ground Services

Connect objective: Promote performance management and improvement			
Action	Measures/Timescale	Connect reference/ Links	Responsibility
Monitor ongoing costs of delivery of Community and Enterprise Resources' services	<ul style="list-style-type: none"> <li>Cost per attendance at sport and leisure facilities (including swimming pools)</li> <li>Cost per visit to libraries</li> <li>Cost per visit to museums and galleries</li> <li>Cost of parks and open spaces per 1,000 population</li> <li>Net cost of street cleaning per 1,000 population</li> <li>Cost of Trading Standards per 1,000 population</li> <li>Cost of Environmental Health per 1,000 population</li> </ul> <p><b>(All LGBF indicators)</b></p>	LGBF	All Heads of Service

Connect objective: Embed governance and accountability			
Action	Measures/Timescale	Connect reference/ Links	Responsibility
Ensure that high standards of governance are being exercised	<ul style="list-style-type: none"> <li>Risk control actions and actions from risk management work plan delivered by agreed dates and reported as appropriate <b>(all Directors measure)</b></li> <li>Audit actions delivered by due dates and reported to Chief Executive through quarterly performance reports and to Risk and Audit Forum <b>(all Directors measure)</b></li> <li>Complete Resource governance self assessment by due date and develop actions to address non-compliant areas <b>(all Directors measure)</b></li> <li>Co-ordination of preparation of reports for Financial Resources Scrutiny Forum outlining financial and operational performance, and attendance at forum meetings</li> <li>Revenue and capital monitoring reports presented to Resource Committee within corporate timescales</li> </ul>	ADM	Head of Support Services

Connect objective: Embed governance and accountability			
Action	Measures/Timescale	Connect reference/ Links	Responsibility
Implement the Corporate Information Governance Strategy and action plan for the Resource, including the legislative requirements of the Public Records Scotland Act	<ul style="list-style-type: none"> <li>Information Governance Action Plan actions for the Resource implemented, including the annual self assessment checklist, by March 2016</li> </ul>		Head of Support Services

Connect objective: Achieve efficient and effective use of resources			
Action	Measures/Timescale	Connect reference/ Links	Responsibility
Ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities	<ul style="list-style-type: none"> <li>Resource absence rate to be less than 4.5% (<b>all Directors measure</b>)</li> <li>100% coverage of Resource PDRs and associated training plans of employees in scope by 31<sup>st</sup> May 2015 (<b>all Directors measure</b>)</li> <li>Resource labour turnover rate to be less than 5% (<b>all Directors measure</b>)</li> </ul>	ADM	All Heads of Service
Attract external funding support of £5 million from European Union, lottery and related sources to support corporate objectives	<ul style="list-style-type: none"> <li>Annual target achieved resulting in £5 million external funding invested in South Lanarkshire</li> </ul>		Head of Regeneration Services
Provide efficient and effective fleet management and maintenance service	<ul style="list-style-type: none"> <li>Target achieved for percentage of council vehicles presented externally for an MOT passing without additional work being required (target 87%)</li> </ul>		Head of Fleet and Environmental Services
Coordinate health and safety throughout the Resource in conjunction with Corporate Health and Safety	<ul style="list-style-type: none"> <li>Health and Safety Improvement Action Plan implemented within agreed timescales</li> </ul>		Head of Support Services
Monitor and investigate accidents taking remedial action where necessary	<ul style="list-style-type: none"> <li>Number of reported accidents reduced and remedial actions implemented within agreed timescales</li> </ul>		Head of Support Services

Connect objective: Achieve efficient and effective use of resources			
Action	Measures/Timescale	Connect reference/ Links	Responsibility
Practice effective resource management by maximising our operational and financial performance	<ul style="list-style-type: none"> <li>Resource's savings proposal co-ordinated in line with corporate timescales, following the guidance from the Finance Strategy Group</li> <li>Operate within our revenue and capital budgets to provide quality front line services</li> <li>Contribute to the completion of cross-cutting reviews</li> <li>Resource efficiency statement completed and available for audit</li> </ul>		Head of Support Services
Manage land and property assets efficiently	<ul style="list-style-type: none"> <li>Proportion of internal floor area of operational buildings in satisfactory condition <b>(all Directors measure)</b></li> <li>Proportion of operational buildings that are suitable for their current use <b>(all Directors measure)</b></li> </ul>	ADM	Head of Support Services



## Section Six – Resourcing the Plan

### 6.0. Introduction

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

### 6.1. Capital and Revenue Resources 2015-16

South Lanarkshire Council prepares a medium term budget strategy. The Strategy details the council's proposals for managing its finances and also the principles and assumptions used in preparing the Revenue and Capital budgets for the final year of this council. The Revenue and Capital budgets covering the period 2015-16 were approved at a meeting of the council in February 2015.

### 6.2. Revenue Budget 2015-16

Community and Enterprise Resources' revenue budget 2015-16 is set out below:

	2015-16 Revenue budget		
	Gross expenditure £m	Gross income £m	Net budget £m
<b>General Services</b>			
Facilities, Streets, Bereavement and Waste	55.070	(10.831)	44.239
Regeneration	4.878	(0.330)	4.548
Roads and Transportation	39.955	(3.669)	36.286
Planning and Building Standards	4.291	(3.824)	0.467
Tackling Poverty Programme	4.980	0	4.980
SPT/ Concessionary fares	6.107	0	6.107
Leisure	24.922	0	24.922
Support	5.190	(1.937)	3.253
Environmental	5.198	(1.049)	4.149
Projects	0.132	0	0.132
<b>Total</b>	<b>150.723</b>	<b>(21.640)</b>	<b>129.083</b>

	2015-16 Revenue budget		
	Gross expenditure £m	Gross income £m	Net budget £m
<b>Trading Services</b>			
Roads Trading	27.407	(29.711)	(2.304)
Facilities Trading	25.675	(27.107)	(1.432)
Fleet Trading	21.014	(21.393)	(0.379)
Grounds Trading	14.298	(15.377)	(1.079)
<b>Total</b>	<b>88.394</b>	<b>(93.588)</b>	<b>(5.194)</b>
<b>Overall Total</b>	<b>239.117</b>	<b>(115.228)</b>	<b>123.889</b>

### 6.3. Capital Budget 2015-16

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

Service	Approved programme 2015/16 £m
Facilities, Waste, and Ground	1.491
Regeneration	2.768
Roads and Transportation	14.922
South Lanarkshire Leisure and Culture Ltd	0.134
Support	1.959
Fleet and Environmental	1.466
<b>Total</b>	<b>22.740</b>

Capital allocations in 2015-16 reflect continuing priorities across a number of areas including: roads investment, flooding, street lighting, land remediation and regeneration within the Clyde Gateway area.

#### 6.4. Resource Employees

Community and Enterprise Resources has 3,653 employees.

Workforce - by Service	Number of employees
Facilities, Waste, and Grounds	2,749
Regeneration	48
Roads and Transportation	354
Planning and Building Standards	60
Support	134
Fleet and Environmental	259
<b>Totals</b>	<b>3,653</b>

#### 6.5. Risk Management

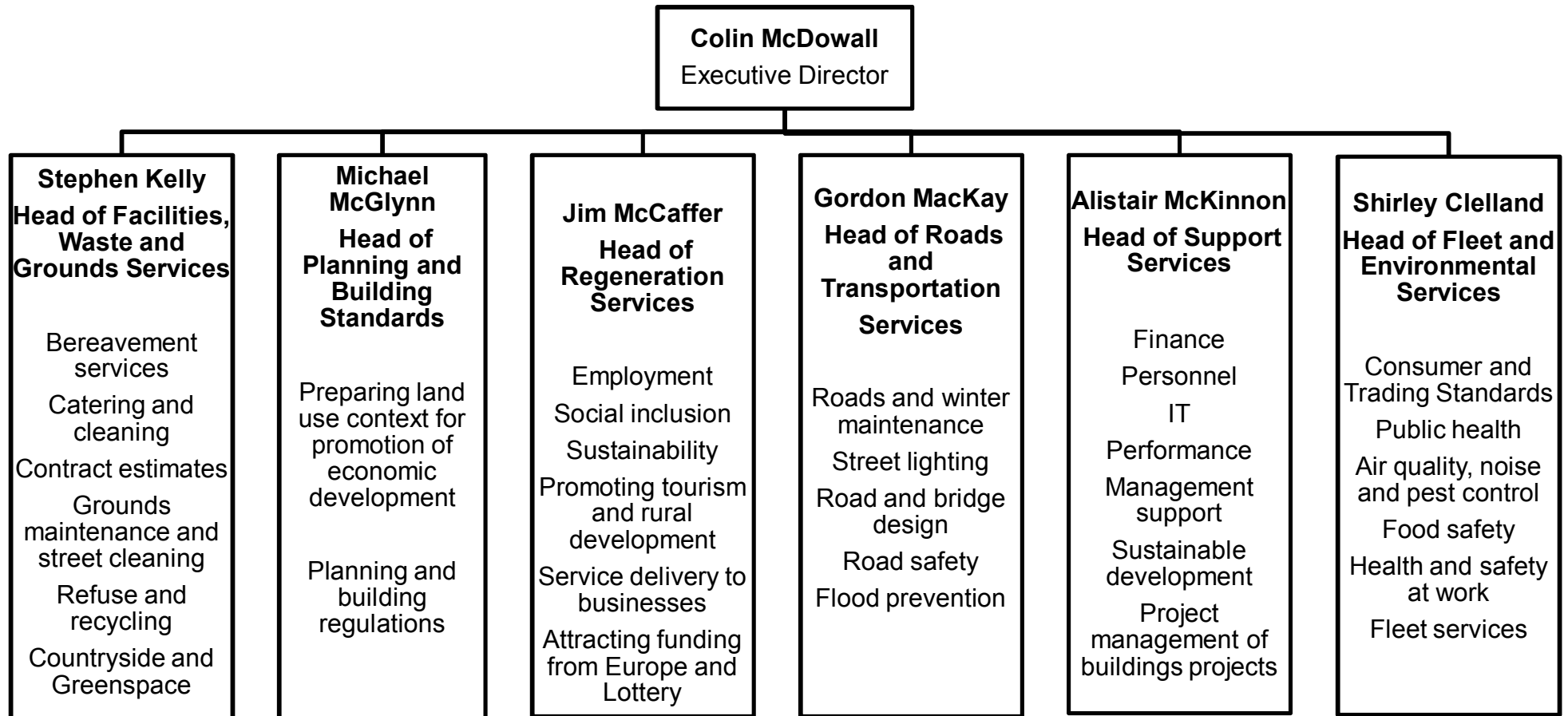
To successfully manage risk, council and Resource Plan objectives must inform the council's risk management arrangements. For this to occur, it is important that the arrangements for risk management are comprehensive enough to reflect the business of the council as included within the Council Plan and 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. 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 ensures that the principles of the Risk Management Strategy are embedded in all service areas and an annual Risk Management Report is prepared for the Resource Senior Management Team. Top risks are reported annually to the Resource Committee.

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

**Annex 1**  
**Resource Organisational Structure**



## Annex 2

### Additional Performance Information

#### Detailed service performance information 2014-15

The following table sets out Community and Enterprise Resources' key performance results, covering the new Local Government Benchmarking Framework (LGBF) indicators. Rankings in comparison to the 31 other local authorities are also provided for 2013-14.

	Actual 2012-13	Actual 2013-14	SLC rank 2013-14	Target 2014-15	Actual 2014-15
<b>Corporate services</b>					
Domestic noise complaints - average time (hours) between the time of the complaint and attendance on site: for those requiring attendance on site	1.1hrs	0.8hrs	10 <sup>th</sup>	2hrs	0.49hrs
<b>Environmental services</b>					
Net cost of waste collection per premise	£66.25	£62.85	20 <sup>th</sup>	£63.44	£68.16
Net cost of waste disposal per premise	£85.72	£94.59	21 <sup>st</sup>	£110.01	£91.60
% of total waste arising that is recycled	37.7%	39.1%	22 <sup>nd</sup>	40%	47.4%
Percentage of adults satisfied with refuse collection services	86%	85%	16 <sup>th</sup>	No targets <sup>2</sup> set	Not available <sup>3</sup>

<sup>2</sup> LGBF indicators were introduced in 2013 and have been incorporated into South Lanarkshire Council's performance management systems. However, the Council is still in the process of understanding variations in performance against comparable councils, and for this reason, no annual targets have yet been set for some of these LGBF indicators.

<sup>3</sup> It is not possible to accurately report all the LGBF indicator results until some time after the financial year has ended. Performance in relation to all of the above indicators for 2014-15 will therefore be considered in a separate report to CMT and Executive Committee when all results are available (likely to be autumn/winter 2015).

	Actual 2012-13	Actual 2013-14	SLC rank 2013-14	Target 2014-15	Actual 2014-15
Street cleanliness score (% acceptable)	97.1%	98.9%	5 <sup>th</sup>	No targets set <sup>2</sup>	98.3%
Net cost of street cleaning per 1,000 population	£16,372.95	£15,794.80	22 <sup>nd</sup>		Not available <sup>3</sup>
Percentage of adults satisfied with street cleaning services	74%	73%	22 <sup>nd</sup>	No targets set <sup>2</sup>	Not available <sup>3</sup>
Cost of Trading Standards and Environmental Health per 1,000 population	£18,039.83	£18,713.67	6 <sup>th</sup>		
% of A class roads that should be considered for maintenance treatment	25.9% (2011-2013)	22.7% (2012-2014)	11 <sup>th</sup> (2012-2014)		21%
% of B class roads that should be considered for maintenance treatment	30.4% (2011-2013)	25% (2012-2014)	7 <sup>th</sup> (2012-2014)		22.7%
% of C class roads that should be considered for maintenance treatment	41.1% (2011-2013)	40% (2012-2014)	22 <sup>nd</sup> (2012-2014)		38.9%
% of unclassified roads that should be considered for maintenance treatment	39% (2009-2013)	39.5% (2010-2014)	20 <sup>th</sup> (2010-2014)		37%
Cost per maintenance per kilometre of roads	£10,023.14	£8,372.45	20 <sup>th</sup>		Not available <sup>3</sup>

Culture and leisure services					
Percentage of adults satisfied with libraries	82%	78%	24 <sup>th</sup>	No targets set <sup>2</sup>	Not available <sup>3</sup>
Percentage of adults satisfied with parks and open spaces	74%	73%	32 <sup>nd</sup>		
Percentage of adults satisfied with museums and galleries	73%	65%	25 <sup>th</sup>	No targets set <sup>2</sup>	Not available <sup>3</sup>
Percentage of adults satisfied with leisure facilities	78%	75%	21 <sup>st</sup>		
Cost per attendance at sport facilities	£2.35	£2.34	9 <sup>th</sup>		
Cost per visit to libraries	£3.73	£3.71	20 <sup>th</sup>		
Cost per visit to museums and galleries	£3.12	£2.75	9 <sup>th</sup>		
Cost of parks and open spaces per 1,000 of the population	£30,633.67	£32,285.22	20 <sup>th</sup>		
Economic development					
% unemployed people assisted into work from council operated / funded employability programmes	14.75%	12.99%	10 <sup>th</sup>	No target set <sup>2</sup>	14.99%

## **Resource Plan 2014-15 achievements (continued from Section 4.3)**

### **Improve the road network and influence improvements in public transport (priority)**

- Completed a new Park and Ride car park in Blantyre.

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

- Assisted businesses with grants, loans or property advice during the year, helping to generate £9.73 million in sales and creating or sustaining 1,288 jobs.
- Helped maintain the 0.6%+ gap in the South Lanarkshire Council working age employment rate against the Scottish average, with South Lanarkshire Council employment rate at 72.8% of 16-64 population, against the Scotland figure of 72.2% (for period October 2013 – September 2014). At August 2014, the workless client group was 130 per 1,000 population. This is better than the target of 148 per 1,000 and better than last year's figure of 141 per 1,000.
- Delivered a number of MCMC initiatives and projects to support the most vulnerable young people leaving school and beyond, including Activity Agreements, Ready 2 Work, and Care leaver tracking.
- Continued to develop and support the financial inclusion network linked to preparation for welfare reform. Work to tackle fuel poverty, food poverty, and digital exclusion, and to support income maximisation and financial capability is progressing. Referral systems have been streamlined; additional supports established; and training and awareness raising activities provided.
- Implemented the Tourism Action Plan via Lanarkshire Tourism Partnership and network.

### **Tackle disadvantage and deprivation (priority)**

- Continued to implement an 'asset based approach' to community engagement, with continuing work taking place with two voluntary sector partners (Healthy N Happy Community Development Trust and Community Links) to facilitate community capacity building in the eight most deprived neighbourhoods.

### **Develop a sustainable council and communities (priority)**

- Completed flood protection projects identified within the capital programme for 2014-15, including flood protection works at Russell Street (Burnbank), Station Gate (Netherburn), Wellhall Road (Hamilton) and adjacent to the A70 (Douglas).
- Promoted energy saving campaigns in a variety of ways: through the national 'Recycle Week' and 'Big Energy Saving Week' campaigns, through 'Earth Hour', and via a number of monthly articles in the Works magazine (in Carbon Corner).

### **Improve the quality of the physical environment**

- The Vacant and Derelict / Contaminated Land Programme received formal ministerial sign off from the Scottish Government and has been implemented over the year.
- Responded to 97.9% of fly tipping complaints and 99% of dog fouling complaints within two working days, exceeding the annual target of 90% for both measures and exceeding last year's performance in terms of the proportion of complaints dealt with within two working days.

### **Improve community safety**

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



- Repaired 99.13% of traffic signal faults within 48 hours (against an annual target of 95% and representing a higher proportion than in the previous three years) and renewed or improved 470 lighting columns.

#### **Improve and maintain health and increase physical activity**

- Achieved 86% broad compliance by local food businesses with safety standards against a target of 85%, and recorded 105 food safety incidents (well below the annual target of fewer than 170 incidents). This is the lowest number of cases of notified food borne infection since 2012.
- Responded to 97.17% of 1,797 public health incidents within two working days (against a target of 90%).
- Recorded 980,379 free attendances by under 16s at South Lanarkshire Leisure and Cultural facilities (this is 2.1% above our annual target of 960,000 attendances).
- Recorded 435,393 attendances at South Lanarkshire Leisure and Culture leisure facilities by residents aged 60+. Attendances by this group have been much higher than anticipated, despite the introduction of a membership fee of £50 in April 2014.
- Upgraded Strathaven tennis courts to an all weather surface and progressed the refurbishment of East Kilbride Ice Rink.
- Completed year four of our five year investment programme on fixed play areas.

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

- Recorded 0.6 million attendances at South Lanarkshire Leisure and Culture cultural venues (a 9% increase on the annual target of 0.55 million attendances).
- Progressed feasibility study to develop joint school and community facility to replace St Patrick's Primary School and Ballgreen Hall and Library.

#### **Strengthen partnership working, community leadership and engagement**

- Achieved high satisfaction results in customer surveys for the Waste Management Service (94%), Environmental Services (81%), Consumer Advice and Trading Standards Service (86%), the Cleaning and Catering Service (98.9%), and South Lanarkshire Leisure and Culture facilities (96%).

#### **Achieve efficient and effective use of resources**

- Attracted £5.25 million in external funding support from European Union, National Lottery and related sources, exceeding the annual target of £5 million.
- Achieved an MOT pass rate for council vehicles of 91% (compared to the national average for all vehicles of 87%).