



Council Offices, Almada Street  
Hamilton, ML3 0AA

Monday, 23 March 2020

Dear Councillor

## **Community and Enterprise Resources Committee**

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

**Date: Tuesday, 31 March 2020**

**Time: 14:00**

**Venue: Committee Room 1, Council Offices, Almada Street, Hamilton, ML3 0AA**

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

Yours sincerely

**Cleland Sneddon**  
**Chief Executive**

### **Members**

John Anderson (Chair), Isobel Dorman (Depute Chair), John Ross (ex officio), John Bradley, Maureen Chalmers, Gerry Convery, Margaret Cooper, Peter Craig, Joe Fagan, Graeme Horne, Martin Grant Hose, Ann Le Blond, Hugh Macdonald, Monique McAdams, Ian McAllan, Catherine McClymont, Kenny McCreary, Mark McGeever, Davie McLachlan, Lynne Nailon, Richard Nelson, Graham Scott, Collette Stevenson, Margaret B Walker, David Watson, Josh Wilson

### **Substitutes**

Alex Allison, Robert Brown, Stephanie Callaghan, Andy Carmichael, Poppy Corbett, Margaret Cowie, Maureen Devlin, Mary Donnelly, Allan Falconer, George Greenshields, Eric Holford, Mark Horsham, Colin McGavigan, Jim McGuigan, Jim Wardhaugh

## BUSINESS

- 1 **Declaration of Interests**
- 2 **Minutes of Previous Meeting** 5 - 12  
Minutes of the meeting of the Community and Enterprise Resources Committee held on 4 February 2020 submitted for approval as a correct record. (Copy attached)

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### Monitoring Item(s)

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- 3 **Community and Enterprise Resources - Revenue Budget Monitoring 2019/2020** 13 - 22  
Joint report dated 28 February 2020 by the Executive Directors (Finance and Corporate Resources) and (Community and Enterprise Resources). (Copy attached)
- 4 **Community and Enterprise Resources - Capital Budget Monitoring 2019/2020** 23 - 26  
Joint report dated 11 March 2020 by the Executive Directors (Finance and Corporate Resources) and (Community and Enterprise Resources). (Copy attached)
- 5 **Community and Enterprise Resources - Workforce Monitoring - December 2019 and January 2020** 27 - 34  
Joint report dated 18 February 2020 by the Executive Directors (Finance and Corporate Resources) and (Community and Enterprise Resources). (Copy attached)

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### Item(s) for Decision

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- 6 **Fleet Strategy 2020 to 2025** 35 - 56  
Report dated 3 March 2020 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 7 **Action Plan - First Year of Implementation of the Good Food Strategy** 57 - 80  
Report dated 17 March 2020 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 8 **Review of Residents' Parking Permit Zones (RPPZ) Policy** 81 - 86  
Report dated 3 March 2020 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 9 **Clyde Gateway Urban Regeneration Company - Approval of a Members' Agreement Reserved Matters** 87 - 90  
Report dated 9 March 2020 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 10 **Larkhall Town Centre Strategy and Action Plan** 91 - 116  
Report dated 18 February 2020 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 11 **Lanarkshire Business Gateway Contract Update and Future Delivery** 117 - 126  
Report dated 5 March 2020 by the Executive Director (Community and Enterprise Resources). (Copy attached)
- 12 **Community Benefit Funds - Renewable Energy Fund - Grant Application** 127 - 130  
Report dated 21 February 2020 by the Executive Director (Community and Enterprise Resources). (Copy attached)

**13 Scottish Government Vacant and Derelict Land Fund Programme 2020/2021** 131 - 136

Report dated 4 March 2020 by the Executive Director (Community and Enterprise Resources). (Copy attached)

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**Item(s) for Noting**

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**14 Town Centre Capital Grant Fund - Update** 137 - 140

Report dated 28 February 2020 by the Executive Director (Community and Enterprise Resources). (Copy attached)

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**Urgent Business**

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**15 Urgent Business**

Any other items of business which the Chair decides are urgent.

***For further information, please contact:-***

Clerk Name: Joyce McDonald

Clerk Telephone: 01698 454521

Clerk Email: [joyce.mcdonald@southlanarkshire.gov.uk](mailto:joyce.mcdonald@southlanarkshire.gov.uk)



# COMMUNITY AND ENTERPRISE RESOURCES COMMITTEE

# 2

Minutes of meeting held in Committee Room 1, Council Offices, Almada Street, Hamilton on 4 February 2020

## Chair:

Councillor John Anderson

## Councillors Present:

Councillor John Bradley, Councillor Maureen Chalmers, Councillor Gerry Convery, Councillor Margaret Cooper, Councillor Peter Craig, Councillor Isobel Dorman (Depute), Councillor Joe Fagan, Councillor Graeme Horne, Councillor Martin Grant Hose, Councillor Ann Le Blond, Councillor Hugh Macdonald, Councillor Monique McAdams, Councillor Ian McAllan, Councillor Catherine McClymont, Councillor Kenny McCreary, Councillor Colin McGavigan (*substitute for Councillor Lynne Nailon*), Councillor Mark McGeever, Councillor Davie McLachlan, Councillor Richard Nelson, Councillor Graham Scott, Councillor Collette Stevenson, Councillor Margaret B Walker, Councillor David Watson, Councillor Josh Wilson

## Councillors' Apologies:

Councillor Lynne Nailon, Councillor John Ross

## Attending:

### Community and Enterprise Resources

M McGlynn, Executive Director; S Clelland, Head of Fleet and Environmental Services; P Elliott, Head of Planning and Economic Development; G Mackay, Head of Roads and Transportation Services; A McKinnon, Head of Facilities, Waste and Ground Services

### Finance and Corporate Resources

N Docherty, Administration Assistant; L Harvey, Finance Manager; H Lawson, Legal Services Manager; J McDonald, Administration Adviser; E Maxwell, Human Resources Business Partner; J Taylor, Head of Finance; H Tennant, Administration Officer

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## 1 Declaration of Interests

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No interests were declared.

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## 2 Minutes of Previous Meeting

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The minutes of the meeting of the Community and Enterprise Resources Committee held on 12 November 2019 were submitted for approval as a correct record.

The Executive Director (Community and Enterprise Resources) referred to item 3 of the minutes and, in relation to the food safety case, advised that:-

- ◆ Food Standards Scotland had responded indicating that no further funding would be made available
- ◆ a response had not been received from the Member of the Scottish Parliament, however, he would write again seeking an update on food safety cases that raised national issues and how those would be managed in the future

### The Committee decided:

- (1) that the minutes be approved as a correct record; and
- (2) that the update from the Executive Director (Community and Enterprise Resources) in relation to the food safety case be noted.

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### **3 Community and Enterprise Resources - Revenue Budget Monitoring 2019/2020**

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A joint report dated 3 January 2020 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources) was submitted comparing actual expenditure at 6 December 2019 against budgeted expenditure for 2019/2020 for Community and Enterprise Resources.

Details were provided on proposed budget virements in respect of Community and Enterprise Resources to realign budgets.

**The Committee decided:**

- (3) that the overspend on the Community and Enterprise Resources' revenue budget of £0.055 million before transfers to reserves, as detailed in Appendix A of the report, and the overspend of £0.165 million, after transfers to reserves, be noted;
- (4) that the forecast to 31 March 2020 of an overspend on the Community and Enterprise Resources' revenue budget of £0.034 million, before transfers to reserves, as detailed in Appendix A of the report, and the forecast overspend of £0.144 million, after transfers to reserves, be noted; and
- (3) that the budget virements, as detailed in Appendices B to F of the report, be approved.

*[Reference: Minutes of 12 November 2019 (Paragraph 3)]*

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### **4 Community and Enterprise Resources - Capital Budget Monitoring 2019/2020**

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A joint report dated 15 January 2020 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources) was submitted advising of progress on the Community and Enterprise Resources' capital programme 2019/2020 and summarising the expenditure position at 6 December 2019.

**The Committee decided:** that the report be noted.

*[Reference: Minutes of 12 November 2019 (Paragraph 4)]*

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### **5 Community and Enterprise Resources - Workforce Monitoring – October and November 2019**

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A joint report dated 31 December 2019 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources) was submitted on the following employee information for Community and Enterprise Resources for the period October and November 2019:

- ◆ attendance statistics
- ◆ occupational health statistics
- ◆ accident/incident statistics
- ◆ disciplinary hearings, grievances and Dignity at Work cases
- ◆ analysis of leavers

**The Committee decided:** that the report be noted.

*[Reference: Minutes of 12 November 2019 (Paragraph 5)]*

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## **6 East Kilbride/Glasgow Rail Line Upgrading – Proposed Relocation of Hairmyres Rail Station – Memorandum of Understanding**

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A report dated 3 January 2020 by the Executive Director (Community and Enterprise Resources) was submitted on the proposal to relocate Hairmyres railway station, East Kilbride to create a transport integration hub to serve the wider East Kilbride area.

The Scottish Government had recognised the need to improve the East Kilbride to Glasgow rail service and had confirmed funding of £24.8 million to allow Network Rail to progress the development work required.

Consideration was being given to how improved access to an upgraded rail network could best be achieved together with enhanced park and ride provision. Feasibility work, undertaken by Network Rail, had considered relocating the existing Hairmyres railway station westward. However, this would require the acquisition of sufficient land to relocate the station and provide a transport integration hub.

To secure the necessary land, would require substantial investment and commitment from Transport Scotland, Strathclyde Partnership for Transport and the Council. In order to formalise the shared commitment of the partners, it was proposed to enter into a Memorandum of Understanding (MOU) to support the proposed relocation of Hairmyres railway station together with complementary infrastructure.

Details of the associated timescales for the proposals were contained in the report.

Officers responded to members' questions in relation to various aspects of the report.

**The Committee decided:**

- (1) that the proposal to relocate Hairmyres railway station, as detailed in the report, be supported; and
- (2) that the Executive Director (Community and Enterprise Resources), in consultation with the Head of Administration and Legal Services, be authorised to enter into a Memorandum of Understanding with Transport Scotland and Strathclyde Partnership for Transport for the acquisition of the land necessary to facilitate the relocation of Hairmyres railway station together with complementary infrastructure.

*[Reference: Minutes of 30 October 2018 (Paragraph 11)]*

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## **7 Residents' Parking Permit Zones (RPPZs) – Consultation at Hairmyres, Cambuslang and Blantyre**

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A report dated 6 January 2020 by the Executive Director (Community and Enterprise Resources) was submitted on the results and proposed next steps in relation to the potential introduction of Residents' Parking Permit Zones (RPPZs) in the vicinity of Hairmyres, Cambuslang and Blantyre railway stations.

The Committee, at its meeting on 21 August 2018, had agreed to commence an initial consultation for potential new RPPZs in the vicinity of Hairmyres and Cambuslang railway stations. In addition, the Committee, at its meeting on 22 January 2019, had agreed to undertake a consultation exercise on the potential of a RPPZ in the vicinity of Blantyre railway station.

Consultation had been undertaken as follows:-

- ◆ Hairmyres – 1 December 2018 to 31 January 2019 and 878 responses were received
- ◆ Cambuslang – 1 December 2018 to 28 February 2019 and 736 responses were received
- ◆ Blantyre – 1 April to 31 May 2019 and 104 responses were received

Following the consultation exercises, it was proposed that:-

- ◆ work with partners be continued at Hairmyres railway station, East Kilbride to develop park and ride infrastructure in the short to medium term and review the known problem areas, with the possibility of bringing forward localised parking restrictions in the short term
- ◆ work be continued at Cambuslang railway station on delivering the park and ride infrastructure at Bridge Street during 2020/2021
- ◆ a promotional campaign be commenced at Blantyre to promote alternative park and ride options/locations for commuters, a review of the known problem areas be undertaken with the possibility of bringing forward localised parking restrictions in the short term and further consideration to be given to expanding parking opportunities at nearby park and ride facilities at Newton railway station.

Officers responded to members' questions in relation to various aspects of the report.

**The Committee decided:**

- (1) that the contents of the report be noted; and
- (2) that the proposals for Hairmyres, Cambuslang and Blantyre railway stations, as detailed above, be approved.

*[Reference: Minutes of 22 January 2019 (Paragraph 12)]*

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## **8 Electric Vehicle (EV) Charging Infrastructure Trial**

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A report dated 6 January 2020 by the Executive Director (Community and Enterprise Resources) was submitted:

- ◆ on the Electric Vehicle (EV) Charging Infrastructure Trial project which involved Transport Scotland, Scottish Power Energy Networks (SPEN) and North and South Lanarkshire Councils
- ◆ requesting approval for the Executive Director (Community and Enterprise Resources), in consultation with the Head of Administration and Legal Services, to enter into the necessary legal or partnership agreements required to deliver the project

The Climate Change Bill and Scottish Government's 2019 declaration of a climate emergency highlighted the need for a national transport plan. In order to meet the Scottish Government's ambition to phase out new petrol and diesel cars by 2032, the transition to electric powered vehicles was a key delivery component.

South Lanarkshire Council, together with North Lanarkshire Council, had been selected by Transport Scotland and Scottish Power Energy Networks (SPEN) to trial a new and innovative approach to the provision of clean energy for transport.

The aim of the trial was to develop a project that demonstrated that a District Network Operator (DNO), in this case SPEN, could effectively deliver, implement and operate a Universal Strategic Public Charger Network.

Working in partnership with the Scottish Government, Transport Scotland, Scottish Power Energy Networks and North Lanarkshire Council, proposals were being developed to provide an enhanced network of EV public charging infrastructure across Lanarkshire. It was estimated that approximately £2.5 million would be invested in South Lanarkshire, with a similar amount being invested in North Lanarkshire.

The project would involve the installation by SPEN of 220 electric vehicle charge points in 37 locations across South and North Lanarkshire, with the first charging hub programmed to be completed by May 2020.

In order to meet the timescales associated with the development of the project, the details of which were contained in the report, it would be necessary to enter into the necessary legal and partnership agreements.

Officers responded to members' questions in relation to various aspects of the report.

**The Committee decided:**

- (1) that the progress to date on the Electric Vehicle Charging Infrastructure Trial project be noted;
- (2) that the Executive Director (Community and Enterprise Resources), in consultation with the Head of Administration and Legal Services, be authorised to enter into the necessary legal or partnership agreements required to deliver the project; and
- (3) that a progress report be submitted to a future meeting of the Committee.

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## **9 Strengthening of Corporate Resilience Function**

A joint report dated 8 January 2020 by the Executive Directors (Community and Enterprise Resources) and (Finance and Corporate Resources) was submitted on the staffing requirements to support the Council's corporate resilience arrangements.

It was proposed that a permanent post of Resilience Officer on Grade 3, Level 8, SCP 79-80 (£40,549 to £41,169) be established within Roads and Transportation Services to strengthen the Council's current resilience arrangements.

The costs associated with the establishment of the above post would be met from within the current employee costs budget.

Officers responded to members' questions in relation to various aspects of the report.

**The Committee decided:** that a post of Resilience Officer on Grade 3, Level 8, SCP 79-80 (£40,549 to £41,169) be established within Roads and Transport Services to strengthen the Council's current resilience arrangements.

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## 10 Community Benefit Funds – Renewable Energy Fund - Grant Applications

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A report dated 19 December 2019 by the Executive Director (Community and Enterprise Resources) was submitted on 3 applications to the various Community Benefit Funds. The Community Benefit Funds had been established to provide funding to suitable projects providing community benefits in eligible areas.

It was proposed that, subject to the applicants providing written confirmation that all other additional funding for the projects had been secured, a grant be awarded up to a maximum of:

- ◆ £33,339.40 towards eligible costs associated with the works to upgrade and improve the external fabric of the community centre building to Coalburn Miners' Welfare Charitable Society from the Galawhistle Renewable Energy Fund
- ◆ £71,881.50 towards eligible costs associated with the purchase of 2 new minibuses to the Rural Development Trust from the Andershaw Renewable Energy Fund
- ◆ £30,880.48 towards eligible costs associated with the redevelopment of the village green play area to the Carstairs Parent Partnership from the Muirhall Stallashaw Renewable Energy Fund

The Head of Planning and Economic Development referred to the grant application by Coalburn Miners' Welfare Charitable Society and advised that Levensat, Hagshawhill Windfarm Trust and Galawhistle Community Fund had confirmed funding for this project.

**The Committee decided:**

that, subject to the applicants providing written confirmation that all other funding for the projects had been secured, a grant be awarded of up to a maximum of:-

- ◆ £33,339.40 towards eligible costs associated with the works to upgrade and improve the external fabric of the community centre building to Coalburn Miners' Welfare Charitable Society from the Galawhistle Renewable Energy Fund
- ◆ £71,881.50 towards eligible costs associated with the purchase of 2 new minibuses to the Rural Development Trust from the Andershaw Renewable Energy Fund
- ◆ £30,880.48 towards eligible costs associated with redevelopment of the village green play area to the Carstairs Parent Partnership from the Muirhall Stallashaw Renewable Energy Fund

*[Reference: Minutes of 3 September 2019 (Paragraph 14)]*

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## 11 Air Quality Action Plan – Beat the Street – Lanark and Rutherglen

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A report dated 10 January 2020 by the Executive Director (Community and Enterprise Resources) was submitted advising:-

- ◆ on the outcome of the Beat the Street, Lanark and Rutherglen project
- ◆ that Beat the Street, East Kilbride would run between 19 February and 1 April 2020
- ◆ that options for an ongoing rolling programme to cover all areas of South Lanarkshire were currently being considered.

The Council had produced an Air Quality Action Plan for three areas within South Lanarkshire and, for the financial year 2019/2020, had been awarded £395,340 from the Scottish Government Air Quality Action Planning Grant Fund to support a range of projects, including the Beat the Street, Lanark and Rutherglen project.

Beat the Street was a partnership intervention programme which had been created by Intelligent Health Limited, working in partnership with the Council, NHS Lanarkshire and South Lanarkshire Leisure and Culture. The programme aimed to change behaviour by promoting increased use of existing green spaces.

The Beat the Street, Lanark and Rutherglen projects had received positive feedback from participants and had reported a positive shift away from inactivity. This outcome had prompted a further successful funding application to deliver an East Kilbride Beat the Street project which would be held from 19 February to 1 April 2020.

**The Committee decided:**

- (1) that the outcomes from the Beat the Street, Lanark and Rutherglen projects be noted;
- (2) that it be noted that Beat the Street, East Kilbride would be held from 19 February to 1 April 2020; and
- (3) that it be noted that the feasibility of a South Lanarkshire-wide Beat the Street Programme was being considered and a report on the findings would be submitted to a future meeting of the Committee.

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## **12 Town Centre Capital Grant Fund - Update**

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A report dated 11 December 2019 by the Executive Director (Community and Enterprise Resources) was submitted providing an update on the:-

- ◆ progress of the delivery of the Town Centre Capital Grant Fund projects which had been approved by the Committee at its meeting on 3 September 2019
- ◆ reallocation of funds, due to the removal of project 5 - the redevelopment of the Poundstretcher Building, Hamilton, from the programme

Following approval of the projects identified to receive Capital Grant Fund, letters were issued to the successful applicants and progress on each of the projects was detailed in the appendix to the report.

The acquisition of the former Poundstretcher Building at Brandon Street, Hamilton had proved unsuccessful and this project had been removed from the programme. The Executive Director (Community and Enterprise Resources), in accordance with the delegated authority given to him by Committee, had reallocated the funds to the Royal Oak project.

All projects were now sufficiently advanced and it was anticipated that they would be completed within the timescales required to comply with the conditions of the Scottish Government funding.

**The Committee decided:**

- (1) that the progress made on the delivery of the Town Centre Capital Grant Fund projects, as detailed in the appendix to the report, be noted; and

- (2) that the reallocation of funds from the redevelopment of the Poundstretcher Building, Hamilton to the Royal Oak project, to ensure delivery of the remaining projects, be noted.

*[Reference: Minutes of 3 September 2019 (Paragraph 13)]*

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### **13 Petitions Committee of 27 August 2019 – Gilbertfield Road, Cambuslang**

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A report dated 3 January 2020 by the Executive Director (Community and Enterprise Resources) was submitted on matters relating to Gilbertfield Road, Cambuslang which had been referred to this Committee by the Petitions Committee at its meeting on 27 August 2019.

The Petitions Committee, following consideration of a petition in relation to flooding and associated damage to the road surface on Gilbertfield Road, Cambuslang, agreed that a report be submitted to a future meeting of this Committee providing an update in relation to flooding, planning, including development management, and routine maintenance operations.

Details of the action that had been taken in relation to those issues were provided in the report.

**The Committee decided:** that the report be noted.

*[Reference: Minutes of the Petitions Committee of 27 August 2019 (Paragraph 3)]*

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### **14 Urgent Business**

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There were no items of urgent business.

# Report

3

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>31 March 2020</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Community and Enterprise Resources - Revenue Budget Monitoring 2019/2020</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the actual expenditure measured against the revenue budget for the period 1 April 2019 to 31 January 2020 for Community and Enterprise Resources
- ◆ provide a forecast for the year to 31 March 2020.

## 2. Recommendation(s)

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

- (1) that the forecast to 31 March 2020 of an overspend of £0.034m before transfers to reserves, as detailed in Appendix A of the report and the forecast, after transfers to reserves, of £0.144m overspend, be noted;
- (2) that an overspend of £0.040m as at 31 January 2020, as detailed in Appendix A of the report and the overspend of £0.150m, after transfers to reserves, be noted; and
- (3) that the proposed budget virements, as detailed in appendices B to F be approved.

## 3. Background

3.1. This is the fourth revenue budget monitoring report presented to the Community and Enterprise Resources Committee for the financial year 2019/2020.

3.2. The Resource has completed its formal probable outturn exercise for the year. This exercise identifies the expected spend to the 31 March 2020. Details are included in section 5.

3.3. The report details the financial position for Community and Enterprise Resources, in appendix A and the individual services' reports in appendices B to F, including variance explanation.

## 4. Employee Implications

4.1. None

## **5. Financial Implications**

- 5.1. **Probable Outturn:** Following the Council's formal Probable Outturn exercise, the Resource position is reporting an overspend of £0.144m after approved transfers to reserves of £0.110 million. The transfers and the overall position are detailed in Appendix A.
- 5.2. This net overspend reflects the costs in respect of the food safety case and the timing of efficiencies within Fleet, Environmental and Project Services as previously reported, partially offset by an underspend in employee costs and an over recovery of income within Planning and Economic Development.
- 5.3. **Position as 31 January 2020:** The Resource position as at 31 January 2020 **after** approved transfers to reserves is an overspend of £0.150 million. Appendix A shows this position highlighting also the overspend of £0.040 million against the phased budget **before** the transfers to reserves are made. Detailed variance explanations of the Resource position is included in Appendices B to F as well as the approved transfers.
- 5.4. As at 31 January 2020, South Lanarkshire Leisure and Culture (SLLC) have notified the Council of a budget pressure resulting from a loss of income following the closure of the Dollan Aqua Centre and Hamilton Water Palace for essential works. It is proposed that the Council assists SLLC with this pressure (estimated at £0.090m) if it is required this year and will be billed accordingly.
- 5.5. Virements are proposed to realign budgets across budget categories and with other Resources. These movements are detailed in the appendices B to F of this report.

## **6. Climate Change, Sustainability and Environmental Implications**

- 6.1 There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

## **7. Other Implications**

- 7.1 The main risk associated with the Council's Revenue Budget is that there is an overspend. The risk has been assessed as low given the detailed budget management applied across the Resources. The risk is managed through four weekly Budget Monitoring Meetings at which any variance is analysed. In addition, the probable outturn exercise ensures early warning for corrective action to be taken, where appropriate.

## **8 Equality Impact Assessment and Consultation Arrangements**

- 8.1 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.
- 8.2 There is also no requirement to undertake any consultation in terms of the information contained in this report.

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

**Michael McGlynn**  
**Executive Director (Community and Enterprise Resources)**

28 February 2020

**Link(s) to Council Values/Ambitions/Objectives**

- ◆ Accountable, Effective, Efficient and Transparent

**Previous References**

- ◆ None

**List of Background Papers**

- ◆ Financial ledger and budget monitoring results to 31 January 2020.

**Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

Louise Harvey, Finance Manager

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E-mail: [louise.harvey@southlanarkshire.gov.uk](mailto:louise.harvey@southlanarkshire.gov.uk)

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Community and Enterprise Resources: Period 11 Ended 31 January 2020 (No. 11)

## Community and Enterprise Resources Summary

<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 31/01/20</b>	<b>Actual BEFORE Transfers 31/01/20</b>	<b>Variance 31/01/20</b>		<b>% Variance 31/01/20</b>	<b>Note</b>
<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
<b><u>Budget Category</u></b>									
Employee Costs	81,193	80,142	1,051	1,021	66,218	65,205	1,013	under	1.5%
Property Costs	4,352	4,411	(59)	(89)	3,752	3,922	(170)	over	(4.5%)
Supplies & Services	16,294	17,028	(734)	(734)	12,249	12,884	(635)	over	(5.2%)
Transport & Plant	21,881	21,363	518	518	17,405	16,597	808	under	4.6%
Administration Costs	1,129	1,381	(252)	(252)	928	1,182	(254)	over	(27.4%)
Payments to Other Bodies	9,009	9,113	(104)	(104)	6,789	6,845	(56)	over	(0.8%)
Payments to Contractors	42,100	43,059	(959)	(1,009)	35,538	36,364	(826)	over	(2.3%)
Transfer Payments	595	595	0	0	595	595	0	-	0.0%
Financing Charges	191	177	14	14	172	199	(27)	over	(15.7%)
<b>Total Controllable Exp.</b>	<b>176,744</b>	<b>177,269</b>	<b>(525)</b>	<b>(635)</b>	<b>143,646</b>	<b>143,793</b>	<b>(147)</b>	<b>over</b>	<b>(0.1%)</b>
<b>Total Controllable Inc.</b>	<b>(68,053)</b>	<b>(68,544)</b>	<b>491</b>	<b>491</b>	<b>(51,230)</b>	<b>(51,337)</b>	<b>107</b>	<b>over recovered</b>	<b>0.2%</b>
<b>Net Controllable Exp.</b>	<b>108,691</b>	<b>108,725</b>	<b>(34)</b>	<b>(144)</b>	<b>92,416</b>	<b>92,456</b>	<b>(40)</b>	<b>over</b>	<b>(0.0%)</b>
<b>Transfer to Reserves (as at 31/01/20)</b>					-	110	(110)	over	
<b>Position After Transfers to Reserves (as at 31/01/20)</b>					<b>92,416</b>	<b>92,566</b>	<b>(150)</b>	<b>over</b>	<b>(0.2%)</b>

**Variance Explanations**

Detailed in Appendix B to F.

**Budget Virements**

Budget virements are shown in Appendices B to F.

**Transfers to Reserves**

Detailed in Appendix B to F

**SOUTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report**

**Community and Enterprise Resources: Period 11 Ended 31 January 2020 (No. 11)**

**Facilities, Streets and Waste (including Support)**

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 31/01/20</b>	<b>Actual BEFORE Transfers 31/01/20</b>	<b>Variance 31/01/20</b>	<b>% Variance 31/01/20</b>	<b>Note</b>	
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	52,803	52,632	171	141	43,179	42,953	226	under	0.5%	1,a
Property Costs	2,480	2,522	(42)	(72)	2,163	2,294	(131)	over	(6.1%)	2,a,b
Supplies & Services	6,770	7,576	(806)	(806)	4,928	5,617	(689)	over	(14.0%)	3,a
Transport & Plant	7,749	7,321	428	428	6,318	6,042	276	under	4.4%	4
Administration Costs	267	311	(44)	(44)	216	259	(43)	over	(19.9%)	5
Payments to Other Bodies	30	50	(20)	(20)	27	38	(11)	over	(40.7%)	6
Payments to Contractors	14,508	14,577	(69)	(119)	11,907	11,913	(6)	over	(0.1%)	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	84	62	22	22	70	73	(3)	over	(4.3%)	
<b>Total Controllable Exp.</b>	<b>84,691</b>	<b>85,051</b>	<b>(360)</b>	<b>(470)</b>	<b>68,808</b>	<b>69,189</b>	<b>(381)</b>	<b>over</b>	<b>(0.6%)</b>	
<b>Total Controllable Inc.</b>	<b>(18,314)</b>	<b>(18,730)</b>	<b>416</b>	<b>416</b>	<b>(16,384)</b>	<b>(16,779)</b>	<b>395</b>	<b>over recovered</b>	<b>2.4%</b>	<b>7,a</b>
<b>Net Controllable Exp.</b>	<b>66,377</b>	<b>66,321</b>	<b>56</b>	<b>(54)</b>	<b>52,424</b>	<b>52,410</b>	<b>14</b>	<b>under</b>	<b>0.0%</b>	
<b>Transfer to Reserves (as at 31/01/20)</b>					<b>-</b>	<b>110</b>	<b>(110)</b>	<b>over</b>		
<b>Position After Transfers to Reserves (as at 31/01/20)</b>					<b>52,424</b>	<b>52,520</b>	<b>(96)</b>	<b>over</b>	<b>(0.2%)</b>	

**Variance Explanations**

- The variance is mainly due to vacant posts within Facilities which are being actively recruited, partially offset by overtime costs.
- The over spend relates to rates associated with a former civic amenity site, Muttonhole Road, utility charges for closed properties and works being carried out at the Eddlewood Central Production Kitchen.
- The over spend is mainly due to a greater spend on food purchases within Facilities, materials within Grounds for additional service requests which are fully recoverable within income and a greater spend on domestic waste bins which are partly offset by an over recovery of income.
- The variance relates to the timing of vehicle lease replacement, partially offset by an increase in fuel costs within Grounds and Waste.
- The over spend relates mainly to the printing of Health & Safety handbook materials, catering menus and replacement programme for silicone wrist bands for school meals.
- The over spend relates mainly to payments made to SEPA in respect of former landfill sites.
- The over recovery of income relates to the sale of bins, scrap and clearances being greater than budget within Waste Services and additional service requests within Grounds and Facilities. These over recoveries are partially offset by lower than budgeted cash income from school meals.

**Budget Virements**

- Realignment of budgets to reflect service delivery. Net effect £0.000m: Employee Costs (£0.005m), Property Costs £0.043m, Supplies & Services (£0.001m), Income (£0.037m).
- Transfer from Reserves for Eddlewood Central Production Kitchen. Net Effect £0.160m: Property Costs £0.160m.

**Transfers to Reserves (£0.110m):**

- Food Development Officer (£0.030m)
- Upgrade of road at allotment site, Allers (£0.030m)
- Environmental Initiatives (£0.050m)

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Community and Enterprise Resources: Period 11 Ended 31 January 2020 (No. 11)

## Fleet and Environmental (Inc Projects)

Budget Category	Annual Budget £000	Forecast for Year BEFORE Transfers £000	Annual Forecast Variance BEFORE Transfers £000	Annual Forecast Variance AFTER Transfers £000	Budget Proportion 31/01/20 £000	Actual BEFORE Transfers 31/01/20 £000	Variance 31/01/20 £000		% Variance 31/01/20	Note
Employee Costs	8,779	8,410	369	369	7,172	6,817	355	under	4.9%	1
Property Costs	207	220	(13)	(13)	189	203	(14)	over	(7.4%)	
Supplies & Services	344	276	68	68	258	205	53	under	20.5%	2
Transport & Plant	9,575	9,852	(277)	(277)	7,765	7,619	146	under	1.9%	3
Administration Costs	305	461	(156)	(156)	260	417	(157)	over	(60.4%)	4
Payments to Other Bodies	127	152	(25)	(25)	84	86	(2)	over	(2.4%)	
Payments to Contractors	1,076	1,185	(109)	(109)	521	696	(175)	over	(33.6%)	5
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	24	23	1	1	24	26	(2)	over	(8.3%)	
<b>Total Controllable Exp.</b>	<b>20,437</b>	<b>20,579</b>	<b>(142)</b>	<b>(142)</b>	<b>16,273</b>	<b>16,069</b>	<b>204</b>	<b>under</b>	<b>1.3%</b>	
<b>Total Controllable Inc.</b>	<b>(18,958)</b>	<b>(18,462)</b>	<b>(496)</b>	<b>(496)</b>	<b>(15,122)</b>	<b>(14,400)</b>	<b>(722)</b>	<b>under recovered</b>	<b>(4.8%)</b>	<b>6</b>
<b>Net Controllable Exp.</b>	<b>1,479</b>	<b>2,117</b>	<b>(638)</b>	<b>(638)</b>	<b>1,151</b>	<b>1,669</b>	<b>(518)</b>	<b>over</b>	<b>(45.0%)</b>	
<b>Transfer to Reserves (as at 31/01/20)</b>					-	0	0	-		
<b>Position After Transfers to Reserves (as at 31/01/20)</b>					<b>1,151</b>	<b>1,669</b>	<b>(518)</b>	<b>over</b>	<b>(45.0%)</b>	

**Variance Explanations**

- The variance is mainly due to vacancies within the services that are actively being recruited.
- The variance is mainly due to lower than expected expenditure on equipment and protective clothing within Fleet.
- The variance relates mainly to leasing and fuel costs within passenger services and pool cars and casual hire partially offset by an over spend in spares and materials, outside repairs and the timing of the achievement of efficiencies within Fleet. The under spend in pool cars and casual hire are offset by an under recovery of income.
- The over spend is mainly due to costs in respect of the food safety court case.
- The over spend is due to the cost of clinical waste, which is demand led, and is offset by an over recovery of income.
- The under recovery is mainly due to lower than anticipated income within the Fleet workshop and under recovery of income for pool cars and casual hire partially offset by income recovered from Housing & Technical Resources for the removal of clinical waste.

**Budget Virements**

No budget virements.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Community and Enterprise Resources: Period 11 Ended 31 January 2020 (No. 11)

## Leisure and Culture

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 31/01/20</b>	<b>Actual BEFORE Transfers 31/01/20</b>	<b>Variance 31/01/20</b>		<b>% Variance 31/01/20</b>	<b>Note</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	4	5	(1)	(1)	3	3	(0)	-	0.0%	
Property Costs	277	229	48	48	271	232	39	under	14.4%	1
Supplies & Services	27	28	(1)	(1)	27	28	(1)	over	(3.7%)	
Transport & Plant	0	0	0	0	0	0	0	-	n/a	
Administration Costs	8	8	0	0	8	8	0	-	0.0%	
Payments to Other Bodies	80	82	(2)	(2)	16	18	(2)	over	(12.5%)	
Payments to Contractors	19,109	19,109	0	0	19,106	19,106	0	-	0.0%	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	0	0	0	0	0	0	0	-	n/a	
<b>Total Controllable Exp.</b>	<b>19,505</b>	<b>19,461</b>	<b>44</b>	<b>44</b>	<b>19,431</b>	<b>19,395</b>	<b>36</b>	<b>under</b>	<b>0.2%</b>	
<b>Total Controllable Inc.</b>	<b>0</b>	<b>(1)</b>	<b>1</b>	<b>1</b>	<b>0</b>	<b>(1)</b>	<b>1</b>	<b>over recovered</b>	<b>n/a</b>	
<b>Net Controllable Exp.</b>	<b>19,505</b>	<b>19,460</b>	<b>45</b>	<b>45</b>	<b>19,431</b>	<b>19,394</b>	<b>37</b>	<b>under</b>	<b>0.2%</b>	
<b>Transfer to Reserves (as at 31/01/20)</b>					-	-	-	-		
<b>Position After Transfers to Reserves (as at 31/01/20)</b>					<b>19,431</b>	<b>19,394</b>	<b>37</b>	<b>under</b>	<b>0.2%</b>	

**Variance Explanations**

- The variance is due to lower than anticipated costs for Council owned properties.

**Budget Virements**

No budget virements.

## SOUTH LANARKSHIRE COUNCIL

## Revenue Budget Monitoring Report

Community and Enterprise Resources: Period 11 Ended 31 January 2020 (No. 11)

## Planning and Economic Development

<b>Budget Category</b>	<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 31/01/20</b>	<b>Actual BEFORE Transfers 31/01/20</b>	<b>Variance 31/01/20</b>	<b>% Variance 31/01/20</b>	<b>Note</b>	
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>			
Employee Costs	4,652	4,595	57	57	3,798	3,730	68	under	1.8%	1
Property Costs	630	629	1	1	456	466	(10)	over	(2.2%)	
Supplies & Services	131	133	(2)	(2)	102	109	(7)	over	(6.9%)	
Transport & Plant	38	38	0	0	34	33	1	under	2.9%	
Administration Costs	143	158	(15)	(15)	72	87	(15)	over	(20.8%)	2
Payments to Other Bodies	3,550	3,607	(57)	(57)	1,470	1,511	(41)	over	(2.8%)	3
Payments to Contractors	2,762	2,762	0	0	2,173	2,173	0	-	0.0%	
Transfer Payments	0	0	0	0	0	0	0	-	n/a	
Financing Charges	34	34	0	0	32	38	(6)	over	(18.8%)	
<b>Total Controllable Exp.</b>	<b>11,940</b>	<b>11,956</b>	<b>(16)</b>	<b>(16)</b>	<b>8,137</b>	<b>8,147</b>	<b>(10)</b>	<b>over</b>	<b>(0.1%)</b>	
<b>Total Controllable Inc.</b>	<b>(9,985)</b>	<b>(10,523)</b>	<b>538</b>	<b>538</b>	<b>(3,287)</b>	<b>(3,742)</b>	<b>455</b>	<b>over recovered</b>	<b>13.8%</b>	<b>4</b>
<b>Net Controllable Exp.</b>	<b>1,955</b>	<b>1,433</b>	<b>522</b>	<b>522</b>	<b>4,850</b>	<b>4,405</b>	<b>445</b>	<b>under</b>	<b>9.2%</b>	
<b>Transfer to Reserves (as at 31/01/20)</b>					-	0	0	-		
<b>Position After Transfers to Reserves (as at 31/01/20)</b>					<b>4,850</b>	<b>4,405</b>	<b>445</b>	<b>under</b>	<b>9.2%</b>	

**Variance Explanations**

1. This variance is mainly due to vacancies within the services that are actively being recruited.
2. The over spend is mainly due to legal costs associated with planning inquiries.
3. The over spend is mainly due to increased security costs for Christmas switch on events.
4. The over recovery is mainly due to an increased level of income from planning and building applications.

**Budget Virements**

No budget virements.

**SOUTH LANARKSHIRE COUNCIL**  
**Revenue Budget Monitoring Report**

**Community and Enterprise Resources: Period 11 Ended 31 January 2020 (No. 11)**

**Roads Total (Inc Roads Constructing Services)**

<b>Annual Budget</b>	<b>Forecast for Year BEFORE Transfers</b>	<b>Annual Forecast Variance BEFORE Transfers</b>	<b>Annual Forecast Variance AFTER Transfers</b>	<b>Budget Proportion 31/01/20</b>	<b>Actual BEFORE Transfers 31/01/20</b>	<b>Variance 31/01/20</b>		<b>% Variance 31/01/20</b>	<b>Note</b>	
<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>				
<b><u>Budget Category</u></b>										
Employee Costs	14,955	14,500	455	455	12,066	11,701	365	under	3.0%	1
Property Costs	758	811	(53)	(53)	673	728	(55)	over	(8.2%)	2
Supplies & Services	9,022	9,015	7	7	6,934	6,925	9	under	0.1%	
Transport & Plant	4,519	4,152	367	367	3,288	2,903	385	under	11.7%	3
Administration Costs	406	443	(37)	(37)	372	411	(39)	over	(10.5%)	4
Payments to Other Bodies	5,222	5,222	0	0	5,192	5,192	0	-	0.0%	
Payments to Contractors	4,645	5,426	(781)	(781)	1,831	2,476	(645)	over	(35.2%)	5
Transfer Payments	595	595	0	0	595	595	0	-	0.0%	
Financing Charges	49	58	(9)	(9)	46	62	(16)	over	(34.8%)	
<b>Total Controllable Exp.</b>	<b>40,171</b>	<b>40,222</b>	<b>(51)</b>	<b>(51)</b>	<b>30,997</b>	<b>30,993</b>	<b>4</b>	<b>under</b>	<b>0.0%</b>	
<b>Total Controllable Inc.</b>	<b>(20,796)</b>	<b>(20,828)</b>	<b>32</b>	<b>32</b>	<b>(16,437)</b>	<b>(16,415)</b>	<b>(22)</b>	<b>under recovered</b>	<b>(0.1%)</b>	<b>6</b>
<b>Net Controllable Exp.</b>	<b>19,375</b>	<b>19,394</b>	<b>(19)</b>	<b>(19)</b>	<b>14,560</b>	<b>14,578</b>	<b>(18)</b>	<b>over</b>	<b>(0.1%)</b>	
<b>Transfer to Reserves (as at 31/01/20)</b>					-	-	-			
<b>Position After Transfers to Reserves (as at 31/01/20)</b>					<b>14,560</b>	<b>14,578</b>	<b>(18)</b>	<b>over</b>	<b>(0.1%)</b>	

**Variance Explanations**

- The variance mainly relates to vacant posts for Roads Operatives as well as vacant hours due to flexible retirement and other staff movements which are being recruited.
- The over spend mainly relates to cost of depot repairs.
- The variance is mainly due to the timing of vehicle lease replacements.
- The over spend is mainly due to advertising costs of road closures.
- The over spend is mainly due to increased costs for reactive repairs.
- The under recovery is partly due to reduced income for car parking and is partially offset by increased income for Flooding from Glasgow City Council and additional income for rechargeable works. This increased income is offset by additional costs for payment to contractors.

**Budget Virements**

No budget virements.



# Report

4

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>31 March 2020</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Community and Enterprise Resources - Capital Budget Monitoring 2019/2020</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide information on the progress of the capital programme for Community and Enterprise Resources for the period 1 April 2019 to 31 January 2020

## 2. Recommendation(s)

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

- (1) that the Community and Enterprise Resources' capital programme of £40.538 million, and expenditure to date of £28.821 million, be noted; and
- (2) that the projected outturn of £38.6 million be noted.

## 3. Background

3.1. This is the fourth capital monitoring report presented to the Community and Enterprise Resources Committee for the financial year 2019/2020. Further reports will follow throughout the year.

3.2. The budget reflects the approved programme for the year (Executive Committee, 29 May 2019). It also includes budget adjustments presented to the Executive Committee during 2019/2020 up to and including its meeting on 26 February 2020. There were no adjustments reported to the Executive Committee meeting on 25 March 2020.

3.3. The report details the financial position for Community and Enterprise Resources in Appendix A.

## 4. Employee Implications

4.1. None

## 5. Financial Implications

5.1. The total capital programme for Community and Enterprise Resources for 2019/2020 is £40.538 million.

## 5.2. 2019/2020 Outturn

The predicted spend position for this financial year is an outturn of £38.6 million. This is an underspend of £1.9 million and mainly reflects the anticipated timing of spend on a number of projects including Extension of Cemeteries and Landworks, Electric Vehicle Charging, Horsley Brae and Lanark Park and Ride. Funding for these projects will carry forward into next financial year.

## 5.3. 2019/2020 Funding

Town Centre Regeneration Fund: As advised to this Committee previously (4 December 2019), work is ongoing to ensure projects funded from the Town Centre Regeneration Fund are committed by 31 March 2020 and fully complete and spent by 30 September 2020. The Scottish Government has now advised that the committed deadlines have been extended for all projects by one year to 31 March 2021 and 30 September 2021 respectively.

## 5.4. 2019/2020 Monitoring

Anticipated spend to date was £28.665 million, and £28.821 million has been spent. This represents a position of £0.156 million ahead of profile. This is a timing issue only with an underspend anticipated by the end of the financial year. This is reflected in the outturn position identified at 5.2. above.

## 6. **Climate Change, Sustainability and Environmental Implications**

6.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

## 7. **Other Implications**

7.1. The main risk associated with the Council's Capital Programme is that there is an overspend. The risk has been assessed as low given the detailed project management plans prepared and monitored for each project. The risk of overspend is managed through four weekly Investment Management Meetings.

## 8. **Equality Impact Assessment and Consultation Arrangements**

8.1. 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.

8.2. There was also no requirement to undertake any consultation in terms of the information contained in this report.

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

11 March 2020

## **Link(s) to Council Values/Ambitions/Objectives**

◆ Accountable, Effective, Efficient and Transparent

**Previous References**

- ◆ Executive Committee, 29 May 2019
- ◆ Executive Committee, 26 February 2020
- ◆ Executive Committee, 25 March 2020

**List of Background Papers**

- ◆ Financial ledger to 31 January 2020

**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  
Capital Expenditure 2019-2020  
Community and Enterprise Resources  
For Period 1 April 2019 – 31 January 2020**

<b><u>Community and Enterprise Resources</u></b>	Base Budget £000	Budget Adjustments £000	Slippage £000	Total Budget £000	Budget to Date £000	Actual Expenditure £000	2019/20 Outturn £000
Fleet and Environmental	52	0	0	52	0	0	20
Facilities, Waste and Grounds	3,003	799	(291)	3,511	2,405	2,062	2,690
Planning and Economic Development	10,080	172	(3,789)	6,463	5,468	6,461	7,070
Roads	26,322	4,190	0	30,512	20,792	20,298	28,820
<b>TOTAL</b>	<b>39,457</b>	<b>5,161</b>	<b>(4,080)</b>	<b>40,538</b>	<b>28,665</b>	<b>28,821</b>	<b>38,600</b>

# Report

5

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>31 March 2020</b>
Report by:	<b>Executive Director (Finance and Corporate Resources) Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Community and Enterprise Resources – Workforce Monitoring – December 2019 and January 2020</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide employment information for December 2019 and January 2020 relating to Community and Enterprise Resources.

## 2. Recommendation(s)

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

(1) that the following employment information for December 2019 and January 2020 relating to Community and Enterprise Resources be noted:-

- ◆ attendance statistics
- ◆ occupational health
- ◆ accident/incident statistics
- ◆ discipline, grievance and Dignity at Work cases
- ◆ analysis of leavers and exit interviews
- ◆ staffing watch as at 14 December 2019

## 3. Background

3.1. As part of the Council's performance management arrangements, regular workforce monitoring reports are submitted to Committee. This report for Community and Enterprise Resources provides information on the position for December 2019 and January 2020.

## 4. Monitoring Statistics

### 4.1. Attendance Statistics (Appendix 1)

Information on absence statistics is analysed for the month of January 2020 for Community and Enterprise Resources.

The Resource absence figure for January 2020 was 6.2%, this figure has decreased by 0.6% when compared to the previous month and is 0.9% higher than the Council-wide figure. Compared to January 2019, the Resource absence figure has increased by 0.6%.

Based on the absence figures at January 2020 and annual trends, the projected annual average absence for the Resource for 2019/2020 is 5.5%, compared to a Council-wide average figure of 4.6%.

For the financial year 2019/2020, the projected average days lost per employee equates to 13.6 days, compared with the overall figure for the Council of 10.6 days per employee.

Managers follow the procedures outlined in the Maximising Attendance Policy to support employees to remain at work, or to return to work after a sickness absence. There are comprehensive employee supports in place and, additionally, Personnel Services work in close partnership with line managers and Resource Management Teams on a case management basis to ensure that appropriate actions are taken.

**4.2. Occupational Health (Appendix 2)**

In terms of referrals to occupational health, which include medical examinations and physiotherapy, overall, 268 referrals were made this period. This represents an increase of 75 when compared with the same period last year.

**4.3. Accident/Incident Statistics**

There were 29 accidents/incidents recorded within the Resource this period, an increase of 2 when compared to the same period last year.

**4.4. Discipline, Grievance and Dignity at Work (Appendix 2)**

During the period, 6 disciplinary hearings were held within the Resource, a decrease of 4 when compared to last year. No appeals were heard by the Appeals Panel. No grievance hearings were held within the Resource, this figure remains unchanged when compared to the same period last year. One Dignity at Work complaint was raised within the Resource, this figure remains unchanged when compared to the same period last year.

**4.5. Analysis of Leavers (Appendix 2)**

There were a total of 18 leavers in the Resource this period eligible for an exit interview. This figure has increased by 2 when compared with the same period last year. Five exit interviews were conducted.

4.6. From September 2019, when processing employee terminations, managers were asked to identify whether they intended to replace the employee who had left the Council. If they indicated that they did not intend to replace the employee, they were asked to select from the following options:-

- ◆ plan to hold for savings
- ◆ fill on a fixed term basis pending savings
- ◆ transfer budget to another post
- ◆ end of fixed term post

4.7. Appendix 2a provides a breakdown of vacant posts and whether these are being replaced or held for savings. In the period December 2019 to January 2020, 93 employees in total left employment (70.14 FTE) and, following consideration of the post and future workload requirements, managers indicated that 42 (42 FTE) were fixed term posts which had come to an end and the remaining 51 (28.14 FTE) are being filled.

4.8. Cumulatively, from April 2019 to January 2020, there were 396 vacant posts in the Resource (254.88 FTE). Of these, 242 (124.63 FTE) were being filled through a recruitment process, 4 (2.35 FTE) were being filled on a fixed term basis, 109 (109 FTE) were fixed term posts which had come to an end and the remaining 41 (18.9 FTE) were being held pending the conclusion of the savings discussions. It should be noted that some of the posts which are currently going through the recruitment process may be covered at the present time on a fixed term basis until recruitment has been completed.

## **5. Staffing Watch**

5.1. There has been a decrease of 70 in the number of employees in post from 14 September to 14 December 2019.

## **6. Employee Implications**

6.1. There are no implications for employees arising from the information presented in this report.

## **7. Financial Implications**

7.1. All financial implications are accommodated within existing budgets.

## **8. Climate Change, Sustainability and Environmental Implications**

8.1. There are no climate change, sustainability and environmental implications in terms of the information contained within this report.

## **9. Other Implications**

9.1. There are no implications for risk in terms of the information contained within 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 and, therefore, no impact assessment is required.

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

**Paul Manning**

**Executive Director (Finance and Corporate Resources)**

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

18 February 2020

## **Link(s) to Council Values/Ambitions/Objectives**

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

### **Previous References**

- ◆ Community and Enterprise Resources Committee – 4 February 2020

### **List of Background Papers**

- ◆ Monitoring information provided by Finance and Corporate Resources

### **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: [Janet.McLuckie@southlanarkshire.gov.uk](mailto:Janet.McLuckie@southlanarkshire.gov.uk)

**ABSENCE TRENDS - 2017/2018, 2018/2019 & 2019/2020  
Community and Enterprise Resources**

APT&C				Manual Workers				Resource Total				Council Wide			
	2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020		2017 / 2018	2018 / 2019	2019 / 2020
April	3.9	3.2	4.0	April	5.2	5.4	4.4	April	4.8	5.0	4.3	April	3.9	4.1	4.0
May	4.4	2.8	3.6	May	5.7	6.0	5.1	May	5.4	5.5	4.9	May	4.2	4.2	4.4
June	4.2	3.8	3.9	June	5.1	5.8	5.5	June	4.9	5.5	5.3	June	3.9	4.3	4.4
July	3.4	4.3	3.9	July	4.2	4.5	4.3	July	4.0	4.4	4.3	July	3.0	3.4	3.4
August	3.6	4.8	4.0	August	4.5	5.3	5.1	August	4.3	5.2	4.9	August	3.2	3.6	3.7
September	3.4	6.0	2.9	September	5.0	6.2	5.9	September	4.8	6.2	5.4	September	4.0	4.4	4.5
October	3.8	3.8	3.4	October	5.6	5.8	5.9	October	5.3	5.5	5.5	October	4.1	4.4	4.6
November	4.5	4.8	4.8	November	6.2	6.2	6.6	November	5.9	6.0	6.4	November	4.8	5.1	5.5
December	3.6	4.1	5.4	December	6.4	6.0	7.0	December	5.9	5.7	6.8	December	5.1	4.8	5.7
January	3.0	3.4	4.1	January	6.3	6.1	6.6	January	5.7	5.6	6.2	January	5.0	4.9	5.3
February	3.0	4.1		February	6.8	6.3		February	6.1	5.9		February	5.0	5.2	
March	3.4	4.8		March	6.1	5.6		March	5.6	5.5		March	4.7	4.9	
Annual Average	3.7	4.2	4.1	Annual Average	5.6	5.8	5.7	Annual Average	5.2	5.5	5.5	Annual Average	4.2	4.4	4.6
Average Apr-Jan	3.8	4.1	4.0	Average Apr-Jan	5.4	5.7	5.6	Average Apr-Jan	5.1	5.5	5.4	Average Apr-Jan	4.1	4.3	4.6
No of Employees at 31 January 2020	551			No of Employees at 31 January 2020	2812			No of Employees at 31 January 2020	3363			No of Employees at 31 January 2020	15703		

For the financial year 2019/20, the projected average days lost per employee equates to 13.6 days.

## COMMUNITY AND ENTERPRISE RESOURCES

	Dec-Jan 2018/2019	Dec-Jan 2019/2020
<b>MEDICAL EXAMINATIONS</b>		
Number of Employees Attending	71	91
<b>EMPLOYEE COUNSELLING SERVICE</b>		
Total Number of Referrals	12	9
<b>PHYSIOTHERAPY SERVICE</b>		
Total Number of Referrals	68	93
<b>REFERRALS TO EMPLOYEE SUPPORT OFFICER</b>	40	72
<b>REFERRALS TO COGNITIVE BEHAVIOUR THERAPY</b>	2	3
<b>TOTAL</b>	<b>193</b>	<b>268</b>

CAUSE OF ACCIDENTS/INCIDENTS	Dec-Jan 2018/2019	Dec-Jan 2019/2020
Fatal	1	0
Over 7 day absences	2	6
Over 3 day absences**	2	2
Minor	11	17
Near Miss	3	3
Violent Incident: Physical****	3	0
Violent Incident: Verbal*****	5	1
<b>Total Accidents/Incidents</b>	<b>27</b>	<b>29</b>

\*A Specified Injury is any fracture (other than to the fingers, thumbs or toes), amputation, loss of sight, serious burns, crushing injury, scalping, loss of consciousness caused by asphyxiation/ head injury, a chemical or hot metal burn to the eye or penetrating injury as defined by the HSE.

\*\*Over 3 day / over 7day absence is an injury sustained outwith specified injury category that results in a period of absence of absence as defined by the HSE.

\*\*\*Near Miss - Any unexpected, unplanned occurrence (except Dangerous Occurrences) that does not lead to injury of persons, damage to property, plant or equipment but may have done so in different circumstance.

\*\*\*\*Physical violent incidents are included in the "Specified" figures, where applicable, to provide the "Total Specified" figures.

\*\*\*\*Physical violent incidents and \*\*\*\*\* Verbal Violent Incidents are included in the "Over 3-day or Over 7-day" figures, where applicable, to provide the "Total Over 3-day or Over 7-day" figures.

\*\*\*\*Physical Violent Incidents and \*\*\*\*\* Verbal Violent Incidents are included in the "Minor" figures, where applicable, to provide the "Total Minor" figures.

RECORD OF DISCIPLINARY HEARINGS	Dec-Jan 2018/2019	Dec-Jan 2019/2020
Total Number of Hearings	10	6
Total Number of Appeals	2	0

## Time Taken to Convene Hearing Dec 2019 - Jan 2020

0-3 Weeks	4-6 Weeks	Over 6 Weeks
4	2	0

RECORD OF GRIEVANCE HEARINGS	Dec-Jan 2018/2019	Dec-Jan 2019/2020
Number of Grievances	0	0

RECORD OF DIGNITY AT WORK	Dec-Jan 2018/2019	Dec-Jan 2019/2020
Number of Incidents	1	1
Still in Process	1	1

ANALYSIS OF REASONS FOR LEAVING	Dec-Jan 2018/2019	Dec-Jan 2019/2020
Career Advancement	0	2
Moving Outwith Area	1	0
Childcare/caring responsibilities	0	2
Other	1	1
<b>Number of Exit Interviews conducted</b>	<b>2</b>	<b>5</b>

<b>Total Number of Leavers Eligible for Exit Interview</b>	<b>16</b>	<b>18</b>
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<b>Percentage of interviews conducted</b>	<b>13%</b>	<b>28%</b>
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	Dec 2019 - Jan 2020		Reconciliation figure Apr - Nov 2019		Cumulative total	
	FTE*	H/C**	FTE	H/C	FTE	H/C
Terminations/Leavers	70.14	93	184.74	303.00	254.88	396
Being replaced	28.14	51	96.49	191.00	124.63	242
Held pending savings	0.00	0	18.90	41.00	18.90	41
Filled on fixed term basis	0.00	0	2.35	4.00	2.35	4
Budget transfer to other post	0.00	0	0.00	0.00	0.00	0
End of fixed term contract	42.00	42	67.00	67.00	109.00	109

\* Full time equivalent

\*\* Head count/number of employees

**JOINT STAFFING WATCH RETURN  
COMMUNITY AND ENTERPRISE RESOURCES**

**1. As at 14 December 2019**

<b>Total Number of Employees</b>											
<b>MALE</b>		<b>FEMALE</b>		<b>TOTAL</b>							
<b>F/T</b>	<b>P/T</b>	<b>F/T</b>	<b>P/T</b>								
1292	220	187	1413	3112							
<b>*Full - Time Equivalent No of Employees</b>											
<b>Salary Bands</b>											
<b>Director</b>	<b>Grade 1</b>	<b>Grade 2</b>	<b>Grade 3</b>	<b>Grade 4</b>	<b>Grade 5</b>	<b>Grade 6</b>	<b>Fixed SCP</b>	<b>Teacher</b>	<b>TOTAL</b>		
1.00	1495.66	416.89	230.36	47.60	17.00	4.00	6.00	0.00	2218.51		

**1. As at 14 September 2019**

<b>Total Number of Employees</b>											
<b>MALE</b>		<b>FEMALE</b>		<b>TOTAL</b>							
<b>F/T</b>	<b>P/T</b>	<b>F/T</b>	<b>P/T</b>								
1368	218	193	1403	3182							
<b>*Full - Time Equivalent No of Employees</b>											
<b>Salary Bands</b>											
<b>Director</b>	<b>Grade 1</b>	<b>Grade 2</b>	<b>Grade 3</b>	<b>Grade 4</b>	<b>Grade 5</b>	<b>Grade 6</b>	<b>Fixed SCP</b>	<b>Teacher</b>	<b>TOTAL</b>		
1.00	1569.31	415.60	235.27	47.60	17.00	4.00	6.00	0.00	2295.78		

# Report

6

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>31 March 2020</b>
Report by:	<b>Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Fleet Strategy 2020 to 2025</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ seek approval of the South Lanarkshire Council Fleet Strategy for 2020 to 2025.

## 2. Recommendation(s)

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

- (1) that the Fleet Strategy 2020 to 2025, attached as Appendix 1, be endorsed and referred to the Executive Committee for approval; and
- (2) that following approval by the Executive Committee, the Strategy be launched in 2020 and implemented in 2020/2021

## 3. Background

- 3.1. The Council's fleet has over 1,400 vehicles, consisting of over 40 vehicle types performing a wide range of tasks including refuse collection, mechanical sweeping, gritting, and passenger transport. In addition, over 170 mobile plants assets form part of the fleet.
- 3.2. The vehicle fleet is critical to the delivery of the front line services of the Council. To operate the fleet efficiently and effectively, legal compliance, quality, environmental impact and whole life costs all have to be considered.
- 3.3. In operating the fleet, the Council has always been committed to reducing carbon emissions from its fleet. In light of the increasing emphasis on climate change and further reduction in carbon emission and associated environmental impact, these considerations will be an important factor in future procurement choices.
- 3.4. In 2018, Banks Renewables and the Council commissioned Sweco to conduct a feasibility study. The study assessed the potential for the Council to electrify heat and transport to meet sustainability targets and achieve cost savings.
- 3.5. Sweco identified the next step for the Council as "completing a detailed study of vehicle usage and staff receptiveness to at home charging and depot charging. Moves to electrification should focus first on the light fleet, both because this will be easier to electrify and because the government target for the light fleet is earlier".

- 3.6 In 2011, an extended model for Corporate Asset Management was implemented. This included developing Asset Plans across a number of service areas including fleet.
- 3.7 The Fleet Asset Management Plan is reported to the Community and Enterprise Resources Committee for noting annually. The Plan provides a key source of information and direction on vehicles and is key in determining strategic decisions and defining how fleet assets are efficiently and effectively utilised to ensure that vehicles provide resilient services to meet the changing needs of the Council.
- 3.8 Through ongoing review of Fleet Services, an action was identified to prepare a 5 year Fleet Strategy to take account of changes in service delivery and define what the Council's demands are for fleet and how they may change in the future.
- 3.9. This is the first Fleet Strategy that has been prepared for the Council and brings together well established working practices. It also sets out how the Council will seek to embrace new technology within our fleet, to support changes to working practices across our operational services and through our replacement programme working towards realising a net-zero Council.

#### **4. Fleet Strategy 2020 to 2025**

- 4.1. The draft Fleet Strategy is attached as Appendix 1 and covers the period 2020 to 2025.
- 4.2. The key strategic outcomes of the Fleet Strategy are to support our frontline services in that
- 1) The Council has an appropriately sized fleet with the right vehicles to ensure its services operate in an efficient and effective manner.
  - 2) The Council maintains a safe, efficient and legally compliant fleet.
  - 3) The Council has an efficient fleet service that supports operational requirements to service needs quickly and efficiently.
  - 4) The impact on the environment is reduced.
  - 5) The Council will have a cost effective fleet.

#### **5. Next Steps**

- 5.1. On the basis that the Committee endorses the Fleet Strategy, it is proposed that it is referred to the Executive Committee on 13 May 2020 for approval.
- 5.2. There are a number of key milestones and measures for the strategy which are outlined on pages 15 and 16 of the strategy document including:-
- ◆ Develop and plan for the requirements for the transition to Ultra Low Emission Vehicles to meet the Scottish Government's targets, focusing initially on the Council's cars and light vans.
  - ◆ Understand the requirements and technology developments for the transition to ultra-low emission heavy commercial vehicles and develop an action plan to meet the Scottish Government's targets.
  - ◆ Facilitate and support the reduction in the need for travel using new technology, agile methods of working and using policy to effect change.
- 5.4. Further updates will be provided to Committee as the strategy is developed, through the annual Fleet Asset Management Plan report.

## **6. Strategic Environmental Assessment**

- 6.1. The Fleet Strategy has undergone a Strategic Environmental Assessment (SEA) pre-screening review. The Council has expressed an opinion, through the Scottish Government's SEA Gateway, that the proposed Fleet Strategy is exempt from Strategic Environmental Assessment as its implementation will have minimal effect in relation to the environment. The statutory Consultation Authorities are content with this option.

## **7. Employee Implications**

- 7.1. With the introduction of more ultra-low emission vehicles, investment in the skills of our employees will be required, and ways of working, to support the implementation of the strategy.

## **8 Financial Implications**

- 8.1. There were no financial implications arising from this report, however, the management of the Fleet Strategy and the delivery of the 5 strategic outcomes and action plan, will ensure the fleet management remains cost effective and provides value for money. Through the delivery of the actions within the strategy, should any requirement for funding arise, this will be considered with the context of the Council's Financial Strategy.

## **9. Climate Change, Sustainability and Environmental Implications**

- 9.1. The Fleet Strategy will support the outcomes of the current Sustainable Development and Climate Change Strategy.

## **10. Other Implications**

- 10.1. Failure to meet sustainable development, and climate change objectives is one of the Council's top risks, therefore, this strategy will mitigate that risk

## **11. Equality Impact Assessment and Consultation Arrangements**

- 11.1. Consultation with other Council Services and Resources has been undertaken. The Equalities Impact Assessment has been carried out on the recommendations contained in the report and, where issues were identified, remedial action has been taken. The assessment is that the proposals do not have any adverse impact on any part of the community covered by equalities legislation, or on community relations, and the results of the assessment will be published on the Council.

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

3 March 2020

### **Link(s) to Council Values/Ambitions/Objectives**

- ◆ Improve the road network, influence improvements in public transport and encourage active travel.
- ◆ Work with communities and partners to promote high quality thriving and sustainable communities.
- ◆ Accountable, effective, efficient and transparent.

### **Previous References**

- ◆ Community and Enterprise Resources Committee 3 September 2019 – Fleet Asset Management Plan 2019

### **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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## **Fleet Strategy 2020 - 2025**

**DRAFT: Updated 3 March 2020**

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# 1. About the Fleet Strategy

## Introduction

The purpose of this Strategy is to provide a framework for the procurement and management of vehicles (and similar equipment) required by the Council to deliver services on a daily basis.

The vehicle fleet is critical to the delivery of the front-line services of the Council. To operate the fleet efficiently and effectively: legal compliance, quality, environmental impact and whole life costs all have to be considered.

The Council's fleet has more than 1,400 vehicles, consisting of over 40 vehicle types performing a wide range of tasks including refuse collection, mechanical sweeping, gritting, passenger transport, supporting delivery of work, operational supervision. In addition, over 170 mobile plant assets also form part of the fleet.

Each year the Council's fleet travels approximately 12.9 million miles on business with associated annual lease, operation and maintenance costs of approximately £4 million. The Council's fleet is a critical corporate asset and vehicles must be fit for purpose, offer value for money and need to be managed effectively to support service delivery and protect the health and safety of both staff and the wider community.

The Council has always been committed to reducing carbon emissions from its fleet. In light of the increasing emphasis on climate change and the further reduction in carbon emission and associated environmental impact, these considerations will be an important factor in future procurement choices.

## Strategic context

The Scottish Government's Climate Change Plan 2018 - 2032 published in February 2018, sets a target to reduce transport sector emissions by 37% over the period of the Plan. Alongside this, the Scottish Government are committed to phasing out new petrol and diesel cars by 2032 and going one step further by creating the conditions to phase out the need for new petrol and diesel vehicles in Scotland's public sector by 2030, and phasing out the need for all petrol and diesel cars from the public sector fleet by 2025. Decarbonisation of the transport sector will accelerate the shift to more environmentally friendly solutions, particularly electric and hydrogen vehicles. To ensure the delivery of this target, work is required to ensure the necessary infrastructure is in place, including charging stations.

The Council's Vision to 'improve the quality of life of everyone in South Lanarkshire' remains at the heart of the South Lanarkshire Council Plan Connect 2017 - 2022 and along with our values, influences everything that we do. This Fleet Strategy will support the delivery of all key objectives, directly or indirectly, through the rationalisation, replacement and deployment of the fleet with efficient, economical, sustainable and appropriately specified vehicles necessary to support operational service needs.

This Fleet Strategy also aligns with and supports the delivery of other Council led strategies and plans, including the Local Transport Strategy, Sustainable Development and Climate Change Strategy, Carbon Management Plan and the Air Quality Strategy.

This fleet strategy will ensure that the vehicle fleet is appropriately procured, managed, maintained, developed and receives investment to directly support delivery of the Council's wider organisational and service priorities and objectives.

## **Key strategic outcomes**

In preparing this Strategy, Fleet Services within Community and Enterprise Resources has collaborated with other Resources and Services to establish the key priorities for the Fleet Strategy and to identify the key strategic outcomes that the Strategy will help to deliver. In considering these, we have looked at how we currently deliver the fleet service and the national and local priorities and drivers which will impact on the decisions we take going forward.

In this process, we have identified five key strategic outcomes:

1. The Council has an appropriately sized fleet with the right vehicles to ensure its services operate in an efficient and effective manner.
2. The Council maintains a safe, efficient and legally compliant fleet.
3. The Council has a cost effective, efficient fleet service that supports operational requirements and responds to service needs quickly and efficiently.
4. The impact on the environment is reduced.
5. The Council will have a cost effective Fleet.

In the next section we set out the current position of the Council and how we intend to achieve each outcome.

## 2. Ensuring a fit for purpose fleet

### Our strategic outcomes

This section considers the operational context of the factors which shape this Fleet Strategy and each of its five strategic outcomes,

#### **Strategic outcome 1: The Council has an appropriately sized fleet with the right vehicles to ensure its services operate in an efficient and effective manner.**

This outcome considers the number of vehicles, their deployment, utilisation and specification, all necessary to ensure the right vehicle is in the right place at the right time.

#### **Fleet establishment**

As at January each year the fleet establishment is defined in the annual Fleet Asset Management Plan. The Fleet Manager provides the professional judgement, direction and authority to ensure this outcome is met. This is done in conjunction with service managers and taking account of overall council requirements.

The Fleet Manager and each relevant Service Manager review the fleet to determine fleet numbers, size and type to meet operational requirements:

- On an annual basis review the number and types of leased and owned vehicles required to deliver Council services.
- On an annual basis agree how fleet utilisation should be measured, for example, in hours or miles. Include the use of Vehicle Tracking Technology to agree the acceptable level of utilisation.
- Biannually monitor actual fleet utilisation against agreed levels and compare with current fleet size and in turn identify efficiencies.

The Fleet Management system identifies the number of vehicles within each service and by vehicle type to provide 'at a glance' an overview of the Council fleet. Where grant funding for specific vehicles is available, bids are prepared and submitted by Community and Enterprise Resources.

The number of vehicles and plant allocated to each of the Council's Resources as at January 2020 is shown in Appendix 1

#### **Vehicle procurement, evaluation and approval**

Vehicles are procured through appropriate Frameworks. To ensure this approach continues to deliver value for money Fleet Services support collaborative opportunities with other local authorities through:

- Vehicles being selected from the most appropriate category from the framework.
- Vehicle specifications being agreed or refined in conjunction with service users and Health and Safety requirements.

Selecting vehicles for the wide variety of Council services takes the following into account:

- Existing fleet mix
- Parts availability
- Technical expertise
- Manufacturers support
- Specialist tools

- Fuel type
- Performance
- Load capacity
- Vehicle evaluation
- Suitability for role
- Environmental considerations
- Vehicle whole-life costs
- Health and Safety aspects
- Previous operational experience\knowledge.

Fleet Services maximises the potential economies of scale and other savings achievable, by using national contracts wherever suitable, to take advantage of preferential purchasing terms.

In conjunction with the operational Service Managers, new and alternative vehicles are tested and evaluated. These evaluations, in conjunction with regional and local procurement arrangements and whole life running costs, are used in the procurement of suitable vehicles to meet service requirements and ensuring value for money.

Vehicle markings, including the South Lanarkshire Council logo, provide a good opportunity for the Council to provide visible presence and provide reassurance to the general public.

### **Vehicle replacement criteria**

The vehicle replacement programme is based upon revenue funding, operational needs and within the agreed establishment. Vehicles are replaced on an annual rolling programme determined principally by age criteria.

These criteria provides a guideline to the replacement programme. However, vehicles meeting these criteria will be subject to further assessment by the Fleet Manager to determine if replacement is required or whether there is economic life remaining.

This replacement programme allows for 20% (5 years)/25% (4 years) of the fleet to be replaced annually (Table 1). This ensures maintenance of a relatively low average age, minimises maintenance costs, maximises vehicle availability and spreads whole life costs over the four or five year period.

**Table 1: Fleet replacement programme**

<b>Vehicle Type</b>	<b>Years</b>
Refuse Collection Vehicle	5
Minibuses	5
Van, trucks and tippers (3,501 – 7,500kgs)	5
Cars and car derived vans	4

The lifespan of the fleet has been established through operational experience, whole life costs and operating lease term availability.

### **Short term hire arrangements (casual hire)**

Under specific circumstances additional vehicles and items of plant are procured through the appropriate Framework. These assets are arranged on relatively short terms of less than 12 months and only in the following circumstances:

1. To provide cover when fleet assets are out of service for a period of time that requires a replacement to maintain service delivery, for example, where a vehicle has been involved

in an accident. Hires are terminated as soon as the fleet asset returns to service. This does not include cover for scheduled events including MOTs and servicing.

2. Hires required for fixed term or specific tasks, for example, seasonal work such as increased grounds maintenance during the summer months.
3. Hire of specialist equipment not available within the fleet and required for specific tasks such as specialist access platforms or heavy lifting equipment.
4. An asset hire is required to deliver a service pending the delivery of a new fleet asset; procurement of the new fleet asset will have been approved by Finance and Corporate Resources. Such assets will remain on hire until the new fleet asset is delivered.

In order to achieve this outcome, the following actions are required:

1	Review annually with operational Service Managers the fleet establishment of leased and owned vehicle types and numbers each Resource requires to deliver services.
2	Through the use of vehicle tracking technology and other means, review and challenge fleet utilisation across all Resources.
3	Undertake on going evaluations to ensure casual hire vehicles represent best value and are required to maintain operational service delivery.

## **Strategic outcome 2: The Council maintains a safe, efficient and compliant fleet.**

This outcome considers where, when and how vehicles are maintained.

### **Vehicle Maintenance**

The Council's in-house vehicle maintenance team operates from workshops based at Hamilton International Park in Blantyre and at Caldwellside Industrial Estate in Lanark, ensuring vehicles are kept legal, safe and in service.

The team of mechanics are highly skilled in maintaining specialist vehicles with a diverse range of specialist equipment. The workshops carry out a wide range of maintenance tasks, only outsourcing specialist and bodywork repairs.

The Blantyre facility is a modern large workshop capable of accommodating the range of vehicles and plant operated. The Lanark facility is smaller and can only accommodate cars and light commercial vehicles and requires review.

The Lanark workshop operates an extended dayshift from Monday to Friday. The Blantyre workshop operates a three shift system from Sunday night through to Thursday morning and then day shift and back shift on Thursday and Friday. These extended working hours reduces, to a minimum, the operational downtime of the fleet.

The fleet is maintained within a preventative maintenance regime including scheduled safety inspections. The heavier fleet is inspected every 6 - 8 weeks with the light fleet on a 52 week cycle. The fleet is maintained in accordance with the Goods Vehicle Operator's Licence and manufacturers' recommended maintenance standards.

Maintenance events are scheduled by the Fleet Management System. Users receive 30 days advance notice of inspection dates. Over 5,000 scheduled jobs are carried out annually and in addition there are a further 16,500 unscheduled jobs completed over the year.

The workshops target is to return 70% of vehicles to Services within two working days thereby reducing operational downtime.

The Blantyre workshop also performs compliance inspections on all taxis and private hire cars licensed to operate within South Lanarkshire.

In order to achieve this outcome, the following actions are required:

4	<p>Improve data quality and use of management control and performance information to include the following:</p> <ul style="list-style-type: none"> <li>• Vehicle availability statistics (downtime)</li> <li>• Overall workshop costs</li> <li>• Material/stores costs</li> <li>• Cost of utilities</li> <li>• Tool and equipment costs</li> <li>• Workshop attendance rates</li> <li>• Data on MOT failures</li> </ul>
5	<p>Continue to monitor fleet compliance through regular quality assurance and workshop maintenance data.</p>
6	<p>A business case around service delivery and depot investment will be prepared to consider ensure cost effective vehicle maintenance service across all areas</p>

**Strategic outcome 3: The Council has an efficient fleet service that supports operational requirements and responds to service needs quickly and efficiently.**

This outcome considers how the right vehicle, at the right time and at the right cost is made available to the service user.

In order to ensure the strategic outcome is achieved the following services are provided:

- Utilisation of national procurement contracts for the procurement of vehicle related services to include fuel cards, tyres and ancillary equipment.
- Management information provided to managers who will be accountable for changes and efficiencies identified.
- Work with colleagues from other local authorities to support regional collaboration initiatives which involve fleet provision. This includes Scotland Excel to ensure standardised fit for purpose vehicles are purchased and supported.
- Managing all aspects of vehicle accident repairs and claim management via the Council's Risk Management Team and the production of bespoke management information.
- Arranging timely collision repairs in liaison with accident management contractors and the body repair contractors, directly or via third parties.
- Contribute to the Corporate Management of Road Risk (MORR) Policy. The key objectives of which are:
  - To support the reduction in vehicle related accidents, particularly 'at fault' accidents.
  - To raise awareness of the causes of vehicle accidents and promote effective, preventative measures to reduce such accidents.
  - To provide information to the Learning and Development Section in order to enhance the driver training programmes.
  - Work with Risk Management colleagues to standardise accident recording process.

The MORR Policy will continue to be developed and detailed data will be provided to managers and the Learning and Development Section to inform further development programmes.

## Service user involvement and satisfaction

The fleet is provided to enable staff to deliver operational services on a day to day basis and make essential journeys. It is important that the vehicles selected are fit for purpose and that an effective maintenance service is provided. Operational Service Managers in conjunction with the Fleet Manager will require to identify their operational needs prior to vehicles being procured on their behalf. Satisfaction levels with the service and support offered by the vehicle maintenance workshops will be assessed on a regular basis to ensure that user needs are being met as effectively as possible.

A biennial customer satisfaction survey is conducted covering both fleet management and workshop services.

In order to achieve this outcome, the following actions are required:

7	Continue to improve customer satisfaction by carrying out biennial surveys.
8	Review the Service Level Agreement with users
9	Continue to work with Corporate Health and Safety and Insurance and Risk to further reduce fleet related risk.

## Strategic outcome 4: The impact on the environment is reduced.

The council is considering how best to reduce the need for travel using new technology, agile methods of working and using policy to effect change.

This outcome considers how carbon emissions are reduced through the use of technology and alternative fuels.

Fuel usage can be minimised by

- Designing routes efficiently
- Maintaining vehicles to a high standard
- Driver training
- Driver performance
- Purchasing fuel efficient vehicles
- Operating alternatively fuelled vehicles

Fleet Services consult with vehicle manufacturers to monitor advances in technology and alternative fuels such as LPG, bio-diesel, electricity and hydrogen. The evaluation of new developments in vehicles will be assessed in terms of operational suitability, ease of maintenance, ease of use, environmental impact and affordability.

Possible developments to reduce fuel consumption thereby reducing costs, reducing carbon dioxide emissions and also reducing emissions of nitrogen dioxides include:

- Telematics – system which monitors driving performance and continually encourages the driver to drive in an economical manner. A number of features such as acceleration and braking can be measured and give the driver feedback on his overall environmental driving performance. Fleet Services will manage and monitor the telematics system in conjunction with the vehicle replacement programme. This would include coordinating the fitment and removal of telematics hardware, monitoring the system's performance, analysing the system data and providing exception reports to service users allowing managers to improve performance if required.

- Moving to alternatively fuelled vehicles – transition to electrification should focus first on the light fleet both because this will be easier to electrify and because the Government target for the light fleet is earlier.

The UK and Scottish Governments have placed an emphasis on the public sector setting a leading example on climate change and for achieving an almost complete decarbonisation of road transport by 2050.

The Fleet Strategy should contribute and support the Council's and Scottish Government actions to improving local air quality. Many journeys undertaken in Council duties are short and can involve frequent stop/starts; the provision of efficient vehicles and alternatively fuelled vehicles will reduce the impacts of this type of journey. Efficient route planning is not only cost effective but will reduce unnecessary emissions and again contribute towards improving overall air quality. Successfully implementing the Fleet Strategy will be cost effective and beneficial to improving air quality across South Lanarkshire.

In order to achieve this outcome, the following actions are required:

10	Benchmark carbon reduction with other local authorities.
11	Monitor efficiency savings arising from vehicle fleet.
12	Continue to encourage the efficient use of resources through asset procurement, maintenance, monitoring vehicle use and driver behaviour.
13	Develop and plan for the requirements for the transition to Ultra Low Emission Vehicles to meet the Scottish Government's targets, focussing initially on the Council's cars and light vans.
14	Understand the requirements and technology developments for the transition to Ultra Low Emission heavy commercial vehicles and develop an action plan to meet the Scottish Government's targets.
15	Develop Fleet Management and Vehicle Tracking Systems to enhance management information.

### **Strategic outcome 5: The Council will have a cost effective Fleet.**

This outcome considers the cost of the asset over its expected life including method of funding. Maintenance and fuel usage.

#### **Cost Effectiveness**

Fleet Services monitor purchase price, method of funding, maintenance costs and fuel usage over the life of vehicles to determine the whole life cost of the assets operated and to provide best value for the Council. Alternative vehicles will be trialled to consider and compare.

The options for funding the assets will be reviewed on a regular basis in conjunction with Treasury Management to ensure that the most appropriate and cost effective means are used to finance future acquisitions. Consideration will be made to purchase, lease or hire of vehicles, with best value being at the core of all decisions around vehicle acquisition and funding. Cost of returning vehicles will be taken into account when considering the financial implications of acquisition. Requirements for new vehicles over the agreed establishment will be accompanied by a suitable business case agreed by the requesting service. Opportunities to secure external funding from national and regional sources for purchase of vehicles utilising emerging, low carbon technologies will be explored.

The fleet management team review the fleet market on an ongoing basis, looking at technological developments which can lower cost, improve productivity and increase safety.

#### **Economic life**

On a four weekly basis, the Fleet Manager meets with the relevant Service Manager. At these meetings the replacement programme is reviewed, from 18 months in advance of the vehicles scheduled replacement date, to ensure that requested vehicles arrive in line with the replacement dates. The required operational needs, the specification and the likely costs are considered in detail.

Vehicle life is also considered in terms of both vehicle reliability and most cost effective operating lease term.

### **Vehicle disposal**

At the end of the operating lease period, vehicles will be returned to the lessor. The end of lease process includes an inspection by the lessor and a charge being raised against the Council for defects or damage not considered to have been caused through normal use or wear and tear. These charges are subject to challenge by Fleet Services. Owned vehicles will be disposed of via auction.

### **Fuel usage**

The Council's fleet used 3.4 million litres of fuel in 2018/19. An analysis by fuel type is detailed in Table 2.

**Table 2: Fuel Type usage, 2018/2019**

<b>Fuel Type</b>	<b>Litres</b>
Diesel	2,982,765
Gas oil	335,346
Petrol	89,589
<b>Total TOTAL</b>	<b>3,407,700</b>

There are diesel tanks sited at five Council depots and fuel to supply these is bulk bought through a framework storing a maximum of 185,300 litres of road fuel (diesel) and 61,000 litres of gas oil. Gas oil is only used for mobile plant.

In addition, fuel can be obtained by fleet users through an agency card agreement with seven local garages (three in the Clydesdale area, one each in Hamilton, East Kilbride, Rutherglen and Larkhall). This arrangement serves all of the Council's fuel needs and improves access to fuel in rural areas and out of normal depot hours.

Fuel usage is monitored through a fuel management system, and each transaction imported into the Fleet Management System, allowing detailed analysis of fuel usage by vehicle.

It is estimated that 9% of the Council's total carbon emissions are from transport and approximately 80% of these are from heavy vehicles. Carbon emissions associated with all travel has reduced by 14.6% since the baseline year of 2005/2006 mainly as a result of carbon reduction initiatives, including vehicle monitoring (telematics), optimisation of vehicle routing, procurement of fuel efficient vehicles and electric vehicles. These initiatives are set out in the Council's Carbon Management Plan.

By expanding the use of vehicle telematics, the environmental impact of the fleet will be reduced by decreasing fuel consumption and emissions as well as reducing expenditure.

The environmental impact will be further reduced through the continued transition of the current fleet of small cars and small car derived vans from diesel to ultra-low emission vehicles. This is in accordance with the Scottish Government's target to decarbonise small vehicle fleet by 2032.

The Government's Programme for Scotland 2019-20 states that the Scottish Government is committed to phasing out new petrol and diesel cars by 2032 and go further by creating the conditions to phase out the need for all new petrol and diesel vehicles in Scotland's public sector fleet by 2030, and phasing out the need for all petrol and diesel cars from the public sector fleet by 2025

Future replacement cycles will take account of emerging technologies and developments within the vehicle market. This is further explained in strategic outcome 4 above.

In order to achieve this outcome, the following actions are required:

16	Continue to review whole life costs across the fleet.
17	Consider alternatives to diesel assets in the vehicle fleet and the whole cost implications of these.
18	Monitor economic life and identify changes resulting from improved technology.
19	Review carbon emissions for vehicle fleet and identify changes.

### **3 Governance arrangements**

#### **Management of the Fleet Strategy**

The Head of Fleet and Environmental Services is responsible for the development and delivery of the Fleet Strategy, the vehicle replacement planning process and implementation of the outputs identified in the strategy and is supported by the Fleet Manager. The Fleet Manager is supported in delivery of the strategic outcomes by the fleet management team.

Contingency and succession planning arrangements continue to be developed in order to maintain and guarantee resilience, with the capacity to meet service delivery demands as a consequence of changing technology and changes in operational service delivery.

A training programme is in place to ensure that staff are proficient with changing technology and able to operate the latest equipment on the newest vehicles. Staff are trained to cover first aid, fire marshalling, health and safety and risk assessments, along with the technical training.

#### **Service Managers with fleet responsibility**

Operational managers are identified as having day to day management responsibility for the vehicles within their own service area. Fleet Services provide regular management information to each service manager which include vehicle utilisation, fuel usage and compliance with Council policies. Service managers with fleet responsibility are able to:

- Discuss fleet in terms of meeting the demands of operational service delivery with vehicle end users.
- Consider outline requests for changes in fleet needs.
- Ensure compliance with vehicle related health and safety and transport legislation.
- Challenge usage and utilisation of vehicles.

#### **Service Standards**

Each Service is responsible for ensuring vehicles are used for the purpose they were procured. Drivers will be briefed and trained on the operation of the vehicle and equipment.

There is a clearly defined set of rules and responsibilities between the service user and Fleet Services contained within a Service Level Agreement. A set of service delivery standards have been developed to enable service users to understand:

- The nature of the service to be provided.
- The tasks and responsibilities of each party.
- Frequencies, quantities and standards of performance.
- The agreed charges or unit rates.
- Information that will be provided to each service.

#### **Monitoring and review**

The approach to vehicle provision and management set out in this Strategy will be monitored to ensure that it remains cost effective and meets the operational needs of service users.

A range of measures will be monitored annually by the Fleet Manager and the findings reported to the Community and Enterprise Resources' Management Team. The Strategy will be refreshed in 2025.

Implementation of the actions identified in this Strategy will be monitored annually alongside the monitoring of the Fleet Asset Management Plan. The Strategy will be updated as required to

take into account, completed actions, new actions coming forward and actions that have to be amended. A refreshed action plan alongside a report on progress will be presented to the relevant committee(s) for noting/ approval each year.

This overarching Fleet Strategy will be aligned with individual Service Level Agreements. The Fleet Asset Management Plan will be updated and circulated annually.

Individual Services are responsible for the day to day assessment and monitoring of drivers and addressing any issues

## Action Plan 2020 – 2025

This Action Plan is set out to deliver the five strategic outcomes identified in the Fleet Strategy.

<b>Strategic outcome 1:</b> The Council has an appropriately sized fleet with the right vehicles to ensure its services operate in an efficient and effective manner.			
No.	Action	By whom	By when
1	Review annually with operational Service Managers the fleet establishment of leased and owned vehicle types and numbers each Resource requires to deliver services.	All	Annually
2	Through the use of vehicle tracking technology and other means, review and challenge fleet utilisation across all Resources.	All	Six monthly
3	Undertake on going evaluations to ensure casual hire vehicles represent best value and are required to maintain operational service delivery.	All	Four weekly
<b>Strategic outcome 2:</b> The Council maintains a safe, efficient and compliant fleet.			
4	Improve data quality and use as management control and performance information to include the following: <ul style="list-style-type: none"> <li>• Vehicle availability statistics (downtime)</li> <li>• Overall workshop costs</li> <li>• Material/stores costs</li> <li>• Cost of utilities</li> <li>• Tool and equipment costs</li> <li>• Workshop attendance rates</li> <li>• Data on MOT failures</li> </ul>	FM	Four weekly
5	Continue to monitor fleet compliance through regular quality assurance and workshop maintenance data.	FM	On going
6	A business case around service delivery and depot investment will be prepared to consider ensure cost effective vehicle maintenance service across all areas	Head of Service	September 2020
<b>Strategic outcome 3:</b> The Council has an efficient fleet service that supports operational requirements and responds to service needs quickly and efficiently.			
7	Continue to improve customer satisfaction by carrying out biennial surveys and using feedback to improve service delivery.	FM	Annually
8	Review the Service Level Agreement with users.	All	June 2020
9	Continue to work with Corporate Health and Safety and Insurance and Risk to further reduce fleet related risk.	All	On going
<b>Strategic outcome 4:</b> The impact on the environment is reduced.			
10	Benchmark carbon reduction with other local authorities.	FM	Annually
11	Monitor efficiency savings arising from vehicle fleet.	Head of Service	Annually
12	Continue to encourage the efficient use of resources through asset procurement, maintenance, monitoring vehicle use and driver behaviour.	All	On going
13	Develop and plan for the requirements for the transition to Ultra Low Emission Vehicles to meet the Scottish Government's targets, focussing initially on the Council's cars and light vans.	All	September 2020
14	Understand the requirements and technology developments for the transition to Ultra Low Emission heavy commercial vehicles and develop an action plan to meet the Scottish Government's targets.	All	On going

15	Develop Fleet Management and Vehicle Tracking Systems to enhance management information.	FM	On going
<b>Strategic outcome 5:</b> The Council will have a cost effective Fleet.			
16	Continue to review whole life costs across the fleet.	FM	On going
17	Consider alternatives to diesel assets in the vehicle fleet and the whole cost implications of these.	FM	On going
18	Monitor economic life and identify changes resulting from improved technology.	FM	On going
19	Review carbon emissions for vehicle fleet and identify changes.	All	Annually

Acronym	Resource	Acronym	Resource
CER	Community and Enterprise	ER	Education
FCR	Finance and Corporate	HTR	Housing and Technical
SWR	Social Work	SLLC	South Lanarkshire Leisure and Culture Ltd
FM	Fleet Manager	All	CER, FCR, SWR, ER, HTR, SLLC and FM

## Monitoring Framework

Measure	Baseline/Start	Target	Frequency
<b>Strategic outcome 1:</b> The Council has an appropriately sized fleet with the right vehicles to ensure its services operate in an efficient and effective manner.			
Number of vehicles required to deliver Council services	1416	Reduce	Annually
Actual fleet utilisation against agreed levels	2020	Increase	Annually
<b>Strategic outcome 2:</b> The Council maintains a safe, efficient and compliant fleet.			
Workshop cost per mile	2020	Reduce	Annually
Percentage of vehicles returned to service within two working days	70%	Increase	
<b>Strategic outcome 3:</b> The Council has a cost effective, efficient fleet service that supports operational requirements and responds to service needs quickly and efficiently.			
Average cost per incident	2020	Reduce	Annually
Ratio of number of incidents to number of vehicles	2020	Reduce	Annually
<b>Strategic outcome 4:</b> The impact on the environment is reduced.			
Number of ultra low emission Vehicles in the Fleet	37	Increase	Annually
The number of miles travelled per year by the Council Fleet	2020	Reduce	Annually
<b>Strategic outcome 5 : The Council will have a cost effective Fleet</b>			
Council Fleet related carbon emissions	2020	Reduce	Annually

**Vehicles by Resource as at January 2020**
**Appendix 1**

	CER	FCR	ER	HTR	SWR	SLLC	TOTAL
01 SMALL VAN	53			107	57	2	219
02 MEDIUM VAN	33			72	54	4	163
04 PANEL VAN	4	1	1	267	5	1	279
05 LUTON BOX VAN	2			22	1	1	26
06 VAN LWB				1			1
07 CCTV VEHICLE				2			2
09 MOBILE LIBRARY/DISPL		1	1			2	4
10 4 WHEEL DRIVE VEHICL	2			3	1	1	7
11 TIPPER 5200 KGS	4						4
12 TIPPER 7500 KGS	14			3			17
13 TIPPER 18000 KGS 3 W	3						3
15 TIPPER 18000 KGS	3						3
16 TIPPER 26000 KGS	4						4
18 PLATFORM 18000 KGS				3			3
19 PLATFORM HIAB 18000	1						1
21 TRACTIVE UNIT 44000	1						1
22 BUS up to 17 SEATS	37		8			1	46
23 BUS over 17 SEATS	28						28
24 LOW CARBON VEHICLE	21			12		4	37
25 PEOPLE CARRIER	1		15	1	2	2	21
26 MOTOR CARS	150	2	6	16	37	5	216
28 TIPPER 12000 KGS MUL	5						5
29 WALKING FLOOR 18-32T	2						2
30 ROAD SWEEPER 18000 K	9						9
35 CREWCAB TIPPER	93				3		96
36 CREWCAB TIPPER 7500	3						3
37 CREWCAB TIPPER 5200	38						38
38 EFUSE SIDE LOADER 1	5						5
39 HOOKLIFT 18000 KGS	2						2
40 TOWER WAGON 7500 KGS	1						1
46 RCV UP TO 18000 KGS	13						13
48 RCV 26000 KGS	48						48
60 FRIDGE/FOOD TRANSPOR	2						2
65 HOOKLIFT VEHICLE 320	7						7
74 LOW LOADER SEMI TRAI	1						1
82 MESS UTILITY VEHICLE	1			3			4
83 PLANT MAINTENANCE VA	4						4
88 PMG	9						9
90 18 TON 4x4 PMG	1						1
94 PRECINCT SWEEPERS	24						24
96 DROPSIDE PICKUP	3			43			46
97 DROPSIDE CREWCAB	7						7
98 INTERCHANGEABLE BODY	4						4
<b>Grand Total</b>	<b>643</b>	<b>4</b>	<b>31</b>	<b>555</b>	<b>160</b>	<b>23</b>	<b>1416</b>

<b>Road Going Plant</b>		<b>CER</b>	<b>ER</b>	<b>HTR</b>	<b>SLLC</b>	<b>Grand Total</b>
053	DUMPER	2				2
054	EXCAVATOR/LOADER MED	1				1
058	TRACTOR WITH LOADER	9				9
061	EXCAVATOR/LOADER LAR	5				5
069	TRAILER	88	1	2	6	97
070	LARGE TRAILER	24		1		25
073	CHIPSPREADER TRAILER	3				3
084	MINI TRACTOR	21				21
092	EXCAVATOR 360	3				3
095	JETTER TRAILER MOUNT	4		5		9
P64	EXTRA LARGE TRACTOR	2				2
<b>Grand Total</b>		<b>162</b>	<b>1</b>	<b>8</b>	<b>6</b>	<b>177</b>

# Report

7

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>31 March 2020</b>
Report by:	<b>Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Action Plan – First Year of Implementation of the Good Food Strategy</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:

- ◆ inform the Community and Enterprise Resources Committee of the progress made for the implementation of the Good Food Strategy and, in particular, the development of the Council action plan
- ◆ approve the action plan for the first year of implementation of the Good Food Strategy

## 2. Recommendation(s)

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

- (1) that the action plan for the first year of implementation of the Good Food Strategy, attached as Appendix 1 be approved; and
- (2) that the action plan be reported to the Climate Change and Sustainability Committee on the 13 May 2020 for noting

## 3. Background

- 3.1. At its meeting on 12 November 2019, the Community and Enterprise Resources Committee endorsed the Good Food Strategy. The strategy was then approved by the Executive Committee on 4 December 2019. Subsequently, the Community Planning Partnership Board was informed of the strategy on 12 February 2020.
- 3.2. The strategy has been launched with the organisation of an event on 26 March 2020 in the Banqueting Hall in the Council Headquarters. The launch was an opportunity to present the strategy and its key objectives to South Lanarkshire food stakeholders from the public, private and third sectors.
- 3.3. The purpose of the event was also to inform people about the national policy framework and the Good Food Nation Bill with a speech from Mairi Gougeon, MSP, Minister for Rural Affairs and the Natural Environment. In addition, information was provided on the main food challenges and opportunities in Scotland with a presentation from Pete Ritchie, Executive Director of Nourish Scotland.
- 3.4. The event was also to be an opportunity for networking in order to foster close partnership working during the strategy's implementation phase. This event was also about showcasing good food initiatives in South Lanarkshire and celebrating Scottish food.

3.5. The Good Food Strategy proposes a vision as well as 12 objectives for the development of a Good Food Council. For each of the objectives, in addition to background information, intentions of actions to progress the objectives were identified together with relevant Council services and partners.

#### **4. Action Plan for the First Year of Implementation of the Good Food Strategy – Approval, Implementation and Monitoring Framework**

4.1. Actions to implement the strategy during the first year were derived from the intentions identified in the strategy document for each of the objectives. They were defined in collaboration with Council Resources and Services involved in food related activities.

4.2. On the basis that the Committee approves the action plan, it is proposed that the action plan will be reported to the Climate Change and Sustainability Committee on 13 May 2020 for noting.

4.3. On the basis that the Committee approves the action plan, its implementation will start from 31 March 2020.

4.4. Progress on objectives and intentions will be monitored and reported every 6 months via IMPROVe the performance management system (Q2 and Q4) to the CMT and relevant Committees and Forums.

4.5. Bi-annual monitoring reports will consist of quantitative information with the number of targets achieved and qualitative information highlighting progress and impacts of specific actions and initiatives. Broader outcomes i.e. overall impacts of the strategy will be annually monitored following the framework proposed in the strategy document and against the selected indicators.

#### **5. Action Plan for the First Year of Implementation of the Good Food Strategy - Content**

5.1. The action plan is divided by objectives and then by intentions following the structure of the Good Food Strategy and is set out in Appendix 1. It is worth noting that this is the first time the Council has prepared such an action plan and, as such, the effectiveness of its implementation will be monitored, and findings reflected in the future iterations of the action plan. For new actions, services will focus on establishing baseline in order to determine suitable targets for the following years and to better inform future actions.

5.2. Actions from the following Resources and Services were compiled:-

- ◆ Finance and Corporate: Money Matters Advice Service, Healthy Working Lives, Procurement, Scottish Welfare Fund, Tackling Poverty
- ◆ Community and Enterprise: Amenities, Economic Development, Environmental Services, External Funding, Facilities, Leader, Planning, Refuse and Recycling, Sustainable Development and Climate Change
- ◆ Social Work: Unpaid Work Services
- ◆ Education: Youth, Families and Communities Learning Services

- 5.3. The action plan consists of 58 actions and can be categorized as follow:-
- ◆ 36% of the actions were already undertaken by the Council in 2019/2020 but most of them were not reported in Resource or Service Plans
  - ◆ 14% are food related actions already carried out in 2019/2020 but they will be improved so as to align them with the objectives of the strategy
  - ◆ 50% are new actions or actions previously undertaken but with no or limited focus on food and their scope have been redefined to focus on food and progress the objectives of the strategy

## **6. Strategic Environmental Assessment**

- 6.1. Following the SEA pre-screening exercise and communication with the Scottish Government, it was concluded that no further action was required in relation to the SEA process for the Good Food Strategy.

## **7. Employee Implications**

- 7.1. Monitoring the implementation of the action plan is the key task of the Policy Officer (Food Development).
- 7.2. In addition, the implementation of the strategy is the task of Resources and Services involved in food activities as identified during the development of the food strategy and as indicated in the action plan.

## **8. Financial Implications**

- 8.1. Although there are no financial implications at this stage, specific funding implications related to the implementation of the strategy will be considered as initiatives are taken forward and reported accordingly.

## **9. Climate Change, Sustainability and Environmental Implications**

- 9.1. The Good Food Strategy will support the outcomes of the current Sustainable Development and Climate Change Strategy.

## **10. Other Implications**

- 10.1. There are no implications for risk in terms of the information contained within this report.

## **11. Equality Impact Assessment and Consultation Arrangements**

- 11.1. The Equalities Impact Assessment has been conducted and approved.

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

**17 March 2020**

## **Link(s) to Council Values/Ambitions/Objectives**

- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities
- ◆ Support the local economy by providing the right conditions for inclusive growth
- ◆ Support our communities by tackling disadvantage and deprivation, and supporting aspiration

### **Previous References**

- ◆ Community and Enterprise Resources Committee 22 May 2018 - Food Development – Policy Officer
- ◆ Community and Enterprise Resources Committee 22 January 2019 - Proposal for Food Strategy
- ◆ Community and Enterprise Resources Committee 3 September 2019 - Proposal for Food Strategy
- ◆ Community and Enterprise Resources Committee 12 November 2019 - Good Food Strategy
- ◆ Executive Committee 4 December 2019 - Good Food Strategy

### **List of Background Papers**

None

### **Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

**Hélène Gourichon (Policy Officer for Food Development)**

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# Action Plan 2020-2021

11 March 2020 – V07

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**Theme: Good Food at Home and in the Community**

Objective 1: Supporting good food education and culture			
Action	Measures / Timescale	Resource / Service	Updater/Owner
1. Support and increase the delivery of food educational programmes and initiatives in schools by adopting a whole school approach in collaboration with food stakeholders (e.g. catering service, NHS, food growing organisations, farmer organisations).			
Deliver one pilot <b>cooking courses</b> in schools with parents promoting healthy eating and cooking on a budget	- Impacts of cooking courses on food knowledge and skills (number of parents impacted and type of impacts)	Facilities / C&E (Education)	Updater: Anne Goldie Owner: Gerry Donachie
Organise <b>educational activities</b> promoting healthy eating in nurseries, primary and secondary schools (e.g. Go fresh clubs; breakfast classroom activities; Better eating-better learning)	- Type of activities delivered - Number of children and schools involved	Facilities / C&E (Education)	Updater: Anne Goldie Owner: Gerry Donachie
Communicate on the new <b>regulation for Nutritional Requirements</b> for Food and Drink to children, parents, catering staff and teachers through a specific educational programme	- Number of schools, children, parents, catering staff, teachers involved	Facilities / C&E (Education)	Updater: Anne Goldie Owner: Gerry Donachie
2. Continue to support and expand the development of food knowledge and skills for targeted groups (e.g. Community Payback Unpaid Work, Youth, Family & Community Learning Service, Seniors Together).			
Provide 4 <b>cookery food and hygiene sessions</b> per week, deliver Kitchen Learning Hub and 6/8 REHIS courses to Service Users of the <b>Unpaid Work</b>	- Feedback from participating Service Users on cookery food and hygiene sessions (satisfaction and impact)	Unpaid Work Service/ Social Work	Updater: Caitlin Hendry Owner: TBD

<p><b>Service</b> in collaboration with Lanarkshire Community Food and Health Partnership (LCFHP)</p>	<p>including numbers of Services Users and hours completed)</p> <ul style="list-style-type: none"> <li>- Number of certificates from REHIS for courses when successfully completed and number of REHIS certificates increasing employability opportunities for Service Users</li> </ul>		
<p>Offer opportunity for Service Users of <b>Unpaid Work Service to grow food</b>, develop knowledge and skills associated with growing vegetables within the Auchentibber Allotment and undertake food growing work in respond to referrals from Community growers/gardens</p>	<ul style="list-style-type: none"> <li>- Time allocated by Placement Supervisors to overview Service Users involved in Auchentibber allotment</li> <li>- Number of referrals to the Unpaid Work service from Community Growers</li> <li>- Evidence of the work undertaken in relation to such referrals</li> <li>- Number of training sessions delivered and number of participants</li> </ul>	<p>Unpaid Work Service/ Social Work</p>	<p>Updater: Caitlin Hendry Owner: TBD</p>
<p>Deliver accredited awards to learners from <b>YFCL</b> service participating in <b>food related learning programmes</b> (including ASDAN High 5 awards, Dynamic Youth Awards, REHIS, ASDAN Foodwise Awards) and deliver healthy eating programmes (including 'Healthy Eating, Cooking on a Budget and 'Independent Living Cookery Skills')</p>	<ul style="list-style-type: none"> <li>- Number of learners who have improved confidence and self-esteem through food related learning programmes</li> <li>- Number of learners who have improved mental health and wellbeing through food related learning programmes</li> <li>- Number of learners who have improved their physical health and wellbeing through food related learning programmes</li> <li>- Number of learners who are better able to support their child/family members health and wellbeing through food related learning programmes</li> <li>- Number of learners who have achieved a nationally recognised award or qualification through food related learning programmes.</li> </ul>	<p>Youth, Family and Community Learning service/ Education</p>	<p>Updater: Joan McVicar Owner: Anne Donaldson</p>
<p>Deliver <b>learning programmes</b> with partners around <b>agriculture and food growing</b> to learners from</p>	<ul style="list-style-type: none"> <li>- Number of learners who have improved confidence and self-esteem through food growing related learning programmes.</li> </ul>	<p>Youth, Family and Community</p>	<p>Updater: Joan McVicar</p>

YFCL (e.g. Grass Routes, Hairleeshill Community Garden, 'Weed 'em & Reap' East Kilbride)	-Number of learners who have improved mental health and wellbeing through food growing learning programmes. - Number of learners who have improved their physical health and wellbeing through food growing learning programmes.	Learning service/ Education	Owner: Joan McVicar
3. Join and support national campaigns promoting Good Food (e.g. Veg Cities), increase communication around Good Food and support food events.			
Run and support the organisation of the <b>Foraging Fortnight</b> (8 events) and support other food events in South Lanarkshire	- Number of people participating to the Foraging Fortnight and having a better understanding of the use of local resources	LEADER/ C&E	Updater: Kenny Lean Owner: Kenny Lean
<b>Objective 2: Reducing food poverty and insecurity</b>			
<b>Action</b>	<b>Measures / Timescale</b>	<b>Resource / Service</b>	<b>Updater/Owner</b>
1. Increase awareness and understanding of food insecurity and poverty in South Lanarkshire (e.g. prevalence, nature, causes and consequences).			
Monitor the number of <b>food parcels</b> delivered by food banks sharing their data	- Number of food parcels delivered by food banks to understand trends of food insecurity and poverty and inform Council actions and local initiatives.	Tacking poverty/ CPP	Local Child Poverty Action Report - Updater: Gary Ross Owner: Gary Ross
2. Help to prevent chronic and episodic food insecurity and poverty by improving the provision of free or affordable food or its support (free breakfast in all primary schools, free lunch for targeted groups - including free school meals-, lunch clubs for children and older people); improving financial advice through Money Matters; and supporting a partnership approach with community food initiatives and partners.			
Deliver free <b>breakfast</b> in 118 primary schools during all school days	- Uptake of breakfast served (4 weeks basis)	Facilities /C&E (Education)	Service Plan Updater: Anne Goldie

			Owner: Gerry Donachie
Deliver free <b>breakfast and lunch</b> during <b>Summer Holiday Hubs</b> to targeted children	<ul style="list-style-type: none"> <li>- Number of vulnerable children benefiting from free and healthy breakfast and lunch per day during the summer holiday period</li> </ul>	Facilities/ C&E (Education)	Updater: Isabel Vietch Owner: Gerry Donachie
Deliver 13 holiday <b>Summer Holiday Hubs</b> for targeted vulnerable children in partnership with 3 <sup>rd</sup> sector organisations	<ul style="list-style-type: none"> <li>- 670 children participating and % of increase compared to participation during the previous year</li> <li>- Number of participants who have improved their social skills</li> <li>- Number of participants who have improved their physical health and wellbeing</li> <li>- Number of participants who have improved their mental health and wellbeing</li> </ul>	Youth, Family and Community Learning service/ Education	Updater: Joan McVicar Owner: Anne Donaldson
Increase of the <b>uptake of free school meals</b> in secondary schools	<ul style="list-style-type: none"> <li>- % of free school meals uptake in secondary schools</li> <li>- Activities/initiatives to increase the uptake of free school meals</li> </ul>	Facilities/ C&E (Finance, Education)	Local Child Poverty Action Report
Deliver <b>welfare meals</b> for lunch clubs for older people	<ul style="list-style-type: none"> <li>- Number of affordable and nutritious lunch served per day and in total</li> <li>- Number of lunch clubs/3<sup>rd</sup> sector organisations involved</li> </ul>	Facilities/ C&E	Updater: Anne Goldie Owner: Gerry Donachie
Provide <b>advice/referrals to specific food initiatives</b> to family experiencing food insecurity	<ul style="list-style-type: none"> <li>- Number of referrals and applications helping families to improve their financial conditions (Best Start Food applications; Healthy Start Voucher applications; Food Bank referrals; School meal applications; Scottish Welfare Fund applications)</li> </ul>	Money Matters/ Finance	Updater: Angela Martin Owner: Angela Martin

3. Respond to food crisis by continuing to assess all applications made to the Scottish Welfare Fund and exploring other options to pursue the transition from emergency food aid to more dignified and empowering approaches by supporting and working with community food initiatives and partners.

Continue to assess applications made to the <b>Scottish Welfare Fund</b> in two working days	<ul style="list-style-type: none"> <li>- % of application assessed in 2 working days</li> <li>- Annual volume of application</li> <li>- Annual award granted</li> </ul>	Scottish Welfare Fund/ Finance	Updater: Libby Dick Owner: Libby Dick
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**Theme: Good Food in the Public Sector**

Objective 3: Improving food in schools and in council properties			
Action	Measures / Timescale	Resource / Service	Updater/Owner
1. Improve the way the Council source, prepare and promote food in schools with the aim of meeting the Soil Association Food for Life standards.			
Serve nutritious <b>school meals</b> in all nursery, primary and secondary schools	- Number of nutritious meals served per day - % of school meal uptake	Facilities/ C&E	C&E Resource Plan
Meet the new <b>regulation for Nutritional Requirements</b> for Food and Drink in schools	- New regulation met by 26th October 2020	Facilities/ C&E	Updater: Anne Goldie Owner: Gerry Donachie
Work towards the <b>Food for Life</b> bronze standards in primary schools through an initial assessment and design of an implementation plan to achieve the award in year 2	- Assessment undertaken by 31 March 2022 - Action plan to achieve bronze in year 2 developed by 31 March 2022	Facilities/ C&E	Updater: Anne Goldie Owner: Gerry Donachie
2. Support employee's health and well-being by meeting the Healthy Living Award.			
Meet the <b>Healthy Living Award</b> in Council properties	- Award achieved by December 2020	Facilities/ C&E	Updater: Alison Johnston Owner: Isabel Veitch

3. Develop and implement a Good Food Charter promoting healthy, local and sustainable food in Council properties.			
Promote a <b>food pledge</b> aligned with the SL Good Food definition for food served in Council properties	- Food pledge promoted by March 2021	Facilities/ C&E	Updater: Anne Goldie Owner: Gerry Donachie
Evaluate and increase the <b>procurement of local food and sustainable food</b> to be served in Council properties	- Baseline developed to assess food served in Council properties - Actions to improve food in Council properties	Facilities/ C&E (Procurement/C&E)	Updater: Anne Goldie Owner: Gerry Donachie
4. Support Fairtrade by serving Fairtrade products and promoting its principles.			
Establish a baseline and work towards increased <b>spending in Fairtrade</b> products and promote its principles in Council properties	- % spent in Fairtrade products	Facilities/ C&E (Procurement)	Updater: Isabel Veitch Owner: Gerry Donachie
Objective 4: Improving food in public places			
<b>Action</b>	<b>Measures / Timescale</b>	<b>Resource / Service</b>	<b>Updater/Owner</b>
1. Work with partners to improve the way food is sourced, prepared and served in order to increase the availability of Good Food in public places.			
Work with specific <b>partners</b> to explore opportunities to improve the food they serve so that it is aligned with SL Good Food definition	- Demonstrated initiatives developed by partners showing attempt to move towards good food and development of criteria to assess them	FPO/ C&E	Updater: H��l��ne Gourichon Owner: Operation Manager

2. Collaborate with partners to support the development of a breastfeeding-friendly environment in public places.			
Work with specific Council services and partners to explore opportunities to support the <b>development of a breastfeeding-friendly environment</b> in public places	- Demonstrated activities showing attempt to improve breastfeeding environment and development of criteria to assess them	FPO/ C&E	Updater: H��l��ne Gourichon Owner: Operation Manager
3. Engage with producers and suppliers with the objective of increasing the provision of local food in public places.			
Establish a baseline and work towards increased <b>spending in local food</b>	- % of public procurement spent in food produced or manufactured in South Lanarkshire - % of public procurement spent in food produced or manufactured in Scotland	Facilities/ C&E (Economic Development / C&E, Procurement/ Finance, Social Work)	Updater: TBC Owner:

**Theme: Good Food Economy**

<b>Objective 5: Supporting a good food retail and catering environment</b>			
<b>Action</b>	<b>Measures / Timescale</b>	<b>Resource / Service</b>	<b>/Updater/Owner</b>
<b>1. Continue to ensure that food businesses comply with food safety standards.</b>			
Secure broad compliance of South Lanarkshire food businesses with <b>food safety</b> statutory requirements	- 85% of businesses broadly compliant with food safety statutory requirements	Environmental Health/ C&E	C&E Resource plan Updater: Sheena Redmond Owner: Karen Wardrope
<b>2. Encourage food retailers and caterers to promote and serve Good Food and in particular healthy food in the vicinity of schools.</b>			
Work with the Food and Drink Federation to encourage <b>product reformulation in 8 food manufacturers and caterers</b> in South Lanarkshire in order to increase offer of healthy food	- % of business involved in product reformulation	Environmental Health/ C&E	Updater: Karen Wardrope Owner: Karen Wardrope
<b>3. Engage with other local authorities and the Scottish Government to identify solutions for the development of healthy and affordable retail and catering food environments.</b>			
Engage with the Scottish Government during consultation on National Planning Framework 4 to understand opportunities to consider <b>health criteria in determining planning applications</b> . In particular explore the role of the planning system to restrict the	- Representations to the Scottish Government on proposed NPF4 by Spring 2021	Planning/ C&E	Updater: Tony Finn Owner: Tony Finn

location of hot food outlets near schools and their proliferation in town and neighbourhood centres.			
4. Explore and support alternative food retail and distribution options that encourage short, fair and sustainable value chains.			
Organisation of an <b>annual event</b> for local food and drink producers including a workshop focusing on exploring opportunities to develop short, fair and sustainable value chains.	<ul style="list-style-type: none"> <li>- 15 businesses interested in exploring alternative food retail and distribution options</li> <li>- Demonstrated activities showing attempt to support the development of alternative food retail and distribution options</li> </ul>	Economic Development/ C&E	Updater: Eliot Jordan Owner: Stephen Keating
<b>Objective 6: Encouraging a fair and inclusive local food economy</b>			
<b>Action</b>	<b>Measures / Timescale</b>	<b>Resource / Service</b>	<b>Updater/Owner</b>
1. Support local food producers, manufacturers, suppliers and social enterprises in accessing public food procurement with the help of national programmes (e.g. Supplier Development Programme, Partnership for Procurement).			
Organisation of an <b>annual event</b> for local food and drink producers including a workshop focusing on public procurement of local food	<ul style="list-style-type: none"> <li>- 15 businesses interested in accessing public food procurement</li> <li>- Demonstrated activities showing attempt to increase public procurement of local food</li> </ul>	Economic Development/ C&E	Updater: Eliot Jordan Owner: Stephen Keating
2. Encourage connections among local businesses and between businesses and their local communities			
Facilitate (logistics and communication) the organisation of a South Lanarkshire <b>Food Week</b> in collaboration with businesses and other stakeholders	<ul style="list-style-type: none"> <li>- 8 local food businesses involved and 10 food stakeholders</li> <li>- Evidence of increased connections among businesses</li> </ul>	Economic Development/ C&E	Updater: Eliot Jordan Owner: Stephen Keating

3. Showcase and promote the local food sector to South Lanarkshire residents and visitors.			
Facilitate (logistics and communication) the organisation of a South Lanarkshire <b>Food Week</b> in collaboration with businesses and other stakeholders	<ul style="list-style-type: none"> <li>- Sales/turnover of participating food and drink producers</li> <li>- 10 stakeholders involved in the Food Week</li> <li>- Impact of the Food Week on people participating regarding their awareness of local production/producers</li> </ul>	Economic Development/ C&E	Updater: Eliot Jordan Owner: Stephen Keating
4. Support food businesses willing to implement good practices and promote them.			
Organisation of an <b>annual event</b> for local food and drink producers including workshops focusing on good food practices	<ul style="list-style-type: none"> <li>- 15 businesses attending the workshop and interested in changing their practices</li> <li>- Demonstrated activities showing attempt to support the development of good food practices in the private sector</li> </ul>	Economic Development/ C&E	Updater: Eliot Jordan Owner: Stephen Keating
5. Promote careers in the food sector.			
Investigate opportunities to work with Developing the Young Force to promote to food careers in school	<ul style="list-style-type: none"> <li>- 2 events organised to promote food careers in school</li> </ul>	Economic Development/ C&E	Updater: Eliot Jordan Owner: Stephen Keating

## Theme: Good Food Growing

Objective 7: Providing food growing opportunities			
Action	Measures / Timescale	Resource / Service	Updater/Owner
1. Increase the provision of high quality food growing opportunities based on needs. 2. Consider opportunities for the provision of additional food growing opportunities in housing areas, care homes, schools and other public places where there is a demand.			
Identify and develop <b>new sites</b> in the Council's areas to meet demand for food growing	- Increased number of people participating in food growing on Council land in order to progress towards compliance with legislative targets	Amenity Services	Updater: Lisa Inglis Owner: Lynn Carr
Develop a Council wide <b>Open Space Strategy</b> which will include assessment of the current quality and location of food growing opportunities and identify potential suitable areas where new or improved provision could be appropriate	- Open Space Strategy approved by Spring 2021	Planning/C&E	Updater: Sheila Alderson Owner: Tony Finn
Protect <b>Prime Agriculture Land from development</b> as required by Scottish Planning Policy and Local Development Plan policy	- Protection of existing 89 ha of prime agricultural land within South Lanarkshire and annual monitoring of any loss of prime land to development	Planning/C&E	Updater: Sheila Alderson Owner: Tony Finn
3. Contribute to neighbourhood planning initiatives by supporting food growing opportunities where there is a demand.			
Work with local communities who are preparing <b>Local Place Plans</b> for their area to identify opportunities locally to meet any aspirations related to food growing	- Consideration and where appropriate incorporation of community aspirations for the provision of food growing areas within Local Place Plans to increase provision of food growing opportunities	Planning/C&E	Updater: Sheila Alderson Owner: Tony Finn

4. Promote formal and alternative food growing opportunities to South Lanarkshire residents (e.g. fruit trees, community growing sites).

Work in partnership with Council services and community groups to <b>identify and develop alternative food growing opportunities</b>	- Number of alternative food growing initiatives delivered by or in partnership with the Council	Amenity Services	Updater: Lisa Inglis Owner: Lynn Carr
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### Objective 8: Promoting good food growing and sustainability

Action	Measures / Timescale	Resource / Service	Updater/Owner
<ol style="list-style-type: none"> <li>1. Encourage and provide advice and support to communities or social enterprises who wish to create food growing sites.</li> <li>2. Support the development of a food growing network to facilitate exchange of good practices, sharing of training or volunteering opportunities, inputs and equipment.</li> </ol>			
Facilitate <b>food growing learning and development</b> in the Council's area	- Evidence of network learning and community benefits derived as part of the Food Growing Group activities	Amenity Services	Updater: Lisa Inglis Owner: Lynn Carr
<ol style="list-style-type: none"> <li>3. Promote and identify opportunities to encourage sustainable food growing practices that will ensure the protection of natural resources and mitigate climate change.</li> </ol>			
Consider opportunities to increase <b>biodiversity and reduce climate change impact</b> at new and existing sites	- Impact of these initiatives on biodiversity and climate change (number of initiatives and type and scale of impacts)	Amenity Services	Updater: Lisa Inglis Owner: Lynn Carr

**Theme: Good Food for the Environment**

Objective 9: Reducing food waste and packaging			
Action	Measures / Timescale	Resource / Service	Updater/Owner
1. Monitor the recycling and composting rates of food waste in South Lanarkshire. 2. Reduce avoidable food waste in Council properties and encourage households and the private sector to do so.			
Monitor <b>food waste</b> from <b>school kitchen and dining room</b> and recycling rate	<ul style="list-style-type: none"> <li>- Quantity of food waste from school kitchen below 1%</li> <li>- Quantity of food waste from dining room below 15%</li> <li>- % of food waste from school kitchen recycled</li> </ul>	Facilities/ C&E	Updater: Isabel Veitch Owner: Gerry Donachie
Undertake participation rate study to establish the % of <b>householders using the council's food waste collection service</b>	<ul style="list-style-type: none"> <li>- Share of household using food caddy to dispose food waste to inform Council initiatives in relation to food waste in the following years of implementation of the strategy</li> </ul>	Refuse and recycling/ C&E	Updater: Nicola Maher Owner: Kirsty McGuire
3. Promote the redistribution of food surplus and encourage recycling and recovering of non-avoidable food waste.			
Consider <b>extending the food waste collection service</b>	<ul style="list-style-type: none"> <li>- Review of existing service provision and identification of costs associated with extending the service to rural areas to inform Council actions in relation to food waste collection in the following years of implementation of the strategy</li> </ul>	Refuse and recycling/ C&E	Updater: M Maher Owner: C Kelly
Support the <b>redistribution of food surplus</b>	<ul style="list-style-type: none"> <li>- Quantity of food surplus redistributed to vulnerable people (food bank) or sold at affordable prices (food coop)</li> </ul>	FPO/ C&E	Updater: H�el�ene Gourichon

			Owner: Operation Manager
4. Raise awareness about the environmental impact of avoidable food waste and the benefit of composting non-avoidable food waste.			
Revise the content of the presentations the <b>Waste Education Team</b> provide to schools in South Lanarkshire to include information about food waste reduction and recycling'	- Educational material updated by March 2021 including criteria to assess the impact of the educational programme	Refuse and recycling/ C&E	Updater: Nicola Maher Owner: Kirsty McGuire
5. Reduce food packaging in Council properties including the reliance on single-use plastic and encourage households and the private sector to do			
Lead on reducing the council's reliance on <b>avoidable single-use plastic items for food</b>	- Actions to reduce the reliance of single-use plastic items for food across the council	Facilities /C&E (Sustainable Development C&E)	Owner: Gerry Donachie
<b>Objective 10: Limiting the impact of food system on the environment and climate change</b>			
<b>Action</b>	<b>Measures / Timescale</b>	<b>Resource / Service</b>	<b>Updater/Owner</b>
1. Raise awareness about the impact of food systems on the environment and climate change.			
Undertake <b>campaign promoting sustainable food</b>	- At least one campaign promoting sustainable food - Number of people reached	FPO/ C&E (Healthy Working Lives/ Finance Sustainability and climate change/ C&E)	Updater: H�el�ene Gourichon Owner: Operation Manager
2. Increase the offer for sustainable food in Council properties including food promoting animal welfare.			

<b>Monitor sustainable food</b> served in Council properties	<ul style="list-style-type: none"> <li>- 100% fish respecting MSC standards</li> <li>- 100% meat respecting red tractor standards</li> </ul>	Facilities/C&E (procurement)	Updater: Anne Goldie Owner: Gerry Donachie
3. Work with partners and the private sector to explore and implement practices that will help to tackle the impact of food systems on the environment and climate change.			
<i>This intention will be considered in future's action plan</i>			

## Theme: Good Food Governance

### Objective 11 : Developing and strengthening food partnerships

Action	Measures / Timescale	Resource / Service	Updater/Owner
1. Continue to support key voluntary organisations in particular by securing external funding.			
Maximise <b>external funding opportunities</b> for the development of food related projects and initiatives and provide support and guidance to third sector organisations	<ul style="list-style-type: none"> <li>- Number and value of funding application made</li> </ul>	External funding/ C&E	Updater: Pauline Crisp Owner: Kenny Lean
2. Identify and map local food initiatives to inform food stakeholders, foster collaboration and guide the development of new initiatives.			
Facilitate information sharing around Good Food practices in South Lanarkshire	<ul style="list-style-type: none"> <li>- Establish an appropriate communication forum/ channel to facilitate info sharing and peer learning</li> <li>- Impact of the new communication channel (traffic and relevance)</li> </ul>	FPO/ C&E	Updater: H�el�ene Gourichon Owner: Operation Manager

3. Facilitate partnership at local level depending on needs and priorities.			
Facilitate <b>partnership working</b> with food stakeholders	<ul style="list-style-type: none"> <li>- Presence of an active multi-stakeholder food partnership</li> <li>- Development of Terms of Reference for the food partnership</li> </ul>	FPO/ C&E	Updater: H��l��ne Gourichon Owner: Operation Manager
4. Connect with international and national food networks to benefit from external expertise.			
Continue to liaise with national and international food organisations, network and initiatives	<ul style="list-style-type: none"> <li>- Actions derived from these connections that support the objectives of the food strategy and assessment of their impacts</li> </ul>	FPO/ C&E	Updater: H��l��ne Gourichon Owner: Operation Manager
5. Enhance stakeholders' participation in Council level political dialogue			
<i>This intention will be considered in future's action plan</i>			
<b>Objective 12: Making good food a priority in the council's area</b>			
<b>Action</b>	<b>Measures / Timescale</b>	<b>Resource / Service</b>	<b>Updater/Owner</b>
1. Establish an active Council Food Steering Group for monitoring, advisory and decision making.			
Establish a <b>Food Steering Group</b> for monitoring, advisory and decision making	<ul style="list-style-type: none"> <li>- Presence of an active steering group</li> <li>- Development of Terms of Reference for the steering group</li> </ul>		Updater: H��l��ne Gourichon Owner: Operation Manager
2. Ensure that the objectives of the strategy are considered in all food related strategies, actions, groups and forums.			

Continue to engage with the national government to maximise <b>funding for rural community development</b> including for the development of the agricultural community	- Funding and number of food related programmes secured	Rural development / C&E	Updater: Kenny Lean Owner: Kenny Lean
<b>3. Reinforce collaboration across partners of the Community Planning Partnership to advance the objectives of the strategy.</b>			
Develop <b>action plan for the Community Planning Partnership</b>	- Action plan validated by partners and implemented by March 2021	FPO/C&E	Updater: H��l��ne Gourichon Owner: Operation Manager
<b>4. Work towards the Sustainable Food Places award as a catalyst for positive changes and recognition of the success the Good Food Strategy.</b>			
Join the UK network <b>Sustainable Food Places</b>	- Membership achieved by March 2021 to guarantee a high profile of food initiatives	FPO/C&E	Updater: H��l��ne Gourichon Owner: Operation Manager



# Report

8

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>31 March 2020</b>
Report by:	<b>Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Review of Residents' Parking Permit Zones (RPPZ) Policy</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ advise Committee that the review into Residents' Parking Permit Zones (RPPZs) Policy has been concluded and to consider the recommendations resulting from the review

## 2. Recommendation(s)

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

- (1) that it be noted that the Roads Safety Forum has concluded its review into Residents' Parking Permit Zones Policy; and
- (2) that the policy recommendations as set out at 5.2 be endorsed and referred to Executive Committee for approval.

## 3. Background

3.1. The requirement for residents' parking permits in areas throughout South Lanarkshire followed the introduction of the Car Parking Charter in 1997. Subsequently, at its meeting of 5 October 2011, the Executive Committee agreed there would be no further roll out of residents' parking zones.

3.2. The parking needs of commuters, residents and visitors often result in a high demand for both short-term and long-term parking within the area and the Council receives a high volume of correspondence on this subject from both residents and commuters, either directly or via elected representatives.

3.3. There are already significant RPPZs in East Kilbride, Hamilton and Rutherglen. To park in these zones, residents or their visitors need to display a permit, however, it does not mean there will always be a space available. There are also several smaller areas where permits have been issued to both residents and businesses, including Carluke and Cambuslang.

3.4. At the Community and Enterprise Resources Committee on 21 August 2018, the commencement of a review of the current RPPZs policy, overseen by the Roads Safety Forum, was approved.

- 3.5. At the Roads Safety Forum of 30 October 2019, a paper summarising the discussions and conclusions/recommendations of the RPPZ review was presented. This was subsequently supported by Forum Members and agreed that it be put forward to Community and Enterprise Resources Committee for consideration and approval.
- 3.6. This report provides a summary of the work undertaken and considered by the Roads Safety Forum in relation to the review of the current RPPZ policy and the proposed way forward. Section 4 summarises the key matters discussed and section 5 proposes recommendations that the Forum has supported.

#### **4. Issues and Assessment**

- 4.1. It was agreed that the Roads Safety Forum would be the overseeing group for the RPPZ policy review and the matter has subsequently been debated in detail by the Forum.
- 4.2. The Forum agreed that RPPZs were an effective demand management approach to assist in minimising the impact on residents in areas of competing parking demand. RPPZs should be seen as an additional approach that the Council can use to complement existing approaches such as waiting and loading restrictions i.e. yellow lines.
- 4.3. The main factors (positive and negative) to be considered when assessing the introduction of RPPZs were the need to balance the competing demands of residents, businesses, employers and commuters. Parking displacement into adjacent streets or areas was also an area of concern, as was the possible disincentivisation of the use of public transport in terms of reducing parking opportunities for rail users in particular.
- 4.4. With regard to the potential need to expand specific existing RPPZs, or amend their boundaries, it was agreed it would be necessary to consider each zone on its merits.
- 4.5. The Forum agreed that RPPZs could be considered at all locations where parking pressure on residential areas was seen as a concern and not only in areas of high demand for example, near town centres/train stations where parking is at a premium. There was also a discussion on whether there were any specific areas, not covered by existing or proposed RPPZs, where RPPZs should be seen as a priority for implementation. It was suggested that all elected members, not just those on the Forum, be consulted on this. Eleven areas were subsequently identified following feedback from elected members for potential future RPPZ assessment and these are identified in Appendix 1.
- 4.6. There was discussion on whether areas around schools should be considered for RPPZs and the consensus was that other measures such as waiting and loading restrictions, Keep Clear zig-zags and similar would generally be more appropriate. Such measures complement the development of School Travel Plans whereby road safety improvements and progress on active travel are encouraged from within the school community.

- 4.7. The Forum considered that a key consideration when implementing any demand management approaches (e.g. RPPZs or waiting and loading restrictions) was the ability to effectively enforce restrictions. It was the general view of the Forum that it was not best practice to promote restrictions that cannot be effectively enforced. This included reference to evening enforcement not presently being undertaken by Parking Attendants and the potential need for this to be reviewed.
- 4.8. While it is important to manage demand in residential areas, it is also essential to ensure that suitable facilities and capacity remain available for businesses and commuters. The Council has a suite of policies contained within the Local Transport Strategy promoting sustainable travel to encourage a shift away from the private car. The Council must also be mindful of the Scottish Government's recent Climate Emergency declaration and the need to continue efforts to promote and encourage more sustainable travel. These issues are also mirrored in the Council's "Statement of Intent in response to the Climate Change Emergency" as approved by the Council at its meeting of 25 September 2019.
- 4.9. With regard to the implementation and prioritisation of any extended or new RPPZ, the Forum agreed that assessment criteria for particular areas should be framed around:-
- ◆ proximity to town centres
  - ◆ proximity to significant parking generators (e.g. rail stations, hospitals, education establishments)
  - ◆ road geometry/lack of off street parking/narrow streets
  - ◆ scope for other demand management measures such as waiting and loading restrictions
  - ◆ potential for increased parking provision (e.g. new park and ride facility)
  - ◆ impact on adjacent businesses and commuters of any new RPPZ
- 4.10. Decisions on traffic restriction and management on the road network, by way of promoting Traffic Regulation Orders, presently falls to the Executive Director (Community and Enterprise Resources) and the Head of Roads and Transportation Services. The Roads Safety Forum supported the proposal that this arrangement would continue and, if an RPPZ was to proceed, it would be promoted in the same manner as any other Traffic Regulation Order under the Road Traffic Regulation Act 1984. It is important to emphasise that consultation with the community is a fundamental element of such processes.
- 4.11. The Forum also noted that permits were issued manually on a rolling programme every two years and agreed that the primary process for applying for permits should be on-line, that all other existing options should remain available, but those applying for permits should be encouraged to use online systems. The two year time validity period for permits was also agreed as a reasonable period to allow for reduced administrative costs.
- 4.12. The Forum also considered the option of charging for permits and supported a proposal to introduce a standard charge of £10 for a 2 year permit period. However, following further consideration of this option via the budget setting process, it was agreed it would not be progressed further.

## **5. Conclusions**

5.1. In summary, the Road Safety Forum has overseen and developed the review of RPPZ Parking Policy through support from officers and following consideration of papers and information.

5.2. The Forum has since supported the following conclusions and specific recommendations noting that they would be taken to the Community and Enterprise Committee for consideration and endorsement:-

- ◆ RPPZs are an effective demand management tool and should now be considered for future expansion or rolled out to new areas, subject to an appropriate assessment by officers.
- ◆ Requests for new or expanded RPPZs can now be considered and an assessment will be undertaken to review the need or otherwise of any proposed RPPZs
- ◆ The introduction of new or expanded RPPZs must balance the competing demands of residents, businesses, employers and commuters;
- ◆ The enforcement of demand management measures e.g. RPPZs and other waiting and loading restrictions require to be suitably resourced, including during the evening;
- ◆ The primary process for applying for permits should be on-line but all other existing options should remain available at this stage.

5.3. With regards to timescales, it is proposed that those areas outlined in Appendix 1 be subject to assessment before the end of August 2020. Thereafter, those that are to progress would be implemented in line with the statutory process associated with Traffic Regulation Orders. The whole process of promoting an Order takes some nine months though it can take considerably longer if objections are received.

5.4. On the basis of the above, the Council now has another approach to manage the competing demands in areas, especially in those areas close to town centres or where there are facilities such as railway stations, educational establishments, hospitals or other medical premises nearby as is the case for the three areas where consultation was undertaken.

## **6. Employee Implications**

6.1. There are no significant employee implications associated with the recommendations in this report as this work will be undertaken by existing employees. There are a number of interrelated parking workstreams and priorities which need to be considered with regards to resourcing and timescales. The timescales outlined in paragraph 5.3, therefore, reflect the available resources and other competing priorities.

## **7. Financial Implications**

7.1. There are no significant financial implications associated with the recommendations in this report albeit it should be noted that additional administration costs will be incurred as RPPZs are rolled out.

## **8. Climate Change, Sustainability and Environmental Implications**

8.1. There are no significant climate change, sustainability and environmental implications associated with this report.

## **9. Other Implications**

9.1. There are no significant risks associated with this report.

## **10. Equality Impact Assessment and Consultation Arrangements**

10.1. This report recommends a change to an existing policy and therefore, an impact assessment will be undertaken.

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

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

3 March 2020

### **Link(s) to Council Values/Ambitions/Objectives**

- ◆ Improve the quality of life of everyone in South Lanarkshire
- ◆ Improve the road network, influence improvements in public transport and encourage active travel
- ◆ Work with communities and partners to promote high quality, thriving and sustainable communities

### **Previous References**

- ◆ Executive Committee 23 February 2011
- ◆ Executive Committee 5 October 2011
- ◆ Community and Enterprise Resources Committee 21 August 2018
- ◆ Roads Safety Forum 10 October 2018
- ◆ Roads Safety Forum 15 January 2019
- ◆ Community and Enterprise Resources Committee 22 January 2019
- ◆ Roads Safety Forum 12 March 2019
- ◆ Roads Safety Forum 30 October 2019

### **List of Background Papers**

- ◆ None

### **Contact for Further Information**

If you would like inspect any of the background papers or want any further information, please contact: -

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E-mail: [colin.park@southlanarkshire.gov.uk](mailto:colin.park@southlanarkshire.gov.uk)

Potential Resident Parking Zones

Reid Street, Rutherglen  
Tuphall Road, Hamilton  
Abercorn Drive/Chestnut Crescent area, Hamilton  
Biggar, in the vicinity of the town centre  
Dundas Place, The Village, East Kilbride  
South Avenue, Carluke  
Fairyknowe Gardens; Bothwell  
Main Street area, Uddingston  
Craigallian Avenue, Halfway  
Westwood area, East Kilbride

# Report

9

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>31 March 2020</b>
Report by:	<b>Executive Director ( Community and Enterprise Resources)</b>

Subject:	<b>Clyde Gateway Urban Regeneration Company – Approval of a Members’ Agreement Reserved Matters</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ seek approval to allow Clyde Gateway Urban Regeneration Company (URC) to enter into a Heat Supply Agreement (HSA) with Scottish Water Horizons (SWH) and establish a trading subsidiary company to assist in the delivery of a community energy project within the Dalmarnock area
- ◆ seek approval to allow Clyde Gateway Urban Regeneration Company (URC) to accept the offer of loan finance of up to £3million from Scottish Enterprise to assist in the delivery of regeneration projects within the URC operating area

## 2. Recommendation(s)

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

- (1) that approval be given for URC to enter into a Heat Supply Agreement (HSA) with Scottish Water Horizons (SWH) and establish a trading subsidiary company to assist in the delivery of a community energy project within the Dalmarnock area;
- (2) that approval be given for URC to accept the offer of loan finance of up to £3 million from Scottish Enterprise (SE) to assist in the delivery of regeneration projects within the URC operating area; and
- (3) that the Executive Director (Community and Enterprise Resources), in consultation with the Executive Director (Finance and Corporate Resources), be authorised to conclude all other relevant matters pertaining to the URC proposals in the best interests of the Council.

## 3. Background

3.1 South Lanarkshire Council is one of three member organisations that make up Clyde Gateway URC – the others being Glasgow City Council and Scottish Enterprise. The URC was officially set up early in 2008 and has been implementing a programme of regeneration activity since then within its defined boundaries.

3.2 The legal documentation, known as the ‘Members’ Agreement’, governs the operation and activities of Clyde Gateway URC. In certain circumstances, known as ‘reserved matters’, the URC requires to obtain the written consent of the three members before it can enter into certain contracts, engage in specific activities, borrow or grant a security over its assets or make amendments to the URC Articles of Association.

3.3 Since its inception in 2008, Clyde Gateway has been successful in securing funding from a wide range of sources, including its stakeholders, the Scottish Government and EU funding streams. Good progress is still being made towards achieving the 20 year business plan targets.

#### **4. 'Reserved Matters' Proposal by Clyde Gateway – Heat Supply Agreement**

4.1 Clyde Gateway has, over a number of years, pursued a range of new and/or innovative sources of funds and investment. The URC has been successful in obtaining a funding offer worth £2.1 million from Scottish Power Energy Networks Green Economy Fund associated with a joint project with Scottish Water Horizons (SWH) to introduce a self-sufficient local energy supply through introducing heat pump technology into SWH's Dalmarnock waste water treatment centre. The total estimated cost of the project is £6.2 million.

4.2 The project encompasses an energy centre being delivered by SWH which will generate power to supply the Dalmarnock treatment works' needs. Heat generated as a by-product of these operations will be supplied for onward sale into a district heating network that is being developed in the central Dalmarnock area. Clyde Gateway will require to enter into a Heat Supply Agreement (HSA) (for a period of up to 25 years) with SWH to facilitate this.

4.3 Revenue and working capital requirements for the project have been considered and the establishment of a wholly owned subsidiary of the URC, into which the delivery and operation of the Community Energy Project will be assigned, is considered to be the most effective vehicle to deliver this project.

4.4 The 'reserved matters' approvals being requested from South Lanarkshire Council relate to the setting up of a subsidiary company by the URC and approval to enter into a HSA with SWH to enable affordable heat and hot water to homes and businesses in the central Dalmarnock area.

#### **5. 'Reserved Matters' Proposal by Clyde Gateway – Scottish Enterprise Loan**

5.1 The URC has recently been successful in obtaining a funding offer worth £4 million from the Scottish Government Regeneration Capital Grant Fund associated with the development of Red Tree Central, a 50,000 sq.ft. managed business centre on a site adjacent to the recently completed Red Tree Magenta at Shawfield Phase 1. The total estimated cost of the project is £13 million.

5.2 The offer of grant from the Scottish Government is conditional on the balance of funding for this project being put in place. The URC has, therefore, decided to consider an offer of loan finance from SE, on commercially competitive terms, to support this and other potential development opportunities that become available.

5.3 Any access to loan finance will require assets held by the URC to be used as collateral to secure any loan. Security over assets at Red Tree Magenta, Shawfield and The Albus building, Bridgeton will be offered to support the loan facility from SE. Scottish Government has been consulted on the proposal and is supportive. As some of the assets proposed for use as collateral have been developed using Scottish Government grant funding, Ministerial approval will be required prior to any loan offer being concluded.

5.4 It is currently anticipated that the £3 million of loan funding will be allocated against a range of future projects including the Dalmarnock Gas Purifier Studios and Red Tree Central. It should be noted that the existing Red Tree Magenta received £3.2 million of capital financial support from South Lanarkshire Council during its construction phase. Income streams from the secured properties will be used to service the debt payments.

## **6 Employee Implications**

6.1 There are no employee implications. Ongoing liaison and engagement with the URC can be managed using existing staff resources.

## **7. Financial Implications**

7.1 There are no financial implications for the Council associated with this proposal. The Council's exposure to any financial failure of the URC is limited, under the terms of the URC Articles of Association, to £1.

7.2 The risks associated with any loan finance taken out by the URC primarily relate to the ability to service debt repayments from rental income. The value of assets that will be used as security for the debt will exceed the value of the debt. These risks remain the responsibility of the URC.

## **8. Climate Change, Sustainability and Environmental Implications**

8.1. The initiative identified in this report will be delivered using a range of sustainable techniques and models, having regard to best practice and current construction industry guidance. It is also noted that the proposed project may have a positive impact in reducing carbon emissions and assist in meeting local and national climate change targets.

## **9. Other Implications**

9.1. The risks associated with revenue shortfalls to the URC affecting the long term viability of the operation have been considered and the setting up of a URC subsidiary company will mitigate these risks going forward. There is a break clause within the HSA that allows either party to terminate the agreement by providing twelve months written notice to the other party on or following the tenth anniversary of the commencement date.

## **10. Equality Impact Assessment and Consultation Arrangements**

10.1. This report does not introduce a new policy, function or strategy and, therefore, no impact assessment is required.

10.2. This report has been prepared in consultation with Finance and Corporate Resources. Liaison with Clyde Gateway URC will continue utilising the Council's existing monitoring arrangements and attendance at URC Stakeholder meetings and Board meetings.

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

9 March 2020

### **Link(s) to Council Values/ Ambitions/Objectives**

- ◆ Promote economic growth and tackle disadvantage
- ◆ Support the local economy by providing the right conditions for inclusive growth

### **Previous References**

- ◆ None

### **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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# Report

10

Report to:	<b>Community and Enterprise Committee</b>
Date of Meeting:	<b>31 March 2020</b>
Report by:	<b>Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Larkhall Town Centre Strategy and Action Plan</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ inform the Committee of the work undertaken to prepare the consultative draft Larkhall Town Centre Strategy and Action Plan
- ◆ seek Committee approval to consult on the consultative draft Plan
- ◆ inform the Committee of the next steps in implementing the consultative draft Plan

## 2. Recommendation(s)

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

- (1) that the consultative draft Larkhall Town Centre Strategy and Action Plan be agreed and be subject to an 8 week period of consultation as set out in section 5 of the report; and
- (2) that following a period of consultation, the revised Larkhall Town Centre Strategy and Action Plan be submitted to a future meeting of the Committee for approval

## 3. Background

- 3.1. The nature of town centres across the UK is in a transitional stage. The range of issues involved in the challenges town centres are facing are broad and complex. Factors such as the economic downturn, internet shopping, the growth of out of town shopping malls, changes in retailers' business models and consumer expectations have resulted in a decline in town centre footfall.
- 3.2. Some of the issues are local and specific to individual towns, however, many are issues seen across the country, influenced by wider economic patterns, consumer behaviour and corporate decisions.
- 3.3. Supporting our town centres remains a Council priority and officers continue to work closely with groups and organisations in each town through a partnership approach to achieve common goals. The Committee, at its meeting on 6 March 2018, gave approval to move forward with a phased programme of town centre strategies and Action Plans. The Hamilton Strategy and Action plan was approved in October 2018 and Cambuslang in November 2019, with this report the third in this sequence of these strategies. The key partner in this case is Larkhall Community Council, with a specific focus on town centre regeneration.

- 3.4. There have been considerable levels of activity in both Hamilton and Cambuslang since the adoption of their Strategies and Action Plans, with a number of key developments coming forward in Hamilton and significant funding being secured from the Town Centre Capital Fund and SPT funding for major projects. In Blantyre, work has commenced with the community to draft their strategy and officers hope to be in a position to bring a report in this regard to the June 2020 meeting of this Committee.
- 3.5. Local communities remain supportive of their town centres and have a desire to see them thrive. The way in which they use their town centres is, however, very different to that of a generation ago. It is broadly accepted that the traditional function of a retail town centre needs to change to meet the needs and expectations of modern communities. There is, therefore, a collective need to establish a new role and function for our town centres to ensure that they can continue to thrive and remain relevant in the years ahead.

#### 4. **Larkhall Town Centre Strategy and Action Plan**

- 4.1. South Lanarkshire's town centres support a diverse range of economic, social and civic functions. In common with the rest of the UK, however, our town centres have felt the effects of both the economic downturn and changes in shopping patterns.
- 4.2. Despite these challenges, Larkhall Town Centre retains numerous assets that provide a solid foundation which will allow the centre to adapt to societal changes and provide a centre that people wish to visit and spend time in.
- 4.3. The future of all town centres is dependent on reacting to changing behaviours by both consumers and retailers and recognising that town centres can no longer place such heavy reliance on their retail offer. Town centres need to diversify to give users the broadest range of reasons to visit and stay in the town centre. Retail remains a fundamental part of a healthy town centre, however, residential development, leisure activity, café culture, evening economy and local services for local communities have an increasing role and importance within the town centre mix.
- 4.4. The Consultative Draft Larkhall Town Centre Strategy and Action Plan (Appendix 1) sets out a range of initiatives which the Council wishes to pursue with partners to support this outcome. The private sector has a key role in providing a shopping, service and leisure offer that will attract and meet the needs of the local community. Private sector support, coupled with strengthening links between local businesses and the community, will provide a strong base from which to drive town centre activity forward.
- 4.5. The Strategy is informed by Scottish Towns Partnership's Your Town Audit, carried out in the summer of 2018, which is a framework developed to measure and monitor the performance of Scotland's towns and town centres using a series of Key Performance Indicators. The results allow more meaningful comparison of towns based on their similarities and challenges and help practitioners develop more meaningful solutions.
- 4.6. Larkhall Community Council and Larkhall Growers have also conducted two surveys which have informed the Strategy. The Larkhall Community Survey 2019 and the Larkhall Business Survey 2019 are supporting documents available to members on request.

- 4.7. The Strategy considers the national and local policy context for the improvement of our town centres and considers the key challenges and areas of opportunity for the town centre. Recognising these challenges, while focusing on the areas of opportunity, is key to the successful delivery of the Strategy.
- 4.8. The Strategy recognises a series of objectives for which Larkhall should aim, and which are consistent with the activity being promoted by Scottish Towns' Partnership (STP) and others, namely, a collaborative approach across all sectors is the only way to bring meaningful and sustainable regeneration.
- 4.9. Finally, the Strategy presents a town centre Action Plan which captures the priorities for Larkhall and illustrates where resources and activities should be focused. The Action Plan will remain a live document with projects and priorities evolving over time.
- 4.10. The Action Plan considers the potential activity under three main themes, these are:-
- ◆ Physical Environment – maintaining an attractive town centre environment helps to attract people into the town centre and increase dwell time. The current economic conditions make delivery of large scale projects challenging, however, taking a strategic partnership approach across the town centre gives the best chance of taking forward projects in this area.
  - ◆ Accessibility and Transportation– successful town centres need their customers to be able to access and navigate the town centre easily. Potential activity here considers projects which will ease access to and around the town centre.
  - ◆ Attractive Business Environment – this considers the more intangible assets which contribute to the success of a town centre. These include events and marketing, digitalisation and commercial strategies.
- 4.11. The Strategy has been drafted by officers within Planning and Economic Development Services, in consultation with Larkhall Community Council, to capture the ongoing activity of the Council and Partners. The process has also had input from Scottish Towns Partnership, Ironside Farrar Consultants and EKOS Economic Consultants, all of whom have involvement in similar plans across the country, thereby ensuring that the development of the Action Plan is informed by best practice. The Strategy and Action Plan also follow the model approved by Committee for both Hamilton and Cambuslang.

## **5. Next Steps and Timescale**

- 5.1. Following Committee agreement of the draft strategy it is intended that the Larkhall Town Centre Strategy and Action Plan will be published and made available for consultation as described on page 19/20 of the Strategy during April-June 2020. The consultation will have four main elements as follows:-
1. Partner and Larkhall Community engagement - sharing the Plan with partners for initial feedback on the content.
  2. Stakeholder engagement to allow those with a financial, service or community role in the town to input.

3. Public engagement organised through a consultation event in order to allow the wider community to consider the proposals and offer feedback on the Strategy.
  4. The Strategy and feedback questionnaire will be available online for the duration of the consultation process.
- 5.2. Following consideration of the comments received, a finalised Strategy and Action Plan will be prepared and presented to the Community and Enterprise Resources Committee after the summer recess. This report will include the outcomes of the consultation process, proposed next steps and governance arrangements.
- 6. Employee Implications**
- 6.1. The development and implementation of the Plan will be taken forward by officers within Planning and Economic Development Services, in particular, with Larkhall Community Council.
- 7. Financial Implications**
- 7.1. Implementation of the Strategy will focus on the co-ordination of activity and events that will largely be funded through existing resources. The financial resources required to deliver the objectives of the Action Plan will be considered on a project by project basis. In addition, the Strategy provides a basis to support funding bids from a range of sources, however, it is important to note that much of the success of the Plan will relate to support and investment from the private sector and the buy in from the community by increasingly using their town centre.
- 8. Climate Change, Sustainability and Environmental Implications**
- 8.1. The strategy and action plan has been prepared having regard to the existing and emerging challenges around climate change and sustainability. It is intended to complement and comply with the Council's and wider communities' aspirations in the area.
- 9. Other Implications**
- 9.1. The risks associated with not supporting the proposal is that Larkhall Town Centre will not have a coordinated approach to its response to the many challenges it faces. The support and partnership working within Larkhall Town Centre could be lost, leading to a loss of activity in the town centre and increased calls for the Council's intervention and investment. The Council's reputation could also be damaged if it is not seen to actively support and encourage community and business initiatives and investments in Larkhall Town Centre.
- 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 and, therefore, no Impact Assessment is required.
  - 10.2. Consultations have been co-ordinated by the Economic Development Service with a range of other Council Services who have an ongoing role in delivering services and initiatives in our Town Centres. This consultation and co-operation will continue throughout the duration of the initiative.

**Michael McGlynn**  
**Executive Director (Community and Enterprise Resources)**

18 February 2020

**Link(s) to Council Values/Ambitions/Objectives**

- ◆ Improve the quality of life of everyone in South Lanarkshire
- ◆ Support the local economy by providing the right conditions for inclusive growth
- ◆ Improve health, care and wellbeing

**Previous References**

- ◆ Community and Enterprise Resources 6 March 2018 - Town Centre Strategy and Action Plan and Town Centre Audits

**List of Background Papers**

- ◆ Draft Larkhall Town Centre Strategy and Action Plan
- ◆ Your Town Audit – Larkhall – EKOS/STP
- ◆ Larkhall Community Strategy draft results 2019
- ◆ Larkhall Business Survey draft results 2019

**Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

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# Larkhall

A vibrant community focussed town centre

A strategy for Larkhall town centre

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A vibrant community focussed town centre

# 1. Introduction

Town centres are a key part of successful places and have an increasingly important role in building stronger, more sustainable places and communities. Alongside towns across the UK, Larkhall has been challenged by changing patterns of use and shopper behaviour. In order to maintain their vitality, town centres must react to social and economic changes and consider their offer, purpose and value to communities.

The nature and use of town centres across the UK is in a transitional stage. Factors such as the economic downturn, internet shopping, the growth of edge of, and out of town shopping malls, changes in retailer's business models and consumer expectations have resulted in a decline in town centre footfall.

Local communities remain supportive of their town centres and have a desire to see them thrive. The way in which they use their town centres is, however, very different to that of a generation ago. It is broadly accepted that the traditional function of a retail town centre needs to change to meet the needs and expectations of modern communities.

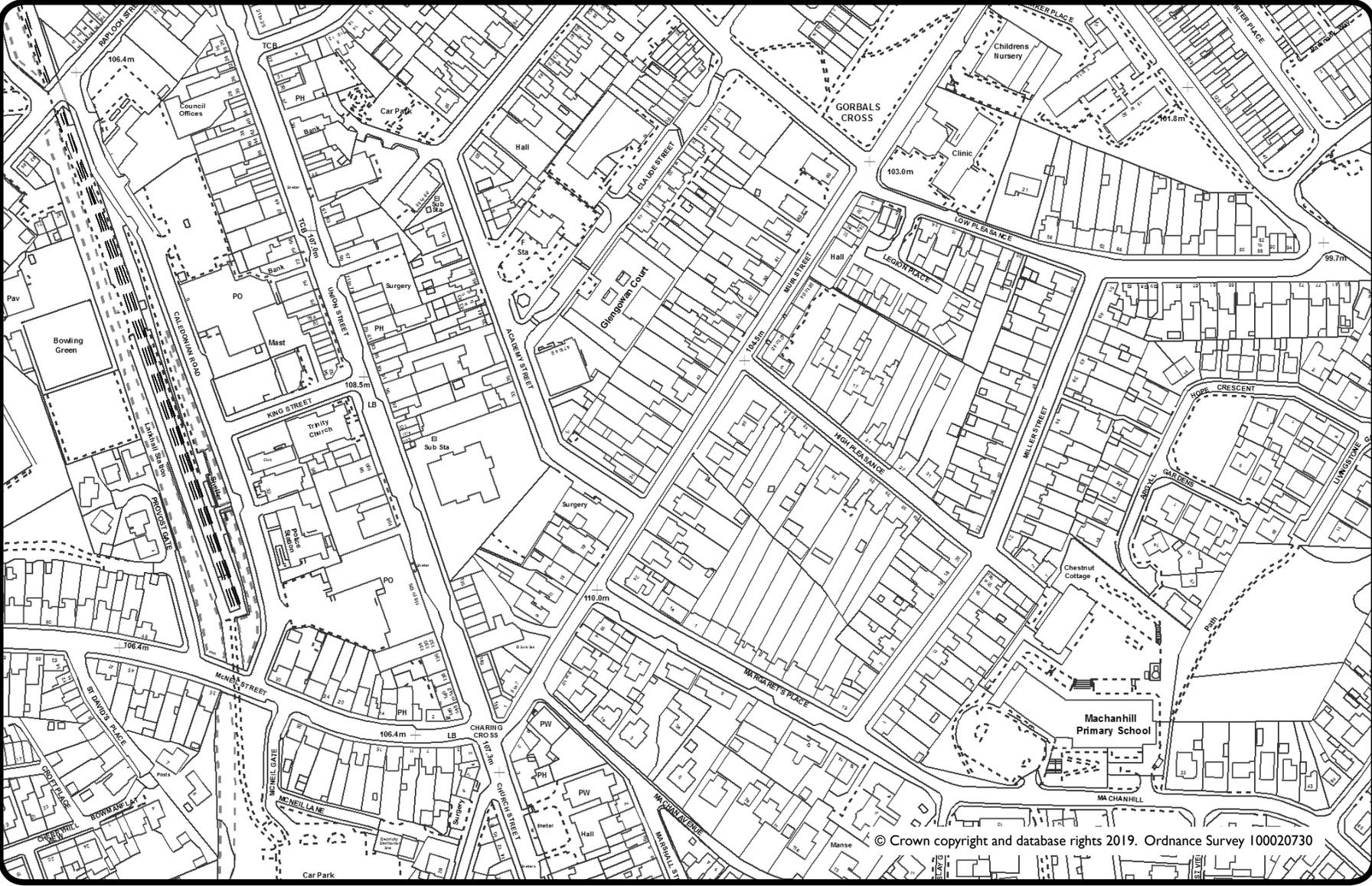
South Lanarkshire Council, working with our Larkhall town centre

partners including the Larkhall Community Council and Larkhall Community Growers, seek to support change that promotes additional vibrancy and vitality within the town centre and support its sustainable future.

This consultative draft strategy document sets out a range of initiatives which will contribute both in the short and long term to town centre activity by establishing a welcoming, safe and attractive centre to encourage footfall and generate additional spend. Critical to the success of the Strategy is partnership working. This will help to secure project goals and coordinate combined effort across public, private, third sectors and the local community for its successful delivery.



# Larkhall town centre



# 2. Background context

Larkhall is a suburban town located approximately 18 miles south east of Glasgow. At settlement level the 2011 Census recorded a population of 14,951 people, however, by 2016 the mid-year population estimates record an increase to 18,319 people. In addition the Glasgow Region City Deal, Larkhall Community Growth Area on the north side of the town is creating 1,750 new homes over the next 10 years.



Larkhall’s core retail area is focused on Union Street, a busy B-class road leading to Hamilton to the north-east and which connects to the M74 motorway onward to Glasgow and West Central Scotland. Using the best fit area for the town centre zoned boundary identifies a total of 387 people, just 2% of the town’s total

population, living within the immediate town centre area. Over the past decade, the town centre population has decreased by 4%.

This local context has been supported by information from the Your Town Audit (YTA), by Larkhall Growers and partners through the completed

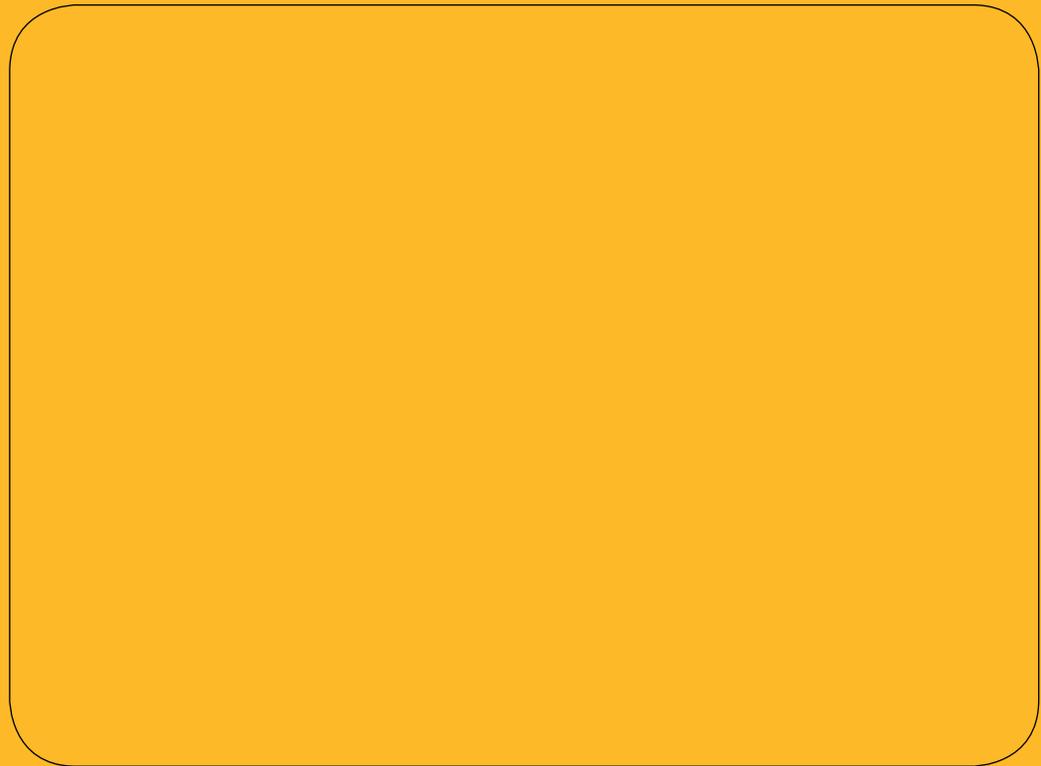
Larkhall Community Plan and Larkhall Community Council via the town centre business consultation. All of these bring the full local context and the immediate issues concerning these groups.

The largest single use in Larkhall town centre is retail, accounting for 54%, which is higher than the 38 YTA average of 46%. The town has a variety of independent retailers, alongside a number of national chains. Key national retailers include CO-OP, Costa, Specsavers, Boots and B&M. ASDA is located just outside the town centre and a new LIDL is planned for the outskirts of the town. The majority of retailers (85%) in Larkhall town centre are independently owned - substantially higher than 38 YTA average of 71% and giving the town centre a differentiated character. This rate is much higher than comparator towns such as - Alexandria 65%, Ardrossan 75%, Blantyre (68%), Dumbarton 52% and Irvine 48%.

At the time of the audit only 6% of Larkhall’s retail units in the town centre were vacant, which is lower than the average retail vacancy rate across 36 YTA towns of 9.6%. This is significantly lower than the rates for the five towns identified as comparators: Alexandria (18.7%), Ardrossan (16.3%), Dumbarton (15.9%) and Irvine (7.2%).

There are two commercial banks and one post office operating in Larkhall, all of which are located on Union Street, and provide a number of ATM machines. Other non-retail occupants include five places of worship, two doctors/health centres, a council office and two funeral directors.

The town is very well connected by bus and train to central Scotland and the wider South Lanarkshire area, and is around 25 miles from Glasgow International Airport. There are two



train stations in Larkhall the main station being just a few minutes' walk from the main retail area. Trains to Glasgow city centre take around 40 minutes and run every 30 minutes or so throughout the day. There are Park and Ride facilities at Larkhall train station with 214 spaces.

Buses from Larkhall to Glasgow city centre run every 20 minutes or so during the day and every hour in the evening. These services take approximately an hour during the day and an hour and 15 minutes in

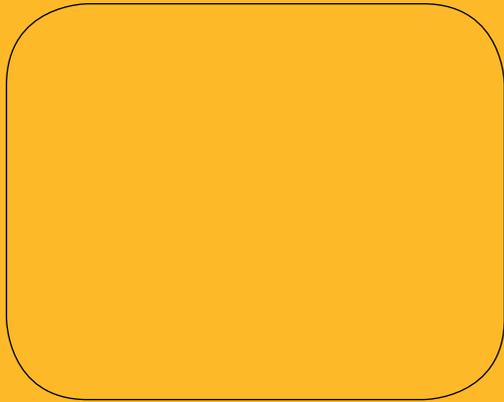
the evening, but all journeys involve a change of bus in Hamilton. However, a new direct bus route from Larkhall to the Glasgow Fort is now in operation. Free public car parking is available throughout the town centre area of Larkhall, along with free park and ride parking for 214 cars is available on the outskirts of the town centre and accessed via McNeil Street.

Based on 2011 Census data, commuters from Larkhall typically commute to other settlements within South Lanarkshire (i.e. Hamilton and

Blantyre) and to Glasgow.

Larkhall Leisure Centre is located just outside of the town centre area on Broomhill Road. The leisure centre has gym, health suite, swimming pool and soft play area and offers a range of programmed fitness classes on both pay-as-you-play and membership basis.

# 3. A vision for Larkhall



The Vision for Larkhall is of a vibrant, commercially successful, appealing local Town Centre celebrating its distinctiveness and diversity, supporting local needs for goods and services, whilst at the same time building a stronger more community focussed centre that is attractive, appealing, animated by people and activity with a strong independent retail offer

Larkhall has the opportunity to build on current initiatives and trends. These are associated with widening the appeal of place and the importance of connections to modern living.

A sense of place is what makes Larkhall distinctive and creates its appeal. Larkhall is a town with a scale, facilities, connections, and local amenities that are considered to be increasingly in demand.

Larkhall needs to ensure it can promote these advantages and present itself as a great place to live, shop, work and enjoy.

This vision for the town centre therefore seeks to make much more of its:

- role as a local hub within Lanarkshire focussed on providing a welcoming experience for its residents
- good transport/access links with wider South Lanarkshire and beyond
- has a good mix of retailing, retail leisure, across both national multiple stores and independent retailers
- attractiveness to business as reflected in its high occupancy rates
- level of enterprise and creative capacity across businesses, retailers, students and stakeholders
- established community spirit and strong local commitment

Larkhall Town Centre has the potential to build on its strengths, celebrate its heritage, town centre connectivity and facilities associated with its town centre core. The strategy looks to build more reasons to visit the centre, such as:

- Stronger retail offers
- Increased leisure activity
- Support for café culture
- Events
- Promoting town centre living
- Community Space

Whilst exploring means of addressing potential barriers to participation and visits, such as:

- Restricted access
- Town centre connections
- Parking arrangements
- Sense of welcome
- The lack of a cohesive program of events

Capturing investment, building confidence in the business community, engaging local residents, and strengthening enterprise activity can all be better supported through collective action with the Council, Larkhall Future, businesses and local community interests all committed to facilitating the delivery of the Strategy through further engagement.

# 4. Aims and objectives

The aim of the Larkhall Town Centre Strategy is to create a town centre that is an attractive, commercially successful, sustainable and vibrant place for people to live, work and socialise.

This strategy seeks to set out a range of outcomes for Larkhall Town Centre and a vision for the future. It also identifies where resources and activities should be focused to deliver these desired outcomes. There is no one solution or intervention which will address all of the issues facing the town centre. The issues and solutions are wide ranging, interrelated and complex. The approaches and actions adopted will need to be given time and progressed as a coordinated suite of measures in order to deliver the most effective impact. Regeneration requires long term sustained activity and initiatives and these actions need to be delivered flexibly. To this end review periods will be built in to assess the progress.

The Scottish Government have completed a wide range of work identifying good and best practice to support the quality of local and regional centres. Key initiatives include:

- Business Improvement Districts
- The Scottish Governments Town Centre Action Plan and Toolkit
- A policy framework based on Designing Places, Designing Streets
- Town Centre Audits

Scotland's Towns Partnership, who completed the Your Town Audit (YTA), also provide a useful resource at sharing best practice. South Lanarkshire Community Planning Partnership, Local Outcome Improvement Plan 2017-2022 and the Larkhall Community Plan both provide the local strategic context and support this document. South Lanarkshire Council, together with partners and stakeholders, believe that the Strategy and related actions should be framed through the following objectives. These objectives reflect national, regional and local policy and the commitment of the Council and town centre partners to supporting inclusive growth through the Local Outcome Improvement Plan.

**Objective one:** To support sustainable town centre growth, mixed-use development and investment opportunities through planning and economic development initiatives in line with the 'Town Centre First' policy initiative.

**Objective two:** To ensure that town centre accessibility and movement supports all modes of transport and meets the needs of users through measures to ensure convenient and safe access by foot, cycle, car and public transport.

**Objective three:** To ensure that the town centre has a welcoming, safe and attractive physical environment that supports the needs of both business and town centre users and provides a focus for community life and events.

**Objective four:** To improve the commercial viability of the town centre by supporting enterprise through business advice, training, events, marketing, finance and other support measures for existing and potential new businesses.

**Objective five:** To exploit the opportunities of digitalisation for business growth and usage of the town centre.

**Objective six:** To create the conditions for social regeneration and improve the health and wellbeing of the community - creating a town centre that is welcoming to all and safe with a strong sense of community.

# 5. Opportunities and challenges

In relation to Larkhall the specific opportunities and challenges are as follows:

## Opportunities

### Physical/Environmental

- Good access to local services
- Good road and rail links to Glasgow
- Local greenspace (parks, River Avon, Chatelherault)
- Close proximity to M74
- Good public transport links

### Social/cultural

- Distinctive local urban/industrial heritage
- Strong community involvement
- Civic Pride
- Some established events

## Challenges

### Physical/Environmental

- Streetscape in varying conditions
- Some street furniture objects non-uniform
- Town centre and local parking used by commuters
- Parking times on main, and adjacent streets
- No loading bay areas for deliveries
- Some vacant units and some outdated shopfront
- Busy road junctions on the Main Street

### Social/cultural

- Falling town centre population.
- Deprivation levels higher than Scottish average in areas of the wider town
- No coordination of marketing or year-round event program
- Ensuring that the town centre is accessible to all, especially the elderly
- Lack of a focused program of social and leisure events

## Opportunities

### Economic/Commercial

- Town Centre sites are in demand as vacancy rate is 6% against a Scottish average of 9.6%
- Strengthening the evening economy
- Technological advances in digital communications
- High proportion of independent traders - opportunity for distinctive offerings.
- Easy access to some of the public and private services
- Well established town centre
- Local banking provision

### Policy

- Commitment of relevant partners
- SLC Business Support team
- SLC Community Planning Partnership
- Business Gateway Lanarkshire
- Opportunity to coordinate town centre activity through the strategy
- Identification of available funding e.g. Regeneration Capital Grant Fund, Sustrans, new Town Centre Fund, Participatory Budgeting of 1% of SLC expenditure
- Support for digital strategy

## Challenges

### Economic/Commercial

- Daytime economy and its interaction with the evening economy.
- Large Superstore, out with the Main Street (but within walking distance)
- Lack of investment by some retailers
- Competition from new edge-of-town supermarket with ample parking
- Lack of mix of use
- Online competition
- Traditional shopping hours (limited Sunday opening/no late night shopping/ 5-8pm gap in town centre activity)
- Attracting a more diverse range of offers to support both day and evening economies

### Policy

- Limited or no local authority and central government funding available.
- Ensuring that all public and private investment in Larkhall directly benefits the town and its community.
- No town-centre WIFI

**The above assessment indicates that the opportunities and challenges for Larkhall are broad and varied. The strategy seeks to exploit Larkhall's opportunities and build on the town centre's assets.**

# 6. Addressing the challenges

Based on the findings of current Community and Business consultation information and extracting from this potential opportunities and challenges a focus is required on a number of key areas which include:

- Ensuring the town centre has an organised voice to represent them in future, able to put forward their case for change in a cohesive and structured way
- Strengthening the appeal and the experience of the centre and making it a more physically appealing place to visit and mix leisure/ retail experiences.
- Reviewing traffic management including parking and loading arrangements that could address any perceived barriers to accessing and using the centre
- A targeted program of events, marketing and softer regeneration initiatives. Focused on supporting the current businesses and helping support community spirit
- Developing new business and providing space for business to develop and flourish, providing potential future growth
- Widening the appeal of the town centre to a more varied group via enhanced signage and improved digital connectivity

Key opportunity areas to assist in this include:

## Organised Voice

SLC, LCC and partners will jointly co-operate wherever possible to help deliver a series of initiatives set out in this plan that aim to make Larkhall a thriving, vibrant and attractive town centre. LCC and local businesses will seek to deliver projects which are additional and complementary to those provided by South Lanarkshire Council, they do not replace or substitute services. The establishment of this relationship provides SLC with a direct link to the collective voice of the businesses in Larkhall Town Centre. It allows us to pool resources to deliver projects which benefit the town centre.

## Strengthening the appeal and the experience of the centre

With the continued growth of online shopping, the mobility of customers and the move towards 'click and collect' retailer's requirements have changed. This reduces the potential occupiers at the same time as several existing leases are coming to an end and business closures and relocations are taking effect. Independent retailing and retail models suitable to local centres and with strong customer loyalty continue to thrive.

The opportunity is to recognise the wider long-term change in certain aspects of retail and focus on new activity including leisure, culture, services including town centre living with a boost to residential development and housing within the centre. An example of this is the redevelopment of the former Union Street School into residential units.

Town centres can meet a wide range of residential needs are well suited to providing affordable housing, housing for young people and first-time buyers, housing for older age groups and those seeking housing locations with good public transport connections. Town centre living adds additional activity, supports town centre footfall and increases local spend in town centre businesses. Planning policy and the Council as planning authority can support positive change that supports the appeal and activity within the centre.

## Reviewing traffic management

Accessibility and good connectivity across the centre is important. Accessibility, including support for travel choice involves all modes (walking/ cycling/public transport/ cars) and needs to be easy, direct, safe and legible.

Larkhall is a well-connected hub with excellent access to Glasgow and the metropolitan area. The proximity of the park and ride and rail station to the town centre has benefits for the businesses. Although there is no bus station the focus of all bus travel is along the main street with numerous stopping points and this works well.

Consideration is being given to limiting King St to traffic and short term parking as a mechanism to improve the awareness, access and function of the centre. Restricted access and pedestrianised areas in towns may not provide the optimum trading conditions for changing business needs. It is therefore proposed, subject to the outcome of this consultation process, to consider loading bay sites on Main Street to improve access and convenience to business deliveries at certain times of the day as an early action within the plan. In the first instance this may be progressed via an experimental traffic regulation order.

Parking is another area that is important to accessibility. There is a perception that parking in the town centre is a barrier to trade due to the charging structure, the lack of flexibility in payment methods, car park accessibility and legibility and their remoteness from the town centre. There may be opportunity to address some of these issues including options to:

- **increase the flexibility in payment methods making it more convenient for customers through use of technology/mobile phone applications and signage to encourage additional visits.**

## Developing business

South Lanarkshire Council has a business support team in place which can support businesses wishing to move into the town centre, find property, access grants and funding, develop business cases and support enterprise activity. The Council also support Business Gateway Lanarkshire who work with individuals and businesses across Lanarkshire to support them to establish and grow your business. These services compliment diversification of the town centre and can make a real difference to businesses considering Hamilton as a location for business.

Town Centre diversification may offer opportunities to use vacant retail premises to deliver new events and trial initiatives e.g. craft maker emporium, teenage market, heritage centre pop-up, artist's co-op.

## A targeted program of events, marketing and softer regeneration initiatives

SLC and LCC are continually looking for ways to enhance these events through a range of measures such as sponsorship and partnership working. Larkhall town centre should continue to identify ways to diversify the range of activity and uses within the centre and support stronger town centre activity and footfall. Planning policy can support these goals and, with this in mind, consideration needs to be given to what the definition of the town centre is (extent and Town Centre boundary and Town Centre uses) and how policy can support investment and facilitate building re-use and building conversion.

## Digitally connected

Larkhall town centre could also embrace the digital age and offer free WiFi throughout the town centre. This could be complimented by a range of digital marketing communications

provided by LCC through a range of social media platforms. There are many opportunities to continue to use digital media to promote the town centre. It can also aid communications between SLC and town centre businesses – helping make them aware of the work being undertaken to help the town centre.

Larkhall has a mix of opportunities and constraints that impact on the appeal and functionality of the centre. The opportunities are around widening the appeal and involving the businesses in the development of the town centre. Many of the challenges result from a legacy of historic conditions and use that is now changing. The attached action plan addresses these opportunities and constraints.

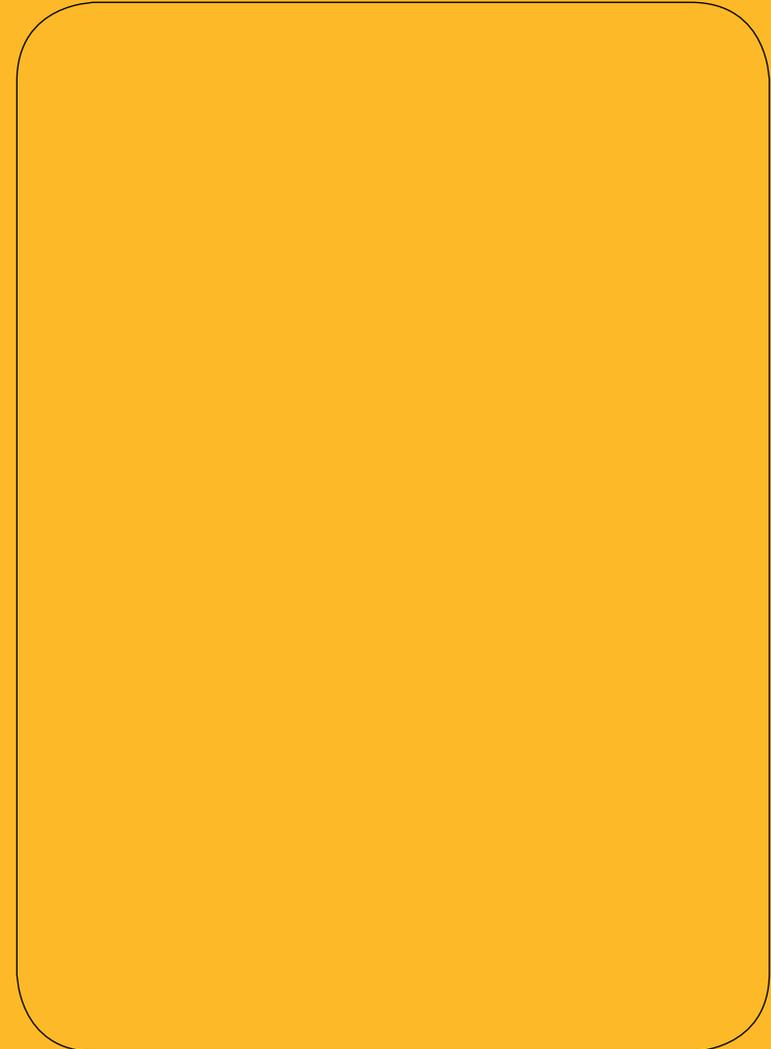
# 7. Town Centre stakeholders

As the local authority, SLC has powers and resources in key areas of planning, investment and business support that influence economic growth. Decision-making and resource allocation in these areas will support this strategy.

Importantly, there are other partners and stakeholders whose commitment is required to work towards a common goal of improving the physical, economic and social conditions of the town. These include:

- MP and MSPs (constituency and list)
- Locally elected members
- Scottish Government
- Scotland's Towns Partnership
- South Lanarkshire's Community Planning Partnership
- Business owners/managers
- Property owners
- Larkhall Community Council
- Community groups (e.g. Larkhall Growers, Machan Trust, LDVG, churches, residents' associations, sports clubs and other groups)
- Police Scotland (local community policing team)
- Local social media groups and networks

Successful delivery of the strategy will require commitment from all stakeholders.



# 8. Next steps

Coordinated and sustained activity is key to supporting Larkhall Town Centre. The delivery of the projects and initiatives will require agreement across the range of partners and stakeholders alongside a coordinated approach to delivery. This draft strategy provides a basis to consult with a range of partners and the local community. The consultation will have three main elements:

- **Partner and Community engagement - sharing the plan with partners for initial feedback on content**
- **Stakeholder engagement to be facilitated by SLC and partners**
- **Public engagement organised through a consultation event to allow the community to consider the proposals and feedback**

It is anticipated that this process will take around 8-12 weeks following which Economic Development Services will collate and review feedback. In turn a finalised plan for Larkhall Town Centre will be prepared and an implementation strategy established.

The finalised strategy will be used to engage key stakeholders and to support funding bids and submissions for specific projects. Engagement and sharing the town centre vision, objectives and strategy is important for building a broad base of support for action. The events and consultation will provide all parties with a clear understanding of the vision of the town over the next 5-10 years and allow all to take a collective approach to delivery.

Indicative timetable for the process of developing and approving the Action Plan is as follows:

Spring 2018	SLC commissioning of Your Town Audit from Scotland's Town Partnership
Spring 2018	SLC Community and Enterprise Resources Committee decision to draw up Larkhall Action Plan
June 2018	Larkhall "Your Town Audit" completed and published
March 2019- November 2019	Monthly meetings of SLC Economic Development Team with Larkhall Growers and subsequently Larkhall Community Council sub-group
December 2019	Completion of draft Larkhall Action Plan
March 2020	Approval of SLC Community and Enterprise Resources Committee for Action Plan to go to community consultation
March-May 2020	Community/stakeholder consultation
June 2020	Revision of Action Plan in response to consultation outcome
August 2020	Approval of Action Plan by SLC Community and Enterprise Resources Committee
October 2020+	Implementation of Action Plan begins

# 9. Town Centre Action Plan

The table below details the range of products and initiatives along with the potential timeframe for delivery, although this will be dependent on a number of factors such as availability of funding and market research. Physical projects are identified on the plan. There is also a link shown to the Scottish Government's Town Centre Action Plan (TCAP) objectives and the category under which they would fall i.e. [Town Centre Living \(TCL\)](#), [Vibrant Local Economies \(VLE\)](#), [Enterprising Communities \(EC\)](#) and [Digital Towns \(DT\)](#)

## Action Plan theme one: Physical Environment

Initiative	Project	Actions/progress - 2019	Lead partner	Town Centre Objective (TCO)	TCAP	Timescale
Streetscape	Review maintenance charter	Ensure public spaces are kept to an acceptable standard. SLC to cost replacements where needed and options identified	SLC	2	VLE	12 months
	Review Streetscape Design	Look at the design of streetscape to ensure access for all including disabled is adequate	SLC	2	VLE	12 months
		Review the design of streetscape to look at introducing a softer feel to the landscape	SLC	2	VLE	
	Greening	Through funding opportunities work with SLC to develop a greening plan for the town centre to soften the feel	LCC/ SLC	2	VLE	12 months
	Street use management	Finalise strategy and implement stricter controls on the co-ordination of the use of space in line with the agreed strategy	SLC	2	VLE	24 months
Town Centre Parking	Review the pilot traffic management project currently taking place in Hamilton Town Centre	The creation of additional short term parking and waiting only areas	SLC	3	VLE	12 months
	In consultation with both users and business look at the potential to reconfigure the town centre parking to accommodate loading.	To offset the current double parking for deliveries	SLC	3	VLE	12 months
	Review payment methods for town centre parking	Look at alternatives that involve the local businesses in payment for parking.	SLC	3	VLE	Ongoing

## Action Plan theme two: Accessibility and Transportation

Initiative	Project	Actions/progress - 2019	Lead partner	Town Centre Objective (TCO)	TCAP	Timescale
Events and Marketing	Community focussed events	Support local community to establish an events programme	LCC and also other groups e.g. Gala	4	VLE	12- 8 months
	Full day and evening program	Develop both day and evening themes to ensure the benefits of the support are equally distributed between differing opening hours	LCC and Business partners	4	VLE	12-18 months
	Town Centre Marketing	The development of a marketing strategy for the town centre	LCC and Business partners	4	VLE	6 months
	Widening appeal	Consider initiatives to make the town centre attractive to young families, young people and sections of the community who do not use it.	LCC and SLC	4	VLE	12-18 months
	Community Space Review	Discuss the options of a community space either temporary or permanent in the town centre to allow small events to take place	SLC / LCC	4	VLE	6-12 months
Business Support	Business Micro Hub	Evaluate potential locations for the development of a micro hub	SLC	1 and 5	EC	12-18 months
		Work with funding team to devise a funding plan to support the potential development of the Business Micro Hub	LCC/SLC	1 and 5	EC	12-18 months
	Commercial Strategy	The development of a commercial strategy for the town centre to support the diversification of the town centre	LCC and Business Support	1 and 5	EC	24-36 months
	Business Support	Signposting from a central source of supports available such as Business Gateway SLC Business Team, Grants and funding for business cases.	SLC	1 and 5	EC	12-18 months

## Action Plan theme three/four/five: Attractive Community and Business Environment

Initiative	Project	Actions/progress - 2019	Lead partner	Town Centre Objective (TCO)	TCAP	Timescale
Town Centre Voice	Creation and development of a town centre forum	Through the Community Council develop a forum for town centre organisations to have a voice	LCC and Business partners	1	VLE	12 months
	Providing an organised voice	Develop and organise a town centre business group, with representation from all types of business to support the ambitions of Larkhall Town Centre	LCC and Business partners	1	VLE	12-24 months
	Funding and support	The development of a funding package and options to support the town centre ambitions	SLC and LCC LCC/ Police Scotland	5	All	Ongoing
	Crime and antisocial behaviour	Regular meeting between community council and police Scotland (Local Problem Solving Team) to identify any specific actions needed.	SLC, LCC and Business partners	1	TLC	6 months
Accessibility and Connectivity	Digital Strategy	Look at feasibility of creating a town centre WI FI zone providing a free town centre network	SLC	6	DT	12 months
	Accessibility	Review access routes and signposting to support the use of the town centre		6	VLE	12-24 months

# 10. Monitoring and reporting

The main indicators for monitoring the outputs of the Action Plan, recorded and reviewed annually are as follows:

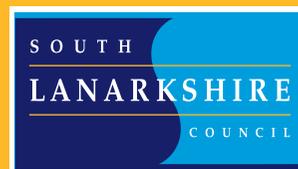
Objective	Indicator	Source of information
1	Capital investment (public/private) in Larkhall town centre	SLC
1	Planning decisions that benefit Larkhall town centre	SLC
1	Funding applications submitted to improve the town centre	SLC & LCC
1	Streetscape furniture upgraded/replaced	SLC & LCC
1	Progress with improvement in appearance of shopfronts	LCC
1	Engagement of business/residents in the Action Plan	LCC
2	Progress with improving parking demand management	SLC
2	Progress with implementation of signage review	SLC
2	Progress with long-term planning for town centre design	SLC & LCC
3	Engagement of businesses in Business Forum	LCC
3	Progress with Town Centre Marketing Plan	SLC & LCC
3	Progress with Events Strategy (e.g. events planned/held)	LCC
3	Progress with Residential unit construction	SLC
3	Progress with developing a micro business hub	SLC & LCC
4	Progress with developing commercial strategy	SLC & LCC
4	Business support provided for existing and new businesses	SLC
5	Progress with developing WiFi strategy and training	SLC
6	Progress with initiatives undertaken by Police Scotland	Police Scotland

The key indicators for assessing the results of the Action Plan, over a five-year period are as follows:

Indicator	Data source	Baseline
Town Centre profile - diversity/range of shops	Business survey	Larkhall Business Survey 2019
Business performance (change)	Business survey	Larkhall Business Survey 2019
Vacancy rate (trend relative to average)	SLC / SG data	Your Town Audit 2018
Employment in town centre	SLC /SG Data	Your Town audit 2018
Community perceptions of town centre	Community survey	Larkhall Community Survey 2015
Residents living in town centre	SLC /SG data	Your Town Audit 2018



# A vibrant community focussed town centre



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# Report

11

<b>To:</b>	<b>Community and Enterprise Resources Committee</b>
<b>Date:</b>	<b>31 March 2020</b>
<b>Report by:</b>	<b>Executive Director (Community and Enterprise Resources)</b>

<b>Subject:</b>	<b>Lanarkshire Business Gateway Contract Update and Future Delivery</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ provide an update on the performance of the Lanarkshire Business Gateway contract from March 2017 to December 2019;
- ◆ advise of the options appraisal process agreed by the Business Gateway Steering Group; and
- ◆ seek approval for the recommended model for delivery and timing of the next phase of Business Gateway services.

## 2. Recommendation(s)

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

- (1) that the progress and performance of the current Business Gateway contract be noted; and
- (2) that the proposed delivery model to proceed with a tender for a new contract from March 2021, as set out in Section 5, be approved.

## 3. Background

3.1. Business Gateway (BG) is a publicly funded service that provides free business support and advice for start-up and existing businesses. The service is nationally branded and delivered locally across Scotland. Following changes to the delivery of local economic regeneration agreed in 2007, the delivery of the Business Gateway service was transferred from Scottish Enterprise to local government on 1 April 2008 in order to align more closely with local priorities and local authority economic development services. North Lanarkshire Council is the lead authority and manages the contract for Lanarkshire Business Gateway on behalf of both North and South Lanarkshire Councils.

3.2. The current BG service is contracted with Lanarkshire Enterprise Services Limited (LESL) and commenced on 1 March 2017. This contract was for an initial 25 month period to 31 March 2019, with two possible extensions for one year, to 31 March 2020, and 11 months to 28 Feb 2021. The BG steering group, comprising elected members and senior officers from both Councils, initially approved an option to extend the contract for a period of twelve months to 31 March 2020 and have now exercised the option to extend for a further eleven months to 28 February 2021.

- 3.3. The Lanarkshire BG service delivers business advisory services and workshops to both start-up and existing businesses across Lanarkshire. The contract consists of two Lots;
- ◆ Lot 1, business start-up services, 20% of the contract
  - ◆ Lot 2, high growth support services, 80% of the contract
- 3.4. The total value of the 4 year contract is £5,528,821 of which £4,738,126 is provided through North Lanarkshire Council's Revenue Support Grant (RSG) and £790,695 from European Regional Development Fund (ERDF) which was secured by using BG contract funds as match funding. The ERDF enables the provision of additional services through expert help for businesses.
- 3.5. The BG relationship between North and South Lanarkshire Councils is governed by a Minute of Agreement. South Lanarkshire Council chairs the BG Steering Group which oversees the strategic direction and performance of the service. The steering group consists of two elected members and senior officers from both North and South Lanarkshire Councils. They are supported by operational staff who have responsibility for contract management. The group is chaired by Councillor Colette Stevenson and meets on a quarterly basis.
- 3.6. At a national level, the BG National Unit based within COSLA provides local services with marketing, branding, PR, and quality assurance support. A national Board is also in place to oversee the BG National Unit strategy and operational delivery and ensure national targets are being met. Councillor Colette Stevenson is also on this national Board representing the Lanarkshire BG.

#### **4. Contract Performance and ERDF Award**

- 4.1. In relation to the Lot 1, start-up service, from 1 March 2017 to December 2019, there have been 2,835 new businesses supported to start trading in the Lanarkshire area of which 1,374 (48%) are within South Lanarkshire.
- 4.2. Within the Lot 2 growth service, each business receiving support is allocated a Business Gateway advisor who is their single point of contact for Business Gateway services. Advisors can carry out a business development review and develop action plans to help enterprises identify, structure and progress their growth plans. The target is to support over 500 growth businesses per year. For the period 1 March 2017 to December 2019, 1363 businesses have been supported and 680 (50%) of these were in South Lanarkshire.
- 4.3. A unique service delivered in Lanarkshire has been the innovative SMART Accelerator programme. This is a programme that runs in cohorts of up to 14 entrepreneurs to help them scale their business through a blend of business growth support. Since the beginning of the current contract, 7 Accelerator programmes have been run, supporting some 100 high growth businesses.
- 4.4. The service also provides an expert help programme supported through the ERDF. This allows growth businesses to access up to 3 days of consultancy support to provide additional specialist skills which may not be available within some small to medium sized employers (SMEs), such as marketing or finance. This service has provided access to over 800 days of specialist support since the beginning of the current contract.

- 4.5. Performance from the start of the contract on 1 March 2017 through to 31 December 2019 is outlined in detail in Appendix 1. In relation to more recent performance, results in Lot 1 Start-up are strong and on target. Performance in Lot 2 Growth is also positive with targets on course to be achieved by March 2020.
- 4.6. In 2014, the lead authority, North Lanarkshire Council, on behalf of both Councils, successfully secured a Lanarkshire-wide bid for ERDF funding to augment business support services available to eligible SMEs across Lanarkshire. The BG contract funds were used as match funding to lever the ERDF funding. The total ERDF funding secured was £1,796,010 for activities during the period 1 October 2015 to 31 December 2018. The key aims of the support were to accelerate business growth, help businesses access markets, increase productivity and ultimately drive sustainable economic growth and job creation in the region. Support in Lanarkshire has been concentrated through the following two strategic streams:-
- 1) Business Competitiveness Grant Support which includes South Lanarkshire Business Support Grant funding.
  - 2) Business Advisory, Expert Help and Workshop Support through Business Gateway Lanarkshire.
- 4.7. An ERDF extension request was submitted in 2019, to continue the additional support, maintaining BG contract funds as match funding. Confirmation has only recently been received from Scottish Government that the bid has been successful. An offer of grant has been made until March 2023 which overlaps with the end of the current contract in February 2021. The BG stream has been awarded £1,029,600 with the aim of supporting over 900 businesses.
- 4.8. Officers are currently assessing how the benefit from the ERDF award can be maximised as part of the BG service design specification phase, which is set out in section 5 below. The key ERDF project objectives are:-
- ◆ Providing support, advice and expertise to help increase turnover
  - ◆ Providing assistance for product and process innovation
  - ◆ Helping businesses to improve productivity and efficiencies
  - ◆ Helping businesses to access new domestic and international markets
  - ◆ Providing support to accelerate business growth

## **5. Business Gateway Services 2021 Onwards - Options Appraisal**

- 5.1. An options appraisal process for future BG service was agreed by the Business Gateway Steering Group and this is outlined in Appendix 2. The process has 4 key phases and it is currently in phase 3; agreeing the model of delivery and designing the detailed service specification. Economic Development officers in North and South Lanarkshire Councils have undertaken the options appraisal process to date.
- 5.2. An appraisal workshop took place in December 2019. Two officers from North Lanarkshire Council and two officers from South Lanarkshire Council scored the 8 delivery options against a set of detailed requirements and objectives. The 8 options assessed were:-
1. Tender a new contract with an external supplier based on a new and updated draft specification for the Business Gateway Service
  2. Set up individual contracts for certain services

3. Set up a new Company that is wholly owned by the Councils to deliver the contract
4. Deliver the service in-house by bringing the Business Gateway Service into the Councils to be delivered
5. Deliver the service as a regional model through the Glasgow City Deal to ensure consistency of service and achieve economies of scale
6. Deliver a local model with regional branding
7. Retender the existing contract and continue to deliver the current services externally
8. Do nothing and cease to deliver Business Gateway provision across Lanarkshire

5.3. Option 7 was discounted as an identical contract would not deliver efficiencies and improvements learned from the existing contract. Further, option 8, ceasing delivery of Business Gateway services, would be contrary to key Council Plan Connect objectives to promote and support inclusive economic growth and to the detriment of businesses in Lanarkshire. On this basis, both of these options were not taken forward.

5.4. Three other options (2, 5 and 6) scored lower for a number of reasons. Options 5 and 6 scored lower because the Glasgow City Region activity in relation to BG and a single enterprise offer was not sufficiently developed to allow these to be assessed with a degree of certainty and this work is unlikely to be included within the necessary time frame to be incorporated into the next contract phase. Option 2 also scored lower on the basis that multiple contracts would require additional management resources to ensure they were effective and appropriately integrated with other services.

5.5. Scoring ranked from 0 to 5 with 0 being 'delivery mode shall not allow the objective to be achieved or ability to achieve is unknown' and 5 is 'Delivery mode shall achieve the objective'. The workshop involved active discussion and rationalisation on the ability of the delivery model to meet the objectives. Officers then undertook individual scoring. The 3 highest scoring options out of a potential score of 540 was as follows:-

<b>Option</b>	<b>Score</b>
1. Tender a new contract with an external supplier based on the new and updated draft specification for Business Gateway – Option 1	317.5
2. Bring the Business Gateway Service into the Councils to be delivered in-house – Option 4	310
3. Set up a new company that is wholly owned by the Councils to deliver the contract – Option 3	308

5.6 The overview each of these options are outlined below:-

#### 1. Option 1 : New Tender

A tender is considered the best option to ensure continuity of service to Lanarkshire businesses from 2021. A contract also facilitates prudent and proactive management to exert control, allow flexibility and to affect behaviours from any third party provider.

## 2. Option 4 : In house Delivery

Bringing the Business Gateway service in house would ensure local authority control over the funds and bring an increased ability to be flexible and direct activity based on local business need. However, this option would take significant resources to mobilise and could result in loss of continuity of service for businesses throughout 2021.

## 3. Option 3 : Wholly owned company

Setting up a new company provides more control and flexibility than the tendered contract but not as much as bringing the service in house. However, there would be additional costs to run and govern the company.

This workshop concluded that the recommended delivery model should be Option 1 to tender a new contract using a new service specification.

- 5.7. This recommendation was tabled at the BG Steering Group on Monday 20 January 2020. It was approved by NLC's Enterprise and Growth Committee on 6 February 2020. This was approved by both bodies subject to approval by this Committee in accordance with the terms of the Minute of Agreement.

## 6. **Next Steps**

- 6.1. The next step would be to design the new specification and proceed to procurement which will take place between April and October 2020 with a view to confirming an appointment by end of October 2020. The recommended provider will require to be notified followed by a 3 month stand still period and 3 months mobilisation period for the contractor from December 2020 to February 2021. The outcome of the tender process and recommendations will be reported to a future Community and Enterprise Resources Committee.
- 6.2. The new service and delivery model require to be in place and operational from 1 March 2021.
- 6.3. It is proposed to tender a contract for an initial term of two years and the option to extend for two further one year periods. This will provide a contract term attractive to the market and also the opportunity and flexibility to respond to strategically important ongoing areas of work progressing over the next two years which may impact future service delivery, which are set out below:-
- ◆ The Glasgow City Region economic strategy review: this includes actions around the provision of a unified support offer to businesses and an action to consider the potential to provide a single Business Gateway service across the City Region.
  - ◆ Changes in the Scottish Enterprise business support model: a new strategic operating plan outlines a different approach to place-based activity and focus on creating high value jobs.
  - ◆ Single Entry Point (SEP): online directory of available business support: this is now available for all businesses as a pilot at <https://findbusinesssupport.gov.scot/> and is a key output of the Enterprise and Skills Review. It is the intention that this will cover all public sector business support in the future. At present, the SEP covers 200 products from 6 national agencies and includes core BG services.

- ◆ The Target Operating Model; development of the SEP identified a further piece of work is required to explore how the wider business support environment needed to transform to remove duplication and simplify the services available.

## **7. Employee Implications**

- 7.1. There are no employee implications arising from this report.

## **8. Financial Implications**

- 8.1. The Business Gateway contract is fully funded by the Scottish Government.
- 8.2. The total value of the current 4 year contract, i.e. the tender price, is £5,528,821. Funding for the provision of the contract is provided by the Scottish Government and paid directly to North Lanarkshire Council through its Revenue Support Grant (RSG). In addition to the Lanarkshire Business Gateway contract budget, NLC receive £120,000 per annum to manage the contract.

## **9. Climate Change, Sustainability and Environmental Implications**

- 9.1. There are no implications for climate change, sustainability or the environment in terms of the information contained in this report.

## **10. Other Implications**

- 10.1. Work will be undertaken with Legal and Procurement teams to ensure adequate safeguards are in place for South Lanarkshire Council as part of the new procurement process and new contract.
- 10.2. The current Minute of Agreement with North Lanarkshire Council expires at the end of this current contract in February 2021. To protect Business Gateway services, the level of funds in place, and South Lanarkshire Council's interests, a new memorandum of understanding will be required to cover the period of a new contract.
- 10.3. The aim of the contract is to create new and support existing businesses to be successful and sustainable. By supporting the growth and sustainability of local business and sectors, the service aligns with our Economic Development Strategy and Council Plan vision to provide the right conditions for sustainable and inclusive growth.
- 10.4. The risk involved in not pursuing this course of action is that the necessary support to new and growing businesses will be reduced, which will impact adversely on the affected businesses and the local economy. It will equally have a detrimental effect on the Council's reputation as well as damaging existing successful partnership arrangements.

## **11. Equality Impact Assessment and Consultation Arrangements**

- 11.1. This report does not introduce a new policy, function or strategy and, therefore, no impact assessment is required.
- 11.2. Consultation will continue to take place with officers in North Lanarkshire Council and appropriate partners on the design and development of the new service specification.

**Michael McGlynn**  
**Executive Director (Community and Enterprise Resources)**

5 March 2020

**Link(s) to Council Values/Ambitions/Objectives**

- ◆ Promote economic growth and tackle disadvantage
- ◆ Support the local economy by providing the right conditions for inclusive growth

**Previous Reference**

- ◆ Enterprise Services Committee 29 September 2015

**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 Lanarkshire Business Gateway Performance 1 March 2017 to 31 December 2019

The Business Gateway Service is a pan-Lanarkshire one and performance figures are for whole of Lanarkshire. Each indicator is outlined below together with the percentage of the target achieved in the period. Most results are approximately 50-50 between North and South Lanarkshire.

<b>Contract Deliverables</b>	<b>Actual 2017/18 13 mths</b>	<b>% of target achieved</b>	<b>Actual 2018/19 12 mths</b>	<b>% of target achieved</b>	<b>Actual to Dec 9 mths</b>	<b>% of target achieved</b>
<b>LOT 1 Start Up Service</b>						
<b>Volume Start-Ups</b>	1090	100%	1000	100%	745	99%
<b>LOT 2 Growth Service</b>						
BDR Start Up Businesses	184	92%	165	97%	102	72%
BDR Existing Businesses	290	87%	316	96%	227	83%
High Growth Starts supported >7hrs	209	105%	156	92%	103	73%
Existing SME's supported >7hrs	305	94%	334	104%	256	96%
Expert Help	467	111%	259	100%	66*	22%*
Accelerator (Daily rate)	285	158%	330	183%	142	0%*
Evaluation Reports	4	100%	4	100%	2	60%
SME's supported < 7hrs > 1hr	1116	81%	863	66%	727	101%

\* Note there has been a change in the recording and billing for these contract lines and indications are that this will be on target at the year end.

### Most recent Customer satisfaction levels for the year January to December 2019

<b>Service</b>	<b>National Average</b>	<b>North Lanarkshire</b>	<b>South Lanarkshire</b>
<b>Overall satisfaction</b>	85%	84%	81%
<b>Service delivered met expectations</b>	83%	84%	82%
<b>Benefit the business will gain from service received</b>	89%	92%	83%
<b>Would recommend Business Gateway</b>	86%	84%	86%

## Appendix 2 –Options appraisal process

The exercise has 4 key phases and we are currently in phase 3.

1. ***Set key objectives and outcomes we wish to achieve for the service, identify delivery model options available, set governance and stakeholder management.***

During phase 1 stakeholders involved in the exercise were identified and engaged and the governance for this exercise set.

Clear objectives and a high-level service specification were established, against which the various delivery model options were appraised.

An evidence base was also developed to inform the delivery model appraisal. This included reviewing evaluation reports and performance, market research, and conducting workshops with stakeholders including Council staff, businesses and support partners.

The 8 delivery model options below were identified.

4. Tender a new contract with an external supplier based on the new and updated draft specification for the Business Gateway Service;
5. Set up individual contracts for certain services;
6. Set up a new Company that is wholly owned by the Councils to deliver the contract
7. Deliver the service in-house by bringing the Business Gateway Service into the Councils to be delivered;
8. Deliver the service as a regional model through the Glasgow City Deal to ensure consistency of service and achieve economies of scale;
9. Deliver a local model with regional branding
10. Retender the existing contract and continue to deliver the current services externally
11. Do nothing and cease to deliver Business Gateway provision across Lanarkshire

2. ***Develop evaluation criteria, and conduct options appraisal***

The evaluation criteria was then developed to reflect the high level objectives and options previously identified. The strategic objective was as follows:

To deliver an efficient service which supports Lanarkshire businesses to achieve increased outcomes and economic impact. The service should be flexible and allow the Local Authorities to have sufficient control over delivery

We then assessed each of the 8 models against 28 separate objectives which were weighted in terms of importance and based on criterion used in previous appraisals. The highest weighted were flexibility, effective collaboration, ability to deliver outputs and influence actual outcomes, responsive service to meet customer needs, positively viewed by businesses, and protect the service from future budget cuts.

The 28 criterion used in this appraisal process are outlined in Appendix 3 for information.

Four officers, two from each authority then scored each delivery model individually and this was followed up by an appraisal workshop with the appropriate representation from both Councils. This workshop reviewed all scoring and made sure that all relevant criterion had been covered and scores moderated where appropriate. The overall highest scoring option was option 1 – to tender a new contract with a new specification.

This will require a new specification to be developed to maintain good performance and service improvements achieved to date and to overcome the challenges faced in seeking additional performance improvements, particularly in regard to measuring actual economic outcome measures such as numbers of additional jobs, higher value jobs, increased exporting, innovation and inclusive growth. In addition, the service specification will require to take greater recognition of the low carbon agenda

3. ***Agree the mode of delivery and design the detailed service specification***

We are now in phase 3 and the recommended delivery model is being put forward to the Business Gateway Steering Group on Monday 20 January for consideration and approval. North Lanarkshire Council propose to then proceed immediately to finalise a Committee Paper which will recommend a new contract tender process to their early Feb Committee and this will become public at this date. It is important to proceed with this process as quickly as possible in order to develop a new contract specification and proceed with the tender process in good time before the end of the final contract extension as there is no option to extend the current contract further.

A detailed service specification will then be designed and finalised based on the chosen option. The timeline will require this to be complete between January and March 2020.

4. ***Mobilise and implement the decision***

Phase 4 will mark the mobilisation and implementation of the decision on the delivery model. A period of 10 months has been set aside to enable this to take place and while this timeframe is tight it is also achievable if targets are met.

Procurement will take place between April and October 2020 with a view to appointment by end of October 2020. NLC would propose to go to Committee on 5 November 2020 with the recommended provider to allow for a cooling off period and 3 months mobilisation for the contractor from Dec to Feb 2021.

It is assumed that the new service and delivery model would be mobilised from 1 March 2021.

# Report

12

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>31 March 2020</b>
Report by:	<b>Executive Director (Community and Enterprise)</b>

Subject:	<b>Community Benefit Funds – Renewable Energy Fund - Grant Application</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ consider a grant application to Whitelee Renewable Energy Fund from East Kilbride United

## 2. Recommendation(s)

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

- (1) that a grant be awarded to East Kilbride United of up to £21,870.00 from Whitelee Renewable Energy Fund to upgrade and improve the playing surfaces of 2 football fields as detailed in paragraph 4.3 of the report.

## 3. Background

3.1. Since 2004, the Council has collected and administered Community Benefit funding through Planning and Economic Development Services. The service is responsible for securing the contributions from developers, advising potential applicants, assessing applications and monitoring projects to ensure that the community benefits associated with each project are delivered. Processes are continuously reviewed and refined to make it as straightforward as possible to ensure the necessary support is delivered to eligible communities.

3.2. Grant awards above £20,000 require approval from Committee, awards below this level are approved by the Head of Planning and Economic Development under delegated authority. All grants awarded are reported annually to the Community and Enterprise Resources Committee.

## 4. Grant recommendations

4.1. Application Number 237

Whitelee Renewable Energy Fund

East Kilbride United – project value £43,740.00

Proposed Grant award £21,870.00 Intervention rate of 50%

4.2. East Kilbride United has been established as a charity since 2013 providing recreational opportunities through football to 488 members aged from 4 to 80 within the community. The charity has a 25 year full repairing and insuring lease from the Council for the 2 football fields and pavilion at Kirktonholme and has already upgraded and improved the pavilion changing facilities.

- 4.3. The project will upgrade the playing surface and condition of the 2 football fields through additional drainage and soil and surface treatment including verti draining, harrowing and seeding. The works will increase the quality of the playing surface and increase the number of hours and participants that can play.
- 4.4. The application scored 36 and 32 out of 53 by the two appraisers during the assessment process which averages as 34 and which permits an intervention rate of up to 50% of eligible costs.
- 4.5. The total cost of the project is £43,740 with contributions from Sports Scotland of £21,870.00 to be confirmed. South Lanarkshire Council Whitelee Renewable Energy Fund will contribute the remaining balance, an award of up to £21,870.00 representing an intervention rate of 50%.
- 4.6. The project is scheduled to commence in June 2020 and be complete by August 2020.

## **5. Employee Implications**

- 5.1. There are no employee implications arising from this report.

## **6. Financial Implications**

- 6.1. The Whitelee Renewable Energy Funds has sufficient resources to meet the proposed grant award commitment detailed in this report.

## **7. Climate Change, Sustainability and Environmental Implications**

- 7.1. The project scored 2.5 out of a possible 5 within the Sustainability Development section of the appraisal. Areas considered included that the improved facility will provide facilities closer to a community potentially reducing travel and the additional draining will assist in mitigation against increased rainfall.

## **8. Other Implications**

- 8.1. The risks associated with the project are focused on the potential for cost overruns, delays to the projects or match funding not being secured and the long term use of the assets. Work will continue with the applicant to help ensure match funding is secured and that projects are delivered broadly on time and within budget.

## **9. Equality Impact Assessment and Consultation Arrangements**

- 9.1. This report does not introduce a new policy, function or strategy and, therefore, no impact assessment is required.
- 9.2. There was no requirement to undertake any consultation in terms of the information contained in this report.

**Michael McGlynn**  
**Executive Director (Community and Enterprise Resources)**

21 February 2020

### **Link(s) to Council Values/Ambitions/Objectives**

- ◆ Accountable, effective, efficient and transparent
- ◆ Focuses on people and their needs
- ◆ Encouraging participation in physical and cultural activities
- ◆ Working with communities to promote high quality thriving sustainable communities
- ◆ Improve the road network, influence improvements in public transport and encourage active travel

### **Previous References**

- ◆ Enterprise Resources Committee 8 August 2007
- ◆ Enterprise Resources Committee 23 November 2011

### **List of Background Papers**

- ◆ Completed REF Grant Application Form for application number 237
- ◆ Completed REF Appraisal Scoring Sheet for application number 237

### **Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

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# Report

13

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>31 March 2020</b>
Report by:	<b>Executive Director ( Community and Enterprise Resources)</b>

Subject:	<b>Scottish Government Vacant and Derelict Land Fund Programme 2020/2021</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update the Committee of progress made during 2019/2020 in implementing the South Lanarkshire Delivery Plan for the Scottish Government financed Vacant and Derelict Land Fund (VDLF)
- ◆ to seek approval of the VDLF Programme for 2020/2021

## 2. Recommendation(s)

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

- (1) the progress made during 2019/2020 in delivering the approved Vacant and Derelict Land Fund Programme in South Lanarkshire be noted; and
- (2) the allocation of funds in the 2020/2021 Vacant and Derelict Land Fund Delivery Plan, as set out in paragraphs 5.1 and 5.2, is approved.

## 3. Background

3.1. Scottish Government allocation to South Lanarkshire for the Vacant and Derelict Land Fund for the financial year 2019/2020 was £1,120,000. A Local Delivery Plan was produced and approved by the Committee on 19 March 2019 to implement the key objectives of the Vacant and Derelict Land Fund which are to:-

- ◆ Tackle long term Vacant and Derelict Land
- ◆ Stimulate economic growth and job creation
- ◆ Develop a diverse sustainable environment with a focus on temporary and permanent greening.
- ◆ Support Communities to flourish and tackle inequalities.

3.2. Scottish Government subsequently approved the delivery plan on 1 July 2019.

3.3. The Council recognises that vacant, derelict and contaminated land acts as a major constraint to the re-development of land and impacts on the quality of life of many residents.

#### **4. Progress Achieved in 2019/2020**

4.1. The 2019/2020 Local Delivery Plan proposed the following projects and respective budget allocations:-

- ◆ Glen Esk Greening Project, East Kilbride: This project was funded from a previous carry forward of VDLF grant (£1,081,921) originally intended to be spent by Clyde Gateway URC. However, the URC were unable to implement their remediation scheme at Shawfield in the required timeframe and the funding was transferred to the Glen Esk project in December 2017. The site was opened to the public following completion of the project in December 2019.
- ◆ Clyde Gateway URC Remediation of Shawfield Phase 2 sites - £800,000
- ◆ Former Milton Tileworks, Carluke Greening Project and Millburn, former chemical works and colliery, Larkhall - £320,000

4.2. The 2019/2020 programme was designed to build on the work that has been undertaken over recent years on key projects located across South Lanarkshire as follows:-

- ◆ Support the implementation of remediation works at Clyde Gateway URC's Shawfield Phase 2 project which will reduce the level of Chromium VI entering local watercourses and the River Clyde and create sites for future development for business and industrial use. These works are now well underway and, despite challenging site conditions and technical obstacles, the project is scheduled to complete in late Spring 2020. These works have cost a total of £6.1 million to implement. From a VDLF perspective, these works aligned with the VDLF 'economic growth and job creation' priority set out Section 3.1.
- ◆ Implementing a series of environmental improvements and accessibility works at the former Milton Brick and Tile Works site, Carluke which will, address issues identified by the site investigation works and improve the area's attractiveness for informal physical activity. The proposals for Milton are currently at tender stage. It is intended that proposals will be implemented in 2020/2021.
- ◆ A similar project at Millburn, Larkhall was also proposed as part of the delivery plan, however, the inability to gain access for vehicles and pedestrians to land in the Council's ownership have meant the project cannot now be delivered. It is, therefore, proposed that these funds will be diverted to provide enhanced environmental improvements to the above Milton Brick and Tile Works site.
- ◆ Implementing the site based greening activity at Glen Esk, East Kilbride to provide high quality informal greenspace for use by local residents with the aim of encouraging greater use of outdoor assets and increased physical activity among East Kilbride residents.

From a VDLF perspective, the removal of environmental problems at Glen Esk, East Kilbride and Milton, Carluke and delivering greening infrastructure are key benefits. These works aligned with the VDLF 'greening' priority set out Section 3.1.

## **5. 2020/2021 VDLF Proposal**

5.1. The Scottish Government allocation to South Lanarkshire for the Vacant and Derelict Land Fund for the financial year 2020/2021 is £697,000. It is noted that this is a 38% reduction in financial resources compared to the 2019/2020 programme. A Local Delivery Plan (LDP) has now been produced to implement the key objectives of the Vacant and Derelict Land Fund as follows:-

- ◆ Continue to support the implementation of remediation works at Clyde Gateway URC's Shawfield Phase 2 project to help reduce the level of Chromium VI entering local watercourses and the River Clyde and assist in the creation of development sites for business and industrial use. Expenditure of £500,000 will focus on completion of the current site remediation activity, further site investigations works on land in Clyde Gateway's ownership and further technical design associated with other sites that have very high levels of chromium contamination.
- ◆ Support a transformational project based in Hamilton town centre focussed on the historically significant Grade B listed Vogue façade structure in Keith Street and adjacent derelict land to the rear of the site. This will comprise a mixed use development of the site including social housing by Clyde Valley Housing Association, with commercial space on the ground floor suitable for a range of community or enterprise uses. VDLF spend of £172,000 will be focussed on specific elements of the site such as abnormal ground conditions, non-standard foundation solutions, site investigation and remediation, where necessary. It is noted that this project is also supported through the Town Centre Fund to the value of £340,000 and together the funding support will assist in delivering a project to the value of £3.2million.
- ◆ Assist proposals for an active travel project located at a vacant and derelict land site known as Site 22, Bogleshole Road, Cambuslang. The site cannot be developed economically for industrial use as much of the site is affected by ground settlement risks. Support of £15,000 will match an offer from Scottish Enterprise, the site owners, to undertake site investigations and a review of historic information and condition reports on the site. The project, known as Clyde Cycle Park, will provide new opportunities to promote active travel and improve health and wellbeing through physical activity and will be delivered by a local community based charity organisation who will be offered a long term lease of the site should the project proceed.

5.2. The above projects represent a balanced programme of activities which address a number of Scottish Government priorities. The allocation of funding on these projects and the reallocation of funds from Larkhall to Carluke is proposed as:-

- ◆ £500,000 - Clyde Gateway, Shawfield Phase 2, Rutherglen
- ◆ £182,000 – The Vogue, Mixed Use Development, Hamilton
- ◆ £15,000 – Clyde Cycle Park, Site 22 Site investigations, Cambuslang
- ◆ £320,000 – Milton Brick and Tileworks, Carluke

## **6 Employee Implications**

6.1. There are no employee implications. Proposed workstreams can be managed using existing staff resources.

## **7. Financial Implications**

- 7.1. The VDLF programme will be funded from the Scottish Government Vacant and Derelict Land Fund allocation.

## **8. Climate Change, Sustainability and Environmental Implications**

- 8.1. The initiative identified in this report will be delivered using a range of sustainable techniques and models, having regard to best practice and current construction industry guidance. It is also noted that the Clyde Cycle Park project may have a positive impact in reducing carbon emissions and assist in meeting local and national climate change targets.

## **9. Other Implications**

- 9.1. The key risks associated with these projects are focussed on the potential for cost overruns or delays to the programme. These risks will be managed by Clyde Gateway URC in respect of the Shawfield project, Clyde Valley Housing Association in respect of the Vogue project and Clyde Cycle Park in respect of the Site 22 project.

## **10. Equality Impact Assessment and Consultation Arrangements**

- 10.1. This report does not introduce a new policy, function or strategy and, therefore, no impact assessment is required.
- 10.2. This report has been prepared in consultation with Finance and Corporate Resources. Liaison with Clyde Gateway URC will continue utilising the Council's existing monitoring arrangements and attendance at URC Stakeholder meetings and Board meetings. The Council also has representation on the board of Clyde Cycle Park charity.

**Michael McGlynn**

**Executive Director (Community and Enterprise Resources)**

4 March 2020

### **Link(s) to Council Values/Ambitions/Objectives**

- ◆ Focused on people and their needs
- ◆ Fair open and sustainable
- ◆ 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**

- ◆ Community and Enterprise Resources Committee 19 March 2019

### **List of Background Papers**

- ◆ South Lanarkshire Council 2020/2021 Proposed VDLF Delivery Plan – March 2020

**Contact for Further Information**

If you would like to inspect the background papers or want further information, please contact:-

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# Report

14

Report to:	<b>Community and Enterprise Resources Committee</b>
Date of Meeting:	<b>31 March 2020</b>
Report by:	<b>Executive Director (Community and Enterprise Resources)</b>

Subject:	<b>Town Centre Capital Grant Fund - Update</b>
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## 1. Purpose of Report

1.1. The purpose of the report is to:-

- ◆ update Committee on the changes to the programme delivery following a relaxation in timescales by the Scottish Government

## 2. Recommendation(s)

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

- (1) that the changes to the programme delivery, following a relaxation in timescales by the Scottish Government, be noted; and
- (2) that it be noted that a further update report will be submitted to Committee on 16 June 2020.

## 3. Background

3.1. Following South Lanarkshire Council's allocation of £2,506,000 from the Scotland wide £50m fund to invest in town centres, a report was presented to the Community and Enterprise Resources Committee on 4 June 2019.

3.2. That report set out the terms of the funding, the Government's criteria for allocation and a number of potential options on how South Lanarkshire could apply those criteria given the diverse range of town centres within South Lanarkshire and the nature of the challenges they face. The key aspects of the funding requirements at that time were:-

- ◆ funds are to be fully committed by 31 March 2020
- ◆ funds are to be fully spent no later than 30 September 2020
- ◆ the Government's objective is that funds are used to deliver transformational change within the town centres benefiting
- ◆ projects receiving funding should demonstrate how it links to the Government's Town Centre Action Plan, published in 2013, and the Town Centre First Principle

3.3. The Committee agreed that all 22 eligible towns, as defined by the Government, would be given the opportunity to bring forward projects and be assessed under the criteria set out in the report.

- 3.4. Following a period for applications and assessment, a further report was brought to Committee on 3 September 2019 for Members' consideration and approval. The report set out the process for applications and assessment, with members subsequently approving the 10 highest ranking projects.
- 3.5. An update report was provided to Committee on 4 February 2020 which provided a general progress report to members in relation to the status of delivery of the projects. This report noted that project 5, which sought to bring forward the redevelopment of the former Poundstretcher building at Brandon Street, Hamilton had reached a point where it could no longer be delivered. The report further noted that the funding allocated to that project would be reallocated across the remaining projects, principally the Royal Oak in Lanark (project 1).

#### **4. Project Delivery - Update**

- 4.1. The delivery of the projects through the fund has progressed at pace and evolved in light of changing circumstances. Since the report on 4 February 2020, there have been 3 main developments on which to update members, which is the purpose of this report. These are as follows:-

1. All the reports to the Committee on this matter have sought to emphasise the challenging timescales associated with the delivery of the funds. This has been a common challenge to all the local authorities and representations have continued to be made to Government throughout this period. On 20 February 2020, councils were informed that the timescales have been revisited by the Government and an extension of 12 months has been granted, i.e. the funds are now to be fully committed by 31 March 2021 (previously 31 March 2020) and all expenditure is to be completed by 30 September 2021 (previously 30 September 2020).

This extension allows officers to continue to work with communities to deliver the existing projects under more realistic timescales which should result in stronger projects with more robust outputs and outcomes.

2. The application for additional funding of £1.89m, from the Scottish Government's Regeneration Capital Grant Fund (RCGF), in relation to project 4, the Vogue in Keith Street, Hamilton was not successful. Officers will continue to liaise with Scottish Government colleagues to understand the reasons for this, however, initial feedback is that the proposal only narrowly missed out on funding principally due to the high demand across the fund.

This funding would have allowed an enhanced project to be delivered, bringing benefits both to the development itself and the wider town centre. The project which will be delivered will revert to that originally envisaged at the time the town centre capital funding was approved, with a modest ground floor commercial unit and a flatted residential development on the remainder of the site. This project will still be of significant benefit to the site, local surrounds and the town centre as a whole.

3. Design development work on the project in East Kilbride (project 3) has identified additional costs to the project beyond that which can be supported from the town centre funding. This leaves the project unviable for the applicant and proposed operator. On this basis, the applicant is no longer progressing this project.

- 4.2. The consequences of the changes noted above are that there is a core group of 8 projects which will continue, in line with the originally envisaged timescales.
- 4.3. The removal of the 2 projects (projects 3 and 5) noted above from the programme provides a total of £376,000 (Project 3 £200,000 and project 5 £176,000) which can be considered for reallocation. As noted in the report of 4 February 2020, £95,000 of this money has been allocated to the Royal Oak (project 1) in order to ensure delivery. This increases the total grant funding for this project from £225,000 to £320,000. The balance of £281,000 is, therefore, available to be reallocated. Based on the work carried out on the remaining projects to date and the unsuccessful bid for additional funds for the Vogue project in Hamilton, it is anticipated that the other projects will require additional funding as designs are completed and tender returns are received.
- 4.4. Once officers, working with the successful applicants, have a clearer picture on the detailed costings of each project, likely to be in late spring/early summer, a further report will be brought to Committee to set out the proposed distribution of the unallocated funds across the 8 projects. In addition, should this process identify the opportunity to bring in a substitute project to the process, a recommendation for incorporating this into the programme will also be set out for members in the report.
- 4.5. In summary:-
- ◆ the programme of 8 projects will continue to be progressed
  - ◆ as set out at the 4 February 2020 Committee, £95,000 be allocated to the Royal Oak - project 1
  - ◆ officers will bring a further report to Committee on 16 June 2020 to set out proposals for the reallocation of £281,000 funding and an updated timescale for delivery of the overall programme by 31 March 2021

## **5. Employee Implications**

- 5.1. The development and implementation of the projects will be supported by officers within Economic Development Services, in consultation and with support of other Council Resources, as appropriate.

## **6. Financial Implications**

- 6.1. The funds, where appropriate, will be brought into the Council's General Services Capital Programme and will be subject to the normal monitoring and financial processes. This will feed into the requirements of the Scottish Government to report on progress and identify spend.
- 6.2. To ensure transparency of payment, officers will monitor and manage the claim and payment process through the Grantvisor system.

## **7. Climate Change, Sustainability and Environmental Implications**

- 7.1. The projects and initiatives identified in this report will be delivered using a range of sustainable techniques and models, having regard to best practice and current construction industry guidance. It is also noted that many of the projects will result in the redevelopment of vacant buildings and land.

## **8. Other Implications**

- 8.1. Due to the diverse portfolio of projects, the timescales within which projects were developed and the capacity of groups involved, there is a risk that some projects may not proceed in the way envisaged and fail to meet the timescales required.
- 8.2. Ultimately, this could result in grant not being expended in the relevant time frame and opportunities to implement these specific projects will not be maximised. This may result in project funding being withdrawn. Best endeavours will continue to be made to deliver all remaining projects within the available timescale.

## **9. Equality Impact Assessment and Consultation Arrangements**

- 9.1. 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.
- 9.2. Consultations have been co-ordinated by Economic Development Services with a range of other Council Services which have an ongoing role in delivering services and initiatives in our Town Centres. This consultation and co-operation will continue throughout the duration of the initiative.

**Michael McGlynn**  
**Executive Director (Community and Enterprise Resources)**

28 February 2020

### **Link(s) to Council Values/Ambitions/Objectives**

- ◆ Support the local economy by providing the right conditions for growth, improving skills and employability
- ◆ Improve health and increase physical activity
- ◆ Partnership working, community leadership and engagement

### **Previous References**

- ◆ Community and Enterprise Resources Committee, 4 June 2019 – Town Centre Capital Grant Fund
- ◆ Community and Enterprise Resources Committee, 3 September 2019 – Town Centre Capital Grant Fund Update
- ◆ Community and Enterprise Resources Committee, 4 February 2020 – Town Centre Capital Grant Fund Update

### **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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