

Connect



South Lanarkshire Council's
Council Plan 2012–2017

Contents

1 Introduction

2 Purpose of plan

3 Local context

4 What have we achieved so far?

5 What is next and what is important?

6 How do we get there?

7 How do we deliver it?



Section 1

Introduction

Welcome to the new version of **Connect 2012-2017**, the Council Plan for South Lanarkshire Council, which sets out what services the Council will provide to our local communities and residents over the next five years. The Plan includes details of our priorities and wider objectives and also provides the reader with an indication of what we hope to achieve by 2017 through improved outcomes.

Our vision remains constant and is to improve the quality of life of everyone in South Lanarkshire.

Connect was first prepared for 2007-2011, followed by a mid term review in 2009 which continued the Plan until 2012. The review also assessed progress and updated priorities taking account of the changing internal and external pressures impacting on the Council.

This new Plan once again provides the opportunity to consider what is different looking forward to the next five years. As before, we must be alert to the external factors which will impact on our ability to deliver services and give them careful consideration.

We also need to take account of the changes within the Council and how those can be effectively managed to ensure that we continue to deliver a quality service to all our citizens and customers. In addition, the Council will continue to work closely with our partners within the South Lanarkshire Community Planning Partnership striving for wider benefits within the area as a whole.

The commitment and effort of our 14,500 employees remain crucial to the delivery of the Plan and its objectives.

This new Plan has been subject to consultation with the wider community, employees and partners and provides a short, sharp insight into what we aim to achieve to ensure that South Lanarkshire continues to be an attractive place in which to live, work and learn.

Leader of the Council
Eddie McAvoy



Chief Executive
Lindsay Freeland



Section 2

Purpose of the Plan



The Council Plan 'Connect' is one of the most important documents prepared by the Council. It sets out what we aim to achieve over the next five years and how that will be done. This translates to making the most effective use of our resources to deliver the best possible services.

Learning from experience, we have taken the opportunity to streamline Connect to make it sharper 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 of working together to improve the quality of life of everyone in South Lanarkshire remains at the heart of Connect and as before we will continue to operate to a number of core values. These values have been in place for many years and will continue into the future as they remain fundamental to the way we operate. These are as follows:

Values

Accountable,
effective and efficient

Fair and open

People focused

Vision
Improve the
quality of life
of everyone in
South Lanarkshire

Self aware and improving

Excellent employer

Working with and
respecting others

The Council has a number of objectives which it aims to achieve over the next five years. Of these, some have been identified as priority objectives. These have been developed following consultation and are highlighted below:

The priority objectives for the Council during 2012-2017 are to:

- Improve services for older people
- Protect vulnerable children, young people and adults
- Improve road network and influence improvements in public transport
- Support the local economy by providing the right conditions for growth, improving skills and employability
- Tackle disadvantage and deprivation
- Develop a sustainable Council and communities
- Raise educational achievement and attainment
- Improve the quality, access and availability of housing
- Strengthen partnership working, community leadership and engagement.

In addition to endorsing our priority objectives, consultation also informed the Council that community safety and addressing anti-social behaviour together with improving the cleanliness of surroundings were of particular importance. This feedback is duly reflected in the detail of our wider objectives, first within 'Improve community safety' and second within 'Improve the quality of physical environment' as shown in the diagram overleaf.

Connect also contains details of our anticipated outcomes (the difference we want to make to the community), and all of our objectives (how we aim to achieve this), including our priorities.

The Connect outline included overleaf notes that we consider our objectives to fall into two categories – those which are external and represent what will be delivered for the area; and those which are internal and reflect how we will improve and manage our business over the next five years. Being able to demonstrate continuous improvement remains critical in terms of best value. Within the Connect outline, our priorities are highlighted in bold.



Section 2

Purpose of the plan

Connect – Outline Plan

Our objectives and outcomes

Externally – for the area

Connect Objective	Connect Outcome
Improve services for older people	Older people will live more independently and have increased control of their lives
Protect vulnerable children, young people and adults	Children, young people and adults will be protected from harm and abuse
Improve road network and influence improvements in public transport	South Lanarkshire's road and public transport network enables the flow of people, goods and services thereby supporting the local economy
Support the local economy by providing the right conditions for growth, improving skills and employability	Economic growth is sustained through effective, co-ordinated partnership support for businesses, communities and individuals
Tackle disadvantage and deprivation	The quality of life in the most disadvantaged communities in South Lanarkshire has improved
Develop a sustainable Council and communities	The environmental impact of Council service provision is reduced
	Communities are better prepared for a low carbon future
Raise educational achievement and attainment	All learners in South Lanarkshire achieve the highest possible levels of attainment and achievement
Improve the quality, access and availability of housing	Council housing meets the Scottish Housing Quality Standard by 2015
	South Lanarkshire's homes are more energy efficient and the impact of fuel poverty is reduced
	The supply of affordable housing for rent or sale is increased
	The condition and quality of homes in the private housing sector is improved
Improve the quality of physical environment	South Lanarkshire is a clean, attractive and well designed sustainable place
Increase involvement in lifelong learning	Lifelong learning opportunities are available to everyone in South Lanarkshire
Get it right for every child	Children get help when they need it
Improve community safety	Communities are safe and attractive, people consider their neighbourhood a good place to stay and there is an increase in the proportion of residents within our communities feeling safe
Improve and maintain health and increase physical activity	Individuals enjoy the benefits of healthier lifestyles in a good quality sustainable environment
	Community health is protected through effective environmental regulation and enforcement
Promote participation in cultural activities and provide quality facilities to support communities	Individuals and communities benefit from quality cultural opportunities and community facilities

Section 2 Purpose of the plan



Connect – Outline Plan

Our objectives and outcomes

Internally – how we improve

Connect Objective	Connect Outcome
Strengthen partnership working, community leadership and engagement	Achievement of effective outcomes as a result of working with public sector partners and citizens
	Increase the proportion of service users/customers who feel satisfied with their engagement with Council services
Provide vision and strategic direction	The Council effectively articulates its vision and demonstrates a commitment to the delivery of objectives, whilst meeting equal opportunity obligations
Promote performance management and improvement	The Council can demonstrate a robust approach to performance management and improvement, allowing for external factors and having taken account of stakeholder consultation
Embed governance and accountability	The Council is well governed financially, operationally and in terms of effective risk management
Achieve efficient and effective use of resources	Finance, technology and people are used effectively to improve frontline services

Note: Priority objectives and outcomes are in bold.



Section 2

Purpose of the plan

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

The management structure of the Council has recently been reviewed, and there are now five Resources each led by an Executive Director. These comprise:



Resource	Main responsibilities
Community and Enterprise Resources	
<p>Lead Resource for Connect objectives:</p> <p>Improve road network and influence improvements in public transport (Priority)</p> <p>Support the local economy by providing the right conditions for growth, improving skills and employability (Priority)</p> <p>Tackle disadvantage and deprivation (Priority)</p> <p>Develop a sustainable Council and communities (Priority)</p> <p>Improve the quality of physical environment</p> <p>Improve and maintain health and increase physical activity</p> <p>Promote participation in cultural activities and provide quality facilities to support communities</p>	<ul style="list-style-type: none"> • Facilities, Fleet and Grounds Services • Waste and Environmental Services • Planning and Building Standards Services • Regeneration Services • Roads and Transportation Services • Sustainable Development • Support Services <p>South Lanarkshire Leisure and Culture delivers services relating to:</p> <ul style="list-style-type: none"> • Leisure centres and swimming pools • Outdoor recreation and sports development • Libraries, museums, community halls and school letting • Cultural activities and venues
Education Resources	
<p>Lead Resource for Connect objectives:</p> <p>Raise educational achievement and attainment (Priority)</p> <p>Increase involvement in lifelong learning</p>	<p>Education of children and young people at various locations, i.e.:</p> <ul style="list-style-type: none"> • Primary, secondary and Additional Support Needs Schools (including supported provisions) • Pre-school education establishments • Universal Connections centres <p>Also:</p> <ul style="list-style-type: none"> • Early Years, Inclusive Education Services, Integrated Children's Services, Psychological Services, Curriculum and Quality Improvement Service, Community Learning and Youth Learning, Support Services, Schools Modernisation and Learning Community teams

Section 2

Purpose of the plan



Resource	Main responsibilities
Finance and Corporate Resources	
<p>Lead Resource for Connect objectives:</p> <p>Strengthen partnership working, community leadership and engagement (Priority)</p> <p>Provide vision and strategic direction</p> <p>Promote performance management and improvement</p> <p>Embed governance and accountability</p> <p>Achieve efficient and effective use of resources</p>	<ul style="list-style-type: none"> • Administration Services • Audit and Improvement Services • Corporate Communications and Public Affairs • Finance Services • Information Technology Services • Legal Services • Personnel Services
Housing and Technical Resources	
<p>Lead Resource for Connect objectives:</p> <p>Improve the quality, access and availability of housing (Priority)</p> <p>Improve community safety</p>	<ul style="list-style-type: none"> • Management of Council homes • Homelessness Services • Community safety and antisocial behaviour • Customer Contact Centre at Q and A • Design, build and maintain Council property • Revenue collection for the Council • Administration of benefits • Managing neighbourhoods
Social Work Resources	
<p>Lead Resource for Connect objectives:</p> <p>Improve services for older people (Priority)</p> <p>Protect vulnerable children, young people and adults (Priority)</p> <p>Get it right for every child</p>	<ul style="list-style-type: none"> • Older people services • Protection of children and vulnerable adults • Looked after and accommodated children and young people • Physical disability and sensory impairment • Learning disability • Mental health • Substance misuse • Homecare/Supporting your independence • Residential and day care • Justice service • Carer support • Assessment and support planning



Section 3

Local context

South Lanarkshire is home to more than 310,000 people and is one of the largest and most diverse areas of Scotland. The Council covers 180,000 hectares of land stretching from a few miles from the centre of Glasgow to close to the Scottish border.

Much of South Lanarkshire is classified as an 'accessible rural' area. A network of more than 2,200km of roads – around 60% of unclassified minor roads – connects our communities and towns.

Within South Lanarkshire there are four towns with a population of over 20,000 (East Kilbride, Hamilton, Rutherglen and Cambuslang) and a further 23 towns and settlements with a population of over 1,000.

The Council provides services for everyone in this large and diverse geographical area. In drawing up our Council Plan we have taken into account the key characteristics of the Council area and the main challenges faced by communities and individuals within it.

At a local level the Council's decision making process is taken forward through the Committee structure, including the Executive Committee and individual Resource Committees. This structure reflects the local context of South Lanarkshire including our contribution as a partner within the South Lanarkshire Community Planning Partnership.

All our plans and strategies, including Connect, are subject to a number of external and internal influences, including national policy, local needs and demographic changes. These will impact on how the Council delivers and prioritises services over the next five years. Some of these influences are explained briefly below.

Emerging National Priorities

During the life of Connect the Council will take account of developments at a national level and will consider action as appropriate. Examples of these include:

- **Review** of Community Planning and Single Outcome Agreements
- **Impact** of Welfare Reform legislation
- **Impact** of Integration of Health and Social Care proposals
- **Impact** of Community Empowerment and Renewal Bill
- **Reform** of Fire and Police organisations
- **National** strategies relative to Economic Development, Tackling Poverty and Early Years.

Community Planning and the Single Outcome Agreement

Community planning can be described as the process by which agencies across the public sector work together with local communities to plan and provide services which make a real difference to people's lives. The Council has a statutory responsibility to lead community planning in South Lanarkshire.

The Council Plan reflects our commitment to the South Lanarkshire Community Planning Partnership (SLCPP) and our contribution to the attainment of the outcomes within the Community Plan and Single Outcome Agreement. SLCPP involves a range of partner cross sector organisations working together to improve services for people in South Lanarkshire. The Partnership has developed a number of improvement plans which make the connection between the Community Plan and the Scottish Government's cross cutting strategies. Many Council activities and developments will be reflected in the improvement plans, which along with the activities of partners, will be included in the Single Outcome Agreement (SOA) between SLCPP and the Scottish Government. The Single Outcome Agreement is based on the Community Plan and covers all spending by the main public bodies in the South Lanarkshire area. The Agreement covers 15 National Indicators and affirms the commitment of the Partnership and individual partners to deliver shared duties under the Local Government in Scotland Act 2003 in respect of Community Planning, Best Value, Equalities and Sustainable Development. An Annual Report on the SOA is prepared to reflect challenges that it has faced and outcomes achieved.

The Community Plan, which was updated in 2010, sets out the aims and objectives of the South Lanarkshire Community Planning Partnership. The Community Plan identifies five key aims that partners will work towards and each of these aims has a number of objectives. The aims are shown below:

Community Plan aim
Improving health and tackling inequalities
Reducing crime and improving community safety
Promoting sustainable and inclusive communities and opportunities for all throughout life
Ensuring sustainable economic recovery and development
Tackling poverty

The relationship between these aims and the Council Plan objectives is noted at Section 6.



Population

Over the past 20 years the population in South Lanarkshire has increased – and at a faster rate than Scotland as a whole. The population is projected to continue increasing, and by 2021 there will be over 13,000 more people living in South Lanarkshire.

Within the next decade the number of older people in South Lanarkshire will increase while the number of working-age people will remain roughly constant. These changes will have implications for the services we provide and this Plan makes allowance for them. In particular, improving services for older people has been made a priority for the Council over the next five years.

Deprivation

Deprivation is a significant problem in South Lanarkshire. The most recent Scottish Index of Multiple Deprivation (SIMD) shows that 58 areas in South Lanarkshire (15%) are in the 15% most deprived areas in Scotland. South Lanarkshire has the fifth largest number of employment deprived people in Scotland and the fifth largest number of income deprived people. For this reason tackling disadvantage and deprivation is one of the Council's priority objectives over the next five years. We are also prioritising the quality, access and availability of housing to increase access to affordable housing for all in South Lanarkshire.

Economy

South Lanarkshire accounts for 4.6% of the wealth generated in Scotland – which is around 80% of what might be expected given the area's population. In recent years the South Lanarkshire economy has suffered as a result of the economic downturn and the total value of goods and services in the area has declined. Business failures are rising; claimant unemployment and worklessness are at historically high levels; and the number of young people leaving school without the prospect of a job or training placement is the highest ever recorded. The Council has made supporting the local economy a priority over the next five years, and we will also prioritise improvement to the road network and raising educational attainment – all areas which will assist the economy and contribute to the economic well-being of South Lanarkshire and its people.

Community Safety

The most recent annual recorded crime figures show the numbers and rates of crime at their lowest recorded level in South Lanarkshire and the fifth annual fall in crime levels. Violent crime is also at the lowest recorded level after five years of falling crime numbers. The number of fatal and serious road casualties in 2010 was the lowest number since the Council was formed in 1996. A 65% reduction of all fatal and serious road casualties, and 50% reduction of child fatal and serious road casualties against the Scottish Government target figures from the mid-nineties has been achieved.

Environment

The environment is an essential component to the wellbeing of every individual who lives and works within the area, however, it requires evaluation and consideration in order to be maintained and be improved upon. Main areas of concern focus on issues relating to human health, increasing transport and the potential link with local air quality and the impacts associated with climate change.

Health

Although the Council is not the lead agency for health in South Lanarkshire, Council services have a role to play in helping people and communities lead active and healthy lives. The health of the people of South Lanarkshire is not as good as the average for Scotland. Compared with Scotland as a whole, people in South Lanarkshire have a lower life expectancy and they do not enjoy as many years of good health. Death rates for some conditions – such as cancer and strokes – are a little below the Scottish average, but for others – such as heart disease – is above. In the most deprived areas of South Lanarkshire, poor health is a significant problem, with more than one in four people saying they have a long-term health condition. The Council's commitments to improve health and increase physical activity, as well as our efforts to improve the quality of the physical environment, are aimed at giving the people of South Lanarkshire opportunities for healthy and active lifestyles.

Learning

Educational attainment improved over recent years and has remained on or around the national average. Performance in examinations in 2011 equalled or improved from 2010 in nine out of 10 nationally recognised measures. Performance in 2011 was, or was equal to, the highest level in the last five years in eight out of the 10 measures.



Section 3

Local context

Legislation

The Council has an obligation to deliver many of our services in line with legislative requirements. These statutory obligations apply across all Scottish local authorities and are set in place by the Scottish Government. In many cases specific targets require to be set for these services to enable progress to be measured.

Where a service is directed by statute its performance will be monitored or inspected by one of the major scrutiny bodies eg Education Scotland, Care Inspectorate, Scottish Housing Regulator. In other cases the Council will report performance through Audit Scotland.

Resourcing Service Delivery

In recent years our response to significant financial challenges included a variety of approaches to identify savings, including Annual Efficiency Targets; Best Value Reviews; Alternative Service Delivery Projects; National Diagnostic Projects; Savings Prioritisation Model. We also developed a communication strategy around making 'Hard Choices for Hard Times'. We will continue to refine our approach to meet the challenges ahead.

Feedback from our consultation on the Plan noted that the public acknowledged the need to increase revenues, possibly through increased charging, as one option to contribute to the cost of service delivery. The Council will take account of this feedback when considering future options.

Risk Management

The Council has in place arrangements for the systematic identification, evaluation, management and monitoring of risk, which is embedded in our approach to service planning and delivery. This informs how we reach decisions, and contributes towards improved performance through reducing instances of reactive management, restraining insurance premiums, and improving accountability, governance and transparency. Each year the Council considers its top risks, and these will continue to be assessed in terms of the Council Plan objectives. During the life of Connect we will also take account of any new or emerging risks which come about from internal or external influences.



Section 4

What have we achieved so far?



Over the last 16 years the Council has developed and delivered an impressive array of ambitious programmes designed to tackle the challenges faced. Some of the success achieved during the life of the last Council Plan 2007-2012 is listed briefly below; however statistics and performance reports can only tell part of the story. Behind the numbers and project deadlines lie the day-to-day experiences of individuals and communities within South Lanarkshire, where the results of our actions make a real difference.

The Council has gathered together case studies which show the difference our services can make. Some case studies tell the story of individuals or families; some provide a snapshot of good practice; and some explain what is going on in projects and initiatives throughout South Lanarkshire. More detail on this is available through:

South Lanarkshire Reporter

<http://www.southlanarkshire.gov.uk/Reporter>

Improve performance pages

www.southlanarkshire.gov.uk/improve

Progress on Connect 2007-2012 has been monitored and reported to our Committees and is also available on our website.

Some of the key highlights and achievements of Connect 2007-2012, are summarised as follows:

Raising educational attainment for all

- 55 new primary schools have now become operational since the start of the primary schools modernisation programme in 2005
- All secondary schools have been modernised, with 17 new and two major refurbished secondary schools operational
- Four stand alone nursery centres have been completed
- 29,800 (69%) pupils are now learning in new schools designed to meet the needs of the 21st Century curriculum

- 5-14 attainment levels for pupils in reading, writing and mathematics in South Lanarkshire increased in both primary and secondary schools over the course of the last three years of the assessment scheme
- The percentage of school leavers entering higher or further education has increased to more than 60%.

Increasing involvement in lifelong learning

- Between 2008 and 2011, 4,381 accredited awards were gained by young people. Over the same period, there were 2,099 non accredited achievements by young people
- More than 1,400 young people outwith schools have achieved nationally recognised qualifications
- Increasing numbers of young people are actively involved in individual volunteering activities within their local communities
- Adult learning programmes are being delivered from over 110 locations in South Lanarkshire.

Improving health and increasing physical activity

- Increasing attendances recorded at South Lanarkshire Leisure facilities – over 3.6 million visits in 2010/2011 – with consistently high (98%) customer satisfaction rating overall
- Provided new dual use sports facilities in six new secondary schools, construction of new swimming and leisure facilities and extension to existing facilities
- The 44th International Children's Games were held in South Lanarkshire in August 2011 and 79 cities were represented at the event by 1,260 young athletes together with their coaches, families and supporters
- A Joint Health Improvement Plan was developed with NHS Lanarkshire in 2008 to guide joint efforts to improve health in South Lanarkshire
- Uptake of free and paid meals has increased in both primary and secondary schools
- Provided over 360,000 free attendances each year for under 16s in leisure and community facilities throughout South Lanarkshire
- Extended the network for routes for cyclists.



Section 4

What have we achieved so far?

Improving the quality of the physical environment

- The South Lanarkshire Local Plan was adopted in 2009. The Plan aims to promote the continued growth and regeneration of South Lanarkshire in a sustainable manner while seeking to improve and safeguard the environment
- Public realm improvements across South Lanarkshire. These improvements are reflected in the sustained 72% satisfaction rate for the general environment of our 10 town centres
- Through the Vacant, Derelict and Contaminated Land Fund £5.7 million has been invested to tackle underused and derelict sites, stimulating growth and improving the quality of life within communities
- The Planning Portal launched in 2009 provides ease of access to online application information
- A consistently high street cleanliness score of 70 or above has been achieved over the life of the Council Plan.

Improving the road network and public transport

- A quarter of the road network has been resurfaced in the three years since the road and footway major improvement programme began
- Through the severe winters of 2009 and 2010 the principal road network in South Lanarkshire remained open as our workforce worked around the clock to keep routes clear
- The proportion of the road network classed as red/amber in relation to the need for maintenance treatment has reduced and the Council's ranking in comparison with other Scottish local authorities has improved
- Public transport infrastructure improvements have been completed at key sites including bus infrastructure improvements at numerous locations
- The Council worked with partners to complete the M74 extension which opened in 2011.

Improving community safety

- Since the first Antisocial Behaviour Strategy in 2004 there has been a significant reduction in the level of antisocial behaviour crime, with a reduction of 23% being achieved between 2004 and 2011
- The Council's Residents Survey continues to demonstrate the high level of residents (88% in 2010) stating that their neighbourhood is a very/fairly good place to live

- The Council and its partners continue to achieve major reductions in town centre antisocial behaviour/violent crime, eg through the Safer Streets festive initiative between 2005 and 2010
- The Council and its partners continue to achieve significant reductions in tackling violent crime, with 31% being achieved between 2005/06 and 2010/11
- An extensive programme of road safety improvements has been undertaken, including the installation of speed activated signs, traffic signals, anti-skid road surfaces and signage
- Road casualties have been significantly reduced over the last 10 years, exceeding national targets for the period
- Our Criminal Justice Services have reduced their response times and improved performance in relation to the time taken to complete Community Service Orders
- The incidence of crime to Council properties has reduced dramatically
- The Council's proactive approach has ensured a high level (87%) of compliance with food safety regulations in the catering trade within the area.

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

- Activity Agreements Programme developed to support the most vulnerable young people with 382 young people having received support
- 16+ Learning Choices programme was rolled out to all S4 summer and winter leavers across all 17 secondary schools
- Active support of the Clyde Gateway regeneration initiative including implementation of business support arrangements and co-ordinating support for community engagement
- Over 6,000 local businesses have been supported during the last five years, generating over £173 million in sales and creating or sustaining over 9,000 jobs
- Employability and access to jobs promoted through procurement of a range of innovative employability services, over 17,500 people supported over the period of Connect through employability programmes and of those over 7,500 have gone on to enter employment, training or education
- Fairer Scotland Fund programme successfully delivered and a new strategic Tackling Poverty Programme developed and implemented

Section 4

What have we achieved so far?



- Rural Strategy and action plan implemented and Leader projects delivered as per agreed partnership programme
- Invested £19.8 million in infrastructure and business property development in locations throughout Lanarkshire
- Working with public sector partners - a new Lanarkshire Tourism Action Plan was produced in 2009 providing a strategic blueprint for growth and development resulting in an increased number of visitors and visitor income
- A new single organisation, Voluntary Action South Lanarkshire (VASLAN), responsible for development of the voluntary sector and volunteering in our area was established.

Developing services for older people

- The percentage of people receiving a service within five working days of their Community Care Assessment being completed has risen consistently and is now at 93% - well above the 71% target set out in Connect
- The total overnight respite for older people has also risen, exceeding the commitment within Connect to maintain the number of nights provided
- Over 13,000 adaptations were carried out, with all demand for adaptations in private sector and Council homes met as well as demand for the installation of community alarms
- Over 21,000 older people are now registered with the South Lanarkshire Leisure and Culture 'Activage' scheme
- The number of people receiving intensive homecare has exceeded the target set and is above the Scottish average.

Increasing participation in arts and culture

- Achieved more than two million attendances annually at our cultural venues, museums and country parks with 92% customer satisfaction rating
- The highly successful 'Safe & Sound' Arts Net Programme has supported over 2,500 children to engage in a range of drama, music and dance activities designed to assist young people to keep themselves safe
- Completed new integrated community facilities and undertook refurbishment of various facilities
- Completed new community wings available for letting to local groups at various locations.

Improving lives of vulnerable children, young people and adults

- 13,556 attendances at the South Lanarkshire Leisure programme developed for children and young people with additional support needs
- Her Majesty's Inspectorate of Education (HMIE) inspection of services to protect children September 2010. Key strengths noted from the inspection include staff working well together to help and support children at an early stage and meet the longer term needs of children who have experienced abuse or neglect
- A new Adult Protection Committee was established and an independent Chair appointed. The first biennial report of the Committee received a positive response from the Scottish Government
- The Council has continued to prioritise its Corporate Parenting responsibilities, making sure children or young people who need to be taken from their parents to live somewhere else, are well supported and kept safe
- We successfully implemented the Sheltered Housing Service Review, continuing to support residents through the new operating model and maintaining high levels of satisfaction with the Service
- Our Children's Services achieved a greater than 90% rate of Social Background Reports submitted to the Children's Reporter within 20 days. A success on a key indicator of performance.

Improving the quality, access and availability of housing

- Housing Management and Repairs Services were rated 'excellent' and Homelessness 'fair', following an inspection of services by the Scottish Housing Regulator
- Home Happening, the Council's investment programme, has made significant improvements to tenants' homes, including replacement of over 23,000 kitchens and bathrooms, helping the Council to move closer to achieving the National Housing Quality Standard
- The Council's Q and A Service achieved full compliance against the Customer Service Excellent standard, one of the first organisations in the country to do so
- New affordable homes were delivered across South Lanarkshire to meet pressing housing needs, including the first new Council homes to be built since the 1980s



Section 4

What have we achieved so far?

- In a number of priority neighbourhoods, physical regeneration work continued providing new homes, community facilities and improvements to existing housing
- In partnership with Housing Associations over 1,000 new affordable homes were delivered across South Lanarkshire
- It was made easier for individuals to get access to the housing they need by the Council having set up a Common Housing Register with its Housing Association partners
- Continued transformation of a number of priority neighbourhoods through extensive physical regeneration programme.
- Received a positive audit report on Best Value and Community Planning in 2009
- Retained our achievement of the Investors in People accreditation
- Implemented the Council's first Carbon Management Plan leading to a reduction of 9.4% in greenhouse gas emissions since 2005/06
- Began partnership collaboration on actions to tackle climate change, through a Community Planning Partnership signing of Scotland's Climate Change Declaration
- Achieved the Scottish Government target for recycling 40% of domestic waste
- Refreshed the Community Plan in 2011 and reviewed and published the Community Engagement Framework
- Published a biennial State of the Environment Report in 2009 and revised in 2011, tracking changes in local environmental indicators.

In addition we

- Carried out a 2009 Mid Term Review of Connect which enabled a review of objectives to reflect changes at a local and national level. The review also extended the life of the Plan to 2012, to reflect the new dates for local government elections
- Have managed our financial resources prudently, in the most challenging financial climate in a generation and in line with financial settlements from the Scottish Government.

Economic Impact Assessment

As can be seen from the above the Council has undertaken significant investment programmes over the length of the previous Council Plan – in particular in relation to the Home Happening, Schools Modernisation Programme and Roads Investment Programme.

During 2011/12 the Council commissioned a study to learn more about the wider impact of such investment

and to augment existing work on the social and operational improvements that they have delivered. The results of the study included employment forecasts for South Lanarkshire and reflected the final economic impact of significant investment programmes. The combined impact of the Schools Modernisation Programme, Home Happening and the Roads Investment Programme is as follows:

Period	2007/08 - 2011/12	
Overall spend	£571.3 million	This reflects the level of investment on the various programmes.
Added value	£294.6 million	The investment referred to above impacts on demand for provision of goods and services which in turn results in increased employment and income. A proportion of this income will be re-spent on other goods and services within the South Lanarkshire area. This is 'added value'.
Employment	1,700	This is the number of jobs estimated to have been created and supported by the overall spend on the various programmes.

This information helps the Council understand the benefits of investments beyond the obvious and visible results. This detail will help inform future strategic planning exercises.

Section 5

What is next and what is important?



Whilst the Council realised significant achievements over the life of the previous version of Connect, there is still a way to go over the next five years. We embark on the new Connect with a clear vision and priorities and an understanding of challenges facing us.

Connect covers everything the Council does, but there is an emphasis on delivering front line services and a particular focus on those most in need. To achieve this we will need to do more with less. In recent years, good management of resources has become even more vital and this will continue into the future to ensure we are in a position to respond to changing pressures.

Although all our services are important, not everything can be a priority, and we have identified nine objectives which will be given priority over the next five years or until the mid term review in 2014/15.

These are:

- Improve services for older people
- Protect vulnerable children, young people and adults
- Improve road network and influence improvements in public transport
- Support the local economy by providing the right conditions for growth, improving skills and employability
- Tackle disadvantage and deprivation
- Develop a sustainable Council and communities
- Raise educational achievement and attainment
- Improve the quality, access and availability of housing
- Strengthen partnership working, community leadership and engagement.

The priorities were confirmed through consultation with the Citizens Panel, South Lanarkshire Community Planning Partnership and also focus groups representing minority interests.

Specifically, the consultation asked individuals to indicate, against each of the nine priority areas, whether they:

- a) agreed or disagreed that this **should be a priority**; and
- b) agreed or disagreed with the **Council's plans to achieve its outcomes**.

The consultation indicated that there was strong support for all nine areas as priorities, with each area seen as a priority by at least 80% of respondents.



Section 6

How do we get there?

In order to streamline Connect to ensure it will endure for five years, detailed actions and measures will be introduced only at Resource Plan level. However, to give the reader some assurance that Connect will deliver on its priorities, we have also included, under each objective, indicative measures of success.

The integrity of performance management and reporting will remain intact through the cascade into Resource Plans. Our performance management and reporting system (IMPROVe) will provide us with reports which collate performance information across the Council. This takes account of Connect objectives as well as Resource objectives and actions together with associated measures.

Prior to reading in detail about each Council objective, it is useful at this stage to provide definitions of some of the terminology used.

Objective

What the Council aims to do at an operational level. How objectives will be delivered is identified in terms of key milestones and will be reflected in actions within Resource Plans. These actions will have measures attributed to them to enable progress and performance to be monitored.

Outcome

Strategic level outcomes for 2017. Reflects **what difference will be made** to the community as a result of delivery of the Council objectives.

Priority

Those objectives deemed more important than others to the Council – not simply what it needs (eg legislatively) to do. Priorities determined using a number of criteria.

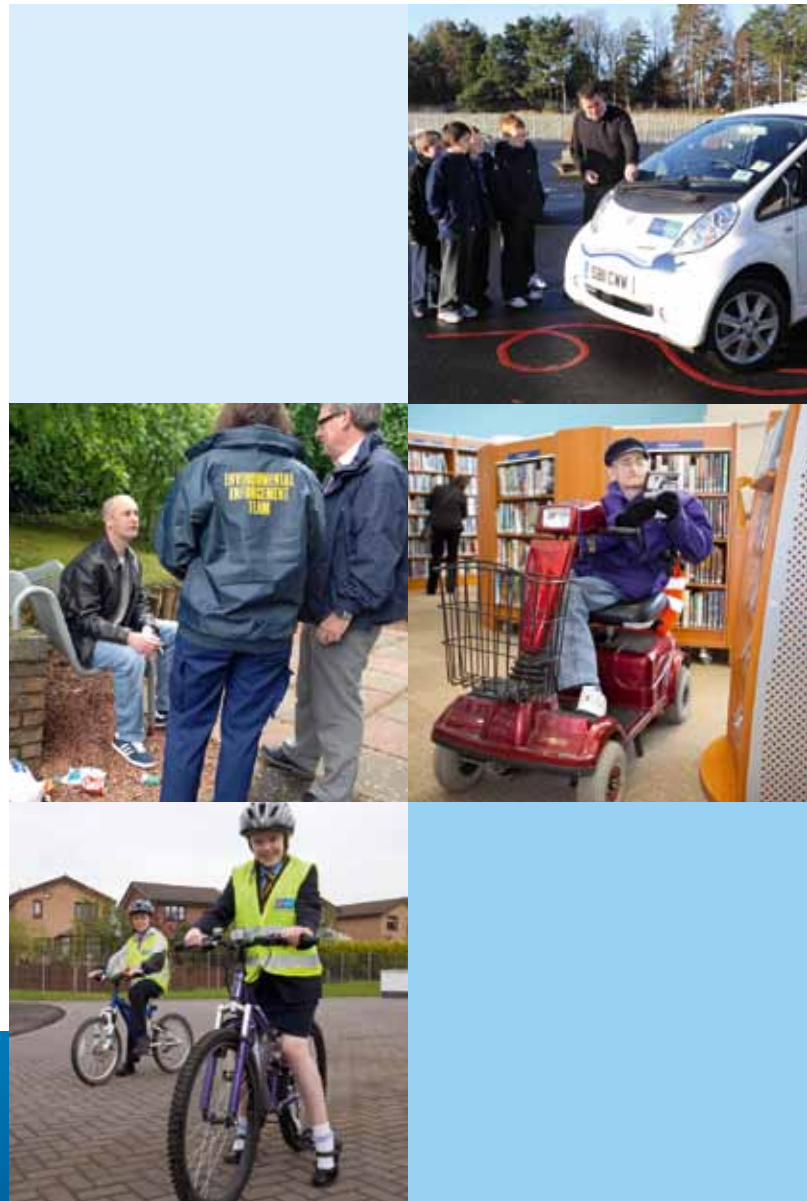
Measures of success

High level signals of success. These will translate into more detailed measures within Resource Plans on an annual basis.

The achievement of outcomes is dependent upon making the right operational decisions, putting in place the right projects and delivering the right services. The narrative beneath each of the Connect **objectives** provides a short/sharp description of what the objective means and what key steps/initiatives will be undertaken over the next five years to contribute towards achieving the related outcome (ie **what difference will be made**). The text also provides an insight into how different parts of the Council will work together to help achieve the outcomes.

We will measure our **progress by tracking measures of success** over the course of the Council Plan. We will publish regular assessments of how we are moving closer to achieving these outcomes.

Should a number of indicators suggest that we are not on track to achieve our outcomes we will identify corrective action where appropriate.



Section 6

How do we get there?



Connect objective: Improve services for older people (Priority)

Why is this important

Reshaping Care for Older People is a national approach to redesign the way in which we provide health and social care services for older people. The main aim of the approach is to shift the balance of care for older people from hospital and institutional settings to home or community based settings.

What will we do

The Council is part of a South Lanarkshire Partnership to implement a Local Transformation Plan 2011-2015 which will see a shift in the way in which we provide services for older people. The Council will be involved in all five workstrands which are:

- Delayed discharge
- Integrated Community Support Teams
- Day opportunities
- Business planning
- Community Engagement and Capacity Building.

Key steps include Social Work supporting the ongoing development of Supporting Your Independence. Led by home care services the promotion of personalised, outcome based approaches for service users, a different approach to day care and day opportunities, and a new way of engaging with voluntary and independent sector partners to ensure a range of services are available at community level.

Also included are initiatives to:

- Build new Council sheltered housing in priority areas
- Continue to meet demand for people with additional support needs who require adaptations to remain at home
- Convert mainstream housing to amenity homes for the elderly.

Account will be taken of the Government's intended move towards integrated health and social care services. Proposals include consideration being given to Community Health Partnerships replaced by Health and Social Care Partnerships, jointly accountable to local authorities and local Health Boards. Whilst the intention is to cover all adult care services, it is expected that the focus in the first instance will be on services for older people, building on the work already underway as part of the Reshaping Care for Older People agenda.

What difference will it make

Older people will live more independently and have increased control of their lives.

What are our measures of success

- Implementation of the South Lanarkshire Local Transformation Plan for Older People
- Carers are supported to continue in their caring role
- Older people have benefited from Supporting Your Independence
- Older people benefiting from the range of more flexible day opportunities available
- Support older people achieve their personal goals

Also:

- Sheltered and amenity housing to meet the needs of the growing elderly population
- Enabling people to remain in their own home.

How does this Connect objective contribute towards the Community Plan

- Improving health and tackling inequalities
- Promoting sustainable and inclusive communities and opportunities for all throughout life.



Section 6

How do we get there?

Connect objective: Protect vulnerable children, young people and adults (Priority)

Why is this important

The Council will continue to work through established partnership arrangements to deliver accessible and integrated services to vulnerable children, young people and their families, and adults, with an emphasis on improved outcomes a high priority.

What will we do

The focus is the child protection and adult protection agendas, where there are statutory requirements on agencies in line with the Children (Scotland) Act 1995, Adult Support and Protection Act (2007), Adult with Incapacity (Scotland) Act 2000, Mental Health (Care and Treatment) (Scotland) Act 2003 and child protection specific legislation.

Key steps and initiatives:

- Continue implementation of Getting it Right for Every Child
- Compliance with the legislation for child protection, adult support and protection and adults with mental health issues.

Whilst Social Work will play a leading role in the above agendas, partnership activity through Community Planning, Children's Services Planning and Joint Services within the context of Community Care will play a key role.

Partners will continue to take forward actions arising within the Child Protection Action Plan, Adult Support and Protection Improvement Plan, and specific service targets relating to mental health including:

- Addressing any recommendations arising from recent inspection activity
- Implement improvement plans pertaining to self-evaluation activity
- Strengthening processes to support better outcomes for adults with mental health issues
- Specific initiatives and developments agreed through the Child Protection Committee, Adult Support and Protection Committee and Public Protection Chief Officers Group
- Addressing issues specific to managing the risks presented by sex offenders through Multi-Agency Public Protection Arrangements (MAPPA).

What difference will it make

Children, young people and adults will be protected from harm and abuse.

What are our measures of success

- Legislative requirements pertaining to Child Protection, Adult Support and Protection and Adults with Incapacity and MAPPA are met
- Partnership improvement plans for Child Protection and Adult Support and Protection are implemented
- Adults with Incapacity visits completed within timescale (local authority and private)
- Referral and registration activity for Child and Adult Support and Protection monitored.

How does this Connect objective contribute towards the Community Plan

- Improving health and tackling inequalities
- Reducing crime and improving community safety.



Section 6

How do we get there?



Connect objective: Improve road network and influence improvements in public transport (Priority)

Why is this important

A high quality and well maintained road network matters to everyone in South Lanarkshire. Businesses use it to deliver goods and services; workers use it to get to and from their place of work; families use it during their everyday lives; and some use it to access leisure opportunities. The road network is therefore critical to our economic success and to the wellbeing of our communities. Good public transport helps reduce the number of cars on the roads and allows everyone, whether they own a car or not, to access the services and opportunities they need. In response to the feedback received from residents through numerous surveys and in recognition of the condition of the road network the Council has placed a high priority on improving roads and footways. The impact of severe weather on the road network can also be considerable, and managing the road network at these times remains a key priority for the Council.

What will we do

Key steps and initiatives:

- Continue to implement the Roads Investment Programme for road and footway improvements
- Continue to undertake safety checks on road related structures and implement a prioritised maintenance programme
- Deliver a winter maintenance service
- Develop asset management and maintenance management systems
- Work with developers and public sector partners to deliver road infrastructure improvements to support new development
- Work with public and private sector partners to deliver new or enhanced public transport infrastructure.

What difference will it make

South Lanarkshire's road and public transport network enables the flow of people, goods and services thereby supporting the local economy.

What are our measures of success

- Implementation of the Roads Investment Programme
- The condition of the roads in South Lanarkshire as measured by the Road Condition Index
- Safety of road-related structures assessed and maintenance programme implemented
- Road infrastructure improvements developed and implemented
- New or enhanced public transport infrastructure delivered
- Implementation of the Council's winter maintenance policy.

How does this Connect objective contribute towards the Community Plan

- Ensuring sustainable economic recovery and development.



Section 6

How do we get there?

Connect objective: Support the local economy by providing the right conditions for growth, improving skills and employability (Priority)

Why is this important

A strong local economy is a key component of a flourishing South Lanarkshire. The Council has a significant role to play in creating the right environment for business growth – which in turn enables local people to find employment and local communities to thrive. The importance of the public sector and its influence on the local economy is significant and should not be underestimated.

What will we do

Key steps and initiatives:

- Continue to invest in key initiatives such as Clyde Gateway and support local businesses through effective company development activity
- Support unemployed people into jobs, training or further education
- Prioritise efforts to support young people into the job market by increasing work placements and other work experience opportunities
- Provide flexible tailored support to assist growth in local businesses through recruitment of young people into sustainable jobs
- Ensure measures are in place that help young people with particular needs to progress into positive destinations
- Improve the competitiveness of local businesses by increasing the number of business advice requests, seminars and educational activities for businesses
- Introduce an approved trader scheme to improve consumer protection and promote fair trading within the local economy
- Apply risk-based 'better regulation' principles of enforcement for local business
- Support key voluntary organisations
- Develop a partnership economic strategy for South Lanarkshire.

What difference will it make

Economic growth is sustained through effective, co-ordinated partnership support for businesses, communities and individuals.

What are our measures of success

- Business development programmes implemented
- Tourism sector supported
- Visitors attracted to and contributing to the economy of South Lanarkshire
- Clyde Gateway Partnership supported
- Unemployed people (particularly young people) secure employment, education or training opportunities
- School leavers achieving positive destinations
- Opportunities for improving employability increased within the Council and local businesses
- Approved trader scheme implemented
- Broad compliance of business with regulatory requirements.

How does this Connect objective contribute towards the Community Plan

- Promoting sustainable and inclusive communities and opportunities for all throughout life
- Ensuring sustainable economic recovery and development
- Tackling poverty.



Section 6

How do we get there?



Connect objective: Tackle disadvantage and deprivation (Priority)

Why is this important

The Council believes that everyone in South Lanarkshire should have access to the same opportunities and should be able to enjoy the same quality of life, regardless of their social circumstances or where they live. However, there is significant inequality within South Lanarkshire. In some areas there are far fewer opportunities for employment than others; there is higher crime and antisocial behaviour; health is poorer and educational attainment is lower. Council services can help reduce these inequalities by ensuring equal access for everyone and by co-ordinating the support available to the most vulnerable individuals and families.

What will we do

Key steps and initiatives:

- Tackle disadvantage and deprivation in partnership with key agencies and local communities
- Combat the effects of poverty and deprivation by raising awareness within mainstream services of what they can do to help
- Deliver a specific 'Tackling Poverty Programme', focusing on a range of topics, from employability to health improvement
- Focus on child poverty through measures within the Children's Services Plan
- Provide new and refurbished housing, schools and community facilities
- Improve amenities and environment in some of our most disadvantaged communities
- Support individuals and households to maximise benefit uptake
- Process claims for benefits and financial assistance efficiently
- Improve the energy efficiency of homes to help tackle fuel poverty.

What difference will it make

The quality of life in the most disadvantaged communities in South Lanarkshire will have improved.

What are our measures of success

- Investment and improvements in priority neighbourhoods
- A clear approach to tackling poverty is embedded
- Financial inclusion services are delivered to those who need them
- Reduced fuel poverty in South Lanarkshire
- Reduced deprivation in South Lanarkshire
- Improved life chances for individuals in disadvantaged communities.



How does this Connect objective contribute towards the Community Plan

- Improving health and tackling inequalities
- Promoting sustainable and inclusive communities and opportunities for all throughout life
- Tackling poverty.



Section 6

How do we get there?

Connect objective: Develop a sustainable Council and communities (Priority)

Why is this important

The Council is expected to contribute to the Scottish Government's plans to create a low carbon economy and achieve national greenhouse gas reduction targets of 42% by 2020 and 80% by 2050. It has to take action to reduce its own emissions, for example from its energy use in buildings, fleet operations, and from the goods and services it consumes. It can contribute to Scotland's transformation to a future low carbon economy through its policies, influence and regulatory powers in areas such as waste management, housing strategy, development planning, local transport planning, countryside management, air quality and environmental protection. The built environment, roads and flood risk are key areas where the Council has duties to ensure that the infrastructure on which we depend is able to cope with expected changes in climate.

What will we do

The Council will deliver its services in an environmentally responsible manner, taking account of its statutory duty to contribute to action on climate change. Through its unique leadership role in local communities, the Council will also help local people live more sustainably and benefit from the transition to a low carbon economy.

Key steps and initiatives:

- Review and use the South Lanarkshire Local Development Plan to create more sustainable communities for the future
- Develop a new Sustainable Development Strategy
- Implement a Carbon Management Plan and an Energy Strategy to promote renewable energy and energy efficiency
- Embed sustainable development in our procurement policies
- Through partnership work, deliver improvements to local infrastructure which encourage the use of public transport, walking and cycling
- Support and encourage the development of low carbon transport
- Manage flooding priorities and deliver prioritised flood protection schemes as required under legislation
- Use regulatory powers to promote sustainable development
- Introduce new waste management services to reduce waste and increase recycling
- Engage young people, pupils and the wider school community in environmental education through Eco Schools and similar programmes
- Work with community planning partners to promote sustainability across the public sector and support communities in South Lanarkshire to become more sustainable
- Report to the public each year on action taken in relation to climate change.

What difference will it make

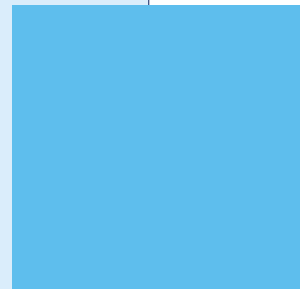
The environmental impact of Council service provision is reduced. Communities are better prepared for a low carbon future.

What are our measures of success

- Implementation of the new Sustainable Development Strategy
- The Carbon Management Plan and Energy Strategy delivered
- Implementation of the Scottish Sustainable Procurement Framework
- Reduced risk of flooding
- Reduced waste and increased recycling
- Annual report on action taken on climate change.

How does this Connect objective contribute towards the Community Plan

- Promoting sustainable and inclusive communities and opportunities for all throughout life
- Ensuring sustainable economic recovery and development
- Tackling poverty.



Section 6

How do we get there?



Connect objective: Raise educational achievement and attainment (Priority)

Why is this important

Education remains both a national and local priority. The Standards in Scotland's Schools etc. Act (2000) sets out the national agenda for education. The Act has put in place an improvement framework for Scottish education and established a legal basis for children's rights within the education system.

What will we do

In taking forward this challenging agenda the Council will continue to invest in the school estate. Education Resources will support schools, establishments and services to address key developments in the *Curriculum for Excellence* programme. This will incorporate approaches to enriching the learning experiences of all pupils through *Assessment is for Learning*, *Determined to Succeed* and *Citizenship* developments. We will, in the context of these developments, support improvement within establishments and services ensuring the best possible education for all learners. In addition, we will continue with the development in partnership with a range of stakeholders, of the Parental Involvement Strategy.

What difference will it make

All learners in South Lanarkshire achieve the highest possible levels of attainment and achievement.

What are our measures of success

- Implementation of the Schools Modernisation Programme
- Curriculum for Excellence fully embedded in all establishments and services supporting all children and young people to become successful learners, confident individuals, effective contributors and responsible citizens
- Improved achievement and attainment outcomes in all establishments
- Provision of the highest possible quality of educational provision for children, young people, families and communities
- Development and delivery of specialist alternative learning opportunities for young people.

How does this Connect objective contribute towards the Community Plan

- Improving health and tackling inequalities
- Promoting sustainable and inclusive communities and opportunities for all throughout life
- Tackling poverty.



Section 6

How do we get there?

Connect objective: Improve the quality, access and availability of housing (Priority)

Why is this important

Meeting the housing needs and aspirations of people in South Lanarkshire to have access to and enjoy a good quality, affordable home remains an important task for the Council.

A priority for the Council is to improve the quality of existing housing, provide better access to those who need it, and to help increase the availability of housing in the right places which is affordable. The Scottish Government requires that all Council houses must meet the Scottish Housing Quality Standard (SHQS) by 2015.

What will we do

Key steps and initiatives:

- Continue to improve access to housing through our Common Housing Register and by providing a focus on a range of housing options for housing applicants
- Promote improvement in the quality of housing in all tenures
- Promote improvement in the energy efficiency of the housing stock to help address and tackle fuel poverty and climate change
- Continue to work with key partners and funders to seek ways to maximise the delivery of new affordable housing supply
- Continue to regenerate priority neighbourhoods through the delivery of new homes, improvements to existing stock and other investment from partners
- Continue to develop new and responsive ways to access Council services.

The Council's Local Housing Strategy will set out more detailed actions in relation to each of these key outcomes.

What difference will it make

Council housing meets the Scottish Housing Quality Standard by 2015. South Lanarkshire's homes are more energy efficient and the impact of fuel poverty is reduced. The supply of affordable housing for rent or sale is increased. The condition and quality of homes in the private housing sector is improved.

What are our measures of success

- Improved range of options available to help with access to housing and meet priority housing needs
- Improvements in the quality of the housing stock in the private sector
- Operation of an effective Private Landlord's Accreditation Scheme
- Council housing stock meeting the SHQS
- Improved energy rating for the housing stock and reduced carbon emissions
- Increased supply of new affordable homes
- More responsive and convenient access to services.

How does this Connect objective contribute towards the Community Plan

- Improving health and tackling inequalities
- Promoting sustainable and inclusive communities and opportunities for all throughout life
- Tackling poverty.



Section 6

How do we get there?



Connect objective: Improve the quality of physical environment

Why is this important

A high quality environment, with an attractive built heritage and active cultural life, strengthens civic pride and gives communities a positive sense of place. Investment in the physical and social infrastructure of towns and smaller settlements promotes sustainable economic growth by encouraging innovation and connecting the places where people live, work and play.

What will we do

Key steps and initiatives:

- Maintain and improve the public realm in town centres and develop infrastructure and property in conjunction with private and public sector partners
- Identify and remediate vacant, derelict and contaminated land and develop key sites and properties in urban and rural areas
- Develop the Council's Local Development Plan
- Maintain the cleanliness of streets and land maintained by the Council
- Take preventative and enforcement action against environmental crimes and incivilities
- Implement plans for the conservation of biodiversity and enhancement of greenspace in South Lanarkshire.

What difference will it make

South Lanarkshire will be a clean, attractive, and well designed sustainable place.

What are our measures of success

- South Lanarkshire Local Development Plan developed
- Performance framework for Building Standards revised and implemented
- Regular assessments of street cleanliness
- Implementation of the Contaminated Land Strategy
- Land remediated/brought into productive use
- Reduced exposure to environmental injustice
- Biodiversity and greenspace protected.

How does this Connect objective contribute towards the Community Plan

- Improving health and tackling inequalities.



Section 6

How do we get there?

Connect objective: Increase involvement in lifelong learning

Why is this important

The importance of this objective is reinforced in guidance developed by the Scottish Government which outlines a commitment to improving literacy capabilities of Scotland's adults over the next 10 years.

In addition, the More Choices, More Chances and the 16+ Learning Choices agendas will continue to be pursued as models for assisting young people to stay in learning post 16 in order to secure long term employability prospects and in doing so to help build capacity in individuals, families and communities, supporting economic growth and preventing youth unemployment.

What will we do

There are a number of Adult Literacy and Numeracy intended outcomes over the next five years

- Improve access to literacy learning opportunities
- Provision of high quality learning and teaching
- Improved infrastructure and network to support practice
- Evidence of impact of key programmes and activities for learners.

What difference will it make

Lifelong learning opportunities available to everyone in South Lanarkshire.

What are our measures of success

- Continued involvement in lifelong learning for young people and adults
- Increased levels of achievement through learning for young people
- Increased levels of achievement through learning for adults
- Increased levels of achievement through community capacity building
- Recognising and celebrating the progress and achievement of young people and adults.

How does this Connect objective contribute towards the Community Plan

- Promoting sustainable and inclusive communities and opportunities for all throughout life
- Ensuring sustainable economic recovery and development
- Tackling poverty.



Section 6

How do we get there?



Connect objective: Get it right for every child

Why is this important

Getting it Right for Every Child (GIRFEC) is about personalised services for all children and young people. This objective will help develop a framework for supporting children who require additional support for learning built around the concept of additional support needs through a process of staged intervention to support the identification, assessment and intervention for children and young people with additional support needs.

In addition, the Early Years Framework launched 2008 continues to inform a strategy for intervention in early years (pre-birth – eight years) to break the cycle of inequalities in health, education and employment opportunities.

What will we do

Key steps and initiatives:

- Improve outcomes for individual children through collaborative action by professionals for children and their families
- Practitioners doing everything they can to develop children and young people's well-being from within each agency working together, where necessary, to make sure that all children and young people get the help they need if and when they need it
- All professionals working to a common framework of assessing, planning and taking action in the interests of children and young people and where necessary, an integrated plan of action should be agreed
- The child or young person having only one plan of action, agreed by all concerned.

In the coming years all Council Resources will continue to implement key aspects of Getting it Right for Every Child, areas outlined within the Early Years Framework and the key requirements outlined within the Additional Support for Learning Act.

Work with parent and families to give them the help they need, when they need it as part of the implementation plan of Getting it Right for Every Child will be central to how we continue to plan, deliver and evaluate what we do.

What difference will it make

Children get help when they need it.

What are our measures of success

- Improved outcomes for all of South Lanarkshire's children
- Improved collaborative working by all partners in the delivery of services for children to ensure that they live in a community where they feel safe, active, healthy, achieving, nurtured, respected, responsible and included.

How does this Connect objective contribute towards the Community Plan

- Improving health and tackling inequalities
- Reducing crime and improving community safety
- Promoting sustainable and inclusive communities and opportunities for all throughout life
- Tackling poverty.



Section 6

How do we get there?

Connect objective: Improve community safety

Why is this important

The Council is clear that effective partnerships play a crucial role in tackling community safety issues and has a well established track record of working with partners to tackle the key issues facing our communities. The main focus of the detailed actions and outcomes are set out in the Community Safety Strategy 2012-2017.

Also, the Scottish Government has set challenging national road safety casualty reduction targets for 2020 and the Council is committed to contributing to the achievement of these. The targets are from a base of the average for 2004-2008, for a 40% reduction in fatal casualties and a 55% reduction in serious casualties amongst all age groups by 2020. For children, the national target is a 50% reduction in fatalities and 65% reduction in serious casualties.

What will we do

Key steps and initiatives:

- Tackle crime and antisocial behaviour
- Divert young people from crime and antisocial behaviour
- Improve road, fire and home safety
- Maintain effective control over age restricted products, product safety and antisocial behaviour noise
- Promote equalities for all residents of South Lanarkshire
- Promote services to tackle domestic abuse.

Priorities for the Community Safety Strategy will be delivered through the partnership's five thematic groups:

- Antisocial Behaviour
- Safer Communities
- Violence Reduction
- Promoting Equality and Diversity
- Doorway/Violence Against Women.

In addition, the Council is reviewing and updating the Local Transport Strategy and this will provide the framework for road safety in the coming years.

Key steps and initiatives:

- Deliver prioritised road safety improvements at identified accident locations/routes
- Deliver prioritised traffic signal and pedestrian crossing maintenance improvements and new installations
- Continue programme of street lighting improvements
- Promotion of road safety education and training initiatives.

We will consider community safety arrangements in South Lanarkshire to take account of the Police and Fire Reform (Scotland) Act 2012.

What difference will it make

Communities are safe and attractive, people consider their neighbourhood a good place to stay and there is an increase in the proportion of residents within our communities feeling safe.



Section 6

How do we get there?



What are our measures of success

- Increased level of residents feeling positive about their neighbourhood as a place to live
- Increased detection of crime
- Increased level of residents who feel safe when out alone at night
- Continued reduction in the number of victims of harassment, hate crime and domestic abuse
- Continued reduction in the number of road casualties through road safety and other infrastructure improvements and initiatives
- Continue with preventative work with partners to improve community safety.

How does this Connect objective contribute towards the Community Plan

- Reducing crime and improving community safety.



Section 6

How do we get there?

Connect objective: Improve and maintain health and increase physical activity

Why is this important

Improving the health of individuals and communities is a key challenge not just for Lanarkshire but for Scotland as a whole. Although health and life expectancy is improving, the pace of change is slower than elsewhere in the UK. Lifestyle, poverty and environmental factors all have a part to play, contributing to significant health inequalities across the different communities within Lanarkshire.

The Council's approach to improving health will involve working with partners to target help at the most disadvantaged communities. There will be a focus on getting healthy messages across as early as possible in life, working with families and young children to establish healthier choices and attitudes.

The Council also has a significant role to play in promoting healthier lifestyles through local facilities such as the sports and leisure centres operated on its behalf by South Lanarkshire Leisure and Culture. The London Olympics and Glasgow Commonwealth Games provide a national context for promoting sport and physical activity.

What will we do

A new partnership plan for health, social care and well being in place April 2012. This will see a focus on embedding health improvement activity into core work in the social care agenda; an emphasis on early years activity; and a focus on tackling health inequalities.

There will also be a continued focus on linking across agendas to ensure that we maximise opportunities to promote factors that promote health enhancing environments and behaviours. We will concentrate on links into sustainable development, community safety and tackling poverty.

Environmental health services, leisure, parks, play areas, countryside services and school meals will all make a contribution to the Council's plans to improve community health and wellbeing.

Over the next five years, we will undertake a range of activity aimed at improving and maintaining health and increasing physical activity.

Key steps and initiatives:

- Establish a new partnership plan for health, social care and wellbeing
- Provide high quality leisure facilities
- Promote active leisure opportunities for under 16s and for older people
- Improve the nutrition and health value of school meals
- Implement a play area strategy which will deliver upgraded play areas
- Promote opportunities for walking, cycling and horse riding through implementation of the Core Paths Plan
- Safeguard health through an effective environmental services regulation and enforcement service
- Develop an Air Quality Strategy for South Lanarkshire.

What difference will it make

Individuals enjoy the benefits of healthier lifestyles in a good quality sustainable environment. Community health is protected through effective environmental regulation and enforcement.



Section 6

How do we get there?



What are our measures of success

- Implementation of the new partnership plan for health, social care and wellbeing
- Partnership work targeting the health of disadvantaged communities and specific groups
- Leisure opportunities provided for communities in South Lanarkshire
- Healthy and nutritious school meals provided
- Enhanced and upgraded play areas
- Enhanced opportunities for countryside access
- Improved level of regulatory compliance of businesses, enterprises and individuals
- Approval of the Air Quality Strategy.

How does this Connect objective contribute towards the Community Plan

- Improving health and tackling inequalities
- Tackling poverty.



Section 6

How do we get there?

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

Why is this important

The Council's objective is to provide quality facilities which provide the maximum benefit to the wellbeing of local communities and individuals and which support the Council's wider objectives.

The Council recognises that high quality facilities are essential to the fabric of local communities in both rural and urban areas. They provide a focus for community learning and recreational activities and they also help strengthen the capacity of local communities for self help.

What will we do

Key steps and initiatives:

- The development of a new Leisure and Culture Strategy, which will bring together plans for cultural activities, libraries, museums and arts development
- Increase attendances at our cultural venues, museums, libraries and country parks by actively promoting them to the local community and visitors to the area
- Develop activity programmes which will support equitable access for including older people and under 16s groups
- Continue to improve facilities for arts and cultural activities, including refurbishment, improvements to disabled access and further development of integrated community facilities and community space within new primary school builds
- Provide effective cleaning, catering and janitorial services in offices, schools and community buildings across South Lanarkshire
- Provide burial space in line with the Council's statutory obligation, investigating the availability of suitable burial ground in and around those cemeteries with less than a five year new lair lifespan.

What difference will it make

Individuals and communities benefit from quality cultural opportunities and community facilities.

What are our measures of success

- Implement Leisure and Culture Strategy
- Maintain attendance levels at cultural venues
- Achievement of set targets for customer satisfaction
- Cemeteries provision capacity continues to meet statutory obligations.

How does this Connect objective contribute towards the Community Plan

- Promoting sustainable and inclusive communities and opportunities for all throughout life
- Tackling poverty.



Section 6

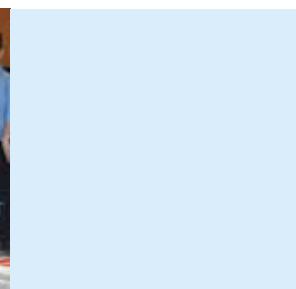
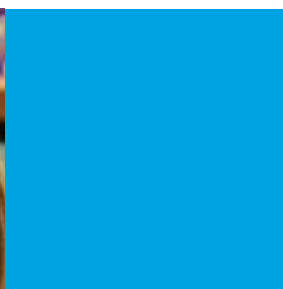
How do we get there?



The objectives on pages 19 – 34 relate to front line services delivered to our citizens and service users. Progress with achieving these will be reported in detail through various methods of communication including the South Lanarkshire Reporter and the Council's website.

The Council has a strong commitment to continuous improvement, reflecting our response to the duty of Best Value included within the Local Government (Scotland) Act 2003. Each year the Accounts Commission reports on our approach to Best Value through a Shared Risk Assessment process and resultant Assurance and Improvement Plan (AIP). This assessment considers both corporate and front line service delivery arrangements.

At a corporate level the AIP will take account of our performance against a number of broad improvement themes. Our 2009 Mid Term Review of Connect introduced corporate improvements themes, derived from the 2003 legislation, which helped to prioritise, co-ordinate and drive improvement activity across the Council. These continue to be of importance, particularly in terms of how we manage our business internally, and are now reflected in the internal objectives noted overleaf.



Section 6

How do we get there?

Connect objective: Strengthen partnership working, community leadership and engagement (Priority)

Why is this important

By working in partnership with other agencies and organisations – such as public sector bodies and the voluntary sector – we can achieve far more than we can by working on our own. Not only do we avoid unproductive duplication, but we develop better services which are co-ordinated with the services provided by others.

The Council is in a unique position in local communities and serves to both represent and lead communities, acting as a voice for local people and as champion of local identity. This makes for strong local democracy and vibrant local communities, vital components of a thriving South Lanarkshire. Local communities can also be empowered through support for local democratic structures, enabling them to influence decisions which affect them and to improve their own capacity to make positive changes for themselves.

What will we do

We will use appropriate methodologies to engage with our communities with a view to achieving greater participation and involvement in decision-making. Within the parameters of the Council's Community Engagement Framework, the Council will use mechanisms such as the Household Survey, local surveys and the Citizens Panel. We will also make use of new technologies and qualitative, inclusive approaches to encourage involvement.

We will continue to promote close partnership working with other organisations for the good of South Lanarkshire. Through community planning, we will set out clear objectives and plans for improvement, and we will report our progress against our plans in a clear and transparent manner.

We will support local democracy and champion the value of vibrant community organisations which represent their local areas and communities of interest. We will consider the impact of the Community Empowerment and Renewal Bill.

The Council also recognises the findings from the work of the Christie Commission, including a shift towards prevention and greater integration of public services at a local level.

What difference will it make

Effective outcomes are achieved as a result of working with public sector partners and citizens.

The proportion of service users/customers who feel satisfied with their engagement with Council services is increased.

What are our measures of success

- Leadership of community planning in South Lanarkshire
- Implementation of the Community Plan
- Delivery of Partnership Improvement Plans and associated reporting framework
- Consultation on the Council, its policies and its services is carried out with service users and key stakeholder groups
- Improved customer experience of Council services
- Consideration of implications from the Community Empowerment and Renewal Bill.



Section 6

How do we get there?



Connect objective: Provide vision and strategic direction

Why is this important

The Council is clear about its priorities and the values it upholds. This Plan includes details of our priorities and wider objectives and also provides an indication of what we aim to achieve by 2017 through improved outcomes.

The Council's vision remains constant and is to improve the quality of life of everyone in South Lanarkshire.

The *vision* will be supported by a strategic and operational planning structure that displays a defined and measured approach to delivering the Council's objectives over the next five years.

What will we do

We will establish and communicate a clear vision and sense of purpose which reflects local needs, the views of local people, and national priorities. Effective leadership will ensure our focus on continuous improvement in employee performance, partnership working, and service delivery remains. Through our shared vision and strong leadership we will act decisively to achieve improved outcomes for the people of South Lanarkshire.

The vision and direction for the Council for the next five years is supported by effective strategic and operational planning with due regard to:

- Consideration of the external and local factors which impact upon our ability to deliver services
- Effective consultation with our partners in the South Lanarkshire Community Planning Partnership striving for wider benefits for our communities as a whole
- Effective, continuous consultation with the wider community, employees and partners
- A performance monitoring and reporting framework with clear objectives and actions that measurably demonstrate a positive impact upon the services delivered to our communities.

Our aims are simple in terms of equality. We will develop best practice in employment, ensuring that our employees receive fair and equal treatment. We will promote positive attitudes to equality in the services we deliver within our communities, ensuring that no individual or group is treated unfairly. In carrying out our equality duties we will monitor and report our performance in relation to the protected characteristics.

What difference will it make

The Council effectively articulates its vision and demonstrates a commitment to the delivery of strategic objectives, whilst meeting equal opportunity obligations.

What are our measures of success

- Vision, objectives and priorities are set out in the Council Plan and reflected through annual Resource Plans and other strategic documents of the Council
- Vision, objectives and priorities are communicated clearly to staff, the public and our partners in South Lanarkshire
- Priorities are used to guide decision making
- Requirements of the Equality Act 2010 are met.



Section 6

How do we get there?

Connect objective: Promote performance management and improvement

Why is this important

A structured approach to improvement activity and change management is important to ensure the Council responds effectively to both internal and external influences.

Managing, monitoring and reporting our performance consistently and comprehensively at Council and Resource levels, will drive quality and ensure objectives are met.

The Council is subject to a wide range of external scrutiny and inspection both at a Council level and within individual Resources where relevant. We provide scrutiny agencies with detailed performance and self evaluation results as appropriate and agree improvement action plans, all of which contribute to our commitment to continuous improvement.

What will we do

In order to manage performance and respond to our commitment to continuous improvement the Council has a structured approach to service planning which includes clearly defined objectives and priorities. At a Resource level, actions, measures and targets are also noted against objectives. Performance reports are provided on a half yearly basis to Committees and Scrutiny Forums as relevant, which ensures thorough consideration and analysis of results.

We will make our performance reporting simple to understand and to demonstrate progress made, enabling us to identify and act upon areas where we need to do better, without losing sight of our successes and achievements. We will also make this information easy to access. The provision of effective performance management will ensure that audit, efficiency and improvement programmes are well planned, implemented and reported as appropriate.

This robust reporting to elected members and senior managers and increased accessibility and visibility of performance information, will support comprehensive or targeted improvement across the organisation.

We will continue with development of improvement activity and change management, taking account of internal and external influences. This will include our corporate approach to management of improvement activity, development of individual improvement projects and reporting of outcomes and benefits realised.

What difference will it make

The Council can demonstrate a robust approach to performance management and improvement, allowing for external factors and having taken account of stakeholder consultation.

What are our measures of success

- Reporting on progress against the Council Plan and Resource Plans throughout the Council to monitor progress and guide corrective action
- Performance information provided through the Council's website and in publications
- Performance and achievements consistently reported to increase transparency and accountability
- Improvement activity successfully implemented throughout the Council
- Positive outcomes from external scrutiny, inspection and review
- Improvements in performance as measured through appropriate indicators, including Statutory Performance Indicators and Local Performance Indicators.



Section 6

How do we get there?



Connect objective: Embed governance and accountability

Why is this important

The Council should conduct its business with integrity, openly and transparently, operating to the highest standards set for public life. It is critical that the operation of the Council is open to scrutiny and that it is clearly accountable for its actions.

What will we do

We will support effective decision-making across the Council, ensuring that elected members and employees have the information and the skills necessary to fulfil their roles. We will uphold our values and ensure the highest standards of behaviour. We will promote a strong culture of scrutiny and challenge and we will report our performance and achievements openly and honestly across the life of the Council Plan.

Risk Management identifies and evaluates risks associated with the delivery of headline priorities for the Council and its Resources, as well as for individual projects. We will regularly review our top risks and put in place appropriate controls and actions.

We will provide assurance through Internal Audit and the preparation of the Annual Statement of Assurance.

The Council recognises the operational and legal importance of sound governance of its information assets and Information Governance principles will be applied to a standard that complies with legislative requirements.

What difference will it make

The Council is well governed financially, operationally and in terms of effective risk management.

What are our measures of success

- The Council is well governed financially
- High standards of governance demonstrated through effective use of Committees and Scrutiny Forums
- Effective Internal Audit and Risk Management
- Elected members are supported to increase accountability and enhance decision-making.



Section 7

How do we deliver it?

Connect objective: Achieve efficient and effective use of resources

Why is this important

The Council must respond to statutory requirements in respect of sound financial management and has in place an effective Financial Strategy. It must also ensure it has the right people in place, with the correct level of skills and knowledge to deliver services, and that assets are fit for purpose.

It has always been important to secure the best services possible for monies spent. For more than a decade the Council has worked to a duty of Best Value and in recent times there has been an even greater emphasis on ensuring it delivers the maximum benefit from these funds.

The Welfare Reform Act 2012 stated objectives are to simplify the benefits system, achieve savings and increase incentives for unemployed people to work. The Council established an officer working group to address the implementation of the Welfare Reform Agenda, review and develop its policies and procedures as required, and implement a communication strategy to inform residents as appropriate.

What will we do

People - In the next five years we will ensure an effective workforce strategy and plan is in place which reflects changes in local and national demand. In partnership with colleagues in the trade unions we will ensure that employees are involved in decisions that affect them, using the Employee Audit to gauge opinion. Our employment practices will develop in light of relevant legislation and evolving technologies.

Finance - The provision of professional finance services that ensures that the Council continues to meet its statutory and service obligations.

Key initiatives will include:

- Implementation of Financial Strategy that includes budgetary preparation, monitoring and reporting
- Provision of a professional procurement service which maximises efficiencies whilst complying with national standards and initiatives
- Lead the corporate response to requirements of the Welfare Reform Act 2012.

Information Technology (IT) - The provision and implementation of an effective Information Technology Strategy that provides the appropriate infrastructure and systems to allow Resources to meet their objectives.

Key initiatives will include:

- Prioritisation of IT programmes and projects by the Council's ICT Programme Board
- Effective governance and reporting of IT programmes and projects.

Assets - Over the next five years the Corporate Asset Management Plan will provide a framework to monitor the performance of assets and how they support service delivery. This will cover not only property assets but also Housing, Roads, Fleet and Information Communication Technology and ensure that assets are fit for purpose, well designed and utilised to ensure value for money. Assets will also be suitable for current and future service delivery in terms of design, location, accessibility and security.

Effective use of Asset Management planning provides more cohesive investment programmes which consider service requirements on a short, medium and long term basis. It also provides more tailored and cost effective investment solutions which provides longer term benefits and reduces risk to service delivery or legislative failures.

What difference will it make

Finance, technology, people and assets are used effectively to improve front line services.

What are our measures of success

- Asset Management effectively delivered through the Asset Management Plan
- Skills, flexibility and capacity of the workforce are improved
- An effective Financial Strategy developed and implemented
- An Information Technology Strategy that meets business needs is developed and implemented.



Section 7

How do we deliver it?



The Council has clearly defined what its vision is for the next five years and the objectives to support it. The actions and measures associated with the delivery of these objectives are linked to the budget planning process and also to the arrangements for performance management and public performance reporting. These arrangements are explained below.

Revenue Budget

A medium term Financial Strategy (2011/12 – 2013/14) was approved by the Executive Committee in May 2010 and included arrangements for preparation of the Council's Revenue Budget. The base information within the strategy was updated in June 2011 to enable a detailed budget for 2012/13 to be prepared. Following receipt of the Local Government Finance Settlement in December 2011, the Council's Executive Committee has been presented with a proposed budget of £718.216 million for financial year 2012/13.

This annual update process will continue to be carried out over the life of the Council Plan. The Local Government Finance Settlement also provided confirmed levels of Government Grant for years 2013/14 and 2014/15 and in addition, the Financial Strategy will take account of anticipated levels of Council Tax as well as a variety of expenditure commitments. Recognition will also be given to funding which requires to be earmarked to support Council priorities, and the Strategy enables the Council to manage a number of key risks which directly impact on the money available to deliver Council objectives.

Capital Programme

The medium term Financial Strategy also included details of funding arrangements for the Capital Programme (2011/12 - 2013/14) and noted arrangements for a capital bid process to consider priorities. Following the bid process, a Non-Housing Capital Programme was approved for years 2011/12 to 2013/14. The approved programme for the three years totals £62.101 million. This will be supplemented by the separately approved Roads and Rural Investment and Schools Modernisation Programmes.

In addition, a Housing Capital Programme will be approved for financial year 2012/13. This programme is compiled in line with the 30 year business plan which was outlined for the retention of the housing stock.

External funding

Securing external grant funding is important to the Council and this has been sustained at a high level for several years from a number of sources such as European Structural Funds, Big Lottery and Heritage Lottery Fund. Opportunities for these funds change continually and we will continue to target current, as well as any new sources which become available in order to secure funds for the Council and its partners.

People

The Council has 14,500 employees and it is important that we plan for longer term people requirements, taking into account our service delivery plans. We have prepared a Workforce Planning Strategy which allows us to effectively facilitate recruitment and selection, and employee development and performance. This enables us to manage our requirements by anticipating changes and to provide effective and appropriate employee learning and development opportunities.

Assets

The Council has in place a corporate Asset Management Plan which includes Property, Roads Infrastructure, Housing, Fleet and Information Communication Technology. The detail included within the Plan enables us to consider the best use of assets, relative to our requirements and priorities.

At the end of 2010/11, the value of operational assets held by the Council in the form of Property, Plant, Infrastructure and Equipment, was £2,502 million.

Performance management

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 meet its objectives and to achieve outcomes. A report is prepared twice a year which draws together the most important of these actions for consideration by the Executive Committee. The information in these reports is available on the Council's website. The performance management arrangements use a simple traffic light system to indicate progress made against targets.

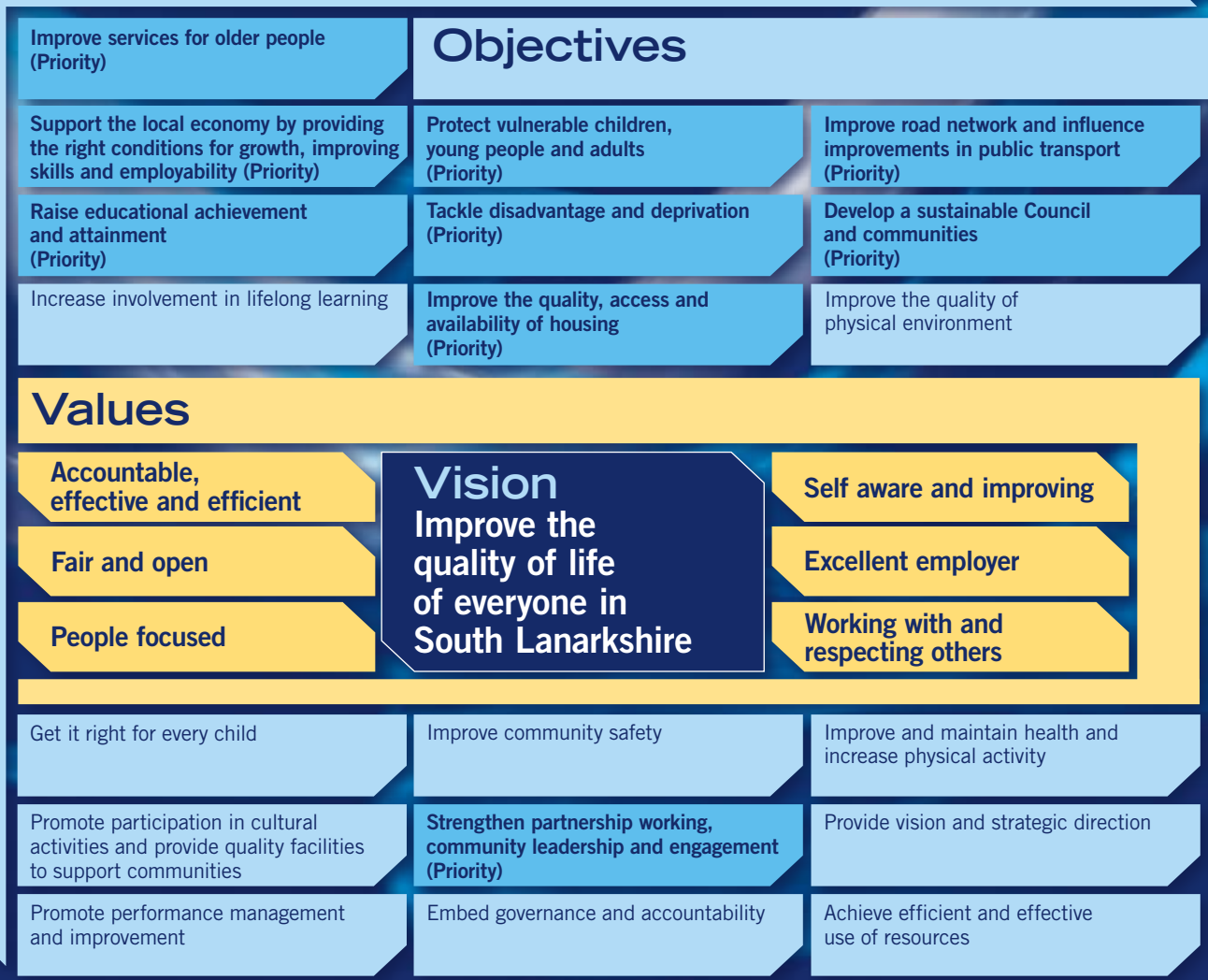
Robust budget monitoring and reporting arrangements are in place which includes regular progress reports to Resource Committees, Executive Committee and Forums as appropriate.

Public Performance Reporting

The Council has a statutory responsibility for public performance reporting. A range of performance information is provided through a variety of ways including the South Lanarkshire Reporter and use of the Council's website. Advice was taken from the Citizens Panel during 2010, which confirmed the appropriateness of these arrangements. However, the Council recognises the need to continue to look for new ways of providing information on its performance and has prepared for the first time (for 2011/12) an Annual Performance Report which will bring together a wide range of information in a single document.



Objectives, Values and Vision



Connect

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

Phone: 0303 123 1015

Email: equalities@southlanarkshire.gov.uk

www.southlanarkshire.gov.uk