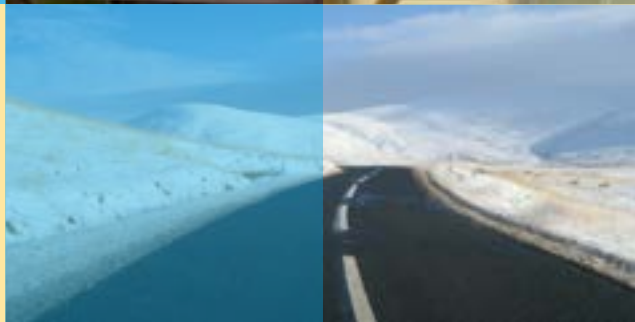



South Lanarkshire Council



# Annual Performance Report

2014 – 15





The Town House,  
Auditorium

Annual  
Performance  
Report

2014 – 15

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## Introduction

Welcome to South Lanarkshire Council's Annual Performance Report 2014-15. As a council, we continue to strive to improve our services in order to fulfil our vision: 'Improve the quality of life of everyone in South Lanarkshire'

We are committed to ensuring that our residents and customers are kept properly informed about our services, how they are performing and what areas of improvement we will tackle in the years ahead.



Rural landscape in South Lanarkshire

In order that the council's performance information is as accessible and understandable as possible, in this report:

- We identify the range of the services provided by the Resources
- We explain the framework within which we progress performance management and improvement
- We summarise the relevant financial information for South Lanarkshire Council for 2014-15
- We identify the council's 19 objectives, as set out in the Council Plan, Connect 2012-17. In order to provide a more balanced picture we have reported on the highlights for 2014-15, the areas for improvement and actions and the next steps in pursuing these objectives
- We have introduced 'Performance at a glance' reports. These short, summary reports have been prepared for each of the main service delivery

themes as well as the management themes which shape the development of our organisation. These can be accessed [here](#).

Signposts and links to further reports and information on our own website and external organisations' websites are also included for your convenience.

Suggestions and comments on our reports are always welcome. Please use the [feedback survey](#) or email us at [performance@southlanarkshire.gov.uk](mailto:performance@southlanarkshire.gov.uk).

If you need this information in another language or format, please contact us to discuss how we can best meet your needs.

Phone: 0303 123 1015

Email: [equalities@southlanarkshire.gov.uk](mailto:equalities@southlanarkshire.gov.uk)

The information contained within this document reflects the position based on the available date at the time of publication. (November 2015)

# Forewords by the Leader of the council, Eddie McAvoy and by the Chief Executive, Lindsay Freeland

Delivering the best possible services for the people of South Lanarkshire is our council's top priority.

Public performance reporting is essential as we continue to strive for improvements in our service delivery day-to-day.

This Annual Performance Report gives a balanced overview of the council's work in context.

We track our progress by looking at relevant facts and figures throughout the year and, importantly, we also compare our work with that of other local authorities and partner organisations.

Customer satisfaction and dissatisfaction are key in highlighting areas where we are getting things right and where we need to make further progress.

We have to be innovative as we adapt and make improvements, working as we do against an unchanging backdrop of financial and economic challenges.

As such, all information we receive informs our thinking and helps us develop our service delivery as we endeavour to improve the quality of life of everyone in South Lanarkshire.

I would stress that to help us going forward, feedback on our service delivery is important. I value your ideas and opinions and look forward to receiving your comments on the [feedback survey](#).

Thank you for taking the time to read this report.



**Eddie McAvoy**  
Leader of the Council

The council's core vision is to improve the quality of life of everyone in South Lanarkshire.

That vision is laid out in the Council Plan 2012-17 and is at the heart of everything we do. We strive to achieve that goal and work hard to do so, in partnership with our communities.

We have a duty to strive to continually improve and monitoring plays an important part in helping us to do that.

This Annual Performance Report outlines our progress, spelling out our performance and achievements for 2014-15 measured against the council's 19 service objectives and nine priorities, which are now grouped under our 'Partnership Ambitions' – see diagram in Our Objectives section.

It notes improvements we have made but also, importantly, it also highlights areas where further progress is required. Furthermore, this report explains how we plan to make such progress. It also notes how we managed our budget for the year.

I hope you find this report both informative and helpful and I welcome your suggestions and comments.

As part of our commitment to improvement and to transparency we have introduced new 'Performance at a Glance' sections covering each of our priorities. I hope you find these particularly useful.

Details of how to offer comments and suggestions are listed in the [feedback survey](#).



**Lindsay Freeland**  
Chief Executive

# Our council

Hamilton skyline



South Lanarkshire is Scotland's fifth largest local authority in terms of population with 311,000 residents. It covers an area of 1,800 hectares in central and southern Scotland, almost 80% of which is agricultural. The council provides services for everyone in this large and diverse geographical area.

Within South Lanarkshire there are four towns with a population of over 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 17 towns and settlements with a population of over 1,000.

South Lanarkshire Council is divided into 20 wards which are represented by 67 **councillors** who are responsible for agreeing the council's plans and policies and deciding how the council's budget should be spent.



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## Our council

The council's most senior officer is the **Chief Executive**, supported by the senior management structure of **Executive Directors** and Heads of Service. The council provides a wide range of services through different departments, known as **Resources**. There are five Resources in the council delivering the range of services identified below:

### Community and Enterprise Resources

**Community and Enterprise Resources** comprises six services operating from a wide variety of locations throughout South Lanarkshire. The diverse range of services contributes significantly to the quality of life experienced by both residents and visitors to South Lanarkshire. Activities include:

- promoting economic development, access to jobs and delivering support for local businesses
- managing programmes to tackle disadvantage and deprivation
- collecting and disposing of waste and recycling



- setting and managing the framework for development in the area
- assisting and guiding physical development and regeneration
- providing consumer and trading standards services
- road maintenance and reconstruction; supporting safe and effective transport
- maintaining and developing community facilities, play parks, gardens and open spaces
- protecting public health through the delivery of environmental health services
- keeping our streets clean and free from pests
- providing facilities management services, including school meals, crossing patrols and public conveniences
- leading the council in developing and promoting sustainability
- providing bereavement services
- managing the council's vehicle fleet including: refuse collection, roads maintenance, street sweeping and passenger transport

The responsibility for the operation, management and development of indoor and outdoor sport and leisure facilities, community halls, arts venues, country parks, and libraries and museum service lies with **South Lanarkshire Leisure and Culture** (SLLC), a charitable trust set up by South Lanarkshire Council to deliver these services on behalf of the Council. SLLC produces its own Annual Report detailing its main areas of activity, highlights and achievements during 2014-15, which is available on the SLLC website.

## Our council



### Education Resources

**Education Resources** is South Lanarkshire's largest service in terms of spend. There are 49,000 young people attending nursery, primary, secondary and additional support needs schools in South Lanarkshire. There are 123 primary schools, 17 secondary schools, 7 additional support needs schools and 22 additional support needs bases in the South Lanarkshire area. Pre-school education is provided in 71 early years establishments, along with our partnership agreements with external providers: facilities include 1 nursery school, 59 nursery classes, 11 community nurseries and partnerships with 62 external providers.

The Resource is also responsible for the work of staff responsible for services in Inclusive Education Services, Integrated Children's Services, Psychological Services, the Curriculum and Quality Improvement Service, Community Learning and Youth Learning, Support Services, Schools Modernisation and Learning Community Teams.

### Finance and Corporate Resources

**Finance and Corporate Resources** plays a central role in the council. It oversees the council's budget through Finance Services, provides IT services, provides an Internal Audit function and arranges for the council's approach to improvement and risk management.

It also provides all Committees with administrative support and provides services for councillors. In addition, it provides personnel services, consultation and equalities advice; legal services; registration of births, deaths and marriages; licensing services; and communications services for all council Resources.

### Housing and Technical Resources

**Housing and Technical Resources** comprises three main service areas. These are Area, Property and Support Services, which are responsible for developing and delivering a wide range of services, including:-





## Housing and Technical Resources (continued)

- provision of comprehensive housing management, homelessness and revenues services, delivered from our decentralised Area housing and Q and A offices, and a centralised Customer Service Centre
- housing repairs and maintenance
- property advice, maintenance, design and improvement services, new build housing, community and other facilities and a responsive maintenance service for council premises
- collection and administration of money, including Council Tax for over 147,000 properties and rent for 25,201 council houses, which helps pay for council services
- the administration of housing benefit
- provision of anti-social behaviour investigation, community warden and mediation services
- management of the council's non operational assets including management of the lease portfolio and delivery of the capital receipts programme; corporate property information development and provision of a professional valuation service
- development and implementation of the Local Housing Strategy, Strategic Housing Investment Plan, Anti Social Behaviour Strategy, Tenant Participation Strategy and other related plans, to ensure an appropriate supply of good quality housing and services that meet the needs of the residents

## Social Work Resources

The aim of **Social Work Resources** is to promote social welfare and provide effective care and support to meet the needs of vulnerable people in



South Lanarkshire. We are committed to providing responsive and accessible services, with defined standards for service provision and supporting people to maximise their potential, maintain their independence and improve outcomes.

Social Work Resources, in partnership with community planning partners and voluntary and independent provider organisations, offers a range of services designed to enable, support, improve and protect the health and social care of people using our services. Social Work Resources' activities include:

- dealing with over 40,000 referrals a year
- assessment, specialist assessment and support
- provision of targeted services for vulnerable children, young people and adults
- provision of care at home
- support services, day, respite and residential services
- enable carers to continue in their caring roles
- supervision and monitoring in the protection of vulnerable children and adults
- working with those subject to requirements within justice and mental health legislation

# Our Strategic Framework for Performance Management and Improvement

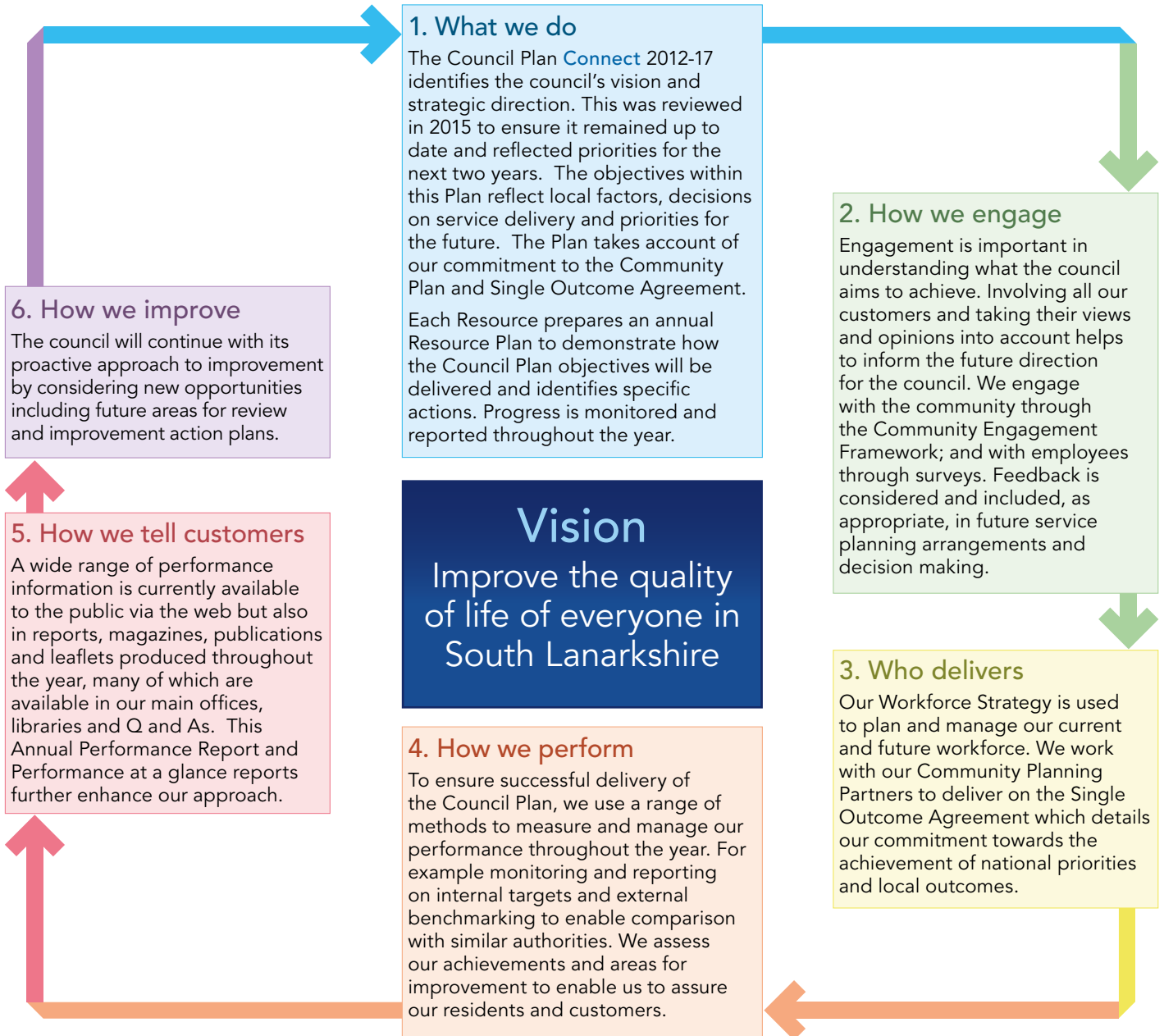
We rely on having good information on which to base our decisions on how to deliver our services more efficiently and more effectively. Successful performance management is organised and structured to allow people to work together and do the right things.



The council's framework for managing performance and improvement is shown in the diagram opposite and follows a continuous approach. Each of the stages in the framework is explained briefly.



# Our Strategic Framework for Performance Management and Improvement



# Our financial performance

## General Fund

South Lanarkshire Council's General Fund accounts for all services provided by the council, other than Housing Services (which must be accounted for separately - see section on Housing Account).

Council expenditure falls into two categories:

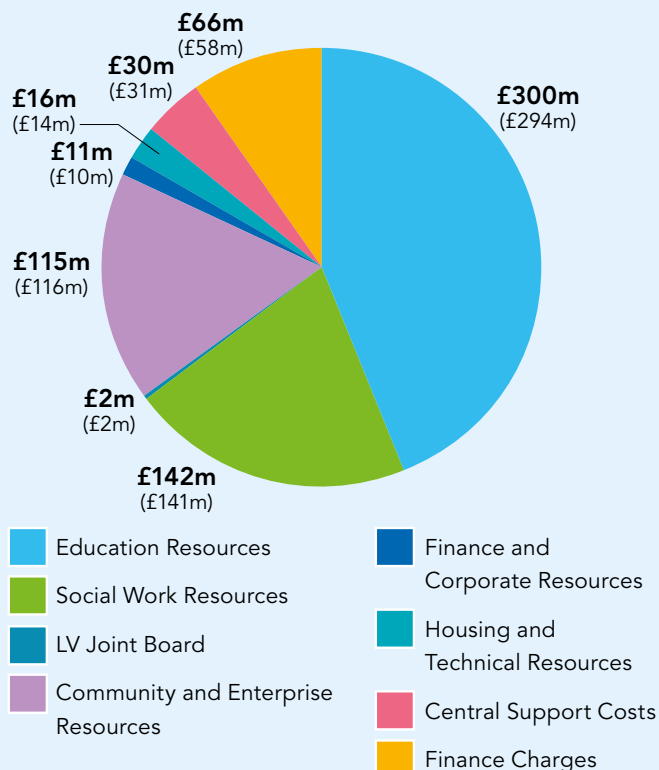
**1. Revenue expenditure** is the cost of running services: for example salaries, electricity, supplies and minor repairs. This will be off-set by **Revenue income** or money received from, for example the sale of goods or services, admission fees and commissions.

In 2014-15 revenue funding of £682 million was raised from two main sources:

- funding from Scottish Government grants, Non domestic rates and charging for certain services - £572 million (84%)
- Council Tax - £110 million (16%)

This funded a wide range of services. Chart 1 details the 2014-15 revenue expenditure for each of the council's Resources, a contribution to the Lanarkshire Valuation Joint Board and Central Support Costs and Finance Charges. The comparative figures for 2013-14 are shown in brackets.

Chart 1: Revenue expenditure of £682m in 2014-15 (£666m in 2013-14)



Almost 65% of expenditure in 2014-15 related to the services provided by Education and Social Work.

A key part of the council's funding comes directly from you in the form of Council Tax. Chart 2 shows how each £1 of your Council Tax was spent in 2014-15.

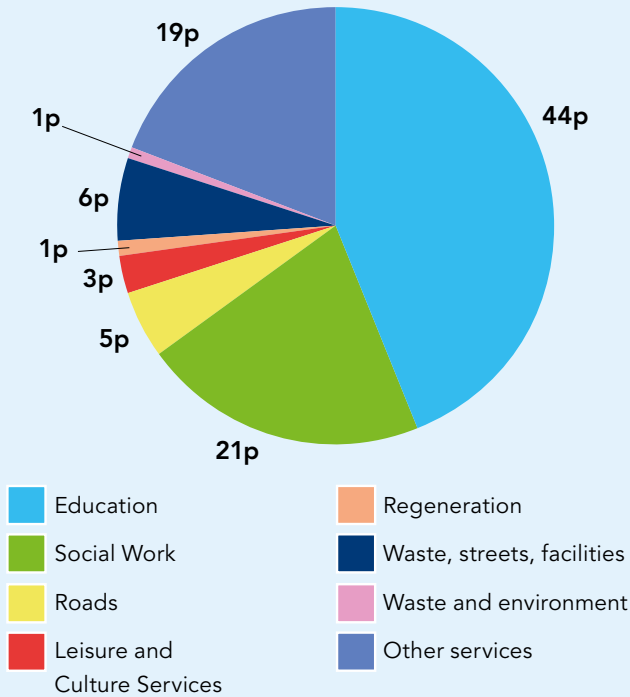


Link to:

[Revenues and service costs performance at a glance report](#)

# Our financial performance

Chart 2: How we spent each £1 of funding in 2014-15



Capital Expenditure for 2014-15 totalled £109 million, compared with £125 million in 2013-14. The major capital projects that were underway during 2014-15 included: the primary schools modernisation programme and continuing investment in the road network in South Lanarkshire.



**2. Capital expenditure** creates and improves the council's assets. Assets include buildings like schools, sports centres, offices, vehicles and equipment. Spending will include major repairs to buildings, reconstruction of roads and purchase of computers. This will be off-set by **Capital income**, for example, receipts from the sale of assets or grants from external organisations such as Heritage Lottery and Scottish Government.

Follow the link to the council's magazine for relevant articles:

### [The Reporter Winter 2014](#)

- 'Primary schools project breaks 100 barrier' (page 4) on the progress of the primary schools modernisation programme.

### [The Reporter Spring 2015](#)

- 'Driving forward road improvements' (page 16) on investment to improve the council's extensive roads network

# Our financial performance



Larkhall housing office



Fernhill new builds

## Housing Account

The Housing (Scotland) Act 1987 dictates that every local authority must maintain a separate account detailing the income and expenditure on specific houses, buildings and land. Similar to the general fund, expenditure for the Housing Account falls into two categories:

**1. Revenue expenditure** is the cost of running the Housing service, which includes spend on salaries, electricity and supplies. This will be off-set by **Revenue income**, generated primarily from your rent payments.

In 2014-15 Housing revenue funding of £80 million (compared with £80 million in 2013-14) was raised from the following sources:

- House Rents - £78 million, 98% (£76 million, 95%)
- Non dwelling rents – £2 million, 2% (£3 million, 4%)
- Other income – Nil, 0% (£1 million, 1%)

**2. Capital expenditure** on the Housing Programme in 2014-15 totalled £37 million (compared with £42 million in 2013-14). This programme continues the council's plans to meet the Scottish Housing Quality Standards and tenants and residents benefited from new build housing, improved heating systems, windows, doors, fabric and insulation upgrades to save energy and help address fuel poverty.

# Our objectives

The council's vision, values and objectives are set out in the Council Plan **Connect 2012-17**. This is one of the most important documents prepared by the council as it sets out what we aim to achieve over the five year period and how we aim to do it.

Central to this is the council's vision to 'improve the quality of life of everyone in South Lanarkshire'.

2014 marked the mid point of the five year Council Plan Connect. We undertook a review of the plan which gave us an opportunity to take stock, to assess the progress we had made so far and to re-assess our objectives and priorities for the remaining time of the plan. The council does not exist in isolation and the review saw the introduction of 'Partnership Ambitions', linking what we do as a council into the wider context of the efforts being made collectively by the council and our wider partnerships, to help bring about better outcomes for the people and communities of South Lanarkshire.

This diagram identifies the council's vision, values and objectives. The objectives cover the full range of council services delivered to the community and also reflect our contribution to the **Community Plan** and the outcomes set out in the **Single Outcome Agreement**.

This annual performance report covers all the council's objectives. It explains what we have achieved, where improvement continues and what our next steps are. Detailed performance information across a range of service and management themes can be found in the individual '**Performance at a glance reports**' listed at the end of this report.

## Make communities safer and stronger

- ◆ Improve the quality of the physical environment
- ◆ Promote participation in cultural activities and provide quality facilities to support communities
- ◆ Improve community safety

## Promote recovery and sustainable economic growth

- Improve road network and influence improvements in public transport
- Support the local economy by providing the right conditions for growth, improving skills and employability
- Develop a sustainable council and communities

## Get it right for children and young people

- ◆ Get it right for every child
- ◆ Increase involvement in lifelong learning
- Raise educational achievement and attainment

# Vision

Improve the quality of life of everyone in South Lanarkshire

## Tackle poverty, disadvantage and deprivation

- Improve the quality, access and availability of housing
- Tackle disadvantage and deprivation

## Achieve results through leadership, good governance and organisational effectiveness

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

## Improve health, care and wellbeing

- Protect vulnerable children, young people and adults
- ◆ Improve and maintain health and increase physical activity
- Improve services for older people

- ◆ Objective
- Priority Objective

## Values

Accountable, effective and efficient  
Working with and respecting others

Self aware and improving  
Excellent employer

People focused  
Fair and open

# Our performance against our objectives

We have many different customers accessing all sorts of goods and services, all with different interests in how South Lanarkshire Council is performing. With this in mind, our Annual Performance Report 2014-15 includes information for all of our objectives as set out in the Council Plan **Connect** 2012-17. These are listed in this section of the Annual Performance Report with details of:

- Our achievements for 2014-15
- Our areas for improvement and action: we will identify areas where we want to improve and how we plan to do this
- Our next steps

Our performance management system is set up to monitor and report on the measures and actions we have in place to ensure that we are achieving our objectives. Progress reports are prepared and analysed by Committee every 6 months and links to this information are now included in this report for each of our objectives – click **Quarter 4 Progress Reports 2014-15** to see the full list.

More detailed information, reports and documents including performance measures on all the objectives can be found on the **performance** pages of the council's website. If there is something that you would like further information on, please contact us at [Performance@southlanarkshire.gov.uk](mailto:Performance@southlanarkshire.gov.uk).

## Our performance trends and comparisons



In South Lanarkshire Council we continually monitor the performance of our services through a range of performance indicators and measures. This ensures that issues are identified quickly and corrective action can be taken wherever possible. The results are publicly available, not only in our committee reports and on our website but in magazines, leaflets, flyers, notices and press releases.

In understanding that the needs and interests of the public are wide and varied, we produce a suite of '**Performance at a glance reports**'. These contain relevant performance results to make it easier to understand what we do, how we have been performing and how we are actively seeking the best use of our resources in relation to:

- Service delivery for our customers for the following main service themes: Community care, child protection/children's social work, education of children, housing/homelessness, planning, protective services, culture/community, roads/lighting, waste management, criminal justice social work and benefits.
- Developing the management of our organisation in terms of employees, sustainability, equalities/diversity, responsiveness to communities, complaints, consultation, assets, costs and procurement.

These reports explain what we do, present national and local performance results over time with comparisons against targets (where appropriate), explanations of the performance (improving or not) and signposts to help you find additional information.



St. Mark's Primary School



# Our performance against our objectives

In the process of assessing our performance and in making comparisons over time and with other organisations, we consider the following:

## Local Government Benchmarking Framework (LGBF)



All councils in Scotland collect and publish the results for a suite of performance measures covering all the main services provided. This is known as the Local Government Benchmarking Framework. The results for South Lanarkshire Council for 2014-15 will not be officially published by the **Improvement Service** until January 2016. However, the results for previous years can be viewed on our website ([click here](#)) and the results for all Scottish councils can be viewed using a simple online tool – follow the link to [mylocalcouncil](#). The results are only part of the benchmarking process. Family groups of comparable councils are meeting to discuss, amongst other issues, how they provide services. This sharing of knowledge and experience is invaluable in identifying areas of good practice, innovative ideas and practices which, in the future, may be shared and adopted in our pursuit of continuous improvement.

## Awards and recognition



External assessors visit the council annually to review and assess services. We will highlight those services receiving an award or other formal recognition in 2014-15.

## Customer feedback



There is a variety of information received both directly and indirectly from customers which we use to monitor and improve our performance, including our biennial **Household Survey** and the Housing Residents Survey. Resources also make use of specific surveys to provide additional feedback from service users. For example, Housing and Technical Resources has a comprehensive survey programme which assesses customer satisfaction with a wide range of its services throughout the year and on a year to year basis. Our '**Have your say**' section on the website gives us an indication of how we are performing based on **comments, compliments or complaints** received. This year we have produced a separate **Performance at a glance report** on Consultation and engagement with the public which gathers all relevant information into one place.

## Inspection and assessment



There are many external organisations as well as internal departments with responsibilities for inspecting and assessing the council:

The **Care Inspectorate** is the independent scrutiny agency which regulates and inspects care services. A framework of quality themes and statements are used and services are given grades based on the inspections. All inspection reports are posted on the Care Inspectorate website and provide information about the standard of care given and the performance of the establishments. The services within the council that are subject to these inspections include: Social Work establishments and commissioned care services,

# Our performance against our objectives

## Inspection and assessment (continued)

children's educational establishments, child protection, Housing support and Sheltered Housing Services. Council services along with our Partners can be inspected by a combination of scrutiny agencies lead by the Care Inspectorate. Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary for Scotland all lend their unique experience to Joint Inspections. These joint inspections look at how well Community Planning Partnerships are improving outcomes.

**Education Scotland** aims to provide assurance on the quality of Scottish education by inspecting a sample of establishments and reporting its findings and any recommendations for improvement. The focus is on the quality of children and young people's learning and achievements.

The **Scottish Housing Regulator** aims to protect the interests of tenants, homeless people and others who use Housing services. The focus is on securing good outcomes for tenants and other service users, helping them to hold their landlords to account and improving the standards and management of social rented housing.

**Internal Audit** provides an independent opinion on the effectiveness of the council's systems of internal control, risk management and governance arrangements. Audits are conducted in compliance with Public Sector Internal Audit Standards to ensure that all reviews are undertaken in accordance with these mandatory Standards.

As well as a range of external arrangements for assessment and scrutiny, the council has adopted the Public Sector Improvement Framework (PSIF) to provide a comprehensive way of self assessing all of its key services. The council's model (Empower) enables services to assess and review how well they are performing and assists in identifying areas for ongoing improvement.

## Sustainability



The council has an overarching **Sustainable Development Strategy** (SDS) which reflects its responsibilities under the **Climate Change Act**. We must publish an annual sustainability report which explains how we are reducing greenhouse gas emissions, preparing for future climate change, and delivering services in a sustainable way. In this report we provide information on our environmental targets and the performance of the council in terms of sustainability.

## Next steps



South Lanarkshire Council is committed to continuous improvement in the performance and delivery of services to all residents and customers. For each objective we have identified specific areas of work that are being targeted for improvement.

## Summary

We have included links throughout this report (coloured text) to signpost you to further, detailed information, explanations, statistics and comparisons, should this be of interest to you.

In addition to web based reports and documents, performance related information is available in the South Lanarkshire Council's offices and establishments accessed by the public, shown on the screens and notice boards. This provides us with another opportunity to raise awareness of the council and how we are performing, specifically in relation to services of most interest to you.

# 1. Improve services for older people

## Lead – Social Work Resources

Other contributing services: [Housing and Technical Resources](#)

Both nationally and locally, the most significant changes in the population will occur in the over 65 age group. People are living longer but not always healthier lives. The council and its partners must prepare services to support changing demographic trends.



In addressing this, the Scottish Government has challenged local partners to re-shape current services in line with the wishes of older people.

It is widely recognised that older people want to live more independently and have more control over their lives. Therefore, a shift from more traditional types of care provided such as hospitals and residential homes to more community based alternatives is needed so older people can remain at home for as long as possible.

The council's commitment to [older people services](#) includes:

- implementing a more personalised approach to assessment and support planning arrangements;
- continuing to implement the initiative [Supporting Your Independence](#) (SYI) across adult and older people services; and
- protecting older people who may be at risk.

Furthermore, the introduction of [The Public Bodies Act 2014](#) puts a legislative framework in place to enable health and social care for adults to become integrated. To find out more about this partnership, go to [Health and Social Care Integration](#).

## Achievements for 2014 -15



- We worked with 1,639 people to promote independence as part of the [Supporting Your Independence](#) approach, which focuses on building confidence and improving self-care skills.
- We provided 12,973 items of equipment to enable people to stay at home.
- We can support up to 218 older people with a home-like environment in the council's own residential homes and up to 1,465 older people in private or voluntary care homes.
- There was increased demand on services to support people at risk. A total of 887 people were referred under [Adult Support and Protection](#).
- Health and Social Care integration continues to evolve with the Transitional Integration Board (TIB) now in its shadow year.
- The Chief Social Work Officer annual report was produced and submitted to the Chief Social Work Adviser to the Scottish Government.

# Improve services for older people

## Achievements for 2014 -15 (continued)

- 97.5% (1,131) of adaptations to council houses were completed on time, against a target of 97%. Additionally, all demand was met.
- A further 20 general need houses were converted for the benefit of older people or people with disabilities by making a range of adaptations such as: non slip flooring in bathrooms and kitchens, grab rails and raised heights of sockets.
- Sheltered and housing support services were assessed as 'very good' and 'excellent' by the Care Inspectorate as part of their annual inspection.
- We continue to retain and improve on Customer Service Excellence Awards in Home Care, Day Care and Mental Health Services.

## Areas for improvement and action

- To improve our [Supporting Your Independence \(SYI\)](#) intervention results, we recently recruited in home care services to help attain our targets in future, to ensure more people eligible for SYI are assisted.
- We will continue the transition from Shadow year to fuller Integration of Health and Social Care, to ensure the focus on person-centred care, health planning and delivery is maintained, so that people get the right advice and support in the right place at the right time.
- We will continue to maintain grades of 'good' and above for external inspections of our registered care services, so that customers have confidence that the services are delivered to a high standard.

## Next steps



- Older Peoples Services are currently planning and preparing for a Joint Inspection by the external inspection agencies, due to begin September 2015.
- We will continue to monitor performance of the [Local Government Benchmarking Framework \(LGBF\)](#) Older Peoples Services indicators with a view to improving the results, particularly in comparison against the Scottish average.
- We will prepare for the implementation of the [Carers \(Scotland\) Bill 2015](#), particularly in relation to the support needs of all carers.
- In 2015-16, focus will continue on meeting the demand for adaptations to homes, increasing the supply of amenity housing, improving the quality of sheltered housing and maintaining or improving on the care inspection gradings for sheltered services.
- We will continue to monitor the performance of external care providers.
- We must ensure that resources are used effectively and efficiently to deliver the services that best meet the needs of people with long term and often complex needs, many of whom are older.



Link to:

[Community Care](#) performance at a glance report  
[Improve services for older people](#) – Quarter 4  
Progress report 2014-15

## Case study 1:

Taken from the article 'You're hired' in [The Reporter Spring 2015](#) page 18.

McClymont House in Lanark, which is run by South Lanarkshire Council, was recently recruiting for a new Social Care Worker, whose responsibilities included personal care of residents and administering medications. In order to put the candidates through their paces, an extraordinary interview panel was formed with the manager, ably assisted by some of the residents! The idea for the panel was inspired by a national movement which seeks to enhance the quality of life in care homes and has been funded by the Reshaping Care for Older People (RCOP) programme. In South Lanarkshire, RCOP combines the expertise of NHS Lanarkshire, South Lanarkshire Council, the voluntary and independent sectors. The partnership aims to make positive living a reality to growing numbers of older people by providing more support and care in the community, at home or in homely settings.

For further information visit the [RCOP](#) website.

## Case Study 2:

South Lanarkshire Carers Network (SLCN) supports carers who in turn support older people in the community. They hold carers monthly meetings, health and wellbeing events, information fayres and events, and an annual conference. They also produce a quarterly Newsletter, sent to 1,400 carers which includes information about the many forms of support available for carers and their families in South Lanarkshire.

Link to [SLCN Newsletter](#).



## 2. Protect vulnerable children, young people and adults

### Lead – Social Work Resources

Other contributing services: Education Resources, Housing and Technical Resources and partner organisations, particularly Health, Police and the voluntary sector

The council has a statutory responsibility to protect **vulnerable** children, young people and adults from harm and abuse.



### Achievements for 2014-15



- We supported 1,072 people with a learning disability to live in their own community.
- We provided advice and support to 7,406 adults with a physical disability through our **Community Support Teams**.
- Our **Community Mental Health Teams** assessed and assisted 761 individuals with a mental health problem.
- We supported 636 people to complete a **Community Payback Order**, including providing the opportunity for personal development or learning opportunities.
- 896 individuals were supported by the **Substance misuse service**, following a referral for alcohol or drug misuse.
- During the past year the **Money Matters Advice service** has helped residents to claim over £17.5 million in benefits and over £4.1 million in backdated payments. Money Advisors have helped people to deal with over £11.2 million of debt.
- 100% of clients with drug/alcohol difficulties continue to start their treatment/ psychosocial intervention within three weeks of referral.
- 95% of local authority welfare guardianship visits were undertaken within the required timescale.
- 86% of private welfare guardianship visits were undertaken within the required timescale.
- 207 people directed their own support through a Direct Payment (option 1) or the Individual Service Fund (option 2).
- 669 young people have benefited from participation in 59 targeted group work sessions and programmes to improve vulnerable young people's skills for learning, life and work and health and wellbeing.
- There are now over 325 people trained in the Give us a break! Programme and more than 460 young people have participated. This programme has a positive effect on the lives of the children and young people involved through greater personal resilience when experiencing negative life challenges.

### Areas for improvement and action



- The Social Care (Self-directed Support) (Scotland) Act 2013 places significant new duties on local authorities which we continue to develop.

# Protect vulnerable children, young people and adults



Give us a break! event

## Areas for improvement and action (continued)

- We will continue to improve our performance for Private Welfare Guardianship visits carried out within target timescales.
- We will continue to maintain grades of 'good' and above for external inspections of our registered care services.

## Next steps



- We will implement the requirements of the **Children and Young People Act 2014**.
- We will progress the actions from the Joint Inspection of Services for Children and Young People within the agreed timescales.
- We will continue to protect children and adults from all forms of harm, abuse and neglect.
- We will provide support for people with substance misuse and mental health issues and people affected by domestic abuse.
- We will support people who have a physical and/or learning disability.



Link to:

[Child Protection and Children's Social work and Criminal Justice Social Work performance at a glance reports](#)

[Protect vulnerable children, young people and adults – Quarter 4 Progress report 2014-15](#)

## Case study:

from [The Reporter Winter 2014](#) page 45

## Could you be a permanent foster carer?

When you think of foster care do you imagine caring people who provide a safe, short term home for a child or children? But did you know that there is also a need for permanent foster carers as an alternative to adoption? What matters is that you can provide a good environment for a young person to grow and become an adult and form a bond that can help them as they make their own way in the world. When the young person reaches the right stage in their life, they will generally move to a more independent status where the foster parent can become a supported carer. At this stage the young person will receive their own funding making them financially independent but will still have the security of remaining in the family home. This staged move to full independence is an important process and can make a huge difference to that young person's chances of success as they set off to make a life of their own.

For more information about permanent foster care contact [family placements](#) or phone 0303 123 1008.

### 3. Improve road network and influence improvements in public transport

#### Lead – Community and Enterprise Resources

A high quality and well maintained road network matters to everyone in South Lanarkshire and beyond – businesses use it to deliver goods and services; workers use it to get to and from their place of work; families use it every day. We aim to ensure that the road and public transport network enables the flow of people, goods and services safely throughout the area, thereby supporting the local economy.



We said that we would improve and maintain the road network through allocation of significant additional resources over a number of years and support a range of public transport schemes.

#### Achievements for 2014-15



- We continued to implement the [Road and footpath improvements plan](#), completing 214 carriageway schemes and 54 footway schemes within the year. As a result, 7% of the council's road network was resurfaced last year, leading to an improvement in the condition of the road network in South Lanarkshire and a reduction in the amount of our road network that still needs to be considered for maintenance treatment: 33.8% compared to 35.9% in 2013-14.
- We completed improvements to the road infrastructure, including junction alterations and the installation of traffic signals at the A749 East Kilbride Road / Western Road and regional congestion reduction measures at Main Street / Mill Street, Rutherglen.
- In conjunction with Strathclyde Partnership for Transport, we completed alteration works at the Blackswell Lane / Townhead Street junction in Hamilton Town Centre. Monitoring carried out since completion of the works has already shown the benefits.
- We undertook safety checks on 374 bridges and strengthened Thinacre Bridge in Quarter.
- The council is responsible for almost 65,000 lighting columns (including street lighting and sign lights) and luminaires, many of which have reached the end of their useful lives and are in poor condition. We are working towards renewing all potentially defective items, and renewed or improved 470 lighting columns in 2014-15. The period 2015 to 2020 will see significant additional investment in the replacement of our lighting units.
- We delivered traffic signal and pedestrian crossing maintenance improvements at four locations within Uddingston, Law, Hamilton and Lanark and responded to 99% of traffic signal faults within 48 hours, which is in excess of our annual target of 95%.



# Improve road network and influence improvements in public transport

## Achievements for 2014-15 (continued)

- In response to the increasing challenge of severe and changing winters, we treated over 1,000 km of our road network and almost 100 km of footways, using 37,000 tonnes of salt.
- We continued to encourage more people to travel actively and sustainably by promoting walking, cycling and the use of public transport. We did this by completing the installation of cycling routes, including the last phase of the East Kilbride to Hamilton route and the Cambuslang section of the Hamilton to Rutherglen route. We also worked with developers to complete a new Park and Ride car park in Blantyre, and we promoted the use of school travel plans aimed at providing children with healthy travel alternatives to and from school; the number of schools with travel plans increased from 59 to 64.

## Areas for improvement and action



- During 2013, a total of 75 people were killed or seriously injured on South Lanarkshire's roads, including six fatal casualties (one of which was a fatal child casualty). This represented one of the lowest figures in our history. However, in 2014, the number of people killed or seriously injured increased to 96, including 12 fatal casualties (one of which was a fatal child casualty). Whilst these figures show that the overall number of serious and fatal casualties has increased from 2013 to 2014, the long term trend is still generally downward and the targets within South Lanarkshire are still achievable. These figures are a reminder that a focus on road safety initiatives is a council necessity if it is to maintain its contribution to reducing road casualties on the roads of South Lanarkshire and make roads safer for all users. The council's Roads and Transportation Service will therefore continue to focus on accident reduction projects during 2015-16.

## Next steps



- We will continue to implement our Roads Investment Programme, completing 176 carriageway schemes and 42 footway schemes, and we will continue to undertake safety checks and maintenance on our bridges.
- As part of the new £1.13 billion City Deal for Glasgow and the surrounding areas, we will progress three major road infrastructure projects at Cathkin Relief Road, Greenhills Road and Stewartfield Way. Construction of the Cathkin Bypass is expected in 2016. The road will reduce traffic on local residential roads, reduce congestion at peak times and cut carbon emissions. See article 'Operation bypass' in [The Reporter Winter 2014](#) page 40.
- We will deliver improvements to local infrastructure to encourage walking and cycling. This includes completing the national cycle route from Larkhall to Stonehouse, completing the first phase of the national cycling network south of Lesmahagow, and continuing discussions regarding new cycle routes in East Kilbride and additional works on existing cycle routes in Rutherglen and Cambuslang.
- We will deliver traffic signal and pedestrian crossing maintenance improvements and complete over 95% of traffic signal repairs within 48 hours.
- We will continue our programme of street lighting improvements, with 1,800 lighting columns improved / renewed by the end of March 2016.
- We will continue to deliver a winter maintenance service allowing the safe passage of vehicles and pedestrians, and minimising delays, diversions or road closures due to winter weather.

# Improve road network and influence improvements in public transport

 Link to:

[Transport and streets](#)

[Local Transport Strategy](#)

[Roads and Lighting performance at a glance report](#)

[Improve road network and influence improvements in public transport – Quarter 4 Progress Report 2014-15](#)




**Road maintenance**

Independent surveys assess the quality of the council's roads and identify if they should be considered for treatment. A lower percentage of the road network requiring treatment indicates that more of the road network is in good condition. The council's results show that the condition of our roads is steadily improving and this can be attributed to the above ongoing investment programme.



**Percentage of the road network to be considered for maintenance:**

	2012-13	2013-14	2014-15	Are we improving?
<b>SLC</b>	<b>36.8%</b>	<b>35.9%</b>	<b>33.8%</b>	Yes 
Scotland	36.2%	36.7%	37%	

## Case study:

from [The Reporter Spring 2015](#) page 16

### Driving forward road improvements

Launched in 2008, the council's £126 million Roads Investment Programme is designed to improve around 80% of the council-controlled road network. Although originally scheduled to last for 8 years, the scheme was extended to 2019.

In 2014-15, under this programme, roads across South Lanarkshire benefited from around £19 million of investment. Road improvements included:

- resurfacing work on the A724 Hamilton Road, Cambuslang (£190,000)
- resurfacing work on the A730 Blairbeth Road, Rutherglen (£272,000)
- partial reconstruction and resurfacing of the section from Calderglen Country Park to Torrance roundabout (£260,000)
- partial reconstruction and resurfacing at Gilmourton, Strathaven (£200,000)
- improvements to New Lanark Road, Clydesdale (£680,000)
- resurfacing work on the A724 Burnbank Road, Hamilton (£180,000)

The Roads Investment Programme continues to deliver improvements for everyone using the roads in South Lanarkshire. There is still a lot of work to be done. However, there have been significant improvements since the programme began back in 2008, especially relating to the main roads, which have been the council's prime focus. With a high percentage of these main roads now improved, the focus can now turn to our residential roads.

## 4. Support the local economy by providing the right conditions for growth, improving skills and employability

### Lead – Community and Enterprise Resources

Other contributing services: [Education Resources](#) and [Social Work Resources](#)

A strong local economy is a key component of a flourishing South Lanarkshire. The council has a significant role to play in creating the right environment for business growth - which in turn enables local people to find employment and local communities to thrive.



### Achievements for 2014-15



- We continued to put into action the [South Lanarkshire Economic Strategy 2013-2023](#) - 'Promote' with our community planning partners. This strategy aims to improve South Lanarkshire's economy for businesses, communities and residents, recognising the current challenging economic conditions and providing a joint agenda which partners across all sectors can work towards.
- Businesses in South Lanarkshire continue to find conditions difficult. Last year the council helped support 1,514 businesses with information, grants, loans and property advice, generating £9.73 million in additional sales and creating or sustaining just under 1,300 jobs. For more information on the support we provide to businesses, [click here](#).
- For the third year running, we undertook the annual Young Apprentice contest within our secondary schools, raising awareness of entrepreneurship among our young people and developing life skills, confidence, and communication and collaboration skills.
- With our partners and through the delivery of employability programmes, we helped 2,532 people to secure employment or start education/training. South Lanarkshire continues to perform above the national average working age employment rates.
- Our employability programmes continued to be delivered with a focus on the younger age group, given the specific challenges that they face accessing the labour market. The delivery of initiatives and projects to support the most vulnerable young people leaving school and beyond included the [South Lanarkshire Jobs Fund](#), Connect 2, Activity Agreements, Work it out, and Ready to Work.
- Together with other key partners, we opened the [East Kilbride Training and Skills Hub](#), which aims to help local people find work, local businesses find employees, and to redress economic decline in the area.
- We completed the fit out of new retail units in Hamilton town centre.

# Support the local economy by providing the right conditions for growth, improving skills and employability

## Achievements for 2014-15 (continued)

- In partnership with North Lanarkshire, we launched the new **Choose Lanarkshire inward investment** website.
- We continued to promote volunteering through our support of Voluntary Action South Lanarkshire (VASLan). At the 2014 **Saltire Awards** for young people, more than 80 young volunteers were recognised for the huge contribution they make to people and groups across our area.
- Our **Consumer and Trading Standards Service Team** added twelve more local businesses to the council's **Buy with Confidence** approved trader scheme. This scheme seeks to give consumers a reliable way of finding trustworthy local businesses. The team also provides an advice service to consumers, and during the year, achieved over £698,000 of redress for local consumers who were in dispute over the purchase of goods and services.

## Areas for improvement and action



- In partnership with North Lanarkshire Council, the lead authority in the **Business Gateway** service in Lanarkshire, we will seek to improve Business Gateway services to meet the needs of Lanarkshire businesses.
- In order to increase take up of the council's own business support programmes, we will review and improve these programmes along with the marketing of them (this will boost not only the number of businesses assisted by our programmes and services, but also the value of their sales, which in 2014-15, was £270,000 lower than the expected annual target).

- We will continue to develop the profile of South Lanarkshire as a visitor destination. Initial take up of a recently developed **tourism and hospitality customer service training module** was low in 2014-15. We will make increased efforts to market the module to the tourism industry in the year ahead.

## Next steps



- We will continue to support the local economy by providing the right conditions for growth, by promoting the new **South Lanarkshire Economic Strategy 2013-2023 - Promote** and by putting into action our Economic Development Partnership Improvement Plan.
- We will progress the delivery of the **Glasgow and Clyde Valley City Deal programme**. This £1.13 billion programme will enhance not only transport infrastructure, but will support businesses and investment in skills for young people. The first City Deal project will begin in 2016 with the construction of Cathkin Bypass - a new £21 million road designed to ease congestion in the area.
- We will assist over 1,500 businesses with grants, loans or property advice, generating between £10 million - £20 million of sales and as a result, creating or sustaining between 500 - 1,000 jobs.
- South Lanarkshire Council took on the role of running the **Supplier Development Programme** (SDP) this year, with membership now including 30 Scottish local authorities. The dedicated new SDP team is now in place and will develop a menu of training and events to assist small and medium sized enterprises across Scotland to tender for public sector contracts and to realise the opportunities offered by e-commerce.

# Support the local economy by providing the right conditions for growth, improving skills and employability

## Next steps (continued)

- We will continue to maintain town centres and work with businesses and owners to market and promote our town centres, ensuring they are sustainable in a modern context. This includes project managing the delivery of the refurbished East Kilbride ice rink.
- We will continue to deliver innovative employability services focused on priority client groups, with a minimum of 1,500 people supported going on to access employment or training/education.



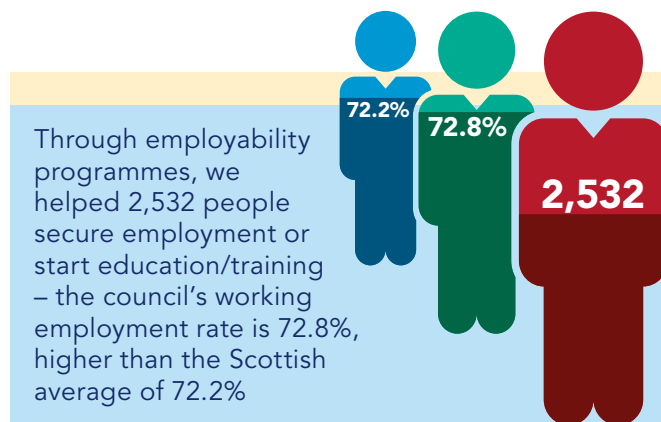
Link to:

[Responsiveness to Communities](#) performance at a glance report

[Support the local economy by providing the right conditions for growth, improving skills and employability](#) – Quarter 4 Progress report 2014-15

Further information can be found on our website: [Business and trade](#)

[Lanarkshire Tourism Action Plan](#)



## Case study:

from [The Reporter Spring 2015](#) page 34

### Students create their own pathway to work

Some gardeners do more than just grow plants – they cultivate the skills of our young people preparing to enter the world of work.

At the David Livingston Centre in Blantyre, many youngsters from additional support needs schools across South Lanarkshire have been reaping the rewards of an exciting training programme.

John Canning, Horticultural Supervisor, said: 'Not only have the students gained a wide range of skills, but also a great deal of self confidence. They have worked hard, learning how to look after the ground and plants all year round. From preparing the grounds in springtime and bringing on the seeds and nurturing the young shoots, to planting out and tending the beds throughout the growing season, the students have excelled in their dedication.'

The programme encourages the students to develop skills to enhance their chances of future employment in grounds maintenance. One of the students said: 'I don't care what the weather's like, I'm just happy learning and doing the job. I love learning about the gardening stuff and working with the guys and I'm happy I'll be here until the summer. After that I hope I'll get a job doing gardening.'

For more information on this and other similar programmes, go to [SLW4U](#).

## 5. Tackle disadvantage and deprivation

### Lead – Community and Enterprise Resources

Other contributing services: Education Resources, Social Work Resources and Housing and Technical Resources

Everyone in South Lanarkshire should have access to the same opportunities and should be able to enjoy the same quality of life, regardless of their social circumstances or where they live. However, there is significant inequality within South Lanarkshire, with the most deprived areas concentrated in specific locations within Cambuslang, Rutherglen, Hamilton, Blantyre, and Larkhall.



We said that we would reduce these inequalities by delivering an annual £4.9 million Tackling Poverty Programme ([Tackling Poverty Programme Annual Report 2014-15](#)) and by undertaking specific measures related to child poverty, unemployment, income maximisation, health inequalities, and improvement to amenities and the environment. These measures are being undertaken in our most disadvantaged communities.

### Achievements for 2014-15



- 4,187 residents were engaged on the South Lanarkshire Works 4U employability programme. Of those, 2,532 progressed into a positive outcome, the vast majority of whom found employment (1,989). This is a significant achievement given the current economic climate. See article 'Back to work programme is just the job' in [The Reporter Spring 2015](#) page 36.

- We launched the new Early Years [Home Links](#) programme this year. Following successful trials in the Cambuslang/Rutherglen area, vulnerable parents and young children in every locality are now being supported through this project. We are already seeing the impact of this in terms of increased nursery attendance and improvements in a range of other areas linked to child development and child and adult wellbeing.
- Our free confidential [advice line for pregnant women and families with young children](#) provided advice and support to over 500 new low income families. This service ensures women get the right benefits and money advice at the right time, and its success has been shared nationally, with similar approaches now adopted in other areas.
- Over 300 volunteers engaged over 9,000 young people through the Youth Diversion programme. This programme provides activities which encourage young people away from antisocial behaviour and it is recognised as a key resource by the Police and other community safety partners.

# Tackle disadvantage and deprivation

## Achievements for 2014-15 (continued)

- The council's **Intensive Family Support** programme changed, re-establishing the Breaking the Cycle Service. This is supported by a multi-agency steering group which agrees all referrals and oversees its work. 30 families benefited last year with 13 cases being closed. Of these, 90% achieved their objectives, with 100% of children achieving increased attendance at school and 92% showing a significant reduction in anti-social behaviour.
- Through council and **Citizens Advice** money/welfare advice and support, almost £2 million in additional benefits and income has been realised for individuals and families, and hundreds of service users have had their debt issues dealt with. The positive impacts on people's mental health and wellbeing from this work are significant.
- 4,931 homes benefited from a range of measures installed under the council's £37 million housing investment programme with around £3 million provided through the Home Energy Efficiency Programme (HEEPS) and Energy Company Obligation (ECO), as well as other funding streams, such as Green Homes Cashback, resulting in significant benefits to tenants in terms of helping to address fuel poverty.
- The percentage of council houses that are energy efficient against the national standard is 100% compared with 90.5% last year.
- Many of the projects within the Tackling Poverty programme rely on volunteers to deliver support to others. The benefits of supporting communities to enable them to 'do for themselves' is recognised. In the last year, nearly 100 volunteers have been trained and supported to help over 700 residents to go online to apply for jobs; access information; contact friends and family; and save money.

- During the past year the **Money Matters Advice Service** has helped residents to claim over £17.5 million in benefits and over £4.1 million in back dated payments. Money Advisors have helped people to deal with over £11.2 million of debt.

## Areas for improvement and action



- As the programme of welfare reform continues, there is a high demand for services from disadvantaged and low-income residents. In order to tackle child poverty, we need a better understanding of families' support needs to tackle money worries. The council's Financial Inclusion Network is now undertaking research with low income families which will help to inform future services. The Network will also continue to support activity which directly alleviates the impact of welfare reform, including provision of food poverty programmes and interventions to tackle digital exclusion.
- Using a variety of funding streams, we continued to prioritise investment in further insulation measures to improve energy efficiency and reduce carbon emissions.

## Next steps



- We will continue to focus on preventative approaches, intervening as early as possible to reduce the likelihood of bigger issues developing. There will continue to be a strong focus on the **early years**, supporting parents and young children to improve outcomes later in life.

# Tackle disadvantage and deprivation

## Next steps (continued)

- We will continue to test new approaches to tackling in-work poverty. We support and actively promote the [Living Wage](#) and recently increased our own Living Wage to £8 per hour, higher than the national rate of £7.85. We are continuing an in-work poverty pilot which targets low paid employees in the hospitality and care sector, providing training to increase their earning potential.
- We will continue to invest in measures to improve the energy efficiency of the housing stock in all sectors, to assist in reducing fuel poverty further.
- We will continue to monitor and report on the Tackling Poverty Programme, outlining progress, challenges and what variations are required, if any, to respond to identified needs.
- We will continue to target community engagement in eight of our most deprived neighbourhoods, in our efforts to improve community spirit and support residents to become more involved in their communities. We will do this via the introduction of community hubs in local areas. These hubs will respond to the needs expressed by local people e.g. providing employability support; money advice; digital inclusion support and food co-operatives.
- We will focus on child poverty through measures within the children's service plan.



Link to:

[Benefits Administration](#) performance at a glance report

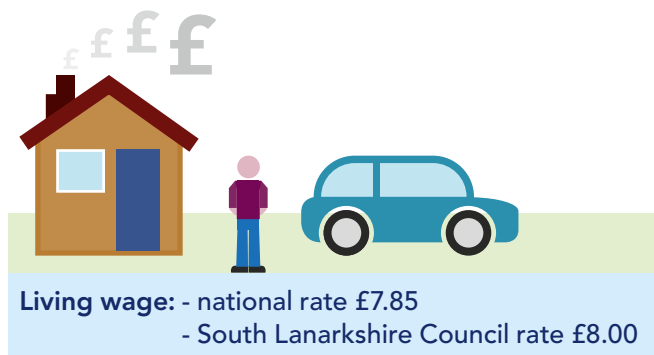
[Housing and Homelessness](#) performance at a glance report

[Equalities and diversity](#) performance at a glance report

[Tackle disadvantage and deprivation](#) – Quarter 4 Progress report 2014-15

Benefits are changing under the welfare reform system – further information is available by clicking on the following link: [Advice for residents affected by welfare reforms](#).

The [School Leavers' Destinations Report](#), published by Skills Development Scotland (SDS), provides further information on the proportion of pupils entering positive destinations





# Tackle disadvantage and deprivation

The following case studies illustrate the positive impact that the Tackling Poverty Programme is having on individuals, families and communities.

Whilst the case studies are real, the names of the people involved have been changed for confidentiality purposes.

## Case study about Community Engagement

### Healthy n Happy

Peter is a young person who, over the years, has developed into a community leader. He first became involved in his community through attending the local youth club, from the weekly support of local volunteers. His involvement soon developed into a supervisory role, where Peter would assist with setting up, tidying up and running the tuck shop, and from there, assisting with the facilitation of group activities. Along with one other young person (on a similar journey) Peter approached **Healthy n Happy** regarding accessing some kind of youth training to further his skills. Both young people were referred to the **RegenFX Youth Work Training Academy**, where they signed up for the eight week course. As well as his involvement in the youth group, Peter has now started to help out in his community in other ways, volunteering at community events (gala days, family information days), and helping with leaflet drops to inform the community about local services and opportunities. Having an individual who can relate to and influence young people is an important asset to the community, but the progress he has made from youth group member to youth group volunteer is one that will encourage others to follow in his footsteps. The next step for Peter's journey could be to identify and support the next set of young volunteers in the area.

## Case study about Supporting Vulnerable Families

### Breaking the Cycle

Lauren and her three children were referred to the service after eviction from a private let, following several years of persistent and repeated incidents of anti-social behaviour and homelessness. Lauren had problems with drug misuse and mental health, was unable to manage a home, and was reluctant to engage with services that could help her. The Breaking the Cycle officer persevered and over time, completed an assessment with Lauren, explaining how the project could support her to achieve her goals. Lauren became able to talk more openly about her experiences, which included domestic violence. Gym passes were arranged and the family attended together and Lauren advised that it was the first time in years they had spent 'quality' time together as a family. The family has now been suitably re-housed and the support plan is clear about what each member of the family needs to do to maintain the house. The Breaking the Cycle worker assists with this. The family is now accessing health and addiction services regularly and Lauren is considering voluntary work in preparation for future employment.



Break the Cycle team

## 6. Develop a sustainable council and communities

### Lead – Community and Enterprise Resources

Other contributing services: Housing and Technical Resources, Education Resources and Finance and Corporate Resources

The council wishes to be environmentally responsible in the way in which services are provided and also to help everyone living in South Lanarkshire to be more ecological in their everyday lives.



We also have a statutory duty to contribute to national climate change targets by reducing greenhouse gas emissions, reducing the environmental impact of the services provided by the council and helping communities to be better prepared for a low carbon future. All these actions are included in the [Sustainable Development Strategy 2012-17](#).

as well as the significant contribution being made through the energy champions programme. The milder weather throughout 2014-15 also contributed to the reduction. More energy reduction projects and initiatives are detailed in our [Carbon Management Plan 2014](#).

### Achievements for 2014-15



- **Fleet:** £117,379 of additional funding was secured from the Scottish Government's '**Switched on Fleets**' initiative to augment the existing electric vehicle fleet, which currently includes 16 electric cars, 2 electric vans and 2 electric sweepers.
- We were successful in securing over £110,000 in funding to install further electric vehicle charging points and to promote active travel across South Lanarkshire.
- **Energy:** Energy consumption (gas and electricity) in council buildings reduced by 7.8% as a result of a combination of targeted investment, improved use of technologies and information systems,

- **Homes:** 148 external wall insulation measures were completed and 2,293 boiler/heating upgrades were carried out, which included 489 air source heat pumps.
- **Street Lighting:** Low energy technologies are being installed throughout our [street lighting](#) network and revised Construction Consent Specifications ensure that developers now have to do the same. In addition, solar and/or wind power is used to illuminate over 300 of our vehicle activated road signs.



**Sustainable  
South Lanarkshire**

Annual Performance Report


# Develop a sustainable council and communities

## Achievements for 2014-15 (continued)

- The percentage of council houses that are energy efficient against the national standard to 100% compared with 90.5% last year.
- **Waste:** Improved recycling and composting services across South Lanarkshire has resulted in 47.4% of household waste being recycled or composted (up 8.3%) on the previous year. This is partly due to the extension of recycling services to multi-occupancy properties. See article 'The highs of recycling' in [The Reporter Winter 2014](#), page 33.
- There has been an increase in the number of young people in our schools getting involved in sustainability and environmental activity such as [Eco Schools](#), the [John Muir award](#), [environmental volunteering](#) and conservation work. These opportunities provide young people with a greater understanding of their environment and how to lessen the negative impact they make upon it.



**Recycling:** The percentage of waste that is recycled is increasing year on year, thanks to your efforts and commitment.

	2012-13	2013-14	2014-15	Are we improving?
<b>SLC</b>	<b>37.7%</b>	<b>39.1%</b>	<b>47.4%</b>	Yes 
Scotland	41.7%	42.2%	N/A	

- As part of our [Flood Risk Management](#), we have completed prioritised flood protection projects across South Lanarkshire. We have also installed new flood risk monitoring equipment, increasing our existing network of sensors and cameras which allow for real-time information, in advance of and during, forecasted heavy rainfall.
- All masterplans submitted for planning consent now include specific measures designed to reduce carbon emissions and adapt to a changing climate. We have also produced new 'Sustainability and Climate Change' supplementary guidance to support the newly adopted [South Lanarkshire Local Development Plan](#).
- The potential impact of 20 council plans, programmers and strategies on the environment was considered and assessed through the Strategic Environmental Assessment (SEA) process.
- 4,931 homes benefited from a range of measures installed under the council's £37 million housing investment programme with around £3 million provided through the Home Energy Efficiency Programme (HEEPS) and Energy Company Obligation (ECO), resulting in significant carbon savings.

## Areas for improvement and action

- We will implement further fuel efficiency measures to reduce the reliance on fossil fuels within the council's vehicle fleet.

## Develop a sustainable council and communities



### Next steps



- We will continue to manage flooding priorities, deliver prioritised flood protection schemes and explore further opportunities for new flood risk monitoring technology.
- We will participate in Local Flood Risk Management Districts, namely Clyde and Loch Lomond led by Glasgow City Council and Tweed led by Scottish Borders Council, and will be involved in the publication of Local Flood Risk Management Plans (LFRMP) complying with our duties under the Flood Risk Management Act and Climate Change Adaptation Duty.
- We will continue to develop the use of our procurement processes to identify opportunities to enhance environmental outcomes from each contract.
- We will update and publish the biennial [State of the Environment](#) report for the South Lanarkshire area.
- We will continue to increase the number of young people participating in environmental volunteering.

- We will implement a new waste collection service to incorporate food waste as part of an overall programme to create greener recycling for more than 130,000 households across South Lanarkshire. See article 'Rolling out a greener future' in [The Reporter Spring 2015](#), page 15.
- We will also extend the collection of food waste from council buildings to properties generating over 5kg of food waste (currently 50kg) which equates to an additional 60 properties.
- We will roll-out a new LED replacement programme for our street-lighting network. 58,259 street lamps will be upgraded with LED technology over a 3 year programme with expected savings of 50%.
- We will continue to invest in our domestic properties to ensure they meet new energy efficiency standards. We plan to carry out over 600 external wall insulation measures (in 190 rented and in 419 owned properties). The owners' costs will be part funded through the council securing approximately £3 million from external grants including [Home Energy Efficiency Programmes Scotland](#) (HEEPS) and [Green Homes Cashback scheme](#).
- Plans are in place for 3,172 central heating upgrades, of which approximately 100 are fuel switches and 429 air source heat pumps.




# Develop a sustainable council and communities



Whitelee Wind Farm

Energy efficient council dwellings: the proportion of council dwellings that are energy efficient has been steadily increasing over the past 3 years, as a direct result of the council's investment programme targeting insulation and the renewal/upgrade of heating systems.

	2012-13	2013-14	2014-15	Are we improving?
<b>SLC</b>	<b>78.7%</b>	<b>90.5%</b>	<b>100%</b>	Yes 
Scotland	88.8%	94.0%	N/A *	

(\*The Scottish figure for the number of council dwellings meeting the energy efficiency criterion of the SHQS, subject to excluding allowable exemptions and abeyances, are not yet available from the Scottish Housing Regulator.)



Link to:

[Sustainable development and Waste management](#) performance at a glance report

[Develop a sustainable council and communities](#) – Quarter 4 Progress Report 2014-15

Follow more links to council magazines with articles on:

- Clyde Wind Farm funded project in Wiston Lodge and opportunities from the Climate Challenge Fund (page 13) and 'South Lanarkshire Cycling Partnership' (page 15) on a new partnership set up to promote cycling in [The View March 2014](#)
- 'New recycling services for flats' (page 2) on the extension of recycling facilities to over 10,000 flats in [The View November 2014](#).

We have reported our climate change and sustainability actions annually since signing Scotland's Climate Change Declaration in 2007. We also have a duty to report our actions in meeting our Public Sector Climate Change Duties. The 2014-15 Annual Report will be approved early November 2015 – the 2013-14 [Annual Report](#) is available.

**Sustainable**  
**South Lanarkshire**



## 7. Raise educational achievement and attainment

### Lead – Education Resources

Other contributing services: [Social Work Resources](#)

Education remains both a national and a council priority. The **Standards in Scotland's Schools Act (2000)** sets out the national agenda for education and establishes an improvement framework for Scottish education with a legal basis for children's rights within the education system.



Our aim is that “All learners in South Lanarkshire achieve the highest possible levels of attainment and achievement”. This means delivering services which inspire learners, transform learning and strengthen communities. Our services are underpinned by a culture of meaningful self evaluation which enables us to identify strengths and areas for development. Key areas of focus are:

- ensuring a combined commitment to provide high quality learning and teaching to motivate learners in our modernised school estate.
- challenging and supporting the continued implementation of Curriculum for Excellence.
- continually improving the delivery of learning experiences in literacy, numeracy and health and wellbeing.
- meeting the needs of all learners through Getting It Right For Every Child and our statutory duties.
- engaging in building leadership capacity and providing opportunities for professional learning to enable establishments and services to deliver their priorities.

### Achievements for 2014-15



Additional achievements can be found on page 45 of the [Education Resources' Resource Plan 2015-16](#)

- We successfully extended free nursery provision from 475 hours to 600 for all 3 to 4 year olds and extended the provision to 2 and 3 year olds for families seeking work.
- Attainment of pupils in South Lanarkshire is increasing. Details of the results can be found in the [Education of children](#) performance at a glance report. Scottish results can be accessed via the online tool [mylocalcouncil](#), under Children's Services.
- The percentage of pupils staying on to S5 (post Christmas) increased for the third year in a row to 83%, exceeding our target of 81%.
- 104 primary schools out of 127 establishments (Primary and Additional Support Needs Primaries) are new build with 84% of pupils now in modernised accommodation.

# Raise educational achievement and attainment

## Achievements for 2014-15 (continued)

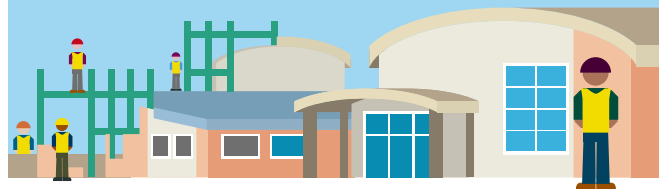
- A South Lanarkshire Council Primary Language Framework has been produced to support language learning from Nursery to P7. ([1+2 Language Learning YouTube](#))
- Promoting Positive Relationships and Positive Behaviour Guidelines have been distributed to all establishments. These build on a wide range of approaches and interventions. Secondary school exclusion statistics show encouraging and sustained improvements.
- In the 14 inspection reports published by HMIE during the year, 99.1% of parents consulted, agreed or strongly agreed that they were happy with the care and education their child received in nursery.
- 1,437 opportunities were accessed by men in Family Learning Programmes and 771 opportunities accessed by men in Adult Learning Programmes. ([Family Man Fun Day 2015](#)).
- 2,046 awards were made through Youth Learning activity, providing opportunities for young people to develop a range of skills for learning, life and work.



Language launch event

## Schools modernisation programme

84% of pupils now learn in a transformed learning environment



- 3,359 young people left school at the end of session 2013-14 (June 14). 92.3% entered a positive destination, which was an improvement on the previous year (88.6%) and the same as the Scottish average.
- All primary schools are delivering 2 hours Physical Education (PE).

## Areas for improvement and action



- Deliver actions to continue to improve numeracy and literacy skills in young people through implementing Education Resources' Numeracy and Literacy Strategies.
- Deliver targets within the primary schools modernisation programme to continue transforming learning environments.
- We will increase the provision of nursery capacity for 2 year olds to meet new, Scottish Government legislative requirements.
- The percentage of secondary pupils consulted as part of the inspection process who expressed satisfaction with school, fell slightly from 97% to 89.5%. Although this figure is higher than the average over the last 3 years, we will continue to ensure pupils are satisfied with school.

# Raise educational achievement and attainment

## Next steps



To enable establishments to focus on the best ways of delivering improvement, Education Resources' long term objectives remain consistent: we will

- Continue to transform the children's learning environments through the Schools Modernisation Programme, supported by our investment in information and computer technology (ICT), creating inspiring opportunities for learning.
- Continue to prioritise raising attainment, whilst recognising the achievement of all children and young people, to ensure they are best prepared for life beyond school.
- Ensure all learning and teaching is of the highest quality with an appropriate improvement focus on 'how best to teach' to ensure that every lesson counts.
- Ensure our learners are able to read at a level that allows them full access to the curriculum and the world beyond school.
- Undertake a strategic review of approaches to address the ambitions of "Closing the Attainment Gap".
- Progress recommendations to develop Scotland's young workforce, including a continued focus on preparing young people for employment.
- Progress the key themes of self evaluation and leadership in all establishments and services. A range of approaches will be used to implement and gather evidence of improvements and innovative methodologies will be adopted in the **Raising Attainment for All programme**.



St. John the Baptist Primary School



Link to:

[Education of children](#) performance at a glance report

[Raise educational achievement and attainment](#) – Quarter 4 Progress Report 2014-15

[Parentzone](#) – Parentzone Scotland aims to enable parents and carers to access high quality information related to their child's education.

[Journey to Excellence](#) website provides examples of excellence in Scottish education and other children's services.

The [School Leavers' Destinations Report](#), published by Skills Development Scotland (SDS), provides further information on the proportion of pupils entering positive destinations.

article 'Primary schools build project breaks 100 barrier' in [The Reporter Winter 2014](#) page 4

article 'Shared school campus is a uniform success' in [The Reporter Spring 2015](#) page 10



# Raise educational achievement and attainment

## Case study:

### Gold Award sportscotland

Holy Cross High School became the first school in South Lanarkshire to be awarded a prestigious sportscotland Gold School Sport Award.

The national award recognises innovation and achievement in delivering physical education and extra-curricular sport and is designed to encourage schools to continuously improve the quality and quantity of physical education and school sport opportunities. At Holy Cross, pupils of all ages and abilities are encouraged to take part in at least one sports extra-curricular activity.

Head Teacher, John Reilly said 'This is a tremendous achievement for the whole school community. We believe Physical Education is a life skill and a key part of a young person's health and wellbeing. We are confident that their positive experience of physical activity at school will remain with them throughout their lives'.



Holy Cross High School sports awards

### Inspiring Learners

How We Are Transforming Learning. Here are links to some of the highlights from our learners:

[Enterprising Maths Challenge](#)

[Creative Industries 2015](#)

[Connections PE Resource](#)

[Sustainable Development What We Do](#)



Get started in business

## 8. Improve the quality, access and availability of housing

### Lead – Housing and Technical Resources

Meeting the housing needs and aspiring to all the people of South Lanarkshire having access to enjoy a good quality, affordable home, remains a key priority for the council. Access to housing for those in need continues to be an area of importance.



A primary focus of our work relates to improving the quality of housing in all tenures. Through significant investment in our housing stock and bringing in partner funding, we have made excellent progress and have achieved the **Scottish Housing Quality Standard** (SHQS) as required by March 2015 for our housing stock. As part of the works to meet the standard, we have made a considerable impact on key housing priorities - improving energy efficiency, tackling fuel poverty and lowering carbon emissions. We recognise that improving the energy efficiency of homes is also one of the main ways in which the council can tackle fuel poverty.

### Achievements for 2014-15



- Rent collected as a percentage of rent due increased from 98.1% to 99.6% against an annual target of 98%.
- The percentage of homeless and potentially homeless notifications issued within 28 days of initial notification was 99.8%, exceeding our target of 97%. In addition, the percentage of repeat applications from homeless/potentially homeless applicants was 5.8%, below our annual target of 6%.
- The sustainment of homelessness tenancies for more than 12 months increased from 83.5% to 85%, meeting the annual target.
- The average time to relet an empty property was 24 days against a target of 25 days.
- Annual rent loss due to voids as a percentage of total rent due in the year was 1.2% against an annual target of less than 1.4%.
- As part of the Housing investment programme, we met the SHQS with 100% of non exempted stock meeting the standard. Our investment in housing stock continues.
- 98.8% of response repairs were completed on time, against our target of 97%.
- Tenant satisfaction with the repairs service was 89.2%, with 75% of those surveyed saying they were 'very satisfied' with the service.
- 65 new Registered Social Landlord (RSL) homes were completed and a further 188 new homes started, including 120 new council homes.
- As part of the investment programme, over 2,000 heating systems were installed.

# Improve the quality, access and availability of housing

## Areas for improvement and action

- Current rent arrears as a percentage of net annual income including lock ups, increased from 6.1% to 6.7%. The target was ambitious given the ongoing impact of benefit changes which continues to adversely affect the collection of rent. Revised targets along with regular monthly monitoring are in place for 2015-16.
- The proportion of Registered Social Landlord (RSL) lets to homeless applicants fell short of the target. The targets for 2015-16 have been reviewed and regular revised arrangements for monthly monitoring have been introduced.

## Next steps

- Over the course of 2015-16, the council has set out an extensive range of challenging targets to ensure continued high levels of service delivery in relation to repairing and re-letting empty homes, collecting revenues, tackling anti social behaviour and addressing homelessness. Further steps to improve efficiency and to help customers access services in different ways will continue, together with an ambitious delivery programme for increasing the supply of new council homes and further improvements to the quality of the council's existing housing stock.

 Link to:

[Housing and Homelessness performance at a glance report](#)

[Improve the quality, access and availability of housing – Quarter 4 Progress Report 2014-15](#)

## Case study:


from [The Reporter Spring 2015](#) page 8

### Building towards 600 new council homes

The council's proposal to deliver 600 new council homes for rent, was highlighted in the Strategic Housing Investment Plan 2015-20. This 5 year plan is used by the Scottish Government to help inform the allocation of its funding to the council for investment in new affordable housing.

Pensioner Jack moved into his ground floor property in Fernhill and has been delighted with every aspect of his new home. The stairs in his last house were getting too much for him and little things like the raised plugs points make a big difference to pensioners. Not only that, Jack is able to say that his neighbours have been really friendly too.

The quality of the housing stock can be measured by the percentage of houses meeting the Scottish Housing Quality Standards (SHQS). This has been steadily improving over the last 4 years for the council and Scotland generally:

Performance Indicator	Comparator	2011-12	2012-13	2013-14	2014-15	Are we improving?
Percentage of dwellings meeting SHQS	SLC	62.1%	71.9%	82.8%	*91.1%	Yes 
	Scotland	66.1%	76.6%	83.7%	90.3%	

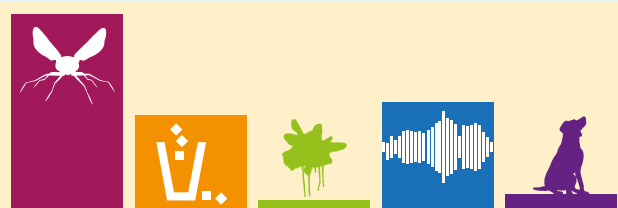
\*100% of non exempted stock now meets the SHQS standard.

2014 – 15

## 9. Improve the quality of the physical environment

### Lead – Community and Enterprise Resources

A high quality environment, with an attractive built heritage and an active cultural life strengthens civic pride and gives communities a positive sense of place. South Lanarkshire aims to be a clean, attractive and well-designed, sustainable place to live, work and play.



In the year we dealt with 5,000 pest control requests, 2,450 litter and dog fouling patrols, 300 items of graffiti, 2,770 noise complaints and 450 reports of stray dogs.

The [South Lanarkshire Local Development Plan](#) sets out policies and proposals to guide development in South Lanarkshire from 2014 to 2019.

### Achievements for 2014-15



- Over the year, we processed 4,168 planning and building warrant applications, representing several hundred million pounds of investment.
- We funded a variety of air quality projects, including [vehicle emission testing](#) and [engine idling campaigns](#).
- We acted on over 5,000 pest control requests and conducted over 2,450 litter and dog fouling patrols.
- We removed 330 items of graffiti, and responded to over 2,770 noise complaints and over 450 reports of stray dogs.
- We achieved high independently assessed scores for grounds maintenance (scoring 71, against our annual target score of over 70) and maintained almost 2,700 hectares of council land and around 3,700 gardens as part of the council's [Care of gardens scheme](#). The Care of gardens scheme received a 97% customer satisfaction rating in 2014-15.
- 850 of our streets were inspected for street cleanliness over the year by both Keep Scotland Beautiful and the council; 98.3% of these were found to be of an 'acceptable standard', ranking us third best in Scotland in comparison to all other Scottish local authorities.
- We delivered a range of 19 landscape projects, carried out improvement works to our cemeteries (including new burial ground at the Glebe Cemetery at Stonehouse, Wilton Cemetery at Carluke and Larkhall Cemetery), and carried out the fourth year of our five year investment programme for fixed play areas; to date £490,290 has been invested in South Lanarkshire play areas.
- We continued to roll out our environmental volunteer programme ([newsletter here](#)) which is contributing substantial improvements to the council's greenspace - there were just under 4,800 volunteer days worked in 2014-15.
- Uddingston War Memorial, which is maintained by our grounds services teams, was voted the best kept war memorial by Legion Scotland (a national veterans' charity) from more than 80 entries across Scotland.

# Improve the quality of the physical environment

## Achievements for 2014-15 (continued)

- Our grounds services teams offered advice and practical help to communities across South Lanarkshire, resulting in two trophies and seven medal certificates being awarded by Beautiful Scotland to our towns and villages in 2014. For more details follow the link to the article 'The bloom town greats' on page 20 of the council's magazine [The Reporter Winter 2014](#).
- [Cambuslang Park](#) and Strathaven Park, which are maintained by the council, were awarded the Green Flag by Keep Scotland Beautiful (Strathaven Park retained the award it won last year and Cambuslang Park received the award for the first time). The Green Flag is the benchmark for quality green space in Scotland.
- In 2015, the council was highly commended through the [Scottish Civic Trust](#) My Place Awards scheme for the design and construction of Clearburn Natural Play and Picnic Area. These national awards celebrate good local design and conservation and the council's landscape development section was involved in this work.

## Areas for improvement and action



- The council processed planning applications more quickly than in the previous year. However, the opportunity to make further improvements was identified during a review of our procedures last year, and in the year ahead, the Planning and Building Standards Service will introduce these improvements with a view to further increasing the efficiency and effectiveness of the planning application process. It is anticipated that this will impact positively on the time we take to determine future planning applications.

## Next steps



- We will improve air quality throughout South Lanarkshire by putting into action our [Air Quality Strategy](#) and we will manage contaminated land through implementation of our [Contaminated Land Inspection Strategy](#).
- We will maintain land and streets to a high standard, achieving high independently assessed scores for our [grounds maintenance](#) and [street cleanliness](#) services and responding to requests for the removal of [fly-tipping](#), [hazardous items](#), and graffiti within agreed timescales. Where necessary, we will also take enforcement action in relation to fly-tipping, graffiti, [dog fouling](#), and [noise](#).
- We will protect [biodiversity](#) and enhance [greenspace](#) in South Lanarkshire by running an environmental volunteering programme and by providing support and training to community groups engaged in managing greenspaces, local path networks and local food growing initiatives. We will also introduce new wildflower initiatives and generally introduce a range of biodiversity friendly sustainable planting at locations council wide.
- We will deliver a wide range of landscape projects and carry out the final year of our five year investment programme on play areas – for a full list of facilities, click on [parks and play areas](#).
- We will maintain a 99% occupancy rate for the council's [allotment](#) gardens.
- We will publish supplementary guidance which provides additional advice on the policies and proposals set out in the [South Lanarkshire Local Development Plan](#).

# Improve the quality of the physical environment

## Next steps (continued)

- We will provide a responsive public health service to protect the community from infectious diseases, contamination or other hazards which constitute a danger to public health.

 Link to:

[Planning](#) and Building services performance at a glance report

[Protective services](#) performance at a glance report

[Improve the quality of the physical environment](#)  
– Quarter 4 Progress Report 2014-15

## Case study:

from [The Reporter winter 2014](#)

### A drive for clean air

Vehicles emission testing is undertaken throughout South Lanarkshire to help improve the quality of the air we breathe. Exhaust emissions are recognised as one of the major causes of poor air quality, with the major pollutants from petrol and diesel engines causing existing medical conditions (respiratory and cardiovascular) to worsen, as well as causing irritation to the eyes, nose and throat and reducing resistance to colds and other illnesses.

The council's environmental health officers carry out a series of roadside tests as part of their regular review of this situation. The initial quick test lasts no more than 10 minutes. However, should the vehicle fail, then the full, formal test may be undertaken, lasting no more than 30 minutes. If the vehicle fails this test too, then the driver may be issued with a Fixed Penalty (£60, rising to £90 after 28 days). The fine will be withdrawn if the driver can demonstrate within 14 days that the defect has been corrected and emissions from the vehicle now comply with the law.



As a motorist, you can take the following measures to reduce pollution from your vehicle:

- Regular maintenance by checking the tuning, emission controls and tyre pressure
- Walk, cycle or use public transport more often - short trips in the car use a lot of fuel
- Only use air conditioning or climate control when you need it
- Drive slower than 60 mph – this will not only reduce emissions, but will save you fuel and money
- Drive gently – avoid hard acceleration and sudden stops as they increase fuel consumption
- If you are stuck in traffic or waiting, switch the engine **off**

Any small changes you can make will have a positive impact on the air quality and help to reduce air pollution.

More advice on air quality can be found at [Scottish Air Quality](#).

## 10. Increase involvement in lifelong learning

### Lead – Education Resources

Scottish Government guidance outlines a commitment to improving core literacies, knowledge, skills, confidence and creativity for Scotland's adults.

In addition the **More Choices, More Chances** and the **16+ Learning Choices** agendas will continue to be pursued as models for assisting young people to stay in learning after their 16th birthday in order to secure long term employability prospects and prevent youth unemployment. We are committed to progressing the recommendations from the government's **Youth Employment Strategy**, to develop the young workforce through joint activity.

Our aim is to "Empower people, individually and collectively to make positive changes in their lives and in their communities through participation in community life and learning activity". This means delivering high quality learning opportunities which are inclusive, learner focused and enable individuals to grow and prosper.

### Achievements for 2014-15



- 1,241 young people have been supported in developing and improving literacy and numeracy skills through **Community Learning and Development programmes**.
- 17,701 opportunities have been accessed by adults in programmes delivered by Community Learning Partnership partners.



- 62,473 opportunities have been accessed by young people engaged in Community Learning and Development Partnership Programmes.
- 506 young people have engaged in 52 Youth Learning programmes including: Get Ready for Work, H2O, CO3, Youthworx, Job Clubs, enterprise education, Sportsworx, Danceworks, Soccerworx and Alcohol Awareness Week.
- There have been 1,437 opportunities accessed by men in Family Learning Programmes and 771 opportunities accessed by men in Adult Learning Programmes.
- 2,046 individuals received awards through the Youth Learning activity.

### Areas for improvement and action



- We will deliver services and programmes through South Lanarkshire's **Community Planning Partnership** (CPP) to improve learners' achievement in literacies.
- We will deliver key programmes to support school leavers into positive post school destinations.

# Increase involvement in lifelong learning

## Next steps



- We will increase the involvement of young people and adults through the delivery of services and programmes to further improve literacy and numeracy skills and deliver a range of targeted activities within data zones.
- We will take forward the aspects of community capacity building actions as defined within the Youth Strategy.
- We will provide a range of opportunities for community groups to establish stronger, more resilient, supportive, influential and inclusive communities.
- We will develop and implement a range of supports to take forward the recommendations from The Commission for Developing Scotland's Young Workforce. This will include reviewing strategic partnerships with local authorities, establishments, colleges and universities and business partners to widen the offer to young people in the Senior Phase.



Link to:

[Education of children](#) performance at a glance report

[Increase involvement in lifelong learning](#)  
– Q4 Progress report 2014-15

The [School Leavers' Destinations Report](#), published by Skills Development Scotland (SDS), provides further information on the proportion of pupils entering positive destinations.

## Case study:

### Youth Work Changes Lives

Youthworx comprises 3 unique projects: Sportworx; Danceworx; and Grass Routes. Youthworx engages young people through youth development programmes. It develops skills in sports coaching, dance coaching, horticulture and environment, leadership and team working, whilst enhancing employability. Industry specific skills and qualifications are gained and young people support their communities through volunteering their skills. An annual event which recognised the achievements of the young people engaged in these projects was attended by over 350 young people, parents and carers, mentors and partner agencies. 2015 saw Youthworx graduates achieving over 260 nationally recognised awards including:

- SCQF Level 5 and Level 4 Sports Leadership,
- SCQF Level 5 Community Sports Leadership
- SCQF Level 4 Dance Leadership
- SFA early touches
- SFA Level 1
- Emergency First Aid

In addition to the general awards, special awards were given to individuals within each programme who had demonstrated high levels of commitment to carrying out their role as mentors and coaches to other young people.



# 11. Getting it right for every child

## Lead – Social Work Resources

Other contributing services: Education Resources

**Getting it right for every child (GIRFEC)** places the child at the centre and ensures children's service partners work together to improve wellbeing outcomes for children, young people and families. GIRFEC sets out an approach to continually improve outcomes for children in the areas of: Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included.

GIRFEC



GIRFEC continues to be a significant element of Social Work Resources' Child and Family Services as we continue to work with partners in support of the [Children's Service Plan](#) and arrangements.

### Achievements for 2014-15



- 595 children were looked after by the council. Of these children: 212 (36%) were looked after at home with parents, 116 (19%) of these with friends and relatives; 196 (33%) were looked after by foster carers/prospective adopters; 71 (12%) were in residential accommodation, of which 40 (7%) were in the council area, 14 (2%) were in residential schools and 11 (2%) required specialist, out of area placements to meet their needs and 6 (1%) were in secure accommodation.
- We supported 191 children and young people in foster placements on a full time basis.
- 120 children are being supported by [Kinship Care](#).
- We protected 519 children through child protection investigations. At 31 March 2015, there were 151 children on the Child Protection Register.
- We prepared 693 reports for children who were supported through the Children's Hearing system.
- The percentage of reports submitted to the Children's Reporter within the target timescale continues to exceed the 75% target.
- We delivered a range of targeted group sessions and programmes aimed at improving vulnerable young peoples' skills for learning, life, work, health and well being. 669 young people benefited from the following: [Sportworx](#), young parents, smoking cessation. A youth [awards](#) ceremony was hosted to celebrate the achievements of these young people, hailed as 'tomorrow's adults'.

# Getting it right for every child

## Achievements for 2014-15 (continued)

- The Joint Inspection of Children's Services report was published. Overall the inspection was positive; however it highlighted areas for improvement. As a result we have developed an improvement plan which will address the 6 areas for improvement and is underpinned by 18 actions.

## Areas for improvement and action

- The action plan resulting from the Joint inspection of Children's Services carried out by the **Care Inspectorate** will be progressed.
- We will continue to maintain grades of 'good' and above for external inspections of our registered care services.
- The percentage of children seen by a supervising officer within 15 days did not meet the target this year. This result is affected by difficulty in securing co-operation with some families which were referred back to the Children's Hearing. However, we will continue to seek new ways to encourage engagement with the service.

## Next steps

- Implement the requirements of the Children and Young Peoples Act 2014, specifically in respect of the GIRFEC
- Make sure that all children and young people get the help they need, when they need it.
- Develop a common framework for assessing, planning and taking action in the interest of children and young people.
- Address any recommendations arising from recent inspection activity.

 Link to:

[Child Protection and Children's Social work performance at a glance report](#)

[Getting it right for every child](#) – Quarter 4 Progress report 2014-15

## Case study:

**Intensive Family Support Service (IFSS)** focuses on each child and young person's unique needs and views. It offers a high level of contact with young people who are at risk and helps them to return to family or carers. Here are some of the quotes from young people who have engaged with the IFSS:

"I like coming to Hope Street. It really helps me being able to spend time talking about things. I think it helps that we do nice things like sewing or painting at the same time. It makes it easier to talk. It calms me. Then I go home and things seem easier."

"The variety of stuff is fantastic and there's so much to do and the room is decorated so nice."

"The time goes really fast. We end up speaking about loads of important things. But it's not like I'm getting into trouble. It's good."

Details on how you can contact the service are [here](#).

## 12. Improve community safety

### Lead – Housing and Technical Resources

Other contributing services: Education Resources, Social Work Resources and Community and Enterprise Resources.

The council recognises that effective partnerships play a crucial role in tackling community safety issues, including crime, anti-social behaviour, road/fire/home safety and reduction of violence.



Our main focus and actions are set out in the [Community Safety Strategy 2012-17](#).

### Achievements for 2014-15



- A revised [Anti Social Behaviour Strategy for 2015-17](#) has been approved by the Safer South Lanarkshire Board. The new strategy will continue to ensure that the partnership tackles and addresses anti-social behaviour and its underlying causes.
- A 39% reduction in 'bogus' crime was achieved: in 2013-14, 77 crimes were recorded with a value of £107,307 fraudulently taken from victims: in 2014-15, 47 crimes were recorded with a value of £34,336 fraudulently taken.
- Vandalism to public services properties has been significantly reduced since 2008-09 when 734 incidents were reported, with 275 incidents reported in 2012-13. This equates to a reduction in costs to the council from £168,000 in 2008-09 to £54,000 in 2012-13.
- A number of road safety projects and schemes were completed throughout the year, including road improvements such as road markings, signage and speed limit initiatives. However, there has been an increase in road traffic casualties since 2013, when 613 casualties were recorded compared to 650 casualties in 2014. Whilst these figures demonstrate an increase of 6% in road casualty figures, the overall downward trend towards the national 2020 target continues. Statistically, recent years have been low in overall casualty numbers.
- Outdoor Resource Base/Machan Trust: 192 participants aged between 8 and 17 years took part in outdoor activities compared to 70 participants the previous year - an increase in participation of 63%. As a result of these activity days, a marked improvement in the young people's self esteem and ability to engage as a team was demonstrated.

## Improve community safety



Regenfx



Community payback

### Achievements for 2014-15 (continued)

- **Regenfx:** Our initial target of 2,500 young people participating in the school holiday programme was exceeded by almost 100%, with 4,998 young people participating. 953 young people attended the weekend diversionary programme (click [here](#) for news article) which includes Friday night football. 84% of young people who participated in both programmes remained for the duration, while 91% of participants sampled rated the programmes as very good.



Community payback

### Areas for improvement and action

- The council ensures high standards of compliance for Community Payback Orders (CPO), with a target of 75% of all offenders to be seen within one working day of the CPO commencing. This year we missed the target, achieving 73%. However, this represents an increase of 9% on the previous year, when 64% was achieved. We will continue to encourage more positive responses and attendances by the service users.

### Next steps

Key priorities for the Community Safety Partnership include:

- Reducing the negative impact of alcohol and drugs in our communities
- Reducing unintentional harm on roads and within the home environment
- Improving public reassurance and confidence to report

# Improve community safety

## Next steps (continued)

Areas of future focus for the council include:

- Noise/Neighbourhood Issues
- Increase public awareness of Antisocial Behaviour services available
- Dwelling Fires and Fire Casualties
- Preventable injuries in and around the home environment
- Management of violent offenders
- Carrying of knives and offensive weapons
- Education and rehabilitation programmes for offenders of 'hate' crime
- Focus on other areas of Gender Based Violence e.g. honour based violence

 Link to:

[Protective services](#) and [Equalities and diversity](#) performance at a glance reports

[Improve community safety](#) – Quarter 4 Progress Report 2014-15

## Case study:

'R' is a 13 year old boy from the Larkhall area. He became involved with the Outdoor Resource Base/Machan programme began at the age of 11 because he was disruptive and aggressive and engaged in antisocial behaviour. Working with him for a number of months his more creative and sporting interests were identified. Workers engaged him in after-school activities and often his behaviour required input from a dedicated worker on a one to one basis. Supporting him through regular weekly programmes, he now engages positively and his behaviour is much calmer and more considerate of others. During 2014-15 he has taken part in two partnership activities and enjoyed both. He took responsibility for his actions and began to realise the importance of following health and safety rules. His Dad comments regularly to workers that he is more confident about his son's behaviour and sees his involvement with the programme as being positive. He is also less involved with others who engage in negative behaviour.



2014 – 15

## 13. Improve and maintain health and increase physical activity

### Lead – Community and Enterprise Resources

Other contributing services: South Lanarkshire Leisure and Culture

Improving the health of individuals and communities is a key challenge for South Lanarkshire and Scotland as a whole. Lifestyle, poverty and environmental factors all have a part to play and the council's approach to improving health will involve working with partners to target the most disadvantaged communities.



The council also has a significant role to play in promoting healthier lifestyles through local sports and community facilities operated on its behalf by South Lanarkshire Leisure and Culture (SLLC). The Commonwealth Games hosted by Glasgow in 2014 provided an ideal platform for promoting sport and physical activity.



### Achievements for 2014-15



- As part of the Commonwealth Games celebrations the Queen's Baton Relay event visited South Lanarkshire in June 2014. A variety of sporting and cultural events took place across a number of SLLC venues with approximately 32,000 people coming out to see the Baton and take part in local events. The culmination of the day's activities took place at Hamilton Palace Sports Ground where over 700 participants and 5,500 spectators enjoyed three major activities (Big Drum, Big Dance and Big Sing) and participated in a whole host of family activities.
- **Active Schools** staff trained and supported around 772 local volunteers to deliver a range of sports activities across each school term, helping to increase opportunities in sport for 5-18 year olds.
- Over 9 million attendances were recorded at activities organised by SLLC, with just under 1 million young people making use of the free access initiative for local under 16s clubs, (1.3% more than last year).
- Over 2,700 primary school pupils took part in the South Lanarkshire **cross country championships**.

# Improve and maintain health and increase physical activity



Carluk gym



Cambuslang Park

## Achievements for 2014-15 (continued)

- **'The Perfect fit'** marketing campaign aimed at encouraging people to take out fitness memberships resulted in 1,143 new memberships being sold (16% over the original target).
- We upgraded Strathaven tennis courts to an all weather surface, put down a new grass pitch at St Leonard's Primary School, and progressed the feasibility study to refurbish **East Kilbride ice rink** in line with the shopping centre development.
- The council completed year four of a five year investment programme on fixed play areas. One of these play areas - Clearburn Natural Play and Picnic Area - was highly commended in the Scottish Civic Trust **'My Place' Awards** scheme, which celebrates good local design and conservation.
- Cambuslang Park and Strathaven Park, which are maintained by our Grounds Services teams, were awarded the Green Flag by **Keep Scotland Beautiful** (Strathaven Park retained the award it won last year and Cambuslang Park received the award for the first time). The Green Flag is the benchmark for quality green space in Scotland.
- As part of the Scottish Government's and council's commitment to doing more for children to give

them a good start, the council introduced a new school meals initiative: from January 2015, every primary 1-3 pupil in the 125 primary schools in South Lanarkshire now has the opportunity to have a free healthy school meal.

- We provided 4.3 million nutritional meals, which met not only the nutritional guidelines, but are consistently the favourite choice of our young learners.

## Areas for improvement and action



- A Social Media Strategy will be developed to specifically inform and improve the way in which leisure services and facilities are marketed.
- We will develop further health and physical activity programmes with our partners for those most in need.

## Next steps



- A continued focus will be on addressing the health inequalities across South Lanarkshire, through the development of intervention and referral programmes which focus on weight management, addiction, mental health and general physical inactivity.

# Improve and maintain health and increase physical activity

## Next steps (continued)

- We will upgrade our leisure facilities, including completion of the final year of our five year investment programme on play areas, the commencement of the refurbishment of East Kilbride Ice Rink, and the development of a new community facility and 3G pitch at Newton (to commence on site early 2016).
- We will approve and implement a new Sports Pitch Strategy which considers the various uses of the council's sports pitches, with particular focus on the five main pitch sports of football, rugby, hockey, cricket and American football. The strategy will take account of all pitches within South Lanarkshire, regardless of ownership, surface type and size, and present a sustainable method of managing and upgrading our sports pitches.
- With a view to making the leisure service more accessible, we will continue to investigate and introduce developments in the use of Information Technology in service delivery, in particular, the introduction of more online-based processes and procedures.
- We will continue to benchmark and share good practice with other comparable leisure service providers.
- We will continue to provide 4.3 million nutritious school meals and over 136,000 community meals to Social Work clients.
- We will continue to promote leisure activities for older people through our 'Activage' scheme. Activage is a membership scheme specifically for South Lanarkshire residents who are 60+ and we aim to have at least 6,000 people registered to the Scheme in 2015-16.



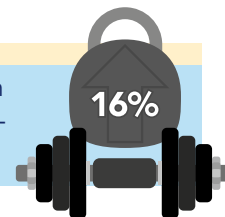
Link to:

[Cultural and community services performance at a glance report](#)

[Improve and maintain health and increase physical activity](#) – Quarter 4 Progress Report 2014-15

[SLLC Annual Report 2014-15](#)

'The Perfect Fit' marketing campaign generated **1,143** new memberships – **16%** over the campaign target.



## Case study:

### Weigh to Go Programme

#### Gran, Janet's super weight loss!

In partnership with NHS Lanarkshire the 'Weigh to Go' programme has now been rolled out successfully to fourteen centres across South Lanarkshire. The 'Weigh to Go' course provides a forty-five minute nutrition based session where a different topic is discussed each week - such as fats, sugars and alcohol - so people are equipped with the knowledge to enable them to make lifestyle changes. The classes are then followed by a forty-five minute physical activity session. One customer, Janet, has reaped the benefits of attending these classes and lost two stones in weight in sixteen weeks.

Janet continues to use the gym and classes at Hamilton Water Palace and pops into the 'weigh to go' classes from time to time to keep her weight on track. Janet commented "You don't need to try any more fad diets, believe me I've tried them all. You just need to go along to SLLC and support and assistance is there to help you lead a healthier lifestyle."



# 14. Promote participation in cultural activities and provide quality facilities to support communities

## Lead – Community and Enterprise Resources

Other contributing services: South Lanarkshire Leisure and Culture.

South Lanarkshire Council aims to provide quality facilities which provide maximum benefit to the wellbeing of local communities and individuals, in both urban and rural communities. We provide a focus for community learning and recreational activities.



Brick City exhibition

## Achievements for 2014-15



- Over 150,000 children participated in over 6,700 events and fun activities organised by the Libraries' Children's Services staff as part of a family-orientated literacy development programme: for example, see article 'The Ice Girls' in [The Reporter Winter 2014](#), page 34.
- Rutherglen Town Hall welcomed its millionth visitor, ten years after opening in 2005. To mark the **tenth anniversary**, over 1,200 visitors enjoyed a series of ten performances over a period of ten days.
- Over 70,200 attendances were recorded at **arts development** activities, an increase of 47% on the previous year.
- Low Parks Museum tripled its attendance figures during the period of the 'Brick City' exhibition, a nationwide touring exhibition based around Lego blocks. See article 'A land of imagination' in [The Reporter Winter 2014](#) page 42.
- Nearly 1 million books, DVDs and CDs were lent out by the Library Service, and in April 2014, we opened the new Forth Library in Forth Primary School's community wing.
- Lanark Memorial Hall received a 'Commended Award' by the **Scottish Civic Trust** in recognition of both the quality of the building refurbishment and of the way in which the venue staff engaged with the community after it **re-opened** in 2013.
- SLLC's **ACE membership scheme**, which offers unlimited access to sports and culture for under-16s, now has more than 1,200 members on its books. For more details, see the article 'Play the ACE card' in [The Reporter Spring 2015](#) page 20.
- A consultation and feasibility study was carried out for the development of a new joint facility to replace St Patrick's Primary School, Ballgreen Hall and Strathaven Library.

# Promote participation in cultural activities and provide quality facilities to support communities



## Areas for improvement and action

- We will improve the diversity and range of cultural opportunities.
- We will market and promote our cultural facilities to encourage participation in cultural activities.

## Next steps

- We will continue to develop **Library Services for children**, providing positive parent and child experiences through family oriented literacy events.
- We will work in partnership to maximise the impact that **arts**, culture and learning activities can have on people's lives.
- We will continue to benchmark and compare good practice with other comparable culture services providers.
- A continued focus will be on maximising opportunities for participation in cultural activities – sign up to our **facebook** pages and find out what's going on, in your area.

- We will develop a joint facility to replace St Patrick's School, Ballgreen Hall and Strathaven Library (to commence on site in spring 2016) and we will develop community facilities as part of the new Abington and Braidwood Primary Schools.
- Following the extensive refurbishment of **Cambuslang Institute**, a heritage exhibition was delivered in May 2015. The aim of the project was to study three donated maps dating from 1895, 1913 and 1938 and relate the maps to local history, concentrating on eight subject areas: Housing, Education, Shopping, Industry and Work, Health and Environment, Recreation and Entertainment and Social Issues and Living Standards.



Link to:

[Cultural and community services](#) performance at a glance report

[Promote participation in cultural activities and provide quality facilities to support communities](#) – Quarter 4 Progress Report 2014-15

[SLLC Annual Report 2014-15](#)



**Over 150,000 people attended over 6,700 events and fun activities organised by the Libraries.** Low Parks Museum saw an increase of 220% in its attendance figures during the period of the touring Lego exhibition.

## Case study:

### Making Literacy Fun

Strategic changes to the way Children's Services in Libraries are designed and delivered resulted in over 150,000 children and adults participating in over 6,700 events and fun activities during the past year. For 2014-15, Children's Services in Libraries were prioritised as part of an overall development plan and a dedicated children's team was created to plan and deliver a South Lanarkshire wide programme of family-orientated literacy development events for babies to teens. The emphasis of these events was building literacy through fun and every event rated strongly in this respect.

Highlights from the programme included a Gruffalo Walk, in which the story of the Gruffalo was acted out in the woods in Chatelherault Country Park, culminating in appearance by the book's author Julia Donaldson MBE as well as the Gruffalo himself, much to the delight of the children. During the walk, every rock and tree concealed a Gruffalo character straight from the popular story books, waiting to jump out and surprise participants.

"The event was fantastic – it was as if the Gruffalo really came to life!" Angelika, 36 years.

"I've never been so scared – but it was FUN!"  
Debbie, 12 years.

The exclusive one day spectacular was one of the most popular events ever staged, delighting an almost 650-strong crowd. The £2,200 raised from ticket sales was donated to Cancer Research, with a further £1,600 raised through donations, raffles and book sales.



Gruffalo Walk

# 15. Strengthen partnership working, community leadership and engagement

## Lead – Finance and Corporate Resources

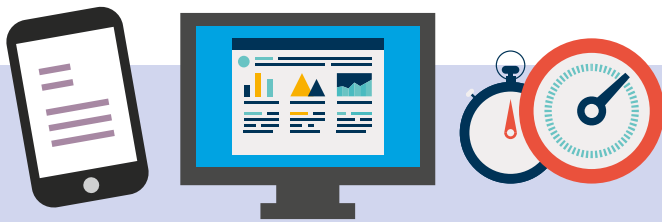
Other contributing services: all Resources

South Lanarkshire is one of the largest and most diverse areas in Scotland and provides services to a wide range of communities.



Parents as partners

The [Single Outcome Agreement \(SOA\) 2013-23](#) sets out priorities which will focus on the delivery of better outcomes for individuals and communities in South Lanarkshire. It supports a working relationship between the Scottish Government and local government based on mutual respect and involves partnerships drawn from the following organisations: [NHS Lanarkshire](#), [Police Scotland](#), [Scottish Fire and Rescue](#), [Scottish Enterprise](#), [Strathclyde Partnership for Transport \(SPT\)](#), [Community and Voluntary Sector \(VASLan\)](#), [Lanarkshire Chamber of Commerce](#), [Skills Development Scotland \(SDS\)](#) and all the Resources of the council working together towards common goals.



### Freedom of Information (FOI) requests:

Throughout the year we received 1,397 requests for information, covering all the services we provide. 1,267 (90.7%) were responded to within 20 days - exceeding our target of 90%.

The council is in a unique position and serves to both represent and lead communities, acting as a voice for local people and a champion of local identity. Local communities can be empowered to influence decisions and make positive changes which affect them. The [Citizens' Panel](#) is an excellent way to get involved and share your views on a whole range of topics.

## Achievements for 2014-15



- We hosted a 'Transformational change' event in November 2014 for the Community Planning partners, which will help set up the direction for Community Planning in the coming years.
- We carried out a household survey to find out what our residents thought of our services. From your feedback, an action plan had been developed to improve our services.
- The council's website continues to meet the target of being available to the public 98% of any given working day, enabling information to be accessible when required. In addition the website was independently measured by [SOCITM](#) (Society of Information Technology Management) and listed in the 'Top 20 best developed sites' in the UK – an accolade only awarded to 3 Scottish councils.

# Strengthen partnership working, community leadership and engagement

## Achievements for 2014-15 (continued)

- Members of the public can request any information from the council under the [Freedom of Information \(Scotland\) Act 2002](#) and our target is to respond to 90% of requests within 20 days. This year, the target was achieved with 90.7% of requests responded to on time.
- Social Work Resources has recently undertaken engagement with over 30 [lunch clubs](#) with a view to encouraging and supporting these clubs to develop other activities.
- Our tenants were involved in developing the first report on the Housing Charter, submitted May 2014. A programme for [tenant involvement/scrutiny](#) has also been prepared to ensure tenant's views are heard.
- The annual Parents' Conference took place on 12 March 2015. 100% of people who attended the Conference said, "that what they learned they could share with their child/ school/Parent Council".

## Areas for improvement and action



- A review was undertaken in February to look at how the [complaints procedure](#) is embedded across the council and identify any training needs. Current literature and training is to be reviewed in the coming year to ensure it is effective.
- As more residents and customers access the council's website through mobile phones and tablets, we must ensure that the structure and content continues to meet users' needs and priorities.

## Next steps



- The council is investigating the use of new technology to ensure that consultation and community engagement is consistent, to make the most of opportunities to share consultations, avoiding 'consultation fatigue' within our communities.
- When the next residents Household Survey is conducted, we hope to be doing better in many of the services and topics identified by the public in the 2014 survey.

 Link to:

[Responsiveness to communities](#) and [Complaints handling](#) performance at a glance reports  
[Strengthen partnership working, community leadership and engagement – Quarter 4 Progress Report 2014-15](#)  
[Consultation](#) performance at a glance report

# Strengthen partnership working, community leadership and engagement

## Case studies:

### Communities cash in on grant support

from *The Reporter* Spring 2015 page 29

The council's Community Grants scheme is helping to support the hard work and commitment of groups and volunteers across South Lanarkshire. Grants are administered through the 4 areas committees, where decisions are made at a local level by the councillors elected to serve those wards. Grants ranging from a few hundred pounds up to £1,000 have been awarded to a variety of groups with the money being spent on items including play equipment, specialist transport, office supplies and outings to the theatre. Councillor Clearie, the current chair of the Cambuslang and Rutherglen Area Committee said 'The Grants scheme is one we are very proud of and I for one am keen for it to be as inclusive as we can make it. I would urge all local groups to consider it as a source of support, however, small, and make that first step to get in touch. I know from experience what a difference it can make.' Any properly constituted, non profit-making group based in South Lanarkshire can make an application for a community grant of up to £1,000. For more information click on to [community grants](#).

### We're watching to help you

from *The Reporter* Winter 2014 page 37

Feedback and the opinions of local people plus a review of the service have resulted in changes and improvements to the Community Warden service. The service now has two distinct warden roles

working in a variety of shift patterns to provide an enhanced, quality service with greater flexibility to respond to community concerns. Cover is provided seven days a week, including working until 3 am on Thursday, Friday and Saturday nights.

We continue to review our service by carrying out consultations with local residents each year.

'**Positive Communities**' events are held annually across South Lanarkshire where local residents are invited to give their views on the services available to tackle anti-social behaviour.

### 2014 Household survey

South Lanarkshire Council is always looking at ways of doing things better. In order to find out what you think about the services we deliver, we issue household surveys. The last survey was conducted in Spring 2014. A set of relevant questions were included within the council's free magazine *The Reporter* with a freepost return. Additionally, copies were available on the website at all council reception points, emailed to partner agencies and publicised in *Community Matters*.

Residents were asked to assess the 'general service' provided by the council and also key council services including refuse collection, schools and nurseries, home care and housing.

Responses were compiled and analysed and service improvement actions, where appropriate, are linked directly into **Resource Plans** and Service Plans, identifying actions and measures to address the issues or concerns raised.

## 16. Provide vision and strategic direction

### Lead – Finance and Corporate Resources

Other contributing services: all Resources

The council's vision remains constant:  
**'To improve the quality of life of everyone in South Lanarkshire'.**



To realise our vision, we have identified a number of objectives which set out what we aim to achieve across our wide range of responsibilities. In relation to service areas as diverse as roads, social work, leisure, educational attainment and housing, we have clearly defined objectives which focus our work on achieving continuous improvement and results. In terms of how the council manages its business, there are objectives which spell out our aspirations here too.

All these are included in the Council Plan **Connect**, supported by Resource and Service Plans which translate the aims and objectives to an operational level, understood by services users and employees alike.

### Achievements for 2014-15



- A mid term review was carried out on the Council Plan Connect, which confirmed that the existing priorities should remain unchanged for the remaining 2 years of the plan, in light of the changing internal and external pressures impacting on the council.
- Each year, each Resource prepares an annual Resource Plan, following an agreed structure and style and setting out an Action Plan for the year ahead.  
Follow the links to open the individual **Resource Plans**:
  - [Finance and Corporate Resources' Resource Plan 2015-16](#)
  - [Community and Enterprise Resources' Resource Plan 2015-16](#)
  - [Housing and Technical Resources' Resource Plan 2015-16](#)
  - [Education Resources' Resource Plan 2015-16](#)
  - [Social Work Resources' Resource Plan 2015-16](#)
- As part of our drive to raise awareness of equality obligations, we produce a **Mainstreaming Equalities progress report** every two years. This year, the report highlights that the council maintains a workforce that is reflective of our community and is also in line with the majority of the Scottish public sector. There is also a continued growth of employees who consider themselves to be disabled or from a BME (black, minority or ethnic) background.
- The council received an **Investors in People (IiP)** Gold award, in recognition of high performance through our employees.

# Provide vision and strategic direction

## Achievements for 2014-15 (continued)

- We carried out a review of our council self-assessment process and established clear areas for improvement across a range of topics such as results, leadership, people and partners. These will be followed up in the years to come.
- In partnership with the **South Lanarkshire Access Panel** (SLAP), we hosted an event to provide information about advice and support available to people with a disability and their carers.
- The Chief Executive recently pledged commitment to the 'No Bystanders campaign', calling for an end to discriminatory language and bullying in playgrounds, the street and workplaces.

## Areas for improvement and action

- In terms of equality, the percentage of council employees in the top 5% earners that are women is increasing, year on year – from 47.7% in 2013-14 to 48.0% in 2014-15. However, last year our result was below the Scottish average of 50.7%. The council continues to strive to ensure compliance and improvement in areas of equality.
- It is important to bring together a broad range of partners to achieve a more co-ordinated approach to delivering quality services, in particular when working with vulnerable groups of the population.

## Next steps

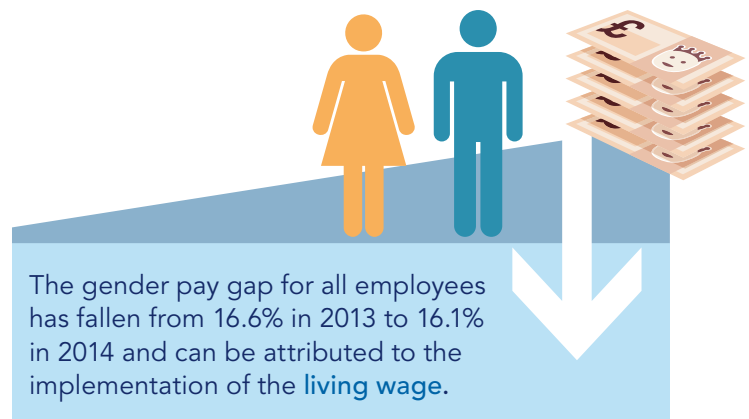


- The council will be making plans to fully re-fresh the Council Plan which will cover the period 2017-2022. This will ensure that the council continues to fulfil its vision, with the funding and resources available.
- To raise awareness of the council's **Public Sector Equalities Duties** (PSED) a programme of communication and events is continuing – including equality awareness, deaf awareness and support.
- We will promote positive attitudes to equality in all the services we deliver to our communities, ensuring that no individual or group is treated unfairly.

 Link to:

[Equalities and diversity performance at a glance report](#)

[Provide vision and strategic direction – Quarter 4 Progress Report 2014-15](#)





# 17. Promote performance management and improvement

## Lead – Finance and Corporate Resources

Other contributing services: all Resources

The council has a structured approach to improvement by managing, monitoring and reporting performance. This allows us to understand our progress, enabling us to identify and act upon areas where we need to do better, without losing sight of our successes and achievements.

Chief Executive and Leader of the Council discuss the council plan



This is reported to the wider community through our Public Performance Reporting material which can be accessed on the [performance](#) pages of our website.

Our commitment to continuous improvement does not stop there. In addition to comparing our own performance year on year, we are actively involved in benchmarking activity across many other councils and comparable organisations in Scotland. By engaging in these activities, we not only have opportunities to share experience and knowledge but we also anticipate benefits in the longer term resulting from adopting innovations and good practices.

### Achievements for 2014-15



- The council's third [Annual Performance Report](#) (APR 2013-14) published the 2013-14 results on our website, including links and signposts to additional reports and information that we thought the public and our customers would find useful and informative. In addition, we prepared '[Performance at a glance reports](#)' for the major services and management themes. This is reviewed annually

by [Audit Scotland](#) and this year we achieved full compliance in 17 out of the 18 themes (compared with 7 in 2012-13), placing us 4th in Scotland.

- Bereavement Services retained their [Customer Services Excellence](#) (CSE) accreditation - other services are continuing work to maintain their awards too.
- Performance improvements are being realised across the council. For example: the target of 95% of special uplifts completed within 5 working days was again exceeded (98%); invoices paid within 30 days has risen to 94%; 47.7% of household waste is now recycled; and 95.8% of Council Tax due was received.

### Areas for improvement and action



- We will strive to achieve full compliance in the Audit Scotland public performance reporting themes. In particular, there is room for improvement in how we engage the public in dialogue about performance and we intend to report additional relevant performance information in relation to Criminal Justice Social Work.

# Promote performance management and improvement



## Areas for improvement and action (continued)

- Following publication of the council's 2013-14 Local Government Benchmarking Framework (LGBF) indicator results with comparisons against the Scottish averages, work is underway across the council to consider and implement actions and measures to improve performance in future, where appropriate, and in line with council policy.
- The council is committed to self evaluation/assessment as a means of driving improvement forwards. We are investigating how best to carry out self assessment across the council, building and strengthening our existing model called EMPOWER.

## Next steps



- We will continue to encourage feedback on our performance material via the online feedback survey facility which is embedded in our online reports. In addition, we will use the results of our web user testing to identify any accessibility issues, find out what you think about our performance information and most importantly, what information you actually want and in what format.
- We will continue to work with other, comparable local authorities on benchmarking performance and identify areas of 'good practice'. This is part of our ongoing engagement through the **Local Government Benchmarking Framework** (LGBF).

# Promote performance management and improvement

## Next steps (continued)

- IMPROVe is the council's performance management and reporting system which enables us to track progress against our priorities and action plans as set out in the Council Plan, [Connect](#) and the individual [Resource Plans](#). Individual reports for each objective have been created and uploaded onto the website with links included at each page in this document. The full list is available in the [Quarter 4 Progress Reports 2014-15](#).
- In addition, the interim report detailing progress half way through the financial year, at Quarter 2 will also be uploaded onto the performance pages of the website, so that progress for 2015-16 (since publication of this Annual Performance Report) can be accessed.



Link to

[Performance at a glance reports](#) focus on the key areas of council business

[Promote performance management and improvement](#) – Quarter 4 Progress Report 2014-15

[Quarter 4 Progress report 2014-15](#) for all Connect objectives

[Improvement Services](#) (Local Government Benchmarking Activity LGBF)

The council uploads a report annually, detailing our latest LGBF results – [click here](#) to view.



17 out of the 18 Audit Scotland themes were assessed as fully compliant placing us 4th in Scotland.

## Case study:

from [The Reporter Spring 2015](#), page 44.

### Performance fact and figures online at your fingertips

There is a statutory duty on all Scottish local authorities to publish a wide range of information and figures, known as performance indicators. This data allows councils to see how they are doing by comparing results to previous years to see whether or not they are improving, but also to measure how we compare with other councils and the Scottish averages. The data can be used as a benchmark to ensure that standards remain high and to test whether innovations and changes to practice are bringing the hoped-for benefits.

Presentation of South Lanarkshire Council's information has evolved rapidly – taking on board views from both the Citizens' panel and the regulatory body Audit Scotland, improvements have been made to not only the relevance of the information reported but also the presentation – improving the clarity and accessibility. A suite of **Performance at a glance reports** were created to focus on key areas of council business. In the 5 months since they were uploaded onto the website, these reports have been visited over 1,330 times. We are always looking to make improvements and your feedback and comments are always welcomed – please complete our online **survey**.

## 18. Embed governance and accountability

### Lead – Finance and Corporate Resources

Other contributing services: all Resources

The council conducts its business with integrity and transparency, operating to the highest standards as detailed in the **Code of good governance**. A well-governed organisation will find it easier to comply with the law and meet its objectives effectively. Councils are local democratic structures and are uniquely placed to represent and be accountable to local people.



The **Commission on strengthening local democracy** places democracy at the heart of Scotland's future, encouraging communities to solve problems locally. We must be open to scrutiny or challenge and accountable for our actions. It is essential that the risks associated with delivering our objectives are identified, evaluated and managed and that good governance principles and values are followed in every area of work, activity, or decision taken on behalf of the council.

### Achievements for 2014-15



- We supported democratic processes at European, local and national levels, delivering the European Parliamentary Election poll in May, local government by-election in June and the Scottish Independence Referendum in September 2014.
- The governance assessment framework was developed in line with the international governance recommendations and used to evidence the development of the Good Governance Statement.
- The Annual Report and Accounts for 2013-14 were completed in advance of the statutory deadline and a clean audit certificate was received.
- Ongoing review of all areas related to Information Governance Requirements.
- A number of Information Governance Policies have been introduced to embed Guidance issued by the Information Commissioner.
- The council was successful in arguing its claim for almost £4.5 million to pay for the restoration of sites following the collapse of Scottish Coal.
- The council successfully established and supported decision-making arrangements in the preparation for the official shadow year of the South Lanarkshire Health and Social Care Integration Board.
- Following consultation in which issues were identified, a programme of learning and development workshops for elected members to raise awareness has been drafted and sessions will begin to take place in 2015.
- The risk and audit scrutiny forum met 5 times. Reviews focus on audit findings, progress in managing risks, governance arrangements and other scrutiny activity.

# Embed governance and accountability

## Achievements for 2014-15 (continued)

- The council's Audit and compliance manager provided a statement of assurance which confirmed a good level of financial control across the council and gave evidence that controls within the main financial systems continue to be effectively applied. Operational controls were assessed as adequate and provided assurances that the council conducts its business in a sound, structured and efficient manner.
- The Annual Governance Statement was included in the council's Annual Accounts and assessed by our external auditors PricewaterhouseCoopers. The Good Governance Statement provides assurance that the council is delivering services and conducting its business to required standards.
- 94% of all invoices were paid within the deadline of 30 days.



94% of all invoices paid within 30 days exceeding our target of 85%.

## Areas for improvement and action

- The Code of Governance will be reviewed during 2015-16.
- The Risk Management Strategy will be completed during 2015-16.
- The council deals with many license applications. Whilst all statutory deadlines for processing applications were met, our internal targets are more challenging and performance fell short for the following licenses: taxi/private hire car/drivers and window cleaners/mobile street traders. Further measures will be put in place to improve performance.
- During 2014-15, the percentage of audit actions delivered by the due date was 89%, just short of the target set of 90%. Many actions delivered late, were only marginally late, and 92% of all actions falling due were implemented in the year. Performance in delivering audit actions is closely monitored by the Corporate Management Team and the Risk and Audit Scrutiny Forum throughout the year.

## Next steps

- **The Scottish Public Services Ombudsman (SPSO)** complaints handling targets were not achieved. There will be continued focus on achieving these in the future.
- We will continue to prepare revenue and capital budgets to support the provision of services, in these difficult economic times, and ensure that spending is in line with these budgets.

# Embed governance and accountability

## Next steps (continued)

- We will put further measures in place to improve timescales to ensure that licensing applications and processes are conducted professionally and promptly.
- In delivering an ongoing learning and development programme for elected members we will continue to plan information and awareness sessions and develop learn on line courses and update the good governance learning material to reflect changes following the review.

 Link to:

[Complaints Handling](#) and [Revenues and service costs](#) performance at a glance reports  
[Embed governance and accountability](#) – Quarter 4 Progress Report 2014-15

## Case study:

### Information governance

Information - both electronic and physical - is an important part of our daily lives. South Lanarkshire Council recognises the importance of developing a robust framework in which we manage the information that we create and hold.

Good information management brings together all of the requirements, standards and best practice that apply to handling information, allowing us to ensure that all information is dealt with accurately, legally and securely, thereby protecting our residents, service users and customers from the risk of data loss, theft or misuse.

As well as being an important asset for the council, information is subject to various legislative controls with which the council complies, for example:

**Data Protection Act 1988** (DPA), **Freedom of Information Act 2000** (FOI) and **Environmental Information (Scotland) Regulations 2004** (EISR).

Ensuring that information is efficiently and appropriately managed helps us to achieve our vision, 'to improve the quality of life of everyone in South Lanarkshire', by supporting our decision making processes with reliable, accurate and accessible up-to-date information. In addition, residents and customers will be assured that their personal details will not be inappropriately disclosed or shared.

## 19. Achieve efficient and effective use of resources

### Lead – Finance and Corporate Resources

Other contributing services: all Resources

The council must respond to legislative rules and regulations, ensuring that there is sound financial management in spending public money and that there is an effective financial plan in place.



We must ensure that we have the right people with the right skills and knowledge to deliver services to you. It is also essential that our assets, for example buildings, IT equipment and vehicles, are fit for purpose.

### Achievements for 2014-15



- The council continues to prepare and implement financial strategies which take account of economic conditions and local government settlements.
- Council Tax levels were frozen for the seventh year in a row, which is welcome news for all of our residents.
- 95.8% of Council Tax for the year was successfully collected.
- South Lanarkshire signed **The City Deal** which could result in £170 million invested into the area to fund major infrastructure projects over the next 10 years.
- We have implemented new contracts for both electricity and biomass – energy that is often plant-extract based but can equally be derived from animal and vegetable materials.
- The proportion of the council's operational buildings that are suitable for their current use increased to 95.4%, the highest level recorded.
- The council received an **liP Gold** award, in recognition of people management. The council reads, supports and manages people well.
- Licensing and Registration services were assessed as fully compliant in terms of the Customer Service Excellence scheme **CSE**.
- We attracted £5.25 million in external funding support from European Union, National Lottery and related sources, exceeding the annual target of £5 million.
- We achieved an MOT pass rate for council vehicles of 91% (compared to the national average for all vehicles of 87%).
- The Primary Schools Estate Plan for 2014-15 was met. A total of 102 primary schools have now been completed.
- The percentage of council houses that are energy efficient is 100% compared with 90.5% last year.

# Achieve efficient and effective use of resources

## Achievements for 2014-15 (continued)

- All information technology priorities are progressing and are reported regularly.

## Areas for improvement and action

- The number of days lost per employee through sickness absence for the council as a whole increased from 9.3 to 10 days. Of these absences, 28% relate to musculoskeletal reasons and 26% relating to psychological reasons.
- Current rent arrears are 6.7% against a target of 5.4% - an increase from 6.1% in 2013-14. Welfare reform changes continue to impact on this indicator. Additional arrears collection staff along with regular monitoring is in place to improve performance.

## Next steps

- New arrangements for dealing with, in particular, long term employee absences were agreed and will be put in place. Progress will be monitored regularly throughout the year.

- Grant funding from the Scottish Government is reducing in real terms and demand for our services is rising due to various pressures, not least the ageing population. Despite this, the council continues to respond to these pressures, finding efficiencies and savings, whilst still protecting front line services and balancing the budget. We will continue to serve local people, providing excellent services and the best value for money.
- Along with our partners we will deliver the investment and job opportunities unlocked by The City Deal.



Link to:

[Revenues and service costs, Employees, Assets and Procurement performance at a glance reports](#)  
[Achieve efficient and effective use of resources - Quarter 4 Progress Report 2014-15](#)

See article 'A budget which secures services in tough times' in [The Reporter Spring 2015](#) page 4



Employees are our biggest asset and account for a significant proportion of budget across the services provided by the council. It is important that value for money is achieved.

The council aims to retain employees – their skills, knowledge and experience are critical to the delivery of our services. To measure our success, labour turnover rates are recorded. Although the results show a decline in performance, the results are still within our target. In terms of forward planning, one of the elements to be explored will be the age spread of employees and the implications of this on turnover rates and service delivery.

Performance Indicator	2012-13	2013-14	2014-15	Are we improving?
Labour turnover rate Target: at or less than 5%	2.2%	2.2%	3.0%	No



# Achieve efficient and effective use of resources

## Case study:

from The Reporter Spring 2015 (page 21)

### Balanced budget for tough times

In the last few years, global economic difficulties have impacted on every sort of budget and the public sector has been hit more than most. The council's grant from government has remained largely the same in times when demands on our services are increasing. Council Tax has been frozen for several years which adds more pressure on the council when balancing the budget.

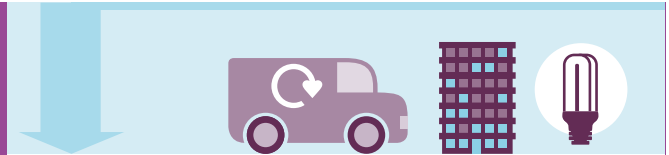
Savings have had to be made but these have been achieved by ensuring we secure the best possible value for money and run the council as efficiently as possible.

Here are some of the savings made in recent years:



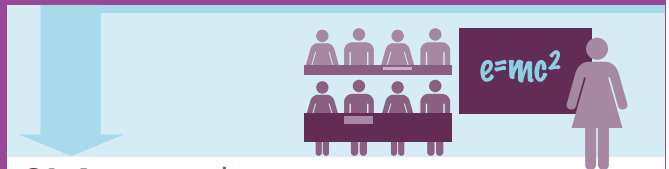
**£1.7m saved**

- As more children and young people are placed within a family setting, there is a reduction in the number of residential care places required: £1.7 million saved
- Innovative and cost-recovery reviews to establish fair pricing structure have resulted in savings of £10.6 million.



**£0.4m saved**

- As part of our commitment to Climate Change, we established more efficient management of council vehicles and made our buildings more energy efficient - £0.4 million saved.
- Whilst minimising any impact on the services delivered, changes to working practices across the council resulted in savings of £2.6 million.
- By reviewing the use and location of properties from which we deliver services, savings of £3.7 million have been made.



**£1.4m saved**

- Through focus on teacher quality and targeting where lower class sizes are required, savings of £1.4 million have been made.

The full list can be viewed by clicking onto the link to the article, above.

## Performance at a glance and feedback survey

**Connect**, the Council Plan, outlines the council's objectives for 2012-17. Each year we produce an Annual Performance Report which details how we have performed in achieving these objectives, highlighting our achievements, areas for improvement and action and the next steps.

To complement the Annual Performance Report we compile a suite of individual 'Performance at a glance' reports which focus on key areas of council business. Each report includes a clear presentation of data, targets (where available), narrative to introduce and explain the performance indicators and results, comparisons (where available), customer feedback, satisfaction statistics and links or signposts to further relevant information. We hope that this will make it easier for our customers to understand how we are performing and how we are seeking to improve.



# Performance at a glance and feedback survey

Please click on the links to access the following reports:

## Services

- [Benefits administration](#)
- [Child protection and social work](#)
- [Community care](#)
- [Criminal justice social work](#)
- [Cultural and community services](#)
- [Education of children](#)
- [Housing and homelessness](#)
- [Planning](#)
- [Protective services](#)
- [Roads and lighting](#)
- [Waste management](#)

## Management of the council

- [Assets](#)
- [Complaints](#)
- [Consultation and engagement](#)
- [Employees](#)
- [Equalities and diversity](#)
- [Procurement](#)
- [Responsiveness to communities](#)
- [Revenue and service costs](#)
- [Sustainable development](#)

The results of many performance indicators and measures are gathered throughout the year on our performance management system and reported to management teams and Committees where they are discussed and actions agreed. These progress reports can be accessed at [Quarter 4 Progress Reports 2014-15](#).

If there is any other information or a service whose performance you would like reported on in the future, please contact us at [performance@southlanarkshire.gov.uk](mailto:performance@southlanarkshire.gov.uk).

We hope you found our Annual Performance Report both interesting and informative. In shaping this report in the future, your feedback is very important.

Please complete a short [survey](#) to let us know what you thought.





If you need this information in another language or format, please contact us to discuss how we can best meet your needs.

Phone: 0303 123 1015

Email: [equalities@southlanarkshire.gov.uk](mailto:equalities@southlanarkshire.gov.uk)

