



**Community and Enterprise Resources**

# **Community and Enterprise Resource Plan 2022-23**

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## Section One – Introduction

I am pleased to introduce our Resource Plan for 2022-23 which sets out our intended outcomes and priorities for the coming year. This is the main annual business planning document for the resource. It reflects the council's key priorities as set out in the Council Plan 'Connect' and provides an overview of the resource's main areas of activity.

Following a recent restructure of services, our resource now comprises the following four service areas – facilities, waste and grounds services; roads, transportation and fleet services; planning and regulatory services; and enterprise and sustainable development. The resource employs 3,250 people who together provide a wide range of services for local communities, including:

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

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

The Resource Plan is an important element of the councils' performance management arrangements and is complemented by the details of individual service plans and other key business plans and strategies.

**David Booth**  
**Executive Director**  
**Community and Enterprise Resources**

## Section Two – Key areas of focus for the year ahead

### 2.0. Overview

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

### 2.1. Covid-19 Response and Recovery

During the past two years, the council has had to respond to the global pandemic, ensuring that essential services continue to be delivered safely. Many different arrangements have had to be made and, in some instances, the resource has had to change the way its services were delivered or take on additional commitments that proved necessary because of Covid-19.

The focus now has shifted more towards recovery and renewal. For example, our partners in South Lanarkshire Leisure and Culture Ltd will continue to work hard during 2022-23 to rebuild the SLLC customer base, following a period of prolonged closure for many of its facilities. Furthermore, new agile working arrangements which were implemented in response to Covid-19 will, in some cases, become embedded as the new 'norm' across a number of service areas.

### 2.2. Sustainable Development and Climate Change

The council acknowledges the serious and immediate threat of climate change and is committed to accelerating the pace of action in response to the climate emergency and in Scotland's transition to a net-zero and climate resilient society and economy. It is expected that, as a public body, the council leads by example and uses its role to influence area-wide climate change action and sustainability. Key areas of focus for 2022-23 include:

- The launch of the council's new Sustainable Development and Climate Change Strategy (2022-27).
- Roll out of the new Litter Strategy (2022 – 2027), which has a particular emphasis on prevention.
- Continuing to create the conditions for the decarbonisation of the council's fleet.
- Enabling greater use of public transport by working with partners to improve public transport infrastructure.
- Encouraging active travel by extending our network of cycle routes.
- Developing planning policy to ensure targets to reduce carbon emissions are met and to secure positive effects for biodiversity.
- Implementing changes to the building regulations to improve the energy performance of buildings

### 2.3. Economic Development and Renewal

Economic recovery from the pandemic will incorporate the principles of community wealth building and be framed around three key themes of sustainable development: **People**, **Place** and **Business**, or social, physical, and economic regeneration. These themes align council and pan-Lanarkshire activity with local, national and regional strategies, delivering the collaborative approach required to achieve sustainable and inclusive economic growth which is focused on a green recovery for South Lanarkshire.

### 2.4. Fair, Healthy and Sustainable Food System

The council is committed to contributing to the improvement of the quality of life of everyone in South Lanarkshire through the development of a Good Food Council; where food is celebrated, supports healthy life and wellbeing, is affordable and accessible to all, encourages a fair and inclusive food economy, has limited impacts on the environment and climate change, and promotes animal welfare. The Good Food Strategy (2020-2025) which is aligned with the national priority to make

Scotland a Good Food Nation, provides a framework for actions to progress towards this vision. Community and Enterprise Resources has a key role in monitoring and implementing the strategy together with other resources and in collaboration with partners and third sector organisations.

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

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

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

**2.7. UK Government Levelling Up and Shared Prosperity Funding** Following the UK withdrawal from the European Union, the UK Government have outlined proposals to replace EU funding with national funds to address structural and economic imbalances and to aid the public and private sector in delivering transformational change in communities. These are competitive funding streams with criteria and details still emerging. Funding Officers within the Economic Development Service will work with council services and external partners to develop a programme of eligible investment projects to form the basis of funding bids aimed at achieving improved economic and community outcomes and to maximise funding secured for council and community planning partners' strategic community projects.

**2.8. Health and Wellbeing** This is a cross-cutting theme across Community and Enterprise Resources and covers a wide range of activities, from promoting healthy eating (via the Good Food Strategy and the provision of school meals), to the positive contribution that our partners SLLC make in ensuring inclusive access to sport, leisure and culture across our communities. Access to good quality greenspace and safe and accessible active travel routes are also a key priority for the resource, encouraging physical exercise and improving the wellbeing of our communities.

**2.9. Legislative and Policy Changes** New and revised legislation will also impact on the work of the resource during 2022-23, including:

- **Climate Change Act (2019)** - commits Scotland to net-zero greenhouse gas emissions by 2045, with interim targets of 75% by 2030, 90% by 2040 (against 1990 baseline). The Scottish Government also has an ambition to be carbon neutral by 2040. During COP26, almost 200 countries agreed to the **Glasgow Climate Pact** which requests that all countries revisit and strengthen the 2030 targets contained within their Nationally Determined Contributions (NDCs) to align with the Paris Agreement temperature goal in the coming year. All countries reaffirmed the Paris Agreement goal of limiting the increase in the global average temperature to well

below 2°C above pre-industrial levels and pursuing efforts to limit it to 1.5 °C and agreed to a provision calling for a phase-down of coal power and a phase-out of “inefficient” fossil fuel subsidies. The Glasgow Pact calls for a doubling of finance to support developing countries in adapting to the impacts of climate change and building resilience. Other deals were agreed outside the Glasgow Climate Pact and included 137 countries agreeing to halt and reverse forest loss and land degradation by 2030, 103 countries agreeing to limit methane emissions by 30 per cent by 2030, compared to 2020 levels and other agreements on zero emission vehicles, a just transition away from coal and private finance.

- **The Planning (Scotland) Act 2019** – key outcomes include achieving sustainable development and empowering communities. The Act aims to give people a greater say in the future of their area through the development of Local Place Plans. It also places a new statutory duty on local authorities to prepare an open space strategy and changes to the way in which local authorities’ Local Development Plans are prepared.
- **Building (Scotland) Regulations** – to be updated in 2022 to improve the emissions and energy performance of buildings.
- **Transport (Scotland) Act 2019** - designed to help make Scotland’s transport network cleaner, smarter and more accessible. It provides local transport authorities with powers to establish and operate municipal bus companies and for local authorities to manage vehicle emissions via the establishment of Low Emission Zones. The Act requires the production of a national strategy in relation to transport and this has been published. Emerging themes from the new National Transport Strategy include economic growth; carbon; equality; health/active travel. A balance will need to be struck between driving inclusive economic growth while achieving zero carbon ambitions. Another key provision of the Act is to prohibit the parking of vehicles on pavements, prohibit double parking and prohibit parking adjacent to dropped footways and to provide local authorities with powers to enforce these prohibitions. This provision will have significant employee and financial resourcing issues and timescales and details of how this part of the Act will be implemented are awaited.
- **Deposit Return Scheme (2020)** – introduces a deposit return scheme for single-use drinks containers, to help improve quality and quantity of recycling, reduce litter and achieve our climate change targets. This is being implemented in August 2023.
- **New National Litter Strategy: ‘Towards a litter free Scotland’** – is due to be published in 2022 and will support and help to enforce the council’s own Litter Strategy.
- **New National Biodiversity Strategy** – is proposed for 2022 and will impact on the council’s Biodiversity Strategy and Biodiversity Duty Implementation Plan.
- **Free School Meals Roll Out** - the Scottish Government is committed to rolling out universal free school meals to all pupils, however, the introduction of free school meals for pupils in P6 and P7 has been delayed.
- **EU Food Imports** - phased implementation of checks on EU food imports commenced in 2021 and includes pre-notification for all high-risk food and feed. To assist with the delivery of the border operating model for EU imports, Food Standards Scotland (FSS) is working with infrastructure providers to ensure facilities are available for conducting import controls in Scotland, including working with port health authorities to increase capacity and capability. FSS has indicated new Border Control Points in Scotland will not be ready and operational until 2023 and this could require inland (point of destination) import controls. The central location and good transport links of South Lanarkshire is likely to mean the council will be asked to carry out import controls. It is not possible to quantify the potential increase in workload at this time and could lead to a reprioritisation of work during 2022-23.

## Section Three – Resource outcomes

### 3.1. Resource Outcomes

Community and Enterprise Resources has established the following Resource Outcomes to support the delivery of Connect Outcomes in 2022-23.

Connect Outcomes	Resource Outcomes
<b>Communities and Environment</b>	<ul style="list-style-type: none"> <li>• High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work, visit and invest</li> <li>• Communities are encouraged and supported to reduce, re-use and recycle their waste</li> <li>• The council addresses climate change by reducing carbon emissions, protecting our natural environment, adapting to the impacts of climate change, and acting sustainably</li> <li>• The council supports and promotes a fairer, healthier, and more sustainable food system</li> <li>• All roads, footways, cycle routes, bridges and associated infrastructure are safe and fit for purpose</li> <li>• Road and transportation infrastructure supports new development, enables use of public transport and encourages active travel</li> </ul>
<b>Education and Learning</b>	<ul style="list-style-type: none"> <li>• No resource outcomes for this priority</li> </ul>
<b>Health and Wellbeing</b>	<ul style="list-style-type: none"> <li>• Public health is safeguarded through an effective environmental regulation and enforcement service</li> <li>• All school and nursery children have access to nutritious school meals</li> <li>• All residents have the opportunity to access cultural, leisure and outdoor recreational activities to help improve their wellbeing and quality of life</li> </ul>
<b>Children and Young People</b>	<ul style="list-style-type: none"> <li>• No resource outcomes for this priority</li> </ul>
<b>Housing and Land</b>	<ul style="list-style-type: none"> <li>• Vacant, derelict and contaminated land is brought back into productive use</li> </ul>
<b>Our Economy</b>	<ul style="list-style-type: none"> <li>• Our economy is fair, inclusive, sustainable and low carbon, with thriving town and neighbourhood centres which provide a focal point for local communities</li> <li>• South Lanarkshire is an attractive place to start, grow and locate a business</li> <li>• Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth</li> <li>• Consumers and communities are protected through an effective trading standards service</li> </ul>

### 3.2. Delivering the Plan and achieving Best Value

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

<b>Delivering the Plan and achieving Best Value</b>	<ul style="list-style-type: none"><li>• Customers experience high quality and improving council services</li><li>• The council demonstrates high standards of governance and sound financial stewardship</li><li>• The workforce has the skills, flexibility and capacity to deliver the council's priorities</li><li>• Digital and ICT services meet the needs of the council and its customers</li></ul>
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## Section Four – Measures and actions

### 4.0. Performance measures and action plan

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

#### 4.a. How we will measure our performance

The impact of Covid continues to have an effect on performance for some services. The table below shows our key performance measures, with data for the last 2 years and the target for 2022-23. To provide additional context for the targets, an indication of pre-Covid performance is provided within the notes column where possible. The impact of the pandemic may mean that some targets are below the level of performance seen pre-Covid.

<b>Resource Outcome:</b> High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work, visit and invest						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
1. Percentage of streets found to be acceptable during LEAMS survey (Locally set target)	94.1%	Not yet available (LGBF Data for 2021-22 due January 2023)	>94.1%	01.09	Facilities, Waste and Grounds	Local Environmental Audit & Management System.
2. Land Audit Management System grounds maintenance score (Locally set target)	72.0	71.3	72.0	C 01.09	Facilities, Waste and Grounds	This score is based on 6 surveys per year.

<b>Resource Outcome:</b> Communities are encouraged and supported to reduce, re-use and recycle their waste						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
3. Percentage of total household waste that is recycled in 2022 (Locally set target)	40.5% (2020)	41.5% (2021)	50%	C 01.14	Facilities, Waste and Grounds	Reported per calendar year.
4. Percentage of household waste sent to landfill in 2022 (Locally set target)	9.71% (2020)	8.66% (2021)	<10%	01.06	Facilities, Waste and Grounds	Reported per calendar year. Target figure has been reduced for 2022-23, from <15% to <10%

<b>Resource Outcome:</b> The council addresses climate change by reducing carbon emissions, protecting our natural environment, adapting to the impacts of climate change, and acting sustainably						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
5. Reduction in the council's carbon emissions achieved by March 2023 (buildings, waste, street lighting, transport) (Locally set target)	19.0%	Not yet available – expected July 2022	A further 5% reduction on 2019-20 baseline year	C 01.13	Enterprise and Sustainable Development	Carbon emissions during 2020-21 and 2021-22 have been largely affected by Covid-19 restrictions, and so 2019-20 continues to be used as the baseline.

<b>Resource Outcome:</b> All roads, footways and bridges and associated infrastructure are safe and fit for purpose						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
6. Percentage of our road network that should be considered for maintenance treatment (Locally set target)	30.6%	29.7%	<29.7%	C 01.10	Roads, Transportation and Fleet	Figure is derived from the Road Condition Index (RCI) survey.
7. Number of road casualties in South Lanarkshire during 2022 (Locally set target)	317 (2020)	252 (2021 provisional)	<432	01.10	Roads, Transportation and Fleet	Reported per calendar year. Target is the 2019 pre-Covid level, as travel restrictions are likely to have influenced the number of accidents and casualties occurring on the road network during 2020 and 2021.

<b>Resource Outcome:</b> Public health is safeguarded through an effective environmental regulation and enforcement service						
Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
8. Broad compliance with food law statutory requirements secured in premises (Locally set target)	90.0%	93.0%	>85.0%	03.04	Planning and Regulatory Services	Target for 2022-23 remains below the baseline to account for a new scoring system being introduced by Foods Standards Scotland

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

Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
9. Number of jobs created or sustained as a direct result of Economic Development intervention (Locally set target)	No data available due to Covid-19 activity	1,095	500	C 06.08	Enterprise and Sustainable Development	2021-22 figure was inflated due to safeguarding jobs in response Covid-19. Amendments to the Business Gateway contract and increased SLC promotional activity bring cause for optimism for 2022-23, and so the target has been increased from 350 to 500.
10. Number of new South Lanarkshire business starts supported by Business Gateway (Locally set target)	N/A	N/A	500	06.08	Enterprise and Sustainable Development	This is a new measure for 2022-23. Target is 50% of Business Gateway pan-Lanarkshire contract target

**Resource Outcome:** Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth

Measure	2020-21	2021-22	2022-23 Target	Links	Service	Notes
11. Percentage of all planning applications approved (Locally set target)	96.2%	97.1%	95%	07.01	Planning and Regulatory Services	The rolling target of 95% provides the service with scope to refuse applications (only where the proposal does not comply with policy)

#### 4.b. What actions we will take in 2022-23

<b>Resource Outcome:</b> High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work, visit and invest			
<b>Action</b>	<b>Milestones/steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
1. Develop new Litter Strategy (2022 – 2027) to promote the new Code of Practice on Litter and Refuse (COPLAR), with particular emphasis on prevention	Develop final Litter Strategy for approval by Climate Change and Sustainability Committee in September 2022	C 01.09	Facilities, Waste and Grounds
2. Prepare an Open Space Strategy in partnership with Glasgow and Clyde Valley Green Network Partnership and other council services. Strategy will contain standards on access to and quality of open spaces.	Report on draft Open Space Strategy to Planning Committee in March 2023	01.09	Planning and Regulatory Services

<b>Resource Outcome:</b> The council addresses climate change by reducing carbon emissions, protecting our natural environment, adapting to the impacts of climate change, and acting sustainably			
<b>Action</b>	<b>Milestones/steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
3. Lead by example and influence area-wide climate change and sustainability action	Finalise the new Sustainable Development and Climate Change Strategy (2022-2027) for approval alongside the new Council Plan in June 2022	C 01.08	Enterprise and Sustainable Development
	Implement year one of the Sustainable Development and Climate Change Strategy (2022-2027) Action Plan, and report progress at quarter two and quarter four to Climate Change and Sustainability Committee	01.08	Enterprise and Sustainable Development
4. Deliver the £2m Climate Emergency Fund by March 2024	Report on progress and impact of the funding to date to the Climate Change and Sustainability Committee in March 2023	01.08	Enterprise and Sustainable Development
5. Protect, enhance and respect South Lanarkshire's natural environment	Develop a new Biodiversity Implementation Plan for (2023-2027) for approval by Climate Change and Sustainability Committee by March 2023	01.02	Facilities, Waste and Grounds

<b>Resource Outcome:</b> The council supports and promotes a fairer, healthier, and more sustainable food system			
<b>Action</b>	<b>Milestones/steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
6. Develop a sustainable food system to overcome social, health, economic and environmental issues related to food	Implement year three of the Good Food Strategy (2020-2025) Action Plan and report progress at quarter two and quarter four to the Climate Change and Sustainability Committee	01.11	Enterprise and Sustainable Development
7. Deliver the £0.3m Food Strategy Support Fund by March 2024	Report on progress and impact of the funding to date to the Climate Change and Sustainability Committee in March 2023	01.11	Enterprise and Sustainable Development

<b>Resource Outcome:</b> Road and transportation infrastructure supports new development, enables use of public transport and encourages active travel			
<b>Action</b>	<b>Milestones/steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
8. Provide road and transportation infrastructure improvements to support new developments including those undertaken as part of the City Deal	Develop the outline business case for the Stewartfield Way Sustainable Transport Capacity Enhancement Project and associated supporting technical assessments / designs by Spring 2023	01.10	Roads, Transportation and Fleet

<b>Resource Outcome:</b> Our economy is fair, inclusive, sustainable and low carbon, with thriving town and neighbourhood centres which provide a focal point for local communities			
<b>Action</b>	<b>Milestones/steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
9. Deliver an economic development strategy to capitalise on our economic strengths, tackle weaknesses and create a flourishing, green, dynamic and equitable place for all	Consult on the draft Economic Strategy (2022-2027) during Summer 2022, and present the final Strategy for Committee approval by October 2022	C 06.08	Enterprise and Sustainable Development
10. Undertake a rolling programme of review of the existing Town Centre Strategies and Action Plans on a 5 yearly cycle recognising the evolving trends in our town centres and market conditions	Finalise Blantyre Town Centre Strategy and action plan following public consultation and seek formal adoption of the plan in October 2022	06.04	Enterprise and Sustainable Development
	Report on the Hamilton Town Centre Strategy by December 2022, which will update on delivery of the approved action plan and develop future actions and strategies	06.04	Enterprise and Sustainable Development
11. Support and nurture growth in the Tourism sector, taking advantage of South Lanarkshire's natural environment, heritage, and culture	Launch new South Lanarkshire Tourism Strategy by October 2022, and work with partners and stakeholders to implement the subsequent South Lanarkshire Tourism Action Plan.	C 06.06	Enterprise and Sustainable Development

<b>Resource Outcome:</b> The council demonstrates high standards of governance and sound financial stewardship			
<b>Action</b>	<b>Milestones/steps we will take to deliver our actions</b>	<b>Links</b>	<b>Service</b>
12. Modernise Governance arrangements between SLC & SLLC	Develop new governance arrangements for approval by the Council in June 2022	07.02	South Lanarkshire Leisure and Culture (SLLC)
13. Develop a new five-year strategy for South Lanarkshire Leisure and Culture Ltd	Develop new strategy for noting by the Council in August 2022	07.02	South Lanarkshire Leisure and Culture (SLLC)

## Section Five – Resourcing the Plan

### 5.0. Introduction

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

### 5.1. Revenue Budget 2022-23

The resource has a Net Revenue Budget of £138.542 million for 2022-23. The table below allocates this budget across the services:

<b>NET Budget by Service</b>	<b>2022-23</b>	
<b>Detail</b>	<b>£ million</b>	<b>%</b>
Facilities, Waste, and Grounds	70.236	51
Roads, Transportation and Fleet	28.157	20
Planning and Regulatory Services	5.052	4
Enterprise and Sustainable Development	7.043	5
Facilities, Waste, and Grounds	28.054	20
<b>Total</b>	<b>138.542</b>	<b>100</b>

### 5.2. Capital Budget 2022-23

The following capital budget of £46.901 million is allocated to the resource for 2022-23:

<b>Capital Programme 2022-23</b>	
<b>Service</b>	<b>£ million</b>
Facilities, Waste, and Grounds	11.101
Roads, Transportation and Fleet	21.651
Planning and Regulatory Services	-
Enterprise and Sustainable Development	14.149
<b>Total</b>	<b>46.901</b>

### 5.3. Resource Employees

Community and Enterprise Resources has 3,250 employees as at June 2022. We support these employees to deliver their duties through a range of policies, including personal appraisal and a robust training framework.

The number of employees by service is as follows:

Service	Number of employees
Facilities, Waste, and Grounds	2,736
Roads, Transportation and Fleet	338
Planning and Regulatory Services	92
Enterprise and Sustainable Development	84
<b>Total</b>	<b>3,250</b>