



Community and Enterprise Resources

Community and Enterprise Resources

Resource Plan 2016-17

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Section One – Introduction

I am pleased to introduce our Resource Plan for 2016-17 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. This plan reflects the council's key priorities of the Council Plan 'Connect', provides an overview of the Resource's main areas of activity, summarises our service achievements in 2015-16 and sets out our plans for maintaining and improving services for 2016-17.

South Lanarkshire is home to just over 310,000 people and covers 180,000 hectares of land, stretching from a few miles from the centre of Glasgow to close to the Scottish border. Providing services in this large and diverse geographical area is a considerable challenge for Community and Enterprise Resources, and in 2016-17, the Resource will spend just under £118.601 million on delivering key services, plus a further £57.220 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 employs 3,358 people who together provide a wide range of services for local communities, including:

- assisting and guiding physical development and regeneration;
- setting and managing the development framework for the council area;
- promoting economic development, access to jobs and supporting local businesses;
- managing programmes to tackle disadvantage and deprivation;
- road maintenance and reconstruction and supporting safe and effective transport;
- maintaining and developing community facilities, play parks, gardens and open spaces;
- collecting and disposing of waste and recycling;
- protecting public health and the environment through the delivery of environmental health services;
- keeping our streets clean and free from pests;
- providing bereavement services;
- providing facilities services in schools, nurseries, principal offices, police stations, and for the Fire and Rescue Service;
- providing welfare meals to the elderly;
- providing a comprehensive conference and banqueting service to internal and external council clients;
- protecting consumers and advising businesses by providing consumer and trading standards services;
- managing the council's vehicle fleet; and
- leading the council in developing and promoting sustainability.

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 museums, libraries, arts centres and sports and leisure centres.

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

- Through employability programmes, we assisted over 2,542 people to successfully secure employment or commence education or training, and we assisted 1,560 businesses with grants, loans or property advice.
- We implemented our 2015-16 Tackling Poverty programme.
- We resurfaced 6.16% of our road network, and installed over 31,000 LEDS in street lights as part of the LED lighting programme.
- We rolled out the new food and garden waste collection service to households in Hamilton and East Kilbride.
- Our Environmental Service responded to 97.18% of public health incidents within two working days.
- We completed the final year of our five year investment programme on fixed play areas.
- The Customer Service Excellence Award was retained in our Planning Service, Building Standards Service, and Bereavement Service.
- We received the Scottish Green Apple Award for the installation of 'can crushers' across all South Lanarkshire secondary schools.
- Cambuslang Park and Strathaven Park retained the Green Flag Award, and Beautiful Scotland and RHS Britain in Bloom issued a number of other 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 Facilities Service retained the SOIL Association Food for Life Bronze Award and Healthy Living Award for promoting healthy, local produce in menus within primary schools, council headquarters and in the Fire Service; the Service also received the Royal Society for Prevention of Accidents Gold Award for its overall commitment to health and safety in the workplace.

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 is more to be done and new challenges to face, and this Resource Plan outlines how we will develop and improve our services over the next year, taking account of the direction set by Connect, the Council Plan. Our priorities for the year include:

- helping to create or sustain between 500 – 1,000 jobs as a direct result of local authority intervention, and managing the £4.1 million Tackling Poverty Programme;
- supporting the Glasgow and Clyde Valley City Deal in the delivery of infrastructure, employability and business competitiveness projects;
- progressing the refurbishment of East Kilbride Ice Rink and completing development of community facilities within the new build Abington Primary School;
- resurfacing a further 4.2% of the road network and delivering road safety projects / schemes;
- progressing the procurement of a long term waste treatment contract; and
- contributing to a reduction in the council's greenhouse gas emissions.

Further detail on our priorities for 2016-17 is included within the action plan at section 6 and can also be found within the service action plans which complement this Resource Plan.

As we look forward to the challenges in the year ahead, the continued commitment and effort of all our employees remains vital in delivering the council's vision: 'to work together to improve the quality of life for everyone within South Lanarkshire'.



Michael McGlynn
Executive Director
Community and Enterprise Resources

Section Two – Context

2.0. Introduction

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

The 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 2015-16:

Facilities, Waste and Grounds Services

- provided 4.718 million nutritious school meals and over 96,400 community meals to Social Work clients
- managed 164,251 tonnes of waste from 148,396 households and other council areas, and recycled 76,842 tonnes of different materials, including plastics, paper, metals, and glass
- maintained almost 2,700 hectares of diverse land types and 3,216 gardens as part of the council's care of garden scheme
- carried out 1,279 burials and 1,312 cremations
- cleaned up just over 260 items of graffiti
- attended to over 1,650 arboricultural enquiries
- provided landscape design and horticultural service advice to 23 local community groups

Roads and Transportation Services

- carried out 243 carriageway improvement and 46 footway improvement schemes and resurfaced 6.16% of the council's roads network
- continued a programme of street lighting improvement/renewals by installing 31,000 LEDS within street lights and replacing 2,588 lighting columns
- completed Route Action Plan works at four locations across South Lanarkshire, along with various other road safety infrastructure improvements
- delivered traffic signal and pedestrian crossing maintenance improvements and new installations at seven locations
- delivered projects aimed at increasing cycling, including: the completion of cycle route works on the NCN 74 Larkhall to Stonehouse and the first phase of the NCN 74 between Lesmahagow and Happendon; the continued development of routes in East Kilbride, with a footway/cycleway being constructed on Calderwood Road; and the installation of a toucan crossing and additional works on existing routes in Rutherglen and Cambuslang

Fleet and Environmental Services

- managed and maintained the council's fleet of 1,628 vehicles and items of plant machinery
- transported 1,628 children and adults to council facilities each day
- procured 203 new vehicles and items of plant
- carried out just under 2,480 inspections and alternative enforcement interventions at food premises and just over 300 health and safety inspections and investigation visits

- acted on over 4,200 enquiries relating to environmental pollution, over 3,700 pest control requests, 451 reports of stray dogs and 2,086 noise complaints, and conducted 2,812 litter and dog fouling patrols
- provided advice and assistance in relation to over 3,600 trading standards related complaints and obtained £384,000 of redress for local consumers in terms of faulty goods and services

Planning and Economic Development

- processed 4,187 planning and building warrant applications, representing several hundred million pounds of investment
- dealt with 20 planning appeals
- through employability programmes, 2,542 people successfully secured employment or commenced education or training
- 1,560 businesses were assisted via grants, loans or property advice, generating £10.13 million in sales and creating or sustaining 718 jobs
- £13.17 million external funding support was secured from the EU, National Lottery, Scottish Government, and the Heritage Lottery Fund

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

2.2. Social Change, Legislation and Policies

2.2.1. City Deal

A City Deal worth £1.13 billion for the Glasgow City Region was agreed in July 2014. The City Deal will be used to fund major infrastructure projects, drive innovation and growth, and address challenges in the local labour market. Within the City Deal, four projects will be funded within South Lanarkshire – Cathkin Relief Road (£22 million), Greenhills Road / A726 (£23 million), Stewartfield Way (£62 million) and Community Growth areas (£62 million).

Community and Enterprise Resources' Roads and Transportation Service is leading the delivery of the first three major roads projects, the bulk of the work taking place between 2016 and 2021. The Planning and Economic Development Service is leading on the Community Growth Areas project which seeks to advance private sector housing provision in four key locations within South Lanarkshire. 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 regeneration and tackling poverty

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

To this end, Community and Enterprise Resources, through the work of Planning and Economic Development, will continue to provide support to businesses in 2016-17. Activity will be focused on innovation and growth and ensuring business support activities are targeted to achieve the best outcomes.

The Service will also continue to lead on partnership work to tackle poverty and inequality and will support two key community planning themed boards – Sustainable Economic Growth and Tackling Poverty and Inequalities. This work will provide over £5 million in 2016-17, to support a range of activities to tackle the causes and effects of poverty, with the focus on early

intervention and prevention; early years; health improvement; employability; and financial inclusion / welfare reform.

Tackling poverty and inequality continues to be a key priority nationally and locally. The Scottish Government’s Child Poverty Strategy published in March 2014 suggests that reductions in poverty levels will be reversed as a consequence of the Welfare Reform Programme. Through the council’s Corporate Welfare Reform group, the Resource’s Planning and Economic Development Service plays a key role in the development and delivery of the council’s Welfare Reform Action Plan.

2.2.3. Planning and Building Standards

Comprehensive development of Planning and Building Standards supporting information and communications technology software will be undertaken during 2016-17, to support the Scottish Government’s e-Development work stream. This includes changes affecting the Planning and the Building Standards casework, EDRM and workflow systems. A comprehensive change management plan will be prepared to address the potential short term impact of these changes on the work of these service areas.

The outcome of the Scottish Government’s Independent Review of the Scottish Planning System will be reported to Scottish Ministers in 2016-17. Thereafter, Scottish Ministers will respond to its recommendations with a programme of work to take forward further improvements to the planning system. The Planning and Building Standards services will ensure that they are in a position to take the action required to implement the changes proposed by Ministers.

2.2.4. Statutory Requirements

New and revised legislation will impact on the work of the Resource in 2016-17. These include:

Statutory Requirements – Community and Enterprise Resources	
Legislative Area	Impact
The Climate Change (Scotland) Act 2009	<p>The Climate Change (Scotland) Act 2009 places duties on the entire Scottish public sector to contribute to the delivery of national greenhouse gas emission reduction targets.</p> <p>For South Lanarkshire Council, this includes: taking action to reduce greenhouse gas emissions from the delivery of our own services, and using council powers and influence to reduce emissions in the South Lanarkshire area in general through, for example, the delivery of planning, roads and transportation and waste management services (all Community and Enterprise Resources services). The Act also requires all local authorities and other major players to report on what is being done to comply with climate change duties. This statutory reporting was introduced in 2015, with the first mandatory report year covering the period 2015-16.</p> <p>In addition, the Act requires the council to consider taking action to prepare for the <i>impact</i> of future climate change. Community and Enterprise Resources will take a lead role in engaging community planning partners in joint action on climate change.</p>

Statutory Requirements – Community and Enterprise Resources	
Legislative Area	Impact
Zero Waste Strategy and the Waste (Scotland) Regulations 2012	<p>The Scottish Government's Zero Waste Plan aims to promote the recovery and reuse of resources in waste. The strategy sets challenging targets for the recycling and composting of domestic waste by local authorities (50% by 2013, 60% by 2020 and 70% by 2025). These targets should be achieved alongside the Scottish Government's forthcoming ban on the land-filling of municipal biodegradable waste.</p> <p>The council faces significant new challenges as a consequence of the Waste (Scotland) Regulations 2012, both as a waste collection authority and as a producer of waste. New duties require councils to introduce a household food waste collection service, promote high quality recycling, and ensure the collection and separate transportation of dry recyclable materials. Community and Enterprise Resources' Waste Service has commenced the roll out of these new recycling services, with full implementation to be achieved by the end of 2016.</p>
Community Empowerment (Scotland) Act 2015	<p>The Scottish Government introduced this Act which contains diverse proposals with potential implications for Community and Enterprise Resources. As well as permitting the Scottish Government to set national outcomes relating to functions carried out by local authorities, the 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, but the full implications will be clear when the relevant statutory instruments and regulations are issued.</p>
Flood Risk Management (Scotland) Act 2009	<p>Flood Risk Management Strategies have now been published by SEPA for all 14 Local Plan Districts within Scotland. The Strategies 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 have been developed in parallel with the Strategies, are scheduled to be published by local authorities in June 2016. These LFRMPs provide local detail on the funding and delivery timetable for actions between 2016-2021, and will be updated every six years.</p> <p>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 both the development of the first LFRMP and in undertaking the relevant actions set out within it.</p>
EU Directive 24/2014 on Public Procurement, implemented through Procurement reform (Scotland) Act 2014 and	<p>These new procurement regulations relate to the requirement for public sector procurement to focus on the sustainable economy rather than merely purchasing goods and services.</p> <p>South Lanarkshire Council hosts the Supplier Development Programme (which is supported by our Planning and Economic Development Service). The Supplier Development Programme will cascade best practice on the implementation of these new</p>

Statutory Requirements – Community and Enterprise Resources	
Legislative Area	Impact
Public Contracts (Scotland) regulations 2015	regulations. Activity will focus on stimulating sustainable economic growth as well as efficient use of public funds, facilitating, in particular, the involvement of small and medium sized enterprises.

Specific actions to address these legislative impacts are detailed in Section 6 of the Resource Plan.

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

2.3.1. The South Lanarkshire **Community Plan** is currently structured around 5 aims:

- improving health inequalities;
- reducing crime and improving community safety;
- promoting sustainable and inclusive communities and opportunities for all throughout life;
- ensuring sustainable economic recovery and development; and
- tackling poverty.

2.3.2. A new **Single Outcome Agreement** (SOA) was agreed by the Community Planning Partnership in September 2013 setting out the Partnership’s priorities over the next 10 years.

The SOA priorities are:

- Tackling Poverty
- Early Years and Early Intervention
- Economic Growth and Recovery
- Employment
- Health Inequalities and Physical Activity
- Outcomes for older people
- Safer and Stronger Communities and Reducing Reoffending

2.3.3. The SOA is accompanied by a **Partnership Improvement Plan** (PIP) which sets out how the Community Planning partners will deliver the SOA, focusing on where partnership working adds most value and can have the greatest impact. The PIP structure reflects the work of the “thematic groups” which lead on the SOA priorities.

The Partnership Improvement Plan is structured as follows:

Partnership Thematic Group	SOA priorities
Community Safety	Safer and Stronger Communities and Reducing Reoffending
Economic Growth	Economic Growth and Recovery Employment
Getting it Right for South Lanarkshire’s Children (GIRFSLC)	Early Years and Early Intervention
Health, Care and Wellbeing	Health Inequalities and Physical Activity Outcomes for Older People

Tackling Poverty and Inequalities	Tackling Poverty
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The council works in partnership to achieve the aims of the Community Plan and the SOA, and reflects its commitment to Community Planning within the Council Plan.

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

2.4. Other commitments

2.4.1. Partnership working

The joint statement on the relationship between Government and the third sector aims to establish a successful relationship between Scottish Government, local government and the voluntary sector. At a local level, there is a formal contract between the voluntary sector and the Community Planning Partnership. In 2016-17, Community and Enterprise's Planning and Economic Development Service will work closely with Voluntary Action South Lanarkshire to develop this relationship and to ensure better linkages between the public and voluntary sectors.

In order to ensure that South Lanarkshire remains at the forefront of economic development, the council will remain a key partner in the Clyde Gateway Urban Regeneration Company and the Glasgow and Clyde Valley City Deal, and informal partnerships will continue to be developed with Scottish Enterprise, private sector operators and businesses, and with other public bodies such as North Lanarkshire Council, VisitScotland, the Scottish Local Authorities Economic Development Group, Scotland Food and Drink, etc. The Service will also continue to play a leading role in supporting and developing national business assistance initiatives such as the Supplier Development Programme, Business Loans Scotland and the Business Gateway.

2.4.2. Service reviews

During 2015-16, efficiency reviews of the following services have been undertaken (many of which are still underway):

- Finance (all Resources)
- Employability
- Regeneration (all Resources)
- Overtime (all Resources)
- Working patterns
- Advice and voluntary sector (all Resources)
- Fleet
- Facilities management
- South Lanarkshire Leisure and Culture
- Contracts (all Resources)

The recommendations, action plans and changes to service delivery from these service reviews will be introduced during 2016-20.

Further service efficiency reviews, including Planning and Building Standards, Roads and Transportation, Policy and Strategy, Business Administration, and Waste Management will continue to be examined 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 discrimination, harassment and victimisation; promoting equality of opportunity; and fostering good relations in all that it does. In doing so, it will reduce disadvantage and deprivation arising from its own activities and will work with others to do so in the South Lanarkshire area.

Community and Enterprise Resources has a key role to play in delivering the council's equality outcomes, and will take forward the following actions (as set out within the council's Mainstreaming equalities report 2013–17):

- Ensure there are adequate provisions 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.
- Take account of disabled requirements when street-scaping throughout South Lanarkshire's shopping centres.
- Help businesses within the community grow and develop.
- Ensure inclusive design is adhered to when designing buildings in South Lanarkshire.
- Increase the knowledge of vulnerable groups regarding healthier lifestyles and family life.

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 Strategy; Climate Change Duties Improvement Action Plan; and the Biodiversity Implementation Plan, both in co-ordinating activity around these areas for the council as a whole, and in delivering particular aspects of the above Strategy and Plans, 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 recognises 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 2014-17. 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 is currently preparing its first Records Management Plan for submission to the Keeper of the Records during 2016. The submission of a Records Management Plan is a statutory requirement of the Public Records (Scotland) Act 2011.

The preparation work for this has included a comprehensive review of policies and procedures concerning the management of information and records which is ongoing.

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 funding; income generated by the council; and savings difficulties;
- failure by the council to effectively manage the processes and practices to reduce the impact of welfare reform;
- failure to maintain the pupil/teacher ratio;
- information management is not subject to adequate control;
- fraud, theft and organised crime;
- failure of the council to prepare effectively for the Integration of Health and Social Care;
- failure to effectively plan and manage strategic change; and difficulties demonstrating continuous improvement;
- climate change and adverse weather;
- failure to address fuel poverty; and
- implementation of Self Directed Support.

Community and Enterprise has an input to the top risk - reduction in funding / income – and leads on one of the other risks - climate change and adverse weather.

The top risk identified for each Service in 2015 was as follows:

- Planning and Economic Development: Reduction in income from Planning/Building Standards applications.
- Fleet and Environmental: Inability to maintain sufficient fuel stocks resulting in limited number of available vehicles.
- Roads and Transportation: Climate change/adverse weather – storms, flood, severe cold weather.
- Facilities, Waste and Grounds: Increase in settled public liability claims resulting from defects on land/bridges within grounds account.

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. Benchmarking

Best value, a concept first introduced into the public sector through the Local Government (Scotland) Act 2003, seeks to drive continuous improvement in public service delivery. Best value has entered a new era which is intended to bring about more proportionate and risk-based external scrutiny of councils by national inspection bodies; placing greater emphasis on the use of self-assessment, benchmarking and public performance reporting to promote continuous improvement.

With the support of the Accounts Commission, the Society of Local Authority Chief Executives (SOLACE) has been working with the Improvement Service and Cosla and 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 councils and to share areas of good practice and innovative ideas, with a long term aim to improve our own 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](#).

Section Three - The Council Plan - Connect

3.0. The Council Plan – Connect

The Council Plan, Connect, sets out what the council aims to achieve in the period 2012-2017. In terms of the council's partnership working, there are six partnership ambitions which are represented by each coloured block in the diagram below. The **connect objectives** are grouped under the relevant partnership ambition.



3.1. Resource Objectives

Community and Enterprise Resources lead on seven of the council's 19 Connect objectives.

The Resource has established the following Resource objectives and priorities to support the delivery of Connect objectives in 2016-17. These are organised by partnership ambition below.

3.2. Partnership ambition - Making communities safer and stronger

3.2.1. Improve the quality of the physical environment (CER leads)

By working towards this objective, the council aims to ensure South Lanarkshire is a clean, attractive, and well designed sustainable place.

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

- unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks
- assess and determine development proposals in line with Planning and Building Standards legislation and the council's Local Development Plans
- improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities
- protect biodiversity and enhance greenspace in South Lanarkshire

The main actions in this area will include: processing planning applications and ensuring construction and demolition of buildings meets national building standards, maintaining street cleanliness and grounds to a high standard, taking preventative and enforcement action in relation to fly tipping, dog fouling and noise, and improving urban greenspaces in partnership with neighbouring communities.

3.2.2. Improve community safety

By working towards this objective, the council aims to ensure communities are safe and attractive, people consider their neighbourhood a good place to stay, and there is an increase in the proportion of residents within our communities feeling safe.

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

- undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services
- reduce the number of road casualties through road safety and other infrastructure improvements and initiatives

The main actions in this area will include: undertaking effective community safety awareness initiatives and regulatory activity designed to protect consumers, continuing to provide a school crossing patrol service, and delivering road safety improvements and traffic signal, pedestrian crossing, and street lighting improvements.

3.2.3. Promote participation in cultural activities and provide quality facilities to support communities (CER leads)

By working towards this objective, the council aims to ensure individuals and communities benefit from quality cultural opportunities and community facilities.

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

- improve facilities for arts and cultural activities and provide quality facilities to support communities

The main actions in this area will include: maximising attendances at our cultural venues, progressing upgrades to community halls, and implementing the new burial ground programme.

3.3. Partnership ambition - Promoting recovery and sustainable economic growth

3.3.1. Improve the road network and influence improvements in public transport (Priority) (CER leads)

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

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

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

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

3.3.2. Support the local economy by providing the right conditions for growth, improving skills and employability (Priority) (CER leads)

By working towards this objective, the council aims to sustain economic growth through effective, co-ordinated partnership support for businesses, communities and individuals.

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

- support the Clyde Gateway Regeneration initiative
- support local businesses through development and delivery of business support programmes
- support the Glasgow and Clyde Valley City Deal in the delivery of infrastructure, employability and business competitiveness projects
- deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs
- undertake regulatory advice and support proactively to enhance fair trade and business competitiveness
- develop the area's tourism potential
- update and implement the South Lanarkshire Rural Strategy and action plan
- support and develop the South Lanarkshire community and voluntary sector
- establish opportunities for sustainable economic growth through the preparation, adoption and implementation of development plans

The main actions in this area will include: implementing the South Lanarkshire Economic Strategy; developing and progressing employability services; delivering services to businesses; supporting the Clyde Valley City Deal infrastructure development programme; implementing the Tourism Action Plan; and improving volunteering opportunities.

3.3.3. Develop a sustainable council and communities (Priority) (CER leads)

By working towards this objective, the council aims to reduce the environmental impact of council service provision and better prepare communities for a low carbon future.

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

- improve the council's environmental performance and reduce its greenhouse gas emissions
- provide services and infrastructure which help local communities to become more sustainable

The main actions in this area will include: introducing new waste management initiatives to reduce waste and increase recycling, delivering prioritised flood protection schemes, and engaging community planning partners in joint action on climate change.

3.4. Partnership ambition - Improving health, care and wellbeing

3.4.1 Improve and maintain health and increase physical activity (CER leads)

By working towards this objective, the council aims to ensure individuals enjoy the benefits of healthier lifestyles in a good quality sustainable environment and that community health is protected through effective environmental regulation and enforcement.

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

- improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle
- safeguard health through an effective environmental services regulation and enforcement service

The main actions in this area will include: maximising the number of individuals participating in physical activity at leisure facilities, progressing upgrades to leisure facilities, continuing to provide nutritious school meals, and providing a comprehensive and responsive public health service to the community.

3.5. Partnership ambition - Tackling disadvantage and deprivation

3.5.1. Tackle disadvantage and deprivation (Priority) (CER leads)

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

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

- oversee and monitor the implementation of the Tackling Poverty Programme

The main action in this area is leading partnership approaches to tackling the causes and effects of poverty, including management of the Tackling Poverty Programme.

As with all Resources, Community and Enterprise Resources also contribute to the delivery of the following internal council objectives:

- Strengthen partnership working, community leadership and engagement
- Provide vision and strategic direction
- Promote performance management and improvement
- Embed governance and accountability
- Achieve efficient and effective use of resources

Resource specific actions against those objectives for which we do not lead are listed in Section 6.

Section Four – Performance and Results

4.0. Introduction

In this section we report our key performance and results for the financial year just ended – 2015-16.

4.1. Performance against Resource Plan Objectives 2015-16

The Community and Enterprise Resources' Resource Plan for 2015-16 had 222 measures set against 13 of the council objectives. Performance against these measures was as follows:

Council objective	Green	Amber	Red	To be reported later	Total
Improve road network and influence improvements in public transport	16			5	21
Support the local economy by providing the right conditions for growth, improving skills and employability	34	5		3	42
Tackle disadvantage and deprivation	6				6
Develop a sustainable council and communities	19			2	21
Improve the quality of the physical environment	26	5	1	1	33
Improve community safety	9				9
Improve and maintain health and increase physical activity	18	2	1		21
Promote participation in cultural activities and provide quality facilities to support communities	3	2	1		6
Strengthen partnership working, community leadership and engagement	5			8	13
Provide vision and strategic direction	2			2	4
Promote performance management and improvement	16	1		7	24
Embed governance and accountability	8	1			9
Achieve efficient and effective use of resources	10	1		2	13
Total	172	17	3	30	222
%	77.5%	8%	1%	13.5%	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
To be reported later	For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available

4.2. Key achievements

The following table highlights achievements during session 2015-16.

Partnership ambition: Make communities safer and stronger	
Council Objective: Improve the quality of the physical environment	
Resource Objective	Achievement
Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities	Achieved high independently assessed scores for grounds maintenance (72, against our annual target score of 70) and for street cleanliness (97.9% of our streets achieved a Keep Scotland Beautiful standard A or B i.e. 'acceptably' clean).
Partnership ambition: Promote recovery and sustainable economic growth	
Council 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 243 carriageway schemes and 46 footway schemes undertaken during the year, resulting in 6.16% of the road network being resurfaced during this period, thereby reducing the percentage of road that requires maintenance from 33.8% to 33.5%.
Partnership ambition: Promote recovery and sustainable economic growth	
Council Objective: Support the local economy by providing the right conditions for growth, improving skills and employability (Priority)	
Resource Objective	Achievement
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.
Partnership ambition: Promote recovery and sustainable economic growth	
Council Objective: Develop a sustainable council and communities (Priority)	
Resource Objective	Achievement
Provide services and infrastructure which help local communities to become more sustainable	Rolled out the new waste collection service (involving food and garden waste collection) to households in Hamilton and East Kilbride. Over the year, the council achieved a household waste recycling rate of 49.8% (against the annual target of 50%).

Partnership ambition: Tackle poverty, disadvantage and deprivation	
Council Objective: Tackle disadvantage and deprivation (Priority)	
Resource Objective	Achievement
Oversee and monitor the implementation of the Tackling Poverty Programme	Implemented the 2015-16 Tackling Poverty Programme and developed a new draft Programme for 2016-17.

Additional achievements are listed in Annex two of this plan.

4.3. Key measures not achieved

Three measures have been classified as 'red' (there has been major slippage against timescale or shortfall against target) against the 2015-16 Resource Plan. Details are as follows:

Partnership ambition: Make communities safer and stronger			
Council 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			
Action	Measure	Progress	Management action, responsibility, deadline
Manage processing of planning applications to ensure needs of applicants and the community are met	70% of major planning applications determined within four months	23.8% of major planning applications were determined within four months in 2015-16.	Position regarding major applications regularly reviewed and assessed by Planning area managers and at Planning Service managers' meeting, in order to identify actions needed to progress assessment and determination. Head of Planning and Economic Development

Partnership ambition: Make communities safer and stronger			
Council Objective: Promote participation in cultural activities and provide quality facilities to support communities			
Resource Objective: Improve facilities for arts and cultural activities and provide quality facilities to support communities			
Action	Measure	Progress	Management action, responsibility, deadline
Increase attendances at our libraries by actively promoting to the local community	Achieve number of library visits per 1,000 population (4,400)	There were 4,013.1 visits to libraries per 1,000 population	Decisions to close one library and reduce opening hours across the remainder have impacted on our library attendances. However, it should be noted that against the drop in physical attendances, the number of virtual visits to library e-services has been steadily growing.

Partnership ambition: Make communities safer and stronger			
Council Objective: Promote participation in cultural activities and provide quality facilities to support communities			
Resource Objective: Improve facilities for arts and cultural activities and provide quality facilities to support communities			
			<p>All South Lanarkshire Leisure and Culture attendance targets are being reviewed for 2016-17 in light of the 2015-16 year end figures.</p> <p>General Manager South Lanarkshire Leisure and Culture</p>

Partnership ambition: Improve health, care and wellbeing			
Council Objective: Improve and maintain health and increase physical activity			
Resource Objective: Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle			
Action	Measure	Progress	Management action, responsibility, deadline
Maximise the number of attendances at leisure facilities	Maintain number of attendances per 1,000 population for other indoor sports and leisure facilities, excluding pools in a combined complex (5,442)	There were 4,828 attendances per 1,000 population at indoor sports and leisure facilities, excluding pools in a combined complex.	<p>This drop in the number of attendances is largely due to the ongoing closure of the East Kilbride Ice Rink, the impact of budget gyms, and the closure of the Lanark and Fairhill gyms for refurbishment in March 2016.</p> <p>All South Lanarkshire Leisure and Culture attendance targets are being reviewed for 2016-17 in light of the 2015-16 year end figures.</p> <p>General Manager South Lanarkshire Leisure and Culture</p>

4.4. Benchmarking

Community and Enterprise Resources benchmarks its performance across 27 Local Government Benchmarking Framework indicators. In 2014-15, the Resource's performance was higher than the Scottish average for 18 of these indicators and below the Scottish average for 9 of the indicators.

The following tables show two areas where our performance was above the Scottish average and in the top quartile of the 32 local authorities, and two areas where our performance is below the Scottish average and in the third quartile.

(Domestic Noise) Average time (hours) between time of complaint and attendance on site, for those requiring attendance on site (Corp 5)			
Year	2012-13	2013-14	2014-15

SLC	1.1 hours	0.8 hours	0.5 hours
Scotland	43.2 hours	80.7 hours	58.9 hours
<p>In 2014-15, our average domestic noise complaints response time was lower when compared with 2013-14 and lower than our two hour target. It was also substantially lower than the Scottish average figure of 58.9 hours. The reason for this is the nature and scope of the service provided by our Environmental Health team: we respond to noise complaints seven days per week until 3.00 am. Not all Scottish councils provide this level of service.</p>			

Cleanliness score (ENV3c)			
Year	2012-13	2013-14	2014-15
SLC	97.1%	98.9%	98.3%
Scotland	95.8%	96.1%	93.9%
<p>The investment in our current fleet of large mechanical sweepers and our review of current working practices and routes enabled us to achieve improvements to our street cleanliness survey scores in 2014-15. These surveys showed that, following a series of both local and independent inspections of a sample of streets and other relevant land held in council ownership, 98.3% was found to be of an 'acceptable' standard in 2014-15, placing us 3rd of 32 local authorities in Scotland.</p>			

Cost per library visit (C&L2)			
Year	2012-13	2013-14	2014-15
SLC	£3.73	£3.71	£3.54
Scotland	£3.31	£2.69	£2.57
<p>Cost per attendance at libraries fell in 2014-15, but was higher than the Scottish average figure. This measure is impacted by the number of actual attendances at libraries in the year. The drive towards a digital library service has meant more customers accessing the library service via the internet, resulting in an increase in the lending out of e-books and consequently fewer people physically visiting libraries. Actual attendances at libraries fell by 3% in this period, mainly for the above reason, but also due to the impact of the town centre development in East Kilbride, where the Central Library's attendances fell by around 18,000. Notwithstanding these issues, the library service will continue to market its services and in particular, develop its children's programme, in order to attract and retain customers.</p>			

Cost of parks and open spaces per 1,000 of the population (C&L4)			
Year	2012-13	2013-14	2014-15
SLC	£30,633.67	£32,285.22	£33,346.02
Scotland	£32,255.90	£30,737.70	£31,303.95
<p>The cost of maintaining parks and open spaces rose in 2014-15 compared with the previous year, due to increased living wage costs. This resulted in a poorer result compared with the national result for the year. The council is currently reviewing these service costs as part of the cross - council efficiency savings required for 2016-17 onwards. These proposed efficiency savings will reduce our overall grounds maintenance expenditure. It should be noted however that the Scottish average will in all likelihood reduce further as other local authorities look to make savings of their own.</p>			

A comprehensive list of the council's benchmarking indicators and our performance in relation to these is available to view in the following [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; Performance at a Glance reports; and six monthly progress reports on the Connect objectives.

4.5. Customer Views

The council conducted its latest South Lanarkshire 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	2013-14 Overall Satisfaction with Service	2014-15 Overall Satisfaction with Service	2015-16 Overall Satisfaction with Service
Building Standards	97%	95%	85%
Planning	97%	100%	93%
South Lanarkshire Leisure and Culture facilities	97%	96%	96%
Bereavement	n/a	n/a	85%
Cleaning and catering	98.3%	98.9%	96.8%
Trading Standards	n/a	86%	86%
Environmental Health	86%	81%	89.3%

Community and Enterprise Resources will take forward all reasonable actions, where appropriate, to improve resident satisfaction with the services that we deliver. The actions being progressed can be found in the action plan at section 6.

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 2016-17, 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 within 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 2016-17

The Financial Strategy, approved by councillors in June 2015, provides details on the funding assumptions for the years 2017-18 and 2019-20.

South Lanarkshire Council has a medium-term Revenue Budget strategy covering 2016-17 to 2018-19. We also have a longer term strategy covering 2019-20 to 2025-26 which identifies issues likely to impact on the budget as we move into this period. 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. The council has a Capital Programme for the period ending 2016-17.

5.2. Revenue Budget 2016-17

The Resource has a Net Revenue Budget of £118.601 million for 2016-17. The table below allocates this budget across the services:

2016 -17 NET Budget by Service	2016-17	
Detail	£ million	%
Facilities, Streets and Waste	40.837	35
Leisure	24.407	21
Support	2.617	2
Environmental	3.635	3
Projects*	(1.908)	(2)
Roads	35.259	30
Planning and Building Standards	(0.012)	-
Tackling Poverty	2.690	2
SPT	6.017	5
Regeneration	5.059	4
Total	118.601*	100.0

* Includes the temporary allocation of cross Resource savings

5.3. Capital Budget 2016-17

The following capital budget is allocated to the Resource for 2016-17:

Capital Programme 2016-17	
Project	£ million
Facilities, Waste, and Ground	2.452

Regeneration	8.029
Roads and Transportation	43.621
South Lanarkshire Leisure and Culture Ltd	1.872
Support	0.553
Fleet and Environmental	0.693
Total	57.220

*These figures are provisional and yet to be formally agreed by the Executive Committee

5.4. Resource Employees

The Resource has 3,358 employees in total: 3,286 employees within four services and 72 employees within two teams which support the Resource (Performance and Development Team and Support Team).

Service	Number of employees
Facilities, Waste, and Grounds	2,567
Roads and Transportation	357
Fleet and Environmental	254
Planning and Economic Development	108
Total	3286

Section Six – Action Plan

6.0. Resource actions for 2016-17

This Action Plan identifies the Resource objectives and associated actions for 2016-17. The lead officer responsible for each action and the related measures are identified. Connect objectives are listed by Partnership Ambition in the order in which they appear in the Council Plan progress reports and the reference numbers link directly to the connect measures of success which are reported against the Council Plan at quarter 2 and quarter 4 each year.

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

Partnership ambition: Make communities safer and stronger			
Connect Objective: Improve the quality of the physical environment			
Resource Objective: Unlock the development potential of vacant, derelict and contaminated sites and remove and control health risks			
Action	Measures and timescales	Connect Reference / Links	Responsibility
1. Agree and implement vacant derelict / contaminated land programme	Agreed programmes, including Vacant / Derelict Land Fund, delivered by March 2017 through corporate working group	9.H	Head of Planning and Economic Development
2. Identify and manage contaminated land within the statutory regulatory framework	Implement the Contaminated Land Strategy for South Lanarkshire	9.G SDS	Head of Fleet and Environmental Services

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			
Action	Measures and timescales	Connect Reference / Links	Responsibility
3. Manage processing of planning applications	70% of major applications determined within four months		Head of Planning and Economic Development
	80% of local applications dealt with within two months		

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			
Action	Measures and timescales	Connect Reference / Links	Responsibility
4. Ensure construction and demolition of buildings meets national building standards	100% of Building Warrant applications receiving a first report within 20 days		
5. Adapt and establish processes, procedures and actions in line with the outcomes of the National Planning Review	Existing guidance reviewed and reassessed in order to ensure they accord with revisions, in line with programme set by National Planning Review		
6. Implementation of replacement EDRM solution for Planning and Building Standards	Action to be progressed in line with project plan		
7. Introduction of new national portal for the online submission of Building Standards applications	Identify and take appropriate actions to ensure technical and procedural business readiness for introduction of new building standards portal by August 2016		

Partnership ambition: Make communities safer and stronger			
Connect Objective: Improve the quality of the physical environment			
Resource Objective: Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities			
Action	Measures and timescales	Connect Reference / Links	Responsibility
8. Sustain an independently assessed high score for street cleanliness	LEAMS street cleanliness score (% acceptable)	9.F LGBF	Head of Facilities, Waste and Grounds Services
9. Maintain land to a high standard	Land Audit Management System (LAMS) score of 70 achieved		
10. Take preventative and enforcement action in relation to incidents of fly	90% of fly tipping complaints responded to within two days	9.I ASBS	Head of Fleet and Environmental Services
	90% of dog fouling complaints responded to within two days	9.I ASBS	

Partnership ambition: Make communities safer and stronger			
Connect Objective: Improve the quality of the physical environment			
Resource Objective: Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities			
Action	Measures and timescales	Connect Reference / Links	Responsibility
tipping, dog fouling and noise	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)	9.I LGBF ASBS	

Partnership ambition: Make communities safer and stronger			
Connect Objective: Improve the quality of the physical environment			
Resource Objective: Protect biodiversity and enhance greenspace in South Lanarkshire			
Action	Measures and timescales	Connect Reference / Links	Responsibility
11. Improve urban greenspaces in partnership with neighbouring communities	Completed funding applications for Bothwell and Blantyre Woods by September 2016, through continued liaison with various 'Friends of' groups	9.J SDS	Head of Facilities, Waste and Grounds Services
	Implement Phase 1 of Management Plan at Millheugh/ Greenhall Estate by March 2017	9.J SDS	
12. Monitoring report submitted to Scottish Government on Biodiversity Duty Plan	Two yearly monitoring report on Biodiversity Duty Implementation Plan prepared and submitted to Scottish Government	9.J SDS BDIP	

Partnership ambition: Make communities safer and stronger			
Connect Objective: Improve community safety			
Resource Objective: Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services			
Action	Measures and timescales	Connect Reference / Links	Responsibility
13. Undertake effective community safety awareness initiatives and protect vulnerable consumers from scams	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	12.G CSS ASBS	Head of Fleet and Environmental Services
	65% of consumer complaints completed within 14 days		

Partnership ambition: Make communities safer and stronger			
Connect Objective: Improve community safety			
Resource Objective: Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives			
Action	Measures and timescales	Connect Reference / Links	Responsibility
14. Deliver prioritised road safety improvements at identified accident locations / routes	Road safety projects / schemes delivered in line with the agreed 2016-17 capital programme	12.F LTS CSS	Head of Roads and Transportation Services
	Contribute to the national casualty reduction targets, from a base of the average for 2004 to 2008, of a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children, the national target is a 50% reduction in fatalities and 65% reduction in serious casualties	12.F LTS CSS PIP	
15. Deliver prioritised traffic signal and pedestrian crossing maintenance improvements and new installations	Traffic signal and pedestrian crossing maintenance improvements projects / schemes delivered in line with the agreed 2016-17 capital and revenue programme	12.F LTS CSS	
16. Continue programme of street lighting improvements	3,600 lighting columns improved / renewed by the end of March 2017		
	Continue roll out of LED lighting technology in line with the agreed investment programme		
17. Assist in the provision of safe routes to and from school through the operation of a school crossing patrol service	School crossing patrol cover provided at 148 sites in 2016-17	12.F	Head of Facilities, Waste and Grounds Services

Partnership ambition: Make communities safer and stronger			
Connect Objective: Promote participation in cultural activities and provide quality facilities to support communities			
Resource Objective: Improve facilities for arts and cultural activities and provide quality facilities to support communities			
Action	Measures and timescales	Connect Reference / Links	Responsibility
18. Achieve target number of attendances at our cultural venues	Achieve 0.55 million visitors to South Lanarkshire Leisure and Culture cultural venues	14.A	General Manager South Lanarkshire Leisure and Culture
19. Achieve target	Achieve target number of library visits per		

Partnership ambition: Make communities safer and stronger			
Connect Objective: Promote participation in cultural activities and provide quality facilities to support communities			
Resource Objective: Improve facilities for arts and cultural activities and provide quality facilities to support communities			
Action	Measures and timescales	Connect Reference / Links	Responsibility
number of attendances at our libraries	1,000 population (4,013)		
20. Achieve target number of attendances at museums	Achieve target number of visits to/usages of council funded or part-funded museums per 1,000 population (762) Achieve target number of those visits that were in person per 1,000 population (597)		
21. Provide new or refurbished community facilities	Progress development of community facilities, including: community facilities completed within new build Abington Primary School by summer 2016; site start achieved by summer 2016 to replace Ballgreen Hall and Library with a new integrated facility within St Patrick's Primary School; and new build Newton Primary School community wing and synthetic pitch progressed (projected completion date of August 2017)	14.0	Operations Manager
22. Investigate availability of suitable burial ground in and around those cemeteries with less than five years new lair lifespan	Provision of new burial ground as part of the 2014–17 capital programme; target areas for 2016-17 include Strathaven and Rutherglen	14.C	Head of Facilities, Waste and Grounds Services

Partnership ambition: Promote recovery and sustainable economic growth			
Connect Objective: Improve road network and influence improvements in public transport (priority)			
Resource Objective: Implement the Roads Investment Programme for road and footway improvements			
Action	Measures and timescales	Connect Reference / Links	Responsibility
23. Continue to implement the Roads Investment Programme for road and footway improvements	4.2% of the road network resurfaced by March 2017	3.A LTS	Head of Roads and Transportation Services
	178 carriageway schemes and 55 footway schemes completed during 2016-17	3.A LTS	
	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	

Partnership ambition: Promote recovery and sustainable economic growth			
Connect Objective: Improve road network and influence improvements in public transport (priority)			
Resource Objective: Implement the Roads Investment Programme for road and footway improvements			
Action	Measures and timescales	Connect Reference / Links	Responsibility
	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)	3.B LTS	
	Cost of maintenance per kilometre of roads	LGBF	
24. Continue to undertake safety checks on road related structures and implement a prioritised maintenance programme	Continue to review completed bridge assessments and develop implementation programme (for required measures) by March 2017	3.C LTS	
25. Continue to work with Scottish Local Authority partners to review asset management plan and valuation of assets	Revision of Road Asset Management Plan completed by March 2017	LTS	
26. Deliver a winter maintenance service	Winter policy procedures and documents, including gritting routes reviewed as necessary, by September 2016	3.F LTS	
27. Continue development of IT systems to support Roads and Transportation Service functions	Review of essential Roads related IT systems by March 2017		

Partnership ambition: Promote recovery and sustainable economic growth			
Connect Objective: Improve road network and influence improvements in public transport (priority)			
Resource Objective: Provide road infrastructure improvements to support new developments			
Action	Measures and timescales	Connect Reference / Links	Responsibility
28. Work with developers and	Prioritised road infrastructure designed and / or constructed by March 2017 in line	3.D LTS	Head of Roads and

Partnership ambition: Promote recovery and sustainable economic growth			
Connect Objective: Improve road network and influence improvements in public transport (priority)			
Resource Objective: Provide road infrastructure improvements to support new developments			
Action	Measures and timescales	Connect Reference / Links	Responsibility
public sector partners to deliver road infrastructure improvements to support new development	with available external and internal capital funding		Transportation Services
29. Work with public and private sector partners to deliver new or enhanced public transport infrastructure	Prioritised improvements to bus and rail infrastructure (e.g. park and ride) delivered by March 2017 in line with available external funding	3.E LTS SDS	
	Quality Bus Partnership and associated infrastructure for Hamilton Town Centre further developed, in partnership with Strathclyde Partnership for Transport		

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: Support the Clyde Gateway Regeneration initiative			
Action	Measures and timescales	Connect Reference / Links	Responsibility
30. Support the Urban Regeneration Company (URC)	Shawfield Remediation plan to treat chromium contamination implemented in accordance with URC operating	4.D	Head of Planning and Economic Development

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: Support local businesses through development and delivery of business support programmes			
Action	Measures and timescales	Connect Reference / Links	Responsibility
31. 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 Sustainable Economic Growth Partnership Improvement Plan, and report to the Sustainable Economic Growth Board	4.A	Head of Planning and Economic Development

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: Support local businesses through development and delivery of business support programmes			
Action	Measures and timescales	Connect Reference / Links	Responsibility
32. Deliver support to businesses to sustain and grow the South Lanarkshire economy	Over 1,500 businesses assisted per annum with grants, loans or property advice	4.A PIP	
	Between 500 – 1,000 jobs created or sustained per annum as a direct result of local authority intervention	4.A	
	Value of sales generated by businesses assisted by Economic Development between £10 million - £20 million of sales	4.A PIP	
33. Maintain East Kilbride Task Force Action Plan with key partners	East Kilbride Task Force Action Plan implemented	SDS PIP	
34. Project management and contractual completion of University of West of Scotland (UWS) relocation	Delivery and completion of relocation of UWS to new Hamilton International Park campus		

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: Support the Glasgow and Clyde Valley City Deal in the delivery of infrastructure, employability and business competitiveness projects			
Action	Measures and timescales	Connect Reference / Links	Responsibility
35. Support the Clyde Valley City Deal infrastructure development programme	Subject to the completion of the relevant assurance processes, progress and deliver the three major road infrastructure projects (i.e. Cathkin, Greenhills Road, and Stewartfield Way) in line with agreed programme / profiling	3.D LTS PIP	Head of Roads and Transportation Services
	Provide corporate oversight of City Deal infrastructure, business innovation and skills and employment programmes, with specific responsibility for progressing business case approvals for Roads and Community Growth Area projects	PIP	Head of Planning and Economic Development

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: Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs			
Action	Measures and timescales	Connect Reference / Links	Responsibility
36. Job brokerage initiative delivered to provide critical support for unemployed people living in South Lanarkshire	Contract monitored to ensure delivery of key elements and outcomes for employability services as specified by the council by March 2017		Head of Planning and Economic Development
37. Deliver 'Opportunities for All' programme to support young people into jobs, education and training	Youth Employment Action Plan (YEAP) delivered within agreed timescales providing services to MCMC young people		
	16+ Learning Choices programme continued to be delivered in all secondary schools		
	Number of NEET (those not in employment, education or training) young people progressing to a positive destination attaining 2011-12 levels (89.8%) by end 2016-17	4.F PIP	
	Initiatives and projects developed and delivered, based on available Scottish Government and partnership resources, to support the most vulnerable young people leaving school and beyond as per agreed partnership plan	4.F	
38. Develop and progress as appropriate new employability services focused on priority client groups resourced by EU and council resources	Continue the delivery of innovative employability services, including European Strategic Skills pipeline funding to be procured, contracts issued and delivered by end 2016-17	4.E	
	Over 3,000 people supported each year through employability programmes	4.E	
	A minimum of 1,500 of the people supported via employability programmes go on to access employment or training / education	4.G	
	% unemployed people assisted into work from council funded / operated employability programmes	LGBF	
	Gap in the working age employment rate reduced or maintained at 0.6% above the Scottish average by March 2017	PIP	
	Workless client group maintained below 148 per 1000 in 2016-17	4.E	
	Workless client group reducing in line with the overall figures or maintained at 312 per 1,000 by March 2017 in worst 15% datazones	PIP	

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: Undertake regulatory advice and support proactively to enhance fair trade and business competitiveness			
Action	Measures and timescales	Connect Reference / Links	Responsibility
39. Improve the competitiveness of local business through provision of a business advice service and improve levels of consumer protection and fair trading	Two regulatory compliance bulletins issued to the business community	4.I	Head of Fleet and Environmental Services
	95% of business advice requests completed within 21 days		
	Number of businesses processed through Buy with Confidence approved trader scheme	4.H	

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: Develop the area's tourism potential			
Action	Measures and timescales	Connect Reference / Links	Responsibility
40. Continue to implement the Tourism Action Plan and work with the sector to develop the profile of the area as a visitor destination	Action plan delivered via VisitLanarkshire including national quality assurance and increasing participation in Lanarkshire Area Tourism Partnership and Association	4.B SDS	Head of Planning and Economic Development

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: Update and implement the South Lanarkshire Rural Strategy and action plan			
Action	Measures and timescales	Connect Reference / Links	Responsibility
41. Implement South Lanarkshire Rural Partnership (SLRP) Strategy action plans	Year 4 of the Clyde and Avon Valley Landscape Partnership delivered by March 2017		Head of Planning and Economic Development

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: Support and develop the South Lanarkshire community and voluntary sector			
Action	Measures and timescales	Connect Reference / Links	Responsibility
42. Increase and improve volunteering opportunities for individuals and organisations	Number of organisations engaging volunteers maintained		Head of Planning and Economic Development
43. Implement the new South Lanarkshire Social Economy Partnership strategy and action plan	Social Economy support process through the Business Gateway implemented for ten social economy organisations by March 2017		
44. Promote partnership working for financial inclusion and the development of South Lanarkshire Credit Unions	Develop and support the financial inclusion network linked to preparation for welfare reform	5.C PIP	
	Credit Union membership increased by 3.5%	5.C PIP	

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: Establish opportunities for sustainable economic growth through the preparation, adoption and implementation of Development Plans			
Action	Measures and timescales	Connect Reference / Links	Responsibility
45. Ensure that planning applications are assessed within a development plan framework	Supplementary Guidance on Community Infrastructure Assessment published by July 2016	9.B	Head of Planning and Economic Development
	Draft Guidance on minerals developments approved by October 2016, finalised guidance approved by March 2017	9.D SDS	
	Pre Main Issues Report consultation on South Lanarkshire Local Development Plan 2 undertaken by March 2017	9.A	
46. Contribute to the monitoring of the Glasgow and Clyde Valley Strategic Development Plan	Annual survey and monitoring of housing, industrial, retail and vacant and derelict land undertaken by September 2016		
47. Contribute to the	Consideration and assessment of the	SDS	

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: Establish opportunities for sustainable economic growth through the preparation, adoption and implementation of Development Plans			
Action	Measures and timescales	Connect Reference / Links	Responsibility
preparation of new Strategic Development Plan	representations received to the proposed Strategic Development Plan completed by October 2016		
48. Monitor Local Plan objectives for supply of housing, industry and business land and greenspace to ensure an adequate supply is maintained	Local Development Plan policies monitored during 2016-17 to ensure: <ul style="list-style-type: none"> – at least a five year supply of housing land is maintained – an adequate supply of land is available for work and business activity – an adequate supply of land is available for green space in the main urban communities of South Lanarkshire 	9.A	

Partnership ambition: Promote recovery and sustainable economic growth			
Connect Objective: Develop a sustainable council and communities (priority)			
Resource Objective: Improve the council's environmental performance and reduce its greenhouse gas emissions			
Action	Measures and timescales	Connect Reference / Links	Responsibility
49. 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)	6.B SDS CMP	Operations Manager
	Carbon Management Plan update report completed and published in 2016 and compliance with the Carbon Reduction Commitment (CRC) scheme achieved within deadlines	SDS	
50. Monitor and report on implementation of Sustainable Development Strategy 2012-17	Quarter 2 and Quarter 4 reports on Sustainable Development Strategy and Climate Changes Duties Improvement Plan presented to Corporate Management Team and Executive Committee	6.A	
	Progress development of the new Sustainable Development Strategy 2017-22 and accompanying communications plan by March 2017	SDS	
51. Undertake biennial review of the impact of anticipated future climate change on key council services	Complete Adaptation Scotland's 'Five steps to managing your climate risks: a guide for the public sector' and implement outcomes by March 2017	SDS	

Partnership ambition: Promote recovery and sustainable economic growth			
Connect Objective: Develop a sustainable council and communities (priority)			
Resource Objective: Improve the council's environmental performance and reduce its greenhouse gas emissions			
Action	Measures and timescales	Connect Reference / Links	Responsibility
52. Deliver a 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	Implement fuel efficiency measures to achieve a 2% reduction in vehicle emissions by March 2017 (relative to baseline year of 2014-15) (council wide figure)	6.B SDS CMP	Head of Fleet and Environmental Services
	Implement fuel efficiency measures to achieve a 2% reduction in vehicle emissions by March 2017 (relative to baseline year of 2014-15) (Resource figure) (all directors measure)	ADM	

Partnership ambition: Promote recovery and sustainable economic growth			
Connect Objective: Develop a sustainable council and communities (priority)			
Resource Objective: Provide services and infrastructure which help local communities to become more sustainable			
Action	Measures and timescales	Connect Reference / Links	Responsibility
53. Demonstrate the council's compliance with public sector climate change duties	Evaluate the council's performance in relation to complying with the public sector climate change duties and publish annual statutory Climate Change Duties Report by 30 th November 2016	6.F SDS	Operations Manager
54. Implement the Climate Change Duties Compliance Improvement Action Plan	Implement actions within the Climate Change Duties Compliance Improvement Action Plan within agreed timescales (council wide)	6.0 SDS	Operations Manager
	Implement actions within the Climate Change Duties Compliance Improvement Action Plan within agreed timescales (CER Resource only) (all directors measure)	ADM	
55. Introduce new waste management initiatives to reduce waste and increase recycling	Procurement of long term waste treatment contract progressed, with procurement timetable milestones met for mobilisation and contract start date	6.E SDS	Head of Facilities, Waste and Grounds Services
	Implement new waste collection service in Rutherglen/Cambuslang and Clydesdale areas to incorporate food waste collection	6.E SDS	
	The percentage of total household waste arising that is recycled (council target is 50% in line with Government target)	6.E SDS CMP LGBF	

Partnership ambition: Promote recovery and sustainable economic growth			
Connect Objective: Develop a sustainable council and communities (priority)			
Resource Objective: Provide services and infrastructure which help local communities to become more sustainable			
Action	Measures and timescales	Connect Reference / Links	Responsibility
56. Manage flooding priorities and deliver prioritised flood protection schemes	Prioritised flood protection projects / studies delivered by March 2017 in line with available capital / revenue funding	6.D LTS SDS	Head of Roads and Transportation Services
57. Ensure Strategic Environmental Assessment of all appropriate policies, plans, programmes and strategies is undertaken	Strategic Environmental Assessments undertaken on all appropriate plans and strategies, and content of assessments monitored to ensure that they are in accordance with guidance and legislation	6.G SDS	Head of Planning and Economic Development
58. Monitor the local environmental conditions through the 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 2017	9.K SDS	

Partnership ambition: Improve health, care and wellbeing			
Connect Objective: Improve and maintain health and increase physical activity			
Resource Objective: Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle			
Action	Measures and timescales	Connect Reference / Links	Responsibility
59. Maximise the number of attendances at leisure facilities	Achieve 3.1 million attendances at those facilities managed by the Sport and Physical Activity section of South Lanarkshire Leisure and Culture	13.C	General Manager South Lanarkshire Leisure and Culture
	Achieve target number of attendances per 1,000 population for swimming pools (5,264)		
	Achieve target number of attendances per 1,000 population for other indoor sports and leisure facilities, excluding pools in a combined complex (4,827)		
	Achieve target number of attendances at outdoor recreation and country parks (2.1 million)		

Partnership ambition: Improve health, care and wellbeing			
Connect Objective: Improve and maintain health and increase physical activity			
Resource Objective: Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle			
Action	Measures and timescales	Connect Reference / Links	Responsibility
60. Provide South Lanarkshire Leisure and Culture facilities to under 16's sports, uniformed and community organised groups in accordance with the council's under 16's reduced rates policy	Achieve 870,000 under 16 reduced rates attendances at South Lanarkshire Leisure and Culture facilities by March 2017 (includes halls, school lets, outdoor and indoor leisure)		
61. Actively promote the "Activage" scheme in leisure facilities across South Lanarkshire	Achieve 6,500 registered members of 'Activage' scheme		
	Achieve 420,000 over 60's attendances by residents using South Lanarkshire leisure facilities	13.B	
62. Progress and/or complete upgrades to leisure facilities across South Lanarkshire	Refurbishment of East Kilbride Ice Rink: replace plant and ice pad and refurbish ice rink in line with the wider town centre development	13.C	Operations Manager
63. Promote and maintain opportunities for walking, cycling and horse riding using South Lanarkshire's network of core paths and develop a new Outdoor Access Strategy	Complete review of the Outdoor Access Strategy by March 2017	13.F SDS	Head of Facilities, Waste and Grounds Services
64. Continue to improve nutrition and health value of school meals	Sustain level of paid primary school meals compared to 2015-16	13.D	Head of Facilities, Waste and Grounds Services
	Sustain level of paid secondary school meals compared to 2015-16	13.D	
	Monitor the uptake of the Scottish Government's initiative for free meals for all primary 1-3 pupils to achieve a target of 75%		

Partnership ambition: Improve health, care and wellbeing			
Connect Objective: Improve and maintain health and increase physical activity			
Resource Objective: Safeguard health through an effective environmental services regulation and enforcement service			
Action	Measures and timescales	Connect Reference / Links	Responsibility
65. Provide a comprehensive food safety enforcement and advisory service to reduce risk of food borne infection	Incidence of notified food borne infection reduced from 2006-07 baseline figures by 8.5% by March 2017	13.G	Head of Fleet and Environmental Services
	Broad compliance with food safety statutory requirements secured in 85% of premises	13.G	
66. Review and assess air quality throughout South Lanarkshire	Submit the progress report on air quality across South Lanarkshire to the Scottish Government by March 2017	13.H SDS	
	Implementation of the Air Quality Action Plan measures by March 2017	SDS	
67. Provide a comprehensive and responsive public health service to protect the community from infectious diseases, contamination or other hazards which constitute a danger to public health	90% of public health service requests responded to within two working days		

Partnership ambition: Tackle poverty, disadvantage and deprivation			
Connect Objective: Tackle disadvantage and deprivation (priority)			
Resource Objective: Oversee and monitor the implementation of the Tackling Poverty Programme			
Action	Measures and timescales	Connect Reference / Links	Responsibility
68. Lead partnership approaches to tackling the causes and effects of poverty, including management of the Tackling Poverty Programme and	New Tackling Poverty Improvement Plan (PIP) for South Lanarkshire implemented and progress reported to the Tackling Poverty and Inequalities Strategic Board and Community Planning Board as required	5.B PIP	Head of Planning and Economic Development
	Promote the use of the Scottish Index of Multiple Deprivation (SIMD) (2012) as a tool to assist with targeting of resources and activity	PIP	

Partnership ambition: Tackle poverty, disadvantage and deprivation			
Connect Objective: Tackle disadvantage and deprivation (priority)			
Resource Objective: Oversee and monitor the implementation of the Tackling Poverty Programme			
Action	Measures and timescales	Connect Reference / Links	Responsibility
associated budget as part of the Single Outcome Agreement	Impacts of fifth year of Tackling Poverty Programme reported by July 2016	5.F PIP	

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness			
Connect Objective: Strengthen partnership working, community leadership and engagement (priority)			
Resource Objective: Strengthen partnership working, community leadership and engagement			
Action	Measures and timescales	Connect Reference / Links	Responsibility
69. Achievement of targets for customer satisfaction	Target achieved for customer satisfaction - Environmental services (85%)		Head of Fleet and Environmental Services
	Target achieved for customer satisfaction with consumer complaints and business advice requests responded to by Trading Standards (85%)		
	Target achieved for customer satisfaction - cleaning and catering services (95%)		Head of Facilities, Waste and Grounds Services
	Target achieved for customer satisfaction - Bereavement Services (95%)		Head of Planning and Economic Development/
	Target achieved for customer satisfaction - South Lanarkshire Leisure and Culture facilities (95%)	14.B	General Manager South Lanarkshire Leisure and Culture
	Satisfaction levels with the Planning service sustained or improved against baseline (73%)		
	Satisfaction levels with Building Standards service sustained or improved against baseline (87%)		
	% of adults satisfied with: <ul style="list-style-type: none"> - Libraries - Museums and galleries - Leisure facilities - Parks and open spaces - Refuse collection - Street cleaning 	LGBF	
70. Promote resilience / emergency preparedness for the council	Increase awareness of resilience / emergency preparedness initiatives / practices within and external to the council by March 2017		Head of Roads and Transportation Services

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness			
Connect Objective: Provide vision and strategic direction			
Resource Objective: Provide vision and strategic direction			
Action	Measures and timescales	Connect Reference / Links	Responsibility
71. Deliver the objectives of the Council Plan Connect	Deliver annual Resource Plan and review suite of measures for coverage and relevance (all directors measure)	ADM	Executive Director of Community and Enterprise Resources
72. Develop and implement council wide equality performance measures and publish results in accordance with Public Sector Equalities Duties (PSED)	Number of policies recommended, not recommended or piloted as a result of Equality Impact Assessments undertaken for all relevant policies, strategies and procedures (all directors measure)	ADM	
	Provide annual report to the Equal Opportunities Forum on uptake of service, based on the agreed equality outcomes (all directors measure)	ADM	

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness			
Connect Objective: Promote performance management and improvement			
Resource Objective: Promote performance management and improvement			
Action	Measures and timescales	Connect Reference / Links	Responsibility
73. 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	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 (all directors measure)	ADM	
74. Publication of annual Planning Performance Framework and Improvement Plan	Planning Performance Framework prepared by July 2016 and improvement plan implemented in accordance with programme set out in Planning Performance Framework	9.E	Head of Planning and Economic Development

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness			
Connect Objective: Promote performance management and improvement			
Resource Objective: Promote performance management and improvement			
Action	Measures and timescales	Connect Reference / Links	Responsibility
75. Quarterly reporting of Continuous Improvement Plan detailing current position relating to requirements of Building Standards Performance Framework	Reports on key performance objectives 1 - 9 and Continuous Improvement Plan produced on quarterly basis	9.E	
76. Liaise with the Building Standards Division (BSD) of the Scottish Government and other stakeholders to secure appointment as verifier for 2017 onwards	Participate in working groups and other initiatives to support the reappointment of local authority verifiers		
	Respond to BSD requests for information or consultation as required as part of the reappointment process		
77. Retain Customer Service Excellence Accreditation	Actions to successfully retain Customer Service Excellence award undertaken in preparation for reassessment of the Planning Service in July 2016		
	Actions to successfully retain Customer Service Excellence award undertaken in preparation for reassessment of the Building Standards Service in November 2016		
	Actions to successfully retain Customer Service Excellence award undertaken in preparation for reassessment of Bereavement Services		Head of Facilities, Waste and Grounds Services
78. Monitor ongoing costs of delivery of Community and Enterprise Resources' services	Gross cost of waste collection per premise	LGBF	Head of Facilities, Waste and Grounds Services
	Net cost of waste collection per premise	LGBF	
	Gross cost of waste disposal per premise	LGBF	Head of Fleet and Environmental Services
	Net cost of waste disposal per premise	LGBF	
	Cost per attendance at sports facilities	LGBF	General Manager South Lanarkshire Leisure and
	Cost per library visit	LGBF	

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness			
Connect Objective: Promote performance management and improvement			
Resource Objective: Promote performance management and improvement			
Action	Measures and timescales	Connect Reference / Links	Responsibility
	Cost of museums per visit	LGBF	Culture
	Cost of parks and open spaces per 1,000 population	LGBF	
	Net cost of street cleaning per 1,000 population	LGBF	
	Cost of Trading Standards per 1,000 population	LGBF	
	Cost of Environmental Health per 1,000 population	LGBF	
	Cost of Trading Standards and Environmental Health per 1,000 population	LGBF	

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness			
Connect Objective: Embed governance and accountability			
Resource Objective: Embed governance and accountability			
Action	Measures and timescales	Connect Reference / Links	Responsibility
79. Ensure that high standards of governance are being exercised	75% of risk control actions completed by due date (all directors measure)	ADM	Executive Director of Community and Enterprise Resources
	90% of audit actions completed by due date (all directors measure)	ADM	
	Complete Resource governance self assessment by due date and develop actions to address non-compliant areas (all directors measure)	ADM	
80. Promote high standards of information governance	Information governance self assessment audit checklist to be completed annually and all relevant actions to be implemented (all directors measure)	ADM	
81. Compliance with statutory response timescales for information in terms of the EI(S)Rs and FOISA and for subject access requests under the DPA	90% of Freedom of Information (FOISA) requests to be processed within the 20 working day period (all directors measure)	ADM	
	90% 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 (all directors measure)	ADM	

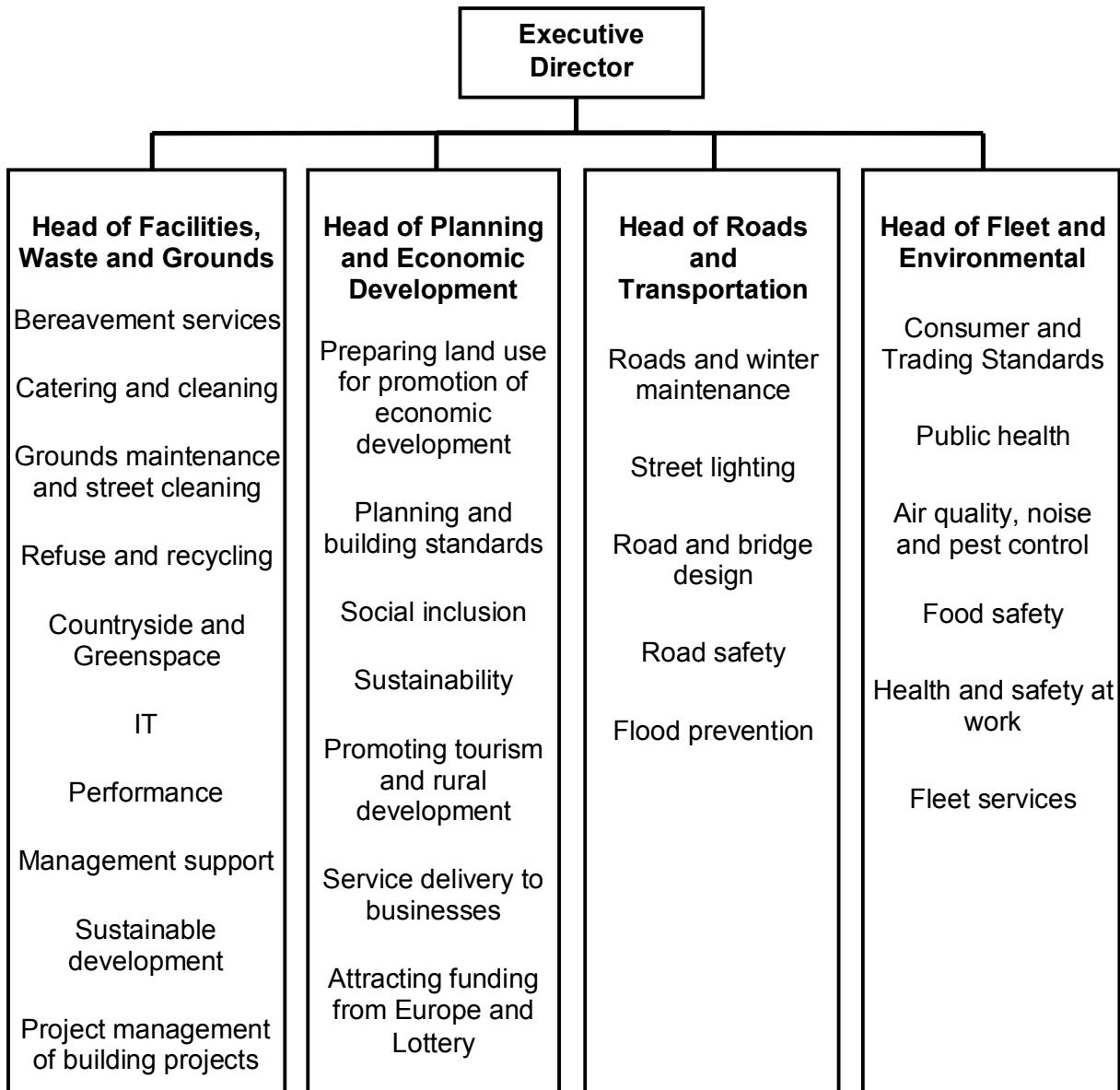
Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness			
Connect Objective: Embed governance and accountability			
Resource Objective: Embed governance and accountability			
Action	Measures and timescales	Connect Reference / Links	Responsibility
	90% of Data Protection Act (DPA) requests to be processed within 40 calendar days (all directors measure)	ADM	

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness			
Connect Objective: Achieve efficient and effective use of resources			
Resource Objective: Achieve efficient and effective use of resources			
Action	Measures and timescales	Connect Reference / Links	Responsibility
82. Ensure our commitment to employees through the development and implementation of personnel policies and employee learning and development opportunities	100% coverage of Resource Performance Development Reviews (PDRs) of employees in scope (all directors measure)	ADM	Executive Director of Community and Enterprise Resources
	Resource absence rate to be less than 4.5% (all directors measure)	ADM	
	Resource labour turnover rate to be less than 5% (all directors measure)	ADM	
83. Implement the council workforce strategy toolkit and continue the cyclical reporting framework	Complete review of workforce plan and develop actions to respond to workforce changes and meet future needs (all directors measure)	ADM	
84. Deliver on the council's IT priorities	Monitor, deliver and participate in main IT themes, including mobile working; customer contact; and EDRMS		Support Manager
85. Prepare the resource for the implementation of a replacement corporate EDRMS and workflow software	Specifications reviewed, developed, tested and implemented and support procedures revised as required by March 2017		Support Manager
86. Attract external funding support of £5 million from European Union, lottery and related sources to support corporate	Annual target achieved resulting in £5 million external funding invested in South Lanarkshire		Head of Planning and Economic Development

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness			
Connect Objective: Achieve efficient and effective use of resources			
Resource Objective: Achieve efficient and effective use of resources			
Action	Measures and timescales	Connect Reference / Links	Responsibility
objectives			
87. Provide efficient and effective fleet management and maintenance service	Target achieved for percentage of council vehicles presented externally for an MOT passing without additional work being required (target 87%)		Head of Fleet and Environmental Services

Annex 1

Community and Enterprise Resources Resource Organisational Structure



Annex 2

Additional Performance Information

Progress against key actions and measures 2015-16

Partnership ambition: Make communities safer and stronger	
Council Objective: Improve the quality of the physical environment	
Resource Objective	Achievement
Improve the cleanliness of streets, parks and other public areas and take preventative and enforcement action against environmental crimes and incivilities	Responded to 99.6% of fly tipping complaints and 97.9% of dog fouling complaints within two working days, exceeding the annual target of 90% for both measures and exceeding last year's performance.
	Attended to domestic noise complaints within 31 minutes (exceeding the annual service target of two hours).
Partnership ambition: Make communities safer and stronger	
Council Objective: Improve community safety	
Resource Objective	Achievement
Reduce the number of road casualties through road safety and other infrastructure improvements and initiatives	A number of road safety projects and road infrastructure improvements have helped contribute to a lower number of serious and fatal casualties in the calendar year 2015: 74 compared to 96 in the previous year.
Undertake action to promote community safety and protect vulnerable groups from the consequences of unsafe goods and services	Continued to promote and develop the Doorstep Crime Initiative Cold Calling Control Zones: 100% of intelligence reports of door step crime were responded to the same or next working day.
	Completed 87% of consumer complaints within 14 days (against an annual target of 65%). This is a higher proportion than in the previous three years.
Partnership ambition: Make communities safer and stronger	
Council Objective: Promote participation in cultural activities and provide quality facilities to support communities	
Resource Objective	Achievement
Improve facilities for art and cultural activities and provide quality facilities to support communities	Exceeded annual target for the number of visits/usages of council funded or part-funded museums (both in person and via the web) per 1,000 population (762 compared to target of 705).
Partnership ambition: Promote recovery and sustainable economic growth	
Council Objective: Improve road network and influence improvements in public transport (Priority)	
Resource Objective	Achievement
Provide road infrastructure improvements to support new	Completed a number of projects designed to reduce the journey time on the Hamilton town centre road network, including upgrading existing traffic signals, reconfiguring the Urban Traffic Control system, upgrading bus stops to include

developments	high access kerbs, and upgrading steps between the bus station and Quarry Street.
Partnership ambition: Promote recovery and sustainable economic growth	
Council 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 1,560 businesses with grants, loans or property advice during the year, helping to generate £10.13 million in sales and creating or sustaining 718 jobs.
Deliver support to unemployed, particularly young people, to improve skills, employability and access to jobs	Through our employability programmes, helped 2,542 people successfully secure employment or commence education / training in the last twelve months.
	Continued to deliver the 16+ Learning Choices programme in all South Lanarkshire secondary schools. Current figures from Skills Development Scotland show a positive destination rate of 93% for South Lanarkshire school leavers - 0.7% higher than last year, and 0.1% better than the national rate.
Partnership ambition: Promote recovery and sustainable economic growth	
Council Objective: Develop a sustainable council and communities (Priority)	
Resource Objective	Achievement
Provide services and infrastructure which help local communities to become more sustainable	Published the new statutory Public Sector Climate Change Duties report which reports on the council's compliance with climate change duties.
	Published the council's State of the Environment Report (which helps the council understand its environment and the opportunities and challenges it faces to protect it).
	Introduced food waste collection services in all council buildings, including schools that produce more than 5kg of food waste per week.
	Completed flood protection projects identified within the capital programme for 2015-16, including flood protection works at Wellhall Road, Pollock Avenue, and Cameron Crescent (all Hamilton).
	Over 31,000 LEDs have been installed in street lights as part of the LED lighting improvement programme, which commenced at the start of June 2015.
Improve the council's environmental performance and reduce its greenhouse gas emissions	Over the period April – September 2015, there has been a reduction in greenhouse gas emissions from council services (buildings, waste, transport etc) of around 4%, compared to the same period in the previous year.
	Council wide transport emissions have reduced by 4.3% in 2015-16 compared to the previous year.
Partnership ambition: Improve health, care and wellbeing	
Council Objective: Improve and maintain health and increase physical activity	
Resource Objective	Achievement

Safeguard health through an effective environmental services regulation and enforcement service	Achieved 87% broad compliance by local food businesses with safety standards against a target of 85%, and recorded 160 food safety incidents (below the annual target of fewer than 170 incidents).
	Responded to 97.18% of public health incidents within two working days (against a target of 90%).
Improve the quality and number of opportunities for individuals to develop a healthy and active lifestyle	Exceeded the annual target for the number of attendances per 1,000 population at swimming pools (5,265 compared to target of 5,235) and the number of attendances at outdoor recreation and country parks (2.104 million attendances compared to target of 2.100 million).
	Recorded 919,569 reduced rate attendances by under 16s at South Lanarkshire Leisure and Cultural facilities (exceeding our annual target of 750,000 attendances) and increased our Activage membership for residents aged 60+ by 18% on last year.
	Completed the last year of our five year investment programme on fixed play areas.
	Work is now underway with the refurbishment of the ice rink at East Kilbride, working in partnership with town centre owners as part of a wider programme of improvements.
	Achieved 69% take up of paid primary school meals (against target of 51.8%) and 57% take up of paid secondary school meals (against target of 55.81%).

Partnership ambition: Tackle poverty, disadvantage and deprivation

Council Objective: Tackle disadvantage and deprivation (Priority)

Resource Objective	Achievement
Oversee and monitor the implementation of the Tackling Poverty Programme	Continued to implement an 'asset based approach' to community engagement, with eight communities (each with at least one data zone within the 5% most deprived in Scotland) continuing to benefit from targeted capacity building support. A Participatory Budgeting programme was successfully facilitated in four of the areas, leading to investment in around 20 community led projects aimed at improving outcomes for children and young people.

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

Council Objective: Strengthen partnership working, community leadership and engagement

Resource Objective	Achievement
Strengthen partnership working, community leadership and engagement	Achieved high satisfaction results in customer surveys for the Environmental Service (89.3%), Consumer Advice and Trading Standards Service (86%), the Cleaning and Catering Service (96.8%), the Bereavement Service (95%), and South Lanarkshire Leisure and Culture facilities (96%).

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

Council Objective: Promote performance management and improvement

Resource Objective	Achievement
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Promote performance management and improvement	Customer Service Excellence Award was retained by the Bereavement Service, the Planning Service and the Building Standards Service.
Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness	
Council Objective: Achieve efficient and effective use of resources	
Resource Objective	Achievement
Achieve efficient and effective use of resources	Attracted £13.17 million in external funding support from European Union, National Lottery, Scottish Government, and the Heritage Lottery Fund, exceeding the annual target of £5 million.
	Achieved an MOT pass rate for council vehicles of 93% (compared to the national average for all vehicles of 87%).

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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