



**Housing and Technical Resources  
Executive Director: Daniel Lowe**

## **Property Asset Management Plan 2017**

### **Appendix 3**

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## **PART 1: STRATEGY**

### **1. Introduction**

#### **1.1 Context**

South Lanarkshire Council hold a diverse property portfolio which extends to circa 2,300 property interests and has a reported asset value, including land, of approximately £1,452m. Properties reported within the Property Asset Management Plan are assessed on the basis of current best practice and guidance from the Scottish Government, The Chartered Institute of Public Finance and Accountancy (CIPFA) and the Royal Institution of Chartered Surveyors (RICS). This includes the collection of a number of Core Facts relating to the extent, value and performance of the property.

The management of the Council's property portfolio is divided into the following key areas:-

- Operational Assets are classified as any property which is used to directly support service delivery regardless of tenure.
- Non-Operational Assets are those used to stimulate economic development and provide the Council with a stable revenue income stream.
- Common Good Assets are historic assets held and managed by the Council as custodian for the people of South Lanarkshire. The use of Common Good Assets can fall within any of the two asset categories above.
- Surplus Assets are those identified for disposal and support the Council's Capital Programmes and strategic development.
- Land can be held in any of the above classifications and includes open space and green networks.

#### **1.2 Corporate Asset Management Plan 2017**

The Council has developed Asset Plans across a number of key areas. These Asset Plans are summarised under an overarching Corporate AMP which demonstrates how each area supports corporate objectives.

#### **1.3 Connect: Council Plan 2012 - 2017**

Connect, the Council Plan, outlines the Council's objectives and provides details on the services the Council will provide to local communities and residents over the five year period 2012-17.

## 2. Governance

### 2.1 South Lanarkshire Context

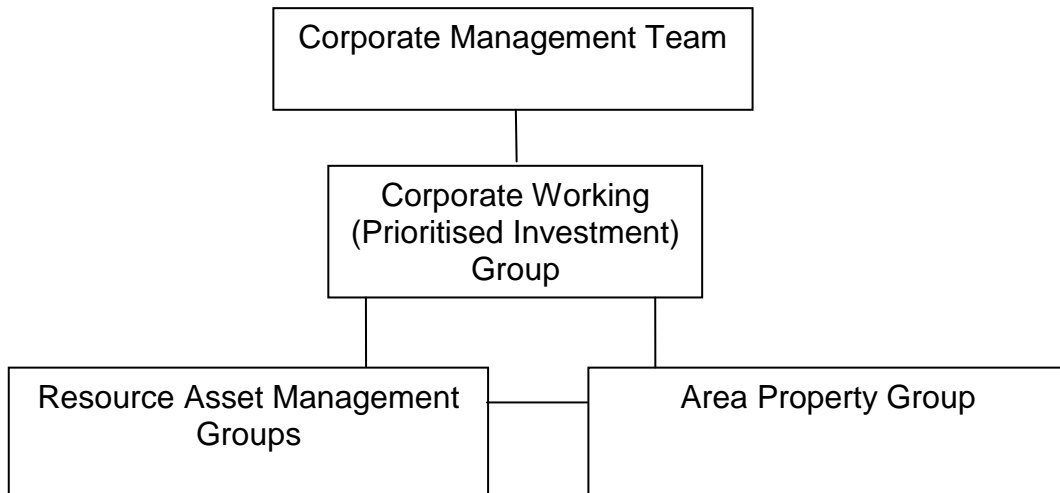
The Council carries out its business through a number of Resource, Area and Standing Committees and Scrutiny Forums linked through its Executive Committee to the full Council. At officer level the Corporate Management Team is led by the Chief Executive and includes five Resource Directors who hold responsibility for the corporate management of all Council assets.

### 2.2 The Resource Context

The Property Asset Management Plan provides a reporting framework which includes the outputs from individual Resource Asset Management Statements. This allows the needs and performance of property to be closely linked to service provision and the proposals contained within individual Resource and Service Plans. The success of asset management in South Lanarkshire is built on corporate co-operation between all Resources.

### 2.3 Property Governance Structure

A clear and effective governance structure is, therefore, in place to ensure responsibilities are clearly defined, allocated and understood and ensure a corporate approach to asset management. The diagram below shows the governance structure in relation to property.



### **3. Portfolio**

#### **3.1 Operational Property**

The operational property portfolio comprises 432 establishments with a building floor area of 760,163m<sup>2</sup> from which a Council service is delivered. These are recognised establishments within the Council, which may comprise more than one building and may accommodate multiple Resources and uses. Operational property accounts for 94% of the total property portfolio.

#### **3.2 Non-Operational Property**

The Council has a tenanted, non residential, lease portfolio which consist of 741 properties, with a passing rent £4,759,285 as at 31 March 2017.

The role of this portfolio, which comprises of a wide range of property interests from ground rents for major retail developments through to business centres, is to support the economic and social objectives of the Council as well as meeting corporate financial targets.

#### **Property for Lease**

#### **3.3 Common Good**

Historically, Common Good meant all property, especially heritable property vested in the Burgh and administered by the Magistrates and Council on behalf of the community of the Burgh. South Lanarkshire Council are statutory successors and have legal rights and responsibilities in relation to common good assets including a legal right to apply funds held in the Common Good Account to carry out repairs.

#### **3.4 Surplus Assets**

In accordance with the Council's Surplus Property Strategy, details of land and property potentially suitable for redevelopment or disposal are circulated to all Resources and Community Planning Partners via the Property Bulletin for expressions of interest.

Any sites with competing interests are judged against Council priorities and recommendations made following consideration of planning, title and other legal constraints.

#### **Property for Sale**

#### **3.5 Land**

The Scottish Government requires local authorities to formulate appropriate policies and plans to effectively manage, protect and promote the natural environment including open space and green networks.

South Lanarkshire Council has a diverse range of land assets including: open space; burial grounds and cemeteries; parks and recreation grounds; play areas and skate parks; car parks; allotments.

## **4. Objectives**

### **4.1 Context**

The main driver of Property Asset Management is to support service delivery. Through a process of continuous improvement the Council seeks to progressively provide a remodelled and more sustainable property portfolio. This is based on the Corporate Standard that property should be in good condition, well maintained, well used and energy and cost efficient.

### **4.2 Asset Management**

The challenge is to retain those assets which are suitable for service delivery and support the Council's strategic objectives. This strategy will create an efficient, fit-for-purpose and sustainable core estate that delivers best value in terms of investment, running costs, maintenance and environmental impact. We will:

- rationalise our asset base to better meet our current and projected business needs;
- carry out tactical improvements to our retained assets;
- ensure that our retained assets are as energy efficient as possible;
- continue to develop innovative methods of providing new facilities and only provide these where there is a compelling business need to do so;
- demonstrate the requirements for any future capital investment to be directed towards meeting the above objectives.

### **4.3 Property Utilisation**

The Council is committed to maximising the use of assets by ensuring they are utilised to maximum potential, i.e. make better use of buildings / areas that perform poorly on space usage.

### **4.4 Property Rationalisation**

It is vital that savings are maximised through rationalisation of the estate by ensuring the Council retains only those assets that support its strategic objectives, i.e. establish a core estate. One of the most important initiatives in this regard is working with other government agencies (Police Scotland, Scottish Fire and Rescue Service, Scottish Ambulance Service, NHS Lanarkshire, Department for Work and Pensions), to identify co-location opportunities which are in the Council's best interests.

#### 4.5 Corporate Office Accommodation

The Council is currently working on a strategy to reduce overall property costs relating to office accommodation taking account of energy, maintenance, recharging and staffing arrangements. It is imperative to maximise usage in those retained and ensure these properties can continue to support service delivery in terms of size, location and accessibility. The current move is towards centralisation of resources within assets. This movement is in parallel with staff shrinkage as a result of efficiency savings and an expectation of similar reductions over the forthcoming years.

#### 4.6 Prioritised Investment

A Corporate Working Group has been established to oversee and make recommendations on priority investment within the operational property portfolio. The Group considers how priorities are set to meet the aspirations of the Prioritised Investment Fund, which is to help ensure service delivery from operational properties throughout the term of the current Capital Programme i.e. until 2020.

#### 4.7 Planned Maintenance

The property maintenance strategy was principally adopted to protect and maintain the significant Capital investment within new build and refurbished properties. This relates to areas of mandatory maintenance which are required to ensure that the Council remains legislatively compliant and covers key risk areas such as Asbestos, Water Quality and Fixed Electrical Testing as well as other key legislative and maintenance areas to maintain properties at a reasonable and compliant standard.

The Council has incorporated into the model other areas of essential maintenance and these two areas together form what is known as the core maintenance package which is delivered across all properties.

In addition to core maintenance, in all properties constructed or refurbished after the year 2000, the Council has adopted additional best practice maintenance to ensure that the high investment in new properties since the year 2000 will be preserved in future to allow best value and future service delivery to be secured.

A programme of surveys and risk assessments has allowed a managed programme to be developed to ensure ongoing compliance in legislative areas. There are currently 195 buildings on full planned maintenance and a further 270 on core maintenance.

#### 4.8 Reactive Maintenance

All properties have access to a daytime and out of hours call centre where emergencies are recorded and prioritised accordingly depending on service delivery disruption, emergency nature and the elimination of risk, health and safety issues and minimising consequential damage.

#### 4.9 Property Reviews

Through its approach to Asset Management Planning and prioritised investment strategy the Council regularly reviews its property requirements with a view to improving the condition, suitability and effectiveness of its portfolio, identifying opportunities to improve service delivery and create a sustainable portfolio.

#### 4.10 Energy Management

An annual energy/ carbon budget of £11.956m in 2016/17 emphasises the importance of focusing on energy management and investing in energy saving projects. Renewable technologies and staff behavioural programmes to lower the council's dependency on grid electricity and gas, reducing both carbon emissions and energy costs. Actual costs, for 2016/17, of £10.989m demonstrate the effectiveness of these measures.

Central Energy Efficiency Fund (CEEF) is a revolving fund for implementing energy efficiency projects, which will achieve energy efficiency and carbon emissions reductions, in Council General Service's properties. Each project is initially evaluated to ensure it meets the Scottish Government's Energy Efficiency Low Carbon Economy Unit CEEF criteria and is then appraised using Scottish Government software to calculate the estimated energy and financial savings. Projects meeting the criteria are initially funded through CEEF and Resources reimburse the fund annually, using projected savings in expenditure.

Since the start of the CEEF Programme in 2005/06, the revolving fund has been responsible for a total of £3.747m of investment, up to and including 2015/16. The total estimated savings from this investment, over the lifetime of the technologies are:-

- Lifetime cost savings (not index linked) £18m
- Lifetime energy savings 302,848,972 Kwh
- Lifetime carbon savings 108,354 tonnes of CO<sup>2</sup>

Energy efficiency is essential to meeting the ambitious target to reduce carbon emissions by 42% by 2020 and by 80% by 2050 within the provisions of the Climate Change (Scotland) Act 2009. All new builds are to meet Building Standards Section 6 and 7 (Silver Sustainability Label). The energy running costs of our older less efficient building stock is a key consideration when programming buildings' disposals and sales.



Carbon Reduction Commitment (CRC) is a mandatory UK carbon tax levied on both public and private sector organisations whose non domestic energy consumption levels exceed scheme participation levels. Energy use in buildings is forecast to be around £0.82m pa for 2016/17.

CRC carbon cost rates increase over the years to incentivise organisations to become more carbon efficient. For instance the carbon price £12 per tonne of CO<sup>2</sup> introduced in 2011/12 has risen to circa £16 per tonne of CO<sup>2</sup> in 2016/17. SLC buildings carbon emissions for 2016/17 are forecast to be circa 52,000 tonnes.

#### 4.11 Security Management

The Security Strategy for South Lanarkshire Council strives to create safe and secure environments in which to work, live and visit. The strategy was created after a number of high crime risks faced by the council at their General Services Properties, was identified in 2005 and brought to the attention of the Council's Corporate Management Team.

The strategy was introduced in 2008 and is based upon four main guiding principles:

- To reduce criminality at General Services Properties
- To provide an effective and sustainable Public Space CCTV System
- To ensure compliance under the Data Protection Act
- To achieve effective Joint Working Partnerships

Several key performance indicators are used to monitor the progress of the strategy. The two main ones are the number of incidents of crimes (break-ins, thefts, vandalisms and fire-raising) and the cost of these crimes. Since the strategy was put into action the number of incidents of crime at properties has been reduced by 80% and the cost of these crimes by 94%.

#### 4.12 Data Management

The Council has developed a web based operational property system called Infoprop for assisting in property management. The system includes the capability of holding annual core facts for each property which can be viewed by all clients and partners involved with the process. This has assisted in a collaborative approach to Asset Management and a single source for all operational property data when required.

The Council has also radically reviewed its property condition information changing from a format of complex, detailed condition surveys to a simplified graphical system: the Asset Discussion Paper. This readily identifies both the risk and cost by individual element for the building based on the remaining economic life of each of the elements.

The Paper includes a section for Resources to complete in relation to the future service strategy for the property. This allows a fully collaborative and integrated investment strategy to be agreed.

#### 4.13 Community Asset Transfer

The Community Empowerment (Scotland) Bill aims to make the most of the talents that exist in our communities; deliver high quality and improving public services; and support strong local democracy and local decision-making. Under the terms of the legislation a legitimate organisation can apply for property owned outright by the Council or where there is a lease between public bodies. The Council must assess the application and provide a Decision Notice stating whether the request has been agreed or refused.

#### 4.14 Asset Valuation Programme

All 1307 defined assets are valued at least once every five years. A Valuation Programme is set each year where around 400 assets are re-valued. In addition new builds and impairments are valued on receipt of Completion Certificates.

### **5. Performance**

#### 5.1 Context

The annual performance review analyses the current operational portfolio and forms an integral part of the Council's asset management strategy.

#### 5.2 Core Facts

Within the Asset Management Plan properties are assessed on a number of Core Facts including Condition, Suitability and Sufficiency (level of occupancy).

Whilst Condition is assessed for the overall establishment, Suitability and Sufficiency are assessed for each service use within the establishment and therefore the numbers reported against these categories are greater, taking into account the various services delivered from each of the establishments.

Core Fact	2017				2016		
	Number of properties assessed	Category	Number by category	Percent by category	Number of properties assessed	Number by category	Percent by category
<b>Condition</b>	432	Green	294	68%	442	305	69%
		Amber	121	28%		114	26%
		Red	17	4%		23	5%
<b>Sufficiency</b>	1165	Green	416	36%	1195	421	35%
		Amber	714	61%		744	62%
		Red	35	3%		30	3%
<b>Suitability</b>	1165	Green	950	82%	1195	968	81%
		Amber	200	17%		211	18%
		Red	15	1%		16	1%
<b>Opportunity</b>	1165	Green	898	77%	1195	902	75%
		Amber	222	19%		222	19%
		Red	45	4%		71	6%
NOTE: The number of properties in each category varies due to some property types requiring limited surveys, e.g. play areas or non SLC properties.							

The table demonstrates continued progress towards the Council's strategic objective of establishing a core estate through property rationalisation. Despite the current financial climate and reduced funding to Scottish Local Authorities, the figures show that, through programmes of Prioritised Capital Investment and Planned Preventative Maintenance, performance remains positive with only a small shift from green to amber in terms of Condition.

### 5.3 Performance Indicators

The Council has 432 establishments comprising 1165 service uses with 611 of these service uses from operational buildings. Local Government Benchmarking Framework (LGBF) Indicators are reported annually to the Improvement Service. All operational buildings have been accurately surveyed and the return relates to the operational buildings which have a gross internal floor area of 760,163m<sup>2</sup>.

- Condition is assessed as the percentage of floor space of operational buildings which are in a satisfactory condition (categories A & B in Core Facts). This indicates 86.7% of properties are in a satisfactory condition, sustaining performance from the previous year.

- Suitability is assessed as the percentage of operational buildings which are considered to be suitable for service delivery (categories A & B in Core Facts excluding those which have been assessed as having a poor location). This indicates 96.1% of properties are suitable for service delivery. Continued implementation of the Council's asset management strategy and plans has resulted in a clear focus in optimising Council buildings to ensure that they are suitable.

In terms of public access, the number of Council buildings from which the Council delivers services to the public is 568.

- Accessibility is assessed as the percentage of buildings from which the Council delivers services to the public in which all public areas are suitable for, and accessible to, disabled people. This indicates 99.3% of properties are accessible.

#### 5.4 Property Costs

In 2016/17 Gross Property Costs of the Operational Estate accounted for 11.90% of the Council's Gross Revenue Budget.

In terms of Repairs and Maintenance over 20,000 orders were issued at a total investment of £5.8m.

#### 5.5 Estates Management

The percentage of lease portfolio properties that are void is 9.3% (90.7 % occupation) and the percentage debt of invoiced income is 6.2% (93.8% recovery).

Service requirements are continually reviewed and properties no longer required for operational purposes are declared surplus through the Council's Executive Committee and transferred to the Corporate Land Bank for future disposal. A total of £6.335m of capital receipts were generated in 2016/17.

#### 5.6 Energy Management

A means to gauge a building's energy efficiency is by its Energy Performance Certificate (EPC) rating. EPCs look similar to the energy labels provided with vehicles and many household appliances. The EPC provides an energy rating of the building on a sliding scale from A to G, where A is very efficient and G is the least efficient.

The better the EPC rating, the more energy efficient the building's design and construction is, and the lower its carbon emissions and energy costs are likely to be.

All publicly accessible buildings over 250m<sup>2</sup> require an EPC which must be displayed on the site. The table below shows the EPC ratings currently held for the overall establishments. These will be reviewed every 10 years or where there are significant alterations to the building.

<b>EPC Rating</b>	<b>Number</b>
A	28
A+	8
B	39
B+	23
C	11
C+	20
D	12
D+	1
E	12
E+	4
F	23
F+	3
G	63
No Rating	185
<b>Total</b>	<b>432</b>

#### 5.7 Security Management

During the year 2015/16 there were 189 incidents of crime with a cost to the Council of £97,247. The corresponding figures for the year 2016/17 were 165 and £71,918 respectively, reflecting the continued downward trend as a direct result of the Council's Security Strategy.

## **PART 2: ACTION PLAN**

### **1. Corporate Model**

#### **1.1 Ownership Model**

In order to manage the Council's property assets in a more strategic way, it will be necessary to develop a model that supports the principle of Corporate "ownership" of property assets. The Council's ownership model is proposed to be changed from one that assumes Resources own their property to an acceptance that assets are "owned" and controlled corporately.

### **2. Efficiency and Outturn Reviews**

#### **2.1 Property Review**

On reviewing the Council's asset management and maintenance, savings have been identified which can be achieved through termination and renegotiation of leases, relocation of services and changes to opening hours. The office portfolio includes a number of leased properties, with leases which terminate beyond the timescale of this review. There is, however, an opportunity to consider the benefits which could be realised now, through renegotiating the terms of existing leases. Although there is potential to deliver savings, the true position can only be established through dialogue with the Landlords. It should be noted that the maximum benefit may be realised through committing to a longer occupation of the buildings.

#### **2.2 Utilities Review**

Work to review opportunities in usage and billing of utilities has identified potential efficiencies that can be achieved in water, gas and electricity through reduction in consumption and spend to save initiatives. This work will continue in the forthcoming year with a view to implementing a number of these initiatives.

#### **2.3 Strategic Energy Review**

Housing and Technical Resources are currently exploring potential energy saving projects that will generate Revenue savings for the Council. Several viable projects have been identified, the main priority being the provision of a new Combined Heat and Power (CHP) district heating network (DHN) connecting various SLC properties in the vicinity of Almada Street, Hamilton.

#### **2.4 Service Reviews**

A number of Service Reviews are currently being undertaken within the Council, the outcomes of which are likely to have implications for the property portfolio, such as:

- The Fleet Services review will be subject to a range of options appraisals including the future provision of vehicle maintenance.
- The Customer Contact Review proposed implementation of a revised operating model for Customer Services, split into two phases. The initial phase which focussed on the four offices which are not located within multi functioning Council offices, i.e. Carluke, Blantyre, Larkhall and Rutherglen is now complete.
- The Leisure Review is likely to impact on properties used to deliver sport and physical activity, outdoor recreation, halls and culture, libraries and museums.

### **3. Area Reviews**

3.1 Working with services and partners, the Council will continue its programme of area reviews to deliver a range of outcomes, the most likely being:-

- No change, continue to maintain the property as is, with repairs and maintenance being programmed through the repairs budgets and prioritised investment fund
- Review
- Relocation/re-provision of services within an area leading to better use of existing assets
- Releasing assets for other operational uses or sale through the Property Bulletin process
- Releasing the Council from existing lease agreements
- Community Asset Transfer
- Capital Investment Projects identified for future Capital Bids
- Declare surplus immediately

3.2 Not all opportunities will be deliverable within the same timescales, some changes will be dependent on a chain of events and there will be budget implications in terms of the costs of implementation and possible capital receipts/savings. As a result outcomes from an area review will be flagged as short, medium or long term.

### **4. Property Rationalisation**

#### **4.1 Capital Receipts**

There will be a significant reliance on Capital Receipts in order to fund rationalisation of the property estate to meet service improvements. Although market conditions are difficult, Capital Receipts need to be maximised and opportunities for securing receipts need to be explored. A total of £6.335m of capital receipts were generated in 2016/17.

## 4.2 Core Estate

In the medium term property rationalisation will lead to a change to the Council portfolio so that it has fewer buildings. Those that remain will need to be more flexible, well matched to service requirements and well maintained. Property will need to be more intensively used and often on a shared use basis with other agencies.

## 4.3 Surplus Assets

The Council must consider how to dispose of assets in a way that provides value for money and maximises capital receipts by assessing the marketability of projects during the decision making process. Surplus assets need to be disposed of as quickly as possible as rates relief is no longer available for empty properties.

Where properties cannot be disposed of alternative uses require to be considered e.g. Community Asset Transfer or demolition.

## **5. Prioritised Investment**

5.1 A regime of inspection will be undertaken to establish risk and provide detailed recommendations for future investment. This should be related to investment to retain service delivery, but exclude lower value work which should be undertaken through planned or reactive maintenance.

5.2 The annual programme of condition surveys will continue to provide reliable information from which investment priorities will be recommended. This information will continue to be shared and discussed with resources to ensure that property investment plans are aligned with service priorities.

## **6. Maintenance**

### 6.1 Planned Maintenance

The Planned Preventative Maintenance Programme is primarily aimed at maintaining those properties either constructed or having undergone a major refurbishment after 2000 in a good condition and maintaining all properties to a compliant standard.

From 2017/18 the programme has been extended to include decoration in non high maintenance areas in older post 2000 properties.

### 6.2 Reactive Maintenance

2017/18 will see control of the reactive maintenance budgets transferring to Housing and Technical Resources. The level of reactive maintenance will require to be continually monitored given the limited finances available.



## **7. Energy Management**

### **7.1 Central Energy Efficiency Fund (CEEF)**

Although, the requirement to report to the Scottish Government, relative to progress on the CEEF funding provided, ended in 2015/16, the Council has decided to continue with the existing CEEF programme including repayments from Resources. When delivering future programmes the following main criteria will be considered:-

- That projects have a reasonable pay-back period
- Availability of match funding from external sources, e.g. SEEPS
- Projects which have been approved through the Strategic Energy Review

### **7.2 Carbon Management Plan**

We will continue to maximise the energy efficiency of all operational properties in support of the Carbon Management Plan by achieving a reduction in energy consumption across the energy portfolio.

### **7.3 Water Consumption**

We will obtain accurate measureable consumptions for all major properties and use this information to achieve a reduction in water consumption and associated costs.

## **8. Security Management**

With regard to the two main indicators, i.e. number of incidents of crimes and the cost of these crimes, the security strategy will endeavour to prevent any significant increase in both the incidence and cost of crime over the forthcoming year. To assist with this, an action plan is in place with the main areas of work being:

### **8.1 Design Liaison**

All new build and refurbished properties will continue to have their security infrastructures designed and approved by specialists within the Council. This will make certain that all projects are to a security standard that is fit for purpose and support the objectives of the Security Strategy.

### **8.2 CCTV**

The CCTV Control Centre continues to monitor public space cameras and property CCTV systems to address any crime and community safety issues. The Centre not only works in partnership with Police Scotland in the prevention and detection of crime, but also with other Council Resources in support of many other areas of the Council's service delivery.

### 8.3 Crime Risk Management

Where the Council may be unfortunate enough to suffer crime, then any incidents will be thoroughly investigated. Individual action plans will be issued to the property responsible persons and measures implemented to prevent any potential reoccurrence.

## 9. **Data Management**

- 9.1. We will develop, manage and publish valid Corporate Land and Property Information by continuing to prioritise the development and publication of data in line with Scottish Government guidance on INSPIRED.

## 10. **Community Asset Transfer**

### 10.1 Asset Transfer Requests

The Council is supporting the transfer of property assets to community groups through Community Asset Transfer. The Community Empowerment Act extends the community right to buy and aims to empower community bodies to have a bigger say in the services and decisions that matter to them. In order to assist with achieving appropriate transfers, the Council should consider investment in relevant properties to support community empowerment via asset transfer.

### 10.2 Community Right to Buy Land

The Council will have to consider any applications to purchase land, including abandoned and neglected land, in accordance with the revised Land Reform (Scotland) Act 2003.

## 11. **Lease Portfolio**

- 11.1 We will review the lease portfolio to establish whether leased-in properties should be extended or surrendered while taking due account of dilapidation costs. Where it is in the Council's best interests to surrender the lease, funding will be required to meet the cost of any dilapidations.
- 11.2 We will develop options for Capital investment in the leased portfolio in order to protect income levels and improve performance in line with the Business Plan.

## 12. **Open Space**

- 12.1 New Scottish Government planning legislation and the introduction of the Community Empowerment (Scotland) Act places an onus on the Council to develop an Open Space Strategy and publish a register of land owned by the Council and leased to it. As part of this process the Council is developing a framework for an Open Space Asset Management Plan with the intention of producing the first separate plan in 2018.

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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