



Community and Enterprise Resources

Community and Enterprise Resource Plan 2020-21

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Section One – Introduction

I am pleased to introduce our Resource Plan for 2020-21 which sets out our objectives and priorities for the coming year. Our Resource comprises four key service areas:

- Facilities, Waste and Grounds Services
- Roads and Transportation Services
- Fleet and Environmental Services
- Planning and Economic Development Services

Community and Enterprise Resources employs 3,449 people who together provide a wide range of services for local communities, including:

- delivering key services within schools and council offices, including cleaning, catering, receptionist, janitorial, concierge, and crossing patrol services
- collecting and disposing of waste and encouraging recycling
- keeping our streets clean and maintaining and developing play parks, gardens and open spaces
- providing bereavement services
- maintaining our road network to support safe and effective transport, and promoting active travel
- procuring and managing the council's vehicle fleet, including refuse collection, roads maintenance, street sweeping and passenger transport
- protecting public health through the delivery of environmental health services
- providing Trading Standards to protect consumers and communities
- providing Planning and Building Standard services which guide and control physical development and land use in the area
- promoting economic development/recovery and delivering support for local businesses
- supporting town centres and physical regeneration
- leading the council in developing and promoting sustainability, and
- leading the council in promoting and developing a fair, healthy, and sustainable food system

The Resource also has a significant role to play in managing the relationship between the council and South Lanarkshire Leisure and Culture (SLLC). SLLC, on behalf of the council, promotes the health and wellbeing of South Lanarkshire residents through the council's museum, libraries, arts centres, indoor and outdoor sports and leisure centres, community halls and country parks.

This Resource Plan has been prepared in the context of the Covid-19 pandemic and the measures the council has taken to minimise its spread and support communities. The long-term impact on the council and its services, including the financial impact, will not be fully understood for some time. However, all Resources have prepared Recovery Plans which have been developed in parallel with this Resource Plan.

Michael McGlynn
Executive Director
Community and Enterprise Resources

Section Two – Key areas of focus for the year ahead

2.0. Overview

The key areas of focus for Community and Enterprise Resources during 2020-21 are outlined below.

- 2.1. **Covid-19 Response and Recovery** Through the initial period of 2020/21, the Council responded to the Global Pandemic, ensuring that essential services could continue to be delivered safely. Many different arrangements have had to be made, and this has provided an opportunity to review all areas of service delivery with the aim of ensuring that, as we emerge out of lockdown, we are delivering the right services in the right way. The Covid Recovery Plan focuses on: -

Response This includes the additional commitments that the resource has undertaken to provide new services that proved necessary as a result of Covid-19, for example:

- Environmental Services have been given new powers to ensure businesses are compliant with social distancing arrangements to protect public health
- The Fleet Service has provided significant support to ensuring the continuation of kerbside waste collections and played a key role in enabling the delivery of hot meals and food packs as part of the community wellbeing response
- The Economic Development service has been pivotal in delivering and processing Scottish Government business support packages
- Facilities staff have played a key role in keeping principal offices clean, particularly those accessed by the public and providing meals to a range of clients
- Burial and Crematorium services have put in place a number of temporary measures to accommodate the increase in deaths as a result of the pandemic

Recovery Some services continued to operate throughout the lockdown period, for example kerbside waste collections. At this point in time however, it is not possible to determine if or when other services will return to pre-Covid-19 delivery levels. A staged reintroduction of many services is expected to happen gradually, as circumstances and budgets allow.

Renewal Covid-19 has presented an opportunity to review services with the aim of ensuring that, as the Resource moves through the recovery phases, the right services are re-introduced in the right way. Those services that have been stopped or reduced will be fully assessed to consider whether or not they remain a priority for the council and our communities, or whether they could be delivered differently, prior to stepping them back up, whilst taking into account budgetary issues.

- 2.2. **Economic Restart and Recovery** The Economic Restart and Recovery response to the pandemic will be framed around three themes:

People Targeted and bespoke active labour market policies alongside up-skilling and re-skilling the workforce and safeguarding apprenticeships.

Place Support economic infrastructure investment programmes, including measures to strengthen the delivery and maximise the impact of City Deal and capital projects. The council as planning and roads authority has a key role to play in facilitating the build of new homes, roads, business premises and other infrastructure which will create and safeguard jobs and boost the economy.

Business A focus on supply chain management, building the capacity and capability of companies in local and export markets.

- 2.3. **Service Response to Brexit** The potential impacts of Brexit continue to be a source of great uncertainty. In relation to Community and Enterprise Resources, potential consequences include limited procurement options and contract restrictions, loss of EU funding, changes to free movement of trade and people and increased demand on business

support services. In addition, there could be additional demand on council services due to reduced growth forecasts and higher unemployment following impacts on exchange rates, investment, migrant workers, supply chain interruptions and customs and regulatory issues. The Resource will continue to monitor the potential impact of the withdrawal process on service delivery as the year progresses.

2.4. Sustainable Development and Climate Change The council acknowledges the serious and immediate threat of climate change and is committed to accelerating the pace of action in response to the climate emergency and in response to Scotland's transition to net-zero greenhouse gas emissions by 2045. Community and Enterprise Resources has a key role in delivering aspects of the council's Sustainable Development and Climate Change Strategy and the Biodiversity Duty Implementation Plan, and climate action and sustainability will continue to be placed centre stage as services implement their Covid-19 recovery plans.

2.5. Fair, healthy and sustainable food system Community and Enterprise Resource has been active in relation to food issues for many years, with various activities and initiatives across council services and in collaboration with partners and third sector organisations. These local Food Partnerships have been playing a pivotal role in driving and coordinating effective community food responses to Covid-19. The Good Food Strategy (2020-2025) provides a framework for actions to move towards healthier, fairer and more sustainable food systems, and is aligned with the national priority to make Scotland a Good Food Nation.

2.6. Zero Waste Plan and circular economy Scotland's Zero Waste Plan sets out the Scottish Government's vision for a zero waste society, where all waste is seen as a resource i.e. waste is minimised and valuable resources are not disposed of in landfill. The plan sets challenging targets for the recycling and composting of domestic waste by local authorities (60% by 2020 and 70% by 2025). To meet these targets, the resource is continuing to promote waste minimisation, reuse and recycling within South Lanarkshire.

The Programme for Government 2019-20 has made a commitment to introduce legislation on developing Scotland's Circular economy. Circular economy is one in which resources are kept in use for as long as possible. The council will incorporate the circular economy principles which can help benefit the environment by cutting waste and carbon emissions; the economy by improving productivity and opening up new markets; and communities by providing local employment opportunities. This will involve all resources but Procurement and Waste Services will have a key role to play.

2.7. Glasgow City Region City Deal As part of the City Deal, the resource is leading the delivery of three major transportation projects being undertaken to boost South Lanarkshire's access to the rest of Scotland. Cathkin Relief Road in Rutherglen / Cambuslang is now complete and open, and the Greenhills Road project in East Kilbride is underway. Proposals in relation to Stewartfield Way will be further reviewed as part of the development of an updated Strategic Business Case which will be reported to the Executive Committee for approval.

The council is also leading another City Deal project (the Community Growth Areas) in four key locations within South Lanarkshire: Newton, East Kilbride, Hamilton and Larkhall. This involves promoting private sector house building (up to 9,000 new homes, and including affordable housing) and supporting the development of new schools and community facilities.

2.8. The future delivery of culture and leisure provision The establishment of a Cross Party Working Group on Leisure and Culture was agreed at the Full Council meeting of 27 February 2019. The primary purpose of the group is to develop and agree a detailed transformation plan for leisure and cultural services. Since March 2020, Covid-19 has had a

substantial impact on these services, and SLLC will focus on redeveloping its business model as part of the Cross Party Working Group. This may lead to a revised service model with a blended approach to service delivery that may include increased online provision.

2.9. Legislative and policy Changes New and revised legislation will also impact on the work of the Resource during 2020-21, including:

- **Building Standards Systems** - in the wake of the Grenfell Fire, changes to Scottish building standards came into force on 1 October 2019 strengthening fire safety standards in new high rise buildings and improving facilities for people with disabilities in new larger buildings. These changes extend the council's statutory role in terms of carrying out a greater degree of inspection of new buildings and ensuring adherence to new standards through the building warrant process.
- **The Planning (Scotland) Act 2019** - aims to give people a greater say in the future of their area through the development of Local Place Plans. It also places a new statutory duty on local authorities to prepare an open space strategy, changes the way in which local authorities' Local Development Plans are prepared, and changes how planning departments process planning applications. The full impact of these new duties for the council will be known once secondary legislation and regulations are introduced by the Scottish Government.
- **Transport (Scotland) Act 2019** - designed to help make Scotland's transport network cleaner, smarter and more accessible. It provides councils with powers to establish and operate municipal bus companies and manage vehicle emissions via the establishment of Low Emission Zones. The Act requires the production of a national strategy in relation to transport. Emerging themes from the new National Transport Strategy include economic growth; carbon; equality; health/active travel. A balance will need to be struck between driving inclusive economic growth while achieving zero carbon ambitions.

Section Three – Resource objectives/outcomes

3.1. Resource Objectives/outcomes

Community and Enterprise Resources has established the following Resource objectives to support the delivery of Connect priorities in 2020-21. These are the outcomes we want to achieve.

Connect Priority	Resource Objectives
Ensure communities are safe, strong and sustainable	<ul style="list-style-type: none"> • High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work and visit • Successful and sustainable communities • The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably • Consumers and communities are protected and public health is safeguarded • Vacant, derelict and contaminated land is brought back into productive use • Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth
Promote sustainable and inclusive economic growth and tackle disadvantage	<ul style="list-style-type: none"> • A fairer, inclusive, sustainable and low carbon local economy • South Lanarkshire is an attractive place to start, grow and locate a business • All roads, footways and bridges and associated infrastructure are safe and fit for purpose • Road and transportation infrastructure supports new development, enables use of public transport and encourages active travel
Get it right for children and young people	<ul style="list-style-type: none"> • No Resource Objectives for this priority
Improve health, care and wellbeing	<ul style="list-style-type: none"> • All school and nursery children have access to nutritious school meals • All residents have the opportunity to access cultural, leisure and outdoor recreational activities to help improve their wellbeing and quality of life

3.2. Delivering the Plan and achieving Best Value

In working towards the four priorities, the council aims to continually improve and ensure effective and efficient use of resources, and our business will be conducted with integrity, transparency and will operate to the highest standards.

Delivering the Plan and achieving Best Value	<ul style="list-style-type: none"> • Deliver and communicate the Council Plan and ensure high standards of governance
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Section Four – Measures and actions

4.0. Performance measures and action plan

This section of the Resource Plan is divided into two parts: part (a) sets out our main performance measures against our objectives; and part (b) describes the key actions we will take in the coming year to respond to the challenges ahead and improve services and outcomes.

4.a. How we will measure our performance

Resource Objective:	High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work and visit				
Measure	Baseline	Annual target	Links	Service	
1. Percentage of streets found to be acceptable during survey ¹	94.9%	95.5%	C6.8 LGBF	Facilities, Waste and Grounds	
2. Land Audit Management System grounds maintenance score ²	72.0	72.0	C6.8	Facilities, Waste and Grounds	
Resource Objective:	Successful and sustainable communities				
Measure	Baseline	Annual target	Links	Service	
3. Percentage of total household waste that is recycled	44.3%	50.0%	C6.8 LGBF SDCCS	Facilities, Waste and Grounds	
4. Percentage of household waste sent to landfill in 2020	25.2%	Below 25.2%	SDCCS	Facilities, Waste and Grounds	
5. Percentage of properties with Superfast Broadband >30Mbps	94.5%	93.9%	LGBF	Planning and Economic Development	
6. Town vacancy rates (vacant commercial units as a percentage of the total units)	10.4%	10.0%	LGBF	Planning and Economic Development	
Resource Objective:	The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably				
Measure	Baseline	Annual target	Links	Service	
7. Reduction in vehicle emissions in 2020-21 against the baseline of 2014-15 (council wide figure)	12.9%	10.0%	C6.8 SDCCS	Fleet and Environmental	
8. Reduction in the council's greenhouse gas emissions achieved by March 2021, compared to 2015-16 (buildings, waste, transport etc.)	5.5%	10%	SDCCS	Facilities, Waste and Grounds	

¹ Local Environmental Audit and Management System (LEAMS) street cleanliness score

² LAMS measures the quality of the grounds maintenance service, based on 6 surveys per year

Resource Objective:	Consumers and communities are protected and public health is safeguarded			
Measure	Baseline	Annual target	Links	Service
9. Percentage of doorstep crime reports receiving an initial response from Trading Standards by the end of the next working day	100%	100%	C6.7	Fleet and Environmental
10. Percentage of consumer complaints completed by Trading Standards within 14 days	82.5%	80.0%	-	Fleet and Environmental
11. Broad compliance with food safety statutory requirements secured in premises	87.9%	85.0%	C6.7	Fleet and Environmental
Resource Objective:	Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth			
Measure	Baseline	Annual target	Links	Service
12. Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan	39.1%	42.9%	LGBF	Planning and Economic Development
13. Percentage of all planning applications approved	96.9%	95.0%	C6.1	Planning and Economic Development
14. Percentage of Building Warrant applications receiving initial assessment within 20 working days	89%	95%	-	Planning and Economic Development
Resource Objective:	South Lanarkshire is an attractive place to start, grow and locate a business			
Measure	Baseline	Annual target	Links	Service
15. Number of business support interventions per annum by Economic Development (grants, loans or advice)	1,562	1,500	C7.4	Planning and Economic Development
16. Number of jobs created or sustained per annum as a direct result of Economic Development intervention	943	350	C7.4	Planning and Economic Development
17. Increased value of sales generated by businesses as a direct result of Economic Development intervention	£11.91m	£5m	C7.4	Planning and Economic Development
18. Maintain 3 year business survival rate	60.8%	62.0%	C7.4	Planning and Economic Development
19. Percentage of procurement spend on local small/medium enterprises	18.1%	20.0%	LGBF	Planning and Economic Development

Resource Objective:	All roads, footways and bridges and associated infrastructure are safe and fit for purpose			
Measure	Baseline	Annual target	Links	Service
20. Percentage of the road network resurfaced during 2020-21	3.4%	2.0%	C5.1	Roads and Transportation
21. Percentage of our road network that should be considered for maintenance treatment ³	30.3%	30.0%	C5.1	Roads and Transportation
Resource Objective:	All school and nursery children have access to nutritious school meals			
Measure	Baseline	Annual target	Links	Service
22. Level of primary school meal uptake (as proportion of total primary school meals which could be taken up over the period)	59.3%	59.3%	C3.5	Facilities, Waste and Grounds
23. Level of secondary school meal uptake (as proportion of total secondary school meals which could be taken up over the period)	47.3%	47.3%	C3.5	Facilities, Waste and Grounds
24. Number of lunches served in nursery schools as part of new Scottish Government Early Years Initiative	288,486	288,486	C3.5	Facilities, Waste and Grounds

Note: Local Government Benchmarking Framework (LGBF) targets will be revised pending the 2019-20 outcomes, which are due to be published January 2021.

South Lanarkshire Leisure and Culture (SLLC)

SLLC facilities were closed on 18 March 2020 in line with Government guidance to combat Covid-19. At the time of writing, most facilities remain closed consequently the initial targets set for 2020-21 are now unachievable, and these measures have been removed from this Resource Plan. The focus for this year will now be on redeveloping the business model as part of the Cross Party Working Group.

4.b. What actions we will take in 2020-21

Resource Objective: Successful and sustainable communities			
Action	Measure	Links	Service
1. Develop a sustainable food system to overcome social, health, economic and environmental issues related to food	Demonstrate the actions taken in relation to food poverty as a result of Covid-19, and implement year one of the Good Food Strategy (2020-2025) Action Plan and monitor its impacts	C3.7	Facilities, Waste and Grounds

³ Road Condition Index (RCI)

Resource Objective: Successful and sustainable communities

Action	Measure	Links	Service
2. Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration	Review town centre strategies to establish the impact and outcomes of Covid-19 and refocus support for town centres to aid recovery	C6.2	Planning and Economic Development

Resource Objective: The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably

Action	Measure	Links	Service
3. Ensure the principle of sustainable development and climate change action are mainstreamed across the resource	Demonstrate how the Sustainable Development and Climate Change Strategy (2017-2022) is being implemented across the resource	C6.11 SDCCS	Facilities, Waste and Grounds
4. Establish new carbon reduction targets for the council	Review of carbon reduction targets in line with new national climate change targets, with approval from the climate change and sustainability committee by March 2021	SDCCS	Facilities, Waste and Grounds
5. Deliver at least 10% reduction in vehicle emissions by March 2021 in accordance with the corporate carbon reduction target	All council Resources will work with Fleet Services to implement the identified actions/initiatives from year one of the council's five-year Fleet Strategy (2020-2025) (Council wide)	SDCCS	Fleet and Environmental

Resource Objective: Consumers and communities are protected, and public health is safeguarded

Action	Measure	Links	Service
6. Safeguard health by improving air quality	Implement Air Quality Action Plan	SSDCS	Fleet and Environmental

Resource Objective: A fairer, inclusive, sustainable and low carbon local economy

Action	Measure	Links	Service
7. Provide a sustainable framework for action on how to rebuild the South Lanarkshire economy	Develop an Economic 'Response, Recovery and Renewal' Strategy framed around three themes: People, Place and Business	C7.1 SDCCS	Planning and Economic Development

Resource Objective: A fairer, inclusive, sustainable and low carbon local economy

Action	Measure	Links	Service
8. Support Glasgow City Region City Deal development programmes	Prepare Business case approvals for roads and Community Growth Area projects to be approved by City Deal Cabinet	C7.1	Planning and Economic Development

Resource Objective: South Lanarkshire is an attractive place to start, grow and locate a business

Action	Measure	Links	Service
9. Prioritise business development advice, support and financial assistance to ensure businesses are able to continue to operate, whilst creating the right conditions for low carbon economic growth	Programmes, services, and events delivered to businesses around sectors, location, and themes (e.g. food and drink, tourism, construction, low carbon, innovation, internationalisation, collaboration, and young enterprise)	C7.4	Planning and Economic Development
	Oversee management of the Supplier Development Programme including the delivery of events, training and e-commerce, to support SME's or third sector organisations who are interested in working with the public sector	C7.5	Planning and Economic Development

Resource Objective: All roads, footways and bridges and associated infrastructure are safe and fit for purpose

Action	Measure	Links	Service
10. Reduce the number of road casualties through road safety improvements and initiatives	Contribute to the national casualty reduction targets	CSS	Roads and Transportation

Resource Objective: Road and transportation infrastructure supports new development, enables use of public transport and encourages active travel

Action	Measure	Links	Service
11. Provide road and transportation infrastructure improvements to support new developments including those undertaken as part of the City Deal	Progress / deliver prioritised road infrastructure in line with available external and internal capital funding	C5.3	Roads and Transportation
	Substantially complete Greenhills Road (main works) major transport infrastructure project	C5.3	Roads and Transportation
	Develop an updated Strategic Business Case for the Stewartfield Way major transport infrastructure project and report to the Executive Committee for approval	C5.3	Roads and Transportation

Resource Objective: Road and transportation infrastructure supports new development, enables use of public transport and encourages active travel			
Action	Measure	Links	Service
12. Enable greater use of public transport by working with partners to improve public transport infrastructure	Progress / deliver prioritised improvements to bus and rail infrastructure (e.g. park and ride) in line with agreed Park and Ride Strategy (2018-2027) and available external funding	C5.4 SDCCS	Roads and Transportation
13. Encourage active travel by extending our network of cycle routes	Progress / deliver walking and cycling projects / schemes in line with agreed capital programme	C5.5 SDCCS	Roads and Transportation
14. Implement Spaces for People projects	Progress / deliver the four Spaces for People projects in line with available funding and taking cognisance of Covid19 restrictions / developments and government guidance.	SDCCS	Roads and Transportation

Resource Objective: Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth			
Action	Measure	Links	Service
15. Promote continued growth and regeneration through sustainable economic and social development within a low carbon economy, and guide decision making on the location of new development and regeneration	Adopt Local Development Plan 2	C6.1	Planning and Economic Development
16. Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal projects	Progress Community Growth Area sites in accordance with criteria and programme specified in South Lanarkshire Local Development Plan and City Deal	C6.3	Planning and Economic Development

Resource Objective: Vacant, derelict and contaminated land is brought back into productive use			
Action	Measure	Links	Service
17. Identify and manage contaminated land within the statutory regulatory framework	Implement Contaminated Land Strategy for South Lanarkshire	C6.8	Fleet and Environmental

Resource Objective: Vacant, derelict and contaminated land is brought back into productive use

Action	Measure	Links	Service
18. Agree and implement vacant and derelict / contaminated land programme	Implement projects approved within the Vacant and Derelict Land Fund framework (as per agreed Scottish Government funding)	C6.8	Planning and Economic Development

Resource Objective: All residents have the opportunity to access cultural, leisure and outdoor recreational activities to help improve their wellbeing and quality of life

Action	Measure	Links	Service
19. Redefine the future delivery of culture and leisure provision in South Lanarkshire	Implement the actions resulting from the SLLC Cross Party Working Group	SLLC CPWG	South Lanarkshire Leisure and Culture

Resource Objective: Deliver and communicate the Council Plan and ensure high standards of governance

Action	Measure	Links	Service
20. Use the opportunity provided by Covid-19 to review all areas and ensure we are delivering the right services in the right way	Continue to review, update and implement the Covid-19 Recovery Plan	Covid-19 Recovery Plan	All Services and SLLC
21. Improve resilience / emergency preparedness for the council	Consider lessons learned from Covid-19 to build resilience and better respond to future crises	Good Governance	Roads and Transportation

Section Five – Resourcing the Plan

5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing.

5.1. Revenue Budget 2020-21

The Resource has a Net Revenue Budget of £109.032 million for 2020-21. The table below allocates this budget across the services:

NET Budget by Service	2020-21	
Detail	£ million	%
Facilities, Waste, and Grounds	65.956	60.5
Roads and Transportation	21.337	19.6
Planning and Economic Development	2.063	1.9
Fleet and Environmental	0.425	0.4
South Lanarkshire Leisure and Culture Ltd	19.251	17.7
Total	109.032	100.0

5.2. Capital Budget 2020-21

The following capital budget of £42.958 million is allocated to the Resource for 2020-21:

Capital Programme 2020-21	
Service	£ million
Facilities, Waste, and Grounds	3.884
Roads and Transportation	26.013
Planning and Economic Development	13.061
Fleet and Environmental	0.000
Total	42.958

The above figures reflect the Capital Programme for 2020/21 as approved by the Council on 25 March 2020. The delivery of the 2020/2021 Capital Programme has been affected by the lockdown due to Covid-19. A review of the General Services Capital Programme is therefore underway, with a view to providing a realistic estimate of anticipated spend levels for 2020/2021. The outcome of this review will be reported to a future Executive Committee meeting.

5.3. Resource Employees

Community and Enterprise Resources has 3,449 employees, as at the end of March 2020: 3,357 employees within four services and 92 employees within two teams which support the Resource (Performance and Development Team and Support Team). We support these employees to deliver their duties through a range of policies, including personal appraisal and a robust training framework.

The number of employees (per headcount) by service is as follows:

Service	Number of employees
Facilities, Waste, and Grounds	2,664
Roads and Transportation	355
Fleet and Environmental	248
Planning and Economic Development	90
Total	3,357

5.4. Organisational structure

