

Report

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Report to:	Enterprise Services Committee
Date of Meeting:	17 January 2017
Report by:	Executive Director (Community and Enterprise Resources)

Subject:	Community and Enterprise Resources' Resource Plan - Quarter 2 Progress Report 2016/2017 – 1 April to 30 September 2016
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1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide the Quarter 2 progress report 2016/2017 against the Resource Plan 2016/2017, relating to the remit of Enterprise Services

2. Recommendation(s)

2.1. The Committee is asked to approve the following recommendations:-

- (1) that the Quarter 2 progress report 2016/2017, relating to the remit of Enterprise Services, attached as Appendix 2 be noted;
- (2) that the achievements made by Enterprise Services during Quarter 2, as detailed in paragraph 6 of this report, be noted; and
- (3) that the areas for improvement and the action being taken be noted.

3. Background

3.1. The [Community and Enterprise Resources' Resource Plan 2016/2017](#) which was endorsed by committee on 12 July 2016 and approved by the Executive Committee on 7 September 2016 sets out objectives and priorities to be managed and delivered by the Resource for the financial year 2016/2017.

3.2. The Resource Plan follows an agreed corporate structure and style. The Plan is a key element of the council's performance management arrangements. It provides details of the context within which the Resource operates and establishes actions and measures for the year ahead based on the objectives set out in the Council Plan.

3.3. Performance management is a keystone of Best Value, and ensures that the council can demonstrate sound governance arrangements. The Resource Plan is one part of the council's framework for planning and budgeting, and demonstrates how this leads to effective front line service delivery.

3.4. As part of this framework the Resource Plan reflects the aspirations of the Council Plan, the Community Plan, Single Outcome Agreement and Partnership Improvement Plan, as well as being complemented by the details of individual Service, Business and other Plans. Ultimately, these details are included in the key work objectives of individual officers. This demonstrates the 'Golden Thread' of

performance management which ensures a clear understanding of the council's vision, objectives and priorities at all levels.

- 3.5. The current format for performance reporting has been established for several years and is used for Executive Directors' reports to the Chief Executive, Resource Management Teams and to Resource Committees. The focus has been on reporting progress on Council Plan actions, statutory performance indicators, other key performance measures, and high level Resource priorities.
- 3.6. In preparing the plan, account has also been taken of the need to ensure a robust response to Risk Management and Control. Risks associated with delivery of the actions in this Resource Plan have been identified and evaluated and are listed in the Resource Risk Register. Where necessary, controls or further actions to mitigate these risks have been agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource.

4. Resource Objectives 2016/2017

- 4.1. The Resource has established a number of objectives to support the delivery of Connect objectives in 2016/2017. These are detailed in Appendix 1.

5. Quarter 2 Progress Report 2016/2017

- 5.1. Progress against all 2016/2017 Resource Plan measures relating to the remit of Enterprise Services is contained in the Quarter 2 Progress Report 2016/2017 attached as Appendix 2. These reports have been produced from the council's performance management reporting system IMPROVe, and use a traffic light format with the following definitions to give a status report on each measure:

Green	Timescale or target has been met as per expectations
Amber	Minor slippage against timescale or minor shortfall against target
Red	Major slippage against timescale or major shortfall against target
To be reported later	The information is not yet available to allow us to say whether the target has been reached or not. These will be reported when available
Contextual	These are included for "information only", to set performance information in an appropriate context

- 5.2. Measures which are classified as 'red' are considered in detail at paragraph 7 below. To ensure adequate scrutiny of performance across all Resources, the council's Performance and Review Scrutiny Forum may consider 'red' or 'amber' measures (where they relate to Resource or Connect priorities) at a future meeting. The summary of progress to date in relation to the Enterprise Services measures (including Planning and Economic Development Services and Roads and Transportation Services) is as follows:

Status	Measures	
	Number	%
Green	58	75%
Amber	2	3%
Red	1	1%
Reportable at later stage / contextual	16	21%
Totals	77	100%

6. Achievements to date

6.1. Resource achievements for the first six months of the year include:

Partnership Ambition: Make communities safer and stronger	
Connect Objective: Improve community safety	
Resource Objective	Achievement
Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives	<p>Making good progress with our programme of street lighting improvements, with:</p> <ul style="list-style-type: none"> • 3,023 new aluminium lighting columns installed to date this financial year (this programme is 64% ahead of schedule); and • 12,744 new LED luminaires installed to date this financial year (this programme is 18% ahead of schedule)
Partnership Ambition: Promote recovery and sustainable economic growth	
Connect Objective: Improve road network and influence improvements in public transport (priority)	
Resource Objective	Achievement
Implement the Roads Investment Programme for road and footway improvements	Continued to implement the Roads Investment Programme, with 130 carriageway schemes and 23 footway schemes undertaken during the year, resulting in 3.7% of the road network being resurfaced during this period.
	Completed improvements at the Eastshield Bridge, Carnwath and Wildman Bridge, Law and carried out routine condition inspections of 174 bridges.
Provide road infrastructure improvements to support new developments	Installed high access kerbs at existing bus stops on Low Waters Road, Hillhouse Road and Burnbank Road (all Hamilton) to assist passengers boarding and alighting from buses.

Partnership Ambition: Promote recovery and sustainable economic growth	
Connect Objective: Support the local economy by providing the right conditions for growth, improving skills and employability (priority)	
Resource Objective	Achievement
Support local businesses through development and delivery of business support programmes	Assisted 773 businesses with grants, loans or property advice during the year, helping to generate £5.24 million in sales and creating or sustaining 366 jobs.
Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs	Through our employability programmes, helped 1,109 people successfully secure employment or commence education / training.
Support the Glasgow and Clyde Valley City Deal in the delivery of infrastructure, employability and business competitiveness projects	Progressed the three major road infrastructure projects within the Clyde Valley City Deal, commencing site works on the Cathkin relief road which aims to ease congestion and relieve pressure on Rutherglen town centre (expected to be complete by the end of the year).
Develop the area's tourism potential	Continued to develop the profile of the South Lanarkshire area as a visitor destination through the review and publication of the Tourism Action Plan: with partner activities progressing positively.
Update and implement the South Lanarkshire Rural Strategy and action plan	Work continues to take place on delivering the 2016/17 Clyde and Avon Valley Landscape Partnership programme, including commencement of major environmental works in Chatelherault Country Park.
Partnership Ambition: Promote recovery and sustainable economic growth	
Connect Objective: Develop a sustainable Council and communities (priority)	
Resource Objective	Achievement
Provide services and infrastructure which help local communities to become more sustainable	Cycle route works were recently completed on NCN74 between Lesmahagow and Happendon and an official opening was held in September 2016 by the Transport Minister and Councillor Simpson.

Partnership Ambition: Tackle poverty, disadvantage and deprivation	
Connect Objective: Tackle disadvantage and deprivation (priority)	
Resource Objective	Achievement
Oversee and monitor the implementation of the Tackling Poverty Programme	The 2015/16 Tackling Poverty Programme annual report was produced and circulated. 89% of targets were achieved/ exceeded; 10% were within 75% of target; with less than 1% being less than 75% of target.
	The new SIMD (2016) has now been published and the current focus is on analysing this and working with partners to develop their understanding of the changes and the index more generally, and in using this to inform service design, delivery and resource allocation with a view to tackling inequalities and poverty. This includes a series of presentations to NHS locality staff.
Partnership Ambition: Achieve results through leadership, good governance and organisational effectiveness	
Connect Objective: Promote performance management and improvement	
Resource Objective	Achievement
Promote performance management and improvement	Following a visit by the Customer Service Excellence assessor in August 2016, the Customer Service Excellence award for the Planning Service was successfully retained.
Partnership Ambition: Achieve results through leadership, good governance and organisational effectiveness	
Connect Objective: Achieve efficient and effective use of resources	
Resource Objective	Achievement
Achieve efficient and effective use of resources	Attracted several significant grant awards to date totalling £5.6 million. These included European Regional Development Fund business support at £900,000 and European Social Fund employability at £3.3 million. Scottish Government Energy Efficiency awards accounted for £595,000 and Lottery awards were over £500,000 to third sector partners.

7. Areas for improvement

- 7.1. Measures that have been classified as “red” for Enterprise Services (major slippage against timescale or shortfall against target) are noted below, together with the reason why, and the management action now being taken, if required.

Partnership Ambition: Make communities safer and stronger		
Connect Objective: Improve the quality of the physical environment		
Resource Objective: Assess and determine development proposals in line with Planning and Building Standards legislation and the Council's Local Development Plans		
Measure	Comments/Progress	Action by Manager (where applicable)
70% of major planning applications determined within four months	30% of major planning applications were determined within four months in 2016/17. (red)	Of the three major applications which were not determined within the four month period in the quarter two period (July – September 2016), two had delays relating to outstanding financial contributions and one was delayed due to an outstanding planning obligation. Planning application performance figures will continue to be prepared and reviewed by managers at monthly intervals. Potential actions to address issues will be identified and passed to the Performance Review Group for consideration and implementation. Head of Planning and Economic Development

8. Employee Implications

- 8.1. The objectives and priorities noted within the Resource Plan will inform Service Action Plans and in turn the Performance Development and Review process for individual employees in 2016/2017.

9. Financial Implications

- 9.1. The objectives and priorities within the Resource Plan are reflected in the respective Resource Revenue and Capital budgets for 2016/2017 and, longer term, within the framework of the council's approved Financial Strategy.

10. Other Implications

- 10.1. Resource Plan actions are assessed as part of the Resource's risk management arrangements and relevant issues have been added to the Resource Risk Register.
- 10.2. The Resource Plan takes into account Resource responsibilities in relation to sustainable development.

11. Equality Impact Assessment and Consultation Arrangements

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

Michael McGlynn
Executive Director
(Community and Enterprise Resources)

9 December 2016

Link(s) to Council Objectives/Values

- ◆ The Resource Plan has been structured on the priorities, objectives, and vision of the Council Plan, Connect 2012 to 2017.

Previous References

- ◆ Resource Plan Q4 Progress Report 2015/2016 and Resource Plan 2016/2017 – 12 July 2016

List of Background Papers

[Community and Enterprise Resources' Resource Plan 2016/2017](#)

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:- Michelle Wilkie, Development Officer, Performance and Development Team
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Appendix 1

Resource Objectives 2016/2017

Partnership Ambition	Connect Objective	Community and Enterprise - Resource Objectives
Make communities safer and stronger	Improve the quality of the physical environment	<ul style="list-style-type: none"> • Unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks • Assess and determine development proposals in line with Planning & Building Standards legislation and the Council's Local Development Plans • Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities • Protect biodiversity and enhance greenspace in South Lanarkshire
	Improve community safety	<ul style="list-style-type: none"> • Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services • Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives
	Promote participation in cultural activities and provide quality facilities to support communities	<ul style="list-style-type: none"> • Improve facilities for arts and cultural activities and provide quality facilities to support communities
Promote recovery and sustainable economic growth	Improve road network and influence improvements in public transport (priority)	<ul style="list-style-type: none"> • Implement the Roads Investment Programme for road and footway improvements • Provide road infrastructure improvements to support new developments

Partnership Ambition	Connect Objective	Community and Enterprise - Resource Objectives
	<p>Support the local economy by providing the right conditions for growth, improving skills and employability (priority)</p>	<ul style="list-style-type: none"> • Support the Clyde Gateway Regeneration initiative • Support local businesses through development and delivery of business support programmes • Support the Glasgow and Clyde Valley City Deal in the delivery of infrastructure, employability and business competitiveness projects • Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs • Undertake regulatory advice and support proactively to enhance fair trade and business competitiveness • Develop the area's tourism potential • Update and implement the Rural Strategy and action plan • Support and develop the South Lanarkshire community and voluntary sector • Establish opportunities for sustainable economic growth through the preparation, adoption and implementation of Development Plans
	<p>Develop a sustainable council and communities (priority)</p>	<ul style="list-style-type: none"> • Improve the council's environmental performance and reduce its greenhouse gas emissions • Provide services and infrastructure which help local communities to become more sustainable
<p>Improve health, care and wellbeing</p>	<p>Improve and maintain health and increase physical activity</p>	<ul style="list-style-type: none"> • Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle • Safeguard health through an effective environmental services regulation and enforcement service

Partnership Ambition	Connect Objective	Community and Enterprise - Resource Objectives
Tackle poverty, disadvantage and deprivation	Tackle disadvantage and deprivation (priority)	<ul style="list-style-type: none"> • Oversee and monitor the implementation of the Tackling Poverty Programme
Achieve results through leadership, good governance and organisational effectiveness	Strengthen partnership working, community leadership and engagement (priority)	<p>Community and Enterprise Resources will continue to progress key actions and measures related to these Connect Objectives.</p> <p>Specific actions and measures in support of the delivery of the objectives are illustrated within section five of the Resource Plan - The Action Plan</p>
	Provide vision and strategic direction	
	Promote performance management and improvement	
	Embed governance and accountability	
	Achieve efficient and effective use of resources	