



Community and Enterprise Resources

Community and Enterprise Resource Plan 2018/2019

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Section One – Introduction

I am pleased to introduce our Resource Plan for 2018-19 which sets out our objectives and priorities for the coming year. This is the main annual business planning document for the Resource and all of its employees. It reflects the council's key priorities as set out in the Council Plan 'Connect', provides an overview of the Resource's main areas of activity, summarises our service achievements in 2017-18, and sets out our plans for maintaining and improving services in 2018-19.

South Lanarkshire is home to more than 316,000 people and covers 180,000 hectares of land, stretching from close to the centre of Glasgow to near to the Scottish borders. Providing services in this large and diverse geographical area is a considerable challenge for Community and Enterprise Resources, and in 2018-19, the Resource will spend £116.130 million on delivering key services, plus a further £43.165 million on capital projects.

Our Resource comprises four service areas – Facilities, Waste and Grounds Services; Roads and Transportation Services; Fleet and Environmental Services; and Planning and Economic Development Services; and is supported by a Performance and Development Team and Support Team. The Resource employs 3,286 people who together provide a wide range of services for local communities, including:

- maintaining our road network to support safe and effective transport, and promoting active travel;
- collecting and disposing of waste and encouraging recycling;
- keeping our streets clean and maintaining and developing play parks, gardens and open spaces;
- promoting economic development and delivering support for local businesses;
- managing programmes to tackle disadvantage and deprivation;
- providing Planning and Building Standard services which guide and control physical development and land use in the area;
- protecting public health through the delivery of environmental health services;
- supporting consumer support through trading standards services;
- delivering key services within schools and council offices, including cleaning, catering, receptionist, janitorial and crossing patrol services;
- providing bereavement services;
- managing the council's vehicle fleet, including: refuse collection, roads maintenance, street sweeping and passenger transport; and
- leading the council in developing and promoting sustainability.

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

This Resource Plan details some of our major achievements in the above areas in the last year, listed in sections 2.1 and 4.2 and Annex two of this plan. In particular, I would like to highlight the following:

- We resurfaced 4.65% of our road network and installed 6,588 LEDs as part of our LED street lighting programme; and we received the Local Transport Authority of the Year Award and were shortlisted for the Achievements in Cycling Award (both Scottish Transport Awards).
- We completed the £1 million extension to Newton Rail Station Park and Ride, including the construction of 155 car park spaces.

- We completed construction of a community wing and synthetic pitch at Newton Farm Primary School.
- Through employability programmes, we assisted 1,266 people to secure employment, education or training; and our assistance to businesses via grants, loans and property advice led to 1,361 jobs being created/sustained and an additional £23.03 million in sales.
- We completed work at Millheugh/Greenhall Estate, Chatelherault, and Maulsdslie and West Brownlie Woods (which included the restoration of footpaths, woodland restructuring and other environmental work).
- We achieved Green Flag Awards for three of our district parks: Cambuslang Park, Strathaven Park, and Castlebank Park; and Strathaven Park received a People's Choice Award. Beautiful Scotland, RHS Britain in Bloom, and the Royal British Legion also issued a number of awards to towns and villages across South Lanarkshire. Our Grounds Services teams offer advice and practical help to the towns and villages taking part in these horticulture awards.
- Our Grounds Services team received a Royal Society for the Prevention of Accidents Gold Achievement Award for their commitment to health and safety in the workplace and an APSE Striving for Excellence Silver Award in the Parks, Grounds and Streets category.
- Our Resource was a finalist in a number of 2017 APSE Performance Networks Awards categories, including Building Cleaning; Cemetery and Crematorium; Highways, Roads and Winter Maintenance; Parks, Open Spaces and Horticultural Services; and Refuse Collection.
- We retained the Customer Service Excellence Award in our Planning Service, Building Standards Service, and Bereavement Service.

None of these achievements or awards would be possible without the commitment and efforts of our staff, and I would like to thank them for their contribution. As always, there are new challenges to face, and this Resource Plan outlines how we will develop and improve our services over the next year. Some of our priorities for the year include:

- continuing to implement the Roads Investment Programme;
- progressing the Glasgow City Region City Deal projects, including four Community Growth Area sites (at Newton, East Kilbride, Hamilton and Larkhall) and two major transport infrastructure projects in East Kilbride;
- replacing Ballgreen Hall and Library with a new integrated facility within St Patrick's Primary School and progressing development of community facilities within the new build primary school at Elsrickle;
- continuing activity aimed at increasing waste recycling and reducing the council's greenhouse gas emissions; and
- continuing to work with communities and partners to tackle poverty and local inequalities.

Further detail on our 2018-19 priorities is included within the action plan at section 6 of this plan and within the service 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 'improve the quality of life of everyone in South Lanarkshire'.



Michael McGlynn
Executive Director
Community and Enterprise Resources

Section Two – Context

2.0. Introduction

The challenges facing local government in Scotland continue. However, even with the ongoing financial constraints, the council continues to do everything in its power to protect and maintain vital services.

The following overview gives a brief outline of the extent of the services that we deliver. These services will be significantly impacted in the coming year by social change, legislation and policies, the council's key plans and other statutory commitments.

2.1. Resource overview

Here is just some of the activity which was undertaken by Community and Enterprise Resources in 2017-18:

Facilities, Waste and Grounds Services

- provided 4.718 million nutritious school meals and over 104,000 community meals to Social Work clients
- managed 150,844 tonnes of waste from 150,655 households and other council areas, and recycled and composted 66,900 tonnes of different materials
- maintained almost 2,700 hectares of diverse land types and over 3,250 gardens as part of the council's care of garden scheme
- carried out 1,260 burials and 1,650 cremations
- cleaned up over 260 items of graffiti
- attended to over 1,450 arboricultural enquiries
- provided landscape design and horticultural advice service to 15 local community groups

Roads and Transportation Services

- carried out 178 carriageway improvement and 12 footway improvement schemes and resurfaced 4.65% of the council's roads network
- completed parapet and bridge strengthening works at five locations
- completed Cathkin Relief Road and progressed the design and contract preparation for Greenhills / Strathaven Road corridor improvements
- continued programme of street lighting improvement/renewals by installing 6,588 LEDS within street lights and replacing 291 lighting columns
- completed Route Action Plan and single site works at two locations across South Lanarkshire, undertook designs at six other locations for future implementation and completed various other minor road safety infrastructure improvements
- delivered traffic signal and pedestrian crossing maintenance / capacity improvements and new installations at six locations
- delivered projects aimed at increasing cycling, including: the completion of NCN 74 cycle route works at Tieglum Road in Lesmahagow and continuation of the route works in the Calderwood Road area of East Kilbride.

Fleet and Environmental Services

- managed and maintained the council's fleet of 1,930 vehicles and items of plant machinery
- transported 1,066 children and adults to council facilities each day
- procured 232 replacement vehicles and items of plant

- carried out just over 2,270 inspections and alternative enforcement interventions at food premises and 257 health and safety inspections and investigation visits
- acted on 4,936 enquiries relating to environmental pollution, just over 3,150 pest control requests, 297 reports of stray dogs and 2,672 noise complaints, and conducted 1,465 litter and dog fouling patrols
- provided advice and assistance in relation to 3,658 trading standards related complaints and obtained £637,000 of redress for local consumers in terms of faulty goods and services

Planning and Economic Development

- processed 3,985 planning and building warrant applications, representing several hundred million pounds of investment
- dealt with nine planning appeals
- 205 planning enforcement cases were investigated
- through employability programmes, 1,266 people successfully secured employment or commenced education or training
- 1,637 businesses were assisted via grants, loans or property advice, generating £23.03 million in additional sales and creating or sustaining 1,361 jobs
- £4.192 million external funding support was secured from Scottish Government and Lottery sources

The Resource also completed the construction of a community wing and synthetic pitch at Newton Farm Primary School.

Additional performance information in relation to all of the above services is provided at 4.2 and in Annex two of this Resource Plan.

2.2. Social change, legislation and policies

2.2.1. Glasgow City Region City Deal

A City Deal worth £1.13 billion for the Glasgow City Region was agreed in July 2014. The City Deal is being used to fund major infrastructure projects, drive innovation and growth, and address challenges in the local labour market. Community and Enterprise Resources' Roads and Transportation Service has been leading the delivery of three major transportation projects within the City Deal which are being undertaken to boost South Lanarkshire's access to the rest of Scotland. Cathkin Relief Road in Rutherglen/Cambuslang is now complete and open, with the bulk of the other projects in East Kilbride (Greenhills Road/A726 and Stewartfield Way) taking place between 2018 and 2024.

A further City Deal project, the Community Growth Areas, is being led by our Planning and Economic Development Service and seeks to promote private sector house building in four key locations within South Lanarkshire: Newton, East Kilbride, Hamilton and Larkhall. The Service will also seek to ensure the maximum economic and community benefits are secured and will lead discussion on a number of labour market and business innovation measures being progressed under the banner of City Deal.

2.2.2. Economic development and tackling poverty

Through the Sustainable and Inclusive Economic Growth 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 Planning and Economic Development Services, will continue to provide support to businesses in 2018-19.

Activity will be focused on increasing business engagement, innovation, investment, internationalisation and inclusive growth, ensuring business support activities are targeted to achieve the best outcomes and contribute to tackling inequalities.

In addition to supporting the above Sustainable Economic Growth Board, the Service also contributes to partnership work to tackle poverty and inequality, including supporting a range of local networks, and raising awareness, understanding of, and commitment to, poverty and inequalities. A growing area of work is ensuring that communities are able to fully participate in the new Neighbourhood Planning process, with the objective of reducing inequalities between our most and least deprived areas. This includes working with council and partner services to develop new approaches to improving local outcomes.

2.2.3. Statutory requirements

New and revised legislation will impact on the work of the Resource in 2018-19. This includes:

| Statutory requirements – Community and Enterprise Resources | |
|--|---|
| Legislative area | Impact |
| Building Standards System | In response to the Grenfell Tower fire and the Edinburgh Schools Report, the Scottish Government set up two Ministerial Working Groups covering 'Building and Fire Safety' and 'Compliance and Enforcement'. The work of these groups is nearing completion and it is anticipated that amongst a number of recommendations will be an increased role for Local Authority Building Standards services with regards to enforcing compliance. It is expected that this will result in fundamental changes to primary legislation and the need for the council to adapt existing processes and introduce new processes to accord with any changes to primary legislation. |
| Children and Young People (Scotland) Act 2014 | The Scottish Government requires local authorities to provide free school meals to children in P1, P2 and P3 and children attending nursery over the middle of the day. |
| Climate Change (Scotland) Act 2009 | <p>This legislation places duties on the Scottish public sector to contribute to the delivery of national greenhouse gas emission reduction targets and Scotland's climate change adaptation programme.</p> <p>For South Lanarkshire Council, this means taking action to reduce greenhouse gas emissions from the delivery of our own services, but also using council powers and influence to reduce emissions in the South Lanarkshire area in general.</p> <p>The duties also require the council to take action to prepare for the impact of changes in climate (e.g. delivering flood risk management measures); and more widely, to work in partnership with communities and community planning partners to make the South Lanarkshire area ready for changes in future climate conditions and extreme weather events.</p> <p>Community and Enterprise Resources will take a lead role in all of this activity, engaging community planning partners and reporting on what is being done to comply with climate change duties.</p> |

| Statutory requirements – Community and Enterprise Resources | |
|--|---|
| Legislative area | Impact |
| Community Empowerment (Scotland) Act 2015 | This Act 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 Act includes new ways for communities to take on public sector assets and be involved in community planning. This legislation could potentially impact on assets owned / managed by South Lanarkshire Leisure and Culture and Facilities, Waste and Grounds Services. For example, part 9 of the Act which governs the provision of allotments requires the council to publish a Food Growing Strategy within two years that will identify how allotment and food growing opportunities will be increased to meet demand. |
| Flood Risk Management (Scotland) Act 2009 | Flood Risk Management Strategies published by SEPA for all 14 Local Plan Districts within Scotland set the national direction of future flood risk management, helping to target investment and coordinate actions across public bodies. Local Flood Risk Management Plans (LFRMPs), which were developed in parallel with the Strategies, were published by local authorities in June 2016. These LFRMPs provide local detail on the funding and delivery timetable for actions in 2016-21, and will be updated every six years. As the council is a Responsible Authority under the Flood Risk Management Act, Community and Enterprise Resources' Roads and Transportation Services continue to be heavily involved in undertaking relevant actions set out within two of these LFRMPs and in the development of the next phase of Strategies and LFRMPs. |
| General Data Protection Regulation | Work will be required in implementing the General Data Protection Regulation. |
| National Public Health Priorities | National public health priorities for local government will be set in spring 2018, which will inform local, regional and national action. The priorities will be set in broad outcome terms to allow public sector partners to develop appropriate strategic action at the local, national or regional level. In addition to improving health, the role of Environmental Services in protecting health has been recognised as a key component to delivering on the national public health priorities. |
| Planning Review | New legislation will be introduced in 2018-19 aimed at improving and modernising the Scottish planning system. It will include proposals for reconfiguring the development plan system, setting out proposals for using the planning system to assist in the delivery of infrastructure, changes to the development management system aimed at improving its efficiency and transparency, and new methods of community engagement. This will require the council's existing processes and procedures to be reviewed and updated when the legislation is introduced, to ensure they accord with its provisions. |
| Zero Waste Strategy and the | The Scottish Government's Zero Waste Plan aims to promote the recovery and reuse of resources in waste. The strategy sets |

| Statutory requirements – Community and Enterprise Resources | |
|--|--|
| Legislative area | Impact |
| Waste (Scotland) Regulations 2012 | challenging targets for the recycling and composting of domestic waste by local authorities (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. Community and Enterprise Resources' Waste Service will continue to promote waste minimisation, reuse and recycling within South Lanarkshire, and in 2018-19, will implement policies designed to maximise recycling and minimise waste sent to landfill. |

Specific actions to address these legislative impacts are detailed in Section 6 (Action Plan) of the Resource Plan. Legal Services will assist all Resources to meet the demands of new and changing legislation.

2.3. The Council Plan, Community Planning and the Community Plan

2.3.1. Community Planning is the process through which public services come together to positively change local situations. The Community Planning Partnership (CPP) is committed to improving the quality of life of everyone in South Lanarkshire by working together and with communities to design and deliver better services.

Through the 2015 Community Empowerment Act, the Scottish Parliament gave a statutory purpose, for the first time, to community planning: to focus on improving outcomes and tackling inequalities in outcomes. This includes those communities (covering areas and/or groups of individuals) experiencing the poorest outcomes.

2.3.2. In the new Community Plan, the Community Planning Partnership has agreed a new overarching objective to tackle poverty, deprivation and inequality with a focus on people, jobs, skills and wellbeing.

The strategic themes of the CPP and the Community Plan are clearly aligned to the Ambitions in the Council Plan Connect 2017-22, as shown below.

| Partnership strategic theme | Connect Ambition |
|------------------------------------|--|
| Community safety and crime | Make communities safer, stronger and sustainable |
| Health and social care | Improve health, care and wellbeing |
| Sustainable economic growth | Promote economic growth and tackle disadvantage |
| Children and young people | Get it right for children and young people |

The Council Plan is considered in more detail in Section 3.

2.4. Other commitments

2.4.1. Partnership working

Community and Enterprise Resources has significant responsibilities when working in partnership with others, and the role played by partnerships in shaping and delivering services is increasingly important. These partnerships are identified and reviewed within the Resource's Partnership Risk Register on an annual basis. Here are some of them:

- Sustainable Economic Growth Board
- Glasgow & Clyde Valley City Region City Deal
- Glasgow & Clyde Valley Strategic Development Plan Joint Committee
- New Lanark Partnership
- East Kilbride Task Force
- Supplier Development Programme
- Clyde Gateway Partnership
- Lanarkshire Area Tourism
- Business Gateway
- University of West of Scotland
- West of Scotland Loan Fund
- Rural Partnership
- Scottish Chief Officers of Transportation
- Road Safety West of Scotland
- Flood Risk Management Plan Districts
- Sustainability Partnership
- Waste Partnership
- South Lanarkshire Greenspace Partnership
- South Lanarkshire Outdoor Access Forum
- Biodiversity Partnership
- Friends' organisations for local nature sites
- Public Health Partnership
- Police Scotland Trading Standards Attachment
- Glasgow & Clyde Valley Green network Partnership
- Strathclyde Partnership for Transport

2.4.2. Service reviews

During 2017-18, efficiency reviews of the following services were undertaken (many are still underway):

- Employability
- Planning and Economic Development
- Grounds Maintenance
- Overtime (all Resources)
- Working patterns (all Resources)
- Advice and voluntary sector (all Resources)
- Facilities Management
- South Lanarkshire Leisure and Culture
- Fleet
- Roads and Transportation
- Policy and Strategy (all Resources)
- Business Administration
- Waste Management

The recommendations, action plans and changes to service delivery will be introduced during 2018-19 or thereafter. Service efficiency reviews will continue in the coming year.

2.4.3. Equality and diversity

Equality is an integral part of achieving best value and is an underpinning value of the council's vision to improve the quality of life of everyone in South Lanarkshire. The council is committed to: eliminating unlawful discrimination, harassment and victimisation; advancing equality of opportunity between different groups; and fostering good relations in all that it does. In doing so, it will reduce disadvantage and deprivation within the council and will work with others to do so in the South Lanarkshire area.

Community and Enterprise Resources has a key role to play delivering the council's equality outcomes as outlined in the [South Lanarkshire working for you - mainstreaming equalities report](#), and will take forward the following key actions:

- Ensure there is adequate provision for the community to travel within South Lanarkshire
- Monitor the parking requirements for disabled users on an ongoing basis
- Ensure the transport provision reflects the needs of the community
- Help businesses within the community grow and develop
- Ensure inclusive design is adhered to when designing buildings in South Lanarkshire
- Ensure vulnerable groups are consulted regarding changes to buildings in their community

2.4.4. Sustainable development

Sustainable development is an integral part of best value and is also a priority for the council. The council has a statutory requirement under the Public Sector Climate Change Duties to: reduce carbon emissions arising from its own activities and to work with others to reduce those of the South Lanarkshire area in general; adapt to current and future changes in climate to ensure continued service delivery; and promote the sustainable development of the council and our local communities. The council also has a statutory requirement under the Biodiversity Duty to further the conservation of biodiversity.

Community and Enterprise Resources has a key role to play in delivering aspects of the council's Sustainable Development and Climate Change Strategy and the Biodiversity Duty Implementation Plan, both in co-ordinating activity around these areas for the council as a whole, and in delivering particular aspects of the aforementioned strategy and plan, including: carbon management, biodiversity and countryside services, environmental protection, waste management, development planning, transportation, and supporting community regeneration.

2.4.5. 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 Information Governance Board, which has representation from all Resources, oversees the council's information management activities driving forward improvements and developing policies, procedures and guidance. The framework for information governance is provided by the Information Strategy which is being refreshed, and a new version will be available in 2018. This strategy outlines a number of key actions which will ensure that all Resources will progress improvement in the management of information throughout the council.

The council's first Records Management Plan was approved by the Keeper of the Records at the National Records of Scotland in June 2017. This was a statutory requirement of the Public Records (Scotland) Act 2011.

Improvement actions from the National Records of Scotland assessment of the Records Management Plan will form part of the revised Information Strategy available in 2018.

2.4.6. Top risks

To successfully manage risk, council and resource plan objectives must inform the council's risk management arrangements. The council reviews its top risks each year and common themes are identified.

The top risks identified for the council are:

- Reduction in council funding, resulting in difficulties maintaining front line services
- Potential liability arising from claims of historic abuse
- Failure to maintain the required pupil/teacher ratio
- Information management not subject to adequate control
- Fraud, theft, organised crime and cyber attacks
- Failure to achieve results and demonstrate continuous improvement, through leadership, good governance and organisational effectiveness
- Failure to work with key partners to achieve the outcomes of the Community Plan
- The council is not sufficiently prepared to deliver the Integration Joint Board Strategic directions set out in the Strategic Commissioning Plan 2016-19
- Increasing levels of adverse weather

In addition to these risks, Community and Enterprise Resources have also identified and added a number of risks to the Community and Enterprise Resources risk register:

- Relocation of University of West of Scotland to Eco Campus
- Increased costs in providing winter maintenance services
- Failure of unrestricted substandard bridges / bridges showing deterioration
- Failure to implement IT action plan
- Procurement practice and contracts management

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

2.4.7. Best Value

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. The council will undergo a Best Value Audit (leading to the publication by Audit Scotland of a Best Value Assurance Report in 2019-20) and preparatory work will be undertaken over the course of 2018-19. Finance and Corporate Resources will lead on these preparations, focusing on the council's arrangements to secure and demonstrate Best Value.

2.4.8. Benchmarking

With the support of the Accounts Commission, the Society of Local Authority Chief Executives (SOLACE) has been working with the Improvement Service and the Convention of Scottish Local Authorities (CoSLA) and has established a Local Government Benchmarking Framework (LGBF) and indicators for council services in Scotland.

The move away from league tables to benchmarking is to enable comparisons to be made on spending and performance between similar council groups, these are called family groups; to share areas of good practice and innovative ideas, with a long term aim to improve performance.

The LGBF indicators are included in this Resource Plan and, along with many other indicators and measures will be monitored throughout the year. Performance against these indicators can be found in our [Public Performance Reports](#).

The results for all Scottish councils and the family groups can be found on the online tool [mylocalcouncil](#).

2.4.9. External regulations and inspection

Community and Enterprise Resources will be subject to further requirements stemming from legislation and government policy that influence service delivery. The Best Value framework and the Shared Risk Assessment continue to focus on overall council efficiency, self-assessment, performance and improvement.

2.4.10. Digital and ICT Strategy

The council's Digital and ICT strategy sets out how South Lanarkshire Council will use new technologies to help deliver its vision 'to improve the quality of life of everyone in South Lanarkshire'. It describes how services will be delivered as 'Digital First' and how we will work with partners, service users and suppliers to create the data infrastructure to support digital services. The strategy also sets out the technical foundations necessary to realise the council's digital vision. This includes ensuring that appropriate and sustainable computer

systems, networks, ICT skills, software and data services are in place to support the transformation to a Citizen Centric and Digital Council both in the short term and in the years beyond.

2.4.11. Good Governance

The function of good governance in the public sector is to ensure that organisations achieve their intended outcomes while acting in the public interest at all times. This means doing the right things, in the right way, for the right people, at the right time, in an inclusive, open, honest and accountable manner.

The council is responsible for putting in place proper arrangements for the governance of its activities and facilitating the effective exercise of its functions including clear arrangements for the management of risk. This includes an internal audit function whose objective it is to evaluate and improve the effectiveness of risk management, control and governance processes.

Community and Enterprise Resources undertakes an annual review of governance arrangements and contributes to the production of the Annual Governance Statement and Improvement Plan which forms part of the Annual Accounts. The governance arrangements for the Resource are underpinned by the council's Local Code of Corporate Governance. The Code comprises a framework of policies, procedures, behaviours and values by which the council is controlled and governed. It shows how the council will continue to review the governance arrangements that are currently in place and implement improvements where necessary.

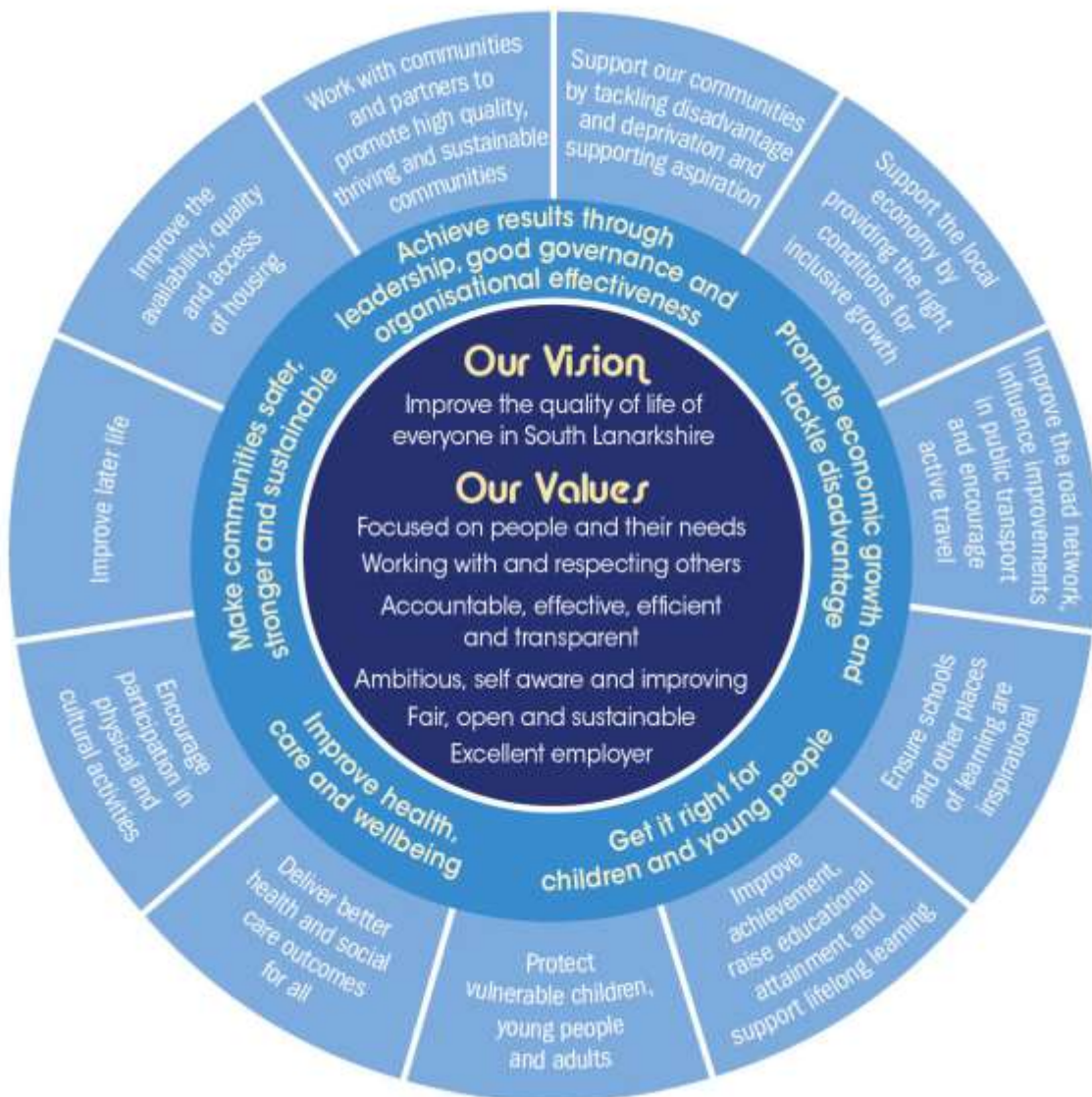
Section Three - The Council Plan - Connect

3.0. The Council Plan – Connect

The council’s vision to ‘**improve the quality of life of everyone in South Lanarkshire**’ remains at the heart of the Council Plan and along with our values, influences everything that we do.

Our five Ambitions circle our Vision and Values, linking our 11 objectives in the outer ring to the wider work in our communities and with our other public partners.

The wheel diagram below is designed to show how our six core values, five Ambitions and 11 Objectives interact with one another. For example, success in giving our children a better start in life links to early learning, their wellbeing, improvement in achievement and attainment and developing their skills for learning, life and work. This will lead to better prospects and improve life chances for young people and the economy as a whole.



3.1. Resource Objectives

Community and Enterprise Resources has established the following Resource objectives to support the delivery of Connect objectives in 2018-19.

3.1.1. Connect objective – Deliver better health and social care outcomes for all

By working towards this objective, the council aims to assist individuals and communities to achieve good health and wellbeing.

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

- provide opportunities for all school children to access nutritious school meals

The main action in this area is to provide 4.718 million nutritious school meals to South Lanarkshire Council pupils, including the provision of free school meals for primary 1-3 pupils.

3.1.2. Connect objective – Improve the availability, quality, and access of housing

By working towards this objective, the council aims to ensure that housing needs will be met, with good quality, affordable and energy efficient homes.

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

- ensure an adequate supply of housing, industry and business land and green space is maintained

The main action in this area is to monitor the Local Development Plan policies to ensure at least a five year supply of housing land is maintained, as well as an adequate supply of land for business and green space.

3.1.3. Connect objective – Improve the road network, influence improvements in public transport and encourage active travel

By working towards this objective, the council aims to ensure that South Lanarkshire's road and public transport network enables the flow of people, goods and services.

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

- implement the Roads Investment Programme
- provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport
- encourage active travel and recreational access to the outdoors

The main actions in this area include: implementing the Roads Investment Programme, delivering two transport infrastructure projects in East Kilbride as part of the City Deal, extending the network of cycle routes, upgrading, maintaining and promoting path networks, and extending the Clyde Walkway.

3.1.4. Connect objective – Work with communities and partners to promote high quality, thriving and sustainable communities

By working towards this objective, the council aims for South Lanarkshire to be an environmentally responsible, clean, attractive and well-designed place to live, work and play.

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

- provide Planning and Building Standards services which guide and control physical development and land use in the area
- sustain the quality of our town and neighbourhood centres
- work with developers and public and private sector partners to deliver the Community Growth Areas City Deal project
- reduce the number of road casualties through road safety improvements and initiatives
- provide consumer protection through the work of our Consumer Advice and Trading Standards Service
- improve the quality of streets, parks and other public areas
- create high quality cemeteries and provide sustainable options for burial
- provide services which help local communities to become more sustainable
- improve the council's environmental performance and reduce its greenhouse gas emissions
- safeguard health through an effective environmental services regulation and enforcement service
- regenerate and bring back into use vacant and derelict and contaminated land
- protect biodiversity and enhance green space in South Lanarkshire

The main actions in this area include: progressing the Community Growth Area sites within the City Deal project, maintaining street cleanliness and grounds, reducing waste and increasing recycling, improving urban green spaces, undertaking regulatory activity designed to protect consumers, delivering road safety improvements aimed at reducing road accidents, and engaging community planning partners in joint action on climate change.

3.1.5. Connect objective – Support the local economy by providing the right conditions for inclusive growth

By working towards this objective, the council aims to create the right environment for business growth to help people find employment and communities to thrive.

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

- implement the South Lanarkshire Economic Strategy and support the development and implementation of the Glasgow City Region Economic Strategy and City Deal
- support local businesses through the delivery of business support programmes
- implement the Lanarkshire Rural Development Strategy
- support key voluntary organisations and help to develop the social economy

The main actions in this area will include: implementing the South Lanarkshire Economic Strategy, delivering services to businesses, implementing the Tourism Strategy, and improving volunteering opportunities.

3.1.6. Connect objective – Support our communities by tackling disadvantage and deprivation and supporting aspiration

By working towards this objective, the council aims to improve the quality of life in the most deprived neighbourhoods and communities in South Lanarkshire.

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

- lead partnership approaches to tackling the causes and effects of poverty and inequality

The main actions in this area include contributing to the preparation of the Community Plan (see 2.3.2.) and ensuring a range of local networks and partnerships are in place to enable effective joined up working linked to tackling poverty and inequalities.

3.1.7. Connect objective – Encourage participation in physical and cultural activities

By working towards this objective, the council aims to promote participation in cultural activities and support healthier lifestyles.

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

- provide quality leisure facilities and develop integrated community facilities within new primary schools
- maintain attendances at SLLC facilities by actively promoting the facilities to the local community and visitors to the area

The main actions in this area include upgrading our community facilities and maximising the number of individuals engaging in cultural activities and participating in physical activity at our leisure facilities.

3.1.8. Delivering the Plan and achieving Best Value

In working towards achieving the Council Objectives, Community and Enterprise Resources contribute to the delivery of the Plan and achieving Best Value, governing how we carry out our business and deliver all our services.

To support the delivery of the Plan and achieving Best Value, Community and Enterprise Resources has developed the following Resource objectives:

- Provide sound financial stewardship for the council
- Deliver and communicate the Council Plan and ensure high standards of governance
- Develop improvement activity and promote scrutiny
- Promote equality and the wellbeing of staff
- Improve the skills, flexibility and capacity of the workforce
- Other actions in support of delivering the Plan and achieving Best Value

The main actions in this area include: carrying out self-assessment and benchmarking activity, dealing with information requests, monitoring key personnel policies, and co-ordinating the Resource's IT projects.

Section Four – Performance and results

4.0. Introduction

In this section we report our key performance and results based on Connect 2017-22 for the financial year just ended 2017-18.

4.1. Performance against Resource Plan objectives 2017-18

The Community and Enterprise Resources' Resource Plan for 2017-18 had 154 measures set against eight of the Connect Objectives. Performance against these measures was as follows:

| Council objective | Green | Amber | Red | Report later | Total |
|--|-------------|-------------|------------|--------------|------------|
| Deliver better health and social care outcomes for all | | 3 | | | 3 |
| Improve the availability, quality, and access of housing | 1 | | | | 1 |
| Improve the road network, influence improvements in public transport and encourage active travel | 14 | 2 | | 5 | 21 |
| Work with communities and partners to promote high quality, thriving and sustainable communities | 47 | 6 | 1 | 11 | 65 |
| Support the local economy by providing the right conditions for inclusive growth | 21 | 1 | | 2 | 24 |
| Support our communities by tackling disadvantage and deprivation and supporting aspiration | 3 | | | | 3 |
| Encourage participation in physical and cultural activities | 7 | 5 | | 6 | 18 |
| Delivering the plan and achieving best value | 16 | 1 | | 2 | 19 |
| Total | 109 | 18 | 1 | 26 | 154 |
| % | 70.8 | 11.7 | 0.6 | 16.9 | 100 |

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 |
| Report later | For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available |

4.2. Key achievements

The following table highlights achievements during the financial year 2017-18.

| Council objective: Improve road network, influence improvements in public transport and encourage active travel | |
|--|---|
| Resource objective | Achievement |
| Implement the Roads Investment Programme | Continued to implement the Roads Investment Programme, with 178 carriageway schemes and 12 footway schemes undertaken in 2017-18, resulting in 4.65% of the road network being resurfaced. |
| | Continued our programme of street lighting improvements, with 291 lighting columns and 6,588 LEDs installed. Over the three year programme to September 2018, 59,000 LEDs will have been installed. |
| Provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport | Completed the £1 million extension to Newton Rail Station Park and Ride (including the construction of 155 car park spaces). |
| Council objective: Work with communities and partners to promote high quality, thriving and sustainable communities | |
| Resource objective | Achievement |
| Provide Planning and Building Standards services which guide and control physical development and land use in the area | 98.6% of planning applications were granted approval in 2017-18, indicating that planning officers are ensuring proposed developments comply with council policy. |
| Safeguard health through an effective environmental services regulation and enforcement service | Our Environmental Health team helped ensure 85.8% of local food businesses were broadly compliant with food safety standards in 2017-18 (against the annual target of 85%) |
| Improve the quality of streets, parks and other public areas | In 2017-18, we achieved high independently assessed scores for our grounds maintenance service (73, against the annual target score of 70) and for our street cleanliness service (96% of our streets were judged to be of an 'acceptable' standard, compared to our annual target of 90%). |
| Council objective: Support the local economy by providing the right conditions for inclusive growth | |
| Resource objective | Achievement |
| Support unemployed people into jobs, training or further education and prioritise efforts to support young people into the job market | In 2017-18, 2,383 people were supported through employability programmes. Of this number, 1,266 people went on to access employment or training/education; and in terms of employment specifically, 794 people were assisted into work. |
| Support local businesses through the development and delivery of business support programmes | In 2017-18, as a direct result of local authority intervention to businesses via grants, loans or advice, 1,361 jobs were created or sustained and £23.03 million in sales was generated. |

| | |
|--|---|
| Council objective: Support our communities by tackling disadvantage and deprivation, and supporting aspiration | |
| Resource objective | Achievement |
| Lead partnership approaches to tackling the causes and effects of poverty and inequality | We contributed to preparation of the Local Outcome Improvement Plan and associated community consultation for the three pilot neighbourhood planning areas. |
| Council objective: Encourage participation in physical and cultural activities | |
| Resource objective | Achievement |
| Maintain attendances at SLLC facilities by actively promoting the facilities to the local community and visitors to the area | 3.419 million attendances were recorded at facilities managed by the Cultural Services and the Libraries and Museums Service (exceeding the target of 3.400 million). |
| | We recorded 881,965 reduced rate attendances by under 16s at South Lanarkshire Leisure and Cultural facilities (exceeding the annual target of 870,000) and 465,870 attendances by residents over 60 using South Lanarkshire leisure facilities (exceeding the annual target of 430,000). |
| Provide quality leisure facilities and develop integrated community facilities within new primary schools | Newton Farm Primary School and community wing / synthetic pitch construction was completed in summer 2017. |
| Council objective: Delivering the Plan and achieving Best Value | |
| Resource objective | Achievement |
| Provide sound financial stewardship for the council | Our Funding and Development Team has assisted internal and external partners to apply for £4.192 million in external funding. Projects supported have included Blairbeth Urban Park, Kirkfieldbank play park, Lanarkshire Rape Crisis Centre, and South Lanarkshire's mobile Men's Shed project. |

Additional achievements and performance information are listed in Annex two of this plan.

4.3. Key measures not achieved

One measure has been classified as 'red' (there has been major slippage against timescale or shortfall against target) against the 2017-18 Resource Plan. Details are as follows:

| | | | |
|---|--|--|--|
| Council objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
| Resource objective: Provide Planning and Building Standards services which guide and control physical development and land use in the area | | | |
| Action | Measure | Progress | Management action, responsibility, deadline |
| Provide effective and efficient Planning and Building Standards service | Major planning applications determined within an average timescale of 45 weeks | In 2017-18, major planning applications were determined within an average timescale of 151.1 weeks against a target of 45 weeks. This figure was significantly impacted by three longstanding applications which were determined in quarter four and which involved lengthy histories and timescales relating to the conclusion of legal agreements. | Management team will continue to monitor progress on applications for major developments and any associated legal agreements. Head of Planning and Economic Development |

4.4. Benchmarking

Community and Enterprise Resources benchmarks its performance over 27 Local Government Benchmarking Framework (LGBF) indicators. The Improvement Service published the 2016-17 LGBF results in March 2018 (with the draft 2017-18 results due at the end of 2018).

In 2016-17, the Resource's performance was higher than the Scottish average for 15 of the 27 indicators. The following tables show two areas where our performance was above the Scottish average and two areas where our performance was below the Scottish average.

| How many local B class roads are in need of repair? | | | |
|--|----------------|----------------|----------------|
| Year | 2013-15 | 2014-16 | 2015-17 |
| SLC | 22.7% | 23.7% | 24.1% |
| Scotland | 36.1% | 34.8% | 34.8% |
| In 2015-17, the condition of our B class roads marginally regressed compared to the previous year – this was due to investment increasingly shifting towards more minor roads, which are in the worst condition and hence have priority for treatment. Nevertheless, the overall condition of these roads was a substantial 10.7% better than the Scottish average, placing us first in comparison to the seven other local authorities in our family group. | | | |

| How clean are the streets? | | | |
|-----------------------------------|----------------|----------------|----------------|
| Year | 2014-15 | 2015-16 | 2016-17 |
| SLC | 98.3% | 97.9% | 96.3% |
| Scotland | 93.9% | 93.4% | 93.9% |

South Lanarkshire Council continues to score higher for its street cleansing service than the Scottish average, with 96.3% of streets surveyed found to be of an acceptable standard. This cleanliness score places us second in comparison to the seven other local authorities in our family group. The reduction in the cleanliness score from 2015-16 to 2016-17 can be linked to the overall reduction in the cost of street cleansing.

| How much does the council spend on libraries (net) (£ per visit)? | | | |
|--|----------------|----------------|----------------|
| Year | 2014-15 | 2015-16 | 2016-17 |
| SLC | £3.54 | £3.72 | £3.67 |
| Scotland | £2.45 | £2.45 | £1.97 |

Whilst the cost per library visit in South Lanarkshire in 2016-17 is higher than the Scottish average and places us last in comparison to the seven other local authorities in our family group, it is lower than the cost in 2015-16. This decrease in costs was achieved as a result of changes in staff numbers and library opening hours.

| How much does the council spend on parks and open spaces (net) (£ per 1,000 people)? | | | |
|---|----------------|----------------|----------------|
| Year | 2014-15 | 2015-16 | 2016-17 |
| SLC | £32,458 | £32,834 | £28,480 |
| Scotland | £23,406 | £21,794 | £20,432 |

South Lanarkshire Council's cost of parks and open spaces is lower than the previous year, in spite of continued pay awards. However, our costs are higher than the Scottish average – the reason for this is the range of services provided in South Lanarkshire across a broad spectrum of geographical landscapes, and the number of services which are provided more frequently compared with other local authorities. In terms of this indicator, we are second last in comparison to the seven other local authorities in our family group. Any future savings via service reduction will contribute to closing the gap on the Scottish average, although this comes at a time when the majority of local authorities are considering similar action.

A comprehensive list of the council's benchmarking indicators and our performance in relation to these is available to view in the [Local Government Benchmarking Framework Report](#). You will also find further performance information on the [performance pages](#) of the council website, including: [South Lanarkshire Council's Annual Performance Report](#); [Public Performance Reports](#); and six monthly reports on progress in meeting our Connect objectives.

4.5. Customer views

The council conducted its latest [Household Survey](#) in 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, key 'council services', and recommend areas for improvement.

The Resource also has in place a wide ranging continuous and periodic survey programme covering its services, which provides further insight into particular service processes and is used to identify areas of satisfaction and areas for improvement.

| Survey activity | 2015-16 Overall satisfaction with service | 2016-17 Overall satisfaction with service | 2017-18 Overall satisfaction with service |
|--|--|--|--|
| South Lanarkshire Leisure and Culture facilities | 96% | 96% | 97% |
| Bereavement | 85% | 95% | 95% |
| Cleaning and catering | 96.8% | 98% | 97.7% |
| Consumer Advice and Trading Standards | 86% | 100% | 100% |
| Environmental Health | 89.3% | 85% | 92.3% |

Community and Enterprise Resources will take forward all reasonable actions, where appropriate, to improve resident satisfaction with the services that we deliver.

4.6. Areas for improvement

Community and Enterprise Resources is committed to continuous improvement. As part of this process, we monitor our performance, participate in benchmarking activities, and acknowledge the results of consultations and feedback from complaints. In 2018-19, we will use this information to develop and improve the services we provide. Specific areas for improvement are mentioned in this section under 'Key measures not achieved' and 'Benchmarking', with the remainder addressed within the action plan in section 6.

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 and capital resources 2018-19

The council's medium-term Financial Strategy, approved by elected members in June 2015, provides details on the funding assumptions for the years up to 2018-19. The medium-term strategy details the council's proposals for managing its finances and also the principles and assumptions used in preparing the Revenue budgets.

Following on from this, the final budget position for the year 2017-18 was reported to members on 16 February 2017. An updated strategy for 2018-19 was approved by the Executive Committee on 28 June 2017 and provided updated assumptions for that year. Subsequent updates have been provided in December 2017, and January 2018, following receipt of the grant allocation for 2018-19. The 2018-19 budget was formally approved by the council on 28 February 2018.

The council will present a budget strategy covering 2019-20 to 2021-22 and the longer term, including issues likely to impact on the budget moving into this period, in the early part of 2018.

An update to the Capital Programme for 2018-19 to 2019-20 was approved by the council on 28 February 2018. This confirms the capital spending plans and funding for the two year period. An annual refresh of each programme will be considered by the council.

Based on the approved programme, a long term capital strategy will be prepared by September 2018, which will detail how the capital investment will assist in achieving the priority outcomes of the council. It will detail the funding in place and how the council's borrowing will provide value for money and be prudent, sustainable and affordable.

5.2. Revenue budget 2018-19

The Resource has a Net Revenue Budget of £116.130 million for 2018-19. The table below allocates this budget across the services:

| NET Budget by Service | 2018-19 | |
|---|------------------|--------------|
| Detail | £ million | % |
| Facilities, Waste, and Grounds | 62.297 | 54 |
| Roads and Transportation | 26.320 | 23 |
| Planning and Economic Development | 4.579 | 4 |
| Fleet and Environmental | 4.151 | 3 |
| South Lanarkshire Leisure and Culture Ltd | 18.783 | 16 |
| Total | 116.130* | 100.0 |

*This figure excludes non controllable income and expenditure (depreciation and Corporate and Democratic Core).

5.3. Capital budget 2018-19

The following Capital Budget is allocated to the Resource for 2018-19:

| Capital Programme 2018-19 | |
|---|------------------|
| Project | £ million |
| Roads and Transportation | 33.124 |
| Planning and Economic Development | 7.985 |
| Facilities, Waste, and Ground | 1.325 |
| South Lanarkshire Leisure and Culture Ltd | 0.731 |
| Total | 43.165* |

*These figures do not include 2017-18 carry forward. The figures are reflective of the Approved Programme for 2018-19 for Community and Enterprise Resources, which is part of the overall programme approved for the full council of £73.194 million.

5.4. Resource employees

Community and Enterprise Resources has 3,286 employees, as at the end of March 2018: 3,222 employees within four services and 64 employees within two teams which support the Resource (Performance and Development Team and Support Team). We support these employees to deliver their duties through a range of policies, including personal appraisal and a robust training framework.

The Employee Assistance Programme provides a range of preventative and early intervention strategies to maximise attendance and support employee health and wellbeing. The council recognises the responsibilities to ensure the health, safety and welfare of all employees who may be affected by the acts, work activities and services provided by the council. We have a Corporate Health and Safety Policy which is supplemented by individual Resource/Service working practices and manuals.

The number of employees by service is as follows:

| Service | Number of employees (total head count) |
|-----------------------------------|---|
| Facilities, Waste, and Grounds | 2,541 |
| Roads and Transportation | 325 |
| Fleet and Environmental | 249 |
| Planning and Economic Development | 107 |
| Total | 3,222 |

As a Resource we have recognised a number of specific actions in relation to our workforce. These actions are being addressed through our Workforce Plan 2017-2020. Some of the actions relate to the following issues:

- An aging workforce could lead to gaps of skills and knowledge in specialist areas, particularly in Fleet, Roads and Planning.
- Managing employee reductions through turnover, fixed term employment and SWITCH2 is increasingly challenging.

- Reviews from other Resources could impact on employees within our Resource.
- To enable effective workforce planning, the establishment information held on HRMS must be maintained; personnel and service areas should work together to ensure this.

Section Six – Action Plan

6.0. Resource actions for 2018-19

This Action Plan identifies the Resource objectives and associated actions for 2018-19. The lead officer responsible for each action and the related measures is identified. Connect objectives are listed in the order in which they appear in the Council Plan. The reference numbers link directly to the Connect next steps which are reported against the Council Plan at Quarter 2 and Quarter 4 each year, and the links show where the actions and measures tie into other strategies, plans and frameworks.

| Key to Links: | |
|---|---|
| Connect – The Council Plan – Connect 2017-22 | ADM – All Directors Measure |
| SDCCS – Sustainable Development and Climate Change Strategy | LGBF– Local Government Benchmarking Framework |
| Gov – Good Governance | |

| Connect objective: Deliver better health and social care outcomes for all | | | |
|---|---|---------------------------|--|
| Resource objective: Provide opportunities for all school children to access nutritious school meals | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 1. Continue to provide nutritious school meals to South Lanarkshire Council pupils | Achieve target level of paid primary school meals (60%) | Connect 3.6 | Head of Facilities, Waste and Grounds Services |
| | Achieve target level of paid secondary school meals (52%) | Connect 3.6 | |
| | Achieve uptake of 75% in P1- P3 school lunches | | |

| Connect objective: Improve the availability, quality and access of housing | | | |
|--|---|---------------------------|---|
| Resource objective: Ensure an adequate supply of housing, industry and business land and green space is maintained | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 2. Monitor Local Development Plan policies for supply of housing, industry and business land and green space | Local Development Plan policies monitored during 2018-19 to ensure: at least five year supply of housing land is maintained; an adequate supply of land is available for work and business activity; and an adequate supply of land is available for green space in the main urban communities of South Lanarkshire | Connect 4.11 | Head of Planning and Economic Development |

| Connect objective: Improve the road network, influence improvements in public transport and encourage active travel | | | |
|--|---|----------------------------------|---|
| Resource objective: Implement the Roads Investment Programme | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 3. Continue to undertake road and footway improvements | 3.5% of the road network resurfaced by March 2019 | Connect 5.1 | Head of Roads and Transportation Services |
| | 150 carriageway schemes and 25 footway schemes completed during 2018-19 | Connect 5.1 | |
| | Percentage of A class roads that should be considered for maintenance treatment | LGBF | |
| | Percentage of B class roads that should be considered for maintenance treatment | LGBF | |
| | Percentage of C class roads that should be considered for maintenance treatment | LGBF | |
| | Percentage of U class roads that should be considered for maintenance treatment | LGBF | |
| | Maintain or reduce the percentage of our road network that requires maintenance treatment (e.g. red category) | Connect 5.1 | |
| | Cost of maintenance (expenditure) per kilometre of road | LGBF | |
| 4. Continue to undertake safety checks on bridges and implement a prioritised maintenance programme | Bridge improvement and maintenance projects progressed / delivered in line with agreed capital programme by March 2019 | Connect 5.2 | Head of Roads and Transportation Services |
| 5. Deliver prioritised traffic signal and pedestrian crossing maintenance improvements and new installations | Traffic signal and pedestrian crossing related improvements projects / schemes progressed / delivered in line with agreed 2018-19 capital and revenue programme | | Head of Roads and Transportation Services |
| 6. Continue programme of street lighting improvements | Lighting columns improved / renewed by the end of March 2019 in line with agreed programme | Connect 5.3 | Head of Roads and Transportation Services |
| | Continued roll out of LED lighting technology in line with agreed investment programme | Connect 5.3 | |
| 7. Deliver a winter maintenance service | Winter policy procedures and documents, including gritting routes, implemented and reviewed as necessary | Connect 5.4 | Head of Roads and Transportation Services |

| Connect objective: Improve the road network, influence improvements in public transport and encourage active travel | | | |
|---|---|----------------------------------|---|
| Resource objective: Provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 8. Deliver road and transportation infrastructure improvements to support new development, including those undertaken as part of the City Deal | Prioritised road infrastructure progressed / delivered by March 2019 in line with available external and internal capital funding | Connect 5.5 | Head of Roads and Transportation Services |
| | Subject to completion of the relevant governance processes, progress / deliver Greenhills Road major transport infrastructure project in line with agreed programme / profiling | Connect 5.5 | |
| | Subject to completion of the relevant governance processes, progress Stewartfield Way major transport infrastructure project) in line with agreed programme / profiling | Connect 5.5 | |
| 9. Encourage greater use of public transport by working with partners to improve public transport infrastructure | Prioritised improvements to bus and rail infrastructure (e.g. park and ride) progressed / delivered by March 2019 in line with agreed Park and Ride Strategy and available external funding | Connect 5.6 SDCCS | Head of Roads and Transportation Services |

| Connect objective: Improve the road network, influence improvements in public transport and encourage active travel | | | |
|---|--|----------------------------------|--|
| Resource objective: Encourage active travel and recreational access to the outdoors | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 10. Encourage active travel and recreational access to the outdoors by extending network of cycle routes, upgrading, maintaining and promoting path networks, and extending Clyde Walkway | Walking and cycling projects / schemes progressed / delivered in line with agreed 2018-19 capital programme | Connect 5.7 SDCCS | Head of Roads and Transportation Services |
| | Continue to deliver repairs programme to footbridges across the core path network by March 2019 in line with available external and internal capital funding | Connect 5.7 SDCCS | Head of Facilities, Waste and Grounds Services |
| | Continued investigation into partnership and external funding opportunities for extension of Clyde Walkway to link with neighbouring long distance routes | Connect 5.7 SDCCS | |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|--|--|----------------------------------|---|
| Resource objective: Provide Planning and Building Standards services which guide and control physical development and land use in the area | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 11. Ensure council has development plans which promote sustainable economic growth and regeneration and guide decisions on location of new developments and regeneration initiatives | Proposed Local Development Plan published by August 2018 | Connect 6.1 Gov | Head of Planning and Economic Development |
| 12. Provide effective and efficient Planning and Building Standards service | Major planning applications determined within an average annual timescale of 60 weeks | | Head of Planning and Economic Development |
| | Householder planning applications determined within an average timescale of 8 weeks | | |
| | Local (non-householder) planning applications determined within an average timescale of 14 weeks | | |
| | Average time (weeks) per commercial planning application (16 weeks) | LGBF | |
| | 95% of all applications granted (approval rates) | | |
| | Cost per planning application | LGBF | |
| | Actions to successfully retain Customer Service Excellence award undertaken in preparation for reassessment of Planning service in September 2018 | | |
| | Actions to successfully retain Customer Service Excellence award undertaken in preparation for reassessment of Building Standards service in December 2018 | | |
| | Planning service satisfaction target for applicants and agents (90%) | | |
| | Satisfaction levels with Building Standards service sustained or improved against baseline (90%) | | |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|--|--|---------------------------|---|
| Resource objective: Sustain the quality of our town and neighbourhood centres | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 13. Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration | Promote town centre development opportunities, provide support to Business Improvement Districts (BIDS), and work with the business community and partners to maximise opportunities for growth, investment and regeneration | Connect 6.2 | Head of Planning and Economic Development |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|--|--|---------------------------|---|
| Resource objective: Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal project | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 14. Deliver Community Growth Areas City Deal project | Community Growth Area sites progressed in accordance with criteria and programme specified in South Lanarkshire Local Development Plan and City Deal | Connect 6.3 | Head of Planning and Economic Development |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|--|--|---------------------------|---|
| Resource objective: Reduce the number of road casualties through road safety improvements and initiatives | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 15. Deliver prioritised road safety infrastructure improvements and promote road safety | Road safety projects / schemes progressed / delivered in line with agreed 2018-19 capital programme | Connect 6.7 | Head of Roads and Transportation Services |
| | Contribute to national casualty reduction targets, from a base of the average for 2004 to 2008, of a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children the national target is a 50% reduction in fatalities and 65% reduction in serious casualties | Connect 6.7 | |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|--|---|---------------------------|--|
| Resource objective: Provide consumer protection through the work of our Consumer Advice and Trading Standards Service | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 16. Provide an effective and efficient Consumer Advice and Trading Standards Service | Support maintained for vulnerable groups and neighbourhood watch areas by responding to 100% of door step crime reports on the same or next working day | Connect 6.7 | Head of Fleet and Environmental Services |
| | 80% of consumer complaints completed within 14 days | | |
| | 90% customer satisfaction with consumer complaints and business advice requests responded to by Trading Standards | | |
| | Cost of Trading Standards per 1,000 population | LGBF | |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|--|--|---------------------------|--|
| Resource objective: Improve the quality of streets, parks and other public areas | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 17. Provide an effective and efficient street cleaning service | Local Environment Audit and Management System (LEAMS) street cleanliness score (95% acceptable) | Connect 6.8 LGBF | Head of Facilities, Waste and Grounds Services |
| | Net cost of street cleaning per 1,000 population | LGBF | |
| | Percentage of adults satisfied with street cleaning (results from Scottish Household Survey) | LGBF | |
| 18. Provide an effective and efficient grounds maintenance service | Land Audit Management System (LAMS) score of 70 achieved | Connect 6.8 | Head of Facilities, Waste and Grounds Services |
| | Cost of parks and open spaces per 1,000 of the population | LGBF | |
| | Percentage of adults satisfied with parks and open spaces (results from Scottish Household Survey) | LGBF | |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|--|--|---------------------------|--|
| Resource objective: Create high quality cemeteries and provide sustainable options for burial | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 19. Provide an effective and efficient bereavement | Increase burial ground capacity in and around existing South Lanarkshire cemeteries in line with available capital funding | Connect 6.8 | Head of Facilities, Waste and Grounds Services |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|--|---|---------------------------|----------------|
| Resource objective: Create high quality cemeteries and provide sustainable options for burial | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| service | Actions to successfully retain Customer Service Excellence award undertaken in preparation for reassessment of Bereavement Services | | |
| | 95% customer satisfaction within Bereavement Services achieved | | |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|--|--|---------------------------|--|
| Resource objective: Provide services which help local communities to become more sustainable | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 20. Ensure effective contribution to meeting the council's Sustainable Development and Climate Change objectives outlined in the Sustainable Development and Climate Change Strategy 2017-2022 | Ensure sustainable development principles and climate change duties are incorporated in new or revised policies, plans, strategies and projects and initiatives, where appropriate (CER Resource only) | ADM | Operations Manager |
| | Ensure sustainable development principles and climate change duties are incorporated in new or revised policies, plans, strategies and projects and initiatives, where appropriate (council wide) | Connect 6.12 SDCCS Gov | |
| 21. Ensure council's compliance with public sector climate change duties | Council's performance in complying with public sector climate change duties evaluated and annual statutory Climate Change Duties Report published by 30th November 2018 | Connect 6.12 SDCCS Gov | Operations Manager |
| | Participate in 'Climate Ready Clyde' partnership during 2018-19 | Connect 6.12 SDCCS | |
| 22. Provide an effective and efficient household waste and recycling collection service | Net cost of waste collection per premise | LGBF | Head of Facilities, Waste and Grounds Services |
| | Net cost of waste disposal per premise | LGBF | |
| | Percentage of adults satisfied with refuse collection (results from Scottish Household Survey) | LGBF | |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|---|---|----------------------------------|--|
| Resource objective: Provide services which help local communities to become more sustainable | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 23. Introduce new waste management initiatives to reduce waste and increase recycling | Develop Waste Services policies to promote waste minimisation, reuse and recycling within local communities | Connect 6.8 SDCCS Gov | Head of Facilities, Waste and Grounds Services |
| | Performance of waste and recycling contracts monitored and end of year procedures delivered for all relevant contracts | SDCCS Gov | |
| | The percentage of total household waste that is recycled in line with the Government's 50% target | Connect 6.8 SDCCS LGBF | |
| | A reduction in the amount of municipal waste that is sent to landfill in 2018-19 compared with 2017-18 | Connect 6.8 SDCCS | |
| 24. Manage flooding priorities and deliver prioritised flood protection schemes | Prioritised flood protection projects / studies progressed / delivered by March 2019 in line with available capital / revenue funding | Connect 6.8 SDCCS | Head of Roads and Transportation Services |
| 25. Ensure Strategic Environmental Assessment of all appropriate policies, plans, programmes and strategies is undertaken | Strategic Environmental Assessments undertaken on all appropriate council led policies plans and strategies, as statutorily required | SDCCS | Head of Planning and Economic Development |
| 26. Monitor local environmental conditions through preparation and monitoring of the biennial update of the State of the Environment report | Production of updated biennial State of the Environment Report commenced by March 2019 | Connect 6.8 SDCCS | Head of Planning and Economic Development |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|---|---|----------------------------------|--|
| Resource objective: Improve the council's environmental performance and reduce its greenhouse gas emissions | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 27. Further implement the Carbon Management Plan to reduce greenhouse gas emissions from council services (buildings, waste, transport etc) | 10% reduction in the council's greenhouse gas emissions achieved by March 2021, compared to 2015-16 (equivalent to 2% each year) | Connect 6.8 SDCCS | Operations Manager |
| | Compliance with Carbon Reduction Commitment (CRC) scheme achieved within deadlines | SDCCS | |
| 28. Lead on reducing the council's reliance on avoidable single-use plastic items | Report progress on the list of applicable single-use plastic items and appropriate action to the Sustainable Development Member Officer Working Group at the first meeting in June 2018 | Connect 6.8 SDCCS | Operations Manager |
| 29. Contribute to reducing the council's reliance on avoidable single-use plastic items | Contribute to the development and implementation of the council's single-use plastic action plan by prioritising items in use across the Resource. Progress will be reported to the Sustainable Development Member Officer Working Group in June and October 2018 | ADM | Operations Manager |
| 30. Deliver at least a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target | Continue to reduce vehicle emissions in 2018-19 against the baseline of 2014-15 (council wide figure) | Connect 6.8 SDCCS | Head of Fleet and Environmental Services |
| | Continue to reduce vehicle emissions in 2018-19 against the baseline of 2014-15 (Resource wide figure) | ADM | |
| | Engage with Community and Enterprise Resource's Fleet Services to agree service specific vehicle emissions reduction strategies for the period 2019-2021 in line with service delivery requirements (council wide) | Connect 6.8 SDCCS | |
| | Engage with Community and Enterprise Resource's Fleet Services to agree service specific vehicle emissions reduction strategies for the period 2019-2021 in line with service delivery requirements (Resource wide) | ADM | |
| 31. Provide effective and efficient fleet management and maintenance service | Target achieved for percentage of council vehicles presented externally for an MOT passing without additional work being required (target 95%) | | Head of Fleet and Environmental Services |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|--|---|----------------------------------|--|
| Resource objective: Safeguard health through an effective environmental services regulation and enforcement service | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 32. Provide an effective and efficient Environmental Health service | Implementation of Air Quality Action Plan by March 2019 | Connect 6.8 SDCCS | Head of Fleet and Environmental Services |
| | Broad compliance with food safety statutory requirements secured in 85% of premises | Connect 6.7 | |
| | Incidence of notified food borne infection reduced from 2006-07 baseline figures by 8.5% by March 2019 | Connect 6.7 | |
| | 90% of public health service requests responded to within five working days | | |
| | 90% of fly tipping complaints responded to within two days | Connect 6.7 | |
| | 90% of dog fouling complaints responded to within two days | Connect 6.7 | |
| | 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) | Connect 6.7 | |
| | Cost of Environmental Health per 1,000 population | LGBF | |
| 85% customer satisfaction achieved for Environmental Health | | | |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|--|---|----------------------------------|---|
| Resource objective: Regenerate and bring back into use vacant and derelict and contaminated land | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 33. Implement Contaminated Land Strategy and vacant derelict / contaminated land programme | Implement Contaminated Land Strategy for South Lanarkshire | Connect 6.8 SDCCS | Head of Fleet and Environmental Services |
| | Agree Vacant and Derelict Land Fund Programme with Scottish Government and implement projects within approved framework | Connect 6.8 SDCCS | Head of Planning and Economic Development |

| Connect objective: Work with communities and partners to promote high quality, thriving and sustainable communities | | | |
|---|--|----------------------------------|--|
| Resource objective: Protect biodiversity and enhance green space in South Lanarkshire | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 34. In partnership with local communities, continue programme of restructuring council owned woodland and improving recreational access | Identify funding sources and specifications for phase 2 regeneration work at Greenhall and Millheugh, Blantyre including costed proposals for replacement river crossing | Connect 6.8 SDCCS | Head of Facilities, Waste and Grounds Services |
| | Funding applications completed for Management Plans for Bothwell and Blantyre Woods by March 2019, through liaison with community interests, David Livingstone Centre and other stakeholders | Connect 6.8 SDCCS | |

| Connect objective: Support the local economy by providing the right conditions for inclusive growth | | | |
|--|--|----------------------------------|---|
| Resource objective: Implement the South Lanarkshire Economic Strategy and support the development and implementation of the Glasgow City Region Economic Strategy and City Deal | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 35. Implement South Lanarkshire Economic Strategy in conjunction with Community Planning Partnership and other partners | Promote the South Lanarkshire Economic Strategy, implement associated actions in the Community Plan, and report activity and progress to the Sustainable Economic Growth Board | Connect 7.1 Gov | Head of Planning and Economic Development |
| 36. Support the Glasgow City Region City Deal development programmes | Provide strategic oversight of City Deal Place, Business and People themed programmes, with specific responsibility for progressing business case approvals for Roads and Community Growth Area projects and measurement of economic impact and outcomes | Connect 7.1 Gov | Head of Planning and Economic Development |
| 37. Develop single door approach to economic development and inward investment activity to ensure South Lanarkshire maximises its potential as key business and employment location | Undertake activity aimed at increasing the number of companies engaged with partners which lead to improved performance and turnover, increased employment, innovation, investment and internationalisation | Connect 7.7 | Head of Planning and Economic Development |
| | Chooelanarkshire.com website maintained and marketing strategy implemented | | |

| Connect objective: Support the local economy by providing the right conditions for inclusive growth | | | |
|--|--|----------------------------------|---|
| Resource objective: Support local businesses through the delivery of business support programmes | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 38. Support local businesses through effective company development activity and general business advice services and continue to invest in key business initiatives such as Clyde Gateway and the East Kilbride Task Force | Over 1,500 businesses assisted per annum with grants, loans or advice | Connect 7.4 | Head of Planning and Economic Development |
| | 500 jobs created or sustained per annum as a direct result of Economic Development intervention | Connect 7.4 | |
| | Increase value of sales generated by businesses assisted by Economic Development by £10 million | Connect 7.4 | |
| | Percentage of procurement spend on local small/medium enterprises | LGBF | |
| | East Kilbride Task Force supported in the delivery of their Action Plan priorities | SDCCS | |
| | Undertake performance monitoring role of Business Gateway contract and review contract/approach | | |
| | Number of business gateway start-ups per 10,000 population | LGBF | |
| | Oversee management of Supplier Development Programme including strategic development and delivery of events, training and e-commerce | Connect 7.5 | |
| | Tourism Strategy delivered via Lanarkshire Area Tourism Partnership | Connect 7.4 SDCCS | |
| | Provision of specialist support to food and drink companies through liaison with Scotland Food and Drink and other partners | | |
| Relocation of University of West of Scotland to new Hamilton International Park campus | | | |

| Connect objective: Support the local economy by providing the right conditions for inclusive growth | | | |
|--|---|----------------------------------|---|
| Resource objective: Implement the Lanarkshire Rural Development Strategy | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 39. Manage delivery of EU LEADER and Community Benefit Funds programme | Implementation of LEADER programme activity with appropriate funding allocated and deployed | Gov | Head of Planning and Economic Development |
| | Community Benefit funds generated by windfarms promoted and disbursed | SDCCS Gov | |

| Connect objective: Support the local economy by providing the right conditions for inclusive growth | | | |
|--|--|---------------------------|---|
| Resource objective: Support key voluntary organisations and help to develop the social economy | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 40. Improve volunteering opportunities for individuals and organisations | Work with VASLAN to support key voluntary organisations and improve volunteering opportunities and raise voluntary sector capacity | Connect 7.6 | Head of Planning and Economic Development |
| 41. Implement South Lanarkshire Social Economy Partnership strategy and action plan | Social Economy support through Business Gateway implemented for ten social economy organisations by March 2019 | Connect 7.6 Gov | Head of Planning and Economic Development |
| | Voluntary organisations interested in Community Asset Transfer process engaged with and supported | Connect 7.6 Gov | |

| Connect objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration | | | |
|---|---|---------------------------|---|
| Resource objective: Lead partnership approaches to tackling the causes and effects of poverty and inequality | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 42. Work with communities and partners to maximise awareness of, and commitment to, tackling poverty and local inequalities | Community Plan and Neighbourhood Plans are developed and reflect community needs and aspirations | Connect 8.1 Gov | Head of Planning and Economic Development |
| | A range of local networks and partnerships are in place to enable effective joined up working on key priorities/improvement areas linked to tackling poverty and inequalities | Connect 8.1 Gov | |

| Connect objective: Encourage participation in physical and cultural activities | | | |
|--|---|---------------------------|--------------------|
| Resource objective: Provide quality leisure facilities and develop integrated community facilities within new primary schools | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 43. Provide new or refurbished community facilities | Progress/complete development of community facilities by March 2019, including: replacement of Ballgreen Hall and Library with new integrated facility within St Patrick's Primary School; progressing community facilities within new build Primary School at Elsrickle; and upgrade of at least one synthetic pitch | Connect 11.1 | Operations Manager |

| Connect objective: Encourage participation in physical and cultural activities | | | |
|---|--|----------------------------------|---|
| Resource objective: Maintain attendances at SLLC facilities by actively promoting the facilities to the local community and visitors to the area | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 44. Maximise the number of attendances at leisure facilities | Achieve 2.9 million attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture | Connect 11.2 | General Manager South Lanarkshire Leisure and Culture |
| | Achieve target number of attendances for swimming pools (1.5 million) | | |
| | Achieve target number of attendances for other indoor sports and leisure facilities (excluding pools) (1.4 million) | | |
| | Achieve target number of attendances at outdoor recreation and country parks (2.2 million) | | |
| | % of adults satisfied with leisure facilities | LGBF | |
| | Cost per attendance at sports facilities | LGBF | |
| 45. Maximise the number of attendances at cultural activities | Achieve 3.5 million attendances at facilities managed by Cultural Services and the Libraries and Museum Services | Connect 11.2 | General Manager South Lanarkshire Leisure and Culture |
| | Achieve target number of attendances at Cultural Services facilities (2.2 million) | | |
| | Achieve target number of library physical and virtual visits (1.2 million) | | |
| | Achieve target number of physical and virtual visits to council funded or part-funded museums (188,000) | | |
| | % of adults satisfied with libraries | LGBF | |
| | % of adults satisfied with museums and galleries | LGBF | |
| | Cost per library visit | LGBF | |
| | Cost of museums per visit | LGBF | |
| 46. Deliver activity programmes which will support equitable access for all, including older people and under 16s groups | Achieve 870,000 under 16 reduced rates attendances at South Lanarkshire Leisure and Culture facilities by March 2018 (includes halls, school lets, outdoor and indoor leisure) | Connect 11.3 | General Manager South Lanarkshire Leisure and Culture |
| | Achieve 470,000 over 60's attendances by residents using South Lanarkshire leisure facilities | Connect 11.3 | |
| | Achieve 8,600 registered members of 'Activage' scheme | | |
| 47. Deliver health specific intervention programmes which will support equitable access for all | Achieve 67,000 attendances by residents accessing SLLC health specific intervention programmes | | General Manager South Lanarkshire Leisure and Culture |

| Delivering the plan and achieving Best Value | | | |
|--|--|---------------------------|---|
| Resource objective: Provide sound financial stewardship for the council | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 48. Attract external funding support of £3m from European Union, lottery and related sources to support corporate objectives | Annual target achieved resulting in £3m external funding invested in South Lanarkshire | | Head of Planning and Economic Development |

| Delivering the plan and achieving Best Value | | | |
|---|--|---------------------------|--|
| Resource objective: Deliver and communicate the Council Plan and ensure high standards of governance | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 49. Promote resilience / emergency preparedness for the council | Increase awareness of resilience/ emergency preparedness initiatives/ practices within and external to the council by March 2019 | Gov | Head of Roads and Transportation Services |
| 50. Promote high standards of information governance | Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented | ADM Gov | Executive Director of Community and Enterprise Resources |
| 51. Ensure that high standards of governance are being exercised | 85% of risk control actions completed by due date | ADM Gov | Executive Director of Community and Enterprise Resources |
| | 90% of audit actions completed by due date | ADM Gov | |
| | Complete Resource Good Governance self assessment by due date and develop actions to address non-compliant areas | ADM | |
| 52. Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA | 96% of Freedom of Information (FOISA) requests to be processed within the 20 working day period | ADM | Executive Director of Community and Enterprise Resources |
| | 96% of Environmental Information (Scotland) Regulations EI(S)R requests to be processed within the 20 working day period unless extended to 40 working days in exceptional circumstances | ADM | |
| | 90% of Data Protection Act (DPA) requests to be processed within 20 calendar days | ADM | |

| Delivering the plan and achieving Best Value | | | |
|--|---|---------------------------|--|
| Resource objective: Develop improvement activity and promote scrutiny | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 53. Implement effective best value management arrangements to ensure continuous improvement and efficient and effective service delivery | Engage in self evaluation activity and take forward any improvement actions | ADM Gov | Executive Director of Community and Enterprise Resources |
| | Use the results of benchmarking activity (including the Local Government Benchmarking Framework) to inform and improve service delivery | | |

| Delivering the plan and achieving Best Value | | | |
|--|--|---------------------------|--|
| Resource objective: Promote equality and the wellbeing of staff | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 54. Develop and implement council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED) | Number of equality impact assessments undertaken for all relevant new for all relevant, new and reviewed policies and procedures | ADM | Executive Director of Community and Enterprise Resources |
| | Provide annual report to the Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes | ADM | |

| Delivering the plan and achieving Best Value | | | |
|---|---|---------------------------|--|
| Resource objective: Improve the skills, flexibility and capacity of the workforce | | | |
| Action | Measures and timescales | Connect reference / links | Responsibility |
| 55. Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development opportunities | 100% coverage of Performance Appraisals (PAs) of employees in scope | ADM | Executive Director of Community and Enterprise Resources |
| | Resource labour turnover rate to be less than 5% | ADM | |

Delivering the plan and achieving Best Value

Resource objective: Improve the skills, flexibility and capacity of the workforce

| Action | Measures and timescales | Connect reference / links | Responsibility |
|---|---|---------------------------|--|
| 56. Utilise the council workforce strategy toolkit to review and monitor Resource workforce plans and continue the cyclical reporting framework | Continue to review Resource workforce plans and monitor actions to respond to workforce changes and meet future needs | ADM Gov | Executive Director of Community and Enterprise Resources |

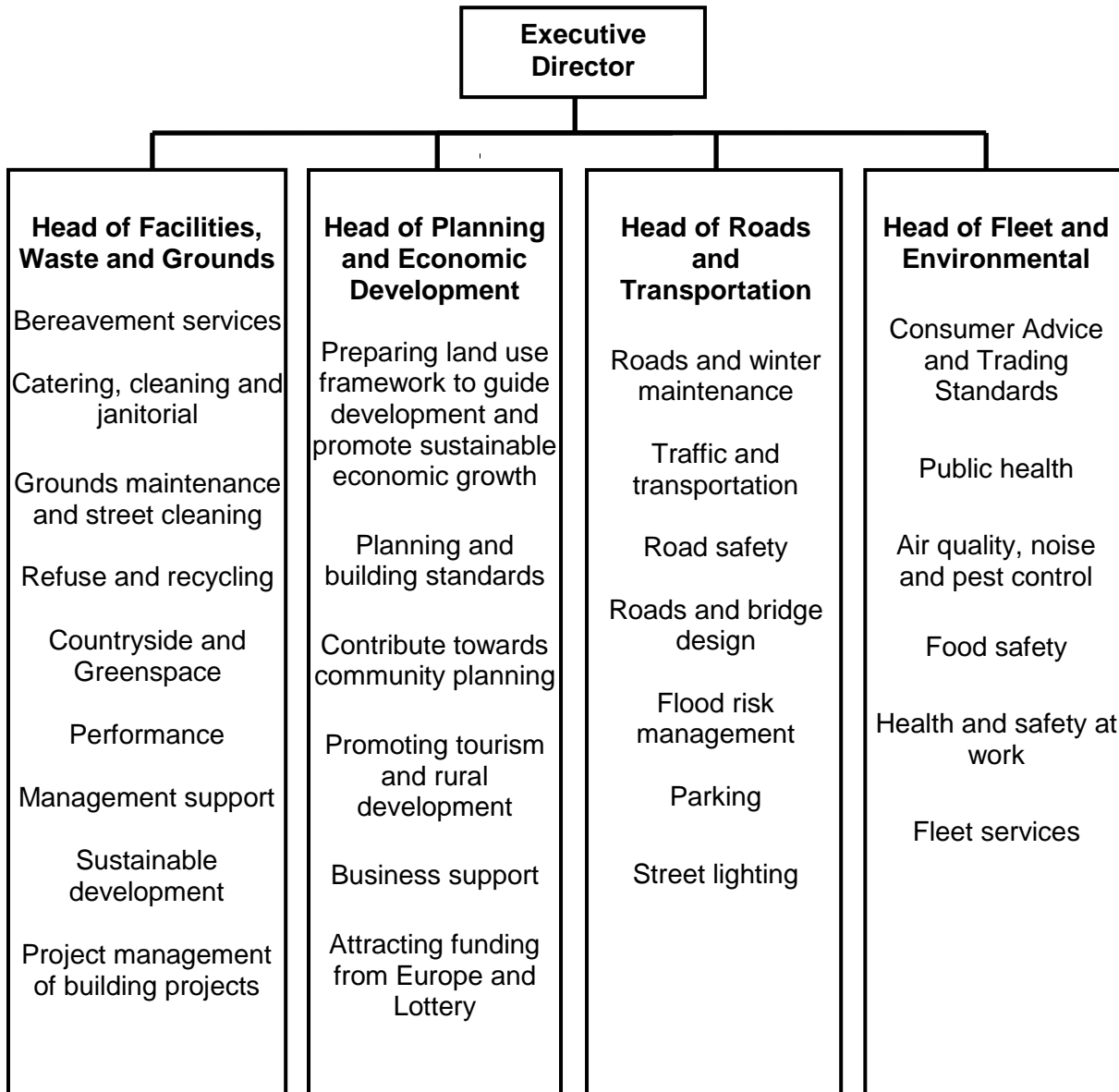
Delivering the plan and achieving Best Value

Resource objective: Other actions in support of delivering the Plan and achieving Best Value

| Action | Measures and timescales | Connect reference / links | Responsibility |
|--|---|---------------------------|--|
| 57. Progress the council's Digital Strategy within the Resource | Provide updates on digital transformation activities within the Resource | ADM Gov | Executive Director of Community and Enterprise Resources |
| 58. Prepare Resource for implementation of replacement corporate EDRMS and workflow software | System familiarisation, document and data mapping and migration, fileplan set up, correspondence workflow specification developed and tested, procedures revised, and training delivered (all by August 2018) | Gov | Support Manager |

Annex 1

Community and Enterprise Resources Resource organisational structure



Annex 2

Additional performance information

Progress against key actions and measures 2017-18

| Improve road network, influence improvements in public transport and encourage active travel | |
|--|---|
| Resource objective | Achievement |
| Provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport | The consultative draft of the Park and Ride Strategy was approved by the Community and Enterprise Committee on 8th March 2018. |
| Encourage active travel and recreational access to the outdoors | Completed cycle route works to upgrade the National Cycle Network at Tieglum Road in Lesmahagow; continued cycle route works in the Calderwood Road area of East Kilbride; and appointed a consultant to identify a possible cycle network for Hamilton. |
| Council objective: Work with communities and partners to promote high quality, thriving and sustainable communities | |
| Resource objective | Achievement |
| Provide Planning and Building Standards services which guide and control physical development and land use in the area | The average timescale for determining a commercial planning application in 2017-18 was 12.4 weeks, against a service target of 20 weeks. |
| Safeguard health through an effective environmental services regulation and enforcement service | Our Environmental Health team: <ul style="list-style-type: none"> – responded to 97.71% of public health service requests within two working days, exceeding the annual target of 90%; – attended to domestic noise complaints within 36 minutes, exceeding the service target of two hours; – responded to 97.5% of dog fouling complaints within two working days, exceeding the annual target of 90%; and – completed a Vehicle Emissions Testing Programme, visited primary schools as part of an engine idling campaign; held primary school workshops on air quality and sustainable travel; and commenced a promotional campaign on the benefits of walking and cycling for the environment. |
| Protect biodiversity and enhance greenspace in South Lanarkshire | Completed work at Millheugh/Greenhall Estate, Chatelherault, and Mauldslee and West Brownlie Woods (involved restoration of footpaths; woodland restructuring and removal of conifers; securing boundaries against vehicle access and fly-tipping; repairs to bridges; and treatment of invasive species). |
| Provide services which help local communities to become more sustainable | We developed the new Sustainable Development and Climate Change Strategy, which was approved by the Executive Committee in December 2017. |

| | |
|--|--|
| Council objective: Work with communities and partners to promote high quality, thriving and sustainable communities | |
| Resource objective | Achievement |
| Improve the council's environmental performance and reduces its greenhouse gas emissions | Council wide vehicle emissions reduced by 10.5% in 2017-18, compared to the same period in 2014-15, and Resource wide emissions reduced by 10.9%. |
| Council objective: Support the local economy by providing the right conditions for inclusive growth | |
| Resource objective | Achievement |
| Support local businesses through the development and delivery of business support programmes | South Lanarkshire Council has continued to oversee the management of the Supplier Development Programme (SDP) in 2017-18 and has agreed to host the SDP for a further two years. |

Additional performance information is also available in the introduction, at section 2.1 and section 4.2 of this Resource Plan.

If you need this information in another language or format, please contact us to discuss how we can best meet your needs.

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Community and Enterprise Resource Objectives 2018-19

Connect Objective: Deliver better health and social care outcomes for all

Resource Objective:

- Provide opportunities for all school children to access nutritious school meals

Connect Objective: Improve the availability, quality, and access of housing

Resource Objective:

- Ensure an adequate supply of housing, industry and business land and green space is maintained

Connect Objective: Improve the road network, influence improvements in public transport and encourage active travel

Resource Objectives:

- Implement the Roads Investment Programme
- Provide road and transportation infrastructure improvements to support new developments and to encourage greater use of public transport
- Encourage active travel and recreational access to the outdoors

Connect Objective: Work with communities and partners to promote high quality, thriving and sustainable communities

Resource Objectives:

- Provide Planning and Building Standards services which guide and control physical development and land use in the area
- Sustain the quality of our town and neighbourhood centres
- Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal project
- Reduce the number of road casualties through road safety improvements and initiatives
- Provide consumer protection through the work of our Consumer Advice and Trading Standards Service
- Improve the quality of streets, parks and other public areas
- Create high quality cemeteries and provide sustainable options for burial
- Provide services which help local communities to become more sustainable
- Improve the council's environmental performance and reduce its greenhouse gas emissions
- Safeguard health through an effective environmental services regulation and enforcement service
- Regenerate and bring back into use vacant and derelict and contaminated land
- Protect biodiversity and enhance green space in South Lanarkshire

Connect Objective: Support the local economy by providing the right conditions for inclusive growth

Resource Objectives:

- Implement the South Lanarkshire Economic Strategy and support the development and implementation of the Glasgow City Region Economic Strategy and City Deal
- Support local businesses through the delivery of business support programmes
- Implement the Lanarkshire Rural Development Strategy
- Support key voluntary organisations and help to develop the social economy

Connect Objective: Support our communities by tackling disadvantage and deprivation and supporting aspiration

Resource Objective:

- Lead partnership approaches to tackling the causes and effects of poverty and inequality

Connect Objective: Encourage participation in physical and cultural activities

Resource Objectives:

- Provide quality leisure facilities and develop integrated community facilities within new primary schools
- Maintain attendances at SLLC facilities by actively promoting the facilities to the local community and visitors to the area

Delivering the Plan and achieving Best Value

Resource Objectives:

- Provide sound financial stewardship for the council
- Deliver and communicate the Council Plan and ensure high standards of governance
- Develop improvement activity and promote scrutiny
- Promote equality and the wellbeing of staff
- Improve the skills, flexibility and capacity of the workforce
- Other actions in support of delivering the Plan and achieving Best Value