SOUTH LANARKSHIRE COUNCIL

Council Offices, Almada Street
Hamilton, ML3 0AA

Tuesday, 07 June 2022

Dear Councillor

South Lanarkshire Council

The Members listed below are requested to attend a meeting of the Council to be held as follows:-

Date: **Wednesday, 15 June 2022**
Time: **10:00**
Venue: **By Microsoft Teams and Banqueting Hall,**

The business to be considered at the meeting is listed overleaf.

Yours sincerely

Cleland Sneddon
Chief Executive

Members

Alex Allison, John Anderson, Ralph Barker, John Bradley, Walter Brogan, Robert Brown, Archie Buchanan, Mathew Buchanan, Janine Calikes, Andy Carmichael, Maureen Chalmers, Ross Clark, Gerry Convery, Margaret Cooper, Poppy Corbett, Andrea Cowan, Margaret Cowie, Cal Dempsey, Maureen Devlin, Colin Dewar, Mary Donnelly, Joe Fagan, Allan Falconer, Grant Ferguson, Gladys Ferguson-Miller, Elise Frame, Alistair Fulton, Ross Gowland, Geri Gray, Lynsey Hamilton, Celine Handibode, Graeme Horne, Mark Horsham, Martin Hose, Gavin Keatt, Susan Kerr, Ross Lambie, Martin Lennon, Richard Lockhart, Eileen Logan, Katy Loudon, Hugh Macdonald, Julia Marrs, Monique McAdams, Ian McAllan, Catherine McClymont, Kenny McCreary, Lesley McDonald, Elaine McDougall, Mark McGeever, Davie McLachlan, Richard Nelson, Carol Nugent, Norman Rae, Mo Razzaq, Kirsten Robb, John Ross, Dr Ali Salamati, Graham Scott, David Shearer, Bert Thomson, Helen Toner, Margaret B Walker, David Watson

BUSINESS

1 **Declaration of Interests**

2 **Minutes of Previous Meeting** 5 - 30
Minutes of the statutory meeting of South Lanarkshire Council held on 18
May 2022 submitted for approval as a correct record. (Copy attached)

Item(s) for Decision

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3 **The Council Plan Connect 2022 to 2027 and the South Lanarkshire** 31 - 74
Community Plan 2022 to 2032
A report dated 17 May 2022 by the Executive Director (Finance and
Corporate Resources). (Copy attached)

4 **Council Priorities and Work Programme 2022 to 2027** 75 - 78
Report dated 24 May 2022 by the Chief Executive. (Copy attached)

5 **2023/2024 Revenue Budget** 79 - 94
Report dated 1 June 2022 by the Executive Director (Finance and
Corporate Resources). (Copy attached)

6 **Sustainable Development and Climate Change Strategy 2022-2027** 95 - 118
Report dated 18 May 2022 by the Executive Director (Community and
Enterprise Resources) (Copy attached)

7 **SLC Digital Strategy 2022 to 2027** 119 - 148
Report dated 25 May 2022 by the Executive Director (Finance and
Corporate Resources). (Copy attached)

8 **South Lanarkshire Draft Economic Strategy** 149 - 160
Report dated 30 May 2022 by the Executive Director (Community and
Enterprise Resources). (Copy attached)

9 **South Lanarkshire Council and South Lanarkshire Leisure and** 161 - 188
Culture Limited - New Governance Arrangements
Report dated 31 May 2022 by the Executive Director (Community and
Enterprise Resources). (Copy attached)

10 **Notice of Motion - Councils for Fair Tax Declaration** 189 - 190
Motion received in terms of Standing Order No 20 on 27 May 2022,
proposed by Councillor Fagan and seconded by Councillor L
McDonald. (Copy attached)

Item(s) for Noting

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11 **South Lanarkshire Integration Joint Board Strategic Commissioning** 191 - 218
Plan 2022 to 2025
Report dated 5 May 2022 by the Director, Health and Social Care. (Copy
attached)

12 Delegated Authority - Business Dealt with by the Chief Executive in the Period from 2 March 2022
Report dated 30 May 2022 by the Chief Executive. (Copy attached)

13 Membership of Committee, Forums and Representation on Outside Organisations
Report dated 1 June 2022 by the Chief Executive. (Copy attached)

Urgent Business

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14 Urgent Business
Any other items of business which the Provost decides are urgent.

For further information, please contact:-

Clerk Name:	Susan Somerville
Clerk Telephone:	07557323097
Clerk Email:	susan.somerville@southlanarkshire.gov.uk

SOUTH LANARKSHIRE COUNCIL

Minutes of the statutory meeting held via Microsoft Teams and the Banqueting Hall on 18 May 2022

Chair:
Provost Margaret Cooper *(after item 3)*

Councillors Present:
Councillor Alex Allison, Councillor John Anderson, Councillor Ralph Barker, Councillor John Bradley, Councillor Walter Brogan, Councillor Robert Brown, Councillor Archie Buchanan, Councillor Mathew Buchanan, Councillor Janine Calikes, Councillor Andy Carmichael, Councillor Maureen Chalmers, Councillor Ross Clark, Councillor Gerry Convery, Councillor Poppy Corbett, Councillor Andrea Cowan, Councillor Margaret Cowie, Councillor Cal Dempsey, Councillor Maureen Devlin, Councillor Colin Dewar, Councillor Mary Donnelly, Councillor Joe Fagan, Councillor Allan Falconer, Councillor Grant Ferguson, Councillor Gladys Ferguson-Miller, Councillor Elise Frame, Councillor Alistair Fulton, Councillor Ross Gowland, Councillor Geri Gray, Councillor Lynsey Hamilton, Councillor Celine Handibode, Councillor Graeme Horne, Councillor Mark Horsham, Councillor Martin Hose, Councillor Gavin Keatt, Councillor Susan Kerr, Councillor Ross Lambie, Councillor Martin Lennon, Councillor Richard Lockhart, Councillor Eileen Logan, Councillor Katy Loudon, Councillor Hugh Macdonald, Councillor Julia Marrs, Councillor Monique McAdams, Councillor Ian McAllan, Councillor Catherine McClymont, Councillor Kenny McCreary, Councillor Lesley McDonald, Councillor Elaine McDougall, Councillor Mark McGeever, Councillor Davie McLachlan, Councillor Richard Nelson, Councillor Carol Nugent, Councillor Norman Rae, Councillor Mo Razzaq, Councillor Kirsten Robb, Councillor John Ross, Councillor Dr Ali Salamati, Councillor Graham Scott, Councillor David Shearer, Councillor Bert Thomson *(Depute - after item 4)*, Councillor Helen Toner, Councillor Margaret B Walker, Councillor David Watson

Chief Executive's Service
C Sneddon, Chief Executive
Community and Enterprise Resources
D Booth, Executive Director
Education Resources
T McDaid, Executive Director
Finance and Corporate Resources
P Manning, Executive Director; N Docherty, Administration Assistant; T Little, Head of Communications and Strategy; P MacRae, Administration Adviser; G McCann, Head of Administration and Legal Services; K McVeigh, Head of Personnel Services; S Somerville, Administration Manager
Housing and Technical Resources
D Lowe, Executive Director
Social Work Resources/Health and Social Care
S Sengupta, Director, Health and Social Care

Interim Chair

In his capacity as Returning Officer for the Council elections held in South Lanarkshire, the Chief Executive acted as Chair for the meeting, in accordance with Section 5(1) of Schedule 2 of the Local Government etc (Scotland) Act 1994, pending the election of a Provost of the Council.

The Chief Executive extended a warm welcome to new and returning members and introduced the Council's Corporate Management Team.

1 Sederunt and Declaration of Interests

No interests were declared.

2 Local Government Elections – 5 May 2022

A report dated 6 May 2022 by the Returning Officer was submitted on the results of the elections to South Lanarkshire Council held on 5 May 2022. The results were as follows:-

Ward 1 - Clydesdale West

Electorate – 15,706   **Percentage Poll – 47.8%**   **Quota – 1,479**

Candidate	Party	No of first preferences	Elected (stage no)
Neil Barton	Scottish Greens – Think Global Act Local	230	
Poppy Corbett	Scottish Conservative and Unionist	1,742	1
Lynsey Hamilton	Labour and Co-operative Party	1,082	6
Eileen Logan	Scottish Labour Party	1,743	1
Peter Charles Meehan	Scottish Liberal Democrats	181	
David Shearer	Scottish National Party (SNP)	1,678	1
Andrew Wilson	Scottish National Party (SNP)	737	

Ballot Papers Rejected - 122   **Total Valid Votes Cast – 7,393**

Ward 2 - Clydesdale North

Electorate – 11,889   **Percentage Poll – 48.4%**   **Quota – 1,422**

Candidate	Party	No of first preferences	Elected (stage no)
Richard Eliott-Lockhart	Scottish Conservative and Unionist	1,530	1
Ronald Logan	Independent	277	
Julia Marrs	Scottish National Party (SNP)	1,898	1
Catherine McClymont	Scottish Labour Party	1,920	1
John Scott	Independent	61	

Ballot Papers Rejected - 68   **Total Valid Votes Cast – 5,686**

Ward 3 - Clydesdale East

Electorate – 10,578   **Percentage Poll – 51%**   **Quota – 1,323**

Candidate	Party	No of first preferences	Elected (stage no)
Alex Allison	Scottish Conservative and Unionist	1,364	1
Ralph Barker	Scottish Labour Party	869	8
Eric Holford	Scottish Conservative and Unionist	794	
Gareth Kirk	Scottish Family Party: Pro-Family, Pro-Marriage, Pro-Life	49	
Ian McAllan	Scottish National Party (SNP)	1,513	1
John McLatchie	Scottish National Party (SNP)	260	
Nicholas Mark Tucker	Scottish Liberal Democrats	162	
Claire Elizabeth Watson	Scottish Greens – Think Global Act Local	278	

Ballot Papers Rejected - 106   **Total Valid Votes Cast – 5,289**

Ward 4 - Clydesdale South

Electorate – 11,706   **Percentage Poll – 45.5%**   **Quota – 1,316**

Candidate	Party	No of first preferences	Elected (stage no)
Ross Gowland	Scottish Labour Party	1,144	4
George Greenshields	Independent	635	
Mark Horsham	Scottish National Party (SNP)	1,762	1
Ross Lambie	Scottish Conservative and Unionist	986	8
Janice Mackay	UKIP	52	
Colin McGavigan	Independent	298	
Ann McGuinness	Scottish Greens – Think Global Act Local	164	
Imogen Walker	Scottish Labour Party	219	

Ballot Papers Rejected - 68   **Total Valid Votes Cast – 5,260**

Ward 5 – Avondale and Stonehouse

Electorate – 14,882   **Percentage Poll – 46.8%**   **Quota – 1,718**

Candidate	Party	No of first preferences	Elected (stage no)
Erica Bradley-Young	Scottish Greens – Think Global Act Local	437	
Gary Burns	Scottish Conservative and Unionist	1,416	
Margaret Cooper	Independent	1,629	3
Elise Frame	Scottish National Party (SNP)	1,454	5
Susan Kerr	Scottish Labour Party	1,363	7
Colin MacLaren	Alba Party for Independence	75	
Leigh Payne	Scottish National Party (SNP)	495	

Ballot Papers Rejected - 93   **Total Valid Votes Cast – 6,869**

Ward 6 – East Kilbride South

Electorate – 12,589   **Percentage Poll – 42.8%**   **Quota – 1,319**

Candidate	Party	No of first preferences	Elected (stage no)
Archie Buchanan	Scottish National Party (SNP)	1,948	1
Mathew Buchanan	Labour and Co-operative Party	1,215	6
Ross Gibson	Scottish Libertarian Party	31	
Geri Gray	Scottish National Party (SNP)	621	9
Iain Leckenby	Alba Party	57	
Paul McGarry	Scottish Liberal Democrats	722	
John McKechnie	Scottish Greens – Think Global Act Local	154	
Patrick Nailon	Scottish Conservative and Unionist	458	
Jonathan Richardson	Scottish Family Party: Pro-Family, Pro-Marriage, Pro-Life	68	

Ballot Papers Rejected - 111   **Total Valid Votes Cast – 5,274**

Ward 7 - East Kilbride Central South

Electorate – 12,012   **Percentage Poll – 44.4%**   **Quota – 1,301**

Candidate	Party	No of first preferences	Elected (stage no)
John Anderson	Scottish National Party (SNP)	1,570	1
Rita Baillie	Alba Party for Independence	66	
Lorna Cammock	Scottish Liberal Democrats	138	
Gerry Convery	Scottish Labour Party	1,387	1
Alan James Creswell	Scottish Greens – Think Global Act Local	202	
Alan Fraser	Scottish Conservative and Unionist	473	
David Mackay	UKIP	30	
Elaine McDougall	Scottish National Party (SNP)	713	9
Lisa Quarrell	Scottish Labour Party	623	

   Ballot Papers Rejected - 132   **Total Valid Votes Cast – 5,202**

Ward 8 - East Kilbride Central North

Electorate – 12,861   **Percentage Poll – 45.6%**   **Quota – 1,427**

Candidate	Party	No of first preferences	Elected (stage no)
Alex Brown	Scottish Conservative and Unionist	694	
Tom Bryson	Scottish Liberal Democrats	187	
Joe Fagan	Scottish Labour Party	1,709	1
Grant Ferguson	Scottish National Party (SNP)	1,889	1
Kristofer Keane	Independent	194	
Hugh Macdonald	Scottish National Party (SNP)	612	7
Tam Mitchell	Scottish Labour Party	420	

   Ballot Papers Rejected - 154   **Total Valid Votes Cast – 5,705**

Ward 9 - East Kilbride West

Electorate – 13,319   **Percentage Poll – 50.9%**   **Quota – 1,678**

Candidate	Party	No of first preferences	Elected (stage no)
Ian Harrow	Scottish Conservative and Unionist	1,339	
Denise Hay	Scottish Family Party: Pro-Family, Pro-Marriage, Pro-Life	110	
Yvonne Mackay	UKIP	18	
Monique McAdams	Labour and Co-operative Party	1,780	1
Ali Salamati	Scottish National Party (SNP)	1,031	6
Craig Sloan	Scottish National Party (SNP)	1,041	
David Watson	Independent	1,248	8
Huaiquan Zhang	Scottish Liberal Democrats	142	

   Ballot Papers Rejected - 70   **Total Valid Votes Cast – 6,709**

Ward 10 - East Kilbride East

Electorate – 10,887   **Percentage Poll – 46%**   **Quota – 1,231**

Candidate	Party	No of first preferences	Elected (stage no)
Gladys Ferguson-Miller	Scottish National Party (SNP)	1,420	1
Lorna Gall	Scottish Liberal Democrats	126	
Robert Gillies	Scottish National Party (SNP)	420	
Graeme David Mullin	Scottish Conservative and Unionist	664	
Kirsten Robb	Scottish Greens – Delivering For Our Community	626	7
Graham Scott	Scottish Labour Party	1,329	1
Jim Wardhaugh	Independent	336	

Ballot Papers Rejected - 86   **Total Valid Votes Cast – 4,921**

Ward 11 - Rutherglen South

Electorate – 11,697   **Percentage Poll – 49.6%**   **Quota – 1,433**

Candidate	Party	No of first preferences	Elected (stage no)
Robert Brown	Scottish Liberal Democrats	1,686	1
Margaret Cowie	Labour and Co-operative Party	1,331	2
Alexandra Herdman	Scottish Conservative and Unionist	489	
Carol Nugent	Scottish National Party (SNP)	1,825	1
Michael O'Hara	Scottish Family Party: Pro-Family, Pro-Marriage, Pro-Life	73	
Spencer Hugh Pryor	Independent	62	
Emma Jane Nicola Smith	Scottish Greens – Think Global Act Local	263	

Ballot Papers Rejected - 73   **Total Valid Votes Cast – 5,729**

Ward 12 - Rutherglen Central and North

Electorate – 11,692   **Percentage Poll – 44.7%**   **Quota – 1,270**

Candidate	Party	No of first preferences	Elected (stage no)
Gloria Adebo	Scottish Liberal Democrats	517	
Janine Calikes	Scottish National Party (SNP)	1,188	3
Andrea Cowan	Scottish National Party (SNP)	725	6
Libby Fox	Scottish Conservative and Unionist	609	
Martin Patrick Lennon	Scottish Labour Party	1,245	2
Jack David McGinty	Scottish Labour Party	531	
Alex McRae	Scottish Greens – Think Global Act Local	261	

Ballot Papers Rejected - 149   **Total Valid Votes Cast – 5,076**

Ward 13 - Cambuslang West

Electorate – 12,800	**Percentage Poll – 45.6%**		**Quota – 1,434**

Candidate	Party	No of first preferences	Elected (stage no)
John Bradley	Scottish National Party (SNP)	1,382	3
Tom Aylwin Lauckner	Scottish Greens – Think Global Act Local	301	
Ann Le Blond	Scottish Conservative and Unionist	739	
Norman Rae	Scottish Liberal Democrats	730	6
Gillian Sutherland	Scottish National Party (SNP)	856	
Margaret Walker	Scottish Labour Party	1,727	1

Ballot Papers Rejected - 102   **Total Valid Votes Cast – 5,735**

Ward 14 - Cambuslang East

Electorate – 13,227	**Percentage Poll – 39.2%**		**Quota – 1,277**

Candidate	Party	No of first preferences	Elected (stage no)
Robert Bell	Scottish Liberal Democrats	147	
Walter McFarlane Brogan	Scottish Labour Party	1,486	1
Amy Lee Fraioli	Scottish Labour Party	524	
Alistair Fulton	Scottish National Party (SNP)	1,123	7
Marie Gallagher	Scottish Greens – Think Global Act Local	204	
Muhammed Khuzaima	Alba Party for Independence	94	
Jamie Logan	Scottish Conservative and Unionist	489	
Katy Loudon	Scottish National Party (SNP)	1,037	7

Ballot Papers Rejected – 83   **Total Valid Votes Cast – 5,104**

Ward 15 - Blantyre

Electorate – 12,850	**Percentage Poll – 41.8%**		**Quota – 1,302**

Candidate	Party	No of first preferences	Elected (stage no)
Maureen Chalmers	Scottish National Party (SNP)	1,652	1
Gerry Chambers	Scottish National Party (SNP)	542	
David McClemont	Scottish Greens – Think Global Act Local	169	
Calum Nimmo	Scottish Conservative and Unionist	399	
Mo Razzaq	Scottish Labour Party	1,519	1
Stephen Reid	Scottish Liberal Democrats	110	
Bert Thomson	Scottish Labour Party	815	6

Ballot Papers Rejected - 165   **Total Valid Votes Cast – 5,206**

Ward 16 - Bothwell and Uddingston

Electorate – 10,818   **Percentage Poll – 50.4%**   **Quota – 1,346**

Candidate	Party	No of first preferences	Elected (stage no)
Troy Davidson	Scottish Liberal Democrats	285	
Cal Dempsey	Scottish National Party (SNP)	924	6
Maureen Devlin	Scottish Labour Party	1,633	1
Kenny McCreary	Scottish Conservative and Unionist	1,485	1
Jim McGuigan	Scottish National Party (SNP)	811	
John Reid Stubbs	Scottish Greens – Think Global Act Local	243	

Ballot Papers Rejected - 74   **Total Valid Votes Cast – 5,381**

Ward 17 - Hamilton North and East

Electorate – 12,036   **Percentage Poll – 40.4%**   **Quota – 1,190**

Candidate	Party	No of first preferences	Elected (stage no)
Balarabe Baba	Independent	124	
Colin Dewar	Scottish National Party (SNP)	1,442	1
Martin Hose	Scottish Conservative and Unionist	902	6
Davie McLachlan	Scottish Labour and Co-operative Party	1,539	1
Andrew Reynolds	Scottish Liberal Democrats	249	
Phil Sykes	Scottish National Party (SNP)	501	

Ballot Papers Rejected - 109   **Total Valid Votes Cast – 4,757**

Ward 18 - Hamilton West and Earnock

Electorate – 15,083   **Percentage Poll – 39.5%**   **Quota – 1,165**

Candidate	Party	No of first preferences	Elected (stage no)
Mary Donnelly	Scottish National Party (SNP)	1,731	1
Allan Falconer	Scottish Labour Party	1,404	1
Graham William Fisher	Scottish Conservative and Unionist	753	
Leonard Gingell	Scottish Greens – Think Global Act Local	179	
Graeme Horne	Scottish National Party (SNP)	680	4
Jim Lee	Scottish Labour Party	385	
Mark McGeever	Scottish Liberal Democrats	691	7

Ballot Papers Rejected - 135   **Total Valid Votes Cast – 5,823**

Ward 19 - Hamilton South

Electorate – 16,516   **Percentage Poll – 45.4%**   **Quota – 1,462**

Candidate	Party	No of first preferences	Elected (stage no)
Celine Handibode	Scottish Labour Party	1,632	1
Gavin Wylie Keatt	Scottish Labour Party	1,688	1
Lynne Nailon	Scottish Conservative and Unionist	960	
John Ross	Scottish National Party (SNP)	1,921	1
Helen Toner	Scottish National Party (SNP)	1,105	2

Ballot Papers Rejected - 193   **Total Valid Votes Cast – 7,306**

Ward 20 - Larkhall

Electorate – 15,010   **Percentage Poll – 42.2%**   **Quota – 1,239**

Candidate	Party	No of first preferences	Elected (stage no)
Jackie Burns	Independent	639	
Andy Carmichael	Scottish Labour Party	1,580	1
Ross Clark	Scottish National Party (SNP)	1,389	1
David Laird	Scottish Libertarian Party	36	
Donald Murdo Mackay	UKIP	21	
Lesley McDonald	Scottish Labour Party	463	9
Richard Nelson	Scottish Conservative and Unionist	1,518	1
Jake Stevenson	Scottish Liberal Democrats	148	
George Sutherland	Scottish National Party (SNP)	399	

Ballot Papers Rejected - 146   **Total Valid Votes Cast – 6,193**

The Council decided: that the report be noted.

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3   Appointment of Provost

Councillor Brown, seconded by Councillor Allison, moved that Councillor Cooper be appointed as Provost of the Council. Prior to moving his motion, Councillor Brown expressed his thanks to Councillor McAllan for undertaking the role of Provost in an exemplary manner over the past 5 years. Councillor Allison echoed Councillor Brown's sentiments.

Councillor Ross, seconded by Councillor Chalmers, moved as an amendment that Councillor McAllan be appointed as Provost of the Council.

On a vote being taken by roll call, members voted as follows:-

Motion
Alex Allison, Ralph Barker, Walter Brogan, Robert Brown, Mathew Buchanan, Andy Carmichael, Gerry Convery, Margaret Cooper, Poppy Corbett, Margaret Cowie, Maureen Devlin, Joe Fagan, Allan Falconer, Ross Gowland, Lynsey Hamilton Celine Handibode, Martin Hose, Gavin Keatt, Susan Kerr, Ross Lambie, Martin Lennon, Richard Lockhart, Eileen Logan, Monique McAdams, Catherine McClymont, Kenny McCreary, Lesley McDonald, Mark McGeever, Davie McLachlan, Richard Nelson, Norman Rae, Mo Razzaq, Graham Scott, Bert Thomson, Margaret B Walker

Amendment
John Anderson, John Bradley, Archie Buchanan, Janine Calikes, Maureen Chalmers, Ross Clark, Andrea Cowan, Cal Dempsey, Colin Dewar, Mary Donnelly, Grant Ferguson, Gladys Ferguson-Miller, Elise Frame, Alistair Fulton, Geri Gray, Graeme Horne, Mark Horsham, Katy Loudon, Hugh Macdonald, Julia Marrs, Ian McAllan, Elaine McDougall, Carol Nugent, Kirsten Robb, John Ross, Dr Ali Salamati, David Shearer, Helen Toner

Abstained
David Watson

35 members voted for the motion, 28 for the amendment and 1 abstained. The motion was declared carried.

The Council decided:　　　　　　that Councillor Cooper be appointed as Provost of the Council.

Provost's Remarks
The Provost extended her gratitude to colleagues and peers, and acknowledged the contribution and good work of the previous Provost, Councillor McAllan. She intimated that she was truly honoured to serve as Provost and would work together with others for the benefit of the people of South Lanarkshire.

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4   Appointment of Depute Provost
Councillor Fagan, seconded by Councillor Convery, moved that Councillor Thomson be appointed as Depute Provost of the Council. Councillor Ross, seconded by Councillor Chalmers, moved as an amendment that Councillor Calikes be appointed as Depute Provost of the Council.

On a vote being taken by roll call, members voted as follows:-

Motion
Alex Allison, Ralph Barker, Walter Brogan, Robert Brown, Mathew Buchanan, Andy Carmichael, Gerry Convery, Margaret Cooper, Poppy Corbett, Margaret Cowie, Maureen Devlin, Joe Fagan, Allan Falconer, Ross Gowland, Lynsey Hamilton Celine Handibode, Martin Hose, Gavin Keatt, Susan Kerr, Ross Lambie, Martin Lennon, Richard Lockhart, Eileen Logan, Monique McAdams, Catherine McClymont, Kenny McCreary, Lesley McDonald, Mark McGeever, Davie McLachlan, Richard Nelson, Norman Rae, Mo Razzaq, Graham Scott, Bert Thomson, Margaret B Walker

Amendment
John Anderson, John Bradley, Archie Buchanan, Janine Calikes, Maureen Chalmers, Ross Clark, Andrea Cowan, Cal Dempsey, Colin Dewar, Mary Donnelly, Grant Ferguson, Gladys Ferguson-Miller, Elise Frame, Alistair Fulton, Geri Gray, Graeme Horne, Mark Horsham, Katy Loudon, Hugh Macdonald, Julia Marrs, Ian McAllan, Elaine McDougall, Carol Nugent, Kirsten Robb, John Ross, Dr Ali Salamati, David Shearer, Helen Toner

Abstained
David Watson

35 members voted for the motion, 28 for the amendment and 1 abstained. The motion was declared carried.

The Council decided:　　　　　　that Councillor Thomson be appointed as Depute Provost of the Council.

5 Appointment of Leader of the Council

Councillor Convery, seconded by Councillor Brown, moved that Councillor Fagan be appointed as Leader of the Council. Councillor Chalmers, seconded by Councillor Horsham, moved as an amendment that Councillor Ross be appointed as Leader of the Council.

On a vote being taken by roll call, members voted as follows:-

Motion
Alex Allison, Ralph Barker, Walter Brogan, Robert Brown, Mathew Buchanan, Andy Carmichael, Gerry Convery, Margaret Cooper, Poppy Corbett, Margaret Cowie, Maureen Devlin, Joe Fagan, Allan Falconer, Ross Gowland, Lynsey Hamilton Celine Handibode, Martin Hose, Gavin Keatt, Susan Kerr, Ross Lambie, Martin Lennon, Richard Lockhart, Eileen Logan, Monique McAdams, Catherine McClymont, Kenny McCreary, Lesley McDonald, Mark McGeever, Davie McLachlan, Richard Nelson, Norman Rae, Mo Razzaq, Graham Scott, Bert Thomson, Margaret B Walker

Amendment
John Anderson, John Bradley, Archie Buchanan, Janine Calikes, Maureen Chalmers, Ross Clark, Andrea Cowan, Cal Dempsey, Colin Dewar, Mary Donnelly, Grant Ferguson, Gladys Ferguson-Miller, Elise Frame, Alistair Fulton, Geri Gray, Graeme Horne, Mark Horsham, Katy Loudon, Hugh Macdonald, Julia Marrs, Ian McAllan, Elaine McDougall, Carol Nugent, Kirsten Robb, John Ross, Dr Ali Salamati, David Shearer, Helen Toner

Abstained
David Watson

35 members voted for the motion, 28 for the amendment and 1 abstained. The motion was declared carried.

The Council decided: that Councillor Fagan be appointed as Leader of the Council.

Leader's Remarks
The Leader congratulated Councillor Cooper on her appointment as Provost and echoed the earlier sentiments in respect of the former Provost, Councillor McAllan. He thanked those who had supported him to lead the new Administration of South Lanarkshire which would be Labour led but not Labour only as there was an agreement to work in partnership between the Labour and Liberal Democrat groups, as well as an agreement with the Leader of the Independent Group. He advised that his Administration would be inclusive and would seek to work collaboratively with all Groups for the benefit of South Lanarkshire's citizens. He recognised the work of former Leader, Councillor Ross, in the previous Administration and acknowledged Councillor Chalmers' work in relation to community planning. He then invited Councillor Ross to speak.

Councillor Ross firstly paid tribute to Councillor McAllan, former Provost, for undertaking the role with decorum. He then expressed his disappointment that his Group, which was the largest party, was not forming the Administration.

6 Appointment of Depute Leader of the Council

Councillor Fagan, seconded by Councillor Brown, moved that Councillor Convery be appointed as Depute Leader of the Council. Councillor Ross, seconded by Councillor Horsham, moved as an amendment that Councillor Chalmers be appointed as Depute Leader of the Council.

On a vote being taken by roll call, members voted as follows:-

Motion
Alex Allison, Ralph Barker, Walter Brogan, Robert Brown, Mathew Buchanan, Andy Carmichael, Gerry Convery, Margaret Cooper, Poppy Corbett, Margaret Cowie, Maureen Devlin, Joe Fagan, Allan Falconer, Ross Gowland, Lynsey Hamilton Celine Handibode, Martin Hose, Gavin Keatt, Susan Kerr, Ross Lambie, Martin Lennon, Richard Lockhart, Eileen Logan, Monique McAdams, Catherine McClymont, Kenny McCreary, Lesley McDonald, Mark McGeever, Davie McLachlan, Richard Nelson, Norman Rae, Mo Razzaq, Graham Scott, Bert Thomson, Margaret B Walker

Amendment
John Anderson, John Bradley, Archie Buchanan, Janine Calikes, Maureen Chalmers, Ross Clark, Andrea Cowan, Cal Dempsey, Colin Dewar, Mary Donnelly, Grant Ferguson, Gladys Ferguson-Miller, Elise Frame, Alistair Fulton, Geri Gray, Graeme Horne, Mark Horsham, Katy Loudon, Hugh Macdonald, Julia Marrs, Ian McAllan, Elaine McDougall, Carol Nugent, Kirsten Robb, John Ross, Dr Ali Salamati, David Shearer, Helen Toner

Abstained
David Watson

35 members voted for the motion, 28 for the amendment and 1 abstained. The motion was declared carried.

The Council decided: that Councillor Convery be appointed as Depute Leader of the Council.

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7   Establishment of Council's Decision-making Arrangements and Procedures

A report dated 9 May 2022 by the Chief Executive was submitted on the Council's decision-making arrangements, procedures and associated supporting documentation. Details were provided on the proposed:-

♦   amendments to the Standing Orders on Procedures, Standing Orders on Contracts, the Scheme of Delegation and the Financial Regulations to reflect legislative arrangements and organisational arrangements within the Council
♦   establishment of standing committees and number of members on and composition of those committees, including the facility for individual groups to substitute members, as detailed in paragraph 6.3 of the report
♦   establishment of member forums and number of members on and composition of those forums, including the facility for individual groups to substitute up to a maximum of 2 members
♦   Terms of Reference for Council, its committees and associated forums, including revised Terms of Reference for the Licensing Committee and the Equal Opportunities Forum
♦   appointment of the Leader of the Council, Depute Leader of the Council and Ruling Group Business Manager as ex officio members for the purposes of signing off delegated contracts and for urgent items of business dealt with under the relevant Standing Order
♦   committee cycle together with condensed meeting arrangements to run from 13 June 2022 to the summer recess
♦   representation on statutory bodies
♦   member role profiles
♦   advice on the operation of multi-member wards

In addition, consideration required to be given to:-

♦   nominations for the position of Chair and Depute(s) for each standing committee
♦   the appointment of up to 19 positions of Senior Councillor

♦ delegation of authority to the Chief Executive, in consultation with the Leaders of the political and independent groups, to agree committee and forum memberships based on the membership numbers detailed in the revised version of Appendix 3, previously circulated, and in paragraphs 8.3 and 8.4 of the report

Councillor Fagan, seconded by Councillor Brown, moved the following:-

"As an amendment to Item 7, it is proposed that:

Recommendation 1 be agreed to with additional reference to changes to Terms of Reference as proposed at Recommendations 3 and 12 below.
Recommendation 2 be agreed to.
Recommendation 3 be agreed to with the following amendments:
♦ that the Terms of Reference for the Climate Change and Sustainability Committee be amended to remove the requirement for the Leader and Depute Leader of the Council to be the Chair and Depute Chair respectively of that committee
♦ that the Terms of Reference for the Executive Committee be amended to note, where the Chair of the Climate Change and Sustainability Committee is not a member of the Executive Committee, that they become a member of the Executive Committee. For clarity, this could mean the size of the Executive Committee could reflect 29 members (26 members plus the Council Leader, Depute Council Leader and the Chair of the Climate Change and Sustainability Committee)
Recommendations 4 and 5 be agreed to.
Recommendation 6 be noted and the nominations set out in the table attached to this amendment for the position of Chair and Depute Chair for each standing committee be agreed.
Recommendation 7 be noted and the nominations set out in the table attached to this amendment for the appointment and remuneration of senior councillors be agreed. For clarification a list of these roles and the remuneration proposed for each is also attached to this amendment.
Recommendations 8 to 11 be agreed to.
Recommendation 12 be agreed to with additional reference to the amendments set out in relation to Recommendation 3 above.
Recommendation 13 and 14 be agreed to.
Recommendation 15 be noted and the nominations set out in the table attached to this amendment for appointment to the external bodies detailed in Appendix 5 be agreed to. With respect to the remaining vacancies on Appendix 5 delegated authority be given to the Chief Executive to confirm nominations in consultation with the Leader to be notified to the next meeting of the Council.
Recommendation 16 and 17 be agreed to.
A further recommendation, Recommendation 18, be agreed to, requiring the establishment of a cross party Commission on the Future of Adult Social Care. The Commission will explore the needs of residents, service users and carers now and in future and consider the implications for the planning and delivery of adult social care services arising from the anticipated legislative development of a National Care Service (NCS) and potentially enhanced powers delegated to new Community Health and Social Care Boards (CHSCB). The Commission will look to provide advice and make recommendations to the Executive Committee and full Council as appropriate in relation to these developments and make recommendations to the current IJB/ future CHSCB on the development of services to meet the social care needs of South Lanarkshire. The Council is also asked to instruct the Chief Executive to develop a full Terms of Reference and membership in consultation with the Council Leader and Chair of Social Work Resources and report back to the Executive Committee for approval."

Recommendation 6 - Table attached

Resource Committee	Chair	Depute Chair
Finance and Corporate Resources*	Lesley McDonald	Walter Brogan Celine Handibode
Community and Enterprise Resources	Robert Brown	Maureen Devlin
Education Resources	Lynsey Hamilton	Gav Keatt
Housing and Technical Resources	Davie McLachlan	Martin Lennon
Social Work Resources	Margaret Walker	Catherine McClymont

Committee	Chair	Depute Chair
Executive	Leader of Council	Depute Leader of Council
Climate Change and Sustainability	Mark McGeever [as per revised Terms of Reference)	To be elected at committee [as per revised Terms of Reference)
Licensing	Andy Carmichael	Bert Thomson
Petitions	*To be decided by SNP Group, Conservative Group and Green*	*To be decided by SNP Group, Conservative Group and Green*
Planning	Richard Nelson	Gerry Convery
Planning Local Review Body	***Note: Terms of Reference state this is the Chair and Depute Chair of Planning Committee***	
Risk and Audit Scrutiny	*To be decided by SNP Group, Conservative Group and Green*	*To be decided by SNP Group, Conservative Group and Green*

Committee	Chair	Depute Chair
Conference Allocation	*Note: Terms of Reference states that the 6 members will consist of Depute Leader and Business Manager of Ruling Administration plus Depute Leader and Business Manager of largest Opposition Group plus 2 other Opposition Group members*	
Recruitment	Leader of the Council	
Clydesdale Area	Catherine McClymont	Ross Gowland
Hamilton Area	Allan Falconer	Mo Razzaq
Cambuslang and Rutherglen Area	To be appointed by SNP Group	To be appointed by SNP Group
East Kilbride Area	To be appointed by SNP Group	To be appointed by SNP Group
Chair of SEEMiS Group LLP	To be appointed by Labour Group	
Member of Lanarkshire NHS Board	Eileen Logan	

Recommendation 7 - Proposed Remuneration

	£
Leader	45,669
Provost	34,254

Senior Councillor Positions

Depute Leader	29,705
Depute Provost	28,438
Business Manager Ruling Group	29,705
Opposition Leader – Second Largest Opposition Group	25,903
Opposition Leader – Largest Opposition Group	29,705
Depute Opposition Leader – Largest Opposition Group	25,903
Business Manager – Largest Opposition Group	23,370

Chairs of Committees

Community and Enterprise	28,800
Education	28,800
Finance and Corporate	28,800
Housing and Technical	28,800
Social Work	28,800
Planning	28,800
Climate Change	28,800
Licensing	23,370
Hamilton Area	23,370

Cambuslang and Rutherglen Area		23,370
Clydesdale Area		23,370
EK Area		23,370
Basic Councillor		19,571

Recommendation 15 - Nominations in relation to Appendix 5

COSLA

Organisation	No of Places	Councillor Representation
Convention of Scottish Local Authorities (COSLA)	6 (plus 6 substitutes)	SNP-3; Labour-2; Conservative-1 To be appointed by party groups
COSLA Policy Boards: -		
Health and Social Care Board	1	Margaret Walker
Community and Wellbeing Board	1	Davie McLachlan
Children and Young People Board	1	Lynsey Hamilton
Environment and Economy Board	1	Robert Brown

Section 3 – Partnership Bodies and Others

Body	No of Places	Councillor Representation
Council's Youth Champion (formerly Council's Spokesperson for Youth (Regen;fx))	1	Gavin Keatt
South Lanarkshire Community Planning Partnership	1	Joe Fagan
Community Wealth Building Commission	As per positions specified	Leader of the Council; Leaders of political/independent groups; Chair of Community Planning Partnership; Chair of South Lanarkshire Integration Joint Board

Councillor Ross, seconded by Councillor Chalmers, moved the following as an amendment:-

"The SNP would propose that Council:

Recommendation 1 - 5:   Agree

Recommendation 6: Agree the nominations set out in the Table A attached to this amendment for the position of Chair and Depute Chair for each standing committee

Recommendation 7: Agree the nominations set out in the Table B attached to this amendment for the appointment and remuneration of senior councillors.

Recommendations 8 - 14: Agree

Recommendation 15: Agree that member nominations be made by the Council to the external bodies detailed in Appendix 5 and authority delegated to the Chief Executive in consultation with the leaders of the political and independent groups to finalise membership on the basis of the number of members and associated political composition approved by the Council

Recommendation 16-17: Agree

Recommendation (6) - Table A

Resource Committee	Chair	Depute Chair
Finance and Corporate Resources*	Gladys Ferguson-Miller	Graeme Horne Elaine McDougall
Community and Enterprise Resources	John Anderson	Ian McAllan
Education Resources	Katy Loudon	Cal Dempsey
Housing and Technical Resources	Andrea Cowan	Geri Gray
Social Work Resources	Hugh McDonald	Elise Frame

Committee	Chair	Depute Chair
Executive	Leader of Council	Depute Leader of Council
Climate Change and Sustainability	Kirsten Robb	John Anderson
Licensing	David Shearer	Julia Marrs
Petitions	*Chaired by a Councillor not a member of the Council's ruling group*	*Depute is not a member of the Council's ruling group.*
Planning	Mark Horsham	Ali Salamati
Planning Local Review Body	***Note: Terms of Reference state this is the Chair and Depute Chair of Planning Committee***	
Risk and Audit Scrutiny	*Chair is an Opposition Councillor who may serve, or be a substitute, on the Executive Committee*	*Depute Chair who is not a member of the Council's ruling group.*

Committee	Chair	Depute Chair
Conference Allocation	**Note:** *Terms of Reference states that the 6 members will consist of Depute Leader and Business Manager of Ruling Administration plus Depute Leader and Business Manager of largest Opposition Group plus 2 other Opposition Group members*	
Recruitment	Leader of the Council	
Clydesdale Area	Julia Marrs	David Shearer
Hamilton Area	Mary Donnelly	Ross Clark
Cambuslang and Rutherglen Area	Carol Nugent	Alistair Fulton
East Kilbride Area	Archie Buchanan	Elaine McDougall
Chair of SEEMiS Group LLP	Graeme Horne	
Member of Lanarkshire NHS Board	John Bradley	

Recommendation 7 - TABLE B

		£
Leader	Grade 7	45,669
Provost	Grade 6	34,254

Senior Councillor Positions

Depute Leader	Grade 5	29,705
Depute Provost	Grade 4	28,438
Business Manager Ruling Group	Grade 5	29,705
Opposition Leader - Conservative	Grade 3	25,903
Opposition Leader - Labour	Grade 5	29,705
Depute Opposition Leader - Labour	Grade 3	25,903
Business Manager Opposition	Grade 2	23,370

Chairs of Committees

Climate Change & Sustainability Committee	Grade 5	29,705
Community and Enterprise	Grade 5	29,705
Education	Grade 5	29,705
Finance & Corporate	Grade 5	29,705
Housing & Tech	Grade 5	29,705
Social Work	Grade 5	29,705
Planning	Grade 5	0*
Licensing	Grade2	23,370
Hamilton Area	Grade2	23,370
Ruth/Clang Area	Grade2	23,370
Clydesdale Area	Grade2	23,370
EK Area	Grade2	23,370
Basic Councillor	Grade 1	19,571

*Planning reduced to £0 as Mark Horsham our Business Manager will be filling this position and already receives an SRA

On a vote being taken by roll call, members voted as follows:-

Motion
Alex Allison, Ralph Barker, Walter Brogan, Robert Brown, Mathew Buchanan, Andy Carmichael, Gerry Convery, Margaret Cooper, Poppy Corbett, Margaret Cowie, Maureen Devlin, Joe Fagan, Allan Falconer, Ross Gowland, Lynsey Hamilton Celine Handibode, Martin Hose, Gavin Keatt, Susan Kerr, Ross Lambie, Martin Lennon, Richard Lockhart, Eileen Logan, Monique McAdams, Catherine McClymont, Kenny McCreary, Lesley McDonald, Mark McGeever, Davie McLachlan, Richard Nelson, Norman Rae, Mo Razzaq, Graham Scott, Bert Thomson, Margaret B Walker

Amendment
John Anderson, John Bradley, Archie Buchanan, Janine Calikes, Maureen Chalmers, Ross Clark, Andrea Cowan, Cal Dempsey, Colin Dewar, Mary Donnelly, Grant Ferguson, Gladys Ferguson-Miller, Elise Frame, Alistair Fulton, Geri Gray, Graeme Horne, Mark Horsham, Katy Loudon, Hugh Macdonald, Julia Marrs, Ian McAllan, Elaine McDougall, Carol Nugent, Kirsten Robb, John Ross, Dr Ali Salamati, David Shearer, Helen Toner

Abstained
David Watson

35 members voted for the motion, 28 for the amendment and 1 abstained. The motion was declared carried.

The Council decided:

(1) that the Standing Orders on Procedures, Standing Orders on Contracts, Scheme of Delegation and Financial Regulations be approved;

(2) that the following standing committees be established:-

- Cambuslang and Rutherglen Area
- Climate Change and Sustainability
- Clydesdale Area
- Community and Enterprise Resources
- Conference Allocation
- East Kilbride Area
- Education Resources
- Executive
- Finance and Corporate Resources

- Hamilton Area
- Housing and Technical Resources
- Licensing
- Petitions
- Planning
- Planning Local Review Body
- Recruitment
- Risk and Audit Scrutiny
- Social Work Resources

(3) that the committee membership details, as outlined in paragraphs 6.2 and 6.3 of the report and as detailed in revised Appendix 3, previously circulated, be approved subject to the potential change in Executive Committee membership to take account of the Chair of the Climate Change and Sustainability Committee, and that authority be delegated to the Chief Executive, in consultation with the Leaders of the political and independent groups, to finalise membership of committees on the basis of the number of members and associated political composition approved by the Council;

(4) that the facility for individual groups to substitute up to a maximum of 4 members in terms of representation on the Executive, Climate Change and Sustainability, Resource Committees and on the Planning Committee be approved and that appropriate notification be give to committee officers in advance of the meeting taking place;

(5) that the facility for individual groups to substitute up to a maximum of 2 members in terms of representation on the Licensing Committee, Risk and Audit Scrutiny Committee and Petitions Committee be approved and that appropriate notification be given to committee officers in advance of the meeting taking place;

(6) that appointments to positions be approved as follows:-

Committee	Chair	Depute Chair(s)
Community and Enterprise Resources	Robert Brown	Maureen Devlin
Education Resources	Lynsey Hamilton	Gavin Keatt
Finance and Corporate Resources	Lesley McDonald	Water Brogan and Celine Handibode
Housing and Technical Resources	Davie McLachlan	Martin Lennon
Social Work Resources	Margaret B Walker	Catherine McClymont
Climate Change and Sustainability	Mark McGeever	To be elected at committee
Conference Allocation	To be confirmed by Ruling Group	To be confirmed by Ruling Group
Executive	Joe Fagan	Gerry Convery
Licensing	Andy Carmichael	Bert Thomson
Planning	Richard Nelson	Gerry Convery
Planning Local Review Body	Richard Nelson	Gerry Convery
Petitions	To be decided by SNP Group, Conservative Group and Green	To be decided by SNP Group, Conservative Group and Green
Risk and Audit Scrutiny	To be decided by SNP Group, Conservative Group and Green	To be decided by SNP Group, Conservative Group and Green
Recruitment	Joe Fagan	To be confirmed by the Ruling Group

Committee	Chair	Depute Chair(s)
Clydesdale Area	Catherine McClymont	Ross Gowland
Hamilton Area	Allan Falconer	Mo Razzaq
Cambuslang and Rutherglen Area	To be appointed by the SNP Group	To be appointed by the SNP Group
East Kilbride Area	To be appointed by the SNP Group	To be appointed by the SNP Group

Chair of SEEMiS Group LLP - To be appointed by the Labour Group
Member of Lanarkshire NHS Board - Councillor Eileen Logan

(7) that, excluding the Leader and Provost, 19 positions of Senior Councillor be recognised, with the associated remuneration, as follows:-

	£
Leader	45,669
Provost	34,254

Senior Councillor Positions

Depute Leader	29,705
Depute Provost	28,438
Business Manager Ruling Group	29,705
Opposition Leader – Second Largest Opposition Group	25,903
Opposition Leader – Largest Opposition Group	29,705
Depute Opposition Leader – Largest Opposition Group	25,903
Business Manager – Largest Opposition Group	23,370

Chairs of Committees

Community and Enterprise	28,800
Education	28,800
Finance and Corporate	28,800
Housing and Technical	28,800
Social Work	28,800
Planning	28,800
Climate Change	28,800
Licensing	23,370
Hamilton Area	23,370
Cambuslang and Rutherglen Area	23,370
Clydesdale Area	23,370
East Kilbride Area	23,370

(8) that the following member forums be established:-

- ♦ Roads Safety Forum
- ♦ Employee Issues Forum
- ♦ Equal Opportunities Forum
- ♦ Joint Consultative Forum
- ♦ Financial Resources Scrutiny Forum
- ♦ Performance and Review Scrutiny Forum
- ♦ Standards and Procedures Advisory Forum
- ♦ Rural Task Force

(9) that forum membership details, as outlined in Section 8 of the report, be approved and authority delegated to the Chief Executive, in consultation with the Leaders of the political and independent groups, to finalise membership on the basis of the number of members and associated political composition approved by the Council;

(10) that the facility for individual groups to substitute up to a maximum of 2 members in terms of representation on the main forums be approved and that appropriate notification be given to committee officers in advance of the meeting taking place;

(11) that the revised Terms of Reference and membership of the Equal Opportunities Forum and Licensing Committee, as detailed in Appendix 1, be approved;

(12) that the Terms of Reference for the Council, Committees and associated Forums, as detailed in the supporting documentation pack attached as Appendix 1 to the report, be approved subject to:-

♦ the Terms of Reference for the Climate Change and Sustainability Committee being amended to remove the requirement for the Leader and Depute Leader of the Council to be the Chair and Depute Chair respectively of that committee
♦ the Terms of Reference for the Executive Committee being amended to reflect that, where the Chair of the Climate Change and Sustainability Committee was not a member of the Executive Committee, they be given an automatic place on the Executive Committee which might mean that the Executive Committee be increased to 29 members (26 members plus the Council Leader, Depute Leader and the Chair of the Climate Change and Sustainability Committee)

(13) that the following be appointed as ex officio members for the purpose of 'signing off' delegated contracts and for urgent items of business, all in line with the appropriate Standing Orders:-

♦ Leader of the Council
♦ Depute Leader of the Council
♦ Ruling Group Business Manager

(14) that the cycle of meetings and proposed recess periods, as detailed in Appendix 4, be approved, including the condensed meeting arrangements prior to the 2022 summer recess;

(15) that the following nominations to external bodies be agreed and that the Chief Executive be authorised, in consultation with the Leader of the Council, to confirm nominations in respect of the remaining vacancies detailed in Appendix 5 and for them to be reported to the next meeting of the Council:-

COSLA

Organisation	No of Places	Councillor Representation
Convention of Scottish Local Authorities (COSLA)	6 (plus 6 substitutes)	SNP-3; Labour-2; Conservative-1 To be appointed by party groups
COSLA Policy Boards: -		
Health and Social Care Board	1	Margaret Walker
Community and Wellbeing Board	1	Davie McLachlan
Children and Young People Board	1	Lynsey Hamilton
Environment and Economy Board	1	Robert Brown

Section 3 – Partnership Bodies and Others

Body	No of Places	Councillor Representation
Council's Spokesperson for Youth (Regen;fx)	1	Gavin Keatt
South Lanarkshire Community Planning Partnership	1	Joe Fagan

Community Wealth Building Commission	As per positions specified	Leader of the Council; Leaders of political/independent groups; Chair of Community Planning Partnership; Chair of South Lanarkshire Integration Joint Board

(16) that the member role profiles, as detailed in Appendix 6, be approved;

(17) that the advice on the operation of multi-member wards, as detailed in Appendix 7, be noted; and

(18) that a cross-party Commission on the Future of Adult Social Care be established, which would make recommendations to the Executive Committee and full Council as appropriate as well as to the current Integration Joint Board/future Community Health and Social Care Boards, on the development of services to meet the social care needs of South Lanarkshire, with the Chief Executive, in consultation with the Leader of the Council and Chair of Social Work Resources Committee, developing a full Terms of Reference and membership to be reported to the Executive Committee for approval.

In terms of Standing Order No 14, the Provost adjourned the meeting during this item of business at 11.15am and reconvened at 11.26am to allow members time to consider the amendments submitted by Councillors Fagan and Ross

8   Election of Members to Divisional Licensing Boards

A report dated 9 May 2022 by the Executive Director (Finance and Corporate Resources) was submitted on the election of members to the 4 Divisional Licensing Boards within the South Lanarkshire area in terms of the Licensing (Scotland) Act 2005.

It was proposed that the number of members to be elected to each Licensing Division be as follows:-

- ♦ South Lanarkshire Licensing Division No 1 (Clydesdale Area) – 10
- ♦ South Lanarkshire Licensing Division No 2 (East Kilbride Area) – 10
- ♦ South Lanarkshire Licensing Division No 3 (Hamilton Area) – 10
- ♦ South Lanarkshire Licensing Division No 4 (Rutherglen/Cambuslang Area) – 10

In terms of The Licensing (Training) (Scotland) Regulations 2007 (SSI/2007/95), members of the Divisional Licensing Boards were required to undertake a qualification accredited by the Scottish Qualifications Authority and the necessary arrangements were being made for the training to take place within the prescribed timescales.

It was proposed that composition of each of the Licensing Divisions reflect, as far as was reasonably practicable, the political balance within each of the 4 geographical areas.

The Council decided:

(1) that the number of members to be elected to each Licensing Division be as detailed above; and

(2) that authority be delegated to the Chief Executive, in consultation with the Leaders of the relevant political groups, to finalise the membership of each of the Divisional Licensing Boards.

9   Minutes of Roads Safety Forum

The minutes of the meeting of the Roads Safety Forum held on 1 March 2022 were submitted for noting.

The Council decided: that the minutes be noted.

10 Minutes of Executive Committee

The minutes of the meeting of the Executive Committee held on 2 March 2022 were submitted for noting.

The Council decided: that the minutes be noted.

11 Minutes of South Lanarkshire Council

The minutes of the meeting of South Lanarkshire Council held on 2 March 2022 were submitted for noting.

The Council decided: that the minutes be noted.

12 Minutes of Licensing Committee

The minutes of the special meeting of the Licensing Committee held on 19 April 2022 were submitted for noting.

The Council decided: that the minutes be noted.

13 Minutes of Appeals Panel

The minutes of the meeting of the Appeals Panel held on 22 March 2022 were submitted for noting.

The Council decided: that the minutes be noted.

14 Minutes of Planning Local Review Body

The minutes of the meeting of the Planning Local Review Body held on 28 March 2022 were submitted for noting.

The Council decided: that the minutes be noted.

15 Minutes of Planning Committee

The minutes of the special meeting of the Planning Committee held on 22 March 2022 were submitted for noting.

The Council decided: that the minutes be noted.

16 Minutes of Licensing Committee

The minutes of the special meeting of the Licensing Committee held on 30 March 2022 were submitted for noting.

The Council decided: that the minutes be noted.

17 Minutes of Grievance and Disputes Panel

The minutes of the meeting of the Grievance and Disputes Panel held on 30 March 2022 were submitted for noting.

The Council decided: that the minutes be noted.

18 Minutes of Asset Transfer Panel

The minutes of the meeting of the Asset Transfer Panel held on 30 March 2022 were submitted for noting.

The Council decided: that the minutes be noted.

19 Minutes of Recruitment Committee

The minutes of the meeting of the Recruitment Committee held on 1 April 2022 were submitted for noting.

The Council decided: that the minutes be noted.

20 Minutes of Appeals Panel

The minutes of the meeting of the Appeals Panel held on 31 March 2022 were submitted for noting.

The Council decided: that the minutes be noted.

21 Minutes of Recruitment Committee

The minutes of the meeting of the Recruitment Committee held on 30 March 2022 were submitted for noting.

The Council decided: that the minutes be noted.

22 Minutes of Licensing Committee

The minutes of the special meeting of the Licensing Committee held on 8 March 2022 were submitted for noting.

The Council decided: that the minutes be noted.

23 Delegated Authority – Business Dealt with by the Chief Executive in the Period from 2 March 2022

A report dated 9 May 2022 by the Chief Executive was submitted on items of business dealt with by him under delegated authority in the period from 2 March 2022 to the first meeting of the new Council. Authority had been delegated to the Chief Executive by the Executive Committee at its meeting on 25 August 2021 to deal with items of business arising in that period. The items dealt with by the Chief Executive under that delegated authority were as follows:-

Community and Enterprise Resources

Date Approved	Subject
25 March 2022	Realignment of Planning Team Leaders
27 April 2022	Grant Application to the Renewable Energy Fund from Strathaven Rugby Football Club

Education Resources

Date Approved	Subject
5 April 2022	Education Support Services Structure Change

Finance and Corporate Resources

Date Approved	Subject
23 March 2022	Ukraine Humanitarian Appeal
1 April 2022	Elected Member Representation at Conferences, etc to be dealt with under Delegated Authority
28 April 2022	Safety at Sports Grounds – Re-issue of General Safety Certificate – Hamilton Park
10 May 2022	Request for Authority to Award a Contract Under the Negotiated Tendering Procedure in Terms of Standing Order 9 of the Council's Standing Orders on Contracts and Regulation 33(1) of The Public Contracts (Scotland) Regulations 2015
10 May 2022	Request for Authority to Award a Contract Under the Negotiated Tendering Procedure in Terms of Standing Order 9 of the Council's Standing Orders on Contracts and Regulation 33(1) of The Public Contracts (Scotland) Regulations 2015

Housing and Technical Resources

Date Approved	Subject
16 March 2022	Donald Institute, Main Street, Bothwell – Asset Transfer to Bothwell Futures
25 March 2022	Disposal of Land at Bosfield Corner, East Kilbride
14 April 2022	Acquisition of Flats, Kirk Street, Strathaven
27 April 2022	Council Open Market Purchase for a Property which Provides the Most Cost Effective and Appropriate Solution to Meeting an Urgent and Specific Housing Need
28 April 2022	South Lanarkshire Rapid Rehousing Transition Plan – Funding Allocation and Staffing Resources
9 May 2022	Request for Authority to Award a Contract Under the Negotiated Tendering Procedure in Terms of Standing Order 9 of the Council's Standing Orders on Contracts
9 May 2022	Approval of Tender Award for the Internal Alteration and Conversion of Properties at 11 and 13 Sweethope Place, Bothwell to Building Services

Social Work Resources

Date Approved	Subject
15 March 2022	New National Transfer Scheme
9 May 2022	Request for Authority to Award a Contract for Social Care Services Under the Negotiated Tendering Procedure in Terms of Standing Order 10 of the Council's Standing Orders on Contracts
10 May 2022	Request for Authority to Award a Contract Under the Negotiated Tendering Procedure in Terms of Standing Order 9 of the Council's Standing Orders on Contracts and Regulation 33(1) of The Public Contracts (Scotland) Regulations 2015

The Council decided: that the items of business dealt with by the Chief Executive under delegated authority, in the period from 2 March 2022 to the first meeting of the new Council following the elections, be noted.

[Reference: Minutes of the Executive Committee of 25 August 2021 (Paragraph 8)]

24 Urgent Business

There were no items of urgent business.

Report

Report to:	**South Lanarkshire Council**
Date of Meeting:	**15 June 2022**
Report by:	**Executive Director (Finance and Corporate Resources)**

Subject:	**The Council Plan, Connect 2022 to 2027 and the South Lanarkshire Community Plan 2022 to 2032**

1.   Purpose of Report

1.1.   The purpose of the report is to:

♦   Present the draft Council Plan and the draft Community Plan, with a summary of how the two have been prepared and aligned.

2.   Recommendation(s)

2.1.   The Council is asked to approve the following recommendation(s):

(1)   that the Council Plan for 2022 to 2027 be approved;
(2)   that the Community Plan for 2022 to 2032 be noted.

3.   Background

3.1.   The Council Plan, Connect is the key strategic document that shapes the work of the council. It sets out the outcomes to be delivered over five years, around a long-term vision supported by core values and priorities that influence how the council works. These in turn stretch out into all annual Resource Plans through what is known as the "golden thread".

3.2.   The last Council Plan, for 2017 to 2022, was formally approved by the Council on 6 December 2017. A mid-term review was conducted in 2019 that simplified the Council Plan and – following recommendations from the council's Best Value Assurance Review (BVAR) – strengthened the links between the Council Plan and the Community Plan. As part of the BVAR, Audit Scotland also required the council to concentrate more on involving the community in decision-making through community engagement. With the Council Plan approaching the end of its five-year term, a new plan has been developed for the period 2022 to 2027.

3.3.   In January 2019, the Community Planning Partnership (CPP) Board started a review of Community Planning and in July 2020 the board agreed that a full review of the Community Plan should be undertaken to ensure that the priorities for the work of the partnership had been informed by local communities. The Community Plan is the name used within South Lanarkshire for the Local Outcome Improvement Plan (LOIP), which is a ten-year plan that Community Planning Partnerships have a statutory duty to produce, deliver and report on.

3.4.   In line with the BVAR recommendations and to further align the work of the council and the partnership, these two exercises were undertaken as a joint review of the Council Plan and Community Plan, in order to:
- develop a common vision and common set of outcomes;
- do so using an extensive and multi-layered engagement and consultation process; and
- present the plans to Elected Members and the CPP Board at the first opportunity after the Local Government Elections of 5 May 2022.

3.5.   Online seminars were held with Elected Members on 10 June 2021 and then again on 31 January 2022 to keep them updated on progress. Both events were well-attended, with Elected Members engaged and offering their support for the process. A further information session was held with Elected Members on 30 May 2022. The CPP Board also received regular updates.

4.   Public engagement and development of the plans

4.1.   As noted at 3.4 above, it was agreed that the new Council Plan and Community Plan should be built from communities up, using engagement to identify residents' views and aspirations. An initial phase of engagement therefore was carried out between March and August 2021, during which communities throughout South Lanarkshire were asked to identify the main priorities for their neighbourhoods.

4.2.   This involved inviting residents to answer a short, open-question survey, which was promoted extensively through social media and the local media, and also by council and CPP staff. At the close of the engagement period on 8 August 2021, more than 3,300 responses had been received.

4.3.   Initial examination of the survey responses identified themes around Education and Learning, Communities and Environment, Health Inequalities, Housing and Land, Children and Young People, and Our Economy. In-depth analysis of this feedback helped shape a further phase of engagement, when 'Community Conversation' focus groups took place between August and October 2021. These involved more than 200 residents taking part in 27 group conversations.

4.4.   This was the largest consultation exercise ever carried out by the council. It added to a body of existing knowledge that had already emerged from community events and work developing a number of neighbourhood plans. With 17 communities already covered by such plans and five more in progress, the aspiration is that eventually all parts of South Lanarkshire will have their own community-led Neighbourhood Plan. These will continue to help inform and shape the council's broader strategic plans going forward.

4.5.   Analysis of the community responses identified three cross-cutting themes, around People (in particular, the impact of poverty and inequalities), Progress (in particular, recovery from the pandemic) and Planet (in particular, sustainable development). Further analysis of what our residents and communities had told us resulted in six outcomes being identified for the Council Plan and the Community Plan:

Communities and Environment
Caring, connected, sustainable communities

Education and Learning
Inspiring learners, transforming learning, strengthening partnerships

Health and Wellbeing
People live the healthiest lives possible

Children and Young People
Our children and young people thrive

Housing and Land
Good quality, suitable and sustainable places to live

Our Economy
Thriving business, fair jobs and vibrant town centres

4.6. Following the public engagement exercise, a strategic session was held on 17 November 2021 at which lead officers from across the council and the partnership came together to discuss and agree the shared vision and direction for the new Council Plan and Community Plan. Thereafter, writing groups drafted the two plans, with an additional remit to further improve the accessibility of both plans through use of plain English and making the documents succinct.

5.   Presentation of the plans
5.1. As well as sharing the same vision, priorities and outcomes, the Council Plan and Community Plan have a broadly shared structure, which is outlined below:

Introduction
Who we are and what we do
How we wrote the plan – what our communities told us, what we did with that
Our Vision – to improve the lives and prospects of everyone in South Lanarkshire
Our three cross-cutting themes – People, Progress, Planet
Our six Outcomes – Communities and Environment, Education and Learning, Health and Wellbeing, Children and Young People, Housing and Land, Our Economy
Delivering the plan – including how to find out more/get involved
The plan(s) on one page – graphical illustration

5.2. To further underline how the two plans are aligned, they have been designed as "companion" publications, with complementary layouts and use of colours.

5.3. However, the two plans are not identical. For example, the draft Council Plan features a summary of the council structure and the wide range of services provided. It also features the council's values, though these are currently being reviewed and new wording may be brought forward at a future date.

5.4. Overall, the two plans retain the flexibility that will be needed for the council and the Community Planning Partnership to utilise their different resources and identify the specific actions each needs to take in order to deliver on the shared ambitions and meet statutory obligations.

5.5. The fully designed draft Council Plan, Connect 2022 to 2027 is attached as Appendix 1 for Council's approval.

5.6. A final draft of the text of the Community Plan 2022 to 2032 is attached as Appendix 2 for noting. This will be presented to the Community Planning Partnership Board for approval on 22 June 2022.

6.   Next steps

6.1.   If approved by the Council, the Council Plan will be made available on our website and widely publicised across all our communications channels. This will make clear the vision, priorities and outcomes that will shape our work for the next five years, and it will demonstrate how the plan was developed by listening to what residents told us they wanted.

6.2.   A further public consultation exercise is underway so the draft plans can be tested with communities, partners and other stakeholders. This is an opportunity to ensure both plans accurately represent the needs and aspirations of our communities. If this further consultation leads to anything other than minor changes the Council Plan will be brought back to Council to allow Elected Members to consider these.

6.3.   Progress of annual Resource Plans is monitored through a number of performance measures that are reported to relevant Resource committees. A suite of these measures is nominated so that progress can also be monitored against the Council Plan, with reports being presented to the Performance and Review Scrutiny Forum covering the period up to the end of Quarter 2 and Quarter 4 each year. These progress reports are also published to allow for wider public scrutiny.

7.   Employee Implications

7.1.   The Council Plan is the overarching strategic document for the council, and as such its objectives feed through the Resource Plans and their actions all the way to individual employees through their PDRs.

8.   Financial Implications

8.1.   The Council Plan sets out the council's priorities for five years and therefore has clear financial implications. These are addressed by aligning the Council Plan with the council's financial strategy, which itself is an iterative process that takes account of the wider financial context in which the council operates.

9.   Climate Change, Sustainability and Environmental Implications

9.1.   Both plans are undergoing a Strategic Environmental Assessment (SEA), in accordance with the European Directive 2001/42/EC and Section 15 of the Environmental Assessment (Scotland) Act 2005. The 2005 Act requires all qualifying policies, plans, programmes and strategies (PPSs) to undergo an SEA, which provides a systematic process for identifying, reporting and mitigating the environmental impacts of proposed PPSs.

9.2.   SEA screening reports were submitted and the relevant consultation authorities (Historic Environment Scotland, NatureScot and the Scottish Environment Protection Agency) agreed both plans required full assessments. Separate SEA scoping reports were completed for both plans and feedback on these has been received.

9.3.   The SEA process then requires the full Environmental Report to undergo a six-week period of consultation with the consultation authorities and the public. This is being undertaken as part of the process outlined at 6.2 above. An adoption statement will be produced for both plans and ongoing monitoring carried out.

10.   Other Implications

10.1   There are no other significant implications.

11.   Equality Impact Assessment and Consultation Arrangements

11.1.   The Council Plan and Community Plan are both being Equality Impact assessed, in line with good practice and in recognition of the strategic importance of the plans. Those with lived experience of inequalities are involved in this assessment.

11.2.   Other consultation arrangements are as described at 6.2.

Paul Manning
Executive Director (Finance and Corporate Resources)

17 May 2022

Link(s) to Council Objectives/Values/Ambitions
• Achieve results through leadership, good governance and organisational effectiveness

Previous References
• Council Plan, Connect 2017 to 2022
• Community Plan 2017 to 2027

List of Background Papers
• None

Contact for Further Information
If you would like to inspect the background papers or want further information, please contact:-
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E-mail: Tom.Little@southlanarkshire.gov.uk

connect

Council Plan
2022
2027

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If you need this information in another language or format, please contact us to discuss how we can best meet your needs.
Phone: 0303 123 1015
Email: equalities@southlanarkshire.gov.uk

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Introduction

Welcome to South Lanarkshire Council's plan for 2022 – 2027.

This plan is written against the backdrop of enormous changes both near to home, in Scotland and the UK, and further afield on the world stage.

We live in uncertain times and the pandemic has shown us more clearly than ever before the value of local services rooted in local places and communities.

South Lanarkshire Council is proud of its role as a key anchor organisation, sitting at the heart of local decision-making and democracy, championing South Lanarkshire and working ceaselessly for the benefit of those who live, work, visit and do business in South Lanarkshire.

This plan reflects the experience of our communities over the last few years. It is the result of an extended process of engagement and listening, which saw us engage communities the length and breadth of the council area. The outcome is a plan which is **organised around the themes** which came up in our conversations and which **speaks to the concerns** of people across South Lanarkshire.

Time and again our conversations touched on the need to put people first and take steps to tackle deprivation and inequality. Also on people's minds were the effects of the pandemic – on business and town centres, on jobs, education, mental and physical health, on young people and older people and those in vulnerable groups. And finally there was widespread recognition that we all need to play our part in tackling, with urgency, the challenges of climate change which are increasingly apparent to us all.

For these reasons we have made these topics the core priorities in our plan. Everything we do in delivering our services in South Lanarkshire has to advance these priorities.

This plan explains how we will use our influence and deliver our services to act on the things that matter to our residents. We look forward to continuing our work with communities over the next five years to improve the lives and prospects of everyone in South Lanarkshire.

Joe Fagan
Leader of the council

Cleland Sneddon
Chief Executive

Who we are and what we do

The council delivers a wide range of services that touch all communities and every household in South Lanarkshire. At the heart of the council's vision are our values based on fairness, empathy and the commitment to make a difference to the lives of all of our citizens and communities. Our values express our determination to be ambitious for South Lanarkshire and to be a high-achieving and high-performing council.

Our Values

Focused on people and their needs

Working with and respecting others

Accountable, effective, efficient and transparent

Ambitious, self-aware and improving

Fair, open and sustainable

Excellent employer

Community and Enterprise Resources is responsible for diverse services that impact significantly on the quality of life experienced by residents, businesses and visitors to South Lanarkshire. Activities include:

> Keeping our streets clean and maintaining and developing play parks, gardens, open spaces and allotments/food-growing opportunities

> Collecting and disposing of waste and encouraging recycling

> Maintaining our road network to support safe and effective transport, and promoting active travel

> Promoting economic development/recovery and delivering support for local businesses

> Supporting town centres and physical regeneration

> Providing planning and building standard services that guide and control physical development and land use in the area and ensure the health and safety of persons in or about buildings and the conservation of energy and achievement of sustainable development

> Developing and promoting sustainability, the transition to a net zero carbon economy and addressing climate change

> Promoting and developing a fair, healthy, and sustainable food system

> Delivering key high quality services within schools and council premises, including cleaning, catering, receptionist, janitorial, concierge, and crossing patrol services

> Protecting public health through the delivery of environmental health services

> Providing trading standards to protect consumers and communities

> Providing bereavement services

> Procuring and managing the council's vehicle fleet, including refuse collection, roads maintenance, street sweeping and passenger transport.

connect

South Lanarkshire Leisure and Culture (SLLC) on behalf of the council, promotes the health and wellbeing of South Lanarkshire residents through the council's museum, libraries, art centres, indoor and outdoor sports and leisure centres, community halls and country parks.

Education Resources is South Lanarkshire Council's largest service. There are over 49,000 young people attending nursery, primary, secondary and additional support needs schools in South Lanarkshire. Education is both a national and local priority. Our purpose is: Inspiring learners, transforming learning, strengthening partnerships.

Our priorities are to:

> Improve health and wellbeing to enable children and families to flourish

> Ensure inclusion, equity and equality are at the heart of what we do

> Provide a rich and stimulating curriculum that helps raise standards in literacy and numeracy

> Support children and young people to develop their skills for learning, life and work

> Empower learners to shape and influence action on climate change and sustainability.

These priorities align closely with the National Improvement Framework, that sets out a clear framework for schools and educational settings across Scotland.

Finance and Corporate Resources provides support that allows the council to deliver its wide range of services on behalf of local people. Services include:

> Preparing council budgets and financial strategies

> Collecting revenue e.g. through Council Tax

> Personnel services

> Support for councillors and committees

> Professional services such as legal services, internal audit

> Communications

> IT services

> Registration of births, deaths and marriages/civil ceremonies.

Housing and Technical Resources is the fourth largest social landlord in Scotland and is responsible for developing and delivering on strategies and plans relating to housing and homelessness. It is also responsible for delivery of maintenance and improvement works to the council's property portfolio. Activities include:

> Managing a stock of over 25,000 homes including sheltered housing and two sites and services for the Gypsy/Traveller community

> Providing services to people who are homeless or at risk of becoming homeless

> Delivery of the integrated Home Options service

> Engaging with tenants and communities and providing advice and support services

> Managing the council's property portfolio

> Delivery of repairs and maintenance services and works to the property portfolio to ensure legislative compliance

> Designing, managing, and delivering property construction projects, additional affordable housing and regeneration programmes

> Providing services to support refugees

> Working with others to tackle anti-social behaviour and promote community safety

Social Work Resources, working alongside South Lanarkshire Health and Social Care Partnership, promotes social welfare and provides effective care and support to meet the needs of vulnerable people in South Lanarkshire. Working with partners, including voluntary and independent provider organisations, activities include:

> Responding to over 50,000 referrals a year

> Assessment, specialist assessment and support

> Services for vulnerable children, young people and adults and their carers, as part of our commitment to public protection

> Supporting adults to meet outcomes such as staying active, independent, connected and engaged

> Supporting carers to meet their personal outcomes such as breaks from care, sustaining employment, staying healthy

> Providing residential care

> Justice and mental health legislation

The work of Social Work Resources builds on and enhances the existing joint working relationships across the partner agencies in South Lanarkshire.

connect

How we wrote the plan

We asked **communities to tell us** what is important to them. Information from many sources including local community plans, face to face discussions, online feedback, feedback from community groups, community events and surveys has been gathered to help us to write this plan.

In 2021, over 3,300 people answered our survey about what matters to you, and we had conversations with 27 different groups to find out more.

We also looked at **core facts and figures** about South Lanarkshire and its people, tracking trends over time and establishing what the data says about our people and our place.

Finally, we looked at what else is happening in Scotland, the UK and further afield, to be guided by **good practice, legislation and policy** relevant to our activities.

What **communities have told us**

Puts the **focus** on the topics that matter to the people of South Lanarkshire

What the **facts and figures tell us**

Ensures our actions are backed up by the **evidence** we see in facts and figures

What **best practice, legislation and policy** tells us

Ensures our plan is informed by good practice and in step with legislation and key policies

These reference points appear throughout this plan.

We have gathered key messages and data in the following pages which describe **"Our People, Our Place"**. This is the context for our plan.

How we wrote the plan

We started with these key messages from the consultation and our existing data

Our People

Key messages

> People require basic needs – shelter, food, heating etc.

> To have good mental health, we need good outside space.

> More life skills teaching required – money management, mortgages and use of credit. The skills that should be promoted are IT/ Digital skills as well as interpersonal.

> Many people are trapped indoors and live a lonely existence, some not knowing their neighbours. Events, funding, and social activities for all to bring communities together.

> Need to focus on improving the lives of the many families in South Lanarkshire Council living in poverty through improving their access to health and social care services, improving their digital skills and ability to get on-line and improving access to healthy, low-cost food.

> Focussing on what matters to people – not what is the matter with them.

> Just over 1 in 4 (27%) of South Lanarkshire's population is aged under 24, and while the population of South Lanarkshire is projected to increase overall by 2028 (up 2%), decreases are projected in most age groups under age 64.

> The over 75 population, however, is projected to grow by 25%.

> South Lanarkshire residents earn an average of £15.28 per hour, with unequal pay leading to a gender pay gap (the difference between male and female hourly earnings) of £1.86 or 11.4%.

> Around 21.3% of all children aged 0 to 15 in South Lanarkshire are in relative low-income households, slightly below the 22.4% figure for Scotland.

> Compared to Scotland, life expectancy in South Lanarkshire is around 0.5 years lower for both males and females.

> The percentage of adults with no formal qualifications in South Lanarkshire is 8.9%, slightly higher than the Scottish average of 8.1%.

Data

> South Lanarkshire has a population of 320,820, which is just under 6% of Scotland's total population. In terms of population, South Lanarkshire is the fifth largest local authority in Scotland.

> Our population is projected to both grow and age. By 2028 the population of South Lanarkshire is projected to increase by almost 2% to 325,243.

Other key considerations

> Pandemic recovery and renewal

> Tackling poverty, deprivation and inequality

> Community empowerment and community wealth building

> Housing and homelessness

> Legislative and policy changes

connect

Our Place

Key messages

- Where I live there is a good community spirit

- Public transport links in some areas are poor and not everyone in our communities has access to online services

- Community spirit and involvement has changed for the better in communities, developing neighbourhood plans has helped this, so do more of this

- The needs of every community will differ according to the size, who lives there, and what the community means to people. Many local communities have come together more since the Covid pandemic and that is a good start

- Community hall areas in villages would enhance and address health inequalities.

- We need more affordable lets for groups to meet in their local area.

- Recognise the limited resources that communities have to do what they want.

- Create an environment where if a community faces a setback it can learn, bounce back and keep going.

Data

- South Lanarkshire covers an area of 1,772 square kilometres, almost 80% of which is in agricultural use.

- 3 out of 4 people in South Lanarkshire live in urban areas. The largest settlements are East Kilbride (75,000), Hamilton (54,000), Rutherglen (31,000) and Cambuslang (29,000), all towards the north of the council area. In the south the largest settlements are Carluke, Lanark, Strathaven, Biggar and Forth.

- There are 148,483 households in South Lanarkshire and the number has grown each year since 2001.

- By 2028 the number of households in South Lanarkshire is projected to increase by around 5% to 153,273.

- There are 2,413 km of road in South Lanarkshire, 2,271 km of which (94%) are maintained by the council.

- There are just under 10,000 active businesses in South Lanarkshire, accounting for 5.4% of all Scottish active businesses.

- South Lanarkshire is home to 149 schools: 125 Primary schools, 17 Secondary schools and 7 Additional Support Needs schools. It is also home to South Lanarkshire College and the University of the West of Scotland.

Other key considerations

- Climate emergency and sustainable development, including zero waste, circular economy and sustainable food system

- Population

- Financial challenges

- Glasgow City Region City Deal

- Legislative and policy changes

Our vision

> ## Our shared vision is
> ## to improve the lives and prospects of everyone in South Lanarkshire

This plan sets out how we will deliver on that vision by focusing on what matters to the people of South Lanarkshire and the priorities they have identified for people, progress and planet.

connect

Our priorities

In our conversations with communities in South Lanarkshire, three themes came up time and again. These three topics were so widespread and touched on so many aspects of people's lives that we have used them as foundations for our plan.

People – we need to put people first and reduce inequality

Together, we will take a people first approach to reducing inequality and improving lives and life prospects.

Along with our Community Planning Partners, we will continue to have "Community Conversations That Matter". We will work with communities to ensure that their voices are heard and support them to take action on the things that are important to them through a "Can Do" approach.

Progress – we need to recover, progress and improve

Together, we will build on what we have learned to recover from the pandemic, make progress in the things that matter for South Lanarkshire, and continuously improve how we do things.

Progress is about delivering the right things that matter to everyone, in the right place and at the right time. Our focus will be to continue to grow and develop the relationships and the excellent partnership working that has supported our communities throughout the pandemic.

Planet – we need to work towards a sustainable future in sustainable places

We will act in ways that protect our natural world for a healthier future. We will work together to develop local solutions to protect nature and to take action on climate change and support our young people to lead the way.

These are our priorities, which we will reflect in everything we do.

Our outcomes

In our conversations across South Lanarkshire, people told us what mattered to them and their communities.

Although we encountered a wide range of opinions, when people were asked about what mattered most, and what the council and its partners should focus on, they talked about similar things. They valued a sense of community, good neighbours, safe neighbourhoods and environments. They wanted to see children and young people given the best start in life and support to thrive. They wanted good housing, good parks and open spaces, and good options for getting around, whether by car or public transport. And people told us they wanted to see the economy of South Lanarkshire recover and grow, with thriving town centres and good jobs and training opportunities for local people.

Guided by what you have told us, we have taken these topics and grouped them under six outcomes. These outcomes capture what it is that people value and want to see in South Lanarkshire.

This plan sets out what we will do to deliver these outcomes for the benefit of everyone in South Lanarkshire.

Communities and environment

Caring, connected, sustainable communities

Education and learning

Inspiring learners, transforming learning, strengthening partnerships

Health and wellbeing

People live the healthiest lives possible

Children and young people

Our children and young people thrive

Housing and land

Good quality, suitable and sustainable places to live

Our economy

Thriving business, fair jobs and vibrant town centres

These outcomes capture what it is that people value and want to see in South Lanarkshire.

connect

The rest of this plan sets out how we will deliver what our communities have told us they want – **our outcomes**.

Communities and environment
Caring, connected, sustainable communities

What communities told us

Residents value outdoor play areas for children, as well as clubs and activities that give children and young people something to do.

The quality and safety of local parks, woodlands, nature trails and paths is important if people are to enjoy the outdoors.

Good neighbours and a sense of community make a huge difference to quality of life.

People are increasingly feeling the effects of rising prices impacting on everyday essentials such as food, clothing, travel and heating.

Data

Most South Lanarkshire residents rate their local neighbourhood as a very or a fairly good place to live and feel that they can rely on someone in their neighbourhood for help.

Fuel poverty is an issue for many households, with around 1 in 5 experiencing fuel poverty and 1 in 10 in extreme fuel poverty.

Of the 153,658 tonnes of household waste generated in South Lanarkshire, just under 18% is sent to landfill with the rest being recycled or composted (approx 41%) or diverted from landfill by other means (approx 42%).

In April 2021, there were 5 food growing sites owned and managed by South Lanarkshire Council with a total of 335 plot holders.

Other key considerations

The council declared a climate emergency in 2020 and has developed a sustainable development and climate change strategy that sets out the council's priorities as it transitions to net zero.

Protecting and enhancing specific aspects of our local environment is tackled by the South Lanarkshire Biodiversity Strategy; the Air Quality Strategy; Litter Strategy.

Other strategies and plans which will make a difference include the Food Growing Strategy and the Good Food Strategy.

What we do now

> Keeping our streets clean and maintaining and developing play parks, gardens, open spaces and allotments/food growing opportunities

> Collecting and disposing of waste and encouraging recycling

> Maintaining our road network to support safe and effective transport, and promoting active travel

> Manage the use and development of land in the public interest and ensure work on new and existing buildings meets national standards

> Developing and promoting sustainability and addressing climate change

> Promoting and developing a fair, healthy, and sustainable food system

> Registration of births, deaths and marriages/civil ceremonies.

What we will deliver

> Work with communities to create safe, strong sustainable places

> Act on what our communities tell us

> Support a circular economy by re-using, recycling and generating energy from the waste we manage

> Increase digital access in rural areas

> Address climate change by reducing carbon emissions, adapting to the impacts of climate change, and acting sustainably

> Ensure high-quality streets, parks and other public areas so that South Lanarkshire is a place where people want to live, work, visit and invest

> Improve road and transport infrastructure, including public transport and opportunities for active travel

> Develop a healthier, fairer and more sustainable food system

> Empower learners, to shape and influence action on sustainability and climate change.

What will success look like?

> Reduced carbon emissions

> Increase in household waste recycling

> More people reporting a strong sense of community

> Increased ownership of local assets

> Protect our natural environment and enhance our green spaces

> Develop and promote food growing opportunities

> Invest in services to protect the vulnerable.

We will work with communities to create safe, strong sustainable places.

Education and learning

Inspiring learners, transforming learning, strengthening partnerships

What communities told us

Improve health and wellbeing to enable children and families to flourish.

Provide a rich and stimulating curriculum that helps raise standards in literacy and numeracy.

Support children and young people to develop their skills for learning, life and work.

Adult learning should be affordable and accessible to older adults. This is good for mental health and physical health and making friendships.

Digital training and accessible learning with opportunities to gain skills are important for adults and young people alike.

Life skills teaching is required – money management, mortgages and use of credit. The skills that should be promoted are IT/Digital skills as well as interpersonal.

Create an environment for communities to fall down, learn and get back up and keep going.

Data

South Lanarkshire is home to 149 schools: 125 Primary schools, 17 Secondary schools and 7 Additional Support Needs schools. It is also home to South Lanarkshire College and the University of the West of Scotland.

The percentage of adults with no formal qualifications in South Lanarkshire is 8.9%, slightly higher than the Scottish average of 8.1%.

In 2020/21, 70% of primary pupils achieved expected levels in literacy compared to 68% nationally and 78% achieved expected levels in numeracy compared to 75% nationally.

In 2020/21, 96% of school leavers were in a positive destination compared to 95% nationally.

Other key considerations

Our young people have asked to be involved in shaping and influencing actions on climate change and sustainability.

Our stakeholders have agreed that we work together to ensure inclusion, equity and equality are at the heart of what we do.

connect

What we do now

> Quality education through 125 Primary schools, 17 Secondary schools and 7 Additional Support Needs schools

> The best possible learning experiences for all learners

> Curriculum for excellence

> Key services within schools, including cleaning, catering, janitorial, and crossing patrol services

What we will deliver

> Provide a rich and stimulating curriculum that helps raise standards in literacy and numeracy

> Ensure inclusion, equity and equality are at the heart of what we do

What will success look like?

> Improved attainment in literacy and numeracy

> Improved attendance

> Improved positive destinations for our young people

Improve health and wellbeing to enable children and families to flourish.

Health and wellbeing

People live the healthiest lives possible

What communities told us

Isolation and poverty have a big impact on health and wellbeing.

Mental health is an issue that concerns many residents, especially as it affects children and young people

Affordable and accessible activities – something for everyone whatever their ability or budget – are really important.

Carers can feel isolated, undervalued and frustrated at the lack of opportunities to "make a better life" for themselves and their families.

Data

In 2021, residents scored their life satisfaction, happiness and sense of purpose lower than the Scottish average.

Compared to Scotland, life expectancy in South Lanarkshire is around 0.5 years lower for both males and females.

Pre-pandemic figures show that only 8% of adults in South Lanarkshire use active travel (walking or cycling) to get to work.

Emergency hospital admissions are higher than the Scottish average in South Lanarkshire.

Other key considerations

Social Work (Scotland) Act 1968; Adults with Incapacity (Scotland) Act 2000; Mental Health (Care and Treatment) (Scotland) Act 2003; Adult Support and Protection (Scotland) Act 2007

Integrated Strategic Commissioning Plan 2019 – 2022 focusses on the development of better integrated health and social care services for people in South Lanarkshire.

Independent Review of Adult Social Care – Proposals for a National Care Service for Scotland

connect

What we do now

> Protecting public health through the delivery of environmental health services

> Safe, well maintained open spaces and parks for the benefit of all

> Protection services for vulnerable children, young people and adults and their carers

> Providing care at home

> Community support services, respite and residential services

> Enabling carers to continue in their caring role

> Justice and mental health services

> Providing school menus that meet the Food and Drink In Schools (Scotland) Regulations 2020

> Providing bereavement services.

> Deliver day opportunities for adults and older people that promote increased choice and options

> Help people to continue to live within their homes and communities through integrated community health and social care services.

What will success look like?

> Increasing scores for resident life satisfaction, happiness and sense of purpose

> Improved life expectancy for males and females

> Increased number of people supported to live independently at home.

What we will deliver

> Support people to live active and independent lives

> Work with our communities to deliver person-centred care and support

> Improve health and wellbeing to enable children and families to flourish

> Carry out our statutory function to protect children, young people and adults from risk of harm

> Promote self-care and self-management

> Promote early intervention and prevention to achieve healthy, active lives and reduce inequalities

55

Children and young people
Our children and young people thrive

What communities told us

Building young peoples' resilience and giving them skills for life and citizenship is important.

The activities available for children and young people are held in high regard and it is important to ensure they are available to everyone and cater to all needs.

We should value the views of children and young people and involve them in decision-making and give them a say in how services are designed and delivered.

Data

Just over 1 in 4 (27%) of South Lanarkshire's population is aged under 24, and while the population of South Lanarkshire is projected to increase overall by 2028 (up 2%), decreases are projected in the 0 to 15 age group (down by -4%) and the 16 to 24 age group (down by -2%).

Around 21.3% of all children aged 0 to 15 in South Lanarkshire are in relative low-income households, slightly below the 22.4% figure for Scotland as a whole.

Latest figures show there are 786 looked after children (LAC) in South Lanarkshire. The most common settings for looked after children were with friends/relatives (37%) or in foster care (26%).

In the 12 months to September 2021, the employment rate for those aged 16 to 19 was 35%. The South Lanarkshire rate was a tenth higher than the Scottish rate of 31.7%. In the case of those aged 20 to 24, over the same period, the South Lanarkshire employment rate was 79.4%, nearly a fifth greater than the Scottish rate of 67.9%.

Other key considerations

The following legislation provides important direction and guidance for our planning: The Children and Young People (Scotland) Act 2014; The Community Empowerment (Scotland) Act 2015; The Carers (Scotland) Act 2016 (includes rights for young carers).

Children's Service Plan Getting it Right for South Lanarkshire's Children, Young People and Families 2021 – 2023; NHS Lanarkshire Child Health Plan; Corporate Parenting Strategy and Action Plan; Child Protection Business Plan.

The Promise (Independent Care Review) of Scotland's Care system, including the underpinning legislation, practices, culture and ethos, setting out an overall view of what the new approach to supporting children, young people and families should be.

connect

What we do now

- Promote children's rights in line with the United Nations Convention on the Rights of the Child (UNCRC) to empower children and young people and to keep them safe

- Support care experienced young people to achieve positive learning outcomes and positive destinations

- Support and protect children and young people

- Support children and young people to remain with their own families in their own communities wherever possible

- Provide family support to promote the welfare and development of children, young people and their families

- Providing residential care and supporting kinship care

- Support for young carers

- Fostering and adoption

- Youth justice.

What we will deliver

- Support parents/carers and family members to continue to be regularly engaged in communications with their child's school

- Support children and young people to develop their skills for learning, life and work

- Ensure children have the best start in life and are supported to realise their potential

- Improve the health and wellbeing of children, young people and families

- Improve the life chances of children and young people in need of care and protection.

What will success look like?

- Positive learning outcomes and positive destinations for care experienced young people

- Percentage of Child Protection Investigations completed that progress to Case Conference

- Percentage of our looked after children and young people accommodated in residential placements.

Housing and land
Good quality, suitable and sustainable places to live

What communities told us

Provide good value affordable rents for tenants while allowing continued investment, particularly in the current economic climate.

Where I live there is a good community spirit.

The Gypsy Traveller community have stated that "By working with the council, our community have been fully involved in the decision-making process about the new facilities making us feel valued."

Data

South Lanarkshire is the fourth largest social landlord in Scotland managing over 25,000 homes, this includes 800 new homes constructed over the last five years and an additional 220 acquired via our open market purchase scheme.

There are 148,483 households and 153,863 dwellings in South Lanarkshire and the numbers of both have increased each year since 2001.

On average, the council receives approximately 2000 homeless applications per year.

By 2028 the number of households in South Lanarkshire is projected to increase by almost 5% to 153,273.

Other key considerations

The Local Housing Strategy sets out how the council and partners will meet housing need and demand. It makes links to the quality of the built environment and sustainable communities.

The Rapid Rehousing Transition Plan (RRTP) sets out how we will work with partnering agencies to bring about a step change in addressing homelessness.

The Local Development Plan 2 (LDP2) outlines the development and land use strategy for South Lanarkshire.

The Strategic Housing Investment Plan is a 5-year rolling plan that links the strategic priorities identified in South Lanarkshire's Local Housing Strategy (LHS) to a strategic plan for the delivery of additional affordable housing.

Housing to 2040 sets out a vision for housing in Scotland to 2040 and a route map to get there. It aims to deliver our ambition for everyone to have a safe, good quality and affordable home that meets their needs in the place they want to be.

connect

What we do now

> Manage a stock of over 25,000 homes including sheltered housing and two sites and services for the Gypsy/Traveller community

> Provide services to people who are homeless or at risk of becoming homeless

> Deliver our Integrated Home Options service

> Engage with tenants and communities and provide advice and support services

> Provide Strategic and Support functions across the resource

> Manage the council's property portfolio including properties for sale or lease

> Deliver repairs, maintenance and legislative compliance works to the council's property portfolio to ensure legislative compliance.

> Design, manage and deliver property construction projects, additional affordable housing and regeneration programmes

> Provide services to support refugees

> Work with others to tackle anti-social behaviour and promote community safety

What we will deliver

> Support people to access and sustain housing which meets their needs through our Integrated Housing Options service

> Provide a comprehensive range of services to help prevent and alleviate homelessness including the provision of suitable temporary and supported accommodation

> Provide high quality services to our tenants, including those who live in sheltered housing and residents at our Gypsy/Traveller sites

> Work to bring vacant and derelict land sites into productive use

> Promote a mix and choice of homes by facilitating private housing development

> Work with property owners and landlords to make sure our private housing is suitable for the needs of our residents

> Work to bring empty homes back into use to help meet needs within South Lanarkshire

> Deliver a first-class repairs and maintenance service

> Continue to develop a range of properties to meet the council needs

> Continue to deliver an affordable housing programme to meet needs

> Manage the council's portfolio of properties and land

> Continue to engage and work with tenants and other customers to design our services.

> Support the sustainability and prosperity of rural communities and economy while protecting the distinctive character of the rural area.

What will success look like?

> Increased levels of affordable rented homes

> Improved outcomes for households experiencing homelessness, including access to settled accommodation

> Ensure our repairs service continues to meet the needs of customers

> More energy efficient council homes.

Our economy
Thriving business, fair jobs and vibrant town centres

What communities told us

People need to be able to access training and skills to help them get into a job or to progress in their employment.

Transport links can be a problem for employment, particularly in rural areas.

Support is needed for local small businesses and town centres need help to recover from the pandemic.

Data

South Lanarkshire residents earn an average of £15.28 per hour in 2021, with unequal pay leading to a gender pay gap (the difference between male and female hourly earnings) of £1.86 or 11.4%.

In 2020 there were an estimated 18,000 people (20.8% of employees) in South Lanarkshire who were earning less than the UK Living Wage (£9.50).

South Lanarkshire productivity (GVA per head) is increasing but is 21% lower than the Scottish average.

There are just under 10,000 active businesses in South Lanarkshire, accounting for 5.4% of all Scottish active businesses.

The one-year survival rate for South Lanarkshire companies established in 2019 who were still in business in 2020 was 92.9% compared to 90.5% in Scotland. The five-year survival rate for South Lanarkshire, for businesses started in 2015 and still in business in 2020 was 39.3% slightly below the Scottish average of 39.4%.

Other key considerations

A number of strategies work together to support and improve our local economy, including Promote – the South Lanarkshire Economic Strategy, the South Lanarkshire Tourism Strategy, the Local Transport Strategy, the Park and Ride Strategy.

connect

What we do now

› Promoting economic development/recovery and delivering support for local businesses

› Maintain a range and choice of sites for employment use across South Lanarkshire and respond to the changing nature of our town centres by encouraging a more diverse mix of uses

› Providing planning and building standard services which guide and control physical development and land use in the area

› Providing trading standards to protect consumers and communities.

What we will deliver

› Minimise unemployment and underemployment with a focus on disadvantaged communities

› Train individuals to develop and grow their skills, to be more productive and prosperous in the workplace to benefit both employers and workers and thereby create, sustain and retain a viable workforce

› Improve employment and entrepreneurial activity in key business sectors at key locations

› Help create town centres that offer a social, cultural and economic heart to a community and contain shared built environment, heritage and spaces that, with the right conditions, provide inclusive and sustainable centres

› Deliver council and community planning partners' strategic projects to enable economic development and sustainable growth

› Promote South Lanarkshire as a leisure and tourism destination and realise the potential our tourism, heritage and cultural attractions and outstanding natural environment have in contributing to the economic wellbeing of the area

› Work with business to become digitally confident, highlighting the need to utilise digital tools to grow and the benefits of a digitally empowered workforce

› Create and build collaborative partnerships between local government, public sector partners, businesses and business organisations as we embark on our journey to net zero to enable the creation of sustainable businesses that thrive, innovate and support our local communities

› Establish a responsible, resilient, equitable and locally based procurement framework that maximises opportunities for local and third sector businesses to bid for and win contracts in our area

› Recognise that fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and society.

What will success look like?

› More people in employment and economically active

› Reduced poverty and household debt

› Increased value of spend with local businesses

› Increased number of living wage employers in South Lanarkshire.

Delivering the plan

Funding

To deliver its objectives, the council operates with a budget of £834 million per annum (2022/23). We have a strong budget planning process led by our Financial Strategy, which sets out a detailed medium term forecast for the financial resources required to meet the aims of the council. The Financial Strategy is updated every year.

Through the Financial Strategy the council can ensure that it sets a budget that delivers the ambitions of this Council Plan. The Financial Strategy is informed by the changing environment in which we operate, and the changing needs that we are serving. The strategy helps us manage the resources of the council in the most effective way to ensure that we continue to deliver the services that the residents of South Lanarkshire want, and that we do so while making the best possible use of resources.

The Financial Strategy looks at the day to day running costs for the council. The council also has a capital spend programme that builds on significant capital investment in previous years, which included spend in our schools, social housing, and roads.

There are elements of uncertainty that may influence our Financial Strategy, including a lack of clarity on the level of grant funding that the council will get in future years. We are also facing, as many others are, significant additional pressures due to increasing costs including utilities, fuel and high inflation levels, and that will mean that the financial position for the council over the next few years will be difficult.

The management of the council's budget is subject to strong controls including robust monitoring arrangements and regular reporting to committees and scrutiny forums.

People

To enable delivery of the Council Plan, and continue the provision of high quality, responsive services, it is essential to have the right people with the right skills in the right place at the right time. Our employees are committed to innovative, customer-centred service delivery and adaptable to the challenges and opportunities that arise. The council must continue to draw upon the knowledge, skills and dedication of our employees while ensuring they are supported, committed and engaged to undertake their role.

Our People Strategy and Workforce Plan set out our longer term people requirements, taking into account our strategic priorities, working environment and service delivery plans. These documents provide us with a strategy and a road map to ensure the council has a flexible, committed and well-trained workforce to deliver excellent services now and in the future.

We believe that the people who work for us are our biggest asset and we will continue to support the wellbeing of all employees with a safe and healthy working environment where all are treated with dignity and respect.

Physical and other assets

The council has a significant asset holding. With over £1,800 million in land and property assets, 2,295 km of roads network, over 25,000 social houses and a fleet of over 1,600 vehicles, it is essential that our assets are well managed, fit for purpose, and used effectively to support our objectives. To ensure this, the council has a corporate Asset Management Plan (AMP), which includes specific plans for the key asset categories of property, roads infrastructure, housing, fleet and information communication technology.

Working corporately the AMP process enables us to review the suitability, performance and condition of our assets, target investment and consider future service and investment priorities.

This will include the steps necessary to meet national climate change targets and influence future proposals to utilise the council's portfolio of assets in a way that improves energy efficiency whilst reducing carbon outputs.

Performance management

We are accountable for everything we do, and reporting our performance allows residents to see for themselves the steps we are taking to improve our services and deliver our vision. By close monitoring and management of performance, we can ensure our plans are delivered effectively, and that our services are continuously improving to deliver better outcomes for everyone.

The council has a structured approach to improvement by managing, monitoring and reporting performance. This allows us to understand our progress and take action where necessary. As part of this we must ensure the public is aware of our performance and continually take on board their views and needs.

Robust performance monitoring and reporting arrangements are in place, that include regular progress reports to the council's committees, and this is complemented by public performance information on the council's website.

Top risks

The council is aware that there will be a number of risks over the period of the Council Plan and we will take steps to ensure that these are kept under review so that they can be evaluated and appropriate action taken to mitigate such risks. As the council delivers the plan, risk management will continue to be a key element in the governance arrangements, providing assurance that the council is compliant with best practice standards and that work is being undertaken to address the gaps highlighted by ongoing council wide and Resource wide risk identification.

Governance and assurance

The role of governance within the council is to ensure that intended outcomes are achieved for citizens and service users and that the council operates in an effective, efficient and ethical manner. Good governance is about the culture, systems, processes and values by which the council conducts its business and delivers services.

There are clear principles that should underpin good governance. The council must be able to demonstrate that: its focus is on its purpose and on the outcomes for citizens and service users; the values for the whole organisation are promoted and demonstrate good governance through behaviour; informed, transparent decisions are taken and risk is managed; the capacity and capability of the council to be effective is developed; members and officers are performing effectively in clearly defined functions and roles; and the council is engaging stakeholders and making accountability real.

In delivering the Council Plan, the council will adhere to and work within a framework of internal values and expected external principles and standards that help to deliver good standards of governance. These standards apply to all elected members and employees.
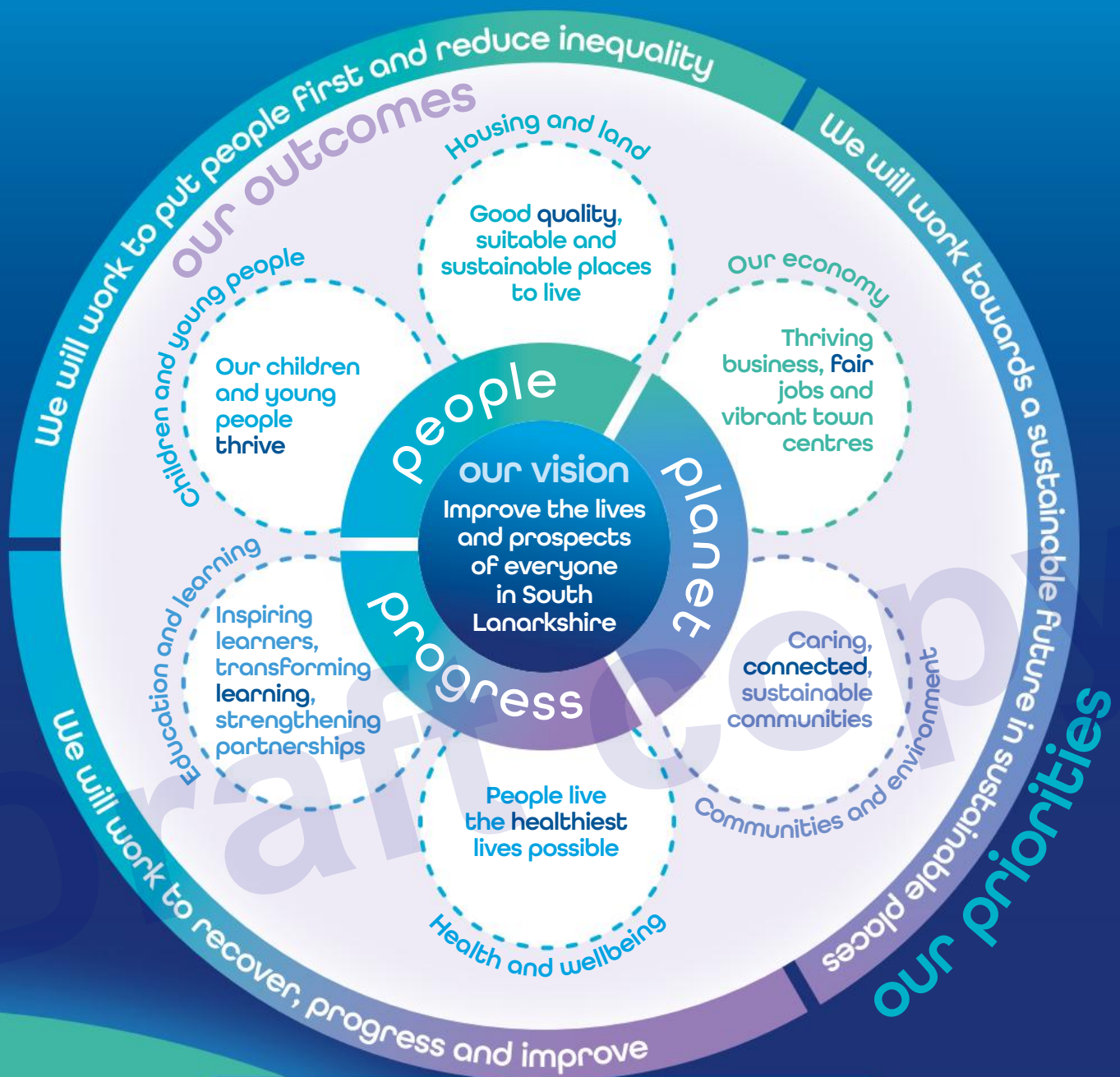
How to find out more and get involved

There are many ways to get involved in your local community and influence the work of the council and the Community Planning Partnership, for example, through volunteering, joining a local action group, helping to find out what matters in your area or getting involved in how decisions are made.

More information can be found on the Community Planning website: www.southlanarkshirecommunityplanning.org

The plan on a page

our vision
Improve the lives and prospects of everyone in South Lanarkshire

people · planet · progress

our outcomes

Housing and land
Good quality, suitable and sustainable places to live

Children and young people
Our children and young people thrive

Our economy
Thriving business, fair jobs and vibrant town centres

Education and learning
Inspiring learners, transforming learning, strengthening partnerships

Communities and environment
Caring, connected, sustainable communities

Health and wellbeing
People live the healthiest lives possible

our priorities

We will work to put people first and reduce inequality

We will work towards a sustainable future in sustainable places

We will work to recover, progress and improve

our values
Focused on people and their needs
Working with and respecting others
Accountable, effective, efficient and transparent
Ambitious, self-aware and improving
Fair, open and sustainable
Excellent employer

www.southlanarkshire.gov.uk

South Lanarkshire Community Partnership
Stronger together

South Lanarkshire
community
plan

2022
—32

Introduction

Welcome to the South Lanarkshire Community Plan. This plan is for you, and everyone else who lives or works in South Lanarkshire.

Our partnership brings together local and national public, private and community sector representatives to work together. Our aim is to improve the life and prospects of everyone in South Lanarkshire.

We have spent a lot of time listening and talking to people who live in South Lanarkshire to help us write this plan. These conversations told us that the places where you live are very important to you and that you want to see fairer lives, less people living in poverty. You also wanted us to learn from the COVID-19 pandemic and move forward together to improve the way we do things. You were also concerned about the environment and how climate change impacts people and communities differently; particularly those who have contributed least to the emissions that cause it; and how we will tackle that together.

These are our key priorities over the next 10 years of this plan, and we explain how we will work together to achieve them. You should expect to see these priorities in other plans for the area as we all work together to improve lives.

Finally, and most importantly, within this plan you should be able to see how you are able to get involved and work with us. We would love to hear from you, and we continue to listen to what you are telling us.

Places for Wellbeing Model

Our Partnership

This is an ambitious plan for the future of South Lanarkshire that focuses on what we 'Can Do' more of together, as partners to improve the wellbeing of everyone. When we talk about 'partners', this means public sector services, people living in our communities, community organisations and businesses. The focus is on the places where our communities live and on doing what communities need to live well. Together we will invest in our future through building "Caring, Connected Communities".

Who we are?
Our partnership includes a wide range of national and local organisations. Some of these organisations you will know well. Our community partners lead on local planning and area-based Community Partnerships. A full list can be found on our website.

What are we trying to do?
Our Community Planning Partners are working together to make South Lanarkshire a better place to live, learn, play and work. We work with each other and with communities to provide the best possible services that local people want and need. Further information can be found on the Community Planning Partnership website www.southlanarkshirecommunityplanning.org

How do I get involved?
There are many ways to get involved in your local community and influence the work of the partnership, for example, through volunteering, joining a local action group, helping to find out what matters in your area or getting involved in how decisions are made. More information can be found on the Community Planning website.

How we wrote this plan?

We asked communities to tell us what is important to them.

Just before the global pandemic, we held an event with community representatives which considered how to have "Community Conversations that Mattered". The main messages were that communities should lead the way forward and that the places where they live are very important in making this happen. From these conversations a new Community Participation Model was created.

Figure 1 (extract from the Community Participation Model)

Improving how public services are delivered in the future (also set out by the Christie Commission (2011)) was also of great importance. Whilst a lot has changed for public services and communities since then, delivering on these ambitions is now even more important than it was before.

In 2021, over 3,300 people answered our survey about what matters to you, and we had conversations with 27 different groups to find out more. Information from many other sources including local community plans, face to face discussions, online feedback, feedback from Community Groups, Community events and surveys has been gathered to help us to write this plan.

We have also looked at what matters to people about where they live. Seventeen communities now have their own action plan and are taking action to improve the lives of everyone in their place, and more are being created. Looking at all these plans together, the top five areas that our communities want to improve are:-

- Taking action to create more activities for people of all ages;
- Taking action to make better use of community centres and other buildings;
- Taking action so that it is easier to get around and visit other areas;
- Taking action to make places look better; and
- Taking action to make communities safer.

More information on local plans can be found at Community Planning (southlanarkshirecommunityplanning.org)

The following documents were important to us when writing the plan and tell more of the story on how we wrote it. Click on the links below to find out more:- (Note: we are still writing these documents)

- The story of what people told us is important to them;
- What people want to do where they live;
- How we will work with you;
- Who we work with;
- How we work together;
- How we will deliver this plan;
- How our work links to other important plans;
- All of the plans that deliver Community Planning; and
- Other important work that we do together.

The following information sets out some of the story of what is important to Our People and Our Place.

Our People - What our information tells us about our people

To help us target our work to where it is most needed, we use the Scottish Index of Multiple Deprivation (SIMD). This helps us to understand where people on low incomes and those with fewer resources and opportunities live. There are 431 areas (also known as Datazones) within South Lanarkshire. Of these, just over one fifth of South Lanarkshire sits within the most deprived 20% of all areas (Datazones) in Scotland.

- South Lanarkshire has the ninth highest **Health Deprivation rate** in Scotland. Around a quarter of all areas in South Lanarkshire experienced a higher than expected level of ill health or mortality.
- South Lanarkshire has the eleventh highest **Employment Deprivation rate** in Scotland. Nearly 10% of people of the working age population are not in work, just above the Scottish Average.
- South Lanarkshire has the tenth highest **Income Deprivation rate** in Scotland. Nearly 13% of the total population and just above the Scottish Average.

What our people have told us about them and their lives

- People require basic needs – shelter, food, heating etc.

- To have good mental health, we need good outside space.

- More life skills teaching required – money management, mortgages and use of credit. The skills that should be promoted are IT/Digital skills as well as interpersonal.

- Many people are trapped in doors and live a lonely existence, some not knowing their neighbours.

Events, funding, and social activities for all to bring communities together.

- Need to focus on improving the lives of the many families in South Lanarkshire Council living in poverty through improving their access to health and social care services, improving their digital skills and ability to get on-line and improving access to healthy, low-cost food.

- Focussing on what matters to people – not what is the matter with them.

Our people and their lives in numbers

- People are expected to live 0.5 years less than the rest of Scotland, which is lower than the Scottish average. (Source: National Registers of Scotland)

- Nearly one third of adults have a long-term physical or mental health problem, which is higher than the Scottish average. (Source: Scottish Government).

- The number of people taking part in recreation activities is lower than the Scottish average (2019), putting the area second last of all 32 councils in Scotland (Source: SLC State of the Environment Report).

- Less than one fifth of children live in families who cannot afford three or more items out of a list of 22 basic everyday essential items. This is slightly below the Scottish average. (Source: SHS, 2017-2019)

- Nearly two thirds of children live in a low-income household where one or both parents work which is slightly higher than the Scottish average. (Source: HMRC)

- People are paid around £15.28 per hour (2021 figure); and men earn on average £1.86 more than women. This is slightly higher than the Scottish average. (Source: Annual survey of hours and earnings)

- Between 2020 and 2021 the percentage of employees earning less than the living wage has went from the 9th highest rate of all Scottish councils to the 7th lowest rate (12.5%, 2021). This is lower than the Scottish average (Source: ASHE)

- Nearly one in every four houses spend 10% of their money on gas and electricity; and one in every ten houses spends 20% of their money which is lower than the Scottish average. (Source: SHCS 2017-19).

- During the pandemic, one third of food parcels fed local children (16,000, 2020-21). Latest figures for the first 6 months of 2021-22 show a 60% increase when compared to pre-pandemic figures (Source: South Lanarkshire Foodbanks).

- 57% of adults under the age of 35 were involved in informal volunteering (2018, latest figure available) which is much higher than the Scottish average (35%). (Source: SHS, 2019)

Our Place - What our information tells us about our place

There is a significant amount of work being undertaken in our communities and by our partnership across South Lanarkshire to make it fairer, better and greener. The following sets out key information which shows the current picture in South Lanarkshire.

Our Place - What our people have told us about where they live

- Where I live there is a good community spirit.

- Public transport links in some areas are poor and not everyone in our communities has access to online services.

- Community spirit and involvement has changed for the better in communities, developing neighbourhood plans has helped this, so do more of this.

- The needs of every community will differ according to the size, people and what community means to people. Many local communities have come together more since the COVID pandemic and that is a good start.

- Community hall areas in villages would enhance and address health inequalities.

- We need more affordable lets for groups to meet in their local area.

- Recognise the limited resources that communities have to do what they want.

- Create an environment for communities to fall down, learn and get back up and keep going.

Places where our people live in numbers

- More than four fifths of houses can access the internet at home which is lower than the Scottish average (Source: SHS, 2019)

- Of the 21.3% children living in low income households in South Lanarkshire; 52.8% live with one parent; 47.3% live with two parents; 65.6% live in working families and 34.4% live in families that do not work.

- When we compare this with children who live in our most deprived areas, 35.9% live in low income households; 59% live with one parent; 40.2% live with two parents; 57.4% live in working families and 42.4% live in families that do not work.

- Information recorded for young people leaving school in South Lanarkshire shows that 47.9% go on to Higher Education; 19.4% go on to Further Education; 20.5% get a job; 5% started training; 3.2% are looking for a job; 1.7% did not have a job/were not looking for one; and 2.2% moved on to somewhere else or there was no further information.

- When we compare this with young people who live in our most deprived areas; 30.1% go on to Higher Education; 27.2% go on to Further Education; 21.4% get a job; 10.4% started training; 4.9% are looking for a job; 2.8% did not have a job/were not looking for one; and 3.3% moved on to somewhere else or there was not further information.

- Greenhouse gas emissions continue to decrease year on year (Source: SL State of the Environment Report)

- Street cleanliness is improving, and satisfaction levels are above the Scottish average. However, there has been a significant increase in fly tipping and abandoned cars because of the COVID-19 pandemic emergency measures. (Source: SL State of the Environment Report)

- The number of community allotments has increased from previous years. (Source: SL State of the Environment Report)

Our Shared Vision, Principles and Priorities

Our vision is that we improve the life and prospects of everyone in South Lanarkshire. We will do this by making sure our communities are at the heart of community planning in South Lanarkshire.

Our **shared principles** set out how we plan to work better, together:-

Added Value and Continuous Improvement: We will work together to achieve more and become better at doing so.

Clarity of Purpose: We will attempt to avoid duplication of effort, developing agreed priorities to maximise our impact and focussing on the actions that will make the most difference;

Communication and Empowerment: We will talk to and listen to each other in a meaningful way, helping individuals, families and communities to take positive action to improve their wellbeing;

Embracing Change: We work in a rapidly changing world. We are committed to making the most of this, shaping the direction of these changes to benefit local people and communities, taking innovative approaches and always questioning how and why we are doing things;

Focused Delivery: We will not lose sight of the fact that we need to make a positive difference. We will work creatively and build on what we are already doing, focusing our services and actions to meet future needs; and

Openness and Trust: We will do more together, from planning to delivery, ensuring openness and transparency in how we work; trusting each other to fulfil our roles; and working in harmony.

Our Ambitions

This plan sets out how we will continue to support the people living in our communities to participate in Community Planning and puts the places where our communities live at the centre of change. We will continue to focus on improving how we work better together to deliver local needs and priorities.

This work will happen across three key ambitions: **People**; **Progress**; and **Planet**.

People – Together, we will take a people first approach to improving everyone's wellbeing. People told us that empowerment comes from the community and it's not something that is given to them. We understand that long-lasting change will only be achieved if we all work together, putting our communities at the heart of community planning. We will continue to have community conversations that matter. We will work with communities to ensure that their voices are heard and support them to act on the things that are important to them through a "Can Do" approach.

Progress – Together, we will build on what we have learned to improve how we do things and the wellbeing of everyone. Delivering the right things that matter to people, in the right place and at the right time. We have been inspired by the phenomenal community response to the global pandemic and have seen how our communities "Can Do" do more with the right information and support from us. Our focus will be to continue to grow and develop the relationships and the excellent partnership working that has supported our communities to maintain and improve their wellbeing throughout the pandemic.

Planet - We will act in ways that protect our natural world for a healthier future. We will work together to develop local solutions to protect nature and to take action on climate change and support our young people to lead the way.

How we will deliver this plan

Investing in our future through Caring and Connected Communities

Delivering the outcomes in this plan will need our local communities, partnership and other stakeholders to work together. Our [Community Engagement and Participation Strategy](#), sets out what you should expect from partners when we work with you to deliver this plan.

People told us that '**Partnerships'** and '**Investment'** are key to Community Planning; and that the sharing of power and resources; experience, skills and knowledge are all essential to any success. This part of the plan sets out our shared ambitions and how everyone will be involved in and influence our work. These ambitions set out a framework for action which need to be flexible enough to change over time in response to opportunities that may come up and available support. We will also create a plan that shows how we will deliver on our shared ambitions.

Ambition 1 - We will invest in PEOPLE by finding ways to share power and resources

What will we achieve together?	Why is this important	How will we do this together?
We will share power to create long-lasting change	People have told us that they want to be involved in making decisions and that they want us to listen and act on what matters to them	- Work with people to find easy ways to make the changes that are needed - Develop the skills and values that partners need to support change in communities - Develop the skills of people living in our communities to enable them to make long lasting, sustainable change - Learn together how to develop creative solutions and use new technology to connect people - Make sure key messages are reaching people - Give communities confidence their priorities will create change - Promote secure jobs and well-paid work
We will work together to design, deliver and buy in services	People have told us that they want to be involved in how services are delivered and that they want us to listen and deliver on what matters to them	- Work with businesses to develop a local first approach - Design services with the people who use them - Do more of the right things that make a difference for those who need them most - Communities will have more of a say and control over the services that are bought in

Ambition 2 - We will make PROGRESS by investing in learning together and how we can do things better

What will we achieve together?	Why this is important	How will we do this together?
Young people will lead the way on actions to tackle climate change and nature loss	Young people have told us that they are worried about their future and that they want to take local action to protect the planet and their place	- Young people lead conversations about climate change - Help young people to step into 'green skills' jobs - Young people and older people share learning and help each other enjoy the outdoors - We will design and deliver young people's ideas with them
We will work together to	People have told us that they want to get more	Help our communities to deliver their priorities

help people do the things that matter most to them where they live	involved and take action where they live though sometimes they don't know how	• Make connections between people and groups with similar ideas • Learn together what conditions help communities bloom • Grow our third sector and community organisations • Promote the values and develop the skills that help staff and communities work together

Ambition 3 - We will invest in our PLANET by putting local areas at the centre of our work

What will we achieve together?	Why is this important	How will we do this together?
We will work together to plan quality local areas and spaces to live, learn, play and work	People told us they valued the area where they live and wanted to make sure it is looked after.	• Invest in local areas and give people ownership • Use what is available in communities well • Make it easy for people to get what they need in the area where they live • Take our services into our communities • Use green areas to improve people's wellbeing
We will look after our local areas for future generations	People told us that they were worried about the environment and climate change	• Learn together what we can change to look after our environment • Support communities whose environment is at more risk • Bring people together to share their ideas and plans • Help communities act on climate and nature priorities

The ambitions set out where we want to see change happening across the themes of Progress, People and Planet. From your feedback, we know that there are six other priorities that are important to you. We are already working to improve services in these areas and have plans that show how this is being done. How well we are doing, and where we could do better, is reported each year. We will keep looking at what we are doing to make sure that we are meeting the changing needs of our people.

Priority Areas of Action

You have told us that the following areas of our current work are very important to you. The following shows some of what we are doing. More information can be found on the Community Planning website. See All of the plans that deliver Community Planning.

Putting learning at the centre

Partnership Plans: Children's Services Plan; Community Learning and Development Plan

- We will work with parents to support the development of babies and young children
- We will work with and support people of all ages to help them re-engage with education and learning or to improve their employability skills
- We will support young people to progress to further learning, work or training when they leave school

Our children and young people thrive

Partnership Plans: Children's Services Plan; Local Child Poverty Action Report

- We will work to ensure children have the best start in life and become everything they can be
- We will work to ensure that the health and wellbeing of children, young people and families is improved

- We will work to ensure that the life chances of children and young people in need of care and protection are improved

Thriving businesses and fair jobs

Partnership Plans: Economic Strategy

- We will work to make sure everyone has the same opportunities to learn new skills
- We will ensure that the place where you live is at the heart of our response to the climate emergency and help places to become sustainable
- We will make it easy for businesses and social enterprises get all available help and advice from one place

Caring, connected communities

Key Partnership Plans: Local Community Plans including Neighbourhood Planning

- We will continue to support and encourage every community to identify and act on their local priorities
- We will bring communities together to share priorities and work jointly on them
- We will involve local representatives in community planning at all levels, including on the Community Planning Partnership Board

Good quality, suitable housing for everyone

Key Partnership Plans: Local Housing Strategy; Local Development Plan; and Rapid Rehousing Transition Plan

- We will provide more sustainable and affordable housing
- We will improve the quality of houses to reduce the cost of living in them
- We will prevent and reduce homelessness

People live the healthiest lives possible

Key Partnership Plans: Joint Strategic Commissioning Plan

- We will ensure that all of our services work with people as early as possible to stop problems happening
- We will increase access activities and supports that help improve mental health and addictions
- We will provide high quality day-to-day health and social care services that are accessible to everyone in our community who needs them

How we will know if we are making a difference

We will ask local people to tell us how they want us to show them how well we are doing and where we could be better. We will also show how everyone helps to make this plan work and where we need to improve. This will help us to tell the story about what difference we have made; and to learn lessons so that we can change what we do and how we do it.   Every year, we will report on the progress we have made to you.

SOUTH LANARKSHIRE COUNCIL

Report

Report to:	**South Lanarkshire Council**
Date of Meeting:	**15 June 2022**
Report by:	**Chief Executive**

Subject:	**Council Priorities and Work Programme 2022 to 2027**

1. Purpose of Report
1.1. The purpose of the report is to:

♦ Present a summary of the council's political priorities and work programme following the Local Government Elections.

2. Recommendation(s)
2.1. The Council is asked to approve the following recommendation(s):

(1) that the contents of the report be approved.

(2) that the council instructs officers to conduct further community consultation on specific initiatives to deliver on these priorities and report the feedback received to the December 2022 council meeting

(3) that Executive Directors and officers across Resources will thereafter work with policy leads to bring forward projects and initiatives to be delivered during the term of this council.

3. Background
3.1. Following the Local Government Elections held across Scotland on 5 May 2022, the statutory first meeting of the new Council was held on 18 May 2022. A new minority administration was formed following a Labour-Liberal Democrat-Independent agreement to work in partnership.

3.2 The top objectives of the partnership are sustainable economic recovery, sustainable income generation and financial resilience and action on climate change. The Administration aim to secure South Lanarkshire's place as one of the best councils in Scotland for the delivery of key public services and opportunities for communities.

3.3. This report presents a summary of the priorities outlined by the new administration and as such provides an initial programme of areas of work to be targeted by the council over the current council term. These are presented under three over-arching themes: People, Places and Planet, which articulates with and reflects the themes in the new Council Plan, Connect 2022 to 2027.

4. People
4.1. The council and the Community Planning Partnership already have identified tackling poverty as an over-arching theme. This is increasingly important at a time when fuel bills are rising significantly and food and other costs are subject to inflation levels that are at a 30-year high.

4.2. The council will intensify efforts to help our residents and communities during this cost-of-living crisis, continuing to tackle poverty and financial insecurity, starting with a review of anti-poverty strategies to ensure maximum effectiveness. There will also be a focus on raising literacy and numeracy standards and narrowing the poverty-related attainment gap. Other policy areas to be explored include:

- Tackling the cost of the school day, including extending free school meals and breakfast clubs to remove hunger as a barrier to learning, and increasing and extending school clothing grants
- Flexible early years education and care, meeting existing pledges for 3 and 4-year-olds and improving provision for 2-year-olds
- Further support for children's learning following the pandemic and making sure every child has effective access to modern digital technology
- Working with young people and others on a refreshed Youth Strategy
- A renewed focus on support for looked-after young people
- Continue to improve support for ASN children and those with development needs
- Strengthening social care, developing new models of prevention and person-centred care, and investing in the care workforce
- Remobilising Day Services and reviewing community care provision, including improving support for unpaid carers
- Working with partners to promote mental health and wellbeing and address the needs of those affected by lengthy waiting times for mental health services
- Promoting food justice and the local food chain
- Modernising financial advice and support services.
- Investing in our workforce, alleviating work pressures and improving career opportunities.

5. Places

5.4. The council's current capital investment programme for 2022/23 includes plans to continue to build and improve council homes, add to the high-quality education estate in the area by building new classrooms and early years spaces, and maintain the area's road network. The budget process has seen additional money earmarked for roads maintenance, and also initiatives to tackle litter and fly-tipping.

5.5. The administration's priorities are sustainable and innovative economic recovery and development, and tackling climate change. There will be a focus on growing South Lanarkshire's wealth and delivering a new Green Deal that will help lay the foundations of a more equal and inclusive society.

5.6. Additional policy areas to be explored by officers include:

- Developing a new Economic Strategy to pursue a sustainable recovery and innovative growth
- Developing town and village identities, a Town Centre Turnaround Strategy with Town Centre Plans and Master Plans for East Kilbride and Hamilton
- Committing to additional school provision in Community Growth Areas
- Marketing South Lanarkshire as a great place to live, work/do business, study and visit
- Keeping South Lanarkshire at the forefront of Community Wealth Building in Scotland, including using the council's spending power to support local jobs and town centres.
- Additional work to tackle litter, graffiti and fly-tipping

- Active travel initiatives and safe routes for pedestrians
- Expanding the council's housebuilding programme, and working with other social landlords to build more affordable green homes for rent
- Improving the local housing environment and tackling the backlog in roof and fabric repairs.
- Reviewing public transport provision, promoting greater public control of the bus network, and supporting greater integration
- Integrating Clydesdale STAG proposals into the Transport Strategy
- Renewing the relationship between the council and SLLC and getting plans for investment in leisure facilities back on track
- Protecting and modernising libraries as hubs for multiple community uses, and making them more sustainable by including council and community services where appropriate
- Investing in play equipment, including accessible play equipment
- Reviewing the powers and role of the Area Committees and strengthening the Rural Task Force

6. Planet

6.1. One of the priority areas under Places above was sustainable growth, and clearly this also overlaps with the Planet theme. As a sign of the importance of this area of policy, the partnership administration has already given the Climate Change and Sustainability Committee full committee status, on a par with the five Resource committees.

6.2. Additional policy areas to be explored by officers include:

- Developing a Single Climate Change Action Plan to ramp up climate change action and the transition to net zero.
- Building a Green New Deal for South Lanarkshire, with a heightened focus on creating green jobs, green homes, greener communities and facilities. Investing in retrofitting and decarbonisation.
- Maximising the economic contribution of the low carbon, manufacturing, events, tourism and creative industry sectors
- Improving infrastructure to support Electric Vehicles
- Improving recycling across South Lanarkshire, with better facilities in flatted and tenemental areas
- Supporting innovative renewable energy projects and low carbon initiatives.
- Developing a Safe Routes Strategy and promoting modal shift to encourage more walking and cycling.

7. Next steps

7.1. This report sets out aspirations for the council's programme of work following the local government elections. Subject to council agreement, officers will conduct further community consultation on specific initiatives to deliver on these priorities and report the feedback received to the December 2022 council meeting. Each Resource will thereafter seek to take these forward as appropriate, with Executive Directors acting in consultation with the policy leads. Specific projects and proposals will be brought forward to the relevant committees for approval.

7.2 In addition to the above consultation activities, an "Ideas Letterbox" will be developed on the council website. This will be promoted using communications channels to encourage the public to share ideas on how to improve South Lanarkshire.

8.   Employee Implications
8.1.   The programme of work will be undertaken by employees across the council.

9.   Financial Implications
9.1.   The revenue budget for 2022/2023 was agreed in February 2022. The programme of work will be required to operate within that budget, and in the longer term will be aligned with the council's financial strategy.

10.   Strategic Environment Assessment
10.1. As specific proposals are brought forward to Resource committees or other approving bodies, consideration will be needed into whether they require to undergo a Strategic Environmental Assessment (SEA), in accordance with the European Directive 2001/42/EC and Section 15 of the Environmental Assessment (Scotland) Act 2005.

11.   Equality Impact Assessment and Consultation Arrangements
11.1. Equally, as proposals are brought forward to Resource committees or other approving bodies, consideration may be needed into whether they require to undergo an Equality Impact Assessment and any consultation with specific groups or communities.

Cleland Sneddon
Chief Executive

24 May 2022

Link(s) to Council Objectives/Values/Ambitions
- Promote sustainable and inclusive economic growth and tackle disadvantage
- Get it right for children and young people
- Improve health, care and wellbeing
- Ensure communities are safe, strong and sustainable

List of Background Papers
- None

Contact for Further Information
If you would like to inspect the background papers or want further information, please contact:-
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SOUTH LANARKSHIRE COUNCIL

Report

Report to:	**South Lanarkshire Council**
Date of Meeting:	**15 June 2022**
Report by:	**Executive Director (Finance and Corporate Resources)**

Subject:	**2023/2024 Revenue Budget**

1.   Purpose of Report

1.1.   The purpose of the report is to:

♦   advise the Council on the Budget position for 2023/2024

2.   Recommendation(s)

2.1.   The Council is asked to approve the following recommendation(s):

(1)   that the Revenue Budget position for 2023/2024 (detailed in sections 4 and 5) resulting in a Budget Gap of £37.541 million before corporate solutions (section 5.4), be noted;

(2)   that the corporate solutions for 2023/2024 resulting in a revised budget gap of £32.477 million (summarised in section 6.1, Table 3), be noted; and

(3)   that options to meet the budget gap be developed for members' consideration and brought back to a future meeting (as detailed in section 7.4), be agreed.

3.   Background

3.1.   The Executive Committee report on the Financial Strategy 2019/2020 to 2021/2022 and Longer-Term Outlook to 2028/2029 (August 2018) included a high-level Strategy for the financial year 2023/2024. This has been revised to take account of known changes including the Loans Fund Review. The latest iteration of the 2023/2024 budget was included in an Appendix to the 2022/2023 Revenue Budget (Council, February 2022).

3.2.   This report will consider the Revenue Budget position for 2023/2024.   The purpose of this report is to present to Members the potential budget gap for 2023/24 at the earliest opportunity. This paper will, in line with the usual approach, include estimates of Government Grant levels, requirements for revenue expenditure items, corporate solutions for consideration and ultimately, the level of savings required to balance the budget for that year. A further budget strategy report will be brought back to members after the recess which will include a longer-term outlook, reserves position, as well as information on financial resilience.

3.3.   However, given the current economic climate and the cost-of-living pressures being experienced, the revenue expenditure items will be split into the core (typical) expenditure items we see on an annual basis, and also the exceptional spend items, which are in excess of items or levels of budget increase that would typically have to be provided for. These exceptional items have a significant financial impact for the Council.

3.4.   This report will focus on 2023/2024, and will cover the following:

- Core Revenue Strategy Items (inc. Government Grant Estimates) (section 4),
- Exceptional Revenue Strategy Items (section 5),
- Corporate Solutions (section 6), and
- Summary, Next Steps and Service Concessions (section 7).

4.   Core Revenue Strategy Items

4.1.   In line with previous years, there are several core items that affect the Budget Strategy for 2023/2024. These include provision for increases in expenditure items which the Council would typically face as well as anticipated movements in Government Grant and the impact of adding new properties.

4.2.   These core strategy items are not unusual, they form the normal items that we would expect to cover as budget pressures and, also, include 'one off' solutions from previous years that require to be reinstated. These are included in Appendix 1 and summarised in Table 1.

Table 1 – Summary of Core Budget Strategy Items

	2023/2024 £m
Pay and Pension Items *(Appendix 1, para 2.1 – 2.5)* Includes pay award for teachers and non-teachers.	8.834
Grant Movement *(Appendix 1, para 3.1 – 3.11)* Reflects a potential reduction of 1% in grant as well as the delayed impact of new properties on grant received because we are collecting more Council Tax from more properties (£1.360 million).	6.360
Reinstatement / Impact of Prior Year Budget Decisions *(Appendix 1, para 4.1 – 4.9)* Includes the need to reinstate budget to cover one-off savings from previous years and also to take the benefit of residual impact of previous year decisions. This includes the impact of the decision to use one-off monies in 2022/2023 to reduce the level of Council Tax increase for that year. Includes the Loans Fund Review impact (2021/2022 Budget Report to Council, 24 June 2020) and the 2021/2022 underspend to use on a one-off basis). (refer para 4.4)	5.926
Contract / Other Inflation *(Appendix 1, para 5.1 – 5.8)* Includes typical inflationary increases on non-domestic rates, the secondary schools' modernisation contract (PPP), utilities, social care for children and families, waste and revenue consequences of capital spend. (refer para 4.5)	2.901
Council Tax *(Appendix 1, para 6.1 – 6.3)* This is the benefit of an anticipated increase in the number of properties.	(1.800)
Total Core Budget Strategy Items	**22.221**

4.3.   Table 1 shows the core Budget Strategy items totalling **£22.221 million**.

4.4.   The Loans Fund Review noted in the Reinstatement / Prior Year Decisions Core Item reflects the timing of the use of Reserves that were generated from the reprofiling of the Council's Loan Debt. These have been used to support the Budget Strategy over recent years, and as in previous years, any use of Reserves has to be reinstated in the new year

4.5.   The Core Strategy Item "Contract / Other Inflation" represents a typical level of increase expected across these key budget lines. These areas are currently susceptible to inflation levels well above normal levels. Further detail on this is provided in section 5.

4.6.   The grant assumption into 2023/2024 is a reduction of 1%.   It should be noted that the Scottish Government's spending review was published on 31 May 2022. This maintains the level of General Revenue Grant, Non-Domestic Rates Income and Specific Resource Grants between 2023/2024 and 2025/2026. An amount of £100m is added in 2026/2027.

4.7.   The Spending Review also baselines the £120 million added during the 2022/2023 Budget Bill process. It had previously been believed that this would not be recurring funding.

4.8.   Both of these facts should improve the Council's budget strategy position for 2023/2024 in terms of 'Grant Movement' expectations, in comparison to those detailed at '4.2' above. However, at this point in time there remains the need for further information on the spending review and for further analysis to be carried out. For that reason, for the time being the figures within the strategy will remain as per the Table at 4.2, until further clarity emerges around the detail of the spending review.

5.   Exceptional Budget Items for 2023/2024
5.1.   As noted in section 3.3, the current economic climate and the cost of living / inflationary pressures being experienced, are having a significant impact on some of our key spending areas. This is over and above the core increases we typically see on an annual basis (shown in Table 1). These are being identified as exceptional budget pressures that will manifest in 2023/2024.

5.2.   These are over and above the normal anticipated Budget pressures. They are detailed in Appendix 2 and summarised in Table 2 overleaf :

Table 2 – Summary of Exceptional Budget Strategy Items

	2023/2024 £m
PPP Inflation *(Appendix 2, para 2.1 – 2.2)* Higher than normal inflationary (RPI) increases experienced into 2022/2023 and projected for 2023/2024 (in excess of 10% into the first quarter of 2023) mean we have to provide more budget to meet projected costs.	4.000
Utilities *(Appendix 2, para 2.3 – 2.4)* Economic factors have meant a significant price increase into 2022/2023 and in the estimated prices into 2023/2024. The cost projections are based on an estimated level of consumption post-pandemic, and an estimate of prices based on daily rates. However, at the current time, the price for utilities that we will pay is unknown as some of the energy required for 2023/24 has not yet been purchased. There is a level of risk here. Current prices are significantly in excess of the normal inflationary price increases experienced.	7.450
Fuel Prices and Changes to Red Diesel *(Appendix 2, para 2.5 – 2.6)* Includes the impact of fuel price increases and the removal of the Government's price subsidy previously afforded to councils in relation to red diesel.	1.650
Mainstream School Transport *(Appendix 2, para 2.7)* Includes expected inflationary increase in the costs being passed to the Council by SPT (Strathclyde Passenger Transport).	0.750
Waste Inflation *(Appendix 2, para 2.8)* Includes the increase in budget required for the Waste Management contract due to higher that normal inflationary (RPI) increases.	0.970
Shopping Centres *(Appendix 2, para 2.9)* Includes additional costs / lost income relating to two local shopping centres.	0.500
Total Exceptional Budget Strategy Items	**15.320**

5.3.   The total of the exceptional Budget Strategy items, as detailed in Table 2, is **£15.320 million.**

5.4.   Taking into account Core Budget Strategy Items (Table 1, £22.221 million) and the Exceptional Budget Strategy Items (Table 2, £15.320 million) gives a total **budget gap of £37.541 million.**

6.   Corporate Solutions

6.1.   In order to address the Budget Gap of £37.541 million, corporate solutions have been identified for consideration. These are detailed in Appendix 3 and summarised in Table 3.

Table 3 – Summary of Corporate Solutions

	2023/2024 £m
Loan Charges *(Appendix 3, para 2.1 – 2.2)* The timing of borrowing in 2022/2023 and 2023/2024 means that interest costs can be reduced by a further £1.386 million in these years. This is a temporary solution and requires to be reinstated into 2024/2025.	1.386
Job Evaluation *(Appendix 3, para 2.3)* The annual cost of Job Evaluation for Residential and Day Care staff is now being managed by the IJB. The Council does not now need to provide for them from 2022/2023 onwards. £0.650 million is a permanent budget reduction from 2023/2024 and £0.650 million is temporary reflecting the underspend in 2022/2023. The temporary element requires to be reinstated into 2024/2025.	1.300
FYE of Phase 2 of Early Learning & Childcare Saving *(Appendix 3, para 2.4)* The 2023/2024 Budget can benefit from the Full Year Effect of Phase 2 of the Early Learning and Childcare saving (a saving approved in 2021/22).	0.224
Reviews *(Appendix 3, para 2.5)* As a result of the ongoing reviews taking place across the Council, a number of proposed efficiencies have been identified for 2023/2024, and they form the first tranche of efficiency / savings proposals to be considered for that year.	2.154
Total Corporate Solutions	**5.064**

6.2. The total Corporate Solutions, as detailed in Table 3 and including the efficiencies from Reviews, is **£5.064 million.**

6.3. Comparing this to the Budget Gap of £37.541 million noted in section 5.4 means this would reduce the core savings requirement to **£32.477 million** in that year.

6.4. At a level of £32.477 million, the savings requirement for 2023/2024 is substantial. This is not a normal budget position. Without the Exceptional Budget Items noted in section 5 (Table 2), the Budget Gap faced by the Council would be in the region of £17.2 million. To address this Budget Gap, consideration will be required regarding what the Council does for its communities, and potentially difficult decisions will need to be made.

6.5. The Exceptional Items include the main areas for inflation being utilities, PPP and Waste. However, it is difficult to estimate the extent of inflation on other Council budgets. Consideration may have to be given to the timing of spend and the choices being made in terms of how services are delivered.

6.6. **Council Tax:** Members will be aware that a lever available to the Council in managing its overall budget position and any Budget Gap is the ability to increase Council Tax. Each 1% increase in Band D would generate successive amounts of £1.452 million. It should be noted that in arriving at the budget gap of £32.477 million, no account has been taken of any potential increase in council tax.

6.7. **Level of Support Provided to the Integration Joint Board (IJB) and South Lanarkshire Leisure and Culture Limited (SLLCT):** The Council's Budget Strategy for 2023/2024 assumes no additional allocation of monies from the Council to the IJB or SLLCT. This reflects the approach taken in 2022/2023 where the base Budget Strategy assumed that the Council did not allocate any additional monies to the IJB or SLLCT and as part of that year's budget strategy did not request and contribution to a savings exercise from these bodies.

6.8. In relation to the IJB specifically, any increasing costs experienced by the IJB would require to be funded by Government monies or by efficiencies identified within the operations of the IJB. Any efficiency savings identified would require to be approved by the IJB. Any additional monies allocated to the Council specifically for Social Care, as part of the Government Grant award, would continue to be passed directly to the IJB.

7.   Summary, Next Steps and Service Concessions
7.1. Taking account of the Corporate Solutions including the efficiencies from the ongoing Reviews, the Budget Gap for 2023/2024 is **£32.477 million** (section 6.3). This Budget Gap is based on the assumptions and estimates included in sections 4, 5 and 6. Officers will continue to refine these budget estimates over the coming months, and we will provide updates to members in future reports.

7.2. As noted in section 3.3, this Budget Strategy includes Exceptional Items of expenditure. These have served to increase the Budget Gap to £32.477 million. The magnitude of the Budget Gap is very different to those managed in recent years and will require reconsideration of what the Council does for its communities, as well as potentially difficult decisions.

7.3. It is noted that the Spending Review was published on 31 May 2022 (section 4.6-4.8). The information in the Spending review should improve the Council's budget strategy position for 2023/24 in terms of 'Grant Movement' expectations. However, at this point in time there remains the need for further information on the spending review and for further analysis to be carried out. For that reason, for the time being the figures within the strategy will remain until further clarity emerges around the detail of the spending review.

7.4. It is proposed that options to meet the budget gap will be developed for members consideration and brought back to a future meeting.   Officers are looking at further work on service reviews, and income opportunities alongside working with the Improvement Service on options. Officers will also look at the level of reserves held, which may contribute to reduce the budget gap but only on a temporary basis. It is acknowledged that use of reserves is a short-term measure and will not remove the underlying need to make permanent savings. To reiterate the point made earlier in the paper, the extent of the budget gap will mean that options will have to go significantly beyond the level of efficiencies made in previous years.

7.5. Some of the corporate solutions included in the Budget Strategy are temporary in nature. As such, they will have an impact on the following year's Budget. Given the potential for impact on 2024/2025, it is proposed that any temporary solutions used in 2023/2024 be considered again once the Government Grant level is known later in financial year 2022/2023.

7.6. **Service Concessions :** The Council has also been party to discussions between COSLA, Directors of Finance and the Scottish Government over the past two years on Service Concessions. This relates to how the costs of PPP schools can be better matched to the expected useful lives of the schools and a financial benefit that would arise for councils as a result.

7.7. The Scottish Government indicated as part of the Spending Review correspondence on 31 May that this change will be accessible to Councils. Detail of what this concession means to the Council financially, needs to be developed. However the change on Service Concessions is conditional on an independent review being commissioned by the Scottish Government on Capital Accounting. This review has the potential to deliver outcomes which have a negative financial impact which could out-weigh the benefit gained from Service Concession.

7.8. For these reasons nothing has been reflected in the 2023/2024 financial strategy in relation to Service Concession in this report. Members will be updated at future Council/ Executive Committee meetings as the detail on implications is obtained. If the Service Concession change was to be proposed for implementation within South Lanarkshire, this would be the subject of a separate report to the Council.

8. Employee Implications
8.1. There are no direct employee implications from this report.

9. Financial Implications
9.1. The financial implications are summarised within the report.

10. Climate Change, Sustainability and Environmental Implications
10.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

10.2. Climate Change targets will have an impact on the Council's future financial strategies. This will be included in future Budget Strategy papers.

11. Other Implications
11.1. The financial strategy is a way of managing a number of key risks which directly impact on the money available to deliver Council objectives. As detailed in the report, there is no certainty on the level of funding that will be received over the life of this Strategy. This Strategy is based on economic information and advice we have to date. However, it is accepted that these are assumptions.

11.2. There is still uncertainty which sits around the costs that the Council will face following on from the pandemic. This includes lost income, as well as increased costs due to the way that services now are being delivered. There is no COVID-19 funding available to contribute towards these residual costs in 2023/2024. We also have no indication of any further funding coming forward. Therefore, in relation to this Budget Strategy, it should be acknowledged that, for 2023/2024, the residual costs of the pandemic pose a risk. We will continue to monitor and report on these costs as appropriate.

11.3. The main risk area, where the Council has made assumptions which have a significant impact on the budget estimates going forwards, are on the level of grant which we will receive, as well as any general pay, demand or price increases currently unknown. These have been estimated, as far as possible. Finally, the level of new build properties and, therefore, Council Tax Income generation is based on best information

at the time of writing. Any movement in these assumptions would be a risk to the Strategy.

12.   Equality Impact Assessment and Consultation Arrangements
12.1. This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy and, therefore, no impact assessment is required.

12.2. There is no requirement to undertake any consultation in terms of the information contained in this report.

12.3. However, as the process to identify savings continues, and with proposals to be presented to members later in the year, stakeholder consultation and equality impact assessments will be carried out. The results will be provided to members to inform their decision-making process.

Paul Manning
Executive Director (Finance and Corporate Resources)

1 June 2022

Link(s) to Council Values/Ambitions/Objectives
♦   Accountable, Effective, Efficient and Transparent

Previous References
♦   Executive Committee, 15 August 2018

List of Background Papers
None

Contact for Further Information
If you would like to inspect the background papers or want further information, please contact:-
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2023/2024 Budget Strategy :
Core Budget Strategy Items

This Appendix details the Core Budget Strategy Items included in the 2023/2024 Budget Strategy.

1.   Budget Strategy Expenditure Assumptions
1.1.   In arriving at the expenditure assumptions, a number of factors are taken into account including the reinstatement of previous year solutions, demographics, economic conditions and ongoing commitments of the capital programme. These are each taken in turn.

2.   Pay Items
2.1.   **Pay Award (incl Apprenticeship Levy):** The pay deal for Non-Teachers came to an end on 31 March 2022. There has been no notification of what the pay award will be beyond financial year 2021/2022. There is no pay award agreed for Teachers beyond the end of 2021. An assumption has been made regarding the potential increase for 2023/2024 which results in an increase of **£8.834 million** into **2023/2024**. This will be updated as more information becomes available. This excludes a pay award for the Integrated Joint Board and the South Lanarkshire Leisure and Culture Trust.

2.2.   The pay award for 2022/2023 is not yet settled for non-teaching staff nor teachers. While the 2022/2023 budget includes an estimate for these awards, depending on the award agreed, there is a risk that there could be an impact into 2023/2024.

2.3.   **Local Government Pension Scheme:** An actuarial review carried out on the Strathclyde Pension Fund in 2020 included consideration of the McLeod legal case on pensions and also the impact of current market conditions on investments. The review results in no change to the Council's employer contribution rate of 19.3% so there is no impact on the Strategy. This rate has been confirmed until at least March 2024. The next valuation will be in 2023 with any impact falling into the following financial year (2024/2025). There is no increase to the 2023/2024 Strategy.

2.4.   **Teachers' Pension:** The 2020 valuation review was to determine the contribution rate to be applied for 2023/2024 onwards. However, the Scottish Public Pension Authority (SPPA) website contains an update which states that due to the interaction of a number of pension areas, particularly the implementation of the McLeod reforms, completion of the 2016 valuation and the review of the cost control mechanism, any change in contribution rate will now be delayed until 2024/2025. Therefore, no increase requires to be included in the 2023/2024 Strategy.

2.5.   The total impact of the **Pay Items** on the 2023/2024 Strategy is **£8.834 million.**

3.   Government Grant
3.1.   Local Government budgets are affected by both changes in the UK Government Budget and the subsequent Scottish Government Budget.

3.2.   The Council's Longer-Term Strategy included a position for the year 2023/2024. This assumed a **general grant reduction of £5.000 million** in 2023/2024, reflecting an estimated 1% decrease on the previous year's grant allocation.

3.3.   Consideration has been given to whether this 1% assumed grant reduction is appropriate given the Government Grant increase experienced into 2022/2023, albeit after additions to meet new policy intent, and following the receipt of additional grant during Stage 2 of the Budget Bill process. Information from the Director of Finance Group's economic adviser is that given the unprecedented impact of the pandemic and what effect it might have on future social, political and funding norms, the future funding levels in most government areas are highly uncertain and are likely to remain so for some considerable time to come. This makes any kind of forecasting difficult.

3.4.   In a similar way to councils, the Scottish Government aims to forecast funding/spend requirements. The Scottish Fiscal Commission provides forecasts to the Government. The economic adviser views these forecasts as being highly conjectural, given the on-going uncertainty in relation to a variety of factors affecting both the pandemic and how the economy begins to recover. They have provided the Government with scenarios for them to work to: upper, central and lower.

3.5.   However, the economic adviser suggests that these figures should be read as provisional and indicative and will almost definitely change, potentially by a large scale, in future forecasts. The economic advice is that, at present, all such medium-term funding forecasts are largely speculative. As a result, the Strategy will be retained at a 1% reduction in Government Grant.

3.6.   **Scottish Government Spending Review:** The outcome of the Spending Review is anticipated in May 2022. This should give a 3-year view on funding at a Local Government level, not at individual level. It is likely to exclude the impact for Local Government on funding that comes from other Government portfolios.

3.7.   **Consequence of Council Tax Increases (Properties):** As noted in previous Budget Strategies, increases in Council Tax due to increased property numbers, does not give a permanent benefit to the Council as there will be a reduction in grant in future years – an estimated 80% Grant Reduction for every additional £1 of Council Tax.

3.8.   The impact on grant of additional properties is incurred 2 years after the new properties are built. In relation to 2023/2024, the consequent reduction in Government Grant (80% reduction after 2 years) reflects the new properties added in 2021/2022 and totals an **estimated reduction in Grant Income of £1.360 million** for 2023/2024.

3.9.   In addition to planning for this 1% general reduction in grant, there may also be changes in how grant is distributed to councils, based on their share of population numbers.

3.10. In previous years, the Council has experienced reductions in grant as a result of how the funding is distributed however 2022/2023 bucked this trend. It is unclear as to whether this is a one-off or whether this will continue, therefore it is proposed that the prudent approach is to not assume any grant increase due to population changes.

3.11. The total impact of Government Grant changes on the 2023/2024 Strategy is **£6.360 million.**

4. Reinstatement / Impact of Prior Year Budget Decisions

4.1. A number of budget strategy solutions approved for the previous year budgets were temporary in nature. These must be re-instated in 2023/2024 and are detailed below. There are also some solutions that have a residual impact into 2023/2024. These are also noted.

4.2. The Budget Strategy for 2023/2024 includes the impact of Reserves generated from the Loans Fund Review. The £27.400 million used temporarily in 2022/2023 require to be re-instated into 2023/2024 but will be offset by the further planned use of Loans Fund Review Reserves in that year (£23.500 million). This adds a net **£3.900 million** to the budget strategy in 2023/2024.

4.3. In the 2022/2023 Budget Strategy (Executive Committee, June 2020), an underspend of £1.650 million in Loan Charges was transferred to Reserves and approved to support the budget on a one-off basis. This **£1.650 million** requires to be reinstated in 2023/2024.

4.4. Executive Committee in June 2019 approved a temporary reduction in Loan Charges of £2.000 million for the years 2020/2021 to 2022/2023. This requires to be reinstated into 2023/2024. This means that **£2.000 million** requires to be added to the budget strategy in 2023/2024.

4.5. In addition, the remaining efficiencies of **£1.176 million** which will be realised in 2024/2025 requires to be covered on a temp basis in the 2023/2024 Budget.

4.6. The reduction in the Council Tax increase at the end of the 2022/2023 Budget Setting Process (3.5% to 2.5%) was managed by a one-off solution in 2022/2023. A permanent solution of **£1.400 million** is required into 2023/2024.

4.7. **Interest on Loan Charges:** As detailed to members in June 2020, implementation of the Loans Fund Review (and its significant up-front benefits) means that additional interest costs will be incurred as a result of paying back the debt over a longer period of time. It was noted that future budget strategies would need to include incremental increases to meet these costs and that the requirement of £1.746 million would be added incrementally to the Loans Fund budget from 2022/2023. As a result, **£0.500 million** requires to be added to the **2023/2024** Strategy.

4.8. **Underspend from 2021/2022:** Following the Probable Outturn exercise, the 2021/2022 Revenue Budget estimated an underspend of **(£4.700 million)**. This will benefit the 2023/2024 Budget Strategy on a one-off basis (and will require to be reinstated into 2024/2025). The underspend available to support the 2023/2024 Budget will be updated once the year-end position for 2021/2022 is finalised.

4.9. The total impact of Reinstatements / Prior Year Budgets on the 2023/2024 Strategy is **£5.926 million.**

5. Contract / Other Inflation

5.1. **Non-Domestic Rates:** Estimates for the Council's increased NDR costs have been made by inflating the 2022/2023 rates bill by the increase in rates poundage imposed into 2022/2023. This means a potential estimated budget requirement of **£0.300 million** for 2023/2024.

5.2.   **Social Care:** As in previous years, the Strategy assumes increases in prices reflecting the ongoing commitments for Social Care contracts held by the Council (excluding Adults and Older People contracts). Increases similar to those experienced in previous years, have been assumed for Social Care price increases into 2023/2024. This equates to **£0.200 million** into 2023/2024.

5.3.   **Secondary Schools' Modernisation Contract:** Based on previous year increases experienced, an initial allocation of **£1.200 million** has been added to the Budget Strategy for inflationary increases on the contract. Further exceptional inflation is covered in Appendix 2, para 2.1.

5.4.   **Utilities:** Based on prior year increases, and the availability of budget carrying forward from 2021/2022, an allocation of **£0.350 million** has been added to the Budget Strategy for 2023/2024. Further exceptional increases are covered in Appendix 2, para 2.3.

5.5.   **Revenue Consequences of Capital:** The assumptions in this Strategy continue to include provision for the revenue consequences of the opening of new primary schools and other approved capital projects. An amount of **£0.401 million has been included in the Strategy for 2023/2024**. These additional costs are mainly for nursery and primary school expansions.

5.6.   **Waste:** The Council has a number of significant contracts for waste collection and disposal. For **2023/2024**, an amount of **£0.300 million** has been included to manage the anticipated inflationary price increases and **£0.150 million** to allow the service to manage the increasing number of properties in the area. Further exceptional increases are covered in Appendix 2, para 2.7.

5.7.   **Strathclyde Passenger Transport:** SPT reduced their requisitions in 2022/2023 to reflect the level of increase in the local government grant. The Strategy for 2023/2024 assumes no change in the requisition payment, reflecting the assumption that there will be no increase in grant levels. This will be updated as more information becomes available.

5.8.   The total impact of Contract / Other Inflation on the 2023/2024 Strategy is **£2.901 million.**

6.   Council Tax
6.1.   **Council Tax Properties:** The draft South Lanarkshire Housing Land Audit (2022) details new houses anticipated in 2022/2023 and beyond. Based on Band D properties and net of Council Tax Reduction Scheme (CTRS), the increase in Council Tax Income for 2023/2024 has been assumed at (**£1.800 million)** (Council Tax of £2.045 million less CTRS of £0.245 million). This reflects the full year implication of new build houses anticipated in 2022/2023.

6.2.   While there remains a risk that development will not progress as originally anticipated, housebuilding continues to progress apace in sites across the Council area. The position will continue to be monitored and an update provided in the next 2023/2024 Budget report to Committee. The impact of new houses assumed in estimates for council tax for 2023/2024 on the Government Grant will be seen in the 2025/2026 Budget Strategy.

6.3.   The total impact of Council Tax on the 2023/2024 Strategy is **(£1.800 million).**

7.   **Total Core Budget Items:** The total of these Core Budget Items is **£22.221 million.**

2023/2024 Budget Strategy :
Exceptional Budget Strategy Items

This Appendix details the Exceptional Budget Strategy Items included in the 2023/2024 Budget Strategy.

1. There are a number of items that are anticipated to affect the Budget Strategy for 2023/2024 that are deemed to be exceptional in nature – that are over and above the normal core budget items that we have to take account of. These are taken in turn.

2. Exceptional Budget Items

2.1. **Secondary Schools' Modernisation Contract:** Higher than normal inflationary increases have meant that the budget is short by £0.800 million in relation to the 2022/2023 increase. In addition, the forecast Retail Price Index rates as per Office of Budget Responsibility (March 2022) were applied to the 2022/2023 contract payment and mean a further increase of £4.4 million into 2023/2024, taking the total requirement to £5.2 million.

2.2. An allocation of £1.200 million is included as part of the Core Budget Items (Appendix 1, para 5.3), meaning the Strategy therefore needs an exceptional allocation of **£4.000 million** for 2023/2024.

2.3. **Utilities:** Price increases for utilities are significant and have increased since the budget for 2022/2023 was set. The pressure into 2022/2023 is anticipated at £3.3 million based on estimated consumption and on rates advised by Procurement Scotland. For 2023/2024, Procurement Scotland have advised at the end of May 2022 that they have purchased 54% of the Council's Gas and 57% of the Electricity requirements. In order to estimate the budget required for 2023/2024, costs have been assumed at the wholesale rate for the Gas and Electricity that has been purchased, and the energy still to be purchased at current market rates. These market rates fluctuate daily and are dependent on market supply and demand.

2.4. Based on an assumed level of demand and the same standing charges, as well as the assumed rates noted above, additional increases of £4.5 million are anticipated into 2023/2024. In total, the estimates mean that an estimated increase of £7.800 million is required in the Strategy for 2023/2024.   An allocation was already included in the 2023/2024 Core Budget Items (Appendix 1, para 5.4), so the increase in terms of exceptional items is **£7.450 million**. It is noted that these projections will continue to be refined as further information becomes available from Procurement Scotland in terms of new rates and standing charges and also the level of consumption as we move into a post-pandemic climate.

2.5. **Fuel:** The last full year of fuel usage before the pandemic has been uprated to reflect current fuel costs. This adds **£1.400 million** to the Budget Strategy for 2023/2024.

2.6. **Red Diesel:** As of 1 April 2022, the criteria for the use of Red Diesel changed and the Council can no longer take advantage of the lower prices. This is anticipated to cost the Council **£0.250 million**. This has been added to the Budget Strategy for 2023/2024.

2.7. **Mainstream Passenger Transport:** Education Resources are experiencing price increases for the mainstream school transport contract procured through SPTE. The year-on-year increase into 2022/2023 is **£0.750 million** and this has been added to the Strategy for 2023/2024.

2.8. **Waste Management:** The Council has a number of significant contracts for waste collection and disposal. This is based on the budget strategy for waste services which had utilised funding held in reserves in its early years. For **2023/2024**, an amount of **£0.970 million** has been included in the Strategy to manage the contract. This is in addition to the amount of £0.450 million for Waste inflation and new properties, included in the Core Budget Items for 2023/2024 (Appendix 1, para 5.6).

2.9. **Shopping Centres**: There are 2 shopping centres presenting financial pressures. This relates to one shopping centre that the council owns, and another where we hold the ground lease. Income levels have been affected by the pandemic and costs are increasing. **£0.500 million** has been included in the 2023/2024 Strategy to offset reduced income levels and cost increases.

3. The total impact of the Exceptional Budget Items on the 2023/2024 Strategy is **£15.320 million.**

2023/2024 Budget Strategy :

Corporate Solutions

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1.   This Appendix details the Corporate Solutions included in the 2023/2024 Budget Strategy.

2.   **Corporate Solutions**

2.1.   **Loan Charges**: The Council's Loan Charges Strategy is based on the level of borrowing required and assumes that this borrowing is taken at the start of the financial year. Taking account of delays in borrowing in 2021/2022, and the required level of borrowing in 2022/2023, and by taking the total borrowing required across the financial year, interest costs can be reduced by £0.873 million. It is proposed that this £0.873 million is transferred to Reserves at the start of the 2022/2023, and set-aside to assist in funding the 2023/2024 Strategy on a temporary basis.

2.2.   For 2023/2024 borrowing, interest costs can be reduced by £0.513m by delaying borrowing until October 2023. This will allow the budget for loan charges to be reduced by £0.513m in 2023/2024 and will used to support the 2023/2024 Strategy on a temporary basis.

<div align="right">

Corporate Solution: £1.386 million
(temporary for 2023/2024, reinstate in 2024/2025)

</div>

2.3.   **Job Evaluation:** The 2022/2023 Budget included an allocation of £0.650 million for the cost of Job Evaluation for Residential and Day Care staff. These costs are now being managed by the IJB and the Council does not now need to provide for them. An underspend will be realised in 2022/2023 and it is proposed that the underspend will be transferred to Reserves at the start of the year to support the 2023/2024 Budget Strategy. The budget allocation itself will be removed from the 2023/2024 budget on a permanent basis.

<div align="right">

Corporate Solution: £0.650 million permanent
and £0.650 temporary for 2023/2024 (reinstate in 2024/2025)

</div>

2.4.   **FYE of Phase 2 of Early Learning & Childcare Saving:** Offsetting the cost of reinstating temporary solutions from previous years, are residual benefits from previous year solutions. This mainly relates to the Full Year Effect of Phase 2 of the Early Learning and Childcare saving (a saving approved in 2021/22), which benefits the 2023/2024 budget by **(£0.224 million)**.

<div align="right">

Corporate Solution: £0.224 million

</div>

2.5.   **Reviews:** As a result of the ongoing reviews taking place across the Council, a number of proposed efficiencies have been identified for 2023/2024. These total £2.154 million they will form the first tranche of efficiency / savings proposals to be considered, as we progress through the Budget process.

<div align="right">

Corporate Solution: £2.154 million

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3.   The total Corporate Solutions for the 2023/2024 Strategy is **£5.064 million.**

Report

6

Report to:	**South Lanarkshire Council**
Date of Meeting:	**15 June 2022**
Report by:	**Executive Director (Community and Enterprise Resources)**

Subject:	**Sustainable Development and Climate Change Strategy 2022-2027**

1.   Purpose of Report
1.1.   The purpose of the report is to:-
  ♦ Update the South Lanarkshire Council on the development of the Sustainable Development and Climate Change Strategy 2022-27

2.   Recommendations
2.1.   South Lanarkshire Council is asked to approve the following recommendations:
  (1) the final draft of the Sustainable Development and Climate Change Strategy and the proposed vision, themes, and priorities is approved

3.   Background
3.1.   The Climate Change and Sustainability Committee approved the development of the next Sustainable Development and Climate Change Strategy (SDCCS) 2022-2027 in September 2020.

3.2.   It was agreed that the strategy should set out how the Council aims to develop sustainably and tackle climate change over a five-year period from April 2022 to March 2027. The strategy will also provide a broad strategic direction for longer term planning, beyond the five-year period, to help to deliver on agreed outcomes and contribute to achieving the longer-term vision.

3.3.   An internal workshop was held in early 2021 with officers of the Council in order to gather thoughts and identify future challenges and opportunities for the new strategy. Attendance by the Council's sustainable development officers at all Resource Management Teams took place in summer 2021 to discuss the actions and interventions that will need to happen in order to meet key milestones and targets.

3.4.   Nine online community engagement focus groups, attended by 62 participants, took place mid-2021 and an online survey in October 2021 received over 800 responses which helped shape the vision and themes of the strategy. The Strategic Environment Assessment (SEA) was finalised in January 2021 and along with the draft SDCCS went out for public consultation from 1 February to 15 March 2022.

3.5.   The public consultation was made available on the council website and advertised on all council social media channels. It was also sent to community councils, council

partnership organisations, other public sector bodies and the Sustainable Scotland Network. Comments were also sought from the Consultation Authorities as part of the Strategic Environmental Assessment consultation.

3.6.   All of the comments from the public consultation have been reviewed and have been incorporated where appropriate into the final draft which can be found at Appendix 1. This includes feedback from Housing and Technical Resources, the council's Food Strategy Officer, Carluke Development Trust, Nature Scot, Historic Environment Scotland, SEPA, Biggar and District Civic Society and two members of the public.

4.   The vision, themes and priorities of the strategy

4.1.   Based on the significant engagement and consultation, as well as legislative requirements and national/local policy, a proposed vision and mission statement, 4 proposed themes, and 13 proposed priority/focus areas for the SDCCS have been defined. The themes have been aligned with the themes of the new Council Plan.

4.1.1. Proposed Vision and mission statement

Council Vision:
'Improve the lives and prospects of everyone in South Lanarkshire'

Mission Statement:
'**Our Future is Now** : building a sustainable, climate resilient, and net-zero South Lanarkshire together, in a fair and inclusive way'

4.1.2. Proposed Themes
- People
- Progress - Place and Communities
- Planet – the Natural Environment
- Planet – a Green Economy

4.1.3. Proposed Priorities/focus areas
- Contribute to improving health and wellbeing through environmental protection and access to environmental benefits for all
- Progress climate justice and ensure the transition to net-zero by 2045 does not exacerbate poverty or inequalities
- Influence change through improving the understanding of Sustainable Development and the Climate Emergency across South Lanarkshire
- Improve affordable, sustainable and accessible transport options
- Progress a transition to net-zero, energy efficient and climate resilience homes, buildings and infrastructure, and minimise the unsustainable use of natural resources and regenerate where appropriate
- Improve the availability and access to quality local outdoor spaces and services
- Empower communities to take climate action and be more environmentally sustainable
- Take action to allow South Lanarkshire to become a zero waste society
- Enhance, protect, and respect the outdoors and the natural and historic environment
- Conserve, restore and improve biodiversity, and use nature-based solutions in tackling the climate crisis
- Enable a fair transition to a green economy leaving no one behind

- Lead the transition to a circular economy and improve resource efficiency through responsible consumption and production, and buying and selling of local goods and services
- Support South Lanarkshire's businesses in the transition to a net-zero economy and helping to ensure they are climate resilient

5. Next steps

5.1. The new strategy will be web-based and published on the council website. Once the SDCCS has been endorsed by the Climate Change and Sustainability Committee in August, the content will be used to develop the web pages and should be available for public use shortly after. The content of the web-based pages will be reviewed every 6 months, thereby ensuring that the content is always as up to date and relevant as possible.

5.2. Work will continue with services and Resources across the council to develop the accompanying action plan. Focus will be on the long term actions covering the five year period of the strategy, but with a view to agreeing short and medium term steps that will be required in order to meet the long term ambitions. This action plan will be reviewed annually and reported to the Climate Change and Sustainability Committee on a six-monthly basis.

6. Employee Implications

6.1. Development of the SDCCS is a key task for the Councils' sustainable development officers with support and direction from the climate change and sustainability steering group. All Resources have a responsibility to commit to and contribute to the implementation of the annual action plans to ensure targets are met.

7. Financial Implications

7.1. The commitments of the SDCCS and actions detailed in the annual action plans may be part-funded from existing Resource budgets, however the scale and pace of action needed to meet climate change targets and address the current climate crisis will require capital investment and likely to require external funding and investment. The development of the strategy may help to leverage in additional funding and investment however alternative financial models may need to be considered.

8. Climate Change, Sustainability and Environmental Implications

8.1. The sustainable development and climate change strategy contributes towards the Public Sector Climate Change Duties, the Biodiversity Duty and the UN Sustainable Development Goals.

8.2. A full Strategic Environmental Assessment was carried out alongside preparation of the Strategy. This allowed greater synergy and clarity and resulted in better consistency in approach to addressing the climate crisis alongside the ecological emergency. It ensures that the importance of sustainable development is mainstreamed across the Council and promoted to communities and partners. Incorporating this sustainable approach across all Council led policies, plans, programmes and strategies should result in continued environmental benefits for South Lanarkshire and the people who live, work and visit here.

9.   Other Implications

9.1.   Failure to build resilience and act to the impacts of a changing climate is included in one of the Council's top risks. The development of the Sustainable Development and Climate Change Strategy and action plan is a mitigation measures of this risk.

10.   Equality Impact Assessment and Consultation Arrangements

10.1.   As noted in paragraphs 3.4 – 3.6 the draft Sustainable Development and Climate Change Strategy and associated Strategic Environmental Assessment underwent full public consultation for six weeks during February and March 2022. The results from the consultation and the preceding community workshops shaped the vision, themes and priorities of the Sustainable Development and Climate Change Strategy. The Equality Impact Assessment is currently being drafted and will be shaped by the outcomes from a series of community engagement sessions 'Let's Talk South Lanarkshire' taking place in June 2022.

David Booth
Executive Director (Community and Enterprise Resources)

18 May 2022

Link(s) to Council Objectives and Values
♦   Work with communities and partners to promote high quality, thriving and sustainable communities

Previous References
♦   Report to Climate Change and Sustainability Committee 17th September 2020

List of Background Papers
♦   None

Contact for Further Information
If you would like to inspect the background papers or want further information, please contact :-
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Appendix 1

Sustainable Development and Climate Change Strategy

Introduction

Welcome to the Council's sustainable development and climate change strategy 2022 to 2027. At the end of this document, you will find a glossary of terms to help with your reading (Pages 16-18).

This strategy has been prepared following extensive public engagement which has helped shape our strategic approach to sustainable development and climate change. The strategy will assist with the development of the corresponding action plan which will be published in autumn 2022. Whilst the new strategy focusses on the period 2022 to 2027, it also sets the pathway through to the end of this decade.

This next strategy will not only build on the previous sustainable development and climate change strategy covering the period 2017 to 2022, but the extensive work that has taken place, in conjunction with partners and communities, since 2007, when the first strategy was published.

It is important to understand what has been achieved over the lifetime of the previous strategy (2017-2022):

- We reduced our carbon footprint by a further 50% between 2017 and 2021. This reduction is partly due to changes to service provision throughout 2020 and 2021 because of Covid, but also due to a sustained and successful effort to reduce energy and fuel consumption and implement more energy and fuel-efficient technologies. This has included an ambitious street lighting replacement programme between 2015 and 2019 which saw all lanterns replaced with LED. This reduction in our carbon footprint builds on earlier successes when we reduced our carbon emissions by 28% over the period 2005 to 2017.
- We established a Climate Change and Sustainability Committee in 2020 to oversee and make strategic decisions on how to accelerate the pace and scale of action needed in response to the climate emergency.
- We undertook a range of air quality improvement projects and an education programme involving communities, businesses and schools throughout the 5-year period. The development of a story map displayed on the Council website has helped spread knowledge and understanding of the need for good air quality and the actions taking place.
- We developed and launched the Council's first Good Food Strategy in 2019 which includes a key theme of 'Good food for the environment'.
- We expanded food growing allotments sites throughout South Lanarkshire and the development of a Food Growing story map to promote the benefits of homegrown.
- We implemented the South Lanarkshire Biodiversity Strategy 2018-22 with input from all members of the South Lanarkshire Biodiversity Partnership, alongside the Council's own Biodiversity Duty Implementation Plan 2018-22.
- Green Flag status was awarded to many of our parks throughout the period and we continued to develop safe and accessible walking and cycling routes throughout South Lanarkshire.
- We increased recycling facilities for many of our 320,000 residents, with most of the non-recyclable waste being sent to an energy from waste facility, and very little sent to landfill.

- More than 1,300 [affordable and green homes](#) were built throughout the term of the [Local Housing Strategy 2017-22.](#)
- We increased the numbers of fuel efficient and electric vehicles within the Council fleet, including pool cars, [sweepers](#) and a mini bus, and expanded the [public electric vehicle charging network.](#)
- We developed a Climate Youth Forum in 2021, which included the involvement of many South Lanarkshire pupils. Pupils attended the COP26 climate emergency newsroom and participated in a successful media campaign throughout the event.
- We launched a £200,000 Community Grants Scheme at the start of 2022 to help groups develop climate change and sustainability focused projects within the community.

The Council's annual climate change duties report provides information specifically related to actions taken to tackle climate change on a year-to-year basis; this report is submitted to the Scottish Government every November. The most recent report for 2020-21 can be found on the [Council's website](#), and historic reports can be found on the [Sustainable Scotland Network](#) website.

Why sustainable development and climate change?

Sustainable development is about maintaining a stable level of economic growth and employment, whilst reducing resource consumption, producing clean alternative energy, protecting the natural environment, and enabling a quality of life which is fair, inclusive, and does not disadvantage anyone. Sustainable development is not just about considering the present but also how our actions and use of natural resources impacts future generations.

Climate change presents the single biggest threat to sustainable development, and it's widespread and unprecedented impacts are disproportionately impacting the poorest and most vulnerable, globally, and here in Scotland and in South Lanarkshire. As a society, and as a Council, we need to consider the impacts that climate change may have on our development and growth and how we adapt to and reduce these impacts. If we reduce our contribution to global warming that is causing our climate to change, we are helping to minimise these impacts and in turn able to develop more sustainably.

Sustainable development typically includes three pillars – environmental, social, and economic. For the purposes of this strategy the focus will mainly be on the environmental pillar, but the document will complement other council plans and strategies that focus on the social and economic pillars, including the council plan, community plan, economic development strategy, local housing strategy, local transport strategy and local development plan.

This strategy aims to align all three pillars of sustainable development for all who live and work in South Lanarkshire.

Influences and drivers

Since the last strategy was developed, there have been a number of external factors and changes, both globally and nationally, that have influenced our strategic approach to sustainable development and climate change, including the Covid-19 pandemic, the national declaration of a climate emergency, new greenhouse gas emission targets for Scotland, and COP26 to name a few. The urgency and pace and scale of action required within the term of this strategy is significant.

- Scotland's First Minister declared a [Climate Emergency](#) in May 2019 following a [special report](#) issued by the [Intergovernmental Panel on Climate Change](#) in 2018, which stated that by 2030 it will be too late to limit warming to 1.5 degrees; that the world must act now.

- Following independent, expert advice from the UK [Committee on Climate Change](#) (CCC) in May 2019, the Scottish Government responded immediately with amendments to Scotland's Climate Change Act to set a 2045 target for net zero emission of all greenhouse gases, and new interim targets of 75% reduction in emissions by 2030, and 90% reduction in emissions by 2040, relative to 1990 levels. As a public sector body, we have a legislative requirement to contribute to these targets and are required to set and report on our own carbon reduction targets.

- Scotland's Climate Change Plan 2018-2032 was [updated](#) in December 2020 and sets out the pathway to the new and ambitious targets set by the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019. The updated climate change plan is also a key strategic document in Scotland's green recovery from Covid-19. The climate change plan, and associated suite of documents, set national milestones that we must meet. These milestones have been a major factor in the development of this strategy.

- The Covid-19 pandemic has exposed major weaknesses in our economy and deep-seated inequalities in our society that have resulted in the most vulnerable people being hit the hardest. As the world recovers, we have a chance to reset the clock and build back better than before. Central to this approach is a focus on well-being and inclusiveness, as well as alignment with long-term emission reduction goals, building resilience to climate impacts, slowing biodiversity loss, and a transition to a circular economy. There has been a renewed emphasis on the importance of the [UN's Sustainable Development Goals](#) (SDGs) as a framework for action in building back better. We have used the SDGs to help shape our strategy.

- Scotland is already experiencing the effects of climate change, such as warmer summers and wetter winters. Climate projections indicate that these trends will not only continue but intensify. Adapting and building resilience to the impacts of climate change will be necessary, alongside actions to reduce emissions. Many of these impacts are now "locked in" as a result of historic and ongoing emissions. [Scotland's second Climate Change Adaptation Programme](#) (SCCAP2) was launched in September 2019 and outlines action to adapt for impacts of climate change that cannot be avoided. As part of the Council's legislative requirement, it must also contribute to Scotland's Adaptation Programme.

- More locally, [Climate Ready Clyde](#) – of which the Council are members – has developed Glasgow City Region's first [Climate Adaptation Strategy and Action Plan](#), which was launched in June 2021. The Strategy aims to ensure Glasgow City Region's economy, society, and environment is not only prepared for, but continues to flourish in the face of the impacts arising from the climate crisis. The Adaptation Strategy has helped to shape our strategic approach to climate adaptation.

- The UK hosted the 26th [UN Climate Change Conference of the Parties](#) (COP26) in Glasgow between 31st October 2021 and 13th November 2021. The COP26 summit ended in almost 200 countries agreeing the [Glasgow Climate Pact](#) which will accelerate action on climate this decade. This strategy will form part of the Council's legacy from COP26.

- The Council has Public Sector Climate Change duties to which they must comply. These include: contributing to achieving Scotland's climate change targets; adapting to the impacts of climate change; and acting sustainably in their activities. In addition, all public sector bodies must report annually to the Scottish Government on their carbon emissions and action to tackle climate change. In November 2020, changes to the annual report came into force whereby the Council must review and deliver on its carbon emission reduction targets and align its spending plans and use of resources to these reducing emissions. Guidance has been prepared for the public sector on the changes to the annual report, and this guidance has helped to shape this strategy

Engagement and consultation

It is globally recognised that developing sustainably and tackling climate change will help to improve the quality of life for all of us, and for future generations. Achieving these aspirations will involve the whole community – local government and other public bodies, the business sector, voluntary sector, local community groups and residents.

With this in mind, we engaged with residents, community groups, businesses, and the voluntary sector in the early stages of developing the strategy to ensure their views and ideas helped to shape the strategy. A series of focus groups and workshops explored what residents and communities need to live well in South Lanarkshire; attitudes to climate change; barriers for organisations and individuals taking action on climate change; and what the Council should focus on in this next sustainable development and climate change strategy.

Whilst the focus groups included people from across South Lanarkshire, we recognised that these groups alone could not be taken as representative of the whole population, therefore the findings from the focus groups provided the basis for a wider South Lanarkshire public engagement online survey.
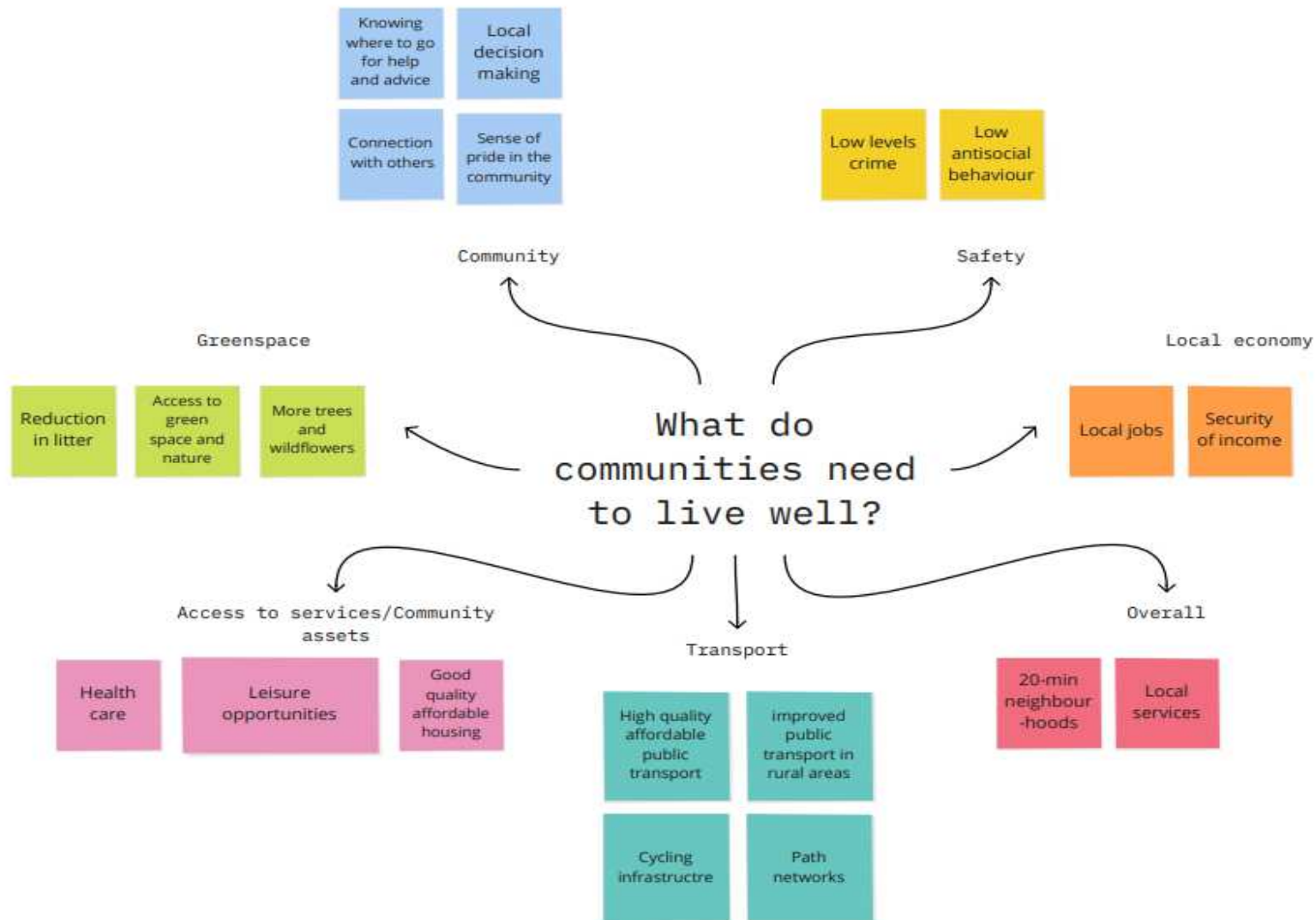
A public consultation of the draft strategy was made available on the council website and advertised on all council social media channels. It was also sent to community councils, council partnership organisations, other public sector bodies and the Sustainable Scotland Network. Comments were also sought from the Consultation Authorities as part of the Strategic Environmental Assessment consultation.

There was a strong message throughout the focus groups, survey and from the consultative draft that the strategy needs to be holistic and look for synergies between community priorities and sustainable development and climate change priorities. Another key message was that the strategy should work for all sectors of society and any action resulting from the strategy must be undertaken in a fair and equitable way. The urgency of action from all sectors of South Lanarkshire was also a key message.

During the public engagement, it was suggested that the strategy's vision, themes, and key priorities provide a framework that supports and informs decisions and actions, not just for the Council, but for all sections of the community of South Lanarkshire, whether that be businesses, organisations, community groups, or individuals.

A copy of the public engagement report can be made available on request.

Figure 1: summary of findings from focus groups

Knowing where to go for help and advice | Local decision making
Connection with others | Sense of pride in the community

Community

Low levels crime | Low antisocial behaviour

Safety

Greenspace

Reduction in litter | Access to green space and nature | More trees and wildflowers

What do communities need to live well?

Local economy

Local jobs | Security of income

Access to services/Community assets

Health care | Leisure opportunities | Good quality affordable housing

Transport

High quality affordable public transport | improved public transport in rural areas
Cycling infrastructre | Path networks

Overall

20-min neighbour-hoods | Local services

Vision and Themes

Throughout this section we will outline the strategy's vision and themes. These are based on the public engagement feedback, alongside consideration of legislative requirements, and national, regional, and local policies.

The strategic vision is consistent with the Council Plan:

Improve the lives and prospects of everyone in South Lanarkshire

The mission statement is:

Our Future is Now: *building a sustainable, climate resilient and net-zero South Lanarkshire together, in a fair and inclusive way*

'Our Future is Now' is taken from a 2019 UN Sustainable Development Goals report on collaborative action with respect to achieving sustainable development goals.

There was a lot of discussion during the focus groups around the vision for the strategy. It was felt that it should reflect what is important to people, include the climate emergency, and demonstrate the pace and scale needed, the requirement to work together, and that everybody be treated equally.

From the issues that were discussed during the public engagement (**see Figure 1**) there are four key themes that emerged. These themes align with the priorities of the Council Plan: People Progress Planet

- **People**
- **Progress - Place and Communities**
- **Planet - The Natural Environment**
- **Planet - A Green Economy**

People
- People are at the heart of a sustainable South Lanarkshire. Health and well-being are paramount; no one should be disproportionally affected by the impacts of climate change; there should be a just transition to a net-zero future; climate inequalities and fuel poverty are reduced; and there is harmony between society and nature.

During the public engagement sessions, people felt that issues like tackling poverty and inequalities, and improving health and wellbeing were of more importance to people than climate change. The People theme looks to build on the work already happening across South Lanarkshire to make it a fairer place for everyone, by helping to improve health and wellbeing, assisting with the cost of living, and mitigating the inequalities exacerbated by climate change. Climate change will increase the risk of environmental hazards. It is recognised that the impacts of a changing climate are not felt equitably among people and often have disproportionate effects for those already experiencing poverty and inequalities. While we look for solutions to address the climate crisis, we will do so in a way that creates a fairer and more just society in the process.

Progress - Place and Communities
- Communities are empowered and supported to create sustainable, inclusive and thriving places that are net-zero, climate resilient, well connected, with access to

energy efficient, comfortable and affordable homes, local services, and local quality outdoor space.

During the public engagement sessions, people felt access to local services was important to them and they wanted to be included in the decisions made about their local areas. They wanted to have access to affordable, safe and sustainable transport options, energy efficient, comfortable and affordable homes, and local quality greenspace - the benefits of which have been further realised as a result of the pandemic. There were discussions around rural and urban areas in South Lanarkshire and the challenges and opportunities these geographical differences raise. It was also felt that there should be fair involvement of all residents in environmental developmental decision-making processes. This theme will build on the work already happening across South Lanarkshire to improve communities and place, although it will do this through a sustainable development and climate lens which will take the diversity of rural and urban South Lanarkshire into account.

Planet - The Natural Environment

- South Lanarkshire's natural environment, greenspace, and biodiversity is restored, protected, enhanced, and respected, enabling basic needs like clean air, clean water, and healthy soils, as well as many other health and wellbeing and economic benefits for the people of South Lanarkshire.

During the public engagement sessions, people felt strongly that our natural environment holds many benefits for people and for helping to tackle climate change. There was a lot of discussion around litter and fly-tipping and that there is a greater need to respect our local and natural environment. People agreed the need for quality greenspace for our health and wellbeing and understood that the natural environment provides us with basic needs like clean air, water and food, medicine, building materials and jobs, and felt that these should be enjoyed equally across South Lanarkshire. It was also felt that good quality, local greenspace can contribute to a sense of place. This theme will build on the work that is already happening to restore, protect, enhance, and respect the natural environment as well as help in the transition to net-zero and adapt to the impacts of climate change.

Planet - A Green Economy

- South Lanarkshire demonstrates leadership and innovation in the transition to a thriving, net-zero, climate resilient, and circular economy. In partnership with businesses and social enterprises, we should aim to protect and enhance our natural resources and the health and wellbeing of citizens through building community wealth, providing sustainable, quality, green job opportunities, re-skilling and training, and leaving no one behind.

Opportunities for local jobs and security of income were identified as key priorities during the public engagement. The pandemic has brought a lot of uncertainty to the economy and to job security. The transition to net-zero could mean changes to businesses and jobs. This theme will build on the work already taking place across South Lanarkshire towards a thriving and sustainable local economy by ensuring that we are taking actions that contribute to a just transition - that nobody is left behind - and that there are opportunities for quality green jobs as the green market grows across South Lanarkshire.

Figure 2

People

People are at the heart of a sustainable South Lanarkshire. Health and well-being are paramount, no one should be disproportionally affected by the impacts of climate change, there should be a just transition to a net-zero future, climate inequalities and fuel poverty are reduced, and there is harmony between society and nature

Progress - Place and Communities

Communities are empowered and supported to create sustainable, inclusive and thriving places that are net-zero, climate resilient, well connected, with access to energy efficient, comfortable and affordable homes, local services, and local quality outdoor space

Our Future is Now:

building a sustainable, climate resilient and net-zero South Lanarkshire together in a fair and inclusive way

Planet - The Natural Environment

South Lanarkshire's natural environment, greenspace, and biodiversity is restored, protected, enhanced, and respected, enabling basic needs like clean air, clean water, and healthy soils, as well as many other health and wellbeing and economic benefits for the people of South Lanarkshire

Planet - A Green Economy

South Lanarkshire demonstrates leadership and innovation in the transition to a thriving, net-zero, climate resilient, and circular economy. We should protect and enhance our natural resources and the health and wellbeing of citizens, building community wealth, providing sustainable job opportunities, re-skilling and training, and leaving no one behind

Priorities

The next section outlines the priorities that have been identified for the Council. The priorities have been established using public engagement feedback and taking cognisance of our legislative requirements and national commitments and targets.

Appendix 1 provides an outline of each of the priorities, the scope and types of actions that will sit under each priority, and the themes that each priority contributes to.

Please note, the priorities are numbered for reference. They are of equal importance.

1. Contribute to improving health and wellbeing through environmental protection and access to environmental benefits for all
2. Progress climate justice and ensure the transition to net-zero by 2045 does not exacerbate poverty or inequalities
3. Influence change through improving the understanding of Sustainable Development and the Climate Emergency across South Lanarkshire
4. Improve affordable, sustainable and accessible transport options
5. Progress a transition to net-zero, energy efficient and climate resilience homes, buildings and infrastructure, and minimise the unsustainable use of natural resources and regenerate where appropriate
6. Improve the availability and access to quality local outdoor spaces and services
7. Empower communities to take climate action and be more environmentally sustainable
8. Take action to allow South Lanarkshire to become a zero waste society
9. Enhance, protect, and respect the outdoors and the natural and historic environment
10. Conserve, restore and improve biodiversity, and use nature-based solutions in tackling the climate crisis
11. Enable a fair transition to a green economy leaving no one behind
12. Lead the transition to a circular economy and improve resource efficiency through responsible consumption and production, and buying and selling of local goods and services
13. Support South Lanarkshire's businesses in the transition to a net-zero economy and helping to ensure they are climate resilient

The above vision, themes and priorities will be used as a framework to develop our action plan and set targets.

Climate change and carbon emissions

In addition to the priorities listed, we will comply with our Public Sector Climate Change Duties. Part of those duties is to manage, reduce and report on our own carbon footprint, which we have been doing since 2005. We will also work collaboratively with partners, communities, the business sector, and voluntary sector to reduce South Lanarkshire's area-wide emissions.

Climate change presents the single biggest threat to sustainable development and one of the best ways to contribute to lessening future changes in climate is measuring and understanding our carbon footprint. Once we know where our main emissions come from, we can take measures to reduce it.

The Council's carbon footprint includes the carbon associated with the gas, electricity and oil used to heat and power our buildings, the fuel we use to travel and the electricity used for street lighting.

It also includes the emissions that are produced when processing and disposing of the household waste we collect.

The most recent carbon footprint, for 2020-21 shows that reductions of 65% have been achieved since the baseline year of 2005-06. There are several reasons for this consistent and significant reduction in emissions. Most are related to specific measures undertaken by the council to reduce fuel consumption. However, some changes are as a result of updates to the annual carbon conversion factors that are published by the UK Government's Department for Business, Energy and Industrial Strategy (BEIS). This means that the fluctuating carbon factors over which the Council has no control can affect our reported carbon emissions.

Future targets for reducing the council's carbon footprint will be incorporated into the Sustainable Development and Climate Change Strategy Action Plan.

Interventions

In addition to the actions that will deliver on the priorities we will develop some high-level interventions that will assist in implementing the strategy which includes:
- Developing a public engagement and communications plan. This will set out our overarching framework for engaging the people of South Lanarkshire in relation to key issues/messages around sustainable development and climate change.
- Fully embed climate change and sustainability in all council decisions
- Prepare a route-map for the transition to net-zero for both the Council and the wider South Lanarkshire area.
- Work with partners, communities, businesses, groups and organisations to establish a more joined up and collaborate approach to tackling resource efficiency and climate change. We need to set a pathway of how we will reach net-zero and how much this will cost.
- Recognise the already changing climate and take climate adaptation action
- Develop a programme of training that will help people better understand the climate emergency and alleviate fears.
- Provide opportunities for local community groups to take forward sustainable development and climate change action. This includes the current small grant funds.
- Review our procurement processes, further embed sustainability and climate change in tendering, and investigate ways to further reduce emissions from our supply chain.
- Work with the Scottish Government, UK Government and external partners to seek funding to support the delivery of net zero projects.

Monitoring, evaluation and reporting

The action plan will be monitored and reported to the Council's climate change and sustainability committee twice a year, and we will continue to prepare an annual climate change duties report. Progress on the action plan and the annual climate change duties report will also be made available on the Council website.

We will agree performance indicators with Council Services that will be included in the action plan and will demonstrate progress. We will also undertake a range of activities that will demonstrate impact, including surveys and case studies.

The Council's climate change and sustainability committee will ensure the effective delivery of the strategy and action plan. The Council's senior management climate change and sustainability steering group will support the work of the committee.

This strategy is web-based on the Council's website, alongside the accompanying Equalities Impact Assessment and Strategic Environmental Assessment. A summary version of the strategy can be made available on request for anyone who does not have access to the internet.

Appendix 1

We will		Overview	Strategic Themes			
			People	Progress - Commuities and Place	Planet - Natural Environment	Planet - Green Economy
1	Contribute to improving health and wellbeing through environmental protection and access to environmental benefits for all	This priority will include action on improving air quality, providing local outdoor access, increased opportunities for cycling and walking, quality greenspace for people to enjoy, or use to improve physical or mental health and wellbeing. This priority will also include action to encourage sustainable and healthy food options	X	X	X	
2	Progress climate justice and ensure the transition to net-zero by 2045 does not exacerbate poverty or inequalities	This priority recognises that the impacts of a changing climate are not felt equitably among people and often have disproportionate effects for those already experiencing poverty and inequalities. Actions will include measures to understand the landscape of fuel poverty and reducing fuel poverty It will also include actions to tackle climate justice so that no one is disproportionally affected by the impacts of climate change, or that any action taken in the transition to net-zero does not leave anyone behind or widen the poverty or inequality gap. It will also consider the impacts of climate on food security. As the community plan's key priority is reducing poverty and tackling inequalities, this priority needs to align with the community plan	X	X		
3	Influence change through improving the understanding of Sustainable Development and the Climate	This priority will include the development of a public engagement strategy for sustainable development and climate change. It will involve working in partnership to help to raise awareness, positively influence behaviours, and have climate conversations through various methods of communication and engagement including using the arts. This priority needs to consider those people who may be harder to engage with but may be more affected by	X	X	X	X

We will		Overview	Strategic Themes			
			People	Progress - Commuities and Place	Planet - Natural Environment	Planet - Green Economy
	Emergency across South Lanarkshire	climate change. This priority will also include embedding the understanding of the climate change and sustainable development in school life and the wider community				
4	Improve affordable, sustainable, and accessible transport options	This priority will include action on improving sustainable transport options for people including active travel option, public transport, integrated active and public transport options, electric vehicle charging infrastructure and incentives for people to make a switch to more sustainable and decarbonised transport. This priority needs to consider the rural and urban diversity of South Lanarkshire, the affordability of transport options, and that no one should be disproportionally affected in the transition to low or decarbonised transportation. Transport is the second biggest source of carbon emissions in South Lanarkshire	X	X		X
5	Progress a transition to net-zero, energy efficient and climate resilient homes, buildings, and infrastructure, and minimise the unsustainable use of natural resources and regenerate where appropriate	This priority will include action to reduce carbon emissions from homes, buildings, and infrastructure. It will look to review building standards to set South Lanarkshire on the trajectory of net-zero by 2045, if not before. It will include sustainable design and construction – minimising both operational and embodied carbon – renewable heating and incorporating green infrastructure. It will include a retrofit programme for the Council's housing stock to meet Energy Performance Certificate (EPC) band B by 2032. It will involve working in partnership with housing associations, homeowners, businesses, public bodies, and communities across South Lanarkshire in the move to net-zero from the built environment. Heat and energy from homes, buildings and embodied carbon in construction/infrastructure is the biggest source of carbon emissions across South Lanarkshire. This priority will also address the climate resilience of our homes, buildings, and infrastructure including sensitive	X	X	X	X

We will		Overview	Strategic Themes			
			People	Progress - Commuities and Place	Planet - Natural Environment	Planet - Green Economy
		buildings of heritage and culture and the role of planning regulations. It will also support keeping buildings in use as much as possible.				
6	Improve the availability and access to quality local outdoor spaces and services	This priority will focus on spatial planning and the concept of 20-minute neighbourhoods with tailored plans for urban and rural towns and dwellings. It will help to reduce travel needs and in turn reduce transport emissions and possibly contribute to more active travel thus improving health. Access to biodiverse outdoor spaces will also be a key focus for this priority; the importance of access to local and quality outdoor space was more apparent during and following the pandemic.	X	X	X	X
7	Empower communities to take climate action and be more environmentally sustainable	This priority will include action to provide environmental volunteering opportunities, food growing opportunities, support and training, community wealth building, community grant funding, and participatory budgeting. This priority needs to be inclusive, giving everyone opportunities to be involved in their local community. This priority will also include supporting communities to build resilience to the impacts of climate change	X	X	X	X
8	Take action to allow South Lanarkshire to become a zero waste society	This priority will include action to manage household and commercial waste produced in South Lanarkshire. This includes encouraging the reduction of general waste and food waste. This will also look to improve the quality of recyclable material collected and minimise contamination. This priority links closely with the priority of responsible consumption and production and circular economy as it is better for the environment to keep goods and materials in circulation longer thus reducing waste. It also links closely with improving the understanding of sustainable development and climate change to influence change.	X	X	X	
9	Enhance, protect, and respect the outdoors and	This priority will include action to manage our natural environment (or also known as natural capital) in a sustainable manner. A biodiverse natural	X	X	X	X

We will		Overview	Strategic Themes			
			People	Progress - Commuities and Place	Planet - Natural Environment	Planet - Green Economy
	the natural and historic environment	environment and healthy ecosystem contributes to benefits for: health, wellbeing, enjoyment, sense of place, and cultural identity. This priority will also include respecting the outdoors, the natural environment, and our communities with prevention of litter and fly tipping. It will also look to regenerate vacant and derelict land to open spaces that people can use encourage the regeneration of natural environments where appropriate. It will also look at the positive role that the historic environment can play in people accessing outdoors. This priority will make reference to the work carried out within our Air Quality and Biodiversity strategies and within our Nature restoration programme.				
10	Conserve, restore and improve biodiversity, and use nature-based solutions in tackling the climate crisis	This priority will focus on the role of the natural environment in tackling climate change. The creation, restoration, management and protection of natural carbon sinks and their capacity to sequester and store carbon, can be used to offset residual carbon emissions. Ecosystem services can also help us adapt to the impacts of climate change through for example: natural flood management; shading; cooling; and improving air quality as well as providing food, drinking water, timber, cultural experience, recreation. This priority will be addressed through an ecosystems approach which aims to protect species and habitats. It will help to build robust ecosystems that are adaptable to changes in climate and bring multiple benefits for wildlife and people. Tourism and the food sector rely on the provision of ecosystems from a high-quality environment, contributing to economic growth. This priority will make reference to the work carried out within our Local Flood Risk Management Plans and River Basin Planning Management and flood risk management duties. This priority also links with our Good Food Strategy which aims to work with partners and the private sector to explore and implement practices that will	X	X	X	X

We will		Overview	Strategic Themes			
			People	Progress - Commuities and Place	Planet - Natural Environment	Planet - Green Economy
		help tackle the impact of food systems on the environment and climate change.				
11	Enable a fair transition to a green economy leaving no one behind	The priority will include action to encourage innovation and investment in green businesses and jobs opportunities to South Lanarkshire. It will include training and re-skill people for green jobs and to ensure that no-one is left behind. It will include working with partners to deliver the Scottish Government Heat In Buildings Strategy, encouraging renewable heat and heat networks. This priority will require working collaboratively with various partners including, businesses, education establishments, further education, and members of the Lanarkshire Economic Forum	X	X		X
12	Lead the transition to a circular economy and improve resource efficiency through responsible consumption and production, and buying and selling of local goods and services	This priority will include action to influence responsible consumption and production. It will encourage a transition to a circular economy where goods and materials are kept in use longer either through reuse, refurbish or reconditioned. It will help to promote a culture shift in our consumption of goods and will also include action to encourage shopping locally and buying locally sourced food. Procurement practices across South Lanarkshire are a key in the transition to a circular economy. Procurement practices can also help to tackle the climate emergency	X		X	X
13	Support South Lanarkshire's businesses in the transition to a net-zero economy and building climate resilience	Industry and businesses, including agriculture, are the third largest contributor to carbon emissions in the area. This priority will focus on supporting the business sector be more environmentally sustainable, more energy efficient, reduce reliance of fossil fuels, encourage and develop renewable heat and heat networks and help to put businesses on the pathway to net-zero and climate resilience				X

Glossary of terms

Term	Explanation
Area-wide emissions	Emissions for South Lanarkshire area that incorporates the following sources: domestic, commercial and industry, transport, land-use, and the public sector
Biodiversity	The variety of life which inhabits the planet including plants, animals insects, and also the surroundings they live in
Carbon	Known as Carbon Dioxide (CO_2) – is the primary greenhouse gas emitted. A naturally occurring greenhouse gas, however it can be produced by burning of fossil fuels and biomass, and other activities. It is CO_2 generated by human activities that is the main contributor to climate change.
Carbon footprint	A measure of the amount of CO_2 emitted from activities. South Lanarkshire Council's carbon footprint, it is made up from five sources: energy consumption from buildings, household waste, energy consumption from street lighting, fuel consumption from our fleet, and staff business travel
Carbon sequestration	The long-term storage of carbon in plants, soils, geologic formations, and the ocean, also known as carbon sinks
Circular economy	A model of production and consumption, which involves sharing, leasing, reusing, repairing, refurbishing, and recycling existing materials and products as long as possible
Climate Adaptation	Actions or changes required in anticipation of, or in response to, the impacts of a changing climate
Climate Change	Any notable change in the measures of climate such as temperature, rainfall, wind patterns that occur over a period of time
Climate Change Act	This refers to the Climate Change (Emissions Reduction Targets) (Scotland) Act. The primary objective of the Act is to raise the ambition of the greenhouse gas emissions reduction targets set out in the Climate Change (Scotland) Act 2009. This was amended by the Climate Change (Emissions Reduction Targets) (Scotland) Act 2019 which increased the ambition of Scotland's emissions reduction targets to net zero by 2045
Climate Change Plan	Scotland's current Climate Change Plan is the fourth report on proposals and policies covering the period 2018 to 2032. It sets out the Scottish Government's pathway to meeting climate change targets
Climate emergency	A situation in which urgent action is required to reduce or halt climate change and avoid potentially irreversible environmental damage resulting from it – also referred to as the Climate Crisis
Climate inequalities	The unequal impact of extreme weather on people

Climate justice	Finding solutions to the climate crisis that not only reduce emissions or protect the natural world, but that do so in a way which creates a fairer, more just and more equal world in the process
Climate resilience	Climate resilience is the ability to anticipate, prepare for, and respond to hazardous events, trends, or disturbances related to climate
COP26	The 2021 United Nations Climate Change Conference, more commonly referred to as COP26, was the 26th United Nations Climate Change conference, held in Glasgow from 31 October to 13 November 2021. COP stands for Conference of the Parties
Decarbonisation	The reduction, leading to eradication of, carbon emissions. Decarbonisation can be employed in a number of sectors such as heat, electricity, transport etc.
Economic Growth	*Economic growth* is an increase in the production of economic goods and services, compared from one period of time to another
Ecosystem	A system that includes all living organisms in an area as well as its physical environment. Ecosystem Services are the benefits provided by ecosystems that contribute to making human life both possible and worth living, such as food and water, regulation of floods, soil erosion and disease outbreaks, and non-material benefits such as recreational and spiritual benefits in natural areas
Embodied carbon	The carbon footprint of a building or infrastructure project before it becomes operational
Energy efficient	A device or building that is energy-efficient uses relatively little energy to provide the power it needs
Energy from Waste	The process of generating energy in the form of electricity and/or heat from the primary treatment of waste, or the processing of waste into a fuel source
Energy Performance Certificate	An *Energy Performance Certificate* (*EPC*) measures the energy efficiency of property on a scale of A-G
Fuel Poverty	The definition of fuel poverty in Scotland is if a household spends more than 10% of its income on fuel costs and if the remaining household income is insufficient to maintain an adequate standard of living
Global Warming	A gradual increase in the overall temperature of the earth's atmosphere generally attributed to the greenhouse effect caused by increased levels of carbon dioxide, CFCs, and other pollutants
Green economy	A green economy is defined as low carbon, resource efficient and socially inclusive. In a green economy, growth in employment and income are driven by public and private investment into such economic activities, infrastructure and assets that allow reduced carbon emissions and pollution, enhanced energy and resource efficiency, and prevention of the loss of biodiversity and ecosystem services.

Green job	Green jobs are decent jobs that contribute to preserve or restore the environment, be they in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy and energy efficiency. The range of green jobs make up the green labour market.
Green Recovery	A widely adopted term for a package of environmental, regulatory, and fiscal reforms to recover prosperity after the COVID-19 pandemic
Greenhouse Gases	Greenhouse gases (GHGs) stop heat escaping from the earth's atmosphere ensuring that the planet is warm enough to sustain life. Human activity has increased the emission of GHGs contributing to global warming. The primary GHG in the earth's atmosphere is Carbon Dioxide, other GHGs includes Methane, Nitrous oxide, Chlorofluorocarbons. As Carbon Dioxide (CO_2) is the primary GHG, the term carbon emissions or emissions are used instead of GHGs. Greenhouse gas emissions fall into two categories: • Direct greenhouse gas emissions are emissions from sources that are owned or controlled by the reporting entity. e.g. gas consumption and fuel consumption from fleet • Indirect GHG emissions are emissions that are a consequence of the activities of the reporting entity but occur at sources owned or controlled by another entity. e.g. consumption of purchased electricity, heat or steam, waste disposal, business travel, purchased goods and services
Greenspace	Land that is partly or completely covered with grass, trees, shrubs, or other vegetation. Green space includes parks, community gardens, and cemeteries
Just transition	The term is used to refer to the notion that justice and equity must form an integral part of the transition towards a low-carbon world
LED	Stands for "Light-Emitting Diode." An LED is an electronic device that emits light when an electrical current is passed through it. LEDs are energy efficient and have a long lifespan
Nature-based Solutions	The sustainable management and use of natural features and processes to tackle socio-environmental challenges. These challenges include issues such as climate change, water security, water pollution, food security, human health, biodiversity loss and disaster risk management
Net zero	A term applied to both GHGs and carbon emissions which means achieving a balance between the greenhouse gases put into the atmosphere and those taken out through sequestration or carbon storage. The Scottish Government's national target of net-zero emissions by 2045 is for all greenhouse gas emissions
Public Sector Climate Change Duties	The Climate Change (Scotland) Act 2009 places legislative duties on public bodies relating to climate change, requiring them to contribute to carbon emissions reduction targets; contribute to climate change adaptation; and to act sustainably
Resource efficiency	Using the Earth's limited resources in a sustainable manner while minimising impacts on the environment

Sustainable Development Goals	The Sustainable Development Goals (SDGs), were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030
Zero direct emissions	Reducing direct emissions to zero (that there are no direct emissions produced)
Zero-waste	*Zero waste* is a set of principles focused on waste prevention that encourages the redesign of resource life cycles so that all products are reused

Agenda Item

7

Report

To:	**South Lanarkshire Council**
Date:	**15 June 2022**
Prepared by:	**Executive Director (Finance and Corporate Resources)**

Subject:	**SLC Digital Strategy – 2022 to 2027**

1. Purpose of Report

1.1. The purpose of the report is to:-

♦ request approval for new SLC Digital Strategy for 2022 to 2027

2. Recommendation(s)

The Council is asked to approve the following recommendation(s):-

(1) that the SLC Digital Strategy for 2022 to 2027 be approved.

3. Background

3.1. SLC is in the process of investing heavily in IT and digital solutions to deliver both efficiencies and improved services. The current programme of work includes: -

- migration of servers and storage to hybrid cloud environment
- refresh of legacy systems
  - including housing/property, finance/HR and social work
- investment in digital connectivity
- enterprise rollout of Office 365 including Microsoft Teams
- upgrade of Education IT
- investment in cyber security
- upgrade of website and on-line forms
- complete rollout of electronic document and records management system (EDRMS)
- agile working
- mobile apps and scheduling tools
- business intelligence.

3.2. To deliver these new solutions cost effectively and at pace SLC are partnering with many organisations across the public sector, including NHS, Scottish Government, COSLA, the Digital Office and SOCITM (Society of IT Managers).

3.3. The previous SLC Digital Strategy was formulated in 2017 and has guided the Council's investments in IT over the past 5 years.

3.4. SLC Digital Strategy was supplemented by a Digital Inclusion Strategy which was introduced in 2020. The latter document focusses on ensuring that the Council has an action plan in place to tackle digital exclusion which can lead to social and financial disadvantage for citizens.

3.5.   The SLC Digital Strategy requires to be renewed in 2022 to bring it up to date, take account of changing council requirements, and the latest developments in technology.

3.6.   The draft strategy is shown in Appendix A.

3.7.   The new draft strategy is aligned with the draft Council plan, and the national digital strategy published by the Scottish Government in March 2021. The national strategy was developed for the first time in partnership with local government and represents a good opportunity to leverage common digital solutions across the public sector ("Once for Scotland" approach).

4.   Previous SLC Digital Strategy

4.1.   Good progress has been made since 2017 in implementing new technologies within the Council (e.g., Office 365, cyber security, robotic automation, web forms, mobile) and improving collaboration with partners (e.g., NHS).

4.2.   The majority of IT projects delivered since 2017 can be categorised as digital enablement, as opposed to digital transformation. This means that, although investment has taken place, the benefits remain to be fully realised particularly in cross-council solutions, for example Office365 which has a wide range of functionality yet to be exploited. Building upon these technical foundations a focussed programme of work on business change and process re-design will result in both service improvements and efficiencies.

4.3.   Some of the challenges in delivering the previous Digital Strategy included resource availability, competing priorities and skills gaps. The COVID-19 pandemic has resulted in an accelerated deployment of some digital solutions, notably mobile devices and Office 365/Teams. More importantly, it has helped demonstrate new ways of working to council staff and provided confidence that the technology works and can deliver significant benefits. The new strategy builds on this and encourages innovation and change.

5.   Overview of new Digital Strategy

5.1.   The new Digital Strategy considers what has worked well in the previous strategy, ongoing development of new technologies, and how best to deliver the objectives of the new Council Plan.

5.2.   The Digital Vision proposed in the strategy is:

Transforming lives with Digital

5.3.   An important section of the strategy is to describe the principles used in both development and implementation of the strategy. These principles are common features of other council digital strategies and are considered best practice in delivering digital transformation.

5.4.   The main section of the strategy considers thematic areas where it is anticipated that programmes of work will be taken forward comprising multiple related projects over the duration of the strategy. Many of these are directly related to Digital Office programmes of work where SLC are actively participating. As well as describing each theme and related benefits, key deliverables are listed.

5.5.   Finally, key enablers are described which are essential for the delivery of the strategy. This includes effective cyber security which will become increasingly important as new technologies, including cloud computing and agile working, are further adopted by SLC.

5.6.   The overall structure of the new Digital Strategy is shown below:

Section	Description
Digital Vision	SLC's ambition for a digital future
Principles	A description of the drivers, the approaches, and the building blocks for the digital strategy
Key Themes	"Keep The Lights On" – maintain Council services
	Customer Contact & Transactional Working
	Agile Working
	Business Intelligence and Data Management
	Partnership Working
	Digital Learning & Teaching
	Digital Inclusion
	Digital Connectivity
Key deliverables	Strategic milestones for each Key Theme
Key Enablers	Digital Leadership & Governance
	Digital Foundations
	Cyber Security
	Standard Architecture
Glossary	Glossary of Terms

5.7.   In addition to the specific deliverables noted in the strategy, it will be used to inform all IT and digital related projects across the council over the next 5 years.

6.   Employee Implications
6.1.   There are none associated with this report.

7.   Financial Implications
7.1.   There are none associated with this report. Individual projects and programmes of work will require to prepare business cases to support funding requests.

8.   Climate Change, Sustainability and Environmental Implications
8.1.   There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

9.   Other Implications
9.1.   There are none associated with this report.

10.   Equality Impact Assessment and Consultation Arrangements
10.1.   Equality Impact Assessments will be undertaken as part of individual development project activity as required.

10.2.   Consultation has taken place through the ICT Programme Board, Digital Inclusion Sub Group and resource management teams.

Paul Manning
Executive Director (Finance and Corporate Resources)

25 May 2022

If you require more information, please contact

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Finance and Corporate Resources
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CONTENTS

Since the publication of SLC's previous digital and ICT strategy in 2017, the pace of technological changes in society has accelerated. There have been major technical advances in the areas of cloud computing, big data and analytics, high speed internet provision, artificial intelligence, automation and IoT (internet of things) capabilities.

The recent pandemic has resulted an increase in remote working, with widespread adoption of new technologies such as Microsoft 365 software which has transformed collaboration within organisations and enabled virtual meetings using Teams.

As part of the delivery of the previous strategy SLC has upgraded or replaced many of its major computer systems. This includes the core IT infrastructure and the externalisation of its datacentre. Several systems, including email and the council website, have moved to the cloud and SLC offices have been kitted out with wi-fi. There has been an expansion in the number of mobile devices and apps which provide a high degree of flexibility to the council workforce.

In Schools the programme of modernising hardware and software has continued to enable high quality learning and teaching using the latest technologies

This new strategy will build on previous accomplishments and focus on service transformation utilising digital technologies. The refresh of legacy SLC business systems will continue and a new data infrastructure will be implemented to improve data quality and enable information to flow more easily between systems. This will result in better reporting and decision making.

A key element of the new strategy will be cyber security. As systems move to the cloud and services are accessed across the internet it will be important to ensure that adequate safeguards are in place to protect against cyber-attacks.

The strategy is aligned to Scottish Government's Digital Strategy "A Changing Nation: How Scotland Will Thrive in a Digital World" published in March 2021. This strategy was developed jointly with COSLA and describes a vision of embracing digital technology to deliver better outcomes for all Scotland's citizens. This vision includes digital inclusion at its core to ensure that no one is left behind in the digital revolution.

This strategy sets out how South Lanarkshire Council will exploit new technologies to help deliver its vision of improving the quality of life for everyone in South Lanarkshire. It describes how services will be delivered as "Digital First" and how we will work with partners, users and suppliers to create the secure data infrastructure to support digital services.

The strategy also sets out the technical foundations necessary to realise the Council's digital vision. This includes ensuring that appropriate and sustainable computer systems, networks, ICT skills, software and data services are in place to support the transformation to a citizen centric and digital council both in the short term and in the years beyond.

PAUL MANNING
Executive Director (Finance & Corporate Resources)

South Lanarkshire Council's vision "to improve the lives and life prospects of everyone in South Lanarkshire" is ambitious and requires innovative solutions to achieve that vision. Increasingly, these solutions depend upon new technologies to both improve front line services to citizens, and to drive down costs in challenging economic conditions.

Our Digital Vision is therefore:

Transforming lives with Digital

The Digital Strategy to achieve this will focus on customer needs, will be business driven and be guided by the following key principle:

The use of Information, Communication and Digital Technologies must add value to the stakeholder, whether that stakeholder is a citizen, an elected member, a business, a partner organisation or another Council service.

The approach the Council will take to deliver the Digital Strategy is governed by a number of Key Principles.

PRINCIPLE	DESCRIPTION
Alignment with Council Plan	Digital priorities will be aligned to council priorities
Alignment with Scottish Government Digital Strategy	Delivery of solutions will be aligned with national digital solutions
Customer Centric	Focus of Digital Services will be the customer using that service (citizen, elected member, partner organisation, business or service provider)
Digital Inclusion	Digital solutions will be designed to maximise access for all citizens. For those unable to access services digitally, alternative access will be available
Ease of Use	Digital solutions will be easy to use and preferred method of accessing services
Digital First	All council services will utilise digital solutions where practicable and cost-effective.
Standard solutions	Standard Digital solutions will be deployed across the Council with minimal customisation. Solution will be designed for re-use.
Quick delivery of solutions	"Off The Shelf" or shared solutions will be used where possible to deliver business benefits quickly
Business process redesign	Digital services will not simply be electronic versions of current processes. Existing Council processes will be redesigned to take full advantage of digital solutions
Single point of view	The Digital architecture will enable solutions that provide a consistent, integrated view of citizens, properties or businesses regardless of the access point.
Best Practice Governance and Project management	All Digital projects will be supported by business cases, approved at senior management level and managed and monitored to ensure that business benefits are realised
Multi-Channel	The Council will continue to deliver services through a range of channels. However, and where possible, priority will be given to moving to online channels that seamlessly integrate with back office systems.
Agile Working	ICT services and applications used by our employees will facilitate flexible working at their core and be accessible 24/7, enabling increased productivity and property savings.

PRINCIPLE	DESCRIPTION
Integration	ICT Services will provide the right tools to enable integration between the specialist applications used by council resources, the core components such as the council's CRM, property and financial systems and national solutions such as MyAccount and National Planning and Building Standards Portal.
Data quality	High quality data, which is both complete and accurate, is essential to deliver digital services. The value of data shall be recognised such that there is an emphasis on data quality to ensure accurate information is used both to both deliver transactional services, and better use of analytics and metrics to aid decision making and continuously improve digital services.
Collaboration and Shared Service	The Council will work with the Scottish Government, NHS Lanarkshire, other local authorities and public sector partners to deliver shared and collaborative services to the benefit of the Scottish citizen. A key part of this will be participation in the Scottish Local Government Digital Partnership (Digital Office).
Technology/vendor independence	The ICT architecture will be designed to reduce the impact of technology and supplier changes on the business.
Innovative and agile	ICT architecture will be flexible and able to accommodate changes required to meet future requirements for digital services.
Enterprise Architecture	An enterprise architecture will be developed to create high level view of Digital and ICT Systems and facilitate integration and interoperability.
Scalability	All ICT systems will be capable of adapting to number of users to optimise cost.
Data Security and Compliance	All components of the computing environment must be secure and comply with applicable legislation.
Best Practice IT Processes	South Lanarkshire Council IT Service will utilise best practice IT processes, including Prince 2/Agile for project delivery, ISO12207 for software development and lifecycle management, ITIL for IT service management, ISO27001 for information security, and continuous improvement techniques to develop Digital and ICT Services.

OBJECTIVE	RATIONALE	OUTCOME
KEEP THE LIGHTS ON	Primary purpose of IT Service will be to support customers to maintain council services. This will require refreshes of end of life hardware/software and software upgrades to comply with legislative changes. Appropriate levels of funding and resources will be allocated to meet this objective.	Required levels of system availability, performance, functionality, security and compliance are maintained to enable council services to be delivered.
CUSTOMER CONTACT AND TRANSACTIONAL WORKING	Council services will, wherever possible, be delivered as "Digital First". Channel shift initiatives will encourage customers to move from more expensive channels (eg voice, face to face) to less expensive self-service channels (eg Council website). Customers engage digitally with SLC at a time and in a manner convenient to them.	Data, information and services are readily and consistently available to customers and other stakeholders. Customer transactions are available on-line, in real time and from any device. Expensive, and less effective, exchanges of information are minimised or eliminated.
AGILE WORKING	Mobile and Flexible Working technologies provide an opportunity to increase productivity and reduce costs. There is less dependence on location to perform many tasks.	Employees and elected members can securely access systems using any authorised device from any location. Staff downtime is reduced and corresponding productivity increased. Property costs are reduced.
BUSINESS INTELLIGENCE AND DATA MANAGEMENT	Data quality and currency varies depending on its age and source. As part of the strategy a data architecture will define how information is stored and used. Council wide systems such as Microsoft 365, Oracle Fusion and Objective EDRMS will be exploited to transform business processes.	More efficient data management, improved data quality, better management information for service design and targeting of resources. Availability of dashboards with joined up data and automated reporting to external bodies.

OBJECTIVE	RATIONALE	OUTCOME
PARTNERSHIP WORKING	One aim of Health and Social Care Integration is to provide "joined up" care to service users. To achieve this different bodies (eg Council, NHS) require to share data in an efficient manner and also allow staff to seamlessly work in each other's premises.	Better service to citizens as professionals from different public sector bodies have access to required information to do their job.
DIGITAL LEARNING & TEACHING	Supporting and delivering the requirements of South Lanarkshire Council's learners. Alignment with national strategies.	Consistent and coherent approach to ICT in all SLC learning environments. Equipping our young people with requisite digital skills in preparation for the outside world.
DIGITAL INCLUSION	Support delivery of SLC Digital Inclusion Strategy, including designing digital services to be as accessible as possible.	Ensure that "No One is Left Behind" as take-up of digital services increases.
DIGITAL CONNECTIVITY	Provision of high bandwidth, high availability internet connectivity across South Lanarkshire.	Improve speed and availability of internet connectivity for council users, citizens, businesses and tourists. Support economic development. Provide choice of affordable methods to access council and other internet services.

KEEP THE LIGHTS ON

The Council, citizens and other stakeholders increasingly depend upon Information and Communications Technology to deliver, and consume, public sector services. From email to internet transactions, from critical business systems to voice and data services, even small outages in ICT systems have a significant and detrimental effect. The primary purpose of IT is to support customers to maintain council services. This is achieved through high levels of IT service availability, system performance and data security. Specifically,

- external hardware and software contracts will include formal Service Level Agreements to ensure systems availability
- internal IT Services to council resources will be supported by Operational Service Level agreements that fulfil customers' business requirements
- end of life hardware and software upgrades will be implemented in a timely and cost-effective manner to ensure continued IT service delivery
- legacy business applications will be replaced, transforming service delivery and generating efficiencies
- hardware and software implementations will be supported by full life cycle management policies to offer functional, technical and legislative compliance
- all hardware, software, data and communication technologies will be implemented to full PSN and Cyber Essentials Plus compliance standards to ensure that data is securely available to discharge the Council's business
- all analogue telephony will be moved to digital in time for analogue switch-off in 2025.

CUSTOMER CONTACT and TRANSACTIONAL WORKING

It is recognised that automation of digital transactions facilitates significant benefit, whilst reducing costs, for citizens. This is also true of internal transactions where automation is just as important and can also deliver efficiencies. Our customers will have a choice of channels through which they can transact with the council but we will work to ensure that the digital channels become the most popular by ensuring that they are easy to use and available 24 x 7. Customer services will be designed for the convenience of our customers rather than our internal business processes and allow a seamless customer journey across all channels. The provision of on-line, web chat, voice and face to face services will enable customers to switch from channel to channel without loss of data or the need to restart a transaction.

- Facilitate self-service for employees and managers to reduce internal transaction costs.
- Standardise future IT Investment in web facing systems that inherently support self-service.
- Invest and deploy automated integration tools that simplify systems integration and eliminate the need for re-keying of data.
- Rationalise the number of systems throughout the Council to reduce support costs and effort. Deliver a web responsive and transactional service portal to view and change personal information, request council services, or make payments.
- Upgrade and integrate our Customer Relationship Management (CRM) with other customer service channels.
- Have a single identity for customers regardless of channel preference linking with MyAccount.
- Implement a single telephone contact capability that delivers a seamless service.

AGILE WORKING

Our employees and elected members will be able to securely access systems from any authorised device and from any location. Productivity is increased through elimination of expensive travel time and more efficient use of property. Future Council workforce planning will require to take account of how new technology is changing both how services are delivered, and the roles requires to deliver those services in future.

- Deploy Wi-Fi to major council office and buildings, including provision of access to external systems for trusted partners.
- Invest in modern and secure mobile technologies.
- Invest in unified communication technologies to support 24/7 access to voice and data.
- Invest in cloud technologies and Software as a Service (SaaS) to deliver services that are device and location independent.
- Enable our workforce to remain connected to their colleagues and teams whilst working in a flexible working organisation.
- Develop mobile applications that automate data transfer and facilitate field based working.

BUSINESS INTELLIGENCE AND DATA MANAGEMENT

To ensure that SLC has a "joined up" view of the data held by the Council, to exploit that data by making sure that the data quality and integrity is high, that it is utilised for process automation, and that high quality information and data analytics are available to managers to inform decision making.

- Design and implement a data integration bus to enable data to be securely shared across SLC systems and partners. Define where data is held and "systems of record".
- Install connectors across major systems to facilitate information exchange for business process automation and management reporting.
- Use big data approaches on our business data to identify patterns, trends and associations that inform our decision making.
- Identify opportunities to enrich council data with open source data where appropriate.
- Develop an open data strategy - Open data is the practice of making council data available freely to customers and commercial organisations to help drive digital innovation.
- Develop tools that enable a council wide approach to business intelligence to support initiatives such as the prevention and early intervention agenda.
- Further develop the corporate EDRMs solution to deliver automated workflows, record management and integration with other council systems.
- Implementation of a structured Electronic Information Management solution to facilitate secure internal and external collaboration.
- Develop data sharing protocols and procedures with our partners and other public sector organisations.
- Retire legacy unstructured data repositories.

PARTNERSHIP WORKING

Health and Social Care Integration is a key driver for partnership working through ICT and we will ensure that the ICT solutions enable care to be delivered independently of organisational boundaries. In order to plan strategically for the delivery of services in the future we will securely share our data with Health Care partners and develop our business intelligence systems to predict future demands and align these to organisational resources. This will be facilitated by,

- deploying data sharing tools that allow secure sharing of data within the Health and Social Care Partnership. This will include enabling secure access across partner systems and federation of domains to facilitate collaboration such as video conferencing, messaging, and shared address book/calendar access
- working with our partners to deliver Digital and ICT services that enable Health and Social Care Integration, e.g., Telehealth/Telecare
- continuing to develop and implement Technology Enabled Care options to support independent living
- engaging with the national programmes such as MyAccount, National Entitlement Card (NEC) and MyGov.Scot programmes
- developing data sharing protocols and procedures with our partners, including community partnerships
- continuing to participate in the Lanarkshire Data Sharing Partnership
- working with various partners including COSLA, Digital Office, Improvement Service, Scottish Government, Education Scotland, Scotland Excel, higher education and tech industry to deliver cost-effective solutions at pace and share best practices across wider public sector.

DIGITAL LEARNING & TEACHING

Deliver digital technologies to support imaginative, innovative learning environments suitable for learning in the 21st century. This will be delivered through:

- modern robust infrastructure to support anytime anywhere learning including resilient secure networks supporting a range of uses including mobile working and "Bring Your Own Device"
- a range of hardware solutions to meet the differing needs of educators and learners
- learning and teaching resources including modern industry standard and specialised software, supporting additional needs, early years through to senior phase
- provision of ICT solutions to support the South Lanarkshire Council Primary Schools Modernisation Programme
- promotion of GLOW and Google Classroom as learning and teaching tools
- enable home and remote learning for learners
- full ICT Managed Service Contract which allows schools to focus on the core business of learning and teaching
- training and continuous personal development to enable staff to maximise use of available ICT resources.

DIGITAL INCLUSION

The SLC Digital Inclusion Strategy was approved in 2020 with the objective of ensuring that no one is left behind as digital services are introduced. To support this the Digital Strategy the council will:

- work with partners to improve digital connectivity, including interim measures where appropriate
- support initiatives to deliver free public wi-fi and user devices
- ensure that projects implementing new technology take account of impact to users and staff at planning stage
- fully train staff as part of all new technology introductions
- put users (staff/citizens) at heart of new technology projects making it as easy as possible to use.

DIGITAL CONNECTIVITY

SLC depends upon good quality internet connectivity to operate and deliver the majority of its services. New software applications such as video conferencing (e.g., Microsoft Teams), cloud computing, public wi-fi, 5G and internet of things (IoT) will require connectivity to be upgraded across the council area. The SLC digital strategy will:

- identify the future needs of SLC to provide services to citizens
- replace wide area network contracts with new partnership arrangements which will provide a range of connectivity options to meet SLC needs
- leverage available funding to accelerate investment in digital connectivity
- facilitate the rollout of fibre optic technology across the council area.

DIGITAL LEADERSHIP & GOVERNANCE

To achieve the key deliverables, it will be necessary to implement the following:

- develop digital skills, culture and innovation at all levels within the Council
- initiate a programme of work to digitally transform services based upon principles set out in the Digital Strategy.
- ensure that all investments are supported by business cases which clearly state alignment with Council plan along with costs and benefits.
- apply formal Programme and Project Management techniques (including planning, oversight, risk management and change control) to ensure that solutions are delivered at speed and on budget.
- participate in national initiatives such as the Local Government Digital Office to leverage shared solutions and learn from others
- where appropriate, undertake joint procurements with other Scottish public sector organisations
- benchmark the "digital maturity" of South Lanarkshire Council to identify areas of opportunity
- comply with South Lanarkshire Council's Procurement Strategy and Policies
- manage ICT assets as per Council Asset management Plan.

DIGITAL FOUNDATIONS

The use of standardised and common ICT Platforms reduces technical investment and support costs. We will achieve a modern sustainable IT environment by:

- deploying a secure corporate network which is capable of delivering digital services to all council premises for use by employees, elected members, partner organisations, citizens and pupils.
- providing connectivity to national networks to enable partnership working
- implementing modern and secure mobile solutions to allow digital services to be accessed on a range of devices, including smartphones, tablets and laptops
- partnering with commercial providers to enable cost effective solutions to provide high speed connectivity to our schools
- investing in Cloud Technologies and Software as a Services (SAAS) as appropriate to deliver services that are device and location independent
- investing in resilient infrastructure to provide high availability digital services such as the Council website
- providing common business solutions which are re-used across the Council and, where possible, share these with other public sector bodies corporate
- ensuring seamless integration of ICT applications via an enterprise bus. This will allow data to be exchanged between systems in a timely manner to improve data quality, deliver effective digital services, enable citizens to view and update their own data, and provide insight to enable better targeting of resources.
- developing a single view of the customer authenticated via MyAccount Scotland.
- ensuring that adequate resources are in place to facilitate effective and efficient delivery of digital solutions.

CYBER SECURITY

The Council's approach to Cyber Security is ensure that Citizen, Council and Partner transactions are conducted securely. As such, South Lanarkshire Council will maintain its accreditations with the Public Sector Network (PSN) and Cyber Essentials Plus schemes.

Technology is an intrinsic part of our daily working environment and has changed the way we interact and retain important information. This makes security management vital for public confidence and for the efficient conduct of public business. In order to maintain the highest standards of information security, the Council has developed a number of policies to protect information technology assets, such as computer hardware and software, telecommunications equipment and data held within the council's IT systems.

The Council is committed to preserving the confidentiality, integrity and availability of all the physical and electronic information assets throughout South Lanarkshire Council. Data and information security requirements will continue to be aligned with the council's goals. The framework of security policies is intended to be an enabling mechanism for information sharing, electronic operations, and reducing information-related risks to acceptable levels.

In particular, business continuity and contingency plans, data back-up procedures, avoidance of viruses and hackers, access control to systems and information security incident reporting are fundamental to this framework. The objectives of these policies are:

- to achieve a council-wide security minimum standard
- to make the public and all users of the council's information systems confident of the confidentiality, integrity and availability of the information used and produced
- to ensure that all users are aware of Acceptable Use Policy
- to minimise business damage and interruption caused by security incidents
- to meet all legislative and regulatory requirements.
- To ensure the council's ICT equipment and facilities are used responsibly, securely and with integrity at all times
- to comply with the requirements set by UK government when connecting to the Public Services Network (PSN)
- to comply with the requirements set by Scottish Government in the Cyber Essentials Plus accreditation scheme
- to comply with Payment Card Industry standards (PCI-DSS) for all systems which process card payments
- to develop security standards for cloud services to ensure that they can be securely integrated with other Council systems.

ARCHITECTURE STANDARDS

The adoption of reference architecture standards within the IT Service will, through time, accelerate delivery through the re-use standard and effective solutions. Reference Architecture provides the basis for sound technical governance and ensures the consistency and applicability of technology use within the Council.

The business case for the adoption of Reference Architecture is robust in consideration of the Council's technology requirements moving forward. However, it is also important to consider that the Scottish Local Government Digital Office are also in the process of applying Reference Architecture standards at a national level. The scope for standardisation and sharing of technologies and systems across the Scottish Public Sector cannot be understated. The benefits of referenced architecture include:

- improved interoperability of systems by establishing standard solutions and interfaces and thereby creating a *transactional* Council
- a move to common platforms leveraging the Digital Office repository to identify sharing opportunities
- facilitating shared procurements and software developments
- shared best practice across councils
- eased integration with national solutions (e.g., ePlanning, proposed National Care Service)
- reduced implementation costs through the reuse of common assets
- improved technical and operational communication across systems and processes
- improved standards and tools to support the Council's business objectives through better systems and data management
- shared Services and Technologies become achievable across multiple public sector organisations.

Term	Description
Acceptable Use Policy	A set of rules applied by the owner, creator or administrator of a network, website, or service, that restrict the ways in which the network, website or system may be used and sets guidelines as to how it should be used
Business Case	The business case provides justification for undertaking a project or programme. It evaluates the benefit, cost and risk of alternative options and provides a rationale for the preferred solution
Business Intelligence (BI)	An umbrella term that refers to a variety of software applications used to analyze an organization's data
Cloud Technologies	A type of Internet-based computing that provides shared computer resources and data to computers and other devices on demand
Customer Relationship Management (CRM)	A computer system used by the Council to manage interaction with its citizens
Data Quality	A measure of the accuracy and completeness of data held on a computer system
Digital Maturity	A measure of how well an organisation makes use of digital solutions and processes to achieve its objectives
Digital Service	A service delivered via the internet, or via an electronic network
Data Protection Act (DPA)	The **Data Protection Act** controls how your personal information is used by organisations, businesses or the government
Electronic Data and Record Management System (EDRMS)/ Electronic Content Management (ECM)	A type of content management system and refers to the combined technologies of document management and records management systems as an integrated system
Freedom of Information (FOI)	The **Freedom of Information Act** provides public access to information held by public authorities. Public authorities are obliged to publish certain information about their activities; and members of the public are entitled to request information from public authorities
ISO 12207	The international standard for software lifecycle processes covering all the tasks required for developing and maintaining software
ISO 27001	The international standard that describes best practice for an information security management system (ISMS)
IT Infrastructure Library (ITIL)	A widely accepted approach that provides a framework of best practices for managing information technology as a service

TERM	DESCRIPTION
Mobile Apps	Software applications developed specifically for use on small, wireless computing devices, such as Smartphones and tablets, rather than desktop or laptop computers
Mobile Technologies	Technology that is portable. Examples of mobile IT devices include Smartphones and tablets
MyAccount	Scottish Government digital service which offers individuals the ability to set up and use an online account - with a single user name and password - to access a range of online public services, such as paying council tax or requesting a parking permit
MyGov.Scot	A web site for people in Scotland to access public services
National Entitlement Card (NEC)	Offers citizens access to various public services and facilities with a single card
National Planning Portal	A web site that provides answers, services and information to anyone involved in the planning process, from home owners and businesses to planning professionals and government officials
PRINCE2/AGILE	PRINCE2 is a formal, structured methodology for IT project management. The AGILE approach can be used for rapid development of software solutions eg Mobile Apps
Public Sector Network (PSN)	The government's high-performance network which helps public sector organisations work together, reduce duplication and share resources. Organizations are required to demonstrate that their security arrangements, policies and controls are sufficiently rigorous to allow interaction with the PSN and those connected to it
Reference Architecture	In information technology, a reference architecture defines an overarching framework which aids selection and implementation of standard ICT solutions which can co-operate within that framework
Scottish Local Government Digital Partnership	A partnership between 27 Scottish Local Authorities to work together to implement digital solutions across Councils.
Service Level Agreement	A contract between a service provider and customers which defines the level of service that the customer can expect from the provider. For ICT, typically this includes times to respond to problems, system availability and system performance.
Software as a Service (SaaS)	A way of delivering software applications over the Internet - as a service. Instead of installing and maintaining software on a local computer, you simply access it via the Internet

TERM	DESCRIPTION
South Lanarkshire Council's Plan "Connect"	Formally defines the Council's commitment to improving the quality of life of everyone in South Lanarkshire
WEB Facing Systems	Applications that are designed and delivered with the intent of access by individuals or organizations over the Internet
Wi-Fi (Wireless Networking)	A facility allowing computers, smartphones, or other devices to connect to the Internet or communicate with one another without wires within a particular area

SOUTH LANARKSHIRE COUNCIL

Agenda Item

Report

8

Report to:	**South Lanarkshire Council**
Date of Meeting:	**15 June 2022**
Report by:	**Executive Director (Community and Enterprise Resources)**

Subject:	**South Lanarkshire Draft Economic Strategy**

1. Purpose of Report

1.1. The purpose of the report is to: -

- ♦ Provide an overview of the draft South Lanarkshire Economic Strategy, - Executive Summary attached as Appendix 1 to this report;
- ♦ Approve the draft Economic Strategy
- ♦ Approve the proposed online public consultation exercise for the Economic Strategy during July and August 2022.

2. Recommendation(s)

2.1. South Lanarkshire Council is asked to approve the following recommendation(s):-

(1) The draft Economic Strategy and Action Plan be approved.

(2) The draft South Lanarkshire Economic Strategy be subject to a further online public consultation exercise during July & August 2022.

3. Background

3.1 "Promote" – An Economic Strategy for South Lanarkshire 2013-2023 has been a key document in the promotion and development of the South Lanarkshire economy over the last 10 years. Its key themes were:

- ♦ Business Development & Growth
- ♦ Physical Infrastructure & Place
- ♦ Skills, Learning & Employability

The landscape in which we now live and work has changed drastically since 2013 and consequently it is now appropriate to set out our ambitions and actions for growth in a new five-year Economic Strategy.

3.2 Our new Economic Strategy and associated Action Plan has been drafted to take account of a rapidly changing economy at international, national, and local levels which is increasingly influenced by a number of key economic policies and emerging funding streams at UK Government, Scottish Government and City Region level.

3.3 Our draft Economic Strategy has been shared with partners, stakeholders within and out with the Council as part of a consultation process and we have received comments that have helped define the current document.

4.   Draft Economic Strategy 2022-2027

4.1   The proposed draft Economic Strategy Executive Summary is attached as Appendix 1. It is the successor to "Promote" the 2013-2023 South Lanarkshire Economic Strategy.

4.2   The Vision for South Lanarkshire is:

- **Improve the lives and prospects of everyone in South Lanarkshire**

4.3   In the new strategy the mission statement is:

- **To make South Lanarkshire a flourishing, green, dynamic and equitable place for all.**

4.3   The strategy will take an evidence-based approach to inform its actions and activity going forward, including baseline data generated by the City Region Intelligence Hub. This will make the proposed Action Plan agile and responsive as the economic landscape that we live in inevitably changes over the next 5 years.

4.4   The Strategy is intended to promote the unique selling points (USP) of South Lanarkshire as an outstanding place to live, work and visit, with thriving towns and villages, good transport links, a wide range of good quality, affordable housing and a varied supply of employment land and commercial and industrial property. Our skilled and talented population continues to grow, and our excellent transport links to local, regional, national, and international markets reinforces our position as an attractive business location. South Lanarkshire is the place to be!

4.5   South Lanarkshire has a unique economic identity that is influenced by factors such as demographics, health and wellbeing, key employment sectors, educational attainment, productivity levels and the opportunities that exist to drive growth and future prosperity.

4.6   In summary, the strategy includes the following sections: -

- *Foreword* – This briefly sets out the background and the focus of our proposed activity around the 3 themes of sustainable, inclusive economic development – People, Place and Business.

- *South Lanarkshire Means Business* – This section highlights and promotes our strengths as a business location, our key business sectors and exceptional natural, cultural and historic locations across the length and breadth of our area.

- *The Strategy in Context* – South Lanarkshire is refreshing and launching a suite of key strategies and plans including our Council Plan 'Connect', our Community Plan, our Community Wealth Building Strategy, our Sustainable Development and Climate Change Strategy and our Tourism Strategy, all of which are inherently linked and informed by our communities.   Our Council Plan priorities are:

  - **People** – we need to put people first and reduce inequality
  - **Progress** – we need to recover, progress and improve
  - **Planet** – we need to work towards a sustainable future in sustainable places

  Our Economic Strategy dovetails with these priorities and seeks to promote inclusive growth, maximise opportunities across all our communities as we intensify our activity on the journey to net zero.

- *Policy Framework* – This sets out the policy framework that has developed over recent years by the UK Government, Scottish Government, at City Region level and at a local authority level. Alignment with these will maximise the Economic Strategy's impact.

- *Our Key Themes* –We set out the key themes of **People, Place and Business,** define our ambitions for the future, make a series of bold 'We Will' action statements and explain the difference these actions will make as we seek to meet our strategic goals. We will continue to align our themes to the priorities of the Council.

- *Delivering on our Ambitions*: The key actions and areas of activity are set out in the Strategy's Action Plan (attached in Appendix 2) which defines our priorities, outcomes, actions and how we will measure success. The Council cannot, by itself, direct all of the activities set out in the strategy and will rely on partners and stakeholders to lead on some aspects of its delivery. Nonetheless, the objective is to show that the Council as the democratic institution covering the area has a pivotal role – not only as a direct provider and deliverer of economic development activity but also as a co-ordinator, influencer and facilitator of activity led by others. The action plan is a dynamic document, designed to be agile and updated using an evidence and data driven approach to recognise and meet changing economic circumstances.

4.7   Monitoring Framework - We propose to measure progress in delivering the action plan on a 6-monthly basis with our 'measurement of success' results being reported annually. The Strategy refers to other associated strategies and action plans. Existing monitoring and reporting arrangements to monitor those action plans will remain in place to avoid duplication and ensure consistency.

5.   Next Steps and Timescales

5.1   On the basis this strategy is approved we intend to finalise the graphic design of the content and communicate it via publication on the Council's website as part of a public consultation exercise. We have engaged with our partners on how we integrate our activity to align with other action plans which are currently being rolled out. The draft Strategy is presented here for consideration as a Word document. Appendix 3 gives an example of how the final published version could look and following approval, the document's graphic design will be developed.

5.2   During the implementation phase, annual updates on measuring the success of the Strategy and Action Plan will be provided to relevant committees. Officers recognise that we will require to respond to ever changing economic challenges that are influenced by national and international factors and consider how we can enhance the level of activity in any of the key thematic areas to mitigate negative economic impacts to our local economy.

6.   Employee Implications

6.1   There are no direct employee implications. Existing resources within Planning & Economic Development and those approved via the 2022/23 budget will be utilised to finalise the Strategy, deliver the action plan and measure its success going forward.

7.   Financial Implications

7.1   The funds required to finalise the strategy and the action plan are currently included in our revenue budgets for the lifespan of the strategy. External revenue and capital will also be sought from UK Government and Scottish Government funding streams to maximising the impacts of our activity across the People, Place and Business themes.

8.   Other Implications

8.1   The key risk associated with the finalisation, delivery and monitoring of the strategy is the potential for further national and/or international economic shocks. This could constrain recovery and economic growth both locally and nationally.

9.   Equality Impact Assessment and Consultation Arrangements

9.1.   A Strategic Environmental Assessment is not deemed to be required for this activity. We await confirmation of this from Scottish Government.

9.2.   The requirement for an Equality Impact Assessment (EqIA) is currently being reviewed.

9.3.   Council Resources and external partners have been consulted as part of the consultation process. An online public consultation exercise is proposed to take place during July and August 2022.

10.   Climate Change, Sustainability and Environmental Implications

10.1   The action plan identified in this report will be delivered having regard to best practice both in terms of how we deliver those actions and our commitment to net zero.

David Booth
Executive Director (Community and Enterprise Resources)

30 May 2022

Link(s) to Council Values/Objectives/Ambitions
Link(s) to Council Objective
♦   Promote economic growth and tackle disadvantage.
♦   Supporting the local economy by providing the right conditions for inclusive growth.
♦   Work with communities and partners to promote high quality, thriving and sustainable communities.
♦   Support our communities by tackling disadvantage and deprivation and supporting aspiration.

Previous References
•   None.

List of Background Papers
•   Draft South Lanarkshire Economic Strategy 2022-2027

Contact for Further Information
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Appendix 1; Economic Strategy: Executive Summary.
Appendix 2; Economic Strategy Action Plan
Appendix 3; Economic Strategy: Graphic Design example

Appendix 1:   Executive Summary
Our Mission - 'To make South Lanarkshire a flourishing, green, dynamic and equitable place for all.'

South Lanarkshire is an outstanding place to live, work and visit. Our skilled and talented population continues to grow, and our central location and excellent transport links between South Lanarkshire and regional, national, and international markets reinforces our unique selling point (USP) as an unrivalled business location. Our economic ambition is underpinned by a supportive regulatory framework,

Context
The UK, Scottish, Glasgow City Region and South Lanarkshire economies are all facing real challenges from the global pandemic; our country's new international trading position, and the climate emergency and journey to net zero, all of which impact our lives now and in the foreseeable future.

South Lanarkshire Council is refreshing and launching a suite of new key strategies and plans all of which are inherently linked and have been informed, through consultation, by what our communities have told us should be our priorities:

- **People** – we need to put people first and reduce inequality
- **Progress** – we need to recover, progress and improve
- **Planet** – we need to work towards a sustainable future in sustainable places

The need for *inclusive growth* - an economy in which everyone can participate and benefit from – is more acute than ever, so *maximising opportunities across all our communities* must underpin our approach.

The global *Climate Emergency* remains a very real threat. Climate change commands us to think and act more sustainably and move purposefully towards *'net zero'*.

 Consequently, we will deliver our economic strategy in the context of national strategy and policy.

Our Key Themes – People, Place and Business
The Strategy focusses on the three key themes of sustainable economic development: - *People, Place and Business*.

People
South Lanarkshire's greatest asset is our people. Our success in supporting Fair Work opportunities and Skills for now and the future, are fundamental to boost our local economy, promoting innovation, supporting inclusive and sustainable growth and addressing poverty and inequality within our communities. Our Ambitions for the Future are:
- *Employment* - A well-established, accessible employability pathway enabling all South Lanarkshire residents to fully participate in the labour market.
- *Workforce Skills Development*- South Lanarkshire's workforce have the qualifications, skills and attributes required by employers to be more productive and prosperous.
- *Health and Wellbeing –* We reduce health inequalities and improve mental health within our communities.

  We will:
- **Minimise unemployment with a focus on disadvantaged communities through employment support.**
- **Promote opportunities and careers to young people and those facing redundancy.**
- **Influence activity and skills investment to address skills gaps.**
- **Maximise engagement with partners to develop a programme of skills alignment to drive sustainable and inclusive growth**
- **Address educational and digital inequalities in our deprived communities.**
- **Increase digital access, training and creativity in our communities.**
- **Promote and support in-work training with local businesses and social enterprises.**
- **Assist our businesses and social enterprises to recruit locally as we develop our Community Wealth Building agenda.**
- **Promote opportunities for people who have suffered mental health problems to train for or return to employment**

Place
South Lanarkshire is a great place to start, grow and locate a business. A place where all our people can access opportunity and achieve success. A place which is the best-connected area in Scotland, supported through improved digital, sustainable and green infrastructure. A place leading the nation in low carbon, renewable technology, and climate resilience on our journey to net zero.

Our ambitions for the Future are:
- *Support new and established business locations*
- *Successful development of our town centres and the role they play in our society*
- *Maintain and increase capital spending programmes through attracting external funding*
- *Grow the visitor, leisure and tourism economy in our area*

We will:
- **Utilise property assets to maximise sustainable development opportunities and the promotion of vacant & derelict land sites.**
- **Establish a web based/ social media presence promoting South Lanarkshire.**
- **Adopt more flexible regulatory approaches to maximise the sustainability and potential of our town centres.**
- **Work with local business, social enterprises and community-based organisations to provide a better offer for town and village centre users.**
- **Make our centres truly accessible for all whilst making a major contribution towards net zero.**
- **Secure additional financial resources through our Funding team.**
- **Deliver an updated Tourism Strategy to grow South Lanarkshire based tourism businesses**

Business
South Lanarkshire's many and diverse businesses are resilient and continue to thrive. We have strengths in key sectors including Food and Drink, Tourism, Construction, Social Care and Manufacturing. We have an emerging strength in Logistics, Warehousing and Distribution.
Our ambitions for the Future:
- *Digitally empower businesses and social enterprises*
- *Increase and sustain new business survival rates as we transition to a net zero economy*
- *Develop resilient, local supply chains*
- *Link business success, fair work and improved productivity*

We will:
- **Work with businesses and social enterprises to become digitally confident and digitally competent.**
- **Increase digital participation and competence in our existing and emerging workforce.**
- **Maximise engagement with Business Gateway and local business sectors (including social enterprises).**
- **Create and build collaborative partnerships on our journey to net zero.**
- **Improve our Enterprise Rate, Business Birth and Survival rates.**
- **Establish a resilient, locally based procurement framework.**
- **Increase contract spend with local SME's to deliver on our Community Wealth Building ambitions.**
- **Work with businesses and social enterprises to improve productivity and innovation.**
- **Work with businesses and social enterprises to implement fair work practices.**
- **Increase the number of organisations accredited as Living Wage Employers**.

Delivering on our Ambitions
We have developed a dynamic Action Plan which accompanies the Strategy, centred around our People, Place and Business themes, to track progress.
We will apply an evidence-based approach, utilising data, to create an informed baseline which will help us track and monitor progress and identify any changes we need to make as we progress our economic development programme.
Our forecasts suggest that there will be growth and opportunities created in the labour market around.

- **Sectors**: The Human Health and Social Care sector is forecast to have the greatest growth. Working with employers to improve job quality and pay in the sector will be key to ensure the sector remains attractive to the workforce.
- **Occupations**: There will be changes in the types of roles as new technologies are introduced. This will support growth in IT and technological-based roles. Our workforce requires to have access to digital infrastructure, education and training opportunities.
- **Skills Demand**: The greatest requirement will be for people with higher education level qualifications.

Our Action Plan will respond to these opportunities and be flexible enough to respond to changes that take place in our economy, our labour market and our business base.
Monitoring and Reporting Progress
This Strategy is a high-level statement of intent, demonstrating how South Lanarkshire Council will lead in building and growing the local economy. The Action Plan which accompanies the Strategy will be subject to regular review to ensure we are maximising benefits realisation for as many of our residents as possible.

ACTION PLAN

THEME	PRIORITY	OUTCOME	ACTION	LEAD	HOW WE MEASURE SUCCESS		
PEOPLE	*Employment*	Minimise unemployment and underemployment with a focus on disadvantaged communities including: - Under 25's - Over 50's - Those with disabilities - Care experienced young people - Those at risk of homelessness - Those following alternatives to custody programmes	- Deliver responsive employment support.	SLC DWP; Scot. Gov.; Glasgow City Region.	- Measure the number of successful employment and training outcomes across our disadvantaged communities.		
			- Promote opportunities and careers to young people and those facing redundancy.				
			- Increase digital access, maximise digital training opportunities and creativity in our deprived communities to address educational and digital inequalities.				
			- Promote social value from Council and other public sector contracts		- Measure and report on the impact of our Community Wealth Building Strategy as it implements a people centred approach towards the creation of fair and resilient communities.		
			- Increase the level of procurement spend with local business and social enterprises and support local recruitment by local businesses and social enterprises.				
	Workforce Skills Development	- Train individuals to develop and grow their skills, to be more productive and prosperous in the workplace to benefit both employers and workers and thereby create, sustain and	- Influence activity and skills investment to address skills gaps and the skills needs that have been identified as our economy grows and evolves.	SDS SLC; Scot. Gov.; Glasgow City Region; Further & Higher Education Providers	- Measure the number of local residents we have assisted through employment training and skills development who have then secured employment or acquired additional skills to progress into 'better' jobs.		

		retain a viable workforce.			
			- Respond to the latest labour market and demand led data to plan and develop our skills and knowledge training		
			- Engage with SDS as they develop a programme of skills alignment to match skills provision with the needs of learners, employers, and industry to drive sustainable and inclusive growth		
			- Promote and support in-work training with local businesses and social enterprises that we engage with to encourage upskilling and progression to release entry level jobs.		
	Improved Health & Wellbeing	- Improve people's health and reduce health inequalities that exist in our society.	- Consider the health needs of our population and how those needs impact the ability of our residents to participate in our economic growth.	NHS SLC; Glasgow City Region	- Measure and report on the impact of our participation in the Mental Health & Wellbeing Strategy for Lanarkshire across our communities.
			- Influence and facilitate activity that tackles key health issues, particularly where we are performing worse than the national average.		

			- Work with partners to improve resilience, particularly in areas of greatest deprivation. - Promote opportunities for people who have suffered mental health problems to train for or return to employment.				
PLACE	*Support New and Established Business Locations*	- Improve employment and entrepreneurial activity in key business sectors at key locations.	- Utilise our property assets and work with private sector land owners and developers to maximise sustainable development opportunities in our area. - Launch new digital marketing tools and promote South Lanarkshire as an exceptional location for inward investment and expansion.	SLC SE; SDI; Glasgow City Region.	- Measure the level of uptake and occupation of premises within the SLC business / industrial property portfolio and our levels of engagement with private sector property owners who seek to develop their assets in South Lanarkshire - Measure the volume of traffic/enquires coming via the new 'South Lanarkshire Means Business' digital platform.		
	Successful development of our Town Centres and the role they play in our society	- Help create town centres that offer a social, cultural and economic heart to a community and contain shared built environment, heritage and spaces that, with the right conditions, provides inclusive and sustainable centres.	- Adopt more flexible regulatory approaches that seek to maximise the sustainability and potential of our town centres to generate positive social, environmental and economic outcomes and reduce inequalities. - Work with local business, social enterprise and community-based	SLC Scotland's Towns Partnership; Business Improvement Districts.	- Implement the '20-minute neighbourhood' concept and measure increased usage of our town centres by local residents and visitors. - Measure the impacts of our collaborative working arrangements with local business, social enterprises and community-based organisations.		

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			organisations to address issues and support initiatives to create the right conditions for our town centres to thrive.		
	Maintain and increase capital spending programmes through attracting external funding	- Deliver council and community planning partners' strategic projects to enable economic development and sustainable growth.	- Secure sufficient financial resources through our External Funding team with specific focus on emerging Scottish and UK Government funding streams.	SLC Glasgow City Region; Scottish Government	- Increase and maintain the level of resources within our External Funding Team and measure the level of additional external funding into our capital investment programmes.
	Grow the visitor, leisure and tourism economy in our area	- Promote South Lanarkshire as a leisure and tourism destination and realise the potential our tourism, heritage and cultural attractions and outstanding natural environment have in contributing to the economic wellbeing of the area.	- Deliver an updated Tourism Strategy and work with tourism-based operators and communities to develop a membership-led forum for South Lanarkshire based tourism businesses.	SLC Visit Lanarkshire; Visit Scotland; Business Operators	- Measure and report the impact of actions contained within our new South Lanarkshire Tourism Strategy
BUSINESS	*Digitally empower businesses*	- Work with business to become digitally confident, highlighting the need to utilise digital tools to grow and the benefits of a digitally empowered workforce.	- Influence and work with broadband and digital providers to improve and extend our digital infrastructure. - Increase digital participation, confidence, competence and creativity in our communities.	SLC Business Gateway; Glasgow City Region; Digital Providers	- Increase the availability of ultra-high speed and fibre broadband across South Lanarkshire. - Reduce the number of properties with no broadband access or those with low broadband speeds.
	Increase and sustain new business survival rates as we transition to	- Create and build collaborative partnerships between local government, public sector partners, businesses, social enterprises	- Maximise engagement with Business Gateway and local business sectors (incl. social enterprises)	SLC Business Gateway; Glasgow City Region	- Improve our Enterprise Rate, Business Birth and Business Survival rates in South Lanarkshire. - Measure and report on the impact of our actions within the green economy theme of the council's Sustainable Development

	a net zero economy	and business organisations as we embark on our journey to net zero, to enable the creation of sustainable businesses that thrive, innovate and support our local communities	to provide advice and professional support as well as access to financial assistance in key sectors and activities.		and Climate Change Strategy
	Develop resilient, local supply chains	- Establishment of a responsible, resilient, equitable and locally based procurement framework that maximises opportunities for local, third sector and social enterprise businesses to bid for and win contracts in our area.	- Collaborate with anchor institutions to effectively grow capacity and capability in targeted local supply chains. Review our procurement practice and identify routes to increase local spend with SME's and social enterprises. - Promote Community Wealth Building plans and ensure procurement supports the delivery of meaningful community benefits to improve community outcomes.	SLC Glasgow City Region; NHS; Further & Higher Education Providers; SDP	- Measure the annual increase in the proportion of contract spend we place with local SME's. - Measure the impact of new community benefits through our monitoring systems to demonstrate improvements in the scope and quality of benefits being delivered.
	Link business success, fair work and improved productivity	- Recognition that fair work drives success, wellbeing and prosperity for individuals, businesses, organisations and society.	- Work with business to improve productivity and innovation through progressive workplace policies. - Deliver Fair Work webinars to employers. - Promote opportunities to deliver employee development, skills development and lifelong learning.	SLC City Region; SDS; Scottish Government	- Increase the number of organisations accredited as Living Wage Employers. - Measure the number of participants at Fair Work seminar events - Measure the number of employers and employees participating and completing Upskilling programmes – leading to improvements in salary and/or hours.

SOUTH LANARKSHIRE COUNCIL

Draft for consultation

Economic Strategy

2022 2027

To make South Lanarkshire a flourishing, green, dynamic and equitable place for all

Agenda Item

Report

9

Report to:	**South Lanarkshire Council**
Date of Meeting:	**15 June 2022**
Report by:	**Executive Director (Community and Enterprise Resources)**

Subject:	**South Lanarkshire Council and South Lanarkshire Leisure and Culture Limited - New Governance Arrangements**

1. Purpose of Report

1.1. The purpose of the report is to:

♦ Seek approval for the completion of the transition to the proposed new governance arrangements between South Lanarkshire Council and South Lanarkshire Leisure and Culture Limited (SLLC).

2. Recommendation(s)

2.1. The Council is asked to approve the following recommendation(s):

(1) that the constitution, as outlined in Appendix 1, to complete the transition of SLLC from a Charitable company limited by guarantee to a Scottish Charitable Incorporated Organisation (SCIO) be approved; and

(2) that the next steps, as outlined in section 4 of the report, be approved.

3. Background

3.1. One of the outcomes of the Cross Party Working Group review of SLLC was that the Council and SLLC work together to develop a new, modernised governance model to be agreed by both parties.

3.2. The proposed governance arrangements between South Lanarkshire Council and SLLC, including SLLC converting to a Scottish Charitable Incorporated Organisation (SCIO), were approved by the Council on 23 June 2021.

3.3. Final transition arrangements, including a new constitution, was agreed by SLLC at its Board meeting of 23 February 2022.

3.4. The Council's legal representatives (Burness Paul) and SLLC's representatives (Shepherd & Wedderburn) have completed final detail in preparation for submission of the document to OSCR, pending Council approval. The new constitution is contained in appendix 1.

4. Next Steps

4.1. Subject to approval of the Council, officers will commence the transition process, aiming for completion by August 2022.

4.2.   Existing external SLLC Board members will automatically transition to the new SCIO and elected representatives will be nominated onto the Board, following the local authority elections which took place in May 2022.

4.3.   Recruitment of an independent Chair of the Board and other board members, as required, will be undertaken between June and August 2022.

4.4.   Associated paperwork including agreements between SLLC and the Council will be updated to reflect the new arrangements in due course.

5.   Employee Implications
5.1.   There are no employee implications arising from this report.

6.   Financial Implications
6.1.   There are no financial implications arising from this report.

7.   Other Implications
7.1.   There are no other implications in terms of risk and sustainability.

8.   Equality Impact Assessment and Consultation Arrangements
8.1.   This briefing paper does not introduce a new policy, function or strategy or recommend a change to an existing policy, function, or strategy and, therefore, no impact assessment is required at this stage.

David Booth
Executive Director (Community and Enterprise Resources)

31 May 2022

Links to Council Values/Ambitions/Priorities
♦ Improve health, care and wellbeing
♦ Deliver and communicate the Council Plan and ensure high standards of governance

Previous References
♦ Full Council meeting of 23 June 2021

List of Background Papers
♦ Report to South Lanarkshire Council of 23 June 2021: 'Recommendations Referred by Executive Committee - Cross Party Working Group Review of South Lanarkshire Leisure and Culture (SLLC) – Outcomes'

Contact for Further Information
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CONSTITUTION

of

SOUTH LANARKSHIRE LEISURE AND CULTURE

CONSTITUTION

of

SOUTH LANARKSHIRE LEISURE AND CULTURE

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GENERAL

Type of organisation

1   The organisation ("the SCIO") will, upon registration, be a Scottish Charitable Incorporated Organisation.

Scottish principal office

2   The principal office of the SCIO will be in Scotland (and must remain in Scotland).

Name

3   The name of the SCIO is "South Lanarkshire Leisure and Culture".

Purposes

4   The SCIO's purposes are:

4.1   To advance the arts, heritage, culture and science;

4.2   To advance public participation in sport;

4.3   To provide recreational facilities, and organise recreational activities with such facilities/activities being made available to members of the public at large with the object of improving their conditions of life;

4.4   To advance education;

4.5   To advance health;

4.6   To advance citizenship and/or community development (which may include the promotion of civic responsibility, volunteering, the voluntary sector and/or the effectiveness or efficiency of charities);

4.7   To relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage;

4.8   To promote, establish, operate and/or support other similar schemes and projects which further charitable purposes;

through the provision of services (including those entrusted to it by South Lanarkshire Council), which contribute to advancing well-being (primarily the wellbeing of residents of South Lanarkshire) including (i) the operation, management and development of galleries, museums and other facilities which provide public access to collections of works of art, antiquities and objects of scientific interest; (ii) the development and delivery of arts and cultural activities and events, artistic programmes, and educational projects; (iii) the operation, management and development of libraries and provision of library and archive services; (iv) the operation, management and development of indoor and outdoor sports facilities (including arrangements to facilitate access to such facilities by those on lower incomes or having special needs and to encourage wider participation in healthy exercise); (v) the development and delivery of sports activities and events directed towards wider participation in sport; (vi) the development and delivery of community learning and adult learning initiatives; and

(vii) the delivery of services focused on social renewal and the needs of young people.

Powers

5   The SCIO has power to do anything which is calculated to further its purposes or is conducive or incidental to doing so.

6   No part of the income or assets of the SCIO may be paid or transferred (directly or indirectly) to the members - either in the course of the SCIO's existence or on dissolution - except where this is done in direct furtherance of the SCIO's purposes.

Liability of members

7   The members of the SCIO have no liability to pay any sums to help to meet the debts (or other liabilities) of the SCIO if it is wound up; accordingly, if the SCIO is unable to meet its debts, the members will not be held responsible.

8   The members and charity trustees have certain legal duties under the Charities and Trustee Investment (Scotland) Act 2005; and clause 7 does not exclude (or limit) any personal liabilities they might incur if they are in breach of those duties or in breach of other legal obligations or duties that apply to them personally.

General structure

9   The structure of the SCIO consists of:-

   9.1   the MEMBERS - who have the right to attend members' meetings (including any annual members' meeting) and have important powers under the constitution; in particular, the members appoint people to serve on the board and take decisions on changes to the constitution itself;

   9.2   the BOARD - who hold regular meetings, and generally   control the activities of the SCIO; for example, the board is responsible for monitoring and controlling the financial position of the SCIO.

10   The people serving on the board are referred to in this constitution as CHARITY TRUSTEES.

MEMBERS

Qualifications for membership

11   Membership is open to the following:

        11.1   South Lanarkshire Council (**"the Council"**);

        11.2   [[1] Nominees Limited].

12   Employees of the SCIO are not eligible for membership.

13   The individuals who applied for registration of the SCIO shall automatically cease to be members with effect from the time at which the bodies named in clause 11 are admitted to membership.

Application for membership

14   Any body named in clause 11 which wishes to become a member must submit a written application for membership, signed by an appropriate officer of that body; the body will automatically become a member of the SCIO with effect from the time when the application is received by the SCIO.

Membership subscription

15   No membership subscription will be payable.

Register of members

16   The board must keep a register of members, setting out

        16.1   for each current member:

            16.1.1 its full name and address; and

            16.1.2 the date on which it was registered as a member of the SCIO;

        16.2   for each former member - for at least six years from the date on which it ceased to be a member:

            16.2.1 its name; and

            16.2.2 the date on which it ceased to be a member.

17   The board must ensure that the register of members is updated within 28 days of any change:

        17.1   which arises from a resolution of the board or a resolution passed by the members of the SCIO; or

        17.2   which is notified to the SCIO.

18   If a member or charity trustee of the SCIO requests a copy of the register of members, the board must ensure that a copy is supplied to him/her/it within 28 days, providing the request is reasonable; if the request is made by a member (rather than

a charity trustee), the board may provide a copy which has the addresses blanked out.

Withdrawal from membership

19   Any body which wants to withdraw from membership must give a written notice of withdrawal to the SCIO, signed on its behalf by an appropriate officer; it will cease to be a member as from the time when the notice is received by the SCIO.

Transfer of membership

20   Membership of the SCIO may not be transferred by a member.

DECISION-MAKING BY THE MEMBERS

Members' meetings

21   The board must convene a meeting of members (an annual general meeting or **"AGM"**) in each calendar year.

22   The gap between one AGM and the next must not be longer than 15 months.

23   Notwithstanding clause 21, an AGM does not need to be held during the calendar year in which the SCIO is formed; but the first AGM must still be held within 15 months of the date on which the SCIO is formed.

24   The business of each AGM must include:-

      24.1   a report by the chair of the SCIO on the activities of the SCIO; and

      24.2   consideration of the annual accounts of the SCIO.

25   The board may convene a special members' meeting at any time.

Notice of members' meetings

26   At least 14 clear days' notice must be given of any AGM or any special members' meeting.

27   The notice calling a members' meeting must specify in general terms what business is to be dealt with at the meeting; and

      27.1   in the case of a resolution to alter the constitution, must set out the exact terms of the proposed alteration(s); or

      27.2   in the case of any other resolution falling within clause 56 (requirement for two-thirds majority) must set out the exact terms of the resolution.

28   The reference to "clear days" in clause 26 shall be taken to mean that, in calculating the period of notice,

      28.1   the day after the notices are posted (or sent by e-mail) should be excluded; and

      28.2   the day of the meeting itself should also be excluded.

29   Notice of every members' meeting must be given to all the members of the SCIO, and to all the charity trustees; but the accidental omission to give notice to one or more members will not invalidate the proceedings at the meeting.

30   Any notice which requires to be given to a member under this constitution must be: -

      30.1   sent by post to the member, at the address last notified by it to the SCIO; *or*

      30.2   sent by e-mail to the member, at the e-mail address last intimated by it to the SCIO.

31   If members and charity trustees are to be permitted to participate in a members' meeting by way of an audio and/or audio-visual link or links (see clause 34), the notice (or notes accompanying the notice) must:

31.1   set out details of how to connect and participate via that link or links; and

31.2   (particularly for the benefit of those members who may have difficulties in using a computer or laptop for this purpose) draw members' attention to the following options:

      31.2.1   participating in the meeting via an audio link accessed by phone, using dial-in details (if that forms part of the arrangements):

      31.2.2   appointing the chairperson of the meeting as proxy, and directing the chairperson of the meeting on how they should use that proxy vote in relation to each resolution to be proposed at the meeting;

      31.2.3   (where attendance in person is to be permitted, either on an open basis or with a restriction on the total number who will be permitted to attend) attending and voting in person at the meeting; and

      31.2.4   (where clause 32 applies) submitting questions and/or comments in advance of the meeting.

32   Where a members' meeting is to involve participation solely via audio and/or audio-visual links, the notice (or notes accompanying the notice) must include a statement inviting members to submit questions and/or comments in advance of the meeting, which (subject to clause 33) the chairperson of the meeting will be expected to read out, and address, in the course of the meeting.

33   Where clause 32 applies, the chairperson of a members' meeting will not require to read out or address any questions or comments submitted by members in advance of the meeting if and to the extent that the questions or comments are of an unreasonable length (individually or taken together), or contain material which is defamatory, racist or otherwise offensive.

Procedure at members' meetings

34   The board may, if they consider appropriate (and must if they are required under clause 35) make arrangements for members and charity trustees to participate in members' meetings by way of audio and/or audio-visual links, providing:

34.1   the means by which members and charity trustees can participate in this manner are not subject to technical complexities, significant costs or other factors which are likely to represent - for all or a significant proportion of the membership - a barrier to participation:

34.2   the notice calling the meeting contains the information required under clause 31; and

34.3   the manner in which the meeting is conducted ensures, so far as reasonably possible, that those members and charity trustees who participate via the audio or audio-visual links are not disadvantaged with regard to their ability to contribute to discussions at the meeting, as compared with those members and charity trustees (if any) who are attending in person (and vice versa).

35   If restrictions arising from public health legislation or guidance are likely to mean that attendance in person at a proposed members' meeting would not be possible or advisable for all or a significant proportion of the membership, the board must make arrangements for members and charity trustees to participate in that members' meeting by way of audio and/or audio-visual link(s) which allow them to hear and contribute to discussions at the meeting; and on the basis that the requirements set out in paragraphs 34.1 to 34.3 of clause 34 will apply

36   A members' meeting may involve two or more members or charity trustees participating via attendance in person while other members and/or charity trustees participate via audio and/or audio-visual links; or it may involve participation solely via audio and/or audio-visual links.

37   For the avoidance of doubt, an individual participating in a members' meeting via an audio or audio-visual link will be deemed to be present in person (or, if they are not a member, will be deemed to be in attendance) at the meeting.

38   Reference in clauses 31 to 37 to members should be taken to include proxies for members and authorised representatives of members which are corporate bodies.

39   No valid decisions can be taken at any members' meeting unless a quorum is present.

40   The quorum for a members' meeting is two members, present in person (in the case of a member which is a corporate body, present via its duly authorised representative) or represented by proxy.

41   An individual participating in a members' meeting via an audio or audio-visual link which allows them to hear and contribute to discussions at the meeting will be deemed to be present in person (or, if they are not a member or the authorised representative of a member which is a corporate body), will be deemed to be in attendance) at the meeting.

42   If a quorum is not present within 15 minutes after the time at which a members' meeting was due to start - or if a quorum ceases to be present during a members' meeting - the meeting cannot proceed; and fresh notices of meeting will require to be sent out, to deal with the business (or remaining business) which was intended to be conducted.

43   The chair of the SCIO should act as chairperson of each members' meeting.

44   If the chair of the SCIO is not present within 15 minutes after the time at which the meeting was due to start (or is not willing to act as chairperson of the meeting), the vice chair of the SCIO should act as chairperson of that meeting.

45   If neither the chair of the SCIO nor the vice chair of the SCIO is present within 15 minutes after the time at which the meeting was due to start - or if neither of them is willing to act as chairperson of the meeting - the charity trustees present at the meeting must elect (from among themselves) the person who will act as chairperson of that meeting.

Voting at members' meetings

46   In relation to each members' resolution:

46.1   the Council shall have 99 votes;

46.2   [[1] Nominees Limited shall have 1 vote.]

47   A member's vote(s) may be given *either* personally (in the case of a member which is a corporate body, via its authorised representative present at the meeting) *or* by proxy (subject to clause 59).

48   A member which wishes to appoint a proxy to vote on its behalf at any members' meeting:-

48.1   must give to the SCIO a proxy form (in such terms as the board requires), signed by an appropriate officer of the member; or

48.2   must send by electronic means to the SCIO at such electronic address as may have been notified to the members for that purpose, a proxy form (in such terms as the board requires)

providing (in either case) the proxy form is received by the SCIO at the relevant address not less than 48 hours before the time for holding the meeting (or, as the case may be, adjourned meeting).

49   In calculating the 48-hour period referred to in clause 48, no account shall be taken of any part of a day that is not a working day

50   An instrument of proxy which does not comply with the provisions of clause 48, or which is not lodged or given in accordance with such provisions, shall be invalid.

51   A member shall not be entitled to appoint more than one proxy to attend on the same occasion.

52   A proxy appointed to attend and vote at any members' meeting instead of a member shall have the same right as the member which appointed him/her to speak at the meeting; and need not be a member of the SCIO.

53   A member which is a corporate body may authorise an individual to act as its representative at any members' meeting, providing particulars of the individual so authorised and of the body which he/she is to represent are received by the SCIO prior to the commencement of the members' meeting.

54   An individual authorised under clause 53 as the representative of a corporate body shall be entitled to exercise the same powers on behalf of the member which he/she represents as that corporate body could exercise if it were an individual member.

55   All decisions at members' meetings will be made by majority vote - with the exception of the types of resolution listed in clause 56.

56   The following resolutions will be valid only if passed by not less than two thirds of those voting on the resolution at a members' meeting (or if passed by way of a written resolution under clause 64):

56.1   a resolution amending the constitution;

56.2   a resolution approving the amalgamation of the SCIO with another SCIO (or approving the constitution of the new SCIO to be constituted as the successor pursuant to that amalgamation);

56.3   a resolution to the effect that all of the SCIO's property, rights and liabilities should be transferred to another SCIO (or agreeing to the transfer from another SCIO of all of its property, rights and liabilities);

56.4   a resolution for the winding up or dissolution of the SCIO.

57   If there is an equal number of votes for and against any resolution at a members' meeting, the chairperson of the meeting will not be entitled to a second (casting) vote.

58   A resolution put to the vote at a members' meeting will be decided on a show of hands - unless the chair of the SCIO (or at least two other members present at the meeting) ask for a secret ballot.

59   Where members are participating in a meeting via an audio or audio-visual link, they may cast their votes on any resolution orally, or by way of some form of visual indication, or by use of a voting button or similar, or by way of a message sent electronically - and providing the board have no reasonable grounds for suspicion as regards authenticity, any such action shall be deemed to be a vote cast personally via a show of hands.

60   The chair of the SCIO will decide how any secret ballot is to be conducted, and they will declare the result of the ballot at the meeting.

61   Where members are participating in a meeting via audio and/or audio-visual links, the chairperson of the SCIO's directions regarding how a secret ballot is to be conducted may allow those members to cast their votes on the secret ballot via any or all of the methods referred to in clause 59, providing reasonable steps are taken to preserve anonymity (while at the same time, addressing any risk of irregularities in the process).

62   The principles set out in clauses 59 and 61 shall also apply in relation to the casting of votes by an individual in their capacity as proxy for a member or as the authorised representative of a member which is a corporate body.

Technical objections to remote participation in members' meetings

63   This constitution imposes certain requirements regarding the use of audio and/or audio-visual links as a means of participation and voting at members' meetings; providing the arrangements made by the board in relation to a given members' meeting (and the manner in which the meeting is conducted) are consistent with those requirements:

63.1   a member cannot insist on participating in the members' meeting, or voting at the members' meeting, by any particular means;

63.2   the members' meeting need not be held in any particular place;

63.3   the members' meeting may be held without any particular number of those participating in the meeting being present in person at the same place (but,

notwithstanding that, the quorum requirements - taking account of those participating via audio and/or audio-visual links - must still be met);

63.4 the members' meeting may be held by any means which permits those participating in the meeting to hear and contribute to discussions at the meeting;

63.5 a member will be able to exercise the right to vote at the members' meeting (including where a secret ballot is to be held) by such means as is determined by the chairperson of the meeting (consistent with the arrangements made by the board) and which permits that member's vote to be taken into account in determining whether or not a resolution is passed.

Written resolutions by members

64 A resolution agreed to in writing (or by e-mail) by all the members will be as valid as if it had been passed at a members' meeting; the date of the resolution will be taken to be the date on which the last member agreed to it.

65 A resolution under clause 101 agreed to in writing (or by e-mail) by a member or members holding a majority of the votes of all members shall be as valid as if it had been passed at a members' meeting.

Minutes

66 The board must ensure that proper minutes are kept in relation to all members' meetings.

67 Minutes of members' meetings must include the names of those present; and (so far as possible) should be signed by the chairperson of the meeting.

BOARD

Number of charity trustees

68   The maximum number of charity trustees shall be 14.

69   The minimum number of charity trustees is [3].

Composition of the board

70   Subject to any vacancies which may exist from time to time, the board shall consist of:

    70.1   5 charity trustees who are elected members or officers of the Council;

    70.2   1 charity trustee who is appointed by and who represents the Trade Unions; and

    70.3   8 charity trustees who are neither elected members nor officers of the Council.

Initial charity trustees

71   The individuals who signed the charity trustee declaration forms which accompanied the application for incorporation of the SCIO shall be deemed to have been appointed by the members as charity trustees with effect from the date of incorporation of the SCIO.

Eligibility

72   A person will not be eligible for appointment to the board if he/she is: -

    72.1   disqualified from being a charity trustee under the Charities and Trustee Investment (Scotland) Act 2005; or

    72.2   an employee of the SCIO, save in the case if a person appointed in terms of clause 70.2.

Appointment of charity trustees

73   Subject to clauses 70 and 72, the Council may by notice in writing given to the SCIO:-

    73.1   appoint any individual (providing he/she is willing so to act) to be a charity trustee; or

    73.2   remove any individual previously appointed by it, from office as a charity trustee.

74   Any appointment or removal of a charity trustee under clause 73 shall have effect from

    74.1   the date on which the relevant notice is given to the SCIO; or

    74.2   any later date stated in the notice.

75   A notice under clause 73 shall be valid only if signed by an appropriate officer of the Council.

76   The Council shall exercise its powers of appointment and removal under clause 73 in such a way as to reflect the intended composition of the board, as set out in clause 70.

77   The Council shall be guided by the Nominations Committee (as defined in clause 146) in relation to the selection of appropriate individuals for appointment as charity trustees under paragraph 70.3.

78   The board shall endeavour to establish the Nominations Committee within a reasonable period after the incorporation of the SCIO; until such time as it is established, the reference in clause 77 to the Council being guided by the Nominations Committee shall be disregarded.

Retiral of charity trustees

79   At each AGM, those charity trustees who have held office for a period of three years since they were appointed (or re-appointed) shall retire from office, but shall(subject to clause 80) then be eligible for re-appointment under clause 70 for a further three-year term.

80   A charity trustee who, as at the AGM when he/she retires from office under clause 79, has held office for a period of six years or more shall not be eligible for re-appointment at that AGM; he/she may however be eligible for appointment at the next AGM.

81   The provisions of clause 83 shall apply in relation to the interpretation of clauses 79 and 80.

82   The board may, by way of a resolution passed by majority vote at a board meeting, waive the provisions of clause 80 in relation to a particular charity trustee if they consider that exceptional considerations make that appropriate.

83   For the purposes of clauses 79 and 80:

   83.1   the period between the date on which an individual was appointed as a charity trustee and the annual general meeting which next follows shall be deemed to be a period of one year, unless it is of less than six months' duration (in which case it shall be disregarded);

   83.2   the period between one annual general meeting and the next shall be deemed to be a period of one year;

   83.3   if an individual ceases to hold office as a charity trustee and is re-appointed as a charity trustee within a period of six months, he/she shall be deemed to have held office as a charity trustee continuously.

Termination of office

84   A charity trustee will automatically cease to hold office if: -

84.1 he/she becomes disqualified from being a charity trustee under the Charities and Trustee Investment (Scotland) Act 2005;

84.2 he/she becomes incapable for medical reasons of carrying out his/her duties as a charity trustee - but only if that has continued (or is expected to continue) for a period of more than six months;

84.3 in the case of a charity trustee appointed under paragraph 70.1, he/she ceases to be an elected member or officer of the Council;

84.4 (other than in respect of the charity trustee appointed in terms of clause 70.2) he/she becomes an employee of the SCIO;

84.5 he/she gives the SCIO a notice of resignation, signed by him/her;

84.6 he/she is absent (without good reason, in the opinion of the board) from more than three consecutive meetings of the board - but only if the board resolves to remove him/her from office;

84.7 he/she is removed from office by resolution of the board on the grounds that he/she is considered to have committed a material breach of the code of conduct for charity trustees (as referred to in clause 108);

84.8 he/she is removed from office by resolution of the board on the grounds that he/she is considered to have been in serious or persistent breach of his/her duties under section 66(1) or (2) of the Charities and Trustee Investment (Scotland) Act 2005; or

84.9 he/she is removed from office by a resolution of the members passed at a members' meeting.

85 A resolution under paragraph 84.7, 84.8 or 84.9 shall be valid only if: -

85.1 the charity trustee who is the subject of the resolution is given reasonable prior written notice of the grounds upon which the resolution for his/her removal is to be proposed;

85.2 the charity trustee concerned is given the opportunity to address the meeting at which the resolution is proposed, prior to the resolution being put to the vote; and

85.3 (in the case of a resolution under paragraph 84.7 or 84.8) at least two thirds (to the nearest round number) of the charity trustees then in office vote in favour of the resolution.

Register of charity trustees

86 The board must keep a register of charity trustees, setting out

86.1 for each current charity trustee:

86.1.1 his/her full name and address;

86.1.2 the date on which he/she was appointed as a charity trustee;

           86.1.3   the category into which he/she falls (ie by identifying the paragraph of clause 70 under which he/she was appointed); and

           86.1.4   any office held by him/her in the SCIO;

    86.2   for each former charity trustee - for at least 6 years from the date on which he/she ceased to be a charity trustee:

           86.2.1   the name of the charity trustee;

           86.2.2   the category into which he/she fell (as interpreted for the purposes of paragraph 86.1.3);

           86.2.3   any office (under clauses 89 to 98) held by him/her in the SCIO; and

           86.2.4   the date on which he/she ceased to be a charity trustee.

87   The board must ensure that the register of charity trustees is updated within 28 days of any change:

    87.1   which arises from a resolution of the board or a resolution passed by the members of the SCIO; or

    87.2   which is notified to the SCIO.

88   If any person requests a copy of the register of charity trustees, the board must ensure that a copy is supplied to him/her within 28 days, providing the request is reasonable; if the request is made by a person who is not a charity trustee of the SCIO, the board may provide a copy which has the addresses blanked out - if the SCIO is satisfied that including that information is likely to jeopardise the safety or security of any person or premises.

Office-bearers

89   The charity trustees must elect (on the recommendation of the Nominations Committee) a chair of the SCIO and a vice chair of the SCIO.

90   A charity trustee shall not be eligible for election as the chair of the SCIO unless he/she is a charity trustee appointed under paragraph 70.3 (independent charity trustees).

91   A charity trustee shall not be eligible for election as the vice chair of the SCIO unless he/she is a charity trustee appointed under paragraph 70.1 and unless he/she is also an elected member of the Council.

92   In addition to the office-bearers required under clause 89, the charity trustees may elect (from among themselves) further office-bearers if they consider that appropriate.

93   At each AGM, those office bearers who have held office for a period of three years since they were appointed (or re-appointed) shall retire from office, but shall (subject to clause 94) then be eligible for re-appointment under clause 89 for a further three-year term.

94   A charity trustee who, as at the AGM when he/she retires from office under clause 93, has held office for a period of six years or more shall not be eligible for re-appointment at that AGM; he/she may however be eligible for appointment at the next AGM.

95   The provisions of clause 97 shall apply in relation to the interpretation of clauses 93 and 94.

96   The board may, by way of a resolution passed by majority vote at a board meeting, waive the provisions of clause 80 in relation to a particular charity trustee if they consider that exceptional considerations make that appropriate.

97   For the purposes of clauses 93 and 94:

97.1   the period between the date on which an individual was appointed as an office bearer and the annual general meeting which next follows shall be deemed to be a period of one year, unless it is of less than six months' duration (in which case it shall be disregarded);

97.2   the period between one annual general meeting and the next shall be deemed to be a period of one year;

97.3   if an individual ceases to hold office as an office bearer and is re-appointed as an office bearer within a period of six months, he/she shall be deemed to have held office as an office bearer continuously.

98   A person elected to any office will automatically cease to hold that office: -

98.1   if he/she ceases to be a charity trustee; *or*

98.2   if he/she gives to the SCIO a notice of resignation from that office, signed by him/her.

Powers of board

99   Except where this constitution states otherwise, the SCIO (and its assets and operations) will be managed by the board; and the board may exercise all the powers of the SCIO.

100   A meeting of the board at which a quorum is present may exercise all powers exercisable by the board.

101   The members may, by way of a resolution passed by majority vote (either at a members' meeting or via a written resolution), direct the board to take any particular step or direct the board not to take any particular step; and the board shall give effect to any such direction accordingly.

102   The members shall, in exercising their powers under clause 101, comply with the duties imposed on members of a SCIO by section 51 of the Charities and Trustee Investment (Scotland) Act 2005.

Charity trustees - general duties

103   Each of the charity trustees has a duty, in exercising functions as a charity trustee, to act in the interests of the SCIO; and, in particular, must:-

    103.1   seek, in good faith, to ensure that the SCIO acts in a manner which is in accordance with its purposes;

    103.2   act with the care and diligence which it is reasonable to expect of a person who is managing the affairs of another person;

    103.3   in circumstances giving rise to the possibility of a conflict of interest between the SCIO and any other party:

        103.3.1 put the interests of the SCIO before that of the other party;

        103.3.2 where any other duty prevents him/her from doing so, disclose the conflicting interest to the SCIO and refrain from participating in any deliberation or decision of the other charity trustees with regard to the matter in question;

    103.4   ensure that the SCIO complies with any direction, requirement, notice or duty imposed under or by virtue of the Charities and Trustee Investment (Scotland) Act 2005.

104   In addition to the duties outlined in clause 103, all of the charity trustees must take such steps as are reasonably practicable for the purpose of ensuring: -

    104.1   that any breach of any of those duties by a charity trustee is corrected by the charity trustee concerned and not repeated; and

    104.2   that any trustee who has been in serious and persistent breach of those duties is removed as a trustee.

105   Provided he/she has declared his/her interest - and has not voted on the question of whether or not the SCIO should enter into the arrangement - a charity trustee will not be debarred from entering into an arrangement with the SCIO in which he/she has a personal interest; and (subject to clause 106 and to the provisions relating to remuneration for services contained in the Charities and Trustee Investment (Scotland) Act 2005) he/she may retain any personal benefit which arises from that arrangement.

106   No charity trustee may serve as an employee (full time or part time) of the SCIO, save in respect of the charity trustee appointed under clause 70.2; and no charity trustee may be given any remuneration by the SCIO for carrying out his/her duties as a charity trustee.

107   The charity trustees may be paid all travelling and other expenses reasonably incurred by them in connection with carrying out their duties; this may include expenses relating to their attendance at meetings.

Code of conduct for charity trustees

108   Each of the charity trustees shall comply with the code of conduct (incorporating detailed rules on conflict of interest) prescribed by the board from time to time.

109   The code of conduct referred to in clause 108 shall be supplemental to the provisions relating to the conduct of charity trustees contained in this constitution and the duties imposed on charity trustees under the Charities and Trustee Investment (Scotland) Act 2005; and all relevant provisions of this constitution shall be interpreted and applied in accordance with the provisions of the code of conduct in force from time to time

DECISION-MAKING BY THE CHARITY TRUSTEES

Notice of board meetings

110   Any charity trustee may call a meeting of the board *or* ask the secretary to call a meeting of the board.

111   At least 7 days' notice must be given of each board meeting, unless (in the opinion of the person calling the meeting) there is a degree of urgency which makes that inappropriate.

112   If charity trustees are to be permitted to participate in a board meeting by way of audio and/or audio-visual link(s), the charity trustees must, in advance of the meeting, be provided with details of how to connect and participate via that link or links; and (particularly for the benefit of those charity trustees who may have difficulties in using a computer or laptop for this purpose) the charity trustees' attention should be drawn to the following options:

112.1   participating in the meeting via an audio link accessed by phone, using dial-in details (if that forms part of the arrangements):

112.2   (where attendance in person is to be permitted, either on an open basis or subject to a restriction on the total number who will be permitted to attend) the ability to attend the meeting in person.

Procedure at board meetings

113   No valid decisions can be taken at a board meeting unless a quorum is present; subject to clause 116, the quorum for board meetings shall (subject to clause 115) be 5 charity trustees, present in person.

114   An individual participating in a board meeting via an audio or audio-visual link which allows them to hear and contribute to discussions at the meeting will be deemed to be present in person (or, if they are not a charity trustee, will be deemed to be in attendance) at the meeting.

115   A quorum shall not be deemed to be constituted at any board meeting unless there is at least one charity trustee falling under paragraph 70.1 (elected members) and at least three charity trustees falling under paragraph (independent charity trustees) present at the meeting.

116   During the period from the date of incorporation of the SCIO until the date occurring 12 weeks after incorporation of the SCIO,

    116.1   the quorum for board meetings shall be 3 charity trustees, present in person; and

    116.2   the provisions of clause 115 shall not apply.

117   If at any time the number of charity trustees in office falls below the number required at the time to form a quorum, the remaining charity trustee(s) will have power to fill the vacancies or call a members' meeting - but will not be able to take any other valid decisions.

118   A charity trustee may participate in a board meeting (or a meeting of a committee of charity trustees) by means of a conference telephone, video conferencing facility or similar communications equipment whereby all the charity trustees participating in the meeting can hear each other; a charity trustee participating in a meeting in this manner shall be deemed to be present in person at the meeting

119   The chair of the SCIO should (subject to clauses 120 and 121) act as chairperson of each board meeting.

120   If the chair of the SCIO is not present within 15 minutes after the time at which the meeting was due to start (or is not willing to act as chairperson of the meeting), the vice chair of the SCIO should act as chairperson of that meeting.

121   If the chair of the SCIO considers that he/she has a significant conflict of interest in relation to a particular item to be discussed at a board meeting, he/she shall allow the vice chair of the SCIO to take over from him/her as chairperson of the meeting while that item is being dealt with.

122   If neither the chair of the SCIO nor the vice chair of the SCIO is present within 15 minutes after the time at which the meeting was due to start - or if neither of them is willing to act as chairperson of the meeting - the charity trustees present at the meeting must elect (from among themselves) the person who will act as chairperson of that meeting.

123   Every charity trustee has one vote, which must be given personally (subject to clause 129).

124   All decisions at board meetings will be made by majority vote.

125   If there is an equal number of votes for and against any resolution, the chairperson of the meeting will be entitled to a second (casting) vote.

126   The board may if they consider appropriate (and must, if this is required under article 127), allow charity trustees to participate in board meetings by way of an audio and/or audio-visual link or links which allow them to hear and contribute to discussions at the meeting, providing:

126.1 the means by which charity trustees can participate via that link or links are not subject to technical complexities, significant costs or other factors which are likely to represent - for all, or a significant proportion, of the charity trustees - a barrier to participation: and

126.2 the manner in which the meeting is conducted ensures, so far as reasonably possible, that those charity trustees who participate via an audio or audio-visual link are not disadvantaged with regard to their ability to contribute to discussions at the meeting, as compared with those charity trustees (if any) who are attending in person (and vice versa).

127   If restrictions arising from public health legislation, directions or guidance are likely to mean that attendance in person at a proposed board meeting would not be possible or advisable for one or more of the charity trustees, the board must make arrangements for charity trustees to participate in that board meeting by way of audio and/or audio-visual link(s); and on the basis that:

127.1 the requirements set out in paragraphs 126.1 and 126.2 of clause 126 will apply: and

127.2 the board must use all reasonable endeavours to ensure that all charity trustees have access to one or more means by which they may hear and contribute to discussions at the meeting.

128 A board meeting may involve two or more charity trustees participating via attendance in person while other charity trustees participate via audio and/or audio-visual links; or it may involve participation solely via audio and/or audio-visual links.

129 Where a charity trustee or charity trustees are participating in a board meeting via an audio or audio-visual link, they may cast their vote on any resolution orally, or by way of some form of visual indication, or by use of a voting button or similar, or by way of a message sent electronically.

130 The board may, at its discretion, allow any person to attend (whether in person or by way of an audio or audio-visual link) and speak at a board meeting notwithstanding that he/she is not a charity trustee - but on the basis that he/she must not participate in decision-making.

131 A charity trustee must not vote at a board meeting (or at a meeting of a sub-committee) on any resolution which relates to a matter in which he/she has a personal interest or duty which conflicts (or may conflict) with the interests of the SCIO; he/she must withdraw from the meeting while an item of that nature is being dealt with.

132 For the purposes of clause 131:-

132.1 an interest held by an individual who is "connected" with the charity trustee under section 68(2) of the Charities and Trustee Investment (Scotland) Act 2005 (husband/wife, partner, child, parent, brother/sister etc) shall be deemed to be held by that charity trustee;

132.2 a charity trustee will (subject to clause 133) be deemed to have a personal interest in relation to a particular matter if a body in relation to which he/she is an employee, director, member of the management committee, officer or elected representative has an interest in that matter.

133 A charity trustee appointed under paragraph 70.1 or 56.2 shall, notwithstanding the provisions of clause 131 and paragraph 132.2, be entitled to vote in relation to a particular matter notwithstanding that the Council has an interest in that matter; but on the basis that in exercising his/her voting rights in respect of any such matter, the charity trustee shall comply with the provisions of clauses 103 and 108 and in particular (but without limitation) must give priority to the interests of the SCIO.

134 For the avoidance of doubt, charity trustees shall not be entitled to vote at a board meeting unless they are personally present, or are participating in the meeting in a manner permitted under clause 118; charity trustees are not entitled to appoint substitutes to vote in their place at board meetings.

135 The principles set out in clause 63 (technical objections to remote participation) shall apply in relation to remote participation and voting at board meetings, as if each reference in that clause to a member were a reference to a charity trustee and each reference in that clause to a members' meeting were a reference to a board meeting.

136   A resolution agreed to in writing (or by e-mail) by a majority of the charity trustees then in office shall (subject to clauses 137 and 138) be as valid as if duly passed at a board meeting.

137   A resolution under clause 136 shall not be valid unless a copy of the resolution was circulated to all of the charity trustees, along with a cut-off time (which must be reasonable in the circumstances) for notifications under clause 138.

138   If a resolution is circulated to the charity trustees under clause 137, any one or more charity trustees may, following receipt of a copy of the resolution, notify the board or the secretary that they consider that a board meeting should be held to discuss the matter which is the subject of the resolution; and if any such notification is received by the board or the secretary prior to the cut-off time:

138.1   the board or the secretary must convene a board meeting accordingly, and on the basis that it will take place as soon as reasonably possible;

138.2   the resolution cannot be treated as valid under clause 136 unless and until that board meeting has taken place;

138.3   the board may (if they consider appropriate, on the basis of the discussions at the meeting) resolve at that board meeting that the resolution should be treated as invalid, notwithstanding that it had previously been agreed to in writing (or by e-mail) by a majority of the charity trustees then in office.

Minutes

139   The board must ensure that proper minutes are kept in relation to all board meetings and meetings of sub-committees.

140   The minutes to be kept under clause 139 must include the names of those present; and (so far as possible) should be signed by the chairperson of the meeting.

ADMINISTRATION

Delegation to sub-committees

141   The board may delegate any of their powers to sub-committees; a sub-committee must include at least one charity trustee, but other members of a sub-committee need not be charity trustees.

142   The board may also delegate to the chair of the SCIO (or the holder of any other post) such of their powers as they may consider appropriate.

143   When delegating powers under clause 141 or 142, the board must set out appropriate conditions (which must include an obligation to report regularly to the board).

144   Any delegation of powers under clause 141 or 142 may be revoked or altered by the board at any time.

145   The rules of procedure for each sub-committee, and the provisions relating to membership of each sub-committee, shall be set by the board.

Nominations Committee

146   In relation to the charity trustees to be appointed under paragraph 70.2 (independent charity trustees):

146.1   the board shall establish a committee (referred to in this constitution as "the Nominations Committee"); and

146.2   the Nominations Committee shall make recommendations to the Council in relation to the selection of appropriate individuals for appointment as charity trustees under paragraph 70.2.

147   The members of the Nominations Committee shall comprise:

147.1   the chair of the SCIO;

147.2   a minimum of three further charity trustees, two of whom must be a charity trustee appointed under paragraph 70.1.

148   Subject to clause 147, the composition and proceedings of the Nominations Committee shall be governed by such standing orders as may be issued by the board from time to time.

149   In carrying out its functions, the Nominations Committee shall give effect to the following principles:

149.1   the Nominations Committee should set an appropriate skills matrix to guide it in selecting and evaluating appropriate candidates, and should review and adjust that skills matrix from time to time;

149.2   nominations for charity trustees falling within the remit of the Nominations Committee should be sought from a range of appropriate sources;

149.3   all expressions of interest should be considered by the Nominations Committee; and

149.4   the Nominations Committee should maintain a register of suitable candidates for future reference

Operation of accounts

150   Subject to clause 151, the signatures of two out of three signatories appointed by the board will be required in relation to all operations (other than the lodging of funds) on the bank and building society accounts held by the SCIO; at least one out of the two signatures must be the signature of a charity trustee.

151   Where the SCIO uses electronic facilities for the operation of any bank or building society account, the authorisations required for operations on that account must be consistent with the approach reflected in clause 150.

Accounting records and annual accounts

152   The board must ensure that proper accounting records are kept, in accordance with all applicable statutory requirements.

153   The board must prepare annual accounts, complying with all relevant statutory requirements; if an audit is required under any statutory provisions (or if the board consider that an audit would be appropriate for some other reason), the board should ensure that an audit of the accounts is carried out by a qualified auditor.

MISCELLANEOUS

Winding-up

154   If the SCIO is to be wound up or dissolved, the winding-up or dissolution process will be carried out in accordance with the procedures set out under the Charities and Trustee Investment (Scotland) Act 2005.

155   Any surplus assets available to the SCIO immediately preceding its winding up or dissolution must be used for purposes which are the same as - or which closely resemble - the purposes of the SCIO, as set out in this constitution.

Alterations to the constitution

156   This constitution may (subject to clause 157) be altered by resolution of the members passed at a members' meeting (subject to achieving the two thirds majority referred to in clause 56) or by way of a written resolution of the members.

157   The Charities and Trustee Investment (Scotland) Act 2005 prohibits taking certain steps (eg change of name, an alteration to the purposes, amalgamation, winding-up) without the consent of the Office of the Scottish Charity Regulator (OSCR).

Interpretation

158   References in this constitution to the Charities and Trustee Investment (Scotland) Act 2005 should be taken to include: -

    158.1   any statutory provision which adds to, modifies or replaces that Act; and

    158.2   any statutory instrument issued in pursuance of that Act or in pursuance of any statutory provision falling under paragraph 158.1 above.

159   In this constitution: -

    159.1   "charity" means a body which is either a "Scottish charity" within the meaning of section 13 of the Charities and Trustee Investment (Scotland) Act 2005 or a "charity" within the meaning of section 1 of the Charities Act 2006, providing (in either case) that its objects are limited to charitable purposes;

    159.2   "charitable purpose" means a charitable purpose under section 7 of the Charities and Trustee Investment (Scotland) Act 2005 which is also regarded as a charitable purpose in relation to the application of the Taxes Acts.

This is the proposed constitution referred to in the accompanying form, applying for a SCIO to be constituted with the name set out in clause 3 above.

Councils for Fair Tax Declaration

Notice of Motion

Motion received in terms of Standing Order No 20 on 27 May 2022, proposed by Councillor Joe Fagan, seconded by Councillor Lesley McDonald, as follows:-

"South Lanarkshire Council pledges to:-

1.	Endorse the principles of the Councils for Fair Tax Declaration.

2.	Lead by example and demonstrate good practice in our tax conduct, right across our activities. Including:-

	♦	Encouraging contractors to implement IR35 robustly and pay a fair share of employment taxes.
	♦	Discouraging the use of offshore vehicles for the purchase of land and property, especially where this leads to reduced payments of stamp duty.
	♦	Discouraging the use of not-for-profit structures where these are used inappropriately as an artificial device to reduce the payment of tax and business rates.
	♦	Encouraging clarity on the ultimate beneficial ownership of suppliers and their consolidated profit and loss position, given lack of clarity could be strong indicators of poor financial probity and weak financial standing.

3.	Promote Fair Tax Mark certification for any business in which we have a significant stake and where corporation tax is due.

4.	Join in and support Fair Tax Week events in the area, and celebrate the tax contribution made by responsible businesses who say what they pay with pride.

5.	Support calls for urgent reform of EU, UK and Scots law to enable municipalities to revise their procurement policies and better penalise poor tax conduct and reward good tax conduct".

Report

Report to:	**South Lanarkshire Council**
Date of Meeting:	**15 June 2022**
Report by:	**Director, Health and Social Care**

Subject:	**South Lanarkshire Integration Joint Board Strategic Commissioning Plan 2022 to 2025**

1. Purpose of Report

1.1. The purpose of the report is to provide elected members:

- With an overview of the South Lanarkshire Integration Joint Board (IJB) Strategic Commissioning Plan (SCP) 2022 to 2025.

2. Recommendation(s)

2.1. The Council is asked to approve the following recommendation(s):-

(1) that the content of the report be noted.

3. Background

3.1. As part of the Public Bodies (Joint Working) (Scotland) Act 2014, Integration Joint Boards are required to prepare and agree three-year Strategic Commissioning Plans (SCP) that set out how resources will be directed to secure better health and well-being outcomes.

3.2. The main purpose of the SCP is to set out how South Lanarkshire Integration Joint Board (IJB) will plan and deliver services in the area over the medium term, using the integrated budgets under its control. The SCP also provides clarity to the parties, that is, South Lanarkshire Council and Lanarkshire NHS Board regarding what they are required to operationally deliver (alongside annual directions issued by the IJB).

3.3. The IJB must ensure stakeholders are fully engaged in the preparation, publication, and review of the SCP, in order to establish a meaningful co-productive approach; to enable the delivery of the nine National Outcomes for Health and Wellbeing; and achieve the core aims of integration.

4. Current Position

4.1. The current SCP (2022 to 2025) was approved at the IJB on 29 March 2022 and is appended. It sets out:
- What the public and key stakeholders told us was important to them through extensive consultation and engagement activity
- The strategic needs profiling of the population of South Lanarkshire

- How the IJB, alongside Community Planning Partners, will work to deliver the nine National Health and Wellbeing Outcomes
- How the IJB will commission service to support the recovery from the pandemic

4.2. The SCP sets out twelve strategic priorities for the IJB which drive the strategic commissioning intentions also highlighted in the plan. These are
- Sustaining core and statutory functions
- Greater emphasis on early intervention, prevention and health improvement
- Addressing mental health and addictions
- Improving unscheduled care
- Increasing intermediate care
- Facilitating single point of access
- Promoting self-care and self-management
- Supporting carers
- Promoting suitable and sustainable housing
- Improving transitional arrangements
- Contributing to homelessness prevention and reduction
- Investing in enablers to support integration
- Recovery and remobilisation from the COVID-19 pandemic

4.3. The SCP has been developed to have a mutually reinforcing relationship with key local strategies of the Health Board, Council and Community Planning Partnership.

4.4. The SCP has been presented to the relevant governance groups of the Health Board and Council, presented to the Community Planning Partnership Board and has been shared with local stakeholders.

4.5. The strategic priorities listed at 4.2 above and attendant strategic commissioning intentions will frame a range of 'directions' to the Council and/or the Health Board for delivery (principally, although not exclusively, for progressing through the Health and Social Care Partnership).

5. **Employee Implications**
5.1. The SCP recognises the importance of the health and social care workforce to the development and delivery of the vision and ambition articulated.

5.2. This report does not describe any new specific employee implications.

6. **Financial Implications**
6.1. The IJB agreed a financial plan for 2022/2023 at its meeting on 29 March 2022 which was developed to support the delivery of the twelve strategic commissioning priorities within a balanced budget.

6.2. In looking forward the financial plan will be developed further for the short to medium term to align it to the strategic commissioning intentions and 'directions'. This will include responding to the ongoing consequences of the pandemic with the reality of meeting the challenge of increasing demands within resources which are reducing in real terms.

7. **Climate Change, Sustainability and Environmental Implications**
7.1. In accordance with the requirements of Section 7 (1) of the Environmental Assessment (Scotland) Act, 2005 a Strategic Environmental Assessment pre-screening exemption on the Strategic Commissioning Plan was submitted to the

Scottish Government.   The Strategic Commissioning Plan is exempt from Strategic Environmental Assessment as its implementation will have **minimal effect** in relation to the environment. This is in accordance with Sections 5 (4) and 7 (1) of the 2005 Act.

8.   Other Implications
8.1.   The SCP and the directions that flow from it will materially address items within the IJB's approved risk register in place, most notably:
- Delivery of SCP and associated Directions.
- Market and Provider capacity.
- Shifting the balance of care from residential and acute settings to community-based alternatives.

8.2.   There are no other issues associated with this report.

9.   Equality Impact Assessment and Consultation Arrangements
9.1.   An Equality Impact Assessment was undertaken and informed the SCP.

9.2.   The SCP was prepared in accordance with the Planning with People guidance issued by the Scottish Government and COSLA on 11 March 2021. The guidance complements existing engagement and participation strategies and features the national standards of community engagement which are central to the current IJB participation and engagement strategy.

Soumen Sengupta
Director, Health and Social Care

5 May 2022

Link(s) to National Health and Wellbeing Outcomes

People are able to look after and improve their own health and wellbeing and live in good health for longer	☒
People, including those with disabilities or long term conditions, or who are frail, are able to live, as far as reasonable practicable, independently and at home or in a homely setting in their community	☒
People who use Health and Social Care Services have positive experiences of those services, and have their dignity respected	☒
Health and Social Care Services are centred on helping to maintain or improve the quality of life of people who use those services	☒
Health and Social Care Services contribute to reducing health inequalities	☒
People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing	☒
People who use Health and Social Care Services are safe from harm	☒
People who work in Health and Social Care Services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide	☒
Resources are used effectively and efficiently in the provision of Health and Social Care Services	☒

Previous References

♦ None

List of Background Papers

♦ Strategic Commissioning Plan 2022 - 2025

Contact for Further Information

If you would like to inspect the background papers or want further information, please contact:-

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Email: craig.cunningham@lanarkshire.scot.nhs.uk

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South Lanarkshire Health and Social Care Partnership

South Lanarkshire Integration Joint Board
Strategic Commissioning Plan | 2022–25

Working together to improve health and wellbeing
in the community – with the community

Foreword

There is an old saying that goes

'no plan survives first contact with reality'...

The core of this Strategic Commissioning Plan ('the Plan') has been forged through the pressures of the COVID-19 pandemic and toughened in the most challenging winter period that health and social care services have faced in living memory. As we move from one period of uncertainty to another, the very idea of setting any kind of medium-to-long term plan with any kind of confidence could easily be dismissed as 'tick-box'. For that reason, a lot of effort and thought has gone into preparing this Plan – because all those involved have been committed to reflecting on, capturing, and applying the hard-won learning of our experience of the pandemic; and because the pandemic has taught us that plans work best when they provide a clear direction - or a 'shared compass' - to navigate uncertainty.

This Plan has been shaped by rich evidence and insights from a range of sources - including a comprehensive engagement process. Three key messages have been communicated to us.

Firstly, our health and social care services make a substantial difference to people's lives - but we are going to have to do more than just more of the same if we really want to improve outcomes and tackle inequalities. Secondly, our communities value their independence and very much see the heart of health and social care provision being – not within NHS or council buildings - but within their own homes. And thirdly, the pandemic has shown that staff and communities can innovate at pace – are much more open to change than we might have thought before. They are challenging us to cast off nostalgia towards traditional models of care - and instead to meet their aspirations with bold solutions.

Three core priority themes have been identified. These will form the compass to guide our work through the South Lanarkshire Health and Social Care Partnership; and with South Lanarkshire Council, NHS Lanarkshire, Community Planning Partners, staff, service users, carers and communities over the next three years:

- We need to ensure that early intervention, prevention and inequalities are much more prominent across all service areas
- We need to increase access to a greater variety of activities and supports that address mental health and addictions
- We need to continuously improve our models of care so everyone is assured that we can sustain our delivery of core functions and statutory responsibilities – and in a manner that delivers for the diverse communities that we serve.

A key area of work will continue to be whole system action to improve unscheduled care (i.e. unplanned health care which is usually urgent or an emergency), including reducing emergency admissions; and the number of people who are waiting to move from hospital wards to more appropriate settings. Preparing this Plan has highlighted that communities and stakeholders appreciate that fundamentally we need to support individuals, families and communities to reduce their level of need and the overall demand for services.

South Lanarkshire Health and Social Care Partnership

At the time of writing, we are still living with the pandemic – and a host of other challenges that continue to affect our lives and our future, such as the rising cost of living and the climate crisis. Dealing with the impacts of the pandemic and the unavoidable consequences of our earlier COVID-19 responses will cast a long shadow. It is quite right then, that a further strategic priority of this Plan is responding to the ongoing impacts caused by the pandemic through redesign.

As an Anchor Organisation and Community Planning Partner, South Lanarkshire IJB recognises that achieving these ambitions will be dependent on a simple, fundamental factor; that's the quality of our partnerships: how well we enable staff to work together across disciplines and services; how well we develop new approaches with our primary care contractors, independent providers and public sector partners; and how we support, where necessary, third sector and community groups to grow and flourish. A strength of this Plan is that it has benefitted from thoughtful and enthusiastic contributions from across those stakeholders – and that bodes well for us all going forward. Having started with one saying, it feels fitting to end with another one…. 'fortune favours the bold'.

Soumen Sengupta
Chief Officer,
South Lanarkshire
Integration Joint Board

John Bradley
Chair (to March 2022),
South Lanarkshire
Integration Joint Board

Lesley McDonald
Chair (from April 2022),
South Lanarkshire
Integration Joint Board

Contents

Executive Summary

This Strategic Commissioning Plan sets out South Lanarkshire Integration Joint Board's (IJB) overall strategy for health and social care services to 2025.

Part one - Introduction

Provides information on the purpose of the Plan, its development and the policy context which underpins it, including tackling inequalities and our whole-systems approach.

Part two – Vision for South Lanarkshire

Describes our locally agreed vision for health and social care services in South Lanarkshire; and our duty to deliver the nine National Health and Wellbeing Outcomes set out in the Public Bodies (Joint Working) (Scotland) Act 2014.

Part three – Analysing South Lanarkshire

Sets out the four key suites of information and evidence from which this Plan has been built: our engagement; strategic needs analysis; the policy and legislative context; and our insights from recent experience.

Part four – Planning for South Lanarkshire

Presents our strategic priorities and consequent strategic commissioning intentions.

Part five – Implementing the Plan across South Lanarkshire

Highlights areas for the partners – NHS Lanarkshire and South Lanarkshire Council – to develop and deploy necessary capacity to enable delivery.

Part six – Reviewing progress of the Plan for South Lanarkshire

Explains how we will demonstrate the extent to which the partners are delivering the Plan and the IJB is delivering upon the Vision for South Lanarkshire.

Part seven – Conclusion

Summarises the transformational agenda that the IJB needs to respond to and contribute its leadership to delivering with stakeholders and with communities.

Part one: Introduction

1.1 Purpose of the Plan

This Strategic Commissioning Plan (to be known as "the Plan") sets out the Integration Joint Board's (IJB) overall strategy for health and social care services in South Lanarkshire to 2025. It also looks beyond to the longer term, as changes in the population's health and social care will continue to evolve - particularly considering the ongoing demands of responding to the impact of the COVID-19 pandemic; and the challenges of addressing inequalities.

1.2 Governance of the Plan

As required by the Public Bodies (Joint Working) (Scotland) Act 2014, South Lanarkshire IJB assumed responsibility for the strategic direction of those health and social care services delegated to it (within the approved Integration Scheme) on 1 April 2016.

The composition of South Lanarkshire IJB is as follows:

Voting members
- 4 members who are Non-Executive Directors of NHS Lanarkshire
- 4 members who are Elected Members with South Lanarkshire Council

Non-voting members
- IJB Chief Officer
- IJB Chief Financial Officer
- Professional advisers from South Lanarkshire Council and NHS Lanarkshire
- A member from the third sector – from Voluntary Action South Lanarkshire (VASLan)
- A member from the independent care sector – from Scottish Care
- A member drawn from service users and the community – from South Lanarkshire Health and Social Care Forum
- A member drawn from Carers - from South Lanarkshire Carers Connected
- Two members from trade unions/staff-side: one from South Lanarkshire Council trade unions; and one from NHS Lanarkshire staff-side
- Other co-opted representatives as the IJB deems necessary

There are eight voting members of the Integration Joint Board (four local authority/four NHS Lanarkshire) these are:

Voting members

NHS Lanarkshire Non Executive Directors

Lesley Thomson

Lesley McDonald (Vice Chair)

Lilian Macer

Donald Reid

South Lanarkshire Council Councillors

**John Bradley** (Chair)

Richard Lockhart

Allan Falconer

Jim McGuigan

South Lanarkshire Health and Social Care Partnership

1.3 Developing the Plan

The Plan has been developed through a recognised four step strategic commissioning process.
The Plan follows the steps to describe how we have developed our strategic priorities and strategic commissioning intentions to improve health and social care services.
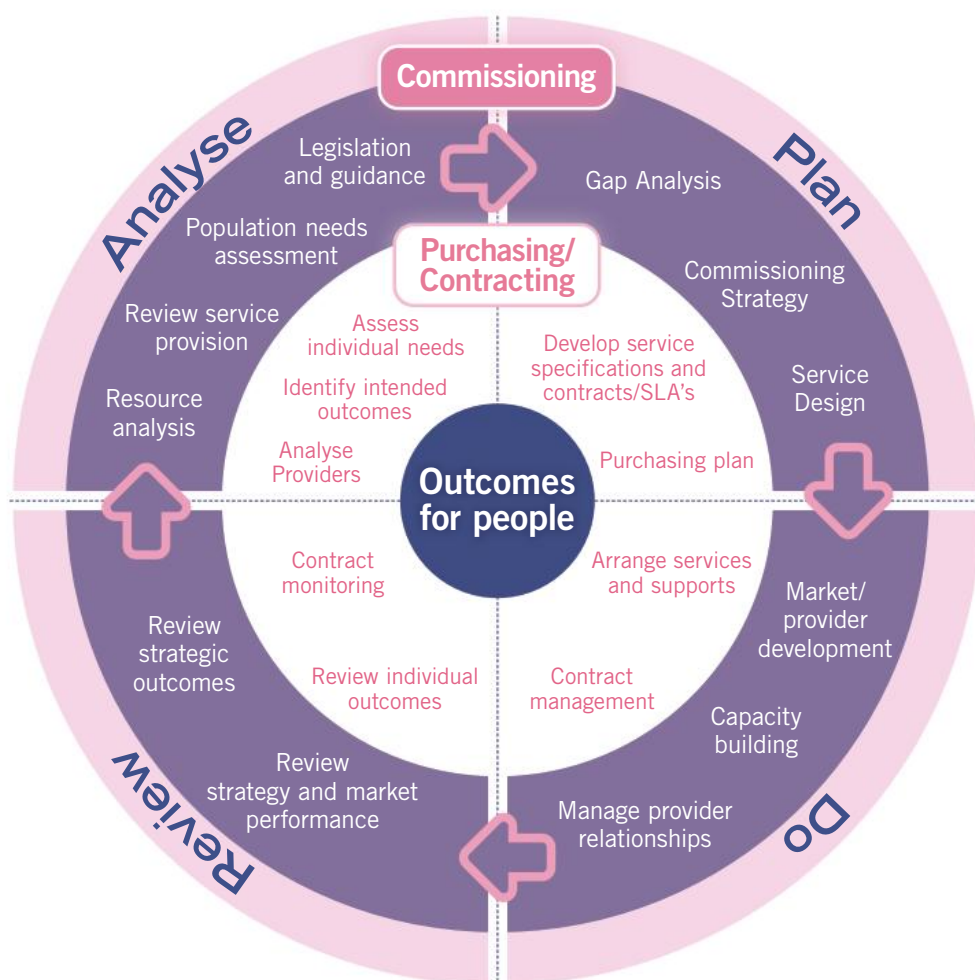
In refining the Plan, particular care has been taken to think and plan for the longer term - to avoid being so focused on the here-and-now that decisions do not stand the test of time. Our thinking on this has been assisted by applying the 3 Horizons Model (as promoted by the International Future Forum), which has been particularly helpful in ensuring that our strategic priorities and strategic aims have a good balance between short-term actions and the longer-term plans that will support sustainability.

Working together to improve health and wellbeing
in the community – with the community
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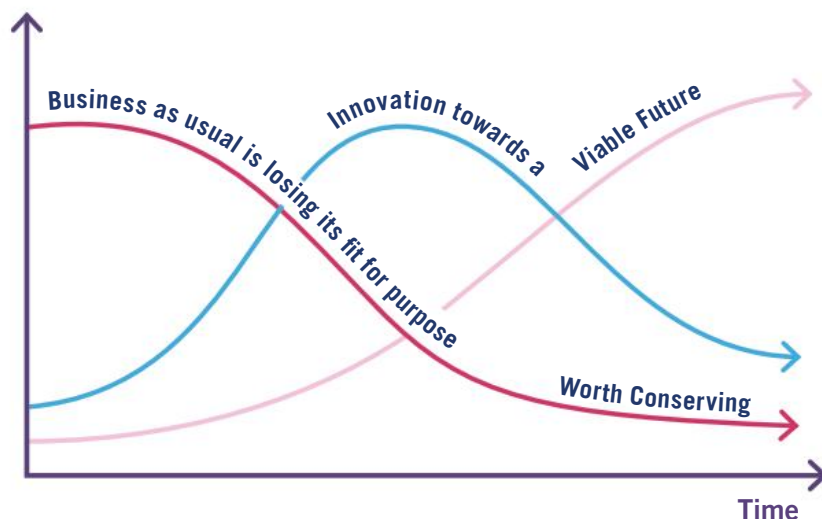
1.4 Implementing the Plan

Integration Joint Board (Strategic)
- Formal public body
- Develops and leads the strategy for Health and Social Care through the Strategic Commissioning Plan
- Issues 'Directions' to SLC and NHSL

Health and Social Care Partnership (Operational)
- Takes forward the operational implementation of the plan on behalf of the parties – SLC and NHSL
- Provides assurance to the IJB and the parties on progress with the implementation of the plan

As per the Public Bodies (Joint Working) (Scotland) Act 2014 (the Act) the IJB actions the intentions outlined in the Plan via binding Directions issued to NHS Lanarkshire and South Lanarkshire Council. The Health and Social Care Partnership (HSCP) is the joint delivery vehicle by which NHS Lanarkshire and South Lanarkshire Council operationalise the functions and services delegated to the IJB; and progress the majority of Directions that flow from the Plan.

The HSCP convenes a Strategic Commissioning Group that supports this work, alongside a number of other structures - including our locality planning arrangements - with representation from across stakeholders (including the independent sector, voluntary organisations, carers and the Health and Social Care Forum). There are four localities: Hamilton, East Kilbride, Clydesdale and Rutherglen/Cambuslang. The Local Housing Strategy (LHS) Steering Group is the main partnership body responsible for overseeing the strategic direction for housing. A Homelessness Strategy Group has been established to take forward actions to address homelessness (and which aligns with South Lanarkshire's Rapid Rehousing Transition Plan 2019-24).

The Plan has a mutually reinforcing relationship with other key strategies and plans – notably the South Lanarkshire Community Plan and its Neighbourhood Plans; the South Lanarkshire Council Plan; the Local Housing Strategy; the local Children's Services Plan; and NHS Lanarkshire's new strategy 'Our health together: Living our best lives in Lanarkshire' (currently under development).

South Lanarkshire Health and Social Care Partnership

1.5 A Whole Systems Approach to Tackle Inequalities: Community Planning

It is now widely accepted that inequalities in health are inextricably linked with wider social and economic inequalities. Not only is there a gap in health status and outcomes between more and less economically deprived populations, but there is evidence of a gradient in health and wealth whereby the more social and economic resources a person commands, the more likely they are to experience a longer, healthier life.

The financial and social consequences of the pandemic are likely to fall disproportionately upon those who were either experiencing poverty, marginalisation and/or discrimination prior to the pandemic – thus widening inequalities. The reality is that Scotland was struggling to address inequalities prior to the pandemic and the task will be even harder going forward. Focusing on the structural determinants of inequalities – economic, environmental and social - in a co-ordinated manner across stakeholders is fundamental.

A whole system approach involves applying systems thinking, methods and practice to better understand challenges and identify collective actions across stakeholders. Community Planning is a process which helps public agencies to work together with the community to plan and deliver better services which make a real difference to people's lives. The statutory framework for Community Planning is set out in the Community Empowerment (Scotland) Act 2015. The South Lanarkshire Partnership Board is the Community Planning Partnership (CPP) for South Lanarkshire. It has a single, overarching objective to tackle poverty, deprivation and inequalities and sees sustainable inclusive economic growth as being the key to helping reduce this. It recognises that the efforts to deliver sustainable inclusive economic growth will only begin to deliver real benefits in the medium to longer term and that there is a need to mitigate the current impact of poverty, deprivation and inequality on residents and communities and to support their efforts to change their situation and prospects. The HSCP is one of the CPP's four thematic partnerships through which stakeholders work whole systems to do this.

Part two: Vision for South Lanarkshire

2.1 South Lanarkshire vision

"Working together to improve health and wellbeing in the community – with the community".

The IJB has a duty to deliver the nine national Health and Wellbeing Outcomes.

Outcome 1
People are able to look after and improve their own health and wellbeing and live in good health for longer.

Outcome 2
People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.

Outcome 3
People who use health and social care services have positive experiences of those services and have their dignity respected.

Outcome 4
Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.

Outcome 5
Health and social care services contribute to reducing health inequalities.

Outcome 6
People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and wellbeing.

Outcome 7
People using health and social care services are safe from harm.

Outcome 8
People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.

Outcome 9
Resources are used effectively and efficiently in the provision of health and social care services.

In working to deliver the above, the IJB will also develop its role as an Anchor Organisation - to direct and influence the use of resources and working with communities and partners to effect change to the social, economic and environmental conditions that determine the health and wellbeing of local people.

This section sets out the four key suites of information and evidence from which this Plan has been built: our engagement; strategic needs analysis; the policy and legislative context; and our understanding of what has worked well locally.

3.1 Engagement

In accordance with the national Planning with People Guidance, a comprehensive engagement and communications programme was undertaken to ensure that the Plan reflects the needs and aspirations of our communities and stakeholders. A full report setting out this exhaustive process and its findings in detail is available on the South Lanarkshire HSCP website under key documents.
www.southlanarkshire.gov.uk/slhscp

The key themes that emerged from this substantial process were:

- The necessity of ensuring services and supports are fit-for-the-future to sustain core/statutory functions
- The need for greater emphasis on early intervention, prevention and addressing inequalities
- The imperative for developing and better joining-up activities and supports to improve mental health and wellbeing, and address addictions
- The importance of increasing personal choice for individuals in their own care – and maximising independence in people's own homes and communities as far as possible.

3.2 Strategic Needs Analysis

A comprehensive needs analysis was completed, with expert support from the Local Intelligence Support Team (Public Health Scotland). A full report setting out this exhaustive process and its findings in detail is available on the South Lanarkshire HSCP website under key documents.
www.southlanarkshire.gov.uk/slhscp

Key messages from this detailed work include the following:

- Between now and 2043, the population of South Lanarkshire is projected to increase. In particular, the section of the population aged 75+ is projected to increase substantially

- In 2018-2020 the average life expectancy in South Lanarkshire HSCP was 76.4 years old for men, and 80.5 years old for women - both below the average life expectancy for Scotland overall. Improvements in life expectancy have also begun to slow
- The vast majority (90%) of the South Lanarkshire population reside in urban areas. There is variation across the four localities, with Clydesdale having the largest proportion of its population living in rural areas (42%)
- South Lanarkshire is more deprived than Scotland as a whole. There is variation across the four localities in terms of deprivation: Rutherglen/ Cambuslang has the highest proportion of the population living in most deprived areas (quintile 1) and East Kilbride has the lowest
- The number of South Lanarkshire care at home users has continually increased over the 5-year period 2016/17 to 2020/21
- In 2020/21, 14% of the South Lanarkshire population had three or more long-term health conditions (LTCs). The rate of people with 3+LTCs is projected to increase steadily between 2022 and 2025 across most 18+ age groups.

3.3 Legislative and Policy Context

Since 2019, a raft of new policy/legislative requirements have emerged that need to be factored into strategic planning and commissioning. A full list is included in the supplementary reference document available on the South Lanarkshire HSCP website under key documents.
www.southlanarkshire.gov.uk/slhscp

Two recent (2022) Audit Scotland publications have highlighted key messages that we were already sighted on when preparing this Plan; and resonate strongly with the final publication:

NHS in Scotland 2021

- The NHS in Scotland remains on emergency footing and is under severe pressure
- The importance of NHS and social care workforce planning
- A lack of key data limits informed decision-making
- The NHS was not financially sustainable before the pandemic and the COVID-19 response has increased financial pressures.

Social Care in Scotland

- Service users and carers do not always have a say or choice about what support works best for them
- The social care workforce is under immense pressure
- Commissioning tends to focus on cost rather than quality or outcomes
- Capacity and cultural differences are affecting leadership
- A lack of key data limits informed decision-making
- Pressure on social care spending is increasing

Taken together, these Audit Scotland reports reinforce the processes undertaken to prepare this Plan; the necessity for transformation; and the importance of strong leadership as part of a whole system approach to delivering for the future.

3.4 Insights from Local Experience

The IJB has an obligation to and does publish an Annual Performance Report. The IJB also receives regular performance reports and shares updates on its progress with stakeholders. This has provided considerable local learning that informs ongoing delivery and development; and generated insights that have informed the preparation of this Plan.

For example:

- The expectation of staff and the public that public bodies prioritise resources to meet core obligations and deliver essential services - e.g. child protection and adult support and protection
- The importance of supporting more people to live independently at home and be cared for in their communities for as long as possible - e.g. through our commitment to Discharge Without Delay; increased utilisation of Self-directed Support (SDS); provision of intermediate care beds in the community; promoting carer support plans; and more collaborative working to shape local housing provision
- The reality that inequalities continue to blight communities across South Lanarkshire - and that while traditional service models have served some individuals and groups well, there are many for whom access, experience and outcomes needs to be fairer and better

- The need to promote a wider range of mental health supports within the community. A new Mental Health and Wellbeing Strategy has sought to improve access to mental health support in primary care; challenge stigma; prevent suicides and raise awareness about the relationships between mental health and poverty, addiction, homelessness, and social isolation
- The continuing requirement to smooth transition from child to adult services. The HSCP has responded to feedback that the transition from child services to adult services can be problematic and difficult to navigate, with an updated approach. While there is further work to be done, this has already had a positive impact on young people and their carers/families
- The opportunity to accelerate the use of technology-enabled care. In 2020-21, over 85,000 consultations were carried out using 'Near Me' technology. The Florence Text Messaging Service has now been readily adopted by staff and patients alike to safely and reliably monitor long-term conditions
- The value of the Third Sector and community supports. During the pandemic, the HSCP worked with local community partners to provide more holistic support, including the creation of a community meals service which delivered over 14,000 meals to those in need
- The imperative of meeting the aspirations expressed across our communities. This Plan has been prepared through the midst of the pandemic, and though it has been very clear that there is both a need to provide, and a growing public appetite for, supports and services that are more tailored to the needs and capabilities of individuals – rather than 'fitting them in' to traditional models of care delivery; and of increasing the ease with which people can access services and support throughout the week
- The continuing challenge of responding to the impact of the pandemic. Services and supports will have to embed many of the new ways of working that they have already had to adopt and embrace further redesign in order to contend with the long-term consequences that the pandemic will have on the health and wellbeing of local people.

4.1 Strategic Priorities

Having considered all of the intelligence summarised in Part 3, the following twelve strategic priorities for this Plan have been identified.

No	Theme
1	Sustaining statutory social care and core health care functions
2	Greater emphasis on early intervention, prevention and inequalities
3	Addressing mental health and addictions
4	Improving unscheduled care and optimising intermediate care
5	Supporting carers
6	Promoting self-care and self-management including technology enabled care
7	Improving transitional arrangements
8	Facilitating single point of access and increasing access to seven-day services
9	Investing in enablers to support integration
10	Promoting suitable and sustainable housing
11	Contributing to homelessness prevention and reduction
12	Responding to the impact of the COVID-19 pandemic

4.2 Strategic Commissioning Intentions

The above strategic priorities have generated a suite of high-level commissioning intentions which the IJB will progress with the partners.

Commissioning Intention	Strategic Priorities
Implement Discharge Without Delay to return people to their home or community safely.	• Greater emphasis on early intervention, prevention and inequalities • Supporting carers
Deliver all services in line with statutory requirements to ensure people are safe and healthy and encouraged to meet their personal outcomes.	• Sustaining statutory social care and core health care functions
Modernise and transform Primary Care services so provision is sustainable in and out of hours providing accessible and flexible health care for people in their communities.	• Sustaining statutory social care and core health care functions • Facilitating a single point of access and increasing access to seven-day services • Improving unscheduled care and increasing intermediate care
Further develop mental health services to support more people to recover or manage their condition successfully and live as happy, healthy and productive lives as possible.	• Addressing mental health and addictions • Greater emphasis on early intervention, prevention and inequalities • Promoting self-care and self-management • Improving unscheduled care and increasing intermediate care • Sustaining statutory social care and core health care functions
Work with South Lanarkshire Alcohol and Drug Partnership to reduce the impact of addictions within our communities through early intervention/prevention and a focus on recovery.	• Addressing mental health and addictions • Greater emphasis on early intervention, prevention and inequalities
Work with Community Planning partners to mitigate against the impact of inequalities across our communities.	• Greater emphasis on early intervention, prevention and inequalities
Implement consistent approach for all key stages of transitions (Children's Services, Adult Services and Older People's Services).	• Sustaining statutory social care and core health care functions • Greater emphasis on early intervention, prevention and inequalities
Work with communities to build resilience through the promotion of alternative social and community-based supports.	• Supporting Carers • Addressing mental health and addictions • Greater emphasis on early intervention, prevention and inequalities
Support carers to maintain their caring role through a personal outcome approach.	• Supporting Carers • Sustaining statutory social care and core health care functions

South Lanarkshire Health and Social Care Partnership

Commissioning Intention	Strategic Priorities
Support the enhancement of Self-Directed Support (SDS) to increase choice and flexibility for people accessing services.	• Sustaining statutory social care and core health care functions
Support early intervention improvement activity to improve outcomes for children and young people.	• Greater emphasis on early intervention, prevention and inequalities
Promote opportunities in localities to streamline how people receive health and social care support.	• Facilitating a single point of access and increasing access to seven-day services • Investing in enablers to support integration
Implement a model of day service which increases choice and supports.	• Facilitating a single point of access and increasing access to seven-day services • Supporting Carers
Promote the extension of Technology Enabled Care to support people to manage their own health and wellbeing.	• Promoting self-care and self-management including technology enabled care
Ensure health and social care supports align to improving access to and choice of housing options available which suit people's needs and which they are able to sustain.	• Promoting suitable and sustainable Housing
Support older people and those with particular needs to live independently within the community in a suitable and sustainable home, reducing the requirement for institutional care and risks of homelessness.	• Promoting suitable and sustainable Housing • Promoting self-care, self-management including technology enable care
Prevent homelessness and its impact by improving access to health and support services.	• Contributing to homelessness prevention and reduction • Addressing mental health and addictions
Ensure that health and social care services are effectively engaged in providing an integrated response to meet the needs of households with multiple and complex needs, including Housing First.	• Contributing to homelessness prevention and reduction • Addressing mental health and addictions

The above strategic priorities and attendant strategic commissioning intentions will frame a range of 'Directions' to South Lanarkshire Council and/or NHS Lanarkshire for delivery - principally, although not exclusively, for progressing through the HSCP.

*Working together to improve health and wellbeing in the community – **with** the community*

# Part five: Implementing the Plan across South Lanarkshire

To implement the vision, strategic direction and planned intentions the IJB will work closely with South Lanarkshire Council and NHS Lanarkshire, as well as Community Planning Partners. In a wider context, staff and local communities will be crucial to realising the vision set out in the Plan.

Delivering against our strategic priorities will require a degree of transformational change to allow services to react flexibly to demand and continue to modernise into the future. Audit Scotland has highlighted the need to work more collaboratively to improve current integration arrangements. The findings and recommendations of the Independent Review of Adult Social Care in Scotland and the Scottish Government's proposals for a National Care Service will also have a significant bearing on the provision of social care and the nature of integration arrangements going forward.
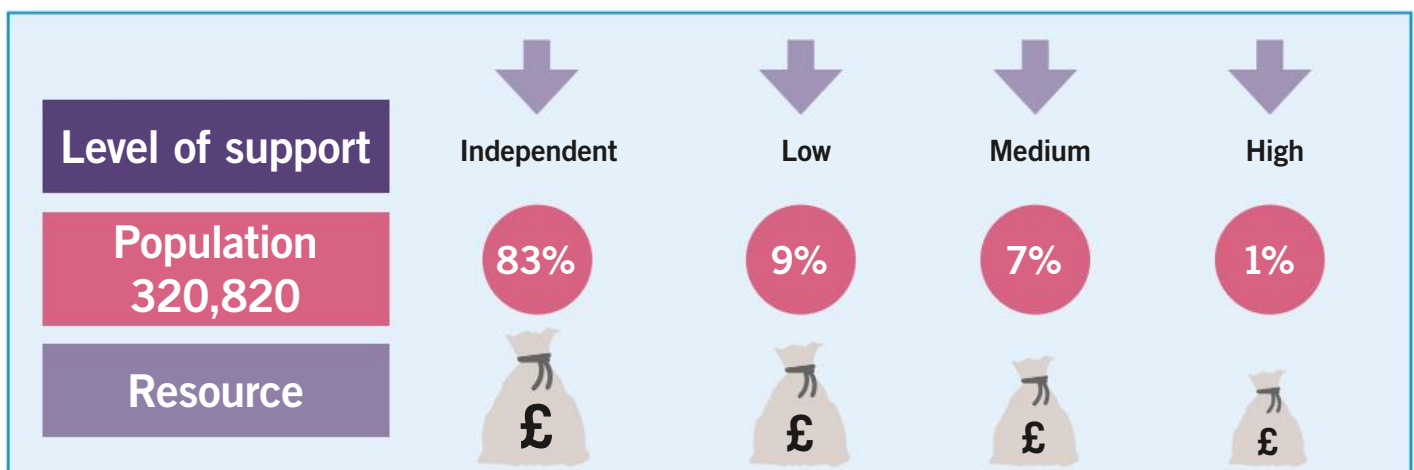
The challenge for the IJB will be the way it directs its resources, given that these are already under significant pressure in terms of their spread and reach. If current trends in demand are to be contained - and to an extent reversed - through earlier intervention and prevention, there requires to be a paradigm shift from the current way in which resources are deployed to a new way of thinking based on a longer-term strategy and whole systems approach.

The diagram below illustrates the current position and a proposed re-positioning of where resources should be re-invested. Currently most of the population are independent or require access to low level supports. A small proportion of the population require a high level of support which utilises a disproportionate use of resources and funding. Preventative approaches will direct more resources to lower-level supports to prevent higher support needs occurring in the future.

Current use of resources

Level of support	Independent	Low	Medium	High
Population 320,820	80%	10%	8%	2%
Resource	£	£	£	£
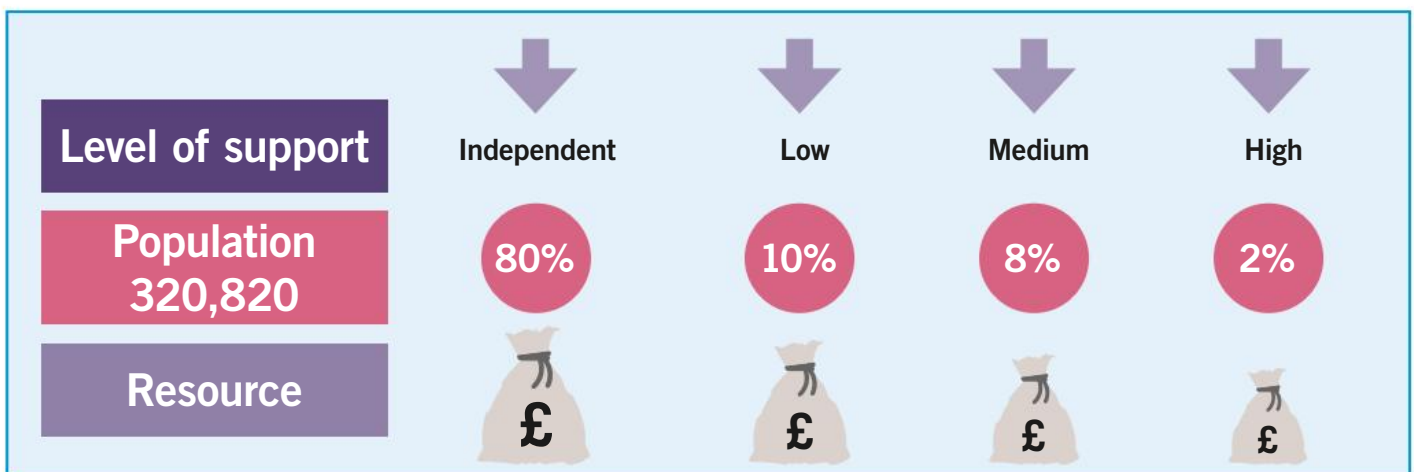
Ambition to shift resources in a different way

Level of support	Independent	Low	Medium	High
Population 320,820	83%	9%	7%	1%
Resource	£	£	£	£

The following areas have been identified for the partners – NHS Lanarkshire and South Lanarkshire Council – to develop and deploy necessary capacity in order to progress this.

5.1 Transformational Change

There is a significant transformational change process required to take forward to achieve the vision of this Plan. Ensuring that the HSCP and both partners are equipped to meet this challenge requires organisational development, knowledge and expertise. It demands the necessary capacity and capability in the following areas:

- Collaborative leadership and resilient management
- Continuous quality improvement
- Continuing professional development
- Coaching, mentoring and succession planning
- Evaluation and audit
- Innovation

Recognising the maturity of local integration arrangements, the "building-blocks" that are already in place and the relationship of the partners, a refreshed approach to organisational development would add pace and confidence to realising the necessary transformation in a supportive and constructive manner.

Action
- Organisational Development Strategy to be developed in first year of this plan and aligned to the Plan's strategic priorities and strategic commissioning intentions

5.2 Workforce Planning

As Anchor Organisations, NHS Lanarkshire and South Lanarkshire Council employ a large workforce committed to improving the health and care of local people. In addition, there are a significant number of people who are engaged in health and care in relation to primary care external contractors; independent providers of care; and the third and independent sector. Our people are our most important "resource" in delivering the transformation needed across health and social care services.

Key developments - such as the extension of Home First and managing increased complexity in the community - require integrated approaches to care. Whilst progress has been made in terms of the co-location of teams where there is a natural fit to do so (such as alcohol and drug services), further work is required to support the wider integration of multi-disciplinary teams at locality level.

Demographic change, changing expectations and the pandemic have brought huge challenges for our workforce. Pressures on staff and teams over the pandemic have been significantly beyond anything experienced previously in a health and social care context. Investing and paying attention to staff wellbeing will continue to be crucial - as will ensuring that staff across all services are valued and respected for what they contribute.

Action
- Council and NHS Lanarkshire to develop their roles at Anchor Organisations
- Workforce Plan to be developed aligned to the Plan's strategic priorities and strategic commissioning intentions

5.3 Market Facilitation

South Lanarkshire has a mixed economy of social care delivery - our commissioning arrangements need to be flexible and responsive in order for care and support to be designed and delivered to optimise the success of a personal outcomes approach.

A fresh approach to commissioning will be essential if all areas are to be able to contribute to the overall need and subsequent opportunities created to allow local communities to flourish. This requirement is underpinned by a legal framework outlined in the Social Care (Self-directed Support) (Scotland) Act 2014. Having this choice and control will empower people to make informed choices on what their support looks like and how it is delivered, making it possible to meet agreed personal outcomes.

As part of the Fair Work agreement, South Lanarkshire Council has committed to the full implementation of the Ethical Care Charter for all their employees; and to progress the objectives of stages 1, 2 and 3 for home care contracts procured by the Council.

Action
- Ensure effective market facilitation, working with independent providers of social care to ensure provision and choice available to meet emerging and future needs and deliver quality services
- Work with community planning partners to encourage greater capacity within communities and the Third and voluntary sectors
- Encourage adoption of the Fair Work Framework by providers

5.4 Locality planning

The strength, contribution and influence of the locality planning agenda has grown. A key area for development is the commitment to the locality 'Community First' Tiered Model (see below), which essentially outlines the levels of proportionate support which health and social care services will work to provide.

4 Hospital admission avoidance / hospital discharge

3 Enhanced community / clinical support / care

2 Community support health and care

1 Community capacity / building resilience / building better communities

Embedding this approach fully across the four localities will be a key enabler to supporting the overall delivery of the Plan.

Action
- Agree a standard/minimum locality model across the four localities
- Developing and implementing four Locality Plans that reflect the particular characteristics of each geographical area and its communities in delivering the Plan in a coherent manner

South Lanarkshire Health and Social Care Partnership

5.5 Impact Assessment

A number of impact assessments aligned to the Fairer Scotland duties were undertaken as part of developing the Plan - for example, a Strategic Environmental Assessment and Equality Impact Assessment. The outputs from these assessments – and perspectives gained through the process of undertaking them – has improved the quality of and our confidence in the Plan. This underlines the importance and the value of ensuring that all such relevant impact assessments are properly completed as and when required – not just because there is an obligation to do so, but because doing so will better enable the delivery of this Plan and its vision.

Action
- Ensure the necessary and relevant impact assessments are undertaken and inform the development and delivery of actions in support of the Plan

5.6 Strategic Communication

Recent times have elicited a need for health and social care services to adapt, innovate and in many cases transform. Effective communication is and will be crucial to that transformation agenda and will be vital to supporting the delivery of the Plan. The HSCP has developed a rich variety of high-quality channels and effective methods to reach target audiences. This provides a strong foundation for ensuring that a strategic approach to communication is implemented that focuses on encouraging dialogue with communities, staff and stakeholders. It also ensures that messaging is clear and resonates with those it is being communicated to.

A full refresh of the HSCP Communication and Engagement Strategy will be undertaken to ensure it supports the delivery of the Plan. This will be built around an approach that emphasises the principles of ABC - accuracy, brevity and clarity - and seek to reinforce awareness, confidence and ownership in the fit-for-the-future supports and services.

Action
- A refreshed Communication and Engagement Strategy to be developed in the first year of this plan and aligned to the Plan's vision and transformational agenda

5.7 Financial framework

The financial envelope available to the IJB in 2021/2022 totalled £633.837m. The South Lanarkshire Council partner contribution was £146.735m. The NHS Lanarkshire partner contribution was £487.102m and included resource transfer funding and social care funding which was transferred to the South Lanarkshire Council partner to support expenditure across Social Care and Housing Services. The financial allocations across the services are graphically depicted as follows:

2021/22 Financial allocations (£m)
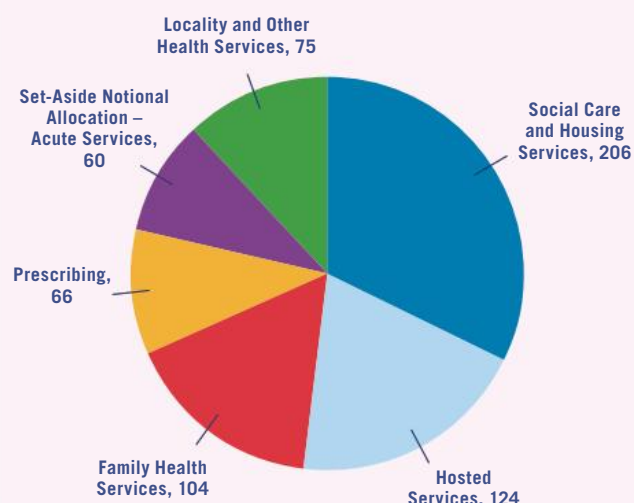
Service	Colour in chart	Financial allocation (£)
Social Care and Housing Services	Dark blue	£206 million
Hosted Services	Light blue	£124 million
Family Health Services	Red	£104 million
Prescribing	Yellow	£66 million
Set-Aside Notional Allocation – Acute Services	Purple	£60 million
Locality and Other Health Services	Green	£75 million

In 2022/2023, additional funding of £554m nationally is being transferred to Local Government from the Health and Social Care Portfolio to support social care and integration. Additional funding of £92m nationally is also being made available to the NHS to increase workforce capacity across health and social care services. The allocation for the South Lanarkshire IJB is summarised as follows:

Scottish Government Allocation	Status	Total (£m)
Scottish Living Wage Funding	Recurring	18.077
Unringfenced Funding	Recurring	4.153
Care At Home Capacity Expansion	Recurring	7.281
Carers Act (Scotland) Act 2016	Recurring	1.162
Free Personal Care Funding	Recurring	0.686
Social Care Workforce	Recurring	1.292
Multi-Disciplinary Team Expansion	Recurring	2.349
Additional Health Support Workers	Recurring	1.168
Interim Care Funding	Non-recurring	1.174
Total		37.342

Non-recurring funding is also expected to be received in-year. Expenditure incurred in relation to non-recurring funding is managed on a year-to-year basis, as appropriate.

The IJB has an agreed Financial Plan for 2022/2023, which has been developed to support the delivery of the 12 strategic commissioning priorities within a balanced budget. This is available on the SLHSCP Website at the following link:
www.southlanarkshire.gov.uk/slhscp/downloads/ file/295/sl_ijb_meeting_papers_29_march_2022

In 2018, before the pandemic, it was projected that UK spending on healthcare would require to increase by 3.3% per annum over the next 15 years to 2033 to maintain NHS provision at current levels and if maintaining current service models. Maintaining social care provision and current service models was similarly recognised as requiring an increase of 3.9% per annum to meet the needs of the population living longer and an increasing number of younger adults living with disabilities. These projections did not take into account the impact of the COVID-19 pandemic, including long-COVID. The rate of inflation also rose to 5% in the winter of 2021 and is expected to increase further to 6%. The reality is that the IJB must meet the challenge of increasing demand within resources which are effectively reducing in real terms. This will require new ways of working across a range of areas.

Looking forward, the Financial Plan needs to be further developed for the short to medium term to galvanise the delivery of the 12 strategic commissioning priorities within a balanced budget. That would include responding to the ongoing consequences of the pandemic, and the significant challenges and opportunities - operational, financial and workforce - for the Health and Social Care Partnership, South Lanarkshire Council and NHS Lanarkshire.

Efficient, effective and affordable services fit for the future need to be developed as part of the integration and transformational change activities. Progressive redesign is necessary if we are to contend with the long-term impact of the pandemic, tackle inequalities, tailor sup-ports and services to the needs and capabilities of individuals, navigate the uncertainty ahead and improve outcomes. This will build on our commitment to implement a modern approach and embed the new ways of working (building on what has been reiterated to us as part of the engagement process which helped shape this Plan and also embracing the changed service provision during the pandemic). Work will continue with both partners to review and agree the allocation of resources in order to progress transformational change.

As highlighted during the comprehensive engagement process, the onus is on the IJB and the partners to do more than just "more of the same". Financial and operational sustainability, which underpins the plan to shift the balance of spend towards early intervention and prevention and community-based delivery over the medium to longer term, is a fundamental strategic ambition.

Action
- Develop the short to medium term financial plan
- Align financial plan to the strategic commissioning intentions and 'Directions'

South Lanarkshire Health and Social Care Partnership

5.8 Support Services

In delivering the Plan and its business, the IJB relies on a variety of important support services from the partners - e.g. support and advice from human resources; planning and performance; legal support; estates and facilities management; communication; information technology; and finance. All of these are key enablers, particularly with regards to ensuring that services work to the principle of seamless delivery and single system working as far as possible. These corporate services and supports are provided as an 'in - kind' contribution from the partners. Given the key role that they do play, it continues to be important that the IJB, South Lanarkshire Council and NHS Lanarkshire work collaboratively to ensure that these services support the delivery of the Plan and the further strengthening of integration locally.

Action
- Develop a property strategy which maximises opportunities to co-locate services and disciplines where it makes strategic sense to do so; and addresses environmental sustainability

- Realise the full potential of digital technology to increase the ways in which people can be supported with care to remain in their own home and to promote an increased level of agile/flexible working across services

- Continue to scale - up the use of Telehealth and Telecare to enable more people to self-care and self-manage and provide alternatives to traditional forms of service delivery to enable people to remain in their home and prevent the need for traditional care settings

- Maximise the opportunities to share information across health and social care information systems to reduce bureaucracy, improve communication and seamless working

- Streamline and simplify governance and reporting arrangements across the IJB, council and NHS Board

- Work with human resources colleagues to support the development of new roles and responsibilities to deliver new models of care

- Undertake further and more detailed needs profiling to determine how to increase our investment in early intervention, prevention and reducing inequalities

5.9 Prioritising Commissioning Intentions

Critical to the success of the Plan will be understanding the co-dependencies across each of its strategic commissioning intentions. For example, the work to modernise and transform Primary Care services will have read across with commissioning intentions related to residential and day services, and the development of the locality model. Consequently, the programme planning and change management across the whole system with regards to the timings of proposed changes needs to be fully understood in order to achieve the smoothest transition. Effective programme planning will be critical to support this.

Action
- Develop programme plan to support the implementation of the strategic commissioning intentions associated with the twelve strategic priorities

5.10 IJB 'Directions'

The IJB has a mechanism in place through which it can action the strategic commissioning intentions set out in the Plan (see Part 4). The IJB uses 'Directions' to agree and communicate with the partners - NHS Lanarkshire and South Lanarkshire Council - the expectations of its strategic commissioning intentions. In turn the partners work to operationally implement each of the Directions issued. A key part of this process is that the IJB confirm to the partners the budget assigned to support implementation.

Action
- Directions to be confirmed and issued to the partners in support of the Plan, with necessary budget and financial information

Part six: Reviewing progress of the Plan for South Lanarkshire

6.1 Demonstrating Impact

Evaluating health and social care integration is a complex process and requires a method that can incorporate the scope and variety of provision. The complexity and level of ongoing change involved with integration makes it impossible to directly link cause and effect, which makes it difficult to know if what is being done is right. The HSCP now has a track record of using an evaluation approach known as Contribution Analysis. This demonstrates the contributory factors and subsequent level of achievement against the nine national health and wellbeing outcomes. It has been used to gather evidence around how change happens (which will continue to be refined over time). When the evidence comes together to tell the same story, it can be reasonably suggested that the activities evaluated have contributed to the observed results. This provides a level of confidence that what has been done is influencing what we know is happening in practice.

6.2 Performance Measurement

Supplementing evaluation activity and contribution analysis are more formal national and local performance measures which are reported to the IJB on a quarterly and annual basis. The HSCP already has a wealth of needs assessment, performance and evaluation-based information. This has evolved and matured since the establishment of local integration arrangements - and it is the intention to continue to develop this.

The IJB currently oversees the performance of health and social care services through a suite of performance measures - against each of the six Ministerial Strategic Group targets for integration (**www.gov.scot/ publications/health-social-care-integration-core-suite-indicators**). For example, measures with regards to reducing hospital emergency activity, emergency admissions and reduced reliance on inpatient care are used as a proxy for this. A range of qualitative measures are also reported, which capture the perceptions and views of the public with regards to the quality of services; and the extent to which they are supporting people to improve their agreed personal outcomes.

6.3 Governance and Decision Making

The IJB has well established recognised governance and decision-making arrangements in place to support the development of the Plan and oversight of the implementation of the Plan by the partners and through the HSCP. Building on the positive feedback and constructive recommendations from the IJB's Auditors (internal and external), work will continue to further refine these governance and decision-making arrangements.

6.4 Strategic Environmental Assessment

In accordance with the requirements of Section 7 (1) of the Environmental Assessment (Scotland) Act, 2005 a Strategic Environmental Assessment pre-screening exemption on the Plan was submitted to the Scottish Government. The Plan is exempt from Strategic Environmental Assessment as its implementation will have minimal effect in relation to the environment. Nonetheless, the IJB recognises that the quality of the environment is an important determinant for health, wellbeing and inequalities – and hence recognised here.

6.5 Equality Impact Assessment

An Equality Impact Assessment was undertaken and informed the development the Plan.

6.6 Climate Change and Sustainability

The IJB works alongside South Lanarkshire Council and NHS Lanarkshire in relation to complying with its and their Climate Change Duties.

South Lanarkshire Health and Social Care Partnership

Part seven: Conclusion

Through the development of this Plan - and in particular the needs analysis, engagement, policy context and insights from local experience - there is a clear transformational agenda that the IJB needs to respond to and contribute its leadership to delivering.

- The demography of South Lanarkshire and each of its four localities is continuing to change - as are the needs and expectations of its communities

- There is increased recognition of the need to better meet the needs - and do right by - the diverse communities for whom South Lanarkshire is home, especially those who continue to suffer inequalities of experience and of outcomes

- The pandemic has exacerbated existing pressures and brought additional demands - for communities, amongst staff and across all services

- A consistent message from the people of South Lanarkshire is that they wish to have as much control over their health and care as possible; and to live as independently as possible within their own homes and as part of their own communities

- The community response to the pandemic showed that there is considerable capacity - and appetite - for communities to care for themselves and each other

- The workforce response to the pandemic was exceptional and shows their continuing commitment to community and their drive to do things differently

- New ways of working and new technologies - including those adopted and embraced by staff and communities alike - opening up opportunities for greater early intervention and prevention across services, and fairer access to and provision of support

- The IJB - alongside NHS Lanarkshire and South Lanarkshire Council - can grasp these opportunities best by working with communities and stakeholders to look forward with ambition.

"Working together to improve health and wellbeing in the community – with the community".

SOUTH LANARKSHIRE COUNCIL

NHS Lanarkshire

Voluntary Action South Lanarkshire
Putting the Voluntary Sector FIRST

South Lanarkshire Health and Social Care Forum

seniors together in South Lanarkshire
a collective voice for older people

South Lanarkshire Carers Network

Lanarkshire Carers Centre
carerstrust
Scotland
a Network Partner

scottishcare
The voice of the independent care sector in Scotland

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		Agenda Item
SOUTH LANARKSHIRE COUNCIL	**Report**	**12**

Report to:	**South Lanarkshire Council**
Date of Meeting:	**15 June 2022**
Report by:	**Chief Executive**

Subject:	**Delegated Authority - Business Dealt with by the Chief Executive in the Period from 2 March 2022**

1. Purpose of Report
1.1. The purpose of the report is to:-

 ♦ advise members of a further item of business dealt with by the Chief Executive under delegated authority in the period from 2 March 2022 to the first meeting of the new Council following the elections

2. Recommendation(s)
2.1. The Council is asked to approve the following recommendation(s):-

 (1) that the item of business dealt with by the Chief Executive under delegated authority in the period from 2 March 2022 be noted.

3. Background
3.1. Authority was delegated to the Chief Executive by the Executive Committee at its meeting on 25 August 2021 to deal with items of business arising in the period from 2 March 2022 to the first meeting of the new Council following the elections on 18 May 2022.

3.2. A further item of business was dealt with by the Chief Executive under that delegated authority which had not been completed on time for submission to the first meeting of the new Council on 18 May 2022.

3.2.1. **Housing and Technical Resources/Education Resources/Finance and Corporate Resources**

Date Approved	Subject
13 May 2022	Increase to Establishment to Support Refugee Resettlement Programmes

4. Employee Implications
4.1. Any employee implications have been highlighted as part of the Executive Directors' original reports considered by the Chief Executive.

5. Financial Implications
5.1. Any financial implications have been highlighted as part of the Executive Directors' original reports considered by the Chief Executive.

6.   Other Implications
6.1.   All other implications have been highlighted as part of the Executive Directors' original reports considered by the Chief Executive.

7.   Climate Change, Sustainability and Environmental Implications
7.1.   There are no issues in relation to climate change, sustainability and environment contained within this report.

8.   Equality Impact Assessment and Consultation Arrangements
8.1.   Any equality impact assessment and consultation arrangements have been highlighted as part of the Executive Directors' original reports considered by the Chief Executive.

Cleland Sneddon
Chief Executive

30 May 2022

Link(s) to Council Values/Ambitions/Objectives
♦   Accountable, effective, efficient and transparent
♦   Achieve results through leadership, good governance and organisational effectiveness

Previous References
Minutes of Executive Committee of 25 August 2021

List of Background Papers
Reports submitted by the Executive Directors in the period from 2 March 2022

Contact for Further Information
If you would like to inspect the background papers or want further information, please contact:-
Tracy Slater, Administration Officer
Ext: 4185 (Tel: 01698 454185)
E-mail: tracy.slater@southlanarkshire.gov.uk

Report

Report to:	**South Lanarkshire Council**
Date of Meeting:	**15 June 2022**
Report by:	**Chief Executive**

Subject:	**Membership of Committees, Forums and Representation on Outside Organisations**

1. Purpose of Report
1.1. The purpose of the report is to:-

- ♦ Provide an update on the membership of committees, forums, and representation on outside organisations and partnership bodies

2. Recommendation(s)
2.1. The Council is asked to approve the following recommendation(s):-

(1) that the Committee, Member Forum and Licensing Division memberships, as detailed in Appendix 1, be noted;

(2) that the representation on certain outside organisations and partnership bodies, as detailed in Appendix 2, be noted; and

(3) that it be noted that a further report on representation on outside bodies will be submitted to the Executive Committee.

3. Background
3.1. At its statutory meeting on 18 May 2022, the Council approved many aspects of its decision-making and procedural matters and this report provides an update on arrangements which were delegated to the Chief Executive to finalise.

4. Membership of Committees, Forums and Licensing Divisions
4.1. The establishment of the standing committees and their associated composition and Terms of Reference were approved at the Council meeting on 18 May 2022. The Council also approved the establishment of 4 Licensing Divisions.

4.2. The Council also agreed to establish a number of Member Forums and authority was delegated to the Chief Executive, in consultation with the Leaders of the political and independent groups, to agree Forum memberships based on the membership numbers detailed in the report and appendix submitted to Council.

4.3. A paper providing the full membership details for Committees, Member Forums and Licensing Divisions is attached as Appendix 1 and members are asked to note the details.

5.   Representation on Statutory Bodies and Other External Organisations

5.1.   The Council, at its meeting on 18 May 2022, approved its representation on certain statutory joint boards and outside bodies. It further agreed that, in respect of the remaining vacancies, delegated authority be given to the Chief Executive, in consultation with the Leader, to confirm nominations and report back to Council. A copy of those representations is attached as Appendix 2 to the report.

5.2.   In addition to those reported to the statutory meeting of the Council on 18 May 2022, it is proposed that a report to consider any further representation on a number of other bodies be submitted to the Executive Committee.

6.   Employee Implications

6.1.   None.

7.   Financial Implications

7.1   None.

8.   Climate Change, Sustainability and Environmental Implications

8.1.   There are no climate change or environmental implications as a result of this report.

9.   Other Implications

9.1.   There are no issues in terms of risk arising from this report.

10.   Equality Impact Assessment and Consultation Arrangements

10.1.   This report does not introduce a new policy, function or strategy or recommend a change to an existing policy, function or strategy, therefore, no impact assessment is required.

10.2.   Consultation on representation has taken place with the Leaders of the political and independent groups.

Cleland Sneddon
Chief Executive

1 June 2022

Link(s) to Council Objectives/Values
Accountable, effective and efficient

Previous References
South Lanarkshire Council 18 May 2022

List of Background Papers
Report and associated procedural documentation – Council 18 May 2022

Contact for Further Information
If you would like to inspect the background papers or want further information, please contact:-
Susan Somerville, Administration Manager
Ext: 4197 (Tel: 01698 454197)
E-mail: susan.somerville@southlanarkshire.gov.uk

Resource Committees and associated Forums

Community and Enterprise Resources Committee (26)
John Anderson, Ralph Barker, Walter Brogan, Robert Brown (Chair), Andy Carmichael, Maureen Chalmers, Gerry Convery, Poppy Corbett, Andrea Cowan, Margaret Cowie, Cal Dempsey, Maureen Devlin (Depute), Colin Dewar, Joe Fagan (ex-officio), Ross Gowland, Graeme Horne, Martin Lennon, Richard Lockhart, Hugh MacDonald, Ian McAllan, Kenny McCreary, Davie McLachlan, Gladys Ferguson-Miller, Carol Nugent, Helen Toner, David Watson

Substitutes
Alex Allison, Ross Clark, Margaret Cooper, Allan Falconer, Alistair Fulton, Lynsey Hamilton, Ross Lambie, Lesley McDonald, Elaine McDougall, Mark McGeever, Richard Nelson, Graham Scott, David Shearer

Roads Safety Forum (10)
John Anderson, Ralph Barker, Margaret Cowie, Cal Dempsey, Colin Dewar, Susan Kerr, Kenny McCreary, Davie McLachlan, Julia Marrs, Norman Rae

Substitutes
Walter Brogan, Robert Brown, Janine Calikes, Richard Lockhart, Eileen Logan, Helen Toner

Education Resources Committee (26 + External representatives)
Alex Allison, John Anderson, John Bradley, Ross Clark, Margaret Cowie, Cal Dempsey, Joe Fagan (ex-officio), Grant Ferguson, Alistair Fulton, Elise Frame, Geri Gray, Lynsey Hamilton (Chair), Mark Horsham, Gavin Keatt (Depute), Susan Kerr, Ross Lambie, Richard Lockhart, Eileen Logan, Katy Loudon, Ian McAllan, Mark McGeever, Mo Razzaq, Graham Scott, Bert Thomson, Margaret B Walker, David Watson

Substitutes
Margaret Cooper, Mary Donnelly, Maureen Devlin, Allan Falconer, Martin Hose, Hugh Macdonald, Monique McAdams, Kenny McCreary, Lesley McDonald, Julia Marrs, Carol Nugent, Norman Rae

External Members
Religious: Mr John Mulligan, Mrs Gillian Coulter
Teacher:
Parent Council/Carer:

Education Appeals Committee

15 members <u>serving or acting as a substitute on</u> Education Resources Committee (excluding Chair and Depute Chair)
John Bradley, Margaret Cowie, Mary Donnelly, Grant Ferguson, Elise Frame, Alistair Fulton, Susan Kerr, Ross Lambie, Richard Lockhart, Ian McAllan, Mark McGeever, Mo Razzaq, Graham Scott, Bert Thomson, Margaret B Walker

15 members <u>not serving on</u> Education Resources Committee
Ralph Barker, Mathew Buchanan, Andy Carmichael, Maureen Chalmers, Poppy Corbett, Andrea Cowan, Ross Gowland, Celine Handibode, Graeme Horne, Catherine McClymont, Elaine McDougall, Richard Nelson, David Shearer, Helen Toner, Vacancy (Lib Dems)

Finance and Corporate Resources Committee (26)

Alex Allison, Walter Brogan (Depute), Mathew Buchanan, Andy Carmichael, Maureen Chalmers, Margaret Cooper, Andrea Cowan, Maureen Devlin, Colin Dewar, Mary Donnelly, Celine Handibode (Depute), Joe Fagan (ex-officio), Grant Ferguson, Gladys Ferguson-Miller, Graeme Horne, Martin Hose, Katy Loudon, Hugh Macdonald, Catherine McClymont, Lesley McDonald (Chair), Elaine McDougall, Mark McGeever, Richard Nelson, Mo Razzaq, John Ross, Graham Scott

Substitutes

John Bradley, Archie Buchanan, Ross Gowland, Susan Kerr, Gavin Keatt, Ross Lambie, Martin Lennon, Richard Lockhart, Carol Nugent, Norman Rae, Ali Salamati, David Watson

Employee Issues Forum (10)

John Anderson, Walter Brogan, Archie Buchanan, Gerry Convery, Margaret Cowie, Geri Gray, Celine Handibode, Katy Loudon, Richard Lockhart, Kirsten Robb

Substitutes

Mathew Buchanan, Mary Donnelly, Catherine McClymont, Elaine McDougall, Richard Nelson

Equal Opportunities Forum (10)

Janine Calikes, Ross Clark, Poppy Corbett, Grant Ferguson, Monique McAdams, Mark McGeever, Mo Razzaq, Kirsten Robb, Ali Salamati, Bert Thomson, Vacancy (Ind Group)

Substitutes

Mathew Buchanan, Gavin Keatt, Katy Loudon, Richard Lockhart, Carol Nugent, Norman Rae

Joint Consultative Forum (10)

Robert Brown, Mathew Buchanan, Gerry Convery, Gladys Ferguson-Miller, Geri Gray, Graeme Horne, Richard Lockhart, Hugh Macdonald, Catherine McClymont, Mo Razzaq

Substitutes

Andrea Cowan, Maureen Devlin, Martin Lennon, Ian McAllan, Mark McGeever, Richard Nelson

Appeals Panel and Grievance and Disputes Panel

3 members in total to serve on the Panel, comprising the Chair or one of the Depute Chairs of the Finance and Corporate Resources Committee, a member of the Administration, who is not the Chair or Depute Chair(s) of the relevant Resource/Service Committee, and a member of the Opposition Groups to be drawn from the Finance and Corporate Resources Committee and the following 15 members not serving on the Finance and Corporate Resources Committee

John Anderson, Ralph Barker, Robert Brown, Ross Clark, Gerry Convery, Poppy Corbett, Margaret Cowie, Cal Dempsey, Elise Frame, Geri Gray, Monique McAdams, Kenny McCreary, Bert Thomson, Helen Toner, Margaret B Walker

Housing and Technical Resources Committee (26)
John Bradley, Walter Brogan, Archie Buchanan, Mathew Buchanan, Janine Calikes, Margaret Gerry Convery, Cooper, Andrea Cowan, Maureen Devlin, Colin Dewar, Joe Fagan (ex-officio), Allan Falconer, Grant Ferguson, Alistair Fulton, Geri Gray, Ross Gowland, Lynsey Hamilton, Ross Lambie, Richard Lockhart, Martin Lennon (Depute), Ian McAllan, Kenny McCreary, Davie McLachlan (Chair), Julia Marrs, Norman Rae, David Shearer

Substitutes
Robert Brown, Poppy Corbett, Cal Dempsey, Gladys Ferguson-Miller, Martin Hose, Gavin Keatt, Eileen Logan, Monique McAdams, Richard Nelson, Ali Salamati, Helen Toner, Margaret B Walker, David Watson

Social Work Resources Committee (26)
Alex Allison, John Bradley, Walter Brogan, Robert Brown, Archie Buchanan, Mathew Buchanan, Janine Calikes, Cal Dempsey, Maureen Devlin, Mary Donnelly, Joe Fagan (ex-officio), Allan Falconer, Elise Frame, Lynsey Hamilton, Celine Handibode, Graeme Horne, Mark Horsham, Martin Hose, Eileen Logan, Hugh Macdonald, Catherine McClymont (Depute), Richard Nelson, Carol Nugent, John Ross, Margaret B Walker (Chair), David Watson

Substitutes
John Anderson, Maureen Chalmers, Margaret Cooper, Poppy Corbett, Margaret Cowie, Geri Gray, Ross Lambie, Richard Lockhart, Elaine McDougall, Mark McGeever, Davie McLachlan, Graham Scott, Bert Thomson

Area Committees

Cambuslang and Rutherglen Area Committee (12)
John Bradley (Depute), Walter Brogan, Robert Brown, Janine Calikes, Andrea Cowan, Margaret Cowie, Alistair Fulton, Martin Lennon, Katy Loudon, Carol Nugent (Chair), Norman Rae, Margaret B Walker

Clydesdale Area Committee (13)
Alex Allison, Ralph Barker, Poppy Corbett, Ross Gowland (Depute), Lynsey Hamilton, Mark Horsham, Ross Lambie, Richard Lockhart, Eileen Logan, Ian McAllan, Catherine McClymont (Chair), Julia Marrs, David Shearer

East Kilbride Area Committee (18)
John Anderson, Archie Buchanan (Chair), Mathew Buchanan, Gerry Convery, Margaret Cooper, Joe Fagan, Grant Ferguson, Gladys Ferguson-Miller, Elise Frame, Geri Gray (Depute), Susan Kerr, Hugh Macdonald, Monique McAdams, Elaine McDougall, Kirsten Robb, Ali Salamati, Graham Scott, David Watson

Hamilton Area Committee (21)
Andy Carmichael, Maureen Chalmers, Ross Clark, Cal Dempsey, Maureen Devlin, Colin Dewar, Mary Donnelly, Allan Falconer (Chair), Celine Handibode, Graeme Horne, Martin Hose, Gavin Keatt, Kenny McCreary, Lesley McDonald, Mark McGeever, Davie McLachlan, Richard Nelson, Mo Razzaq (Depute), John Ross, Bert Thomson, Helen Toner

Climate Change and Sustainability Committee (28)

Alex Allison, John Anderson, Ralph Barker, Janine Calikes, Maureen Chalmers, Ross Clark, Margaret Cooper, Colin Dewar, Joe Fagan (ex-officio), Ross Gowland, Lynsey Hamilton, Gavin Keatt, Ross Lambie, Richard Lockhart, Katy Loudon, Monique McAdams, Lesley McDonald, Elaine McDougall, Mark McGeever (Chair), Julia Marrs, Carol Nugent, Mo Razzaq, Kirsten Robb, John Ross, Ali Salamati, Graham Scott, Bert Thomson, Margaret B Walker

Substitutes

Walter Brogan, Robert Brown, Andy Carmichael, Gerry Convery, Poppy Corbett, Andrea Cowan, Allan Falconer, Gladys Ferguson-Miller, Elise Frame, Mark Horsham, Martin Hose, Richard Nelson, David Watson

Conference Allocation Committee (6)

Maureen Chalmers, Gerry Convery (Chair), Maureen Devlin (Depute), Mark Horsham, Ross Lambie, Kirsten Robb

Executive Committee (28)

Alex Allison, John Anderson, Robert Brown, Andy Carmichael, Maureen Chalmers, Ross Clark, Gerry Convery (Depute), Margaret Cooper, Andrea Cowan, Maureen Devlin, Joe Fagan (Chair) (ex officio), Gladys Ferguson-Miller, Lynsey Hamilton, Mark Horsham, Eileen Logan, Katy Loudon, Hugh Macdonald, Ian McAllan, Catherine McClymont, Kenny McCreary, Lesley McDonald, Mark McGeever, Davie McLachlan, Richard Nelson, Mo Razzaq, Kirsten Robb, John Ross, David Shearer, Margaret B Walker

Substitutes

John Bradley, Walter Brogan, Poppy Corbett, Margaret Cowie, Graeme Horne, Martin Hose, Ross Lambie, Martin Lennon, Elaine McDougall, Norman Rae, Ali Salamati, Graham Scott, David Watson

Financial Resources Scrutiny Forum (10)

Mathew Buchanan, Colin Dewar, Ross Gowland, Gavin Keatt, Grant Ferguson, Richard Lockhart, Monique McAdams, Julia Marrs, Carol Nugent, Vacancy (Lib Dem/Green/Ind Group)

Substitutes

Archie Buchanan, Elise Frame, Celine Handibode, Susan Kerr

Performance and Review Scrutiny Forum (10)

John Anderson, Maureen Chalmers, Gerry Convery, Maureen Devlin, Joe Fagan (Chair), Richard Lockhart, Katy Loudon, Davie McLachlan, Kirsten Robb, John Ross

Substitutes

Andrea Cowan, Gladys Ferguson-Miller, Martin Hose, Eileen Logan, Margaret B Walker

Standards and Procedures Advisory Forum (11)

Alex Allison, Maureen Chalmers, Gerry Convery, Margaret Cooper, Andrea Cowan, Maureen Devlin, Joe Fagan (Chair), Ian McAllan, Mark McGeever, Kirsten Robb, John Ross

Substitutes

Robert Brown, Lynsey Hamilton, Mark Horsham, Eileen Logan, Julia Marrs, Richard Nelson, David Watson

Rural Task Force (10)

Alex Allison, Andy Carmichael, Margaret Cooper, Elise Frame, Ross Gowland, Ross Lambie, Eileen Logan, Catherine McClymont, Julia Marrs, David Shearer

Substitutes

Poppy Corbett, Lynsey Hamilton, Mark Horsham, Susan Kerr, Ian McAllan, Richard Nelson

Licensing Committee (26)

Andy Carmichael (Chair), Poppy Corbett, Geri Gray, Joe Fagan (ex-offico), Monique McAdams, Mark McGeever, Julia Marrs, David Shearer, Bert Thomson (Depute), Helen Toner

Substitutes

Robert Brown, Janine Calikes, Margaret Cowie, Katy Loudon, Kenny McCreary, Davie McLachlan

Public Processions Panel (3)

3 members of Licensing Committee with Chair and Depute Chair being given first option of participating

Petitions Committee (9)

Mary Donnelly, Alistair Fulton (Chair), Mark Horsham, Susan Kerr, Eileen Logan, Richard Nelson (Depute), Norman Rae, Graham Scott, Helen Toner

Substitutes

Alex Allison, Robert Brown, Archie Buchanan, Allan Falconer, Lesley McDonald, Ali Salamati

Planning Committee (26)

Alex Allison, Ralph Barker, Archie Buchanan, Ross Clark, Gerry Convery (Depute), Margaret Cowie, Maureen Devlin, Mary Donnelly, Joe Fagan (ex-officio), Gladys Ferguson-Miller, Elise Frame, Alistair Fulton, Celine Handibode, Mark Horsham, Ross Lambie, Monique McAdams, Lesley McDonald, Davie McLachlan, Richard Nelson (Chair), Norman Rae, John Ross, Ali Salamati, Graham Scott, David Shearer, Helen Toner, David Watson

Substitutes

Walter Brogan, Robert Brown, Mathew Buchanan, Margaret Cooper, Poppy Corbett, Allan Falconer, Grant Ferguson, Graeme Horne, Martin Hose, Ian McAllan, Kenny McCreary, Julia Marrs, Bert Thomson

Planning Local Review Body (Panel of 10 members with named substitutes)

Alex Allison, Gerry Convery (Depute), Mary Donnelly, Gladys Ferguson-Miller, Mark Horsham, Lesley McDonald, Richard Nelson (Chair), Norman Rae, Ali Salamati, Graham Scott

Substitutes

Robert Brown, Maureen Devlin, Grant Ferguson, Alistair Fulton, Graeme Horne, Ross Lambie, Monique McAdams, Ian McAllan, Kenny McCreary, Davie McLachlan

Recruitment Committee (Panel of 6 members with named substitutes)
Alex Allison, Maureen Chalmers, Gerry Convery (Depute), Joe Fagan (Chair), Gladys Ferguson-Miller, John Ross

Substitutes
John Anderson, Maureen Devlin, Eileen Logan, Katy Loudon, Hugh Macdonald, Richard Nelson

Risk and Audit Scrutiny Committee (10)
Mathew Buchanan, Cal Dempsey, Mary Donnelly (Depute), Alistair Fulton, Ross Gowland, Celine Handibode, Susan Kerr, Richard Lockhart, Elaine McDougall (Chair), Vacancy (Lib Dems/Green/Ind Group)

Substitutes
Colin Dewar, Gavin Keatt, Monique McAdams, Helen Toner

Licensing Divisions

Licensing Division 1 (Clydesdale) (10)
Alex Allison, Poppy Corbett, Ross Gowland, Lynsey Hamilton, Ross Lambie, Eileen Logan, Ian McAllan, Catherine McClymont, Julia Marrs, David Shearer

Licensing Division 2 (East Kilbride) (10)
Archie Buchanan, Mathew Buchanan, Grant Ferguson, Geri Gray, Monique McAdams, Elaine McDougall, Kirsten Robb, Ali Salamati, Graham Scott, Vacancy (Ind Group)

Licensing Division 3 (Hamilton) (10)
Andy Carmichael, Ross Clark, Cal Dempsey, Maureen Devlin, Colin Dewar, Celine Handibode, Martin Hose, Mark McGeever, Davie McLachlan, Helen Toner

Licensing Division 4 (Rutherglen and Cambuslang) (10)
John Bradley, Walter Brogan, Robert Brown, Janine Calikes, Andrea Cowan, Margaret Cowie, Martin Lennon, Katy Loudon, Carol Nugent, Norman Rae

6 June 2022

Representation on Outside Organisations

Section 1 – COSLA

Organisation	No of Places	Councillor Representation
Convention of Scottish Local Authorities (COSLA)	6 plus (6 substitute)	**Members** Alex Allison; Maureen Chalmers; Gerry Convery; Joe Fagan; Katie Loudon; John Ross **Substitute Members** John Anderson; Maureen Devlin; Eileen Logan; Gladys Ferguson-Miller; Hugh Macdonald; Richard Nelson

Section 2 – Joint Boards/Joint Committees

Board/Committee	No of Places	Councillor Representation
Clyde and Loch Lomond Joint Committee	1 (plus 1 substitute)	Richard Nelson (member) Lesley McDonald (sub)
Clyde Valley Learning and Development Joint Committee	1 (plus 1 substitute)	Lynsey Hamilton (member) Gavin Keatt (sub)
Glasgow and Clyde Valley Strategic Development Planning Authority Joint Committee	2	Richard Nelson Robert Brown
Lanarkshire Valuation Joint Board*	8 (plus 8 substitutes)	**Members** Walter Brogan; Janine Calikes; Ross Clark; Colin Dewar; Lynsey Hamilton; Martin Hose; Gavin Keatt; Mark McGeever **Substitute Members** Mathew Buchanan; Poppy Corbett; Cal Dempsey; Geri Gray; Monique McAdams; Carol Nugent; Norman Rae; Margaret B Walker
Scotland Excel	2 (plus 2 substitutes)	**Members** Eileen Logan Walter Brogan **Substitute Members** Celine Handibode Lesley McDonald
SEEMiS Group	1 (Chair)	TBC

South Lanarkshire Integration Joint Board*	4 (plus 4 substitutes)	**Members** John Bradley; Maureen Chalmers; Eileen Logan; Margaret B Walker (Depute Chair) **Substitute Members** Elise Frame; Celine Handibode; Hugh Macdonald; Catherine McClymont
South Lanarkshire Integration Joint Board (Performance and Audit Sub-Committee)	2	Margaret B Walker (Chair) Eileen Logan
Strathclyde Concessionary Travel Joint Committee	1 (plus 1 substitute)	Maureen Devlin (member) Andy Carmichael (sub)
Strathclyde Partnership for Transport*	3 (plus 3 substitutes)	**Members** Alex Allison; Maureen Chalmers; Maureen Devlin **Substitute Members** Ralph Barker; Richard Nelson; David Shearer

*to reflect the political balance of the Council

Section 3 – Partnership Bodies and Others

Body	No of Places	Councillor Representation
Council's Older People's Champion (formerly known as Council's Spokesperson for Older People)		Eileen Logan
Council's Armed Forces and Veterans Champion (formerly known as Council's Spokesperson for Veterans)		Mark Horsham
Council's Youth Champion (formerly known as Council's Spokesperson for Youth (Regen;*fx*))		Gavin Keatt
Council's Equalities Champion (formerly known as Council's Spokesperson on Disabilities)		Mo Razzaq
South Lanarkshire Leisure and Culture Limited Board	5	John Anderson; Andrea Cowan; Maureen Devlin; Ross Lambie, Mo Razzaq
The South Lanarkshire Charitable Trust	5	Gladys Ferguson-Miller; Mark Horsham; Lesley McDonald; Catherine McClymont; Ross Lambie
The South Lanarkshire Educational Trust	5	Gladys Ferguson-Miller; Mark Horsham; Lesley McDonald, Catherine McClymont; Ross Lambie
South Lanarkshire Cycling Partnership	3 (plus 3 substitutes)	**Members** Maureen Devlin; Mark Horsham, Kirsten Robb **Substitute Members** Martin Lennon, John Ross
South Lanarkshire Area Support Team (Children's Hearing Scotland)	1	Celine Handibode

Body	No of Places	Councillor Representation
Community Wealth Building Commission	As per positions specified	Leader of Council; Leaders of political/independent groups; Chair of Community Planning Partnership; Chair of South Lanarkshire Integration Joint Board Joe Fagan, Robert Brown, John Ross, Alex Allison, Kirsten Robb, Margaret Cooper, Margaret B Walker