

connect

2017-22





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section:1

Introduction

Welcome to Connect 2017-22, the Council Plan for South Lanarkshire. This is one of the most important documents prepared by the council as we set out our vision, values and ambitions, and it publicly states what we hope to achieve in order to improve outcomes for local people.

As such, this plan clearly states how the council will continue to serve local communities and residents over the next five years. At the very heart of this is our vision, which is to improve the quality of life of everyone in South Lanarkshire.

That vision is the driver behind this plan and everything the council does, through the services delivered by our five Resources (Education, Social Work, Community and Enterprise, Housing and Technical, and Finance and Corporate) and in the work we do with communities and partners, such as through the South Lanarkshire Community Planning Partnership and the Health and Social Care Partnership.

This is the third Connect, following earlier Council Plans published in 2007 and 2012. Throughout this period Connect has been kept under review to take into account all the internal and external pressures that affect the council. This new Council Plan continues this process with the aim of continuing to deliver the best possible services and value for money.

The pages which follow set out the purpose of this Council Plan and place this in the local and national context. The plan then notes the progress that has already been made under the previous Council Plans, before going on to set out how we intend to build on that progress over the next five years.

The preparation of this plan has included consultation with partners and the wider community, as well as council staff – the hard work and commitment of our 14,500 employees is crucial when it comes to delivering council services, and is fundamental to the delivery of this plan.

Working together, our aim is to ensure South Lanarkshire remains a great area for our residents to live, and an attractive place for others to visit and in which to invest. This plan outlines how we will deliver on that aim, and on that core vision to improve the quality of life of everyone in South Lanarkshire.



John Ross
Leader of the Council



Lindsay Freeland
Chief Executive

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Purpose and delivery of the Plan

The Council Plan Connect sets out what we aim to achieve over the next five years and how that will be done, making the most effective use of resources to deliver the best possible services.

Learning from experience, we have taken the opportunity to update Connect to make it clearer in terms of explaining what is important, what we plan to do over the next five years and what difference this will make.

The council's Vision 'to improve the quality of life of everyone in South Lanarkshire' remains at the centre of Connect. Our values are fundamental to the way the council operates, underpinning and guiding everything we do.

Our Vision

Improve the quality of life of everyone in South Lanarkshire

Our Values

Focused on people and their needs

Working with and respecting others

Accountable, effective, efficient and transparent

Ambitious, self aware and improving

Fair, open and sustainable

Excellent employer

We recognise that to deliver our vision we need to work closely with our communities and Community Planning Partners and so in this updated version of Connect, we have introduced our Ambitions, to show how we link with partners.

Our Ambitions

Get it right for children and young people

Improve health, care and wellbeing

Promote economic growth and tackle disadvantage

Make communities safer, stronger and sustainable

Achieve results through leadership, good governance and organisational effectiveness

section:2 Purpose and delivery of the Plan

Following consultation, the council has identified 11 Objectives which we will aim to achieve over the next five years. The Council Plan also contains details of what difference we want to make working with the people and communities in the South Lanarkshire area. In

working towards these objectives, the council will continually aim to improve and ensure effective and efficient use of resources, and our business will be conducted with integrity and transparency and will operate to the highest standards.

Connect Objectives	What difference this will make
Improve later life	Older people will live more independently and choose what matters most about their care and support
Protect vulnerable children, young people and adults	Children, young people and adults will be protected from all forms of harm, abuse and neglect
Deliver better health and social care outcomes for all	South Lanarkshire residents will be able to access responsive and integrated services which meet their health and social care needs
Improve the availability, quality and access of housing	Housing needs will be met with the right mix of good quality, affordable and energy efficient homes
Improve the road network, influence improvements in public transport and encourage active travel	A high quality and well maintained road and public transport network will enable the flow of people, goods and services and meet the needs of communities
Work with communities and partners to promote high quality, thriving and sustainable communities	Communities will be empowered and South Lanarkshire will be an environmentally responsible, clean, attractive and well designed place to live, work and play
Support the local economy by providing the right conditions for inclusive growth	A strong local economy will create the right environment for business growth, to help people find employment and communities to thrive
Support our communities by tackling disadvantage and deprivation, and supporting aspiration	The quality of life and opportunities in the most deprived neighbourhoods and communities will improve
Improve achievement, raise educational attainment and support lifelong learning	All learners in South Lanarkshire will be supported to achieve their full potential
Ensure schools and other places of learning are inspirational	Teachers and educators will set high aspirations and celebrate success
Encourage participation in physical and cultural activities	People will be healthier, fitter and improve their quality of life by being encouraged to use the leisure and cultural facilities and the activities provided by the council



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The South Lanarkshire context

South Lanarkshire is home to more than 316,000 people and is one of the largest and most diverse areas of Scotland. The council covers 180,000 hectares of land stretching from close to the centre of Glasgow to near the Scottish Borders. The area has a mix of urban, rural, and former mining environments – almost 80% is classed as agricultural but 70% of the population live in the major settlements in the north.

There are four towns in South Lanarkshire with a population of more than 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 23 towns and settlements with a population of more than 1,000.

The council provides services for everyone in the South Lanarkshire area. Our Council Plan considers the key issues affecting the council, its communities, partners and individuals as well as other external influences. These factors range from social trends, such as the ageing population, to technological developments like the increasing use of social media and mobile technology. Some of the major influences are set out below, while the remainder of this plan shows how we intend to deliver services within the context of these developments. The plan positions the council to respond as best it can to the challenges and opportunities of the next five years.

The National and International Context

The council, along with other public sector organisations, is facing a time of unprecedented change. Events at a Scottish, UK, and international level have the potential to impact on how the council operates and the demands that it must meet. There will be wide-ranging implications from the UK's decision on 23 June 2016 to leave the European Union and the subsequent triggering of Article 50, which begins the formal exit process. Many aspects of legislation which are governed from Europe may be subject to change and adapting to

this will be an ongoing process over the life of the Council Plan. Over and above changes to the law, there may be financial uncertainty as the UK seeks new trade agreements and alliances, with knock-on effects for the economy as a whole.

On the world stage, too, events have consequences which are felt in Scotland and in South Lanarkshire. Elections and political developments in the US, Europe and further afield have the potential to impact on domestic politics and local economic conditions. One example of this is the increase in recent years of displaced people and vulnerable refugees, which has placed demands on countries across Europe and indeed the world.

Financial Challenges

Closer to home, one of the most significant areas of uncertainty is the level of funding for council services in the future. In the current financial climate, all public services face difficult decisions about the best use of limited resources. The council's budget has been reducing in real terms for the last few years and this is likely to continue into the period of this new Council Plan. A number of factors make it difficult to predict the short term financial position. These include the impact of new tax-raising powers for the Scottish Parliament, the implications of the vote to leave the European Union, and potential changes to the way in which councils are funded.



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While the council has no certainty in respect of the impact of leaving the European Union, we do know that for the period 2016 to 2020, considerable sums had previously been secured for projects that would take place over that time period. Following the vote, these sums were deemed at risk but on the basis of the HM Treasury agreement where all projects with a signed agreement in place before the UK leaves the EU would be honoured, then the risk was reduced. Moving beyond this timeframe, it is not known how European grant income will be affected.

In the medium to long term, future funding for local government will depend on a wide range of factors, for example the level of grant from the UK to the Scottish Government, the performance of the UK and Scottish economies, and political decisions about how to divide resources between competing priorities such as education, health, law and order, and local government.

However, in spite of budget pressures in coming years, the council has committed to significant capital investment in South Lanarkshire. There will be continued investment in our school estate, our social housing, our roads and in caring for the elderly. The impact on the community from these projects has been, and continues to be, significant. Further information on the financial context for the Council Plan is contained in the section "Delivering our Plan" at the end of this document.

Community Planning and the Local Outcomes Improvement Plan

While there are many challenges in the years ahead, there are also opportunities. One of the most significant of these is the strengthening of community planning and the development of Local Outcomes Improvement Plans and Neighbourhood Plans.

Community planning is the process through which public services – such as the council, NHS Lanarkshire, Police Scotland, the Scottish Fire & Rescue Service and Scottish Enterprise – come together with the voluntary and third sector to improve local situations. Since South Lanarkshire Community Planning Partnership was established as one of the pilots of community planning in Scotland nearly 20 years ago, the focus has been on developing community planning around specific themes, where it has led to strong, successful and effective partnerships and actions. There has been a continual focus on those outcomes where evidence shows improvements are required, as well as a rigorous approach to performance management and reporting, and working in partnership with communities through a variety of engagement activities to achieve these improvements.

Through the 2015 Community Empowerment Act the Scottish Parliament placed a legal duty on all community planning partners to focus on improving community outcomes and tackling inequalities – including in those places and/or those groups of individuals experiencing the poorest outcomes. Communities can be a geographical area, such as a neighbourhood, village, town or council ward or communities of interest – that is, communities of people who share something: a characteristic (disability, ethnicity, GLBTI) or an experience or interest (environmental interests, health interests). Individuals can belong to more than one community. Community Planning Partnerships have to seek to involve communities of interest and of place at all stages of community planning and in particular over the planning and delivery of local outcomes and reducing inequalities.

The Community Planning Partnership is committed to improving the quality of life of everyone in South Lanarkshire by working together and with communities to design and deliver better services.



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The partners have now produced a South Lanarkshire Local Outcomes Improvement Plan (LOIP) which covers the whole council area, setting out the local outcomes that the partners want to improve over the next 10 years. It also includes one year and three year outcomes and targets to enable progress towards this vision to be measured. This has involved establishing a clear, evidence-based and robust, strong understanding of local needs, circumstances and aspirations and how these can vary for different places and different population groups in South Lanarkshire.

It provides a shared vision and focus and commits the public sector to making a decisive improvement on local outcomes and in involving communities in planning how to deal with inequalities and improve the outcomes being experienced. This can involve developing new and different ways of working, behaviour and performance under strong governance, accountability and operating arrangements.

In producing the LOIP, the partnership has agreed an Overarching Objective – to tackle deprivation, poverty and inequality – and within this to focus on reducing child poverty and reducing employment related deprivation and income related deprivation.

The partnership's strategic themes cover:

- Community safety and crime
- Health and wellbeing
- Sustainable economic growth
- Children and young people

The partners have identified the following disadvantaged communities of interest, along with relevant actions, indicators and a set of short, medium and long term targets:

- People affected by substance misuse – especially in respect of drugs abuse and with a focus on young people
- Victims of domestic abuse and violence – both those directly and indirectly affected

- Carers – especially unpaid carers
- School leavers
- The unemployed and those in in-work poverty
- Children with additional support needs
- Looked After Children

The 2015 Act also requires partnerships to develop Locality Plans (known as Neighbourhood Plans in South Lanarkshire). These are plans which focus on those local areas which would benefit most from improvement. These are required to meet local needs and ambitions, so the views of local communities are particularly important. The guidance in relation to the Act states that no locality should have a population of over 30,000 and that there should be local recognition of the area as a valid locality.

An exercise looking at a range of indicators of outcomes was undertaken to identify those areas experiencing the most significantly poorer outcomes relative to the South Lanarkshire average. Areas were identified in nine council wards and work is now underway to develop a number of Neighbourhood Plans.

Glasgow City Region City Deal

The Glasgow City Region City Deal is an agreement between the UK Government, the Scottish Government and eight local authorities across Glasgow and the Clyde Valley.

Within South Lanarkshire, significant projects to improve transport links and connectivity are being funded via the City Deal. Major roads projects are being undertaken to boost South Lanarkshire's access to the rest of Scotland, with work focusing on the Rutherglen/Cambuslang and East Kilbride areas. The council will also work with developers and public and private sector partners to deliver the Community Growth Areas City Deal project, which seeks



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to advance quality housing provision and associated infrastructure in four key locations within South Lanarkshire.

It is estimated that 29,000 new jobs will be created and £3.3 billion of private sector investment will be delivered within the City Region. The council aims to ensure that deprived areas benefit from this growth. This will be assisted through the City Deal employability initiatives which are being implemented across the region. These programmes focus on young people and individuals currently on Employment Support Allowance.

To build on the success of the City Deal project, a new Regional Economic Strategy has been launched, which sets out a clear and coherent vision for the economic future of the region over the period 2017 to 2035.

Legislative Changes

Many council services are governed by legislation and over the life of Connect it is anticipated that legislative changes will have significant influence on the council's business.

The Community Empowerment (Scotland) Act 2015 sets out to strengthen the voices of community groups in the decisions that matter to them. This will have far-reaching implications for our work with partners and communities, putting the duty to tackle inequalities at the heart of community planning.

The integration of Health and Social Care, brought about through the Public Bodies (Joint Working) (Scotland) Act 2014, will continue to reshape services over the coming years, ensuring a greater emphasis on enabling people to stay in their homes, or another homely setting, while they receive the care they require. This legislation works alongside other measures, for example the Social Care (Self-directed Support) (Scotland) Act 2013 and the Carers (Scotland) Act 2016, to transform the way services are provided to give service users and carers greater control over the support they receive.

Legislation will also impact on a wide range of services for children. The Children and Young People (Scotland) Act 2014 introduced wide-ranging changes designed to strengthen the rights of children and young people and improve the supports available to them – such as enhanced free childcare provision, extra support for those in care and for care leavers, and measures designed to improve the planning of children's services.

The Education (Scotland) Act 2016 introduced a range of measures to improve Scottish education including improving the attainment of pupils from poorer backgrounds and extending the rights of children with additional support needs. Amendments to the Standards in Scotland's Schools etc Act 2000 will also impact council services over the life of Connect.

The Community Justice (Scotland) Act 2016 paved the way for new Community Justice Authorities, which co-ordinate the work of the council and its partners to reduce reoffending and create safer communities.

As this brief summary shows, the need to respond to the demands of new legislation – and often new duties and enhanced responsibilities – will be a significant influence on the work of the council over the life of the Council Plan.

Population projections

The latest projections show South Lanarkshire's population is expected to rise by 1.5% over the 2016 to 2026 period, and by a further 0.1% over the 2026 to 2037 period. These are lower increases than those projected for Scotland as a whole. However, these are high level national projections and locally within South Lanarkshire we can expect to see significant population increases associated with the Community Growth Areas which the council is developing through the City Deal. Partly as a result of these developments, the school-age population is projected to increase in South Lanarkshire, resulting in greater demand for education and children's services.



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Overall, the projections show a continuation of the ageing of the population, with significantly faster increases in those aged 65 or over. By 2037, 28% of the population will be aged 65 or over, compared to 18.9% in 2016. Similar to Scotland as a whole, as the number of older people in South Lanarkshire increases, so will the demand for some services, for example home care, nursing and residential care. People are living longer but not always healthier lives. This is evidenced by the growing number of people living with one or more long term health conditions. This creates additional demands on existing resources.

We also recognise that the workforce is ageing, requiring us to look at how we plan for the future, ensuring we have the skilled workforce we require to deliver services in the future.

Tackling disadvantage

The publication of the latest Scottish Index of Multiple Deprivation (SIMD) statistics has highlighted persistent levels of deprivation within a number of South Lanarkshire communities. Tackling local inequalities therefore continues to be a key challenge for us and our partners. The development of the South Lanarkshire Local Outcomes Improvement Plan will help focus the efforts of the council and its partners on tackling deprivation and disadvantage in South Lanarkshire.

We are an accredited Living Wage Employer and are encouraging other local employers to pay the living wage to help tackle in-work poverty. This is a significant issue across Scotland and the UK, with more people living in poverty being 'in work' rather than 'out of work'.

Welfare Reform

Welfare Reform will continue to present significant challenges over the next five years. As the level of welfare support reduces, people will have less money to spend, and this has

the potential to drive up demand for a range of supports and services. There will also be knock-on effects for the local economy, particularly in those areas with high levels of households reliant on benefits.

Changes may also be brought about by the Scottish Government's plans to introduce a Scottish Security Bill which will take forward the government's priorities of the social security powers that are to be devolved, ahead of the establishment of a new Social Security Agency. The Bill will set out an over-arching legislative framework for a new Scottish social security system. Whatever the outcome of this consultation, significant challenges will be encountered in aligning the two parts of the overall benefit system.

Along with partner agencies, the council will continue to devote significant resources to address the impact of Welfare Reform, support the implementation of the new Scottish system, support our residents and secure their income.

Affordable Housing

The Scottish Government has committed to delivering 50,000 affordable homes by March 2021. This represents a 67% increase in affordable housing supply, with 35,000 homes for social rent.

Through the Local Housing Strategy, we will work with partners to ensure there is an effective housing system across all property types. The Strategic Housing Investment Plan (SHIP) sets out our plan for the delivery of a total of 1,552 affordable houses in partnership with other Registered Social Landlords (RSLs) over the next five years and we will continue to work with RSL partners to increase the supply within South Lanarkshire to meet need. Overall, the council plans to build a minimum of 1,000 new council houses, including those that are currently underway, by 2022.



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Private Rented Sector

The Private Sector Tenancies (Scotland) Act 2016 increases the security of tenure for tenants and the responsibilities of landlords. At the same time, the continuing implementation of the Welfare Reform programme may act as a disincentive for private landlords to continue to operate in the sector. This may result in a reduction in the supply of private rented housing within South Lanarkshire over the next five years.

We will monitor the impact which the legislation has on the council's waiting list and on levels of homelessness. At the same time the council will continue to work with the sector to promote the provision of good quality, well managed homes.

Sustainable Development

Although we have already cut our carbon footprint by 22.9% since 2005-06, the council has a duty to further reduce carbon emissions by 42% by 2020 and by 80% by 2050 compared to 1990 levels. We must also develop long-term measures to allow our communities to adapt and become more resilient to the effects of climate change, now and in the future.

The climate has already changed here in the West of Scotland with warmer temperatures, increased rainfall and more frequent severe weather events, all of which impact on many aspects of our communities, including health, housing, transport, water resources and energy demands.

The Scottish Government has announced proposals for a new Climate Change Bill, which include a new, more challenging, 2020 target of a reduction in Scottish emissions by more than 50%. This new target could have a direct impact on the work of the council, with advisors to the Scottish Government

recommending that more could be done to reduce emissions from transport and land use and better use made of renewable heat.

Using the principles of sustainable development, we aim to provide improved local services, whilst still ensuring the resilience of the environment, the economy and local communities.

Digital transformation

Digital technologies are changing the way that society operates and people do business, including local government. Increasing numbers of residents want to use on-line services to communicate with the council and carry out transactions, and appropriate utilisation of digital technologies will help us ensure that our services meet our residents' needs.

The council has agreed a Digital Strategy which includes putting the citizen at the centre of digital service provision. A major focus to date has been enabling access to services and information via the South Lanarkshire Council website.

Technology is also enhancing the work of service providers such as home carers and teachers, with mobile working allowing services to be delivered more productively and efficiently. This also contributes to the wider aim of delivering the best possible services for residents within the overall council budget.

Further rollout of technology will proceed under the Digital Strategy, but the council acknowledges that some residents may not have full access to digital services and will continue to work with a range of partners to increase access and tackle inequality in this area. The council also remains committed to providing traditional channels of accessing council services including via Q and A offices and by telephone.

section:4

How we deliver for South Lanarkshire

The council delivers a wide range of services, which cover all communities and touch every household in South Lanarkshire. Guided by our vision and values, and taking account of the challenges and opportunities presented by the wider context, the council's five Resources will focus on delivering the best services for people and communities over the life of the Council Plan.

In everything we do, we strive to continually improve performance and make the best possible use of resources for the people of South Lanarkshire. In setting out our vision and ambitions, along with the steps we will take to deliver our objectives, the Council Plan confirms our clarity of purpose and our ambitions for the future. Taking their lead from Connect, each of the council's [Resources](#) will prepare annual plans which will spell out in greater detail how the ambitions are being delivered throughout South Lanarkshire. This approach forges a strong and transparent link between the council's strategy and the day-to-day business of council services. Performance will be reported and scrutinised by committees regularly at both Connect and Resource level and reported to the public.

Community and Enterprise Resources

comprises various 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:

- maintaining our road network to support safe and effective transport, and promote active travel
- collecting and disposing of waste and encouraging recycling
- keeping our streets clean and maintaining and developing play parks, gardens and open spaces

- promoting economic development, access to jobs and delivering support for local businesses
- managing programmes to tackle disadvantage and deprivation
- providing Planning and Building Standard services which guide and control physical development and land use in the area
- protecting public health through the delivery of environmental health services
- supporting consumer support through trading standards services
- delivering key services within schools and council offices, including cleaning, catering, receptionist, janitorial and school crossing patrol services
- providing bereavement services
- managing the council's vehicle fleet including refuse collection, roads maintenance, street sweeping and passenger transport
- leading the council in developing and promoting sustainability

South Lanarkshire Leisure and Culture (SLLC)

is a charitable trust set up by South Lanarkshire Council to deliver a range of services, including: operation, management and development of indoor and outdoor sport and leisure facilities, community halls, arts venues, country parks, and libraries and museum services.

Education Resources is South Lanarkshire's largest service. There are 49,000 young people attending nursery, primary, secondary and additional support needs schools in South Lanarkshire. Education is both a national and local priority.

Our ambition is to deliver services of the highest quality which inspire learners, transform learning and strengthen communities.

We want to provide the best possible learning experiences for children, young people and adults. This will include looking at how best to enhance our early learning and childcare provision in order to meet the needs of families.

We want to raise achievement and attainment and improve children and young people's health and wellbeing. Our focus will be on raising standards, particularly in literacy and numeracy and in closing the gap between the most and least disadvantaged children so that every child has the same opportunity to succeed. We also want to provide our young people with the necessary skills for life and work.

We want our schools and other places of learning to be inspirational, safe and welcoming, and where our staff set high aspirations for all learners, while reducing inequalities.

The National Improvement Framework, with its emphasis on both excellence and equity in equal measure for all children and young people, builds on the implementation of Curriculum for Excellence. This will be the focus for our schools and services over the coming years as we strive to achieve better outcomes for learners.

Finance and Corporate Resources

provides the framework of support which allows the council to deliver its wide range of services on behalf of local people.

This includes the creation and maintenance of key strategies, such as the long-term financial strategy, workforce planning and digital transformation, which ensure the council is run effectively and efficiently. Services provided through the Resource include:

- overseeing the council's budget and ensuring it delivers the ambitions of this Council Plan
- responsibility for the billing and collection of £0.5 billion of revenue for the council, including £168 million of Council Tax from 148,000 domestic properties and £290 million of non domestic rates from 9,000 properties
- helping citizens access services in ways they find convenient, through advice from the Q and A services and Customer Services Centre. Enquiries cover a wide range of services including bin collections, reporting potholes and disabled parking permit requests
- through the provision of Personnel Services and driving workforce planning, ensuring the council has the right people with the right skills in place at the right time
- by improving processes through digital transformation, working to increase the efficient delivery of services and allow citizens to access services in ways they prefer and find more convenient
- providing services for the registration of births, deaths and marriages, including civil ceremonies, the Nationality Checking Service and Placing Request Appeals
- responsibility for the administration of licensing applications
- providing administrative support for councillors and committees as they make decisions about the services provided by the council, as well as its legal, internal audit and communications services



section:4 How we deliver for South Lanarkshire

Housing and Technical Resources

is the fourth largest social landlord in Scotland and delivers a comprehensive range of key housing management, homelessness, property and repairs services. Activities include:

- managing a stock of 25,000 houses
- provision of a comprehensive range of services to help prevent and alleviate homelessness, working with over 2,000 homeless households in 2015-16
- managing the council's adaptation service which helps people with special requirements to continue to live independently
- responsibility for developing and implementing plans, such as the Local Housing Strategy, the Strategic Housing Investment Plan and the Tenant Participation Strategy
- maintaining, repairing and undertaking improvements to the council's properties
- managing the council's portfolio of properties and land
- working towards our target of building at least a further 1,000 new council homes by 2022

Social Work Resources

continues 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.

Our Participation and Involvement Strategy sets out the principles through which service users and carers are empowered to influence and shape decisions affecting their lives.

Social Work leads on a range of council objectives. These are often delivered with a variety of internal and external partners including voluntary and independent provider organisations which offer a range of services designed to enable, support, improve and protect the health and social care of people in South Lanarkshire. Activities include:

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

Whilst there are challenges facing Social Work, there are also real opportunities, in particular the continuing implementation of health and social care integration, Integrated Children's service planning, and the implementation of the Community Justice Plan.

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



section:5

Our successes

South Lanarkshire Council was formed in 1996 and over the last 21 years has achieved many successes in times of great challenge. We have several examples of the ways in which the services, projects and initiatives we deliver make a difference to the lives of individuals, families and groups in South Lanarkshire.

Some of these can be found in various publications, including [The Reporter](#), [The View](#), the [Annual Performance Report](#) and the [news](#) pages on the council's website.

The council has an annual budget of more than £670 million and 14,500 employees dedicated to delivering our services. Much progress was made during the period of the last Council Plan, 2012-17, including a number of significant achievements which contributed to the ongoing vision to improve the quality of life of everyone in South Lanarkshire, notably the Schools Modernisation Programme, which continues to create a first class school estate.

The council, with assistance from the Scottish Government, has helped add to social housing availability through its ambitious home building projects, with at least 1,000 new council homes due for completion by the end of the new Council Plan period. This builds upon the success of the HomeHappening programme, which saw over £475 million invested since 2004-05 to bring all council homes up to a high quality, modern standard.

We have helped elderly and other residents to live independently by making adaptations in homes. Additionally, all eight South Lanarkshire-run care homes offer an excellent standard of care and accommodation for older people.

Launched in 2008, the council's innovative £126 million Roads Investment Programme is improving the 1,400 miles of road controlled by the council, making travel easier for residents, visitors and businesses. The council's business support programmes have also given help with grants, loans or property requirements to more than 6,160 businesses, helping create

or sustain more than 4,840 jobs. Through our employability programmes, we also assisted just under 9,000 other residents into employment, further education and training.

Some of the key highlights and achievements of Connect 2012-17 are detailed below:

Raise educational achievement and attainment

- Our £857 million investment, with £14 million support from the Scottish Futures Trust, building 129 new primary schools is on track for completion in 2018-19. To date 120 have been completed, creating vibrant, modern and stimulating environments in local communities. All of our secondary schools are new. More than 40,000 young people and staff are benefiting from the investment in improving our school estate
- Most recent exam results show 57% of S5 pupils attaining one or more Highers. Results for S6 pupils were particularly notable with 44% of pupils leaving school with three or more Highers, 31% leaving school with five or more Highers and 64% leaving with one or more awards
- Overall these exam results were the best ever and the latest statistics show that 93% of our school leavers entered further education, training or employment
- Nursery capacity for two year-olds has been increased to meet new Scottish Government legislative requirements, supporting families seeking work or training, and providing high quality learning and childcare

Increase involvement in lifelong learning

- A review of English for Speakers of other Languages (ESOL) provision was undertaken and the new service model, built on nationally recognised good practice in the areas of family learning and community engagement, was implemented in August 2016
- Single points of access to ESOL services have been established in community facilities such as Universal Connections and community centres across South Lanarkshire
- Community Learning Home School Partnership staff have supported 150 individuals to develop their digital and financial literacy providing learners with the skills and knowledge to use comparator websites
- The first phase of Professional Development Awards (PDA) in Teaching Adult Literacies (TAL) and Supporting Adult Literacies (SAL) for staff and volunteers is now complete
- Adult Learning has been highlighted as an integral part of Lanarkshire's 'Well Connected' social prescribing strategy, which is designed to improve people's mental health and wellbeing. Mental Health First Aid training has been delivered at locality level to increase the confidence and competence of staff and volunteers to enable them to better support learners

Improve community safety

- We have continued to work with partners to tackle [anti-social behaviour](#) and its underlying causes
- Through outreach and detached youth work in targeted communities, Police Scotland reported a 23% decrease in youth disorder incidents
- Improvements to the road infrastructure and road safety education initiatives have seen a reduction in road casualties of 6% on all South Lanarkshire roads over a three year period. The council is on track to meet its national casualty reduction targets for 2020
- Our Environmental Health service continued to provide a comprehensive food safety enforcement and advisory service, involving around 10,000 inspections and enforcement interventions at food premises
- Between 2012 and 2016, our Trading Standards service provided advice and assistance in 10,200 trading standards related complaints, bringing £2.138 million of redress for local consumers
- In 2016, we received the Local Authority Building Standards Scotland Customer Focus Award for our support to vulnerable members of the community. Over two years, our Building Standards team worked with Trading Standards and Police Scotland as part of an operation to tackle doorstep crime. The team provided support in assessing the true value and quality of works done by criminals purporting to undertake property maintenance and repair, and this contribution has been invaluable in securing significant custodial sentences



section:5 Our successes

Improve the quality, access and availability of housing

- Since 2004-05 we have invested over £475 million to bring council homes up to a high quality, modern standard
- With financial support from the Scottish Government, we continue to make good progress with our new build council housing programme with 266 homes completed to date and at least a further 1,000 planned for completion by 2022
- Between 2012 and 2017 we provided housing for over 12,500 households and worked with over 10,000 households who contacted the council due to homelessness
- We carried out 5,650 adaptations to council homes to meet the particular requirements of a tenant or their household
- Between 2012 and 2016 our Planning Service granted planning permission for the construction of 5,533 new private sector homes

Improve services for older people

- Approximately 1,400 social activity day care places are provided in 14 centres every week
- Each year we provide more than 13,000 equipment aids to help older people remain in their own homes, including grab rails, bed rails, bath lifts, shower seats and stools
- We have implemented [Supporting Your Independence](#) which allows older people to remain independent in their own homes and communities for as long as possible
- The quality of service provided through the sheltered housing support service was recognised as 'very good' to 'excellent' in recent Care Inspectorate assessments

- We have built two new sheltered housing complexes, providing 41 new homes for older people
- We have increased the supply of housing suitable for older people and those with disabilities by converting and adapting 580 council homes to amenity standard

Protect vulnerable children, young people and adults

- The "Give us a break!" programme in partnership with MacMillan Cancer Care has seen 700 young people participate in this personal and supportive work. It has a positive effect on the lives of children and young people, giving them greater personal resilience when dealing with life challenges, for example bereavement
- Keeping children safe on-line has been at the forefront of child protection training for staff and parents. Children and young people have participated in the successful Artsnet programme to help them keep safe on-line and in their communities

Getting it right for every child

- Getting it right for every child (GIRFEC) has ensured children and young people receive support from multiple agencies leading to better outcomes for them and their families
- The Young Carers Service continues to provide support to more than 100 young people both within groups and on an individual basis across South Lanarkshire
- 24,393 young people benefited from participating in [Sportworx](#), young parents, and smoking cessation programmes
- Latest figures show that in improving support for looked after children our target of 95% was exceeded, with 99% of children being seen by a Supervising Officer within the 15 day timescale



section:5 Our successes

- We launched our Corporate Parenting Strategy and Action Plan 2016-18 with the support and commitment of all partner agencies
- The multiagency GIRFEC Transformation Group continues to progress practice improvement in the implementation of GIRFEC joint processes to ensure early, effective and appropriate intervention
- Our young people have continued to benefit from participation in alternative curricular experiences such as Danceworx, Grass Routes and Links2Life, leading to improved achievement, attainment and positive destinations and developing skills for life and work
- The council's environmental campaigning work led to an Earth Hour runner up award from the World Wide Fund for Nature in 2013
- We continued to work with environmental volunteers across South Lanarkshire to help improve parks, woodlands, walking routes and many other green places. This environmental volunteering includes 'Friends of' groups that look after their local woodlands, horticulture groups, health walk groups that lead weekly walks, and practical conservation groups, all of which equates to over 12,100 volunteer days in the last four years

Develop a sustainable council and communities

- Various initiatives have led to a cut in our carbon emissions by 14% since 2012-13, which equates to a reduction of 36,000 tonnes of carbon being emitted into the atmosphere over the four years up to 2015-16
- In 2014, our low emission, low carbon, sustainable Fleet Service won a silver award in the Scottish Green Apple Awards for environmental best practice and a bronze award in the International Green Apple Awards. Between 2012-16, the council purchased 18 electric vehicles (cars, vans and sweepers) and electric charging points, using £308,600 of Scottish Government funding
- Conservation measures introduced across primary and secondary schools led to a 19% reduction in gas consumption, 7% reduction in electricity consumption and a 5% reduction in water consumption
- We now recycle almost 50% of household waste compared with 37% five years ago

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

- As part of the Glasgow City Region City Deal projects, the council set out plans to fund major infrastructure projects, drive innovation and economic growth, and address challenges in the local labour market
- Our employability programmes helped nearly 9,000 people secure employment, education or training
- Our business support programmes assisted more than 6,160 businesses with grants, loans or property advice, helping businesses generate £58.4 million in sales and creating or sustaining more than 4,840 jobs

Tackle disadvantage and deprivation

- Our Tackling Poverty Programme involved an investment of £23.5 million which attracted an additional £14 million investment from other funding sources, including the Scottish Government and the Big Lottery Fund. This programme has delivered projects covering employability, support for vulnerable individuals and families, financial inclusion, and community engagement
- The work of the [Benefits are Changing tenant liaison team](#) has reduced the impact of Welfare Reform on South Lanarkshire residents affected by under occupancy and Universal Credit
- To help tackle fuel poverty, external wall insulation, new energy efficient boilers and full heating systems have been installed in 6,179 homes, delivering significant benefits to tenants
- We continued to engage with local communities in the eight most deprived neighbourhoods in South Lanarkshire, supporting them to become more involved in their area. We have established and built local action groups, running local events and services, and working with partners to deliver local improvements. In 2015-16, we helped organise over 50 community events and activities, supported by some 150 volunteers, and engaging close to 9,300 residents. In 2014 we received a Convention of Scottish Local Authorities (COSLA) Silver Award for our community capacity building approach to tackling poverty, inequality and disadvantage
- Money Matters Advice service has helped residents claim more than £17.2 million in benefits and around £3.4 million in backdated payments. The service worked with people to help manage debts of £13 million

Improve the quality of the physical environment

- We prepared a comprehensive Local Development Plan for the whole of South Lanarkshire. This plan encourages the development of sites that benefit our community, supporting economic growth and regeneration in the area
- Planning and Building Standards have processed 6,318 planning applications and 8,931 building standards applications, resulting in investment in new and refurbished properties across the council area. A number of the approvals were for major residential, industrial and commercial developments which have delivered significant employment opportunities and sustainable economic development
- In 2015-16 Keep Scotland Beautiful rated 97.9% of our streets as 'acceptably' clean, ranking us third best in Scotland
- We completed our five year £600,000 investment programme for fixed play areas, adding 118 items of play equipment to South Lanarkshire play parks. We achieved Green Flag Awards for Cambuslang Park, Strathaven Park, and Castlebank Park, Lanark
- All Green Flag Award-winning parks and green spaces were entered into the annual People's Choice Award vote in 2016, with Strathaven Park coming first in Scotland and fourth in the UK



section:5 Our successes

Improve and maintain health and increase physical activity

- There were more than 13.3 million attendances at leisure facilities between 2012 and 2016
- In 2016, our Facilities service provided more than 4.8 million nutritionally balanced lunches to school pupils. In addition, we have implemented a Scottish Government initiative aimed at ensuring every child has the best possible start in life and gets every chance to succeed in school. This initiative, which is fully funded by the Scottish Government, means that every primary 1-3 pupil in South Lanarkshire also now has the opportunity to enjoy a free school meal daily
- We upgraded key sport and leisure facilities, including Hamilton Water Palace and John Wright Sports Centre (East Kilbride), pitch upgrades at Ballerup Recreation Area (East Kilbride) and Lifestyles Eastfield (Rutherglen), and Bent Recreation Area (Hamilton)
- East Kilbride Ice Rink was refurbished and a new community facility and 3G pitch progressed at Newton as part of the new primary school
- As part of the Commonwealth Games celebrations, 32,000 people took part when the Queen's Baton Relay event visited South Lanarkshire in June 2014

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

- 13.9 million attendances were recorded across our cultural facilities, community halls, and libraries – a 5% increase between 2012 and 2016

- Since its launch in 2014, more than 1,500 young people have joined SLLC's innovative ACE membership scheme which allows under 16s unlimited access to sports and cultural activities
- We also invested in our community facilities including building new facilities at Blackwood, Mossneuk and Forth, and the refurbishment of Lanark Memorial Hall, Cambuslang Institute, and Ballerup Hall (East Kilbride)
- Libraries Children's Services staff organised more than 6,700 events and fun activities for around 150,000 children as part of a family-orientated literacy development programme

Improve road network and influence improvements in public transport

- Since 2008 almost 49% of the road network has been resurfaced, resulting in a 53% reduction in the number of road defects.
- The proportion of the road network which requires maintenance has reduced over the last four years to 33.5% compared to the Scottish average of 36.7%
- We have renewed or improved 7,562 lighting columns since 2012 and have installed over 31,000 cost effective and environmentally friendly LED street lights since June 2015
- We have been proactive in reducing casualties on the road network through improvements to the roads infrastructure and road safety education. Road casualties in South Lanarkshire fell from 640 in 2012 to 599 in 2015

section:6

What is next and what is important?

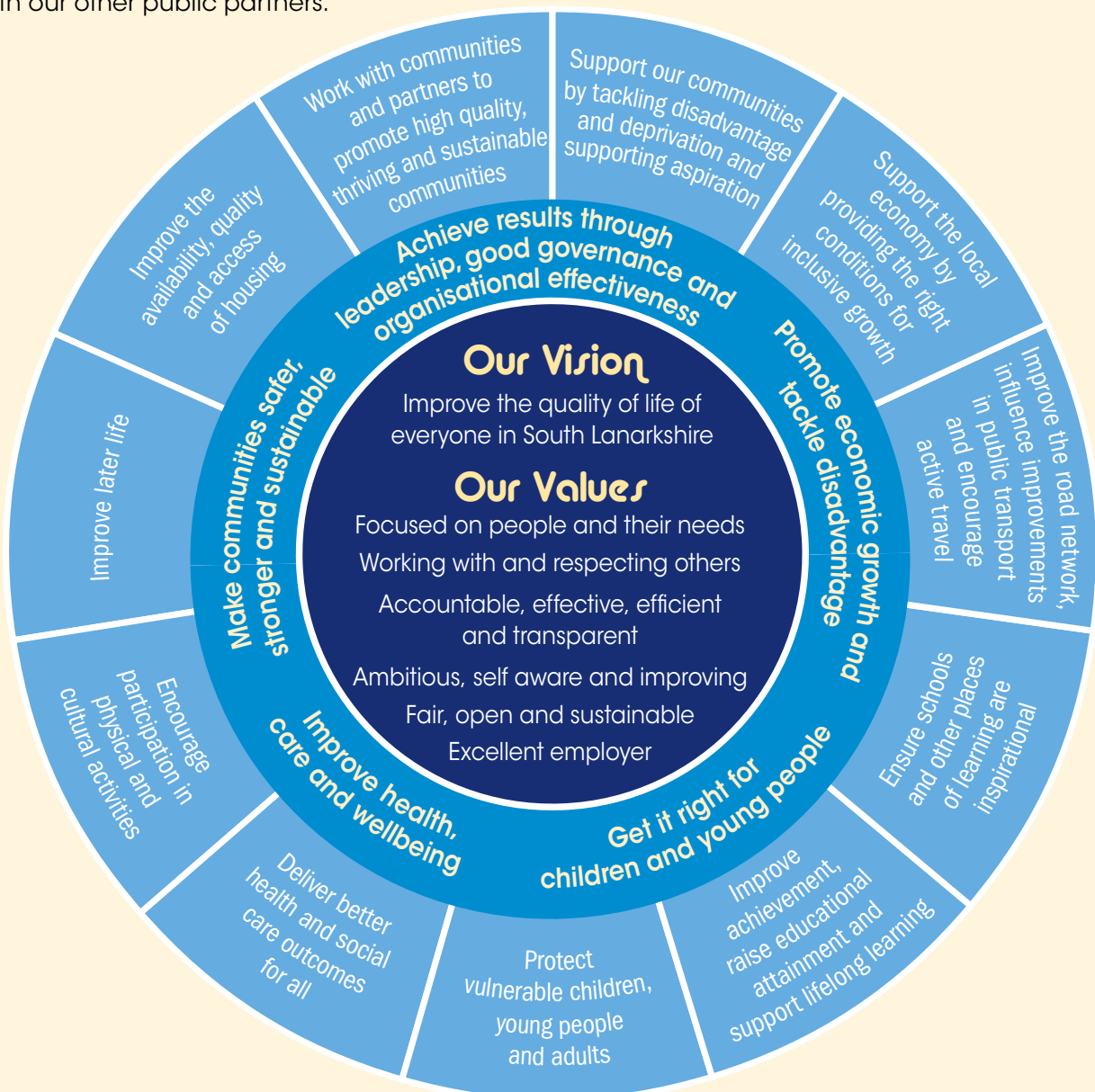
While we acknowledge significant successes over the life of the previous version of Connect, this Plan sets out our aspiration to further improve.

Our Vision

The council's Vision to **'improve the quality of life of everyone in South Lanarkshire'** remains at the heart of the Council Plan and, along with our Values, influences everything that we do.

Our five Ambitions circle our **Vision and Values**, linking our 11 Objectives in the outer ring to the wider work in our communities and with our other public partners.

The wheel diagram below is designed to show how our six core Values, five Ambitions and 11 Objectives interact with one another. For example, success in giving our children a better start in life links to early learning, their wellbeing, improvement in achievement and attainment and developing their skills for learning, life and work. This will lead to better prospects and improve life chances for young people and the economy as a whole.





section:6 What is next and what is important?

Our Values

Our Values are at the core of everything we do. Our Values lead us to set strategic direction and strive for excellence in delivering the services used by residents, customers and visitors in South Lanarkshire.

Our Values for South Lanarkshire over the next five years are:

Focused on people and their needs

In all that we do, we are focused on the needs and strengths of the people and communities of South Lanarkshire. This means delivering services that people want and in ways that suit them. The feedback we receive from our customers is key to shaping our services. We listen to what people have to say by talking to them, holding workshops and carrying out surveys and we compare our customer satisfaction against other authorities using the Scottish Household Survey. Local surveys across a wide spectrum of service users further inform how we plan and manage services – from what pupils and parents think about our local schools to the views of carers about respite services and residential care.

Focusing on people and what they want is critical when considering how to make the best use of public funds. Delivering services to those who need them most is a key feature of how we work. In partnership with our communities and our Community Planning Partnership (CPP) partners, we are developing a plan to improve local outcomes in South Lanarkshire called the Local Outcomes Improvement Plan (LOIP).

Working with and respecting others

Community empowerment and partnership working is essential to the delivery of effective services and extends not only to other organisations but also service users and communities. For example, schools work in partnership with parents and learners, and vulnerable people are supported in partnership with their carers.

Accountable, effective, efficient and transparent

We are accountable for the decisions we make and the services we deliver. Accountability lies at the heart of what we do, and all key decisions are subject to scrutiny by Elected Members (Councillors) through the system of committees and scrutiny forums. Our accountability extends to the results we achieve: we aim to be effective, efficient and transparent, minimising waste and achieving better outcomes for people and communities.

Ambitious, self aware and improving

We continually strive to improve our services and make a difference to the lives of the people of South Lanarkshire. We do this through performance monitoring and self evaluation, developing improvement plans where we recognise that we could do better. Driving all of this activity is our goal to achieve more: to improve our performance and achieve better use of our resources. We make all this performance information available in our [Public Performance Reports](#).



section:6 What is next and what is important?

Fair, open and sustainable

We conduct our business honestly, openly and effectively. This means being open to new ideas and testing different approaches, continually looking for better ways to deliver services and get the most value from every pound spent. It means adhering to high standards of governance, being open about why decisions are made and reporting our performance in a rounded and balanced way. We are a sustainable council, and environmentally responsible in everything we do. Our approach goes beyond looking after the environment and cutting back on greenhouse gas emissions. It is about making decisions which make sense in the longer term, and targeting and prioritising resources in ways which ensure services are fit for the future.

Excellent employer

As a council, we aim to ensure our employees are equipped to meet the challenges ahead, build their resilience, support them through personal and organisational change and maximise their performance and competence. We want our employees to be committed, motivated, happy at their work, highly competent and able to deliver on the objectives of the council.

Our Values support and strengthen one another.





section:6 What is next and what is important?

Our Ambitions

We recognise that to deliver our vision we must work closely with our communities and our Community Planning Partners. Our ambitions capture what we aim to achieve in partnership to improve the quality of life of everyone in South Lanarkshire.

The South Lanarkshire [Community Planning Partnership](#) brings together communities, local agencies and organisations from the public, private and voluntary sectors to deliver better public services.

Our Ambitions for South Lanarkshire over the next five years are to:

Get it right for children and young people

Keeping our children safe, and from harm, and improving their wellbeing is a key priority. It is everyone's responsibility to help ensure our children are safe. We make a difference by working together to help improve the outcomes for individual children and families, including keeping safe on the internet, enjoying a healthy and active lifestyle and having someone to talk to.

Improve health, care and wellbeing

This ambition is about helping individuals and communities to achieve and maintain good health – both good physical health and good mental health. It is about ensuring that the most vulnerable members of society receive care and protection, which is provided in a way that maximises choice and independence, in line with the national outcomes.

Promote economic growth and tackle disadvantage

This ambition is about strengthening South Lanarkshire's economy, bringing jobs and opportunities to local people, and encouraging growth and investment, which is fundamental to the wellbeing of South

Lanarkshire and its residents. It is also about reducing the gap between the most and least disadvantaged and affluent communities, giving everyone an equal opportunity, and creating conditions which enable individuals and communities to contribute equally and share in any economic benefits.

Make communities safer, stronger and sustainable

We want to build on our communities' strengths to help them be safe, vibrant, resourceful and engaged. Our aim is to help create attractive, thriving and environmentally responsible communities, neighbourhoods and places where people not only feel safe, but take pride in where they live and can access the services they want. We aim to do this through work with communities and people. With the implementation of our Community Justice Plan there is a clear focus on creating an inclusive and respectful society, in which all people and communities live in safety and security, individual and collective rights are supported, and disputes are resolved fairly and swiftly.

Achieve results through leadership, good governance and organisational effectiveness

The council is in a unique position in local communities and serves to represent and lead, provide a voice for local people and champion the local identity. Our ambition aims to ensure the effective delivery of services and continuous improvement, and to transform services to meet people's needs. We aim to achieve more, engage with communities, and deliver better and more responsive services aligned to what our local communities want.

Our Ambitions support and strengthen one another.

section:7

How do we get there?

Our Objectives are what we aim to do at an operational level, delivering services that reflect our Vision, Values and Ambitions. We engage and work with the public and communities in setting and achieving these Objectives. Progress on how our Objectives are being delivered is identified in terms of key important events or milestones, which are monitored and reported regularly to our committees and the public.

Objective:

Improve later life

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.

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 choose what matters most about their care and support.

The [Health and Social Care Partnership](#) strives to further improve outcomes for people who use health and social care services and their carers.

Next steps

- Increase the supply of housing to meet the needs of older people, including amenity housing and the supply of adapted homes, and ensure that Care Inspectorate standards are met
- Implement recommendations arising from the multi agency Inspection of Older People's Services
- Implement the [Carers \(Scotland\) Act 2016](#) throughout the council, to ensure that the needs of all carers are supported, and revise our Carers Strategy

- Implement the strategic intentions for Health and Social Care as set out in the Strategic Commission Plan 2016-19:
 - Work to achieve the nine National Health and Wellbeing Outcomes
 - Implement our Strategic Commissioning Plan 2016-19
 - Implement a locality planning model to support further integration of services





section:7 How do we get there?

Objective:

Protect vulnerable children, young people and adults

The council has a statutory responsibility to protect vulnerable children, young people and adults from all forms of harm, abuse and neglect. We also provide support to people with substance misuse and mental health issues, people affected by domestic abuse and those with a physical and/or learning disability. We make a difference by working together to improve the outcomes for individual children and families.

Next steps

- Continue to protect children and adults from all forms of harm, abuse and neglect
- Be a good Corporate Parent and promote the best possible outcomes for our looked after children throughout their care journeys and beyond
- Implement the Carers (Scotland) Act 2016 throughout the council to ensure that the young carers are supported
- With our partners, use the data gathered from the Realigning Children's Services programme to shape our future Children's Services Plan
- Develop a quality assurance framework to further improve services which protect vulnerable children, young people and adults
- Consolidate the arrangements in place for the public protection of vulnerable children and adults
- Implement the additional legislative requirements of the Mental Health Act 2015
- A Children's Services Plan which complements the Council Plan has been developed and will report progress annually
- The new Community Justice Partnership is now established and will work to address offending behaviour through prevention and diversion from prosecution as well as positive reintegration back into our communities

Objective:

Deliver better health and social care outcomes for all

South Lanarkshire Health and Social Care Partnership is working to integrate adult health and social care services. The Partnership will deliver the nine national health and wellbeing outcomes.

Next steps

- Implement a programme of work to maximise efficiency within the care at home sector, including the introduction of mobile working and a new contractual framework with providers
- Transform our use of residential bed based resources to create care facilities/models of care that will meet future needs while shifting the balance of care
- Develop a common approach to risk management, the use of shared chronologies and protection planning around vulnerable individuals which is more integrated across the Partnership
- Develop localities through implementing locality operational arrangements to complement the newly-established Locality Planning Groups and to take integration to its next natural stage
- Support ongoing implementation of the government's 10 year Self Directed Support programme by 2020
- Continue to provide 4.8 million nutritious school meals to South Lanarkshire Council pupils each year
- Develop and modernise day care services to create a community hub which provides both on-site and community based services

section:7 How do we get there?

Objective:

Improve the availability, quality and access of housing

Having somewhere to live that is safe and warm is one of the most basic needs. Meeting the housing requirement and promoting access to good quality, affordable homes for all the people of South Lanarkshire remains a key priority for the council. Through significant investment in our housing stock, we have made excellent progress and have achieved the Scottish Housing Quality Standard (SHQS). As part of the works to meet the standard, we have made a considerable impact on key housing priorities and we recognise that improving the energy efficiency of homes and lowering energy costs is one of the main ways in which the council can help to tackle fuel poverty. The council also has responsibilities to tackle homelessness and to help increase the availability of affordable housing.

Next steps

- Further develop our housing options service to help people achieve and sustain appropriate housing
- Work with our Registered Social Landlord (RSL) partners to use available housing to meet housing need
- Promote improvement in the quality of housing
- Promote improvement in the energy efficiency of the housing stock to help address and tackle fuel poverty and climate change so that the housing stock meets the energy efficiency standard by the 2020 deadline
- Continue to work with key partners and funders to seek ways to maximise the delivery of new affordable housing supply of the right size, type and tenure
- Continue with the council's house building programme to achieve our target of at least 1,000 new homes by 2022
- Continue to regenerate priority neighbourhoods through the delivery of new homes, improvements in the existing housing stock and by working with partners
- Implement a new Local Housing Strategy
- Continue to develop new and responsive ways to access council services
- Work with our customers to further develop their involvement in helping to scrutinise and develop our services
- Through our Planning Service, help ensure a sufficient supply of new housing in the area, including private sector housing, by maintaining an adequate supply of land for housing and by granting planning permission for suitable housing development



section:7 How do we get there?

Objective:

Improve the road network, influence improvements in public transport and encourage active travel

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, and families use it every day.

Next steps

- Continue to improve our roads and footways through implementation of our Roads Investment Programme
- Continue to undertake safety checks on roads and bridges, and implement a prioritised maintenance programme
- Continue our programme of street lighting improvements
- Deliver a winter maintenance service
- Work with partners to deliver major road infrastructure improvements which support new developments, including those undertaken as part of the City Deal
- Encourage greater use of public transport by working with partners to improve public transport infrastructure and through delivery of our Park and Ride Strategy
- Encourage active travel and recreational access to the outdoors by extending our network of cycle routes, upgrading, maintaining and promoting our path networks in urban and rural areas, and extending the Clyde Walkway. All of this will be delivered via our Cycling Strategy, Core Paths Plan and Outdoor Access Strategy



section:7 How do we get there?

Objective:

Work with communities and partners to promote high quality, thriving and sustainable communities

Our work with communities and partners strengthens everything we do and allows communities to achieve more than the council could deliver on its own. Our partnership plans set out priorities – based on an understanding of local assets, need and opportunities – and support our working relationship with the Scottish Government and many external, national and local organisations.

The council is in a unique position – it serves to both represent and lead communities, acting as a voice for local people and a champion of local identity. Local communities and groups can be empowered to influence decisions and make positive changes to local situations and circumstances.

We aim for South Lanarkshire to be an environmentally responsible, safe, clean, attractive and well-designed place to live, work and play. High quality places, which meet the needs of the present without compromising the needs of future generations, help promote personal wellbeing and a sense of ownership by the community.

Next steps

- Ensure the council has up to date development plans which promote sustainable economic growth and regeneration, and guide decisions on the location of new developments and regeneration initiatives to create thriving, attractive and sustainable communities
- Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration
- Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal project, which seeks to advance quality housing provision and associated infrastructure whilst also delivering a range of community benefits and employment opportunities, in four key locations within South Lanarkshire
- Continue to strive with our communities to achieve greater participation and involvement in decision-making – including real community participation in spending decisions. Work with communities and our Community Planning Partners to implement the provisions of the Community Empowerment Act, including taking forward a Local Outcomes Improvement Plan (LOIP) which delivers on the aspirations of our neighbourhoods and communities.
- Implement the provisions of the Community Empowerment Act, including development of the Local Outcomes Improvement Plan (LOIP) for South Lanarkshire
- Provide access to timely support and interventions for people/groups who are disadvantaged
- Promote safety through road improvements, through consumer protection work, through the delivery of services to tackle anti-social behaviour



section:7 How do we get there?

and through the implementation of the Community Justice Outcomes Improvement Plan to reduce further offending

- Maintain and improve local environments, reduce the impact on the environment by promoting recycling and minimising waste, improve air quality and flood protection, and identify, regenerate and bring back into use vacant, derelict and contaminated land and develop key sites and properties in urban and rural areas
- Continue to regenerate priority neighbourhoods through the delivery of new homes, improvements in existing stock and the surrounding environment, and optimise investment from partner organisations
- Make use of new technologies and inclusive approaches to encourage communities to get involved
- Implement the Community Justice Outcome Improvement Plan:
 - Prevent and reduce further offending by addressing its underlying causes
 - Safely and effectively manage and support those who have committed offences to help them reintegrate into the community and realise their potential for the benefits of all
- Work to achieve more challenging carbon emission reduction targets, adapt to the effects of a changing climate, and act more sustainably

Objective:

Support the local economy by providing the right conditions for inclusive growth

A strong local economy and creating the right environment for business growth are key components of a flourishing South Lanarkshire. This in turn helps all local people to find employment and local communities to thrive.

Next steps

- Continue to implement the South Lanarkshire Economic Strategy and support the development and implementation of the Glasgow City Region Economic Strategy
- Support unemployed people into jobs, training or further education and prioritise efforts to support young people into the job market
- Implement the Developing Scotland's Young Workforce strategy, providing, promoting and valuing a range of learning, leading to a wide variety of jobs and ensuring all young people have fair access to these opportunities
- Continue to invest in key business initiatives such as Clyde Gateway and the East Kilbride Task Force and support local businesses through effective company development activity and general business advice services
- Lead the Supplier Development Programme (a partnership of Scottish local authorities) which helps to enable small and medium sized businesses to tender for public sector contracts
- Support key voluntary organisations and help to develop the social economy
- Develop a single door approach to economic development and inward investment activity which links employment, skills, business support and planning in such a way that ensures South Lanarkshire maximises its potential as a key business and employment location



section:7 How do we get there?

Objective:

Support our communities by tackling disadvantage and deprivation, and supporting aspiration

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. Levels of poverty vary greatly between the most and least deprived neighbourhoods and between different groups. Our services make a significant contribution to tackling inequality. However, we recognise that partnership working is key to addressing this issue.

Next steps

- Deliver a range of measures to tackle disadvantage, focusing on a range of issues from employability to financial inclusion
- Continue to raise attainment and achievement, and close the equity gap
- Continue to identify and respond to the challenges for tenants, residents and the council arising from Welfare Reform, with a particular focus on the impacts of the roll out of Universal Credit
- Continue to work with partners to provide intensive support to vulnerable families
- Improve energy efficiency initiatives to help tackle fuel poverty

Objective:

Improve achievement, raise educational attainment and support lifelong learning

Education remains both a national and a council priority. Our aim is that 'All learners in South Lanarkshire achieve their full potential attainment and achievement'. This means delivering learning opportunities and committing to improving literacy, numeracy, health and wellbeing, knowledge, skills, confidence and creativity, which will inspire learners, transform learning and strengthen communities. We will continue to build on the strong foundations we have in Getting it right for every child (GIRFEC), Curriculum for Excellence, Teaching Scotland's Future, Developing Scotland's Young Workforce and through our Youth Learning and Community Development Planning.

Next steps

- Progress the Scottish Government's commitment to increase nursery hours for three and four year olds by August 2020
- Take forward the National Improvement Framework priorities by ensuring that every child achieves the highest standards in literacy and numeracy
- Continue to achieve equity by 'closing the attainment gap' and meeting the aspirations of the Scottish Attainment Challenge
- Promote development of the right range of skills, qualifications and achievements to enable all learners to succeed
- Improve health and wellbeing outcomes for children and families and getting it right for every child
- Continue to engage with parents/carers to involve them in family learning activities and experiences with their children to support the improvement of reading, writing, skills for lifelong learning and the promotion of positive health and wellbeing
- Develop employability skills and sustained, positive school leaver destinations for all young people



section:7 How do we get there?

Objective:

Ensure schools and other places of learning are inspirational

The investment made by the council in modernising its school buildings and learning environments and in Information and Communications Technology (ICT) infrastructure is designed to create welcoming and inspiring places of learning where teachers and educators set high aspirations and celebrate success.

Next steps

- Progress the council's Schools Modernisation Programme and continue to invest in the education estate, transforming the learning environment for all learners
- Support learning and raise attainment through the use of digital technologies and the ICT infrastructure
- Deliver high quality continuous professional learning to support all staff in achieving excellent learning and teaching and service delivery
- Equip staff to deliver high quality learning and teaching, inspire learners, improve attainment and celebrate success
- Progress leadership development at all levels, within establishments and schools



section:7 How do we get there?

Objective:

Encourage participation in physical and cultural activities

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 communities and partners to target the most disadvantaged communities. The operation, management and development of indoor and outdoor sports and leisure facilities, community halls, arts venues, country parks, libraries and museum is carried out on behalf of the council by South Lanarkshire Leisure and Culture (SLLC), a charitable trust. Through the provision of these facilities, combined with the community use of schools, we provide a focus for community learning and recreational activities, promote participation in cultural activities, and support healthier lifestyles.

Next steps

- Continue to provide quality leisure facilities and further develop integrated community facilities within new primary schools
- Actively promote SLLC facilities to the local community and visitors to the area
- Develop activity programmes which will support equitable access for all, including older people and under 16s groups
- Work with strategic partners, in particular the Health and Social Care Partnership, to contribute to the health inequalities agenda





section:8

Delivering our Plan

The council has clearly defined its Vision for the next five years, which, together with the Values, Ambitions and Objectives, will guide service delivery. The actions and measures associated with achieving the Objectives are linked to the budget planning process, our workforce planning and also to the arrangements for performance management and public performance reporting. Taken as a whole, these arrangements ensure that we resource the plan, manage its delivery, and report our progress transparently and effectively.

Funding

To deliver its objectives, the council operates with a budget of £670 million per annum. We have a strong budget planning process led by our Financial Strategy which sets out a detailed medium term forecast for the financial resources required to meet the aims of the council. The Financial Strategy also looks to a longer 10 year outlook, beyond the term of this Council Plan. The Financial Strategy is updated every year.

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

There are elements of uncertainty which may influence our Financial Strategy, including a lack of clarity on the level of grant funding that the council will get in future years. In recent times, the council has only received notification of its grant funding for the coming year. Government funding beyond 2017-18 is unknown and is difficult to estimate with any confidence due to a number of factors.

While the council has a degree of assurance over European grant income for the period 2016 to 2020, beyond this timeframe it is not known how European grant income will be affected. This may impact on council funding which is currently used to support the council's policies and overall vision, with its focus currently on employability as well as poverty and inclusion.

The Financial Strategy looks at both the day to day running costs and the capital investment requirements of the council. The council's latest Capital Programme runs until 2020 and builds on significant capital investment in previous years in our schools, social housing, roads and caring for the elderly. The positive impact on communities from these projects has been, and continues to be, significant.

The Capital Programme 2017-18 to 2019-20 will see the completion of the School Modernisation Programme, through which all our schools will have been either rebuilt or modernised to deliver education within a 21st century environment.

In the next five years, we will look to build a minimum of 1,000 new council houses, supported financially by the Scottish Government through the Affordable Housing Supply Programme, and we are working towards ensuring that our existing stock of council houses meets social housing standards.



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The council's latest Capital Programme also includes an expansion to plans to renew our care homes, and three of these will now be rebuilt within the period of this Council Plan. Our roads conditions have improved through the Roads Investment Programme, and we will continue to invest in this area.

The capital investment programme also includes the council's involvement in the Glasgow City Region City Deal, which has allowed us to access our share of £1.13 billion funding to invest in roads and Community Growth Areas. Changing government policies around early learning and childcare will also drive further investment over the life of this Council Plan.

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

People

To deliver the next steps contained within Connect, and to meet the challenges and opportunities facing the council, we must ensure that we have the right people with the right skills in the right place at the right time. We have a large and diverse workforce, committed to customer-centred service delivery and we must continue to draw upon the knowledge, skills and dedication of our 14,500 employees.

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

We believe that the people who work for us are our biggest asset and we encourage wellbeing by providing all employees with a safe and healthy working environment where all are treated with dignity and respect.

Assets

The council has a significant asset holding. With over £1.48 billion in land and property assets, 2,200 km of roads network, around 25,000 social houses and a fleet of over 1,400 vehicles, it is essential that our assets are well managed, fit for purpose, and used effectively to support our objectives. To ensure this, the council has a corporate Asset Management Plan (AMP) which includes specific plans for the key asset categories of property, roads infrastructure, housing, fleet and information communication technology.

Working corporately the AMP process enables us to review the suitability, performance and condition of our assets, target investment and consider future service and investment priorities. The process informs strategic decisions and leads to initiatives such as the housing new build and roads investment programmes.

Performance management

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

The council has a structured approach to improvement by managing, monitoring and reporting performance. This allows us to understand our progress and take action



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where necessary. As part of this we must ensure the public is aware of our performance and continually take on board their views and needs.

The council's performance management system IMPROVe is used to monitor performance against the Council Plan. IMPROVe provides a comprehensive analysis of action being taken across the council to achieve its objectives.

In terms of delivering Connect, each council Resource will prepare an annual plan which takes its lead from the long term planning perspective of the Council Plan and performance will be monitored and reported at both a strategic and a local level throughout the life of the plan.

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

Public Performance Reporting

The council has a statutory responsibility for public performance reporting. In addition to reporting our progress against the Council Plan, we publish a wide range of other performance information. This puts our activity into context, showing how our performance has changed over time and how we compare with others: for example the [Annual Performance Report \(APR\)](#), the [Public Performance Reports](#) and [The Reporter](#).

Governance

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

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

In delivering Connect, the council will adhere to and work within a framework of internal values and expected external principles and standards which help to deliver good standards of governance. These standards apply to all elected members and employees.



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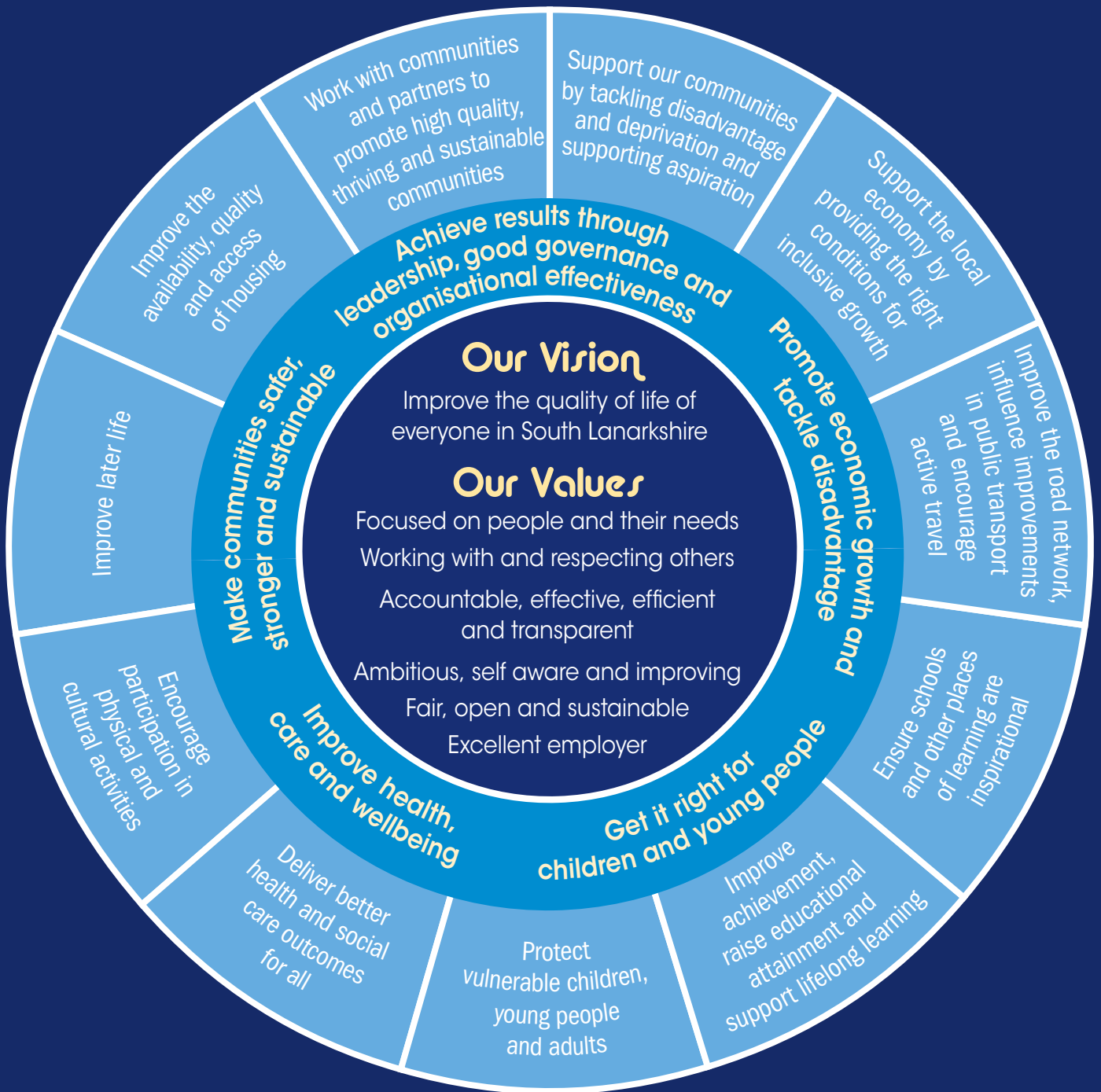
Top Risks

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

Assurance

South Lanarkshire Council has a responsibility to ensure business is conducted in accordance with legislation and proper standards and adheres to and works within a framework of internal values and external principles and standards. We ensure that public money is safeguarded, properly accounted for and used economically, efficiently and effectively through the continuous improvement of service provision and delivery.

We hope you found this document both informative and useful. Suggestions, comments and opinions are welcome by either completing our online survey www.tinyurl.com/SLC-CONNECT or by emailing performance@southlanarkshire.gov.uk



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