

South Lanarkshire Council

SOUTH
LANARKSHIRE
COUNCIL

Annual Performance Report

2016 – 17



A photograph of the South Lanarkshire Council Headquarters, a large, modern building with a glass facade. The sun is shining through the windows, creating a bright lens flare. In the foreground, there is a metal fence and a sign that reads "SOUTH LANARKSHIRE Headquarters". The sky is blue with some clouds.

South Lanarkshire
Council Headquarters

Annual
Performance
Report

2016 – 17

Contents

Introduction

Foreword by the Leader of the Council and the Chief Executive

Our council

Our strategic framework for performance management and improvement

Our financial performance

Our objectives

Our performance against our objectives (**Priority Objectives in bold**)

- 1. Improve services for older people**
- 2. Protect vulnerable children, young people and adults**
- 3. Improve road network and influence improvements in public transport**
- 4. Support the local economy by providing the right conditions for growth, improving skills and employability**
- 5. Tackle disadvantage and deprivation**
- 6. Develop a sustainable council and communities**
- 7. Raise educational achievement and attainment**

8. Improve the quality, access and availability of housing

9. Improve the quality of the physical environment

10. Increase involvement in lifelong learning

11. Getting it right for every child

12. Improve community safety

13. Improve and maintain health and increase physical activity

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

15. Strengthen partnership working, community leadership and engagement

16. Provide vision and strategic direction

17. Promote performance management and improvement

18. Embed governance and accountability

19. Achieve efficient and effective use of resources

Public Performance Reports (PPR) and feedback survey

Introduction



Welcome to South Lanarkshire Council's Annual Performance Report 2016-17. As a council, we continue to strive to improve our services in order to fulfil our vision: **'Improve the quality of life of everyone in South Lanarkshire'**

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

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

- We identify the range of the services provided by the council.
- We explain the framework within which we progress performance management and continuous improvement.
- We summarise the relevant financial information for South Lanarkshire Council for 2016-17.
- We identify the council's 19 objectives, as set out in the Council Plan, Connect 2012-17. In order to provide a more balanced picture we have reported on our achievements for 2016-17, the areas for improvement and action, how we respond to customer views and the next steps in achieving these objectives.
- We also compile **Public Performance Reports**. These short, summary reports are prepared for the main service areas as well as the corporate services which shape the development of our organisation. The latest versions are [here](#).

Signposts and links to further reports and information on our own website and external organisations' websites are also included for your convenience – simply click the coloured text.

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

If you need this information in another language or format, please contact us to discuss how we can best meet your needs: Phone: 0303 123 1015
Email: equalities@southlanarkshire.gov.uk

The information contained within this document reflects the position based on the available data at the time of publication. (August 2017)

Foreword by the Leader of the Council, John Ross and Chief Executive, Lindsay Freeland

The core vision and purpose of the council is to improve the quality of life of everyone in South Lanarkshire. We do that by providing the best possible services for local people, and we continually strive to improve those services, working in partnership with our communities.

Public performance reporting is an important part of this process as it explains how well we are delivering those services, showing how effective we are in terms of achieving the high standards we set and in hitting our performance targets.

This Annual Performance Report has been compiled to give the public information to assess our service delivery. The aim is to deliver that information fully but also in a way that is clear and easy to understand.

The report gives a balanced overview of the council's work, setting out our achievements during 2016-17 in terms of the 19 service objectives and nine priorities that were laid out in the [Council Plan](#) covering the period 2012 to 2017.

Progress is assessed by examining key facts and figures over a set period of time. Where appropriate, trends in specific service areas are highlighted, and we also benchmark our work by comparing it to that of other councils and partners.

The report does not only note where performance has been satisfactory and where improvements have been made. It also makes it clear where further progress is required and it explains our plans to deliver that necessary progress. The report also notes how we managed our budget for 2016-17, as part of our longer-term budget strategy.

We have included 'performance at a glance' sections covering each of our priorities and we have wherever possible provided links which will allow readers to further explore our performance and service delivery in areas of specific interest.

As an integral part of our performance assessment, we record and take account of levels of satisfaction and dissatisfaction among our customers. We welcome feedback on how well we deliver our services as this informs actions we take to adapt and improve what we do. This is particularly important at a time when financial challenges require the entire public sector to achieve efficiencies wherever possible.

We hope you find this Annual Performance Report helpful and that it informs your view of the council and how we deliver services on behalf of, and in partnership with, the residents and communities of South Lanarkshire.

Thank you for your interest in the report. We look forward to receiving any comments and suggestions you may have, which can be made via the [feedback survey](#) or can be emailed to performance@southlanarkshire.gov.uk.



John Ross
Leader of the Council



Lindsay Freeland
Chief Executive

Community and Enterprise Resources

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

- maintaining our road network to support safe and effective transport, and promote active travel.
- collecting and disposing of waste and encouraging recycling.
- keeping our streets clean and maintaining and developing play parks, gardens and open spaces.
- promoting economic development, access to jobs and delivering support for local businesses.
- managing programmes to tackle disadvantage and deprivation.
- providing planning and building standard services which guide and control development and land use in the area.



- protecting public health through the delivery of environmental health services.
- supporting consumer support through trading standards services.
- delivering key services within schools and council offices, including cleaning, catering, receptionist, janitorial and crossing patrol services.
- providing bereavement services.
- managing the council's vehicle fleet including: refuse collection, roads maintenance, street sweeping and passenger transport.
- leading the council in developing and promoting sustainability.

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

Education Resources

Education Resources is South Lanarkshire's largest service and is responsible for the education of over 49,000 children and young people in schools and nurseries. There are:

- 124 primary schools, one of which provides Gaelic medium education.
- 17 secondary schools, one of which provides Gaelic education provision.
- 7 Additional Support Needs schools and 22 supported provision.

Our council



Employability Across Learning Award

Education Resources (continued)

- Pre-school education is provided in 71 early years establishments, including 1 nursery school, 59 nursery classes in schools, 12 community nurseries, and in partnership with 56 external providers.
- 9 Universal Connections centres, which are managed by the Youth Learning Service and their partners, and provide a wide range of learning programmes for young people.
- 95% of children and young people are being taught in new school buildings.

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

We want our schools, nurseries and services:

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

- to raise achievement and attainment and improve children and young people's health and wellbeing. Our focus being on raising standards, particularly in literacy and numeracy and in closing the gap between the most and least disadvantaged children so that every child has the same opportunity to succeed. We also want to provide our young people with the necessary skills for life and work.
- to be places of learning which are inspirational, safe and welcoming, and where our staff set high aspirations for all learners, while reducing inequalities.

In the ever changing landscape for education our main focus will be on:

- The National Improvement Framework.
- Curriculum for Excellence.
- The Pupil Equity Fund (which is additional funding allocated directly to schools and targeted at closing the poverty related attainment gap).
- Getting it right for every child.
- Supporting children with additional needs.
- Expanding our early learning and childcare service.
- Developing Scotland's Young Workforce.
- School improvement (through learning, teaching, assessment, self-evaluation).
- School modernisation programme and infrastructure.

The impact of the Governance Review and the new statutory duties that will come into force will mean changes to how local authorities currently support schools.

Finance and Corporate Resources

Finance and Corporate Resources provides the framework of support which allows the council to deliver its wide range of services on behalf of local people. This includes the creation and maintenance of key strategies, such as the long-term financial strategy, workforce planning and digital transformation, which ensure the council is run effectively and efficiently. Services provided through the Resource include:

- overseeing the council's budget and ensuring it delivers the ambitions and objectives of the Council Plan
- responsibility for the billing and collection of £0.5 billion of revenue for the council, including £168 million of Council Tax from 148,000 domestic properties and £290 million of non domestic rates from 9,000 properties.
- helping citizens access services in ways they find convenient, through advice from the Q and A services and Customer Services Centre. Enquiries cover a wide range of services including bin collections, reporting potholes and disabled parking permit requests.
- through the provision of Personnel Services and driving workforce planning, ensuring the council has the right people with the right skills in place at the right time.
- by improving processes through digital transformation, working to increase the efficient delivery of services and allow citizens to access services in ways they prefer and find more convenient.



- providing services for the registration of births, deaths and marriages, including civil ceremonies, the Nationality Checking Service and Placing Request Appeals.
- responsibility for the administration of licensing applications.
- providing administrative support for councillors and committees as they make decisions about the services provided by the council, as well as its legal, internal audit and communications services.

Housing and Technical Resources

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

- managing a stock of 25,000 houses.
- provision of a comprehensive range of services to help prevent and alleviate homelessness, working with over 2,000 homeless households in 2016-17.

Our council

Housing and Technical Resources (continued)

- managing the council's adaptation service which helps people with special requirements to continue to live independently.
- responsibility for developing and implementing plans, such as the Local Housing Strategy, the Strategic Housing Investment Plan and the Tenant Participation Strategy.
- maintaining, repairing and undertaking improvements to the council's properties.
- managing the council's portfolio of properties and land.
- our target is for 1,000 new council homes by 2022.



Building new council homes

Social Work Resources

Social Work Resources continues to promote social welfare and provide effective care and support to meet the needs of vulnerable people in South Lanarkshire. We are committed to providing responsive and accessible services, with defined standards for service provision and supporting people to maximise their potential, maintain their independence and improve outcomes. Our Participation and Involvement Strategy sets out the principles through which service users and carers are empowered to influence and shape decisions affecting their lives.

Self Directed Support (SDS) assessments and support planning sets out the principles and values of participation and dignity, involvement, collaboration and informed choice. Coproduced assessments reinforces working with service users and carers, opening up conversations with people, identifying their strengths, abilities and support needs. Through support planning, service users and carers have the opportunity to say how they would like to be supported in meeting their assessed eligible needs and outcomes. SDS allows for choice and control over how services are delivered.

Many of the services that are delivered to the public are set out in statute and therefore, the majority of direct service delivery has to comply with the respective legislative framework. This legislative framework is both complex and ever changing and requires Social Work Resources to manage and change service delivery in line with new requirements.

Our council

It is however, this framework that provides the basis of what we do as a Social Work service, in that our key focus is to promote social welfare and provide effective care to meet the needs of vulnerable people in South Lanarkshire. Therefore, as a targeted service, much of our work centres around the following areas:

- Child protection.
- Looked after children.
- Adult support and protection.
- Mental Health.
- Alcohol and substance misuse.
- Physical and learning disability.
- Frail older people.
- People who become involved in the justice system.

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

Social Work Resources continue to operate in a period of change and innovation. In 2016-17, social care services were delivered within an environment of significant organisational change and reducing public sector funding. The Integration of Health and Social Care, the ongoing implementation of the 10 year Self-directed Support Strategy, the redesign of Criminal Justice Services, the Children and Young People Act and the implementation of the Carers Act have all placed demands on Social Work Resources.



There are increasing expectations of services and for services to be delivered in new ways; issues arising from the models of delivery and the complexities in the market approach to care; and changes in the demography profile of our people as they are living longer with multiple long term conditions and increasingly complex needs.

Our strategic framework for performance management and improvement

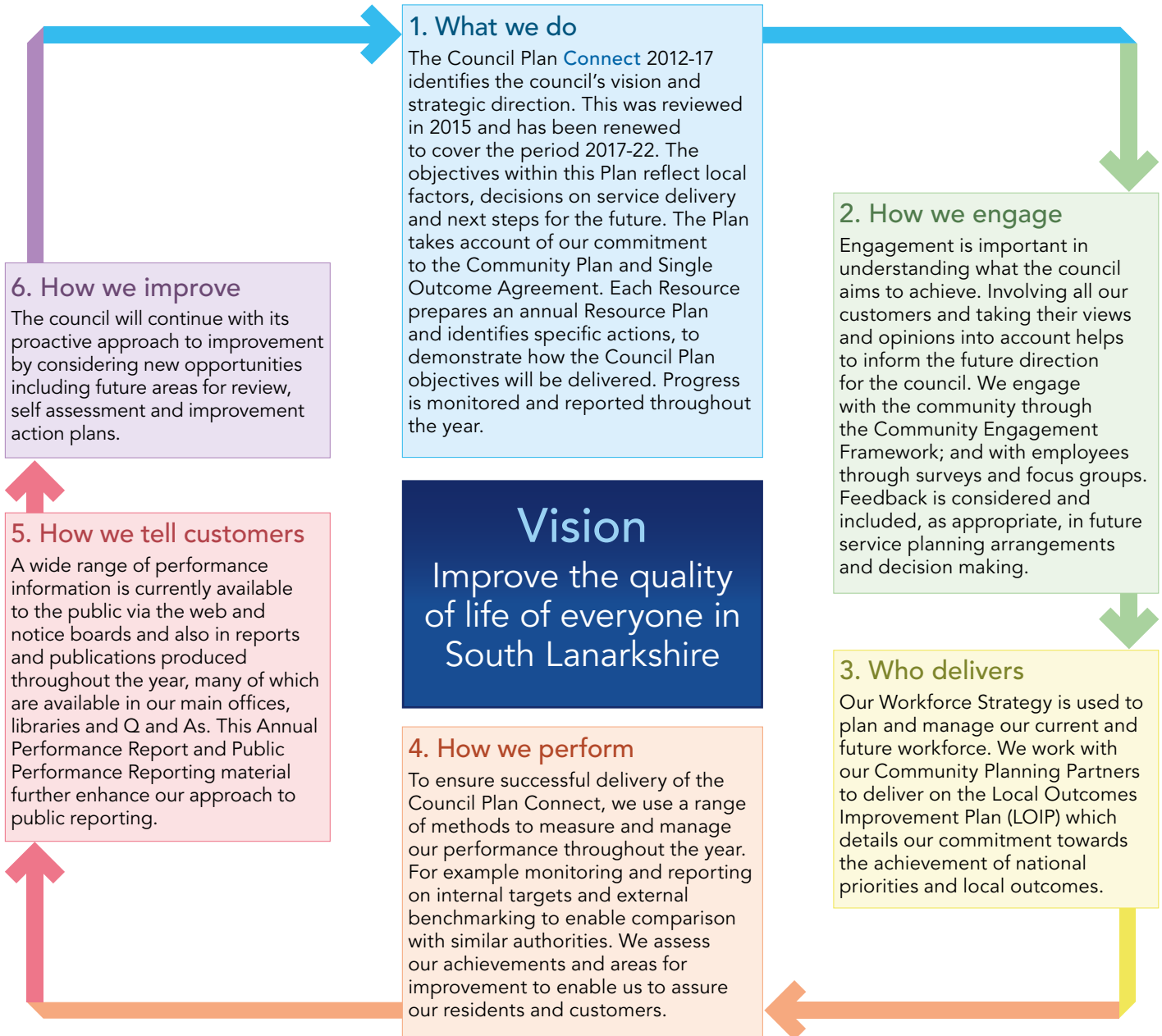
We rely on having good information on which to base our decisions on how to deliver our services more efficiently and more effectively. Successful performance management is organised and structured to allow people to work together and do the right things.



Recycling in South Lanarkshire

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

Our strategic framework for performance management and improvement



Our financial performance

General Fund

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

Council expenditure falls into two categories:

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

In 2016-17 revenue funding of £669 million was raised from two main sources:

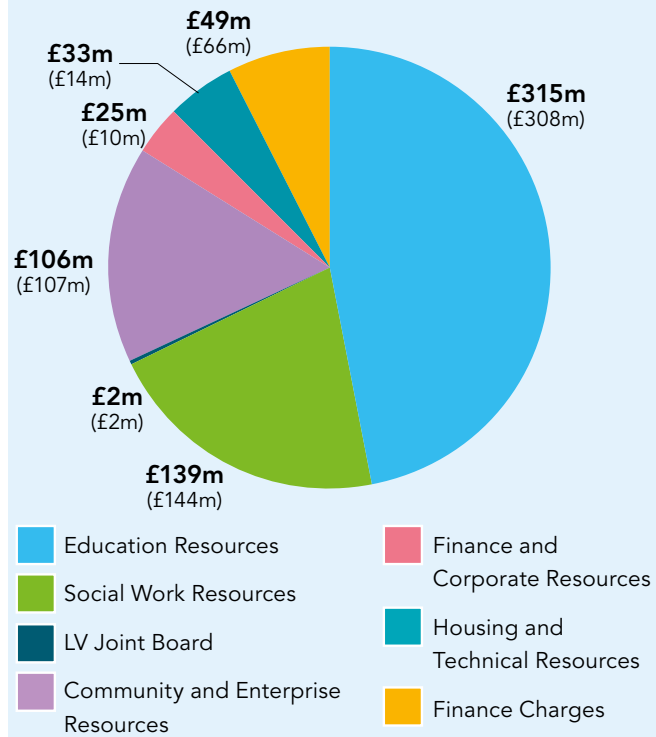
- funding from Scottish Government grants, non domestic rates and charging for certain services - £554 million (83%)
- Council Tax - £115 million (17%)

This funded a wide range of services. Chart 1 details the 2016-17 revenue expenditure for each of the council's Resources, a contribution to the Lanarkshire Valuation Joint Board and Finance Charges. The comparative figures for 2015-16 are shown in brackets.

Almost 68% of expenditure in 2016-17 related to the services provided by Education and Social Work.

A key part of the council's funding comes directly from you in the form of Council Tax. Chart 2 shows how each £1 of your Council Tax was spent in 2016-17.

Chart 1: Revenue expenditure of £669m in 2016-17 (£682m in 2015-16)



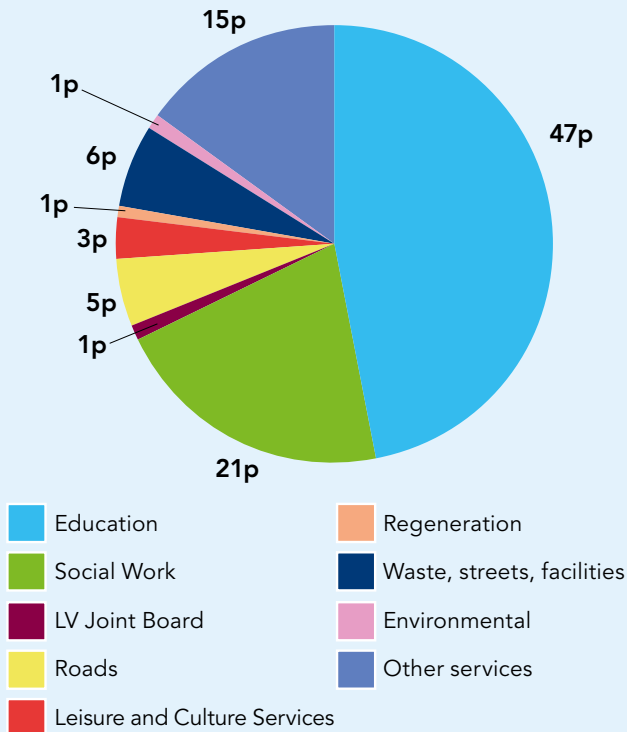
[Link to:](#)

[Revenues and service costs public performance report](#)

[Annual Report and Accounts](#)

Our financial performance

Chart 2: How we spent each £1 of funding in 2016-17



Capital Expenditure for 2016-17 totalled £80.1 million, compared with £95.6 million in 2015-16. The major capital projects that were underway during 2016-17 included the Primary Schools Modernisation Programme and the Roads and Rural Investment Programme.



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

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

[The Reporter](#) Spring 2017

- 'School building programme is largest in Europe' (page 10)
- 'New road first major project of City Deal' (page 14)

Our financial performance



Housing Account

The Housing (Scotland) Act 1987 dictates that every local authority must maintain a separate account detailing the income and expenditure on specific houses, buildings and land.

Similar to the general fund, expenditure for the Housing Account falls into two categories:

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

In 2016-17 Housing revenue funding of £84 million (compared with £84 million in 2015-16) was raised from the following sources:

- House Rents - £81 million, 96% (£81 million, 96%)
- Other rents – £3 million, 4% (£3 million, 4%)

2. Capital expenditure on the Housing Programme in 2016-17 totalled £43.9 million (compared with £42 million in 2015-16). This programme continues the council's plans to maintain its housing stock to the Scottish Housing Quality Standards (**SHQS**) as well as working towards the Energy Efficiency Standard for Social Housing (EESH) and both tenants and residents benefited from new build housing, improved heating systems, windows, doors, fabric and insulation upgrades to save energy and help address fuel poverty.

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

[The Reporter](#) Spring 2017

- 'More than 1,000 council homes are to be built' (page 6)

[Housing News](#)

Our objectives

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

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

In 2015, we undertook a review, to assess the progress made so far and to re-assess our objectives and priorities for the remaining time of the plan. The council does not exist in isolation and the review resulted in the introduction of 'Ambitions', linking what we do as a council into the context of the efforts made collectively by us and our wider partnerships, to help bring about better outcomes for the people and communities of South Lanarkshire.

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

A new draft Council Plan covering the period 2017-22 was noted by the Executive Committee on 8 March 2017. Following the local elections in May 2017, it was presented to the council for approval and then rolled out to the public, our partners and our staff. To find out more information, please contact us at: performance@southlanarkshire.gov.uk. This Annual Performance Report covers all the council's objectives. It explains what we have achieved, where improvement continues and what our next steps are. Detailed performance information across a range of service and management themes are refreshed annually and links to the individual Public Performance Reports are listed at the end of this document.

Make communities safer and stronger

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

Get it right for children and young people

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

Achieve results through leadership, good governance and organisational effectiveness

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

Promote recovery and sustainable economic growth

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

Vision

Improve the quality of life of everyone in South Lanarkshire

Tackle poverty, disadvantage and deprivation

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

Improve health, care and wellbeing

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

- ◆ Objective
- Priority Objective

Values

Accountable, effective and efficient
Working with and respecting others

Self aware and improving
Excellent employer

People focused
Fair and open

Our performance against our objectives

We have many different customers accessing all sorts of goods and services, all with different interests in how South Lanarkshire Council is performing. With this in mind, our Annual Performance Report 2016-17 includes information for all of our objectives as set out in the Council Plan **Connect** 2012-17. These are listed in this section of the Annual Performance Report with details of:

- Our achievements for 2016-17.
- Our areas for improvement and action: we will identify areas where we want to improve and how we plan to do this.
- Responding to customer views: we will summarise some of the consultation and engagement activity we have been involved in and what that means to the public.
- Our next steps.

Our performance management system is set up to monitor and report on the actions and measures we have in place, to ensure that we are achieving our objectives. Progress reports are prepared and analysed by committee every six months and links to this information are now included in this report for each of our objectives – click **Quarter 4 Progress Reports** 2016-17 to see the full list.

More detailed information, reports and documents including performance measures on all the objectives can be found on the **performance** pages of the council's website. If there is something on which you would like further information, please do not hesitate to contact us at performance@southlanarkshire.gov.uk.

Our performance trends and comparisons



In South Lanarkshire Council we continually monitor the performance of our services through a range of performance indicators and measures. This ensures that issues are identified quickly and corrective action can be taken wherever possible. The results are publicly available, not only in our committee reports and on our website but in magazines, leaflets, newsletters, flyers, notices and press releases. In understanding that the needs and interests of the public are wide and varied, we produce a suite of **Public Performance Reports**. These contain relevant performance results to make it easier to understand what we do, how we have been performing and how we are actively seeking the best use of our resources. These reports explain what we do, present national and local performance results over time, with comparisons against targets (where appropriate), explanations of the performance (improving or not) and signposts to help you find additional information.

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

Local Government Benchmarking Framework (LGBF)



All councils in Scotland collect and publish the results for a suite of performance measures covering all the main services provided. This is known as the Local Government Benchmarking Framework. The results for South Lanarkshire Council for 2016-17 will not be officially published by the **Improvement Service** until January 2018. However, the results for previous years can be viewed on our website (click [here](#)) and the results for all Scottish councils can be viewed using a simple online tool – follow the link to [mylocalcouncil](#).

Our performance against our objectives

The results are only part of the benchmarking story. Family groups of comparable councils meet to discuss, amongst other issues, how they provide services. They share knowledge and experience with a view to identifying areas of good practice, innovative ideas and practices which, in the future, may be shared and adopted by us in our pursuit of continuous improvement.

Awards and recognition



External assessors visit the council annually to review and assess our services. We will highlight some of those services receiving an award or other formal recognition in 2016-17.

Responding to customer views



We receive a variety of information, both directly and indirectly, from service users and customers, including our [Household Survey](#) results, the Housing Residents' Survey and other service-specific surveys and consultations. We use this information to monitor and improve our performance. For example, Housing and Technical Resources has a comprehensive survey programme which assesses customer satisfaction with a wide range of its services throughout the year and on a year to year basis. Our [Have your say](#) section on the website gives us an indication of how we are performing based on [comments, compliments or complaints](#) received. From these, we can better understand how our customers feel about the services we deliver and where a small change can make a difference to both the customer and the service. We also produce a separate [Public Performance Report](#) on [Responsiveness to communities](#), in which relevant information is presented.

Inspection and assessment



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

The [Care Inspectorate](#) is the independent scrutiny agency which regulates and inspects care services. A framework of quality themes and statements are used and services are given grades based on the inspections. All inspection reports are posted on the Care Inspectorate website and provide information about the standard of care given and the performance of the establishments. The services within the council that are subject to these inspections include: Social Work establishments and commissioned care services, children's educational establishments, child protection, Housing support and Sheltered Housing Services. Council services provided along with our partners can be inspected by a combination of scrutiny agencies led by the Care Inspectorate. Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary for Scotland all lend their unique experience to joint inspections. These joint inspections look at how well Community Planning Partnerships are improving outcomes for everyone in South Lanarkshire. This framework has been reviewed and a new Health and Care Standards will be implemented from 2018.

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

The [Scottish Housing Regulator](#) aims to protect the interests of tenants, homeless people and others who use Housing services. The focus is on securing good outcomes for tenants and other service users, helping them to hold their landlords (not just the council) to account and improving the standards and management of social rented housing.

Our performance against our objectives

The [Accounts Commission](#) is the local authority spending watchdog which holds councils in Scotland to account and helps them improve.

The Strategic Scrutiny Group comprises Scotland's main public sector scrutiny bodies – the Accounts Commission, Audit Scotland (including appointed auditors from private sector audit firms), Education Scotland, the Care Inspectorate, Healthcare Improvement Scotland, Her Majesty's Inspectorate of Constabulary Scotland, Her Majesty's Fire Service Inspectorate, Her Majesty's Inspectorate of Prisons, Her Majesty's Inspectorate of Prosecution and the Scottish Housing Regulator. These scrutiny bodies work together through [Local Area Networks](#) (LANs) to share intelligence and agree the key scrutiny risks for each council, so as to ensure a well coordinated, proportionate and risk-based approach to scrutiny.

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

Self assessment improvement activity



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

Sustainability



The council has an overarching [Sustainable Development Strategy](#) (SDS) which reflects its responsibilities under

the [Climate Change Act \(Scotland\) Act 2009](#). We must publish an annual sustainability report which explains how we are reducing carbon emissions arising from our own activities and to work with others to reduce those of the South Lanarkshire area in general, adapt to current and future changes in climate to ensure continued service delivery and promote the sustainability of the council and our local communities. In this report we provide information on our environmental targets and the performance of the council in terms of sustainability.

The council also has a statutory requirement to further the conservation of biodiversity which will be addressed via the [Biodiversity Duty Implementation Plan](#).

Next steps



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

Summary

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

As part of our efficiency savings and a movement towards a Digital First approach, paper copies of performance related information are only produced when necessary. Information is available in web based reports and documents, and in South Lanarkshire Council's offices and establishments accessed by the public. If you have any comments or ideas about other opportunities to allow us to raise awareness of the council and how we are performing, please let us know by contacting us at performance@southlanarkshire.gov.uk.

1. Improve services for older people

Lead – Social Work Resources

Other contributing services: Housing and Technical Resources

In recent years, demands on health and social care services have increased because of population changes. People are living longer with multiple, long-term conditions and increasing complex needs. The proportion of older people is growing more rapidly than the rest of the population. The biggest challenges are predicted in the 75 and over age group.



The council and its partners must prepare services to support changing demographic trends.

In addressing this, the [Scottish Government](#) has challenged local partners to re-shape current services in line with the wishes of older people. It is widely recognised that older people want to live more independently and have more control over their lives. Therefore, a shift from more traditional types of care provided such as hospitals and residential homes to more community based alternatives is needed so older people can remain at home for as long as possible.

[The Public Bodies \(Joint Working\) \(Scotland\) Act 2014](#) requires Health Boards and Local Authorities to integrate planning for, and delivery of, certain adult health and social care services.

The creation of an Integrated Partnership requires the council and NHS Board to undertake a significant change agenda, whilst creating services and supports which build on a solid foundation of success to date. The overall aim of the new arrangement will be the creation of a partnership which strives to further improve outcomes for people who use health and social care services and their carers. You can find out more about this partnership, on the following

link to the council's website: [Health and Social Care Integration](#).

From a South Lanarkshire perspective, good progress is being made to deliver the national milestones referred to in the [Strategic Commissioning Plan 2016-2019](#) and locality planning.

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

- implementing a more personalised approach to assessment and support planning arrangements.
- continuing to implement the initiative Supporting Your Independence (SYI) across adult and older people services.
- protecting older people who may be at risk.
- Supporting people to live independently in their own home.

Achievements for 2016-17

- We delivered 1,997 episodes of Supporting Your Independence (SYI) over 2016-17. In total a reduction of 26% in home care hours was achieved when comparing hours at the start of SYI and hours at the end of the intervention.

Improve services for older people

Achievements (continued)

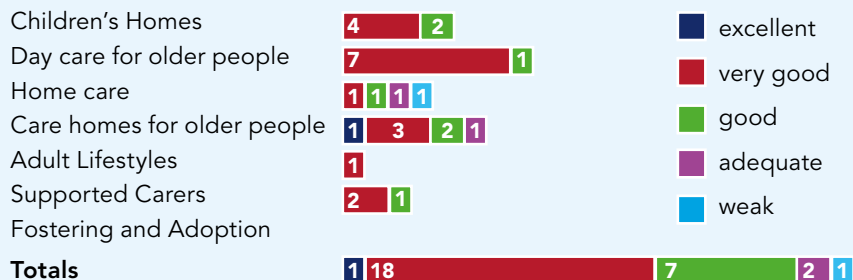


South Lanarkshire Home Carers

- Dementia Awareness training has been delivered by Alzheimer's Scotland. A total of 705 staff were trained on the Dementia Skilled level, and 105 on the Dementia Enhanced Level.
- There are 22 Intermediate Care (IC) beds now in place from a starting position of eight beds. There is also an IC Day Care Step Up model of six places being piloted in the McClymont Day Care Centre. This was evaluated in March 2017 with agreement to extend the model to other areas. The IC Thematic Group is also considering future models in relation to rehabilitation and re-ablement.

- In 2016-17 there were a total of 214 local authority welfare guardianship visits undertaken, with 91% being completed on time.
- For private welfare guardianship orders, demand remained high with 87% of visits being completed within timescale.
- 1,010 new carers were supported by dedicated Welfare Rights Officers and the amount of benefits awarded was £5,321,256.
- Provided 13,768 items of equipment to people to enable them to stay at home.
- At any time, Social Work Resources can support up to 213 older people with a home like environment in the council's own residential homes and up to 1,569 older people in private or voluntary care homes.
- The Care Inspectorate regulates the performance, inspection, and public reporting of the Care Services registered with them. We manage 43 registered services. During 2016-17 there were 29 Inspections completed by the Care Inspectorate across six service areas as outlined in the chart below:

Care Inspectorate Grades from 29 inspected services



Of the 29 services inspected, 26 are in the grade range 'excellent/very good/good', with the remaining three in the grade range 'adequate/weak'. Two of the Day Care services for Older People have been re-designed for other community services.

Improve services for older people

Achievements (continued)

- Positive outcomes from Care Inspectorate Inspection of Sheltered Housing Support Service.
- The 2016-17 Chief Social Work Officer (CSWO) Report is being finalised and will be passed for publication to the Chief Social Work Advisor for Scotland.
- Over 1,100 adaptations have been completed in council and private homes allowing people to remain in their own home – 99.1% of those adaptations were completed on time exceeding our target of 97%. All demand has been met for adaptations to council housing and there is no waiting list.
- 235 properties have now been brought up to amenity standards since the programme started in 2012-13. This brings the total amenity properties available to 589. Amenity housing is ground or first floor properties, or properties served by a lift, that have been specially designed or adapted for older people, including handrails, raised electrical sockets and non-slip bathroom flooring.

Areas for improvement and action



- In 2016-17 80% of new referrals to home care were suitable for a Supporting Your Independence (SYI) intervention. This is below the target of 90% and we aim to improve on this.
- We will continue to take forward any actions following the multi-agency inspection of older peoples services.
- In supporting our contribution to the Health and Social Care agenda we have established a Social Work Governance Group.

- **Health and Social Care Standards** have been produced. We contributed to the initial consultation and plan to work with our registered care services to ensure we are compliant with these new standards.
- We are working with partners to implement the duties and requirements of the **Carers Scotland Act** and we are refreshing our **Carers' Strategy**.
- **Scotland's third Dementia Strategy** has been published and we will continue to support staff in their training needs and map our commitment to this third strategy.

Responding to customer views



- All of our registered care services inspected by the Care Inspectorate have a clear customer satisfaction element. Part of the inspection process involves the use of service user specific questionnaires, the results of which are captured within the inspection report. Taking into account the views of people using the care service and their carers is an important part of the inspection process. The annual home care service user survey was undertaken with all returns treated as anonymous. The survey was completed by 674 home care service users and focused on the following areas: the communication and support planning, the home care staff and the overall home care service.
 - 98% believe the quality of the home care service is good or very good.
 - 100% of service users said that their home carers were always polite and courteous.

Improve services for older people

Responding to customer views (continued)

- 93% fully understood how their support plan helped them and how they benefited from having this in place.
- 85% were confident about how to contact the service.
- 95% were aware of their care diary, with 91% knowing what the care diary was for.
- Customer Services Excellence (CSE) standard aims to make a tangible difference to service users by encouraging provider organisations to focus their individual needs and preferences. Social Work Resources have retained the following CSE Awards and improved upon their score, gaining additional areas of 'Compliance plus'.

Service Area	2015-16	2016-17
	Compliance Plus	Compliance Plus
Adult Mental Health Services	7	8
Older Peoples Day Care Services	14	15
Older Peoples Residential Care	10	15

Next steps



- We will continue to monitor performance around Local Government Benchmarking Framework ([LGBF results](#)) Older Peoples Services indicators with a view to improving the results, particularly in comparison against the Scottish average – the full list of results are available at [mylocalcouncil](#).
- We will implement the [Carers \(Scotland\) Act 2016](#) throughout South Lanarkshire to ensure that the needs of all carers are recognised.

- We will continue the journey to integrate health and social care services. The Integration Joint Board is now a formal entity within the public sector. One of the key areas of work over the next year includes the production of annual performance reports to monitor progress.
- We will continue to increase the supply of housing suitable for older people and ensure the provision/ installation of equipment, adaptations and services to enable people to remain in their own home.
- We will continue to ensure that sheltered housing services are compliant with Care Inspectorate standards.

CSE Awards 2016-17 'Compliance plus'

Adult Mental Health Services 8	<div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold;">CUSTOMER SERVICE EXCELLENCE</div>
Older Peoples Day Care Services 15	
Older Peoples Residential Care 15	

Improve services for older people

Case study:

New app improves care for thousands

Mobile phone applications have made managing many areas of life easier. Now a specially-designed smartphone app has become a vital tool of the trade for workers with the caring touch.

South Lanarkshire Health and Social Care Partnership's Home Care Service operates seven days a week, 365 days a year to help people remain as independent as they can possibly be in their own home. It is a vital service amid increasing demand as people live longer lives.

The rollout of the app represents a quantum leap in terms of how home care is managed and coordinated. Daily paper schedules were traditionally drawn up and distributed to some 1,000 home care staff. The smartphone app now sets out personalised schedules available at our workers' fingertips and they can be updated instantly and as required.

The app provides real-time updates of the home carer's working day to central offices. If there is any issue or challenge with any service user that creates a delay in the schedule, the knock-on is reported via the app. That means the local office can inform the next service user if their carer is running a little late or make alternative arrangements to send another member of staff if the delay is going to be significant. This reduces any anxiety for the service users and allows our staff to fully focus on the task in hand. The apps use the latest encryption technology to guarantee safety.



Link to:

[Community Care public performance report
Improve services for older people – Quarter 4
Progress report 2016-17](#)

[Lanarkshire Carers Centre](#)

[South Lanarkshire Carers Network](#)

[Social Work Resources' Resource Plan 2017-18](#)



Making use of the Home Care Service app

2. Protect vulnerable children, young people and adults

Lead – Social Work Resources

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

The council has a statutory responsibility to protect vulnerable children, young people and adults from all forms of harm, abuse and neglect.



This legislative framework is both complex and ever changing and requires Social Work Resources to manage and respond to changes in service delivery in line with new requirements. Therefore, as a targeted service, much of our work centres around the following areas:

- Child protection.
- Looked after children.
- Adult support and protection.
- Mental Health.
- Alcohol and substance misuse.
- Physical and learning disability.
- People within the justice system.

Supports and services are there for people at all stages of life and in all kinds of circumstances. And whilst service are available when people need them and seek them out, it is important to recognise that many services are also required to assess and manage risk, to proactively intervene to protect people and to provide therapeutic interventions as well as care and support.

Achievements for 2016-17

- We continue to support 1,051 people with a learning disability to live in their own communities.
- We worked with 7,052 adults with a physical disability who were referred to the physical disability teams.
- We worked with 671 individuals with a mental health problem who were referred to Community Mental Health Teams.
- We supported 630 people to complete a Community Payback order, including providing the opportunity for personal development or learning opportunities.
- 1,134 individuals were supported following a referral from alcohol or drug misuse services. This is consistent with previous year when 1,137 individuals were supported.
- During the past year Money Matters Advice Service has helped residents of South Lanarkshire to claim over £12.5 million in benefits and over £3.8 million in backdated payments. As well as this, Money Advisors have helped people to deal with over £11 million debt.

Protect vulnerable children, young people and adults

Achievements (continued)

- We supported 2,845 carers through our two carers' organisations - Lanarkshire Carers Centre and South Lanarkshire Carers Network.
- The annual Learning Disability Conference was held in May 2016, in which 195 people were able to participate.
- Over 3,000 vulnerable young people have been supported through 218 targeted one-to-one and group work sessions to improve skills for learning, life and work and health and wellbeing.

Areas for improvement and action

- National Care Inspectorate has identified themed inspections for Adult Support and Protection and Self Directed Support. Locally we are preparing a self evaluation of Audit Support and Protection Committee activity.
- We will continue to maintain grades of 'good' and above in external inspections of our registered care services.
- We will prepare for the implementation of the Health and Care Standards.

Responding to customer views

- The Mental Health Service seeks the views of users/ carers/welfare guardians and referrers. The surveys are issued in hard copy, by post with a reply envelope but with the option to complete online. Practical assistance was offered to anyone who might require support. 88 returns were received this year.

The survey posed six questions regarding service users, referrers, and guardians experience of the services. Overall the responses were positive and will be used to improve service delivery.

Are you treated in a respectful and courteous manner?	
Users/ Carer	Always 92%
Referrers	Always 91%
Guardians	Always 95%
Would you know how to contact your Social Worker/ Mental Health Officer/Team Leader? Of those respondents who said Yes	
Users/ Carers	88%
Referrers	95%
Guardians	78%
How clearly was the purpose of the contact explained to you?	
Users/ Carers	Very Clearly 64% / Clearly 20%
Guardians	Very Clearly 81% / Clearly 17%
To what extent do you feel that your needs have been considered?	
Users/Carers	Fully 67% / Mostly 21%
To what extent do you feel that your wishes were listened to and taken into account?	
Users/Carers	Fully 72% / Mostly 16%
Overall how would you rate the quality of the service provided to you?	
Users/Carers	Excellent 64% / Good 28%
Referrers	Excellent 68% / Good 32%
Guardians	Excellent 51% / Good 46%

Protect vulnerable children, young people and adults

Next steps



- We will continue to deliver services that protect children and adults from all forms of harm, abuse and neglect.
- We will prepare for the implementation of the Carers (Scotland) Act 2016 – coming into force in April 2018.
- We will continue to train new Mental Health Officers

 Link to:

[Child Protection Committee](#)

[Adult Support and Protection](#)

[Social Work Resource Plan 2017-18](#)

[Chief Social Work Officer report 2016-17](#)

[The Reporter](#) Spring 2016 page 34 – Family Placement Team looking to speak to anyone interested in adoption



During the past year Money Matters Advice Service has helped residents of South Lanarkshire to claim over £12.5 million in benefits and over £3.8 million in backdated payments. As well as this, Money Advisors have helped people to deal with over £11 million debt.

Case study:

Young and old benefit from project

An innovative project bringing a group of four-year-olds together with older people with dementia is pioneering inter-generational learning in South Lanarkshire. This project is now in its second phase, with the pilot finishing in June 2016.

The project involves a group of nursery-age children visiting service users with dementia for an hour on a fortnightly basis. The sessions include service users and children playing games, singing and creating sculptures and pictures from home-made play dough.

By doing what comes naturally to them the children help bring back many memories for the elderly people taking part in the project. For all of the older people, the reminiscence aspect is a huge part of what makes the visits so valuable.

The bonds created transcend the project itself as some of the children, who were part of the pilot, still visit the day centre and service users have attended nursery graduation and school shows.



Pioneering project creates new friendships

3. Improve road network and influence improvements in public transport

Lead – Community and Enterprise Resources

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



Road network in South Lanarkshire

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

Achievements for 2016-17



- We continued to implement the Roads and Footpath Improvements Plan, completing 215 carriageway schemes and 56 footway schemes within the year. As a result, 4.8% of the road network was resurfaced last year, leading to an improvement in the condition of the road network in South Lanarkshire.
- We delivered traffic signal and pedestrian crossing maintenance improvements and carried out 99.3% of traffic signal repairs within 48 hours, exceeding our annual target of 95% of repairs completed on time.
- We completed routine condition inspections of 360 bridges and undertook improvement work to five bridges.
- We undertook road safety infrastructure improvements and implemented road safety education training initiatives at various schools, such as Kerbcraft, Bikeability, the Road Safety Calendar Competition, the Junior Road Safety Officer Scheme and Theatre in Education. We also promoted the use of school travel plans aimed at providing children with healthy travel alternatives to and from school; in 2016-17, 66 schools developed travel plans and a further 62 schools were in the process of developing plans.
- Along with Strathclyde Partnership for Transport, we received a Scottish Transport Award for our approach to road safety, traffic management and enforcement.
- We continued to lead the delivery of major transportation projects within the City Deal, including a brand new road (Cathkin Relief Road) aimed at relieving congestion in the Rutherglen area.

Improve road network and influence improvements in public transport

Achievements (continued)

- The council is responsible for almost 65,000 lighting columns (including street lighting and sign lights) and luminaires, many of which have reached the end of their useful lives and are in poor condition. We are working towards renewing all potentially defective items and renewed or improved 4,175 lighting columns in 2016-17. We also installed 15,794 cost effective and environmentally friendly LEDs in street lights as part of the LED lighting improvement programme.
- We continued to encourage more people to travel actively and sustainably by promoting walking, cycling and the use of public transport. We did this through the installation of cycle routes, including completion of cycle route works between Lesmahagow and Happendon and on sections of the East Kilbride cycle routes.
- A new Park and Ride facility was constructed at Carstairs Train Station providing better transport connections for rural communities. The facility, which includes 25 new off-street parking spaces, two new disabled spaces, improved lighting and the relocation of the bus stop (which now has high access kerbs to assist in boarding and alighting) will make commuting easier, promote increased use of public transport and offer more sustainable travel choices.
- In response to the increasing challenge of severe and changing winters, we treated over 1,000 km of our road network and almost 100 km of footways, using 39,000 tonnes of salt.

Areas for improvement and action




- A key performance indicator related to road maintenance is the percentage of road network requiring maintenance treatment. In 2008, the proportion of the road network still requiring maintenance treatment was higher than that of the Scottish average (39% compared to 34%). Implementation of the Roads Investment Plan over recent years, however, is now showing improvements, with the proportion of the road network requiring maintenance treatment reducing to 33.1% (based on surveys undertaken in 2015 and 2016). We will continue to improve the condition of our road network through implementation of our Roads Investment Programme which extends to the period 2019, and in 2017-18 alone, will complete road improvement work on 165 carriageway and 10 footway schemes.

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



Percentage of the road network to be considered for maintenance:

	2014-15	2015-16	2016-17	Are we improving?
SLC	33.8%	33.5%	33.1%	Yes 
Scotland	37.0%	36.7%	36.4%	

Improve road network and influence improvements in public transport

Responding to customer views



- In continuing our commitment to improve accessibility to elderly pedestrians and those with disabilities, we consulted with the South Lanarkshire Access Panel and the South Lanarkshire Disability Partnership. From these discussions we continue to provide dropped kerbs at crossing points and tactile slabs to define footway edges and crossings, allowing disabled and elderly pedestrians to cross the roads and get about more safely. In addition, we are working with Guide Dogs Scotland to assist a visually impaired resident at Cathkin Relief Road to find suitable alternative routes, following development of the new bypass.

Next steps



- We will continue to work with developers and public sector partners to deliver road infrastructure improvements which will support new developments and existing bus and rail infrastructure.
- We will continue to undertake safety checks and maintenance on our bridges.
- We will continue to focus on road safety projects in order to reduce road casualties on the roads of South Lanarkshire and to make roads safer for all users.
- As part of the new City Deal for Glasgow and the surrounding areas, we will progress the two remaining major road infrastructure projects in East Kilbride: Greenhills Road (involving an investment of £23 million) and Stewartfield Way (involving an investment of £62 million).
- We will deliver improvements to local infrastructure

to encourage walking and cycling. This includes the extension of cycling routes, the delivery of road safety education training initiatives, and the promotion of school travel initiatives.

- The period 2016 to 2020 will see significant additional investment in the replacement of our lighting units, with 220 lighting columns improved/renewed in 2017-18.
- We will deliver traffic signal and pedestrian crossing maintenance improvements and complete 95% of traffic signal repairs within 48 hours.
- We will continue to deliver flood protection projects and a winter maintenance service, allowing the safe passage of vehicles and pedestrians, and minimising delays, diversions or road closures due to winter weather.



Roads workers

Improve road network and influence improvements in public transport

[Link to:](#)

- Road and footpath improvements
- Transport and streets
- Local Transport Strategy
- Flooding advice and support.
- Roads and lighting public performance report
- Improve road network and influence improvements in public transport – Quarter 4 Progress Report 2016-17

- Community and Enterprise Resources Plan 2017-18
- East Kilbride cycle network, Routes one to three
- Walking, cycling and horse riding routes
- Cycling maps for your smartphone
- Winner of road safety calendar competition announced
- Park and Ride opens at Carstairs Junction
- Roads in winter - driving
- Key section of national cycle route completed
- Report highlights need for roads investment
- First ever local flood risk plans published

Case study:

New road first major project of City Deal

The first major transport project of the £1.1 billion Glasgow City Region City Deal has been completed. Cathkin Relief Road, which is a new carriageway between the junctions of the existing Cathkin Bypass/Burnside Road and Fernhill Road/Croftfoot Road/Blairbeth Road, is now fully open.

The anticipated final cost of the project will be approximately £18.6 million and as well as the new carriageway there is a footway on the south side and a combined cycleway/footway on the north side.

This is the first major transport infrastructure project of the Glasgow City Region City Deal. It will provide improved infrastructure to employment areas across Rutherglen and Cambuslang and reduce traffic impacts on neighbouring roads.

The road will also reduce congestion at peak times with the knock-on effect

of reducing carbon emissions. Another benefit will be an improvement to public transport reliability and bus/rail integration in the area, primarily because the road will remove congestion and through traffic from existing routes.

The capacity and quality of the wider footpath and cycle network in the area has been enhanced which will improve access for cyclists and pedestrians.

As well as the new road, there are a number of community benefits for the wider area which the council will deliver.

South Lanarkshire Council's Head of Roads and Transportation, Gordon Mackay, said: "Wider complementary works have already been undertaken to improve the adjacent footpath network and traffic signals on neighbouring routes.

"Other improvements, including nearby cycling and bus infrastructure and play areas, are being considered in order to

lock in the benefits of the new road.

"I am certain that this road will have immediate and long-term benefits to people who are in its vicinity as well as everyone in the wider community."



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

Lead – Community and Enterprise Resources

Other contributing services: Education Resources and Social Work Resources

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



Cathkin Road in Rutherglen opening

Achievements for 2016-17



- We continued to put into action the [South Lanarkshire Economic Strategy 2013-2023](#) - 'Promote' with our community planning partners. This strategy aims to improve South Lanarkshire's economy for businesses, communities and residents, recognising the current challenging economic conditions and providing a joint agenda which partners across all sectors can work towards.
- We progressed Glasgow City Region City Deal projects, including the construction of a new road (Cathkin Road in Rutherglen) and the completion of the Newton Community Growth Project which has involved the construction of hundreds of new homes and the brand new £13.3 million Newton primary school.
- Businesses in South Lanarkshire continue to find conditions difficult. Last year the council helped support 1,879 businesses with grants, loans or property advice, helping to generate £15.7 million in sales and creating or sustaining 997 jobs; and with our partner, North Lanarkshire Council, we entered into a new Business Gateway contract aimed at increasing support to businesses with the best growth prospects. For more information on the support we provide to businesses, [click here](#).
- We worked with the University of the West of Scotland to complete the contracts which will deliver a new campus in Hamilton International Technology Park from September 2018.
- We worked in partnership to develop and deliver [Lanarkshire Business Week 2017](#)– now in its sixth year, the business week offered an exciting programme of events, workshops and networking opportunities for growing and established businesses. We also co-hosted the twenty fourth [Lanarkshire Business Excellence Awards 2017](#); more than 450 guests attended the prestigious awards night which highlights the success and diversity of the Lanarkshire business community.
- With our partners, and through the delivery of employability programmes, we helped 2,144 people to secure employment or start education or training. In 2016, the South Lanarkshire employment rate for the 16-64 age group was 75.2% - 2.3% above the Scottish average (72.9%).

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

Achievements (continued)

- Our employability focused services also continued to specifically support young people into jobs, education, training, and volunteering, with 1,750 young people joining our **Youth Employment Initiative**. This initiative combined with our other activity has contributed to an increase in the number of school leavers achieving a positive outcome (including the take up of jobs, training places, and further or higher education) to 94.1%. This is 0.7% above the national average and an increase of 1.5% on the previous year's figure.
- We continued to work with the tourism sector (including VisitScotland) to develop the area as a visitor destination.
- Our **Consumer and Trading Standards Service Team** added more local businesses to the council's **Buy with Confidence** approved trader scheme – the scheme offers consumers a reliable way of finding trustworthy local businesses. The team also provides an advice service to consumers, and during the year, achieved over £285,000 of redress for local consumers who were in dispute over the purchase of goods and services.
- We continued to promote volunteering through our support of Voluntary Action South Lanarkshire (VASLan); in 2016-17, there were 357 organisations in South Lanarkshire engaging volunteers.

The number of people supported in 2016-17 has exceeded our target but has reduced compared to the previous year. The reason for this is that overall unemployment was at historically low levels – this has impacted on the numbers of unemployed people available to benefit from our services.

Areas for improvement and action



- The council regularly awards contracts to local small and medium sized businesses for the services it delivers. The latest figures show that 11.9% of the council's total spend on goods and services went to these South Lanarkshire businesses – this is 0.9% higher than the previous year, but lower than the Scottish average of 19.7%. The council's objective over the next year is to increase procurement spend on local businesses.

Responding to customer views



- In order to improve skills and employability in the South Lanarkshire area and as part of the Cathkin Relief Road project we engaged with small and medium sized enterprises (SMEs) through our main contractor to identify and create opportunities for both training and education. Our main contractor has employed 19 new operatives for this road project and to date we have secured training for eight new entrants to the construction industry as well as three university students on summer placements. Finally, we have engaged with the local high school to offer support, information and advice to the pupils on possible future careers in this industry.

Our target is to support a minimum of 1,500 people to access employment or training/education

	2014-15	2015-16	2016-17
Target	1,500	1,500	1,500
Actual	2,532	2,542	2,144

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

Next steps



- We will continue to support the local economy by providing the right conditions for growth, by promoting the [South Lanarkshire Economic Strategy 2013-2023 - Promote](#).
- We will support the Glasgow City Region City Deal. This £1.1 billion programme will deliver three more new communities (in Hamilton, Larkhall, and East Kilbride) with a range of housing types and tenure, enhanced transport links, education and community facilities. We will also support the skills and employment programmes required to deliver the City Deal thereby maximising the economic and community benefits.
- We will continue to provide support to over 1,500 businesses with grants, loans or property advice and ensure business support activities are targeted to achieve the best outcomes.
- We will continue to deliver innovative employability services focused on priority client groups, with a minimum of 1,200 people supported going on to access employment or training or education and we will develop and deliver initiatives and projects to support the most vulnerable young people leaving school and beyond.
- We will continue to promote town centre development and work with businesses and owners to maximise opportunities for growth, investment and regeneration.
- Together with private and public partners, we will deliver the [Tourism Strategy 2020](#) and work with the tourism sector to develop the profile of the South Lanarkshire area as a visitor destination.

Link to:

[Responsiveness to Communities public performance report](#)

[Support the local economy by providing the right conditions for growth, improving skills and employability](#) – Quarter 4 Progress report 2016-17.

[Community and Enterprise Resources Plan 2017-18](#)

Further information can be found on our website: [Business and trade](#) and [Tourism, food and drink support](#)

[Tourism Strategy 2020](#)

[The Reporter 2017](#) - see articles:

- 'City Deal boost for economy and jobs' (page 15)
- 'Change on way for four communities' (page 16-17)
- 'Jobspots help 600 young into work' (page 30-31)
- 'High performance vehicle for youth employment' (page 31)
- 'Businesses reap reward of council assistance' (page 34-35)
- 'World first gets off to flyer thanks to council support' (page 35)

[The View- Winter 2016](#) – see article:

- 'Accreditation confirms council commitment to Living Wage' (page 6)

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

 Link to:

[Boost for Lanarkshire businesses](#)

[Business support more than a great idea on paper](#)

[Volunteering programme boosts employability](#)

[Strategy leads way in rural project funding](#)

[Local food and drink firms aim to be showstoppers](#)

Case study:

Youth Employment Initiative supports 920 young people into work

Young people and businesses are being given a massive head start with South Lanarkshire's Youth Employment initiative.

The service was launched in February 2016 and between then and the end of March 2017, more than 1,700 young people have been supported, with 920 securing work and 738 receiving work-related training.

The Youth Employment Initiative has offices in Hamilton, East Kilbride, Cambuslang and Lanark, giving young people and businesses access to the support they need right on their doorsteps.

The Minister for Employability and Training, visited Henderson's Butchers, a thriving Hamilton business which has benefited

from the financial and training support that the programme provides. The firm has been able to help six young people into good jobs.

Minister for Employability and Training said: "It was interesting to hear how the South Lanarkshire Youth Employment Initiative has been working with young people and employers at the local level to really focus in on the training individuals need to help them find work.

"From what I have heard, this project has made a very strong start and I wish it continued success in the future."

Shop owner Andrew Henderson said; "The young people who have come to us have got here through their own hard work but have undeniably

benefited from getting the right training and have quickly become real assets to the business."

The Youth Employment Initiative in South Lanarkshire is funded by South Lanarkshire Council, the European Social Fund and the Youth Employment Initiative.

A range of financial incentives, training support and recruitment assistance is available.

If your business could create new jobs with the support of the Youth Employment Initiative, please contact Sandra Cuthbertson on 01698 454395 or email sandra.cuthbertson@southlanarkshire.gov.uk.



5. Tackle disadvantage and deprivation

Lead – Community and Enterprise Resources

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

Everyone in South Lanarkshire should have access to the same opportunities and should be able to enjoy the same quality of life, regardless of their social circumstances or where they live. However, there is significant inequality within South Lanarkshire. Levels of poverty vary greatly between our most and least deprived neighbourhoods and between different groups. For example, lone parents, young adults, and residents with disabilities or caring for children with disabilities are more likely to experience poverty than others.



Levels of poverty have been increasing, largely due to Welfare Reform, increasing living costs, and low and stagnating wages compounded by zero hour contracts/underemployment. In South Lanarkshire, 22% of our children are living in poverty.

Individually, our mainstream services make a significant contribution to tackling disadvantage and deprivation; this is shown in the achievements outlined below. However, the council recognises that partnership working is key to addressing poverty and inequalities. This partnership working takes place via the South Lanarkshire Tackling Poverty and Inequalities Partnership Board, with representation from relevant council Resources, partner agencies, the voluntary sector and communities. This Board oversees the Tackling Poverty programme and ensures that we have continued and collective support and commitment from all partners to reducing disadvantage and inequalities.

Achievements for 2016-17

- We implemented the 2016-17 Tackling Poverty Programme. This programme aims to reduce inequalities and tackle the causes and effects of poverty. Here are some of the programme achievements:
 - Council and Citizens Advice Bureau money/welfare advice and support has resulted in over £2 million financial gain to those receiving these services. This includes additional benefits and income for the individuals and families supported, as well as dealing with service users' debt. The positive impacts on people's mental health and wellbeing from this work are significant.
 - 3,691 residents were engaged on the South Lanarkshire Works 4U employability programme. Of those, 2,144 residents progressed into employment, education or training.

Tackle disadvantage and deprivation

Achievements (continued)

- Through the Early Years Home Links programme, staff work closely with families from nursery through to primary school, improving nursery attendance and dealing with other issues linked to child development and child and adult wellbeing. Reports suggest the support offered is making a positive difference to families.
- The Youth Diversion programme has engaged with almost 7,166 young people, the majority of whom live in areas where youth crime and disorder have been key challenges. Volunteer recruitment and training is fundamental to ensuring a community-led and sustainable approach, and youth and adult volunteers have been supported to deliver local services. Resources are directed at hot spot areas via local Problem Solving groups, and as anti-social behaviour issues are reduced/resolved, the resources are moved to other problematic areas. The supports are recognised as a key resource by the Police and other community safety partners.
- The Money Matters Telephone Advice Line for pregnant women/new parents provided advice and support to 720 new low income families. Effective joint working between Money Matters and NHS Midwifery Services continues, and the work has been scaled up to include families with children engaging with health staff at the child's health review. The success of this project has been recognised and shared nationally, and similar approaches have been adopted in other areas.
- We continue to pay our staff above the recognised Living Wage, with a current minimum hourly rate of £8.56. This is a significant contribution to tackling in-work poverty, which is a growing issue across the UK. We also lead partnership activity to promote fair work practices (including the payment of the Living Wage) to all employers in the area, and have extended a programme of support for those in low paid jobs to help them to upskill and maximise their earning potential. There are now 50 workplaces in South Lanarkshire with Living Wage Accreditation - one of the highest outwith Glasgow and Edinburgh.
- Fuel poverty has reduced to 26%, our lowest ever level, and is well below the Scottish average level of 34%. Our work to improve the energy efficiency of council housing stock is contributing here, as is our partnership work via the Fuel Poverty group, which has streamlined referral processes and raised awareness of the issue amongst front line staff in the council and across partners, enabling staff to identify those at risk and refer them for support.
- More residents have access to the internet. However, we know that more needs to be done, in particular in areas of high deprivation where home access levels are lower, and in rural areas. We support a Digital Inclusion group involving a range of local partners, and have produced maps signposting residents to free public access points and support, as well as community hubs where volunteers support residents to get online for benefit, job search and money saving purposes. A recent Digital Inclusion event organised by the group attracted 104 attendees from local and national organisations. From this, a number of improvement areas were identified aimed at further increasing access to the internet in preparation for the Universal Credit roll out in October 2017.
- The work of the Benefits are changing liaison team has continued to reduce the impact of welfare reform on South Lanarkshire residents affected by under occupancy and universal credit.
- We dealt with 2,014 applications from people who considered themselves to be homeless.

Tackle disadvantage and deprivation

Areas for improvement and action



- Preparing for the roll out of the fully digitised Universal Credit system in October 2017 is a key priority for the council's Welfare Reform group. This includes communicating key messages to all residents, ensuring they are aware of the significant changes coming, and how they can prepare for these. The digital inclusion work outlined above will be key, as will the provision of welfare benefits and financial capability support, ensuring residents can access the benefits they are entitled to and avoid housing and other debt.
- Tackling in-work poverty and promoting fair work practices will be key, given that more children living in poverty live in households where at least one parent works. Our Sustainable Inclusive Economic Growth Board will build on the good work delivered to date, and consider new actions to generate jobs that pay and provide opportunities to progress.
- Working with communities with high levels of deprivation and unemployment to deliver change and improvement will require the council and local partners to test different approaches that better meet the needs of residents. The aim is to reduce the gap that exists between these areas and the more affluent, and improve life outcomes from birth onwards.

Responding to customer views



- In 2016, we organised eight Participatory Budgeting (PB) events in High Blantyre, Fairhill, Strutherhill, Hillhouse, Burnhill, Springhall, Westburn and Whitlawburn, with nearly 801 attendees. The aim of these events was to engage local residents in

determining how Participatory Budgeting funds could be used to improve wellbeing, with a focus on children and young people. Residents took part in the discussion and identified local priorities, and by the end of the community decision making days, £62,000 was allocated to support 37 project proposals for community led projects, including delivering a range of health promoting activities, environmental projects, community events, a Community Cafe, a Breakfast Club and a Youth Development Team. One year on, all projects have been delivered, or are on track to be delivered, with a timetabled programme of activities. Participatory Budgeting resources have acted as a spur to build community groups and strengthen local partnerships and these groups are ensuring the ongoing sustainability of the projects.

Next steps



- 'Tackling poverty, deprivation and inequalities' is the overarching objective in South Lanarkshire Community Planning Partnership's Local Outcomes Improvement Plan, due to be published in October 2017. This will require all Community Planning Partnership Thematic Boards, and indeed council services, to consider how they can contribute individually, and in partnership, to reduce poverty and inequality in the area, building on the good work in place.
- The council will play a key role in leading and coordinating activity and ensuring individuals and communities affected by poverty play a full and active role in the process, from identifying priorities through to the delivery of solutions. This will include developing neighbourhood plans and continue with the physical regeneration work in areas where the levels of poverty and deprivation are highest.

Tackle disadvantage and deprivation

Next steps (continued)

- We will continue to work in partnership to implement the 2017-18 Tackling Poverty programme (Link) which supports a range of activities to tackle the effects of poverty, including fuel poverty.
- We will continue to support a range of programmes to tackle adult and youth unemployment, with a focus on the worst 15% deprived areas.
- We will continue to monitor and assess the impact of the changes required by Welfare Reform as they emerge and will revise necessary services to support effective implementation.

Link to:

[Benefits Administration](#) public performance report

[Housing and Homelessness](#) public performance report

[Equalities and diversity](#) public performance report

[Tackle disadvantage and deprivation](#) – Quarter 4 Progress report 2016-17.

[Tackling Poverty Annual Report 2016-17](#)

[Community and Enterprise Resources Plan 2017-18](#)

[Campaign challenges stigma of poverty](#)

Benefits are changing under the welfare reform system – further information is available by clicking on the following link: [Benefits are changing booklet](#)

[The Reporter](#) Spring 2016 'Welfare reform in South Lanarkshire' – Universal Credit (UC) is the new type of benefit designed to support people on low incomes and out of work. (page 38)

Case study:

'Brian' lived between his aunt's house and his dad's. He has been attending the Neighbourhood Youth Project every week for the last 18 months.

Over the past year, it has been very apparent that Brian has had a lot to deal with, including alcohol and substance misuse which led to the death of his mum 10 months ago. He would attend the project very angry and be involved in lots of incidents, including violence and verbal abuse either to himself or other young people. Most of this would happen at any mention of his mum or dad, with other young people provoking him. It would be hard to involve him in any trips or activities, as his behaviour would let him down.

The workers and volunteers within the youth project have become very attached to him and have implemented a support network with his peers and staff so that he can chat about anything when he feels he is struggling.

We are now a good six months down the line and the change with Brian has been great. He now attends school every day and lives full time with his dad. They have both gone to counselling and have a great attitude towards one another. Brian's dad also comes to the youth club to pick up Brian, which is new, and the response he gets from Brian is good to watch, as they have a great bond. Brian's dad watches him play football and engage with other young people. The change has been overwhelming, but Brian still has a way to go. He attends all activities, trips and discos and is a credit to himself for trying to move on and change. He is no longer angry, engages well with his peers, and likes to deliver sports activities to the other young people.

Brian is looking forward to further personal development and can't wait to join the Youth Work Training Academy which is run by Regen:Fx Youth Trust, enabling him to become a responsible volunteer within the project.

6. Develop a sustainable council and communities

Lead – Community and Enterprise Resources

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

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



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

- We continued our programme of street lighting improvements, installing 4,175 lighting columns and commencing the second phase of our LED improvement programme - 15,794 LED luminaires were installed in 2016-17.

Achievements for 2016-17



- Our ongoing carbon management projects and initiatives led to a 7.8% reduction in greenhouse gas emissions from our services in 2016-17, compared to the previous year. We published our updated [Carbon Management Plan 2016](#) in December 2016.
- We completed the roll out of new food and garden waste collection services to Rutherglen, Cambuslang and Clydesdale. In 2016-17, the council achieved a household waste recycling rate of 53.1%.
- We continued to deliver projects supported through the Scottish Government Air Quality Grant, including: air quality/active travel school workshops, our cycle promotion campaign, and our engine idling campaign.

Recycling:



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

	2014-15	2015-16	2016-17	Are we improving?
SLC	45.0%	49.0%	53.1%	Yes
Scotland	42.8%	44.3%	n/a*	

(* The Scottish figure for the percentage of waste that is recycled is not yet available from the Improvement Service.)

Develop a sustainable council and communities

Achievements (continued)

- A further £2.5 million of Home Energy Efficiency Programmes (HEEPS) funding was allocated in 2016-17 for energy efficiency measures in public and private sector housing stock, including insulation upgrades to lofts and cavity walls and gas infrastructure installations. This brings the total amount of HEEPS funding attracted by South Lanarkshire Council since 2013 to over £15.1 million.
- We completed cycle route works between Lesmahagow and Happendon and on sections of East Kilbride cycle routes.
- We completed a new park and ride facility at Carstairs Train Station.
- We completed the first phase of felling of conifer plantations on the western side of Chatelherault Country Park and installed rock ramps on Millheugh and Avonmill weirs to allow salmon spawning access to the Avon water catchment.
- South Lanarkshire's State of the Environment report is now available as a resource for teachers and pupils on GLOW (Scotland's nationally available digital environment for learning). This includes local data and statistics and provides links to useful tools and resources for use in the classroom.
- The council continues to maintain its 100% registration with Eco-Schools Scotland, which engages young people, pupils and the wider community in environmental education. Currently, 133 schools have bronze awards, 119 have silver awards, and 73 have Green Flag status.
- We have been involved in the development of local flood risk management plans for Clyde and Loch Lomond and the Tweed in partnership, with other local authorities, Scottish Government, Scottish Environment Protection Agency (SEPA) and Scottish Water.



- To help tackle fuel poverty, we installed a range of measures into 3,696 homes - including external wall insulation, new energy efficient boilers and full heating systems – which delivered significant benefits to tenants. Overall, this means that the average energy efficiency rating for our properties is 72.5 against the Scottish average of 61.

Areas for improvement and action



- We will continue to improve the council's compliance with public sector climate change duties, including undertaking annual statutory reporting and the implementation of the council's new Climate Change and Sustainable Development Strategy.

Responding to customer views



- In preparing the council's new Climate Change and Sustainable Development Strategy 2017-22, a number of engagement and consultations sessions took place. These included discussion sessions with young people in local schools and colleges

Develop a sustainable council and communities

Responding to customer views (continued)

to get their views on how council decisions affect their lives now and in the future. We received considerable feedback during these sessions which have been used to help develop the new strategy. The strategy includes examples of what has been achieved so far within each theme which should improve awareness of environmental projects and initiatives.

Next steps



- We will launch the new Sustainable Development and Climate Change Strategy 2017-22 with a view to publishing it in 2017.
- As members of the [South Lanarkshire Biodiversity Partnership](#), we will contribute to delivery of the new Biodiversity Strategy. We will also launch the council's updated [Biodiversity Duty Implementation Plan](#).
- A new residual waste contract will see household black bin waste transferred to a waste plant in Dunbar where it will be used to generate electricity.
- We will continue the LED street lighting replacement programme.
- We will continue to invest in our council houses to ensure they meet energy efficiency standards and include renewable energy technologies where appropriate.
- We will continue to improve cycle routes in East Kilbride, and a cycle network for Cambuslang and Rutherglen will be included in future funding bids.
- We will investigate funding opportunities to link the Clyde Walkway with neighbouring long distance walking routes.

- We will continue to manage flooding priorities and work on flood risk projects identified across South Lanarkshire in line with available funding opportunities.
- We will participate in the Climate Ready Clyde partnership.
- We will update the State of the Environment report with a view to publishing it at the end of 2017.
- We will continue to embed sustainability within learning in our schools curriculum.
- We will continue to work in partnership with the East Kilbride Task Force to support businesses to improve energy efficiency and reduce carbon emissions.
- We will continue to invest in our operational properties to ensure maximum energy efficiency in support of the Carbon Management Plan.



Improving cycle routes

Develop a sustainable council and communities

Next steps (continued)

- We will develop and implement our new customer engagement strategy and work to improve customer satisfaction levels for key service areas.
- We will support the implementation of the energy efficiency/climate change framework.

Link to:

[Develop a sustainable council and communities](#)
Quarter 4 Progress Report 2016-17

[Sustainable development](#)
public performance report

[The Reporter Spring 2017](#) - see articles

'Rise in recycling rates as households clean up'
(pages 18-19)

'Taking carbon emissions to task' (pages 24-25)

[The View May 2016](#)

'New housing is key to success' (page 1)

[The View August 2016](#)

'Parks the way to do it' (pages 4-5)

[The View November 2016](#)

'Felling for the future of the landscape' (page 3)

[The View March 2017](#)

'Eco warriors mean business' (pages 4-5)

[Transformation of Redlees urban park begins](#)

[Park and ride opens at Carstairs Junction](#)

[Key section of national cycle route completed](#)


[Forest kings and queens of Chatelherault](#)

[First ever local flood risk plans published](#)

Since signing Scotland's Climate Change Declaration in 2007, we have reported annually on our progress in implementing our climate change and sustainability actions. We also have a duty to report on our success in meeting our Public Sector Climate Change Duties. Our Climate Change Duties 2016 Summary Report can be found on our website.

Energy efficient council dwellings:

The proportion of council dwellings that are energy efficient has been steadily increasing as a direct result of the council's investment programme targeting insulation and the renewal/upgrade of heating systems.

	2015-16	2016-17	Are we improving?
SLC	82.4%	86.1%	Yes 
Scotland	68.4%	74.2%	

The above measure for energy efficiency in housing is implemented via the Energy Efficiency Standard for Social Housing (ESSH). ESSH aims to improve the energy efficiency of social housing in Scotland, reducing energy consumption, fuel poverty and greenhouse gas emissions. The target is to achieve 100% compliance by 2020 for all non exempt stock.

Develop a sustainable council and communities

Case study:

In 2016-17, the council facilitated a series of air quality and active travel workshops funded through Smarter Choices, Smarter Places (SCSP) and Air Quality Action Plan (AQAP) grants. This is the third year that the workshops have been delivered and have involved pupils from Primary 4, 5 and 6 from various schools across South Lanarkshire.

The bespoke workshops focused on awareness of air quality issues, the benefits of active and sustainable travel, and related issues such as car parking and engine idling near schools. They were mainly classroom based, but did include supporting activities such as homework exercises and take-home information.

Following the workshops, two separate projects were undertaken consisting of more focused activities, allowing whole schools to participate, with parents and carers being encouraged to travel by active/sustainable modes on the day. Pupils delivered presentations on air quality, active travel and engine idling, and distributed air quality and active travel information leaflets (which they designed) to parents and carers.

Going forward, it is hoped that we can continue to secure funding for these workshops, engaging pupils in tackling air pollution in South Lanarkshire, helping them understand how their families' travel choices could help reduce these problems, and ultimately encouraging a change in travel behaviour toward choices other than the private car.



7. Raise educational achievement and attainment

Lead – Education Resources

Other contributing services: Social Work Resources

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



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

- Ensuring a combined commitment to provide high quality learning and teaching to motivate learners in our modernised school estate.
- Challenging and supporting the continued implementation of **Curriculum for Excellence**.
- Continually improving the delivery of learning experiences in literacy, numeracy and health and wellbeing.
- Meeting the needs of all learners through **Getting it right for every child** and our statutory duties.
- Engaging in building leadership capacity and providing opportunities for professional learning to enable establishments and services to deliver their priorities.

Achievements for 2016-17



- The proportion of school leavers entering positive destinations increased in South Lanarkshire to 94.0% which is above the national average (93.3%).
- The percentage of pupils gaining 5 or more awards at Level 6 (Higher) or better increased to 33.6% and is the highest level recorded in the last five years.
- Twelve primary schools and eight secondary schools are participating in the Scottish Attainment Challenge. The schools are working in a partnership to raise attainment levels in literacy and numeracy for all pupils but particularly those from disadvantaged backgrounds.
- Nursery capacity for two year-olds has been increased to meet new Scottish Government legislative requirements by supporting families seeking work or training and in providing high quality learning and childcare.
- Over 5,500 young people participated in more than 280 group work and one-to-one programmes.

Raise educational achievement and attainment

Achievements (continued)

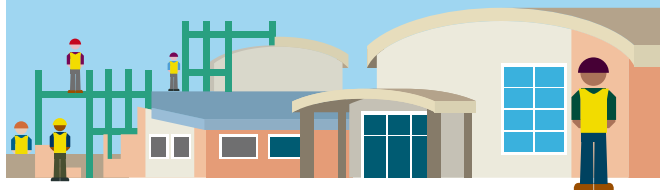
aimed at improving their skills for learning, life and work. Through these activities, young people are gaining additional awards, confirming their resilience and personal development as well as their optimism for the future.

- The South Lanarkshire Council Developing Young Workforce Delivery Framework, formulated with our partners, aims to develop life and work skills for learners and was launched following approval by the Education Committee in November 2016. Through this we are preparing and equipping young people for the world of work in partnership arrangements with business and industry for example, through the use of digital technologies to develop their skills for learning, life and work.
- Our £857 million investment in creating and building 129 new primary schools is on track for completion in 2018. Six primary schools (Abington Primary School and Nursery; Glassford Primary School; Halfmerke Primary School (including Halfmerke Community Nursery); Kirklandpark Primary School and Nursery Class; West Coats Primary School and West Mains School) opened

Percentage of primary aged pupils now taught in a vibrant, modern and stimulating environment.

2016-17 **95%**

2015-16 **90%**



2016 – 17

to pupils in 2016-17 taking the total number of modernised primary schools to 120 with 95% of primary aged pupils now being taught in a vibrant, modern and stimulating environment.

Areas for improvement and action



- We will provide support to ensure all schools participating in the Scottish Attainment Challenge submit annual reports to the Scottish Government and deliver their priorities and ensure that appropriate governance and best value are delivered.
- We will provide support for staff in schools in relation to Pupil Equity Funding in order to meet the aspiration to close the attainment gap.
- We will provide support for establishments to engage in rigorous and robust self evaluation using How Good is Our School (4th Edition) which results in improved outcomes for learners.
- We will continue to lead a range of consultation events to evaluate current uptake and impact on learning of 600 hours Early Learning And Childcare provision, identify gaps in flexible provision and plan for future implementation over a three year phased approach.

Responding to customer views



- In June 2016, at the annual achievement ceremony, 300 young people were presented with a 'Celebrating Success Award' in recognition of their achievements. Evaluations from the young people show the impact and benefit on their sense of pride, achievement and being valued. In addition, a further 20 celebration award events

Raise educational achievement and attainment

Responding to customer views (continued)

have taken place to recognise and celebrate young people's achievements and abilities across their communities, these have included: the annual Duke of Edinburgh Awards Ceremony, the Chinese New Year celebrations recognising young people's learning and abilities whilst sharing cultural customs, the successful election of eight Members to the Scottish Youth Parliament (MSYP) and, Scottish Youth Parliament Awards ceremony. One young person was recognised as the MSYP of the Year and another was recognised in the 'One to Watch' category.

- We carried out a strategic review of work experience models and implementation of the Standard for Work Experience. A survey revealed that schools were seeking to modify their work placement programme in line with the work placement standard. An impact team investigated the feasibility of adopting a more individualised approach and researched models in place in a number of local authorities. As a result, a revised model will be piloted in two schools from August until December 2017 and we aim to implement this across all secondary establishments with effect from January 2018.

Next steps



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

- Continue to implement the [National Improvement Framework](#) focusing on the work to continually improve education in South Lanarkshire and close the attainment gap, delivering both 'excellence and equity'.

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



Link to:

[Education of children](#) public performance report
[Raise educational achievement and attainment – Quarter 4 Progress Report 2016-17](#)

Raise educational achievement and attainment

School building programme is largest in Europe

The council's Primary Schools Modernisation Programme is the largest of its kind in Europe, making sure that South Lanarkshire's pupils are ready for the challenge of the future. The council's £862 million investment will mean that by 2019 every single school in South Lanarkshire will provide first class learning in a modern teaching environment.

So far 120 modernised primary schools have been built, 10 stand alone nurseries and a specialist school for secondary aged pupils with additional social, emotional and behavioural needs.

The area's 19 secondary schools have also been rebuilt or refurbished as part of the £318 million Secondary Schools Modernisation Programme, meaning around 19,000 secondary aged pupils also have the very best accommodation possible.

The state-of-the-art primary school buildings allow pupils to learn in a dynamic and flexible

way to ensure that all children get the most out of education. The modern, bright and inspiring buildings encourage creativity by providing a flexible range of accommodation that can be used for a variety of activities.

Acting Head Teacher at Braidwood Primary School, Brendan Desport said "We have found that the new school is much calmer than the old building, pupils are able to move freely around the school. It is apparent that a lot of thought has been put into the way our school works and how to enhance this in a new building. The biggest change we have noticed is that the children take more pride in their school and a real sense of ownership...after all they were involved in picking furniture and the colour scheme. We are delighted with the new building and know that we will continue to grow and prosper in our new home".



8. Improve the quality, access and availability of housing

Lead – Housing and Technical Resources

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

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

Achievements for 2016-17



- We provided housing for 2,102 households, including the provision of 133 sheltered homes for older people while improving on the number of tenants being able to sustain their tenancy. 52.3% of lets were made to applications under the urgent need category which includes homeless households, those with priority medical needs and former members of HM Forces.

New Housing in Belmont Drive



- Over 1,100 adaptations have been completed in council and private homes allowing people to remain in their own home - 99.1% of those adaptations were completed on time exceeding our target of 97%. All demand has been met for adaptations to council housing and there is no waiting list.
- 235 properties have now been brought up to amenity standards since the 2012-13 programme, bringing the total amenity properties to 589.
- We exceeded our targets for assessing homelessness applications within the 28 day target - 99.4% against the target of 97% and for providing a housing support assessment for those households who required one – 99.8% against the target of 95%.
- Satisfaction with the quality of temporary accommodation increased to 90.7% from 83.5% in 2015-16.
- We continued to meet and exceed our letting targets for the year and improved on the number of tenants being able to sustain their tenancy.

Improve the quality, access and availability of housing

Achievements (continued)

- The average time to re-let empty homes was 20 days against a target of 22 days which is better than last year (22 days). This resulted in our annual rent loss due to voids being 1.1% (below the annual target of 1.3%). With over 15,500 people on the waiting list for housing, we know how important it is to let empty homes as quickly as possible.
- 97.9% of response repairs were completed on time throughout the year (against a target of 97%) and 98.7% of repairs appointments were met (against a target of 90%).
- We increased the supply of affordable housing through the construction of new council houses with 90 new homes completed. This is part of our ambitious home building programme to complete 1,000 new homes by 2022. Many of these were amenity standard - amenity housing is ground or first floor properties, or properties served by a lift, that have been specially designed or adapted for older people, including handrails, raised electrical sockets and non-slip bathroom flooring.
- We also acquired 19 properties through the part exchange plus and buy back schemes. In addition, a further 159 new homes were completed by Registered Social Landlord Partners.
- The quality of the council's **sheltered housing** service was assessed as 'very good' to 'excellent' by the **Care Inspectorate**.
- To help tackle fuel poverty, we installed a range of measures into 3,696 homes - including external wall insulation, new energy efficient boilers and full heating systems – which delivered significant benefits to tenants. Overall, this means that the average energy efficiency rating for our properties is 72.5 against the Scottish average of 61.
- We continued to recover a high level of rent collection and low level of arrears, despite the current economic climate - rent collected of rent due increased to 100.0% compared with 99.7% last year.
- The new Local Housing Strategy 2017-22 was finalised and will be published during 2017-18.



Areas for improvement and action





- We will continue to monitor and review our approach to supporting homeless tenants, improve support for tenants, to sustain tenancies for longer than one year.

Improve the quality, access and availability of housing

Responding to customer views

- The views of our tenants are important to Housing services. Consultation and engagement is wide and varied including a programme of continuous and periodic surveys, providing further insight into particular service processes. The survey programme provides feedback from service users and is used to identify areas of satisfaction and areas for improvement.
- The Tenant Participation Coordination Group and Local Area Forums actively encourage tenants to become more involved with issues affecting tenants. Over the last 16 years tenants and customers have made a significant difference through involvement in the review and development of a range of council policies relating to housing, for example, rent setting and arrears, anti-social behaviour, repairs, housing investment and the development of the new Local Housing Strategy. As part of engagement and input from tenants last year, the rent increase for 2017-18 was agreed at 2%. For further information about how you can get involved contact the South Lanarkshire Tenants' Development Support Project on 01698 527108 or email SLproject@tis.org
- A rolling programme of engagement with service users affected by homelessness provides good feedback on experiences with the services and other agencies and the scope for service improvement.
- We agreed and commenced our first annual scrutiny programme and through this we commenced tenant led inspections of void properties.

Tenant satisfaction with the quality of their home and neighbourhood were areas previously identified as having low satisfaction. During 2016-17, we commissioned a new survey which showed that these areas have improved significantly.

2015-16	2016-17	Are we improving?
Percentage of tenants that were satisfied with the Quality of Home		
80.5%	94.0%	Yes 
Percentage of tenants were satisfied with the management of their neighbourhood		
74.2%	91.0%	Yes 

Next steps

- We will continue to increase the supply of new affordable homes.
- We will continue to let houses efficiently, effectively and fairly.
- We will deliver an effective housing repairs and maintenance service.
- We will continue to implement the housing investment programme to increase the number and improve the quality of the council's housing stock – part of our ambitions for 1,000 new council houses by 2022.
- We will improve access to settled accommodation for urgent housing need applicants, including homeless households.
- We will ensure all homeless applicants receive a fast, efficient and responsive service that meets their needs.

Improve the quality, access and availability of housing

Next steps (continued)

- We will continue to focus on promoting tenancy sustainment for households who were previously homeless.
- We will review provision and structure of housing support.
- We will continue to deliver and further develop the council's Housing Options approach.
- We will review our housing allocations policy.
- We will work with our registered social landlords (RSL) partners to use available housing to best meet housing need.
- New Customer Engagement and Scrutiny Strategy will be developed and implemented.

 Link to:

[Housing and Homelessness](#) public performance report

[Improve the quality, access and availability of housing](#) – Quarter 4 Progress Report 2016-17

[Housing and Technical Resources Plan 2017-18](#)

[Benefits are changing](#) booklet



New tenants -Mr and Mrs McCallum

Case study:

More than 1,000 new council homes to be delivered

The council's Housing Investment Programme (HIP) is set to deliver a total of more than 1,000 new council houses in South Lanarkshire by 2022. These will be delivered through the HIP that is improving the fabric of thousands of homes in South Lanarkshire and has already seen scores of families and individuals moving into new homes.

Uddingston couple Jim and Isabella McCallum were among the first to move into a new development of two blocks of flats. The flats have been designed and built to meet the current and potential future needs of older people. The choice of site, adjacent to Uddingston's bustling Main Street, was selected to give easy access to local amenities.

The McCallum's much loved family home had become a trap for Jim in recent years as their flat was three floors up, in an older building with no lift access. The move has meant Jim has his independence back, the lift and level access from the street and to the car park means he can come and go without any fuss.

The new housing programme is an integral part of the council's ambitious Housing Investment Programme. Executive Director of Housing and Technical Resources Daniel Lowe said: 'From the outset our ambition has been to invest wisely and plan carefully to raise the standard of our existing housing stock to among the best in the country and to ensure all new homes we could provide meet or exceed that level.'

9. Improve the quality of the physical environment

Lead – Community and Enterprise Resources

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



The South Lanarkshire Local Development Plan sets out policies and proposals to guide development in South Lanarkshire from 2014 to 2019.

Achievements for 2016-17



- Over the year, we processed over 4,180 **planning** and building warrant applications, representing several hundred million pounds of investment. We also dealt with 168 planning enforcement cases.
- We worked in partnership with all the council's services to ensure that, where appropriate, the environmental impact of our plans, policies, and strategies were assessed.
- We cleaned up over 260 items of **graffiti**, with 94.5% of graffiti removed within five working days, exceeding the annual target of over 90% of graffiti removed within this timescale.
- We maintained almost 2,700 hectares of council land and achieved high independently assessed scores for grounds maintenance (74, against our annual target score of 70).
- We maintained over 3,250 gardens as part of the council's **Care of Gardens scheme**, with the scheme receiving a 99% customer satisfaction rating.
- We attended to over 1,450 arboricultural enquiries.
- Our streets were inspected for street cleanliness over the year by Keep Scotland Beautiful: 96.3% of these were found to be acceptably clean. The council also received an Association for Public Service Excellence (APSE) Most Improved Performer Award for its street cleaning service.
- We responded to 99.3% of **fly-tipping** complaints and 96.9% of dog fouling complaints within two working days, ensuring a timely response to residents' environmental concerns.
- We attended to domestic noise complaints on average within 32 minutes (exceeding the annual service target of two hours).
- We achieved Green Flag accreditation for Cambuslang Park, Castlebank Park, and Strathaven Park. The latter also received a People's Choice Award, coming first in Scotland and fourth in the UK.
- We created or restored five new paths linking the Clyde Walkway to the surrounding communities of Larkhall, Ashgill, Law, Carluke and Lanark, and restored 1.3 km of the Clyde Walkway between Garrion Bridge and Mauldslie Estate.

Improve the quality of the physical environment

Achievements (continued)

- We provided landscape design and horticultural advice to 28 local community groups delivering partnership projects totalling over £1m, including investment in new play facilities. Play Projects were completed in the following areas in 2016-17: Tarbrax, Braehead, Crofthead Park (Uddingston), Calderglen Country Park, Bothwell Road Park, Crawford, Rosebank and Moor Park (Carluke).
- We completed the first phase of felling of conifer plantations on the western side of Chatelherault Country Park and installed rock ramps on Millheugh and Avonmill weirs to allow salmon spawning access to the Avon water catchment.
- We retained Customer Service Excellence Awards for our Bereavement Service, the Planning Service and the Building Standards Service.
- We acted on just under 4,160 **pest control** requests, over 390 reports of **stray dogs** and 3,070 **noise complaints**, and conducted almost 2,440 **litter** and **dog fouling patrols**.

In our pursuit to make South Lanarkshire a clean and attractive place to live, work and play our Environmental Health teams dealt with

	2015-16	2016-17
Pest control requests	3,700	4,160
Reports of stray dogs	451	390
Litter and dog fouling patrols	2,812	2,440
Noise complaints	2,086	3,070

Areas for improvement and action



- The Planning Service remains conscious of the need to continually improve its timescales for decisions on applications. To achieve this, we will continue to critically assess and review our planning processes and procedures in order to ensure they are fit for purpose.
- The cost of maintaining our parks and open spaces has been increasing compared with previous years. This has resulted in higher costs compared with the Scottish national average figure. The council is reviewing these service costs as part of ongoing cross-council efficiency savings and will continue to propose efficiency savings which should reduce our grounds maintenance costs in the years ahead.

Responding to customer views



- In 2016-17, we worked with various community groups to establish play designs that specifically meet the needs of the local community. For example, the local group in Kirkfieldbank was determined that their new play area should not only be about children, but that the facilities should also cater for parents and grandparents too. As a result, through consultation, a sensory garden with seating was incorporated into the design. Whilst all projects include an element of inclusive play equipment, the group also liaised with an additional support needs school nearby, ensuring the final design reflected their specific needs. With all of the preparatory work and consultation now completed, this new facility will be delivered and will appeal to the wider community.

Improve the quality of the physical environment

Responding to customer reviews (continued)

- We are currently preparing the second South Lanarkshire Local Development Plan (SLLDP2) and are at the consultation and engagement stage. The Local Development Plan guides the future development of our area. It is the basis for decision making on planning applications, and contains policies and proposals for the future development and use of land. Consultation and engagement in relation to the Plan took place between April and November 2016 and included the general public, all council departments, community councils and our other key stakeholders. A second period of public consultation took place between March and May 2017, with local communities getting the chance to view and comment on the Main Issues Report. This report is the first stage in the development of the Local Development Plan and its main purpose is to allow early comment from interested parties on how the council should address the key matters that were identified during the first consultation stage. It is anticipated that the proposed Local Development Plan will be ready for further consultation in 2018.

Next steps



- We will maintain land and streets to a high standard, achieving high independently assessed scores for our **grounds maintenance** and **street cleanliness** services and responding to requests for the removal of **fly-tipping**, **hazardous items**, and graffiti within agreed timescales. Where necessary, we will also take enforcement action in relation to fly tipping, graffiti, **dog fouling**, and **noise**.
- We will increase burial ground capacity in and around existing South Lanarkshire cemeteries.
- We will protect **biodiversity** and enhance **greenspace** in South Lanarkshire through the delivery of core countryside and greenspace projects, for example, restructuring of woodland and footpath networks and replacing and repairing of footbridges in Millheugh/Greenhall Estate, Chatelherault Country Park, and Mauldslie and West Brownlie Woods.
- We will work to retain Green Flag accreditation at Cambuslang Park, Strathaven Park, and Castlebank Park, Lanark.
- We will work in partnership with at least six community groups seeking environmental and fixed play area improvements; in 2017-18, we plan to deliver new play areas in Blackwood, Sandford, Overtoun Park, Douglas Drive (Rutherglen), Kirkfieldbank and Glassford.
- We will unlock the development potential of vacant, derelict and **contaminated land** sites and remove and control health risks.
- We will provide a responsive public health service to protect the community from infectious diseases, contamination, or other hazards which constitute a danger to public health.
- We will assess and determine development proposals in line with Planning and Building Standards legislation and the council's Local Development Plan.
- We will continue to maintain town centres and work with businesses and owners to market and promote our town centres, ensuring they are sustainable in a modern context.

Improve the quality of the physical environment

 Link to:

[Planning and Building Standards public performance report](#)

[Street cleaning and grounds maintenance public performance report](#)

[Improve the quality of the physical environment - Quarter 4 Progress Report 2016-17](#)

[Community and Enterprise Resources Plan 2017-18](#)

[The Reporter Spring 2017](#)- see article:

- 'Making Play Work' (page 20-21)

[The View Spring 2017](#) – see article:

- 'New guidance will support Strathaven conservation and regeneration' (page 6)

[The View Winter 2017](#)– see article:

- 'War memorial service takes place in Hamilton' (page 3)

- 'Felling for the future of the landscape' (page 3)

[Path to improve community links](#)

[Salmon homecoming events](#)

[Communities to have say on new development plan](#)

[Transformation of Redlees urban park begins](#)

[Strathaven conservation and regeneration gets planning boost](#)

[Hundreds of children join salmon project](#)

[Get out and about for wildlife challenge](#)

[Volunteer in the Clyde and Avon Valley in 2017](#)

[Volunteers to walk and work in woods](#)

Case study:

Strathaven is winning team

The grounds team at Strathaven Park certainly has lots to smile about. For Strathaven was recently named the best park in Scotland as voted by the general public through the People's Choice Awards and the Green Flag Awards scheme. The park originally received the Green Flag Award in 2013 and has retained this award for each of the last 4 years.

More than 30,000 people voted in the People's Choices Awards which saw over 1,700 parks entered. This vote, carried out in conjunction with Keep Scotland Beautiful and Keep Britain Tidy, gives the public the opportunity to vote for their favourite park or open space.

The results of the vote saw Strathaven Park achieve a top 10 finish and the only participant from Scotland to achieve a top 10 placing for the second year running.

Ian Guild, Grounds Manager, said: "We were delighted with this award. It is testament to the hard work and dedication of our team who work tirelessly to ensure the park is maintained to such a high standard.

"We also greatly appreciate the work that local volunteers from the various groups including Friends of Strathaven do, and the valued input of staff from South Lanarkshire Leisure and Culture."



The Strathaven Park grounds team

10. Increase involvement in lifelong learning

Lead – Education Resources

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



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

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

Achievements for 2016-17



- Promoting the Role of Father Figures won the Scottish Education Awards 'Parents as Partners' category in 2016, in recognition of the impact of their work – see case study at the end of this section.
- Over 2,300 young people have contributed more than 47,500 hours of volunteering in their community. Activity included the service section of the Duke of Edinburgh Awards, the delivery of

programmes and community events, running local elections for the Scottish Youth Parliament and participation in the official count.

- Over 2,200 young people have participated in 159 groups and programmes that improve literacy and numeracy, increasing resilience and personal development. These include Links-2-Life, top frame animation, Cognitive Behaviour Therapy, Money For Life inputs and enterprise groups, in addition to one-to-one work. Innovative programmes provide young people the opportunity to improve literacy and numeracy skills in safe and comfortable environments, supporting their continued education and increasing their resilience.
- Over 1,200 awards have been achieved by young people through Youth Learning programmes and projects. Through participation in Youth Learning programmes, young people have access to nationally recognised awards including: Youth Achievement and Dynamic Youth Awards, Duke of Edinburgh Awards Scheme (Bronze, Silver and Gold), Customer Service Skills, Food Safety Level 2, Cooking on Budget course and, SQA working with others and employability units. These awards provide learning and development opportunities in a range of contexts resulting in young people increasing their confidence, resilience and optimism for the future.

Increase involvement in lifelong learning



Over 1,200 awards have been achieved by young people through Youth Learning programmes and projects. Here are some of the awards achieved: Youth Achievement and Dynamic Youth Awards, Duke of Edinburgh Awards Scheme (Bronze, Silver and Gold), Customer Service Skills, Food Safety Level 2, Cooking on Budget course and, SQA working with others and employability units.



- We will deliver services and programmes through the Community Learning and Development Strategic 3 Year Plan to further improve literacy and numeracy skills among young people.
- We will continue to develop and implement a range of supports to establishments to take forward Developing Scotland's Young Workforce.
- We will provide support for establishments and services to engage rigorous and robust self-evaluation using How Good is the Learning and Development in our Community? which results in improved outcomes for learners.

Responding to customer views



- To increase the involvement of young people in decision making processes affecting their community during 2016-17, more than 5,500 young people voted in the Scottish Youth Parliament (SYP) elections across South Lanarkshire, with 865 young people further involved in engagement around the revised Housing Strategy, Physical Activities consultation, completing the South Lanarkshire Youth Survey, interior decoration of Universal Connections facilities, and in the development of Spring Break Programmes. Through these opportunities, young people are ensuring that youth work programmes and services being planned and delivered in communities meet the needs of young people and develop young people's understanding of the impact they have within the life of their communities.
- Throughout 2016-17 there have been regular meetings in four localities to ensure people are engaged in decision making in their communities. These meetings have supported community development processes at a local level and built

Areas for improvement and action



- We will undertake consultation with all stakeholders in the revision of the current admissions policy for all Early Learning and Childcare establishments and develop a revised policy.
- We will implement key elements of Child's Plan across Education Resources and wider partners.

Increase involvement in lifelong learning

Responding to customer reviews (continued)

community capacity. All localities have continued to show increased social capital as local groups have experienced and build on how this participation benefits their groups and also their community. As part of the Community Learning and Development strategic approach in South Lanarkshire all of the partner organisations were represented at both the local launch of the South Lanarkshire Community Learning and Development locality plan and the central event to reflect on and review the Community Learning & Development Strategy and supporting Action Plan. Over the year 987 participants have been involved in community decision making processes supported by the community Learning and Home School Partnership service.

Next Steps

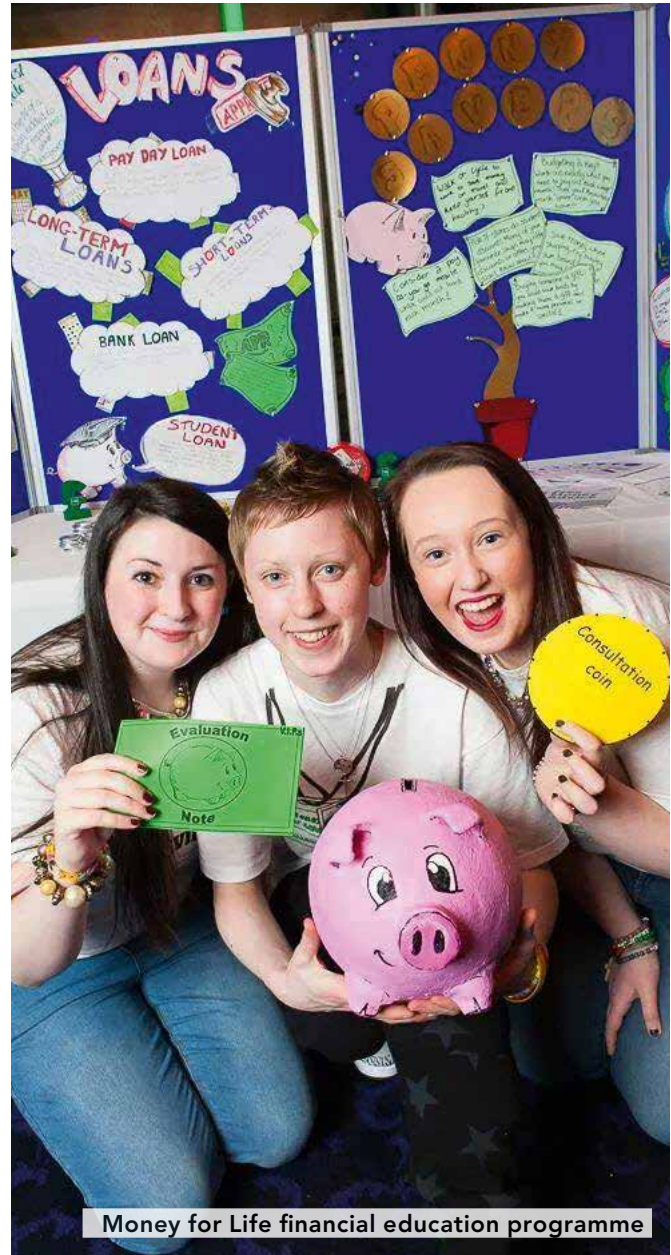


- We will deliver services and programmes through the Community Learning and Development Partnership to further improve literacy and numeracy skills among young people, increasing resilience and personal development.
- We will deliver a range of opportunities for people of all ages through Community Learning/Home School Partnership programmes.

 Link to:

[Education of children](#) public performance report
[Increase involvement in lifelong learning – Q4](#)
Progress report 2016-17

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



Money for Life financial education programme

Case study:

Promoting the Role of Father Figures won the Scottish Education Awards 'Parents as Partners' category in 2016

The Promoting Roles of Father Figures (PROFF) group was formed after an initial campcraft programme run by South Lanarkshire Council, facilitated by Community Learning and Development and the Home School Partnership Service (CLHSPS). The group is made up of fathers, grandfathers, uncles, step-fathers, step-grandfathers and older brothers. The group hold meetings on a monthly basis and these are open to any father figure. They have developed their own website and utilise CLHSPS links with schools to promote their programmes. The group has reached out to encourage more father figures to get involved and work closely with CLHSPS to provide opportunities for more families to join the group. 110 male carers and 170 children have participated in PROFF group activities. The group have been successful in several fundraising pursuits and, by linking with CLHSPS, they have been able to provide free transport and activities for families. This has enabled many families, who are living in some of the most deprived areas in Scotland, to participate in a range of learning experiences that would otherwise have been unaffordable.

Why

Research conducted with the fathers showed that many felt uncomfortable when attending family programmes, as sometimes they would be the only man attending.

The fathers also said they would like support and guidance to help them become more involved in their children's learning. They asked for support from CLHSPS in order to build on their experiences and are now active in supporting their children's learning.

Impact

- Children involved have exhibited wider ambitions.
- Some of the children have become part of Rights Respecting Schools committees.
- Fathers have supported children with their reading through the Scotland Reads programme.
- Families have helped to establish and develop Calderside Academy's Orchard.
- Members have taken part in South Lanarkshire Council's planning groups to help engage more male carers.
- Numerous father figures have accessed training and qualifications, which has led to employment for some.
- Absent fathers have been supported to connect with their children and families.
- Fathers have shared their life experiences at school events aimed at challenging the perceptions of young people.

For more information follow this web link:
www.profatherfigures.com

11. Getting it right for every child

Lead – Social Work Resources

Other contributing services: Education Resources

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



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

Furthermore, we will implement the [Children and young people \(Scotland\) Act 2014](#) which is one of the most significant pieces of legislation affecting children, young people and their families since the Children (Scotland) Act 1995.

Achievements for 2016-17

- We protected 712 children through child protection investigations, compared with 622 children last year. At 31 March 2017, there were 140 children on the Child Protection Register, compared with 172 last year.
- We prepared 529 reports for children who were supported through the Children's Hearing system, compared to 570 last year.

- We supported 227 children and young people in foster placements on a full time basis, compared with 190 last year.
- 563 children were looked after by the council. Of these children: 266 (47.3%) were looked after at home, with 106 of these with friends and relatives; 227 (40.3%) were looked after by foster carers/prospective adopters. 70 (12.4%) children were in residential and/or secure school accommodation - with 40 (7.1%) in the council area, 15 (2.7%) in residential schools and the final 15 (2.7%) required specialist, out of area placements to meet their needs.

Getting it right for every child

Areas for improvement and action

- We will continue to maintain grades of 'good' and above for external inspections of our registered care services in relation to children and young people.
- We will continue to participate in the Realigning Children's Service Programme, a two year programme which is being undertaken by a multi-agency Task and Finish Group in collaboration with Scottish Government. This will provide a thorough strategic needs analysis for South Lanarkshire's children by 2017. This will assist the partnership target resources to those most in need.
- We will provide support to the Getting it right for South Lanarkshire Children (GIRSLC) Strategy Group and Partnership Board.

Responding to customer views

- The council works with the Viewpoint organisation. This is one of a range of ways in which we engage with looked after children, to better understand their thoughts and experiences. Children are able to engage with Viewpoint online, with or without support and contribute their views both to individual plans and collectively to service developments. The questionnaire responses are also available to inform discussion and planning with Social Workers. During the year, 65 questionnaires were completed by looked after and accommodated children and 139 questionnaires by those subject to Child Protection planning. An annual report is produced on the findings, and any improvements in service taken forward as a result.

- South Lanarkshire launched its [Corporate Parenting Strategy and Action Plan](#) in May 2016 and this was followed up by an event in December 2016 "What More Can We Do?". This involved all Corporate Parents who have agreed, through this partnership, to take all actions necessary to promote and support the health and wellbeing of a child from infancy to adulthood. In South Lanarkshire we have agreed six core commitments for the next two years to give clear strategic direction to all partners. As Corporate Parents we continue to be alert to matters that might affect the wellbeing of children, assess the needs of those children and young people, promote the interests of those children and young people, and seek to provide opportunities to participate in activities designed to promote wellbeing of those children and young people.

Next steps

- We will prepare an annual report on our Corporate Parenting Strategy.
- We will prepare an options appraisal on service models for aftercare and continuing care.
- We will plan for the implementation of the Carers (Scotland) Act 2016 in relation to The Young Carers Statement.

 Link to:

[Child Protection Committee](#)

[Social Work Resources Plan 2017-18](#)

[Chief Social Work Officer Report \(CSWO\) 2015-16](#)

Getting it right for every child



Looked after children	2015-16	2016-17
- at home	288	266
- by foster carers/prospective adopters	190	227
- in residential and/or secure school accommodation	70	70
Total	548	563

These results show an increase in our looked after population, showing less at home and more with foster carers.

Educational attainment varies across the types of accommodation in which looked after children are placed. Overall, more than eight in ten looked after school leavers achieved at least one qualification at Scottish Credit and Qualifications Framework (SCQF) level 3 or better. Children in foster care, provided and purchased by the local authority, perform well (64% and 55% respectively achieving at level 5 or better). School leavers looked after at home had the lowest overall levels of attainment, with 11% achieving at least one qualification at level 5 or better, compared to 40% for looked after leavers as a whole. It is unclear whether the relative success of those in foster care is because these settings encourage better outcomes, or because the circumstances of the people placed within them are more positive - the reason is potentially a combination of these things.

Getting it right for every child

Case study:

Making play work

From urban parks in the larger towns, through visitor destinations such as country parks, to local facilities in rural villages, a safe, fun and adventurous play area is an important resource for children, parents, grandparents and carers who look after them.

The importance of good quality play areas should not be underestimated. They support healthy outdoor play for children from the very young through to teenage years. They also provide a meeting place and an opportunity for social engagement for the young and their parents and carers.



**getting
it right**
for every child
in South Lanarkshire



Having fun at Crofthead Park

12. Improve community safety

Lead – Housing and Technical Resources

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

The council recognises that effective partnerships play a crucial role in tackling community safety issues, including crime, anti-social behaviour, road/fire/home safety and reduction of violence. Our main focus and actions are set out in the Community Safety Strategy 2012-17.

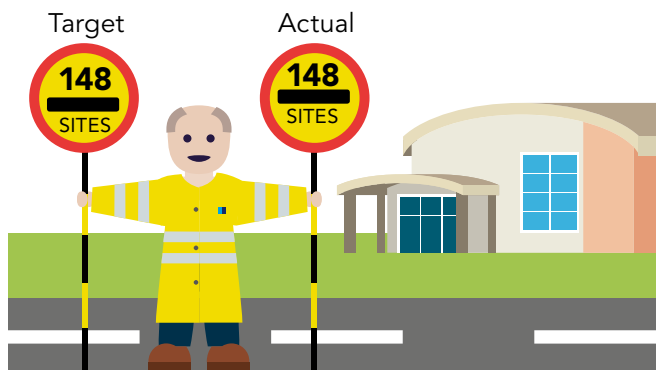


Achievements in 2016-17



- We undertook road safety improvements at identified accident routes or locations. This included route action plan works and road infrastructure improvements such as road marking and signs, engineering measures at schools and speed limit initiatives.
- We implemented **road safety** education training initiatives at various schools, such as Kerbcraft, Bikeability, the Road Safety Calendar Competition, the Junior Road Safety Officer Scheme and Theatre in Education. We also promoted the use of school travel plans aimed at providing children with healthy travel alternatives to and from school; in 2016-17, 66 schools developed **travel plans** and a further 62 schools were in the process of developing plans.
- In assisting with the provision of safe routes to and from school, school crossing patrol cover was provided at 148 sites, in line with our annual target.

- We responded to 3,077 domestic noise complaints, and for those complaints requiring attendance on site, responded within an average time of 32 minutes (exceeding the annual service target of two hours).
- We continued to promote and develop the Doorstep Crime Initiative Cold Calling Control Zones: 100% of reports of door step crime were responded to on the same or next working day.



Improve community safety

Achievements (continued)

- Our Trading Standards service processed 82% of consumer complaints within 14 days and achieved over £285,000 of redress for local consumers who were in dispute over the purchase of goods and services.
- 85.4% anti-social behaviour (ASB) cases resolved within target – increased from 79.7% compared with the previous year.
- The incidence of crime to council property reduced significantly by 12.6%.
- We continued to implement the council's security strategy.

Areas for improvement and action



- In 2017, and for the third time, the Consumer and Trading Standards Team will carry out its **partnership project** with Police Scotland and North Lanarkshire Council's Trading Standards team. The aim of this project is to undertake joint action over a three month period using each agency's powers, causing maximum disruption to those involved in criminality throughout Lanarkshire. A period of information sharing will occur prior to the project commencing, to allow targets to be identified, intelligence to be compiled, and activity to be scheduled.
- Along with other local authorities next year, our Environmental Health team will work with the new Scottish Food Crime Unit (part of **Food Standards Scotland**) submitting reports to the new unit where there is a suspicion of criminal activity that impacts on the safety or authenticity of food and drink in the area. This will allow Food Standards Scotland to detect potential cross boundary food crimes at an early stage.

Next steps



- We will continue to focus on road safety projects in order to reduce road casualties on the roads of South Lanarkshire and to make roads safer for all users.
- We will continue to provide school crossing patrol cover to assist in the provision of safe routes to and from school.
- We will continue to protect public health and the environment through our **Environmental Health service** and will continue to protect consumers of goods and services through the work of our **Trading Standards service**.
- We will continue to implement the Anti-Social Behaviour (ASB) Strategy and effectively deliver and promote ASB services.
- We will continue to monitor and report on the implementation and ongoing development of the Community Safety Strategy and ensure the effective engagement with tenants and other customer groups.

Improve community safety

[Link to:](#)

[Environmental Health and Trading Standards and Roads and lighting public performance reports](#)

[Improve community safety – Quarter 4 Progress Report 2016-17](#)

[Engine idling campaign gets underway](#)

[Fireworks - putting safety first](#)

[In Town, Slow Down campaign launched](#)

[Your views on anti-social behaviour](#)

Doorstep crime

100% responded to the same or next working day
– same in 2015-16



Case study:

Fireworks - putting safety first

Our campaign 'Fireworks – putting safety first' in November 2016 was about putting safety first whilst allowing everyone, who chose to, to enjoy that time of the year without accident or incident. The potential for anti-social behaviour, and indeed, serious injury, is huge when dangerous explosives fall into the wrong hands.

The council works closely with the retail trade and with communities to educate, inform and, where necessary enforce, and in the lead up to 5 November we also work closely with Scottish Fire and Rescue Service.

The public were made aware of times that registered traders can legally sell fireworks and also of the four times per year when fireworks are allowed to be on general sale.

As the excitement built towards 5 November, the council's teams were in action visiting registered traders in South Lanarkshire, and making sure fireworks were stored and sold appropriately.



Putting safety first

13. Improve and maintain health and increase physical activity

Lead – Community and Enterprise Resources

Other contributing services: South Lanarkshire Leisure and Culture

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



The council also has a significant role to play in promoting healthier lifestyles through local sports and community facilities operated on its behalf by South Lanarkshire Leisure and Culture (SLLC).

Achievements for 2016-17



- There were 2.9 million attendances at our leisure centres and 2.2 million attendances at our outdoor recreation and country parks. Over 1.3 million of these visits were by residents aged under 16 and over 60 – both groups benefited from SLLC's reduced rates.
 - Over 20,000 school pupils (46% of the total school roll) attended 17,600 activity sessions organised and led by our Active Schools staff and volunteers.
 - Attendances at coaching events rose by over 3,200 to 4,453, allowing new and existing coaches to improve their skills.
 - Membership of the over 60s 'Activage' scheme rose by 6% to 7,622 – the total number of attendances by over 60s rose by 14,300 to 433,000.
- We upgraded **East Kilbride Ice Rink** as part of a new leisure hub which now features a variety of family-orientated restaurants and a new commercial gym, as well as the existing cinema complex. The £2.2 million refurbishment has resulted in a better and brighter ice rink with a new ice pad and improved access for those with disabilities.
 - We worked in partnership with the community to secure grant support for investment in new play facilities. Play projects totalling over £1 million were completed in the following areas in 2016-17: Tarbrax, Braehead, Crofthead Park (Uddingston), Calderglen Country Park, Bothwell Road Park, Crawford, Rosebank and Moor Park (Carluke) - all of which incorporate an element of inclusive play for children with additional support needs.
 - We provided 4.7 million nutritious school meals and over 96,400 community meals to Social Work clients.

Improve and maintain health and increase physical activity

Achievements (continued)

- Our Environmental Health service acted on 5,870 enquiries relating to environmental pollution and helped ensure that the number of incidents of food borne infection in 2016-17 was kept to a minimum (there were 141 incidents in 2016-17: 19 fewer than in the previous year).

Areas for improvement and action

- We will continue to develop new and existing partnerships aimed at improving opportunities for people to lead healthier lives.
- We will develop the use of social media to raise awareness of our facilities, as well as increasing the use of targeted marketing to specifically increase gym membership numbers.

Responding to customer views

- Throughout 2016-17, SLLC undertook several forms of customer feedback and self evaluation to ensure its high standards of service are maintained; this included a programme of mystery shopper/ visitor experiences which highlighted areas of improvement, as well as areas of good practice. Throughout the year, 64 mystery visits were conducted and, as in previous years, the findings reiterated excellent customer service, with staff creating a friendly, welcoming atmosphere in our facilities. The high levels of cleanliness, the variety of activities offered to customers, and the quality of golf courses were also rated very highly. Areas highlighted for improvement included better signage to some facilities and some general maintenance across our facilities.

- Throughout 2016-17, our sport and physical activity service and the outdoor recreation and country parks service recorded 436 comments and complaints, a drop of 17% on the previous year. The areas of most concern to customers related to programming, maintenance, staff performance and communication, all of which showed lower levels of dissatisfaction than in the previous year – a reduction of 1%, 31%, 1% and 21% respectively. Nevertheless, as a result of these complaints, staff and coaches were re-trained on the importance of strict adherence to the scheduled timetable of activities to avoid any customer disruption, gym equipment was reinstated at Lanark Lifestyles, and faulty equipment was repaired across several facilities. Furthermore, the frequency of maintenance to pathways at James Hamilton Heritage Park was increased, pot holes were repaired in Calderglen Country Park, as was lighting in the car park at Hamilton Water Palace.

Next steps

- We will develop physical activity provision, club engagement, and partnership programmes aimed at encouraging all members of the community to lead more active lives.
- We will continue to work closely with strategic partners, in particular the South Lanarkshire Health and Social Care Partnership, in identifying and addressing the health inequalities prevalent across South Lanarkshire.
- We will continue to promote leisure activities for over 60s, under 16s, and those most disadvantaged.

Improve and maintain health and increase physical activity

Next steps (continued)

- We will upgrade three synthetic pitches at Lanark Racecourse, Hamilton Palace Ground and Ballerup Recreation Ground, and we will work in partnership with local communities to deliver new play areas in Blackwood, Sandford, Overtoun Park, Douglas Drive (Rutherglen), Kirkfieldbank and Glassford as well as a new community garden and play area in Crawfordjohn.
- We will create a new 3G pitch and associated changing accommodation within the new build Newton Farm Primary School and community wing.
- We will continue to provide nutritious school meals and a comprehensive and responsive public health service to the community.
- We will encourage active travel and recreational access to the outdoors by extending our network of cycle routes, upgrading, maintaining and promoting path networks, and extending the [Clyde Walkway](#).

 Link to:

[Leisure and culture](#) public performance report

[Improve and maintain health and increase physical activity](#) – Quarter 4 Progress Report 2016-17

[SLLC Annual Report 2016-17 \(Link\)](#)

[Community and Enterprise Resources Plan 2017-18](#)

[The Reporter Spring 2017](#) - see article:

- 'N-ice development in EK' (page 25)

- 'Making Play Work' (page 20-21)



In addressing our challenge to improve health and increase physical activity, we are happy to report the following:

	2015-16	2016-17
Membership of the over 60s 'Activage' scheme	7,100	7,622
Usage of facilities by this group	418,734	433,000
Activity sessions organised by Active Schools staff and volunteers	17,700	17,600
Number of school pupils participating	19,500	20,000
Representing percentage of total school roll	45%	46%
Number of attendances at Outdoor Recreation and Country Parks	2,104,500	2,226,100

Improve and maintain health and increase physical activity

Case study:

Chatelherault Cyclo-Cross

In January 2017, Chatelherault Country Park hosted the first Cyclo-Cross event within the park and woodland. The event was organised in conjunction with a local volunteer cycling group, Clydesdale Colts, who use the park on a regular basis.

The event was identified as a great way to develop interest in cycling and a total of 284 competitors took part, with many of them reporting that this was one of the best organised events of their calendar.

The event itself comprised two adult races: one at veteran level, which saw around 80 competitors attend from across Scotland, taking part in races over a 45 minute duration. This was followed by the Juniors race, which saw 90 participants race over a 20 minute course, before the Intermediates race which had 110 participants.

Feedback from the event was excellent, with one of the winners commenting that this was:

“One of the best courses they had raced on in terms of difficulty and periods of recovery, and that the setting was phenomenal - could you make this an annual event please!”



Cyclo-Cross race at Chatelherault Country Park



Getting ready for the Juniors race

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

Lead – Community and Enterprise Resources

Other contributing services: South Lanarkshire Leisure and Culture

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



We also promote participation in cultural activities through local community halls, cultural venues, and libraries and the museum, operated on its behalf by South Lanarkshire Leisure and Culture (SLLC).

Achievements for 2016-17

- Over 2.2 million attendances were recorded across activities and services provided by our cultural services team.
- The children's library team delivered 7,000 events to more than 151,000 children and adults, with children's library memberships increasing by 11%.
- Attendances at Low Parks Museum and Hamilton Mausoleum increased by over 7% to 27,243.
- The museum service secured over £34,000 in external funding to enable the redevelopment and redisplay of the Textile Gallery at Low Parks Museum.
- A total of 17,000 attendances were recorded at 69 pantomime performances staged across SLLC's cultural venues.

- Rutherglen Town Hall was awarded a 5-star rating by Visit Scotland's Quality Assurance Scheme.
- Over 160 pupils attended the Artsnet Festival project in February 2017 which involved 19 establishments, performing to an audience of over 700 people each night.
- Over 120 children participated in a 'Schools of the Future' conference designed to increase skills and confidence in cultural and creative activity.
- The Youth Learning Service continues to deliver innovative lifelong learning opportunities and increase opportunities for access to Mandarin and Chinese cultural activities.

Areas for improvement and action



- Through the development and use of existing customer databases and through marketing and targeted social media campaigns, we will continue to raise awareness of cultural programmes and activities on offer and aim to increase participation in these activities.

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

Responding to customer views



- SLLC recorded 67 complaints and comments against the libraries and museum service and cultural services. The areas of most concern to customers related to programming, maintenance, staff performance and communication - in all these areas, dissatisfaction has reduced compared to 2015-16, by 1%, 31%, 1% and 21% respectively. Improvements which have been made as a result of customer feedback include the provision of baby changing facilities within Ballerup Hall and the identification of 'quiet times' at East Kilbride Central Library.

Next steps



- We will continue to focus on maximising opportunities for participation in cultural activities.
- We will continue to develop the digital aspect of both the library and the museum services.
- We will continue to develop library services for children, providing positive parent and child experiences through family oriented literacy events.
- We will work in partnership to maximise the impact that arts, culture and learning activities can have on people's lives, by identifying those most in need and by developing new targeted initiatives such as literacy programmes in libraries and arts activities in care homes and day centres.
- We will improve facilities for arts and cultural activities by completing construction of the new community wing within the new build Newton Farm Primary School.

- We will progress with replacing Ballgreen Hall and Library with a new integrated facility within St Patrick's Primary School in Strathaven.
- We will design community facilities within a new build primary school in Elsrickle.
- We will continue to share good practice and compare our performance with other comparable providers.



Link to:

[Leisure and culture](#) public performance report
[Promote participation in cultural activities and provide quality facilities to support communities](#)
– Quarter 4 Progress Report 2016-17

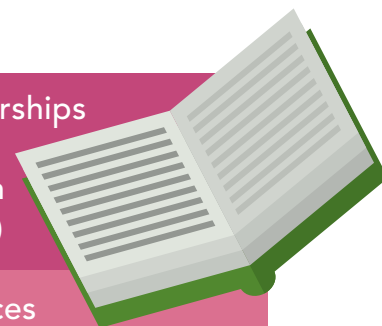
[SLLC Annual Report 2016-17](#)

[Community and Enterprise Resources Plan 2017-18](#)

[The Reporter Spring 2017](#) - see article:

- 'Zoo with a view' (page 26)

Children's library memberships have increased by **11%** to **34,400** compared with the previous year (31,100)



The number of attendances recorded across activities and services provided by the Cultural Services team during 2015-16 was **2,027,734**, and in 2016-17 was **2,184,420**, resulting in a **7.7%** increase.

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

Case study:

Engaging with over 50s

SLLC's Arts Development staff, in partnership with the 'Good Health' project team and John Wright Sports Centre staff, have piloted a new initiative, 'Cultural Wednesdays'.

A consultation exercise was carried out with Activage participants to find out what interest there was for cultural activities. Samba drumming and 'Young at Heart' dance were the most popular, so the programme started with a block of each, with participants taking part in an hour of one activity followed by an hour of another activity.

With over 18 participants initially, the pilot has been a huge success and it has been agreed that samba drumming should be the 'constant', with the opportunity to try other activities, including charcoal drawing and digital photography. Such has been their progress, that the 'Silver Samba Band' performed during the East Kilbride 'Move it' week and the prestigious East Kilbride Summer Fest in 2017.

There is no doubt that both these initiatives offer anyone aged over 50 the chance to boost their physical and mental wellbeing, with the social opportunities on offer just as valuable as the physical benefits.



15. Strengthen partnership working, community leadership and engagement

Lead – Finance and Corporate Resources

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

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

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

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



Graphics team receiving 'Best Illustration' award

Achievements for 2016-17



- The council undertook a consultation process with tenants groups, the Tenant Participation Co-ordination Group and the Housing Budget Scrutiny Panel on the Housing Revenue Account budget proposals including investment priorities, rent rise options and savings proposals. In addition, 85% of tenants are 'fairly or very satisfied' with the opportunities available to influence their landlord.
- Graphics team won 'Best Illustration' award for [Calderglen animal banners](#) and 'Best Design for Print' award for City Deal brochure.
- 120 parents and carers attended the Parents Conference on 'supporting children's learning'. 96% found the sharing of information on promoting resilience and attachment helpful and highly rated the opportunity to take part in the "wee blether" to share information and ideas on how Parent Council's can support children's learning.
- In line with the National Action, South Lanarkshire will have recruited five newly qualified mental health officers.

Strengthen partnership working, community leadership and engagement

Achievements (continued)

- The council's website continues to be available to the public 98% of any given working day. As more residents access the web through mobiles and tablets, the structure and content is reviewed to meet users' needs and priorities.
- The online booking system has recorded increased numbers of emails and texts, showing that there is an increased shift towards residents' and customers' acceptance and use of online applications.

Areas for improvement and action

- To ensure effective communications between customers and the council, the review of the structure and content of the website continues, including regular user experience testing, surveys and focus groups with employees and members of the public.
- Roll out of the Scottish Public Service Ombudsman (SPSO) quality improvement tool will enable employees to better implement the national complaints handling process and promote empowerment when dealing proactively with complaints at the point of contact.
- The **consultation** database on the website is updated with the broad range of activities being facilitated across the council's services and on behalf of partners. Work is ongoing to improve accessibility for customers and communities to information regarding ongoing and upcoming consultations, to ensure they are aware and engaged in all that we do.

- Work continues with **Community Links** to raise awareness of community engagement projects. Their monthly newsletter **Community Matters** includes lots of information regarding consultation and engagement events to encourage active participation. Currently, the project is actively involved in participatory budgeting (PB) through the Community Choices fund: supporting local people to make local decisions that will affect and improve the quality of their lives.

Responding to customer views



- As part of the 2017-18 annual budget setting process the council undertook a face to face public consultation exercise involving representatives from the Citizens' Panel and specific interest groups. The results from this public consultation were advised to all elected members, for example:
 - Support for the relevance of the council priorities continued across all groups with 98% agreeing with the priorities
 - Support for the cross council savings identified (including Administration support, Policy and Strategy, overtime and utilities) as the most appropriate way of identifying efficiencies was strong across all groups, with 87% agreeing with the approaches being taken.

To keep the public informed in 2016-17, we achieved:



Strengthen partnership working, community leadership and engagement

Responding to customer views (continued)

- A customer complained to the council about being asked to provide the same information to different services about a family bereavement, which was obviously very upsetting. Arrangements have been put in place for sharing information through the “Tell Us Once” service, designed to prevent customers from having to provide the same information and confirmation of death to different services. As a result of this being rolled out fully, we expect to see a reduction in the number of similar complaints.

Next steps



- Develop the South Lanarkshire Local Outcomes Improvement Plan (LOIP) and Locality Plans as required by the Community Empowerment (Scotland) Act 2015 by October 2017.
- New Customer Engagement and Scrutiny Strategy will be developed and implemented.



 Link to:

[Strengthen partnership working, community leadership and engagement - Quarter 4 Progress Report 2016-17](#)

Public Performance Reports - [Consultation and engagement](#) and [Responsiveness to communities](#)

[The Reporter](#) – published annually and delivered to all 148,000 households in South Lanarkshire, informing residents of services and what the council is doing and updating on the financial performance of the council.

See relevant articles:

‘It’s your area – get involved!’ Spring 2016 edition (page 22)

[Finance and Corporate Resources Plan 2017-18](#)

16. Provide vision and strategic direction

Lead – Finance and Corporate Resources

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

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



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

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

Achievements for 2016-17



- The Council Plan Connect has been renewed for the period 2017-22. The draft document was presented to the Executive Committee on 8 March 2017. Following further consultation, the Plan will be presented to the new council for approval.

- The new Local Housing Strategy (LHS) also covering the period 2017-22 was finalised and is due to be published during 2017-18.
- Enquiries received by the Chief Executive including correspondence, consultations and complaints must be dealt with in 10 days. Out of 2,266 enquiries, 93.8% were concluded on time, exceeding our target of 85%.
- In terms of raising awareness of equality obligations we published our updated equalities mainstreaming report. The programme of awareness training continues, including disability, transgender identity and equality awareness training for taxi drivers. The training was undertaken in a variety of formats, including workshops, information packs, classroom-based and e-learning.
- We successfully migrated from 'double tick' to 'Disability Confident' employer recognition – confirming our commitment to actively seeking skilled disabled people and positively affecting attitude, behaviours and cultures at work and in the communities.

Provide vision and strategic direction

Achievements (continued)

- A programme of comprehensive support is in place for establishments to engage in rigorous and robust self evaluation using How Good is Our School 4th Edition (HGIOS4). This has included production and distribution of a HGIOS4 Toolkit, presentations at Head Teacher meetings from our Area Lead Officer around the new inspection model and a number of support meetings for those schools pending inspection.
- As part of the council's ongoing commitment to tackling discrimination and harassment it marked **International Day Against Homophobia (IDAHO)** and highlighted the Stick Your Labels campaign both of which maintain our commitment to the Nobstanders pledge.
- The council became a Carer Positive organisation recognising its policy and practices to support and enable employees to manage their work life with their unpaid caring responsibilities.
- The council led on the annual Lesbian Gay Bisexual and Transgender (LGBT) **History month** activities in February, actively promoting the elimination of discrimination and harassment and fostering good relations across our communities. This included promoting awareness and understanding of transgender matters such as the use of pro-nouns (he and she) and provision of facilities that promote individual choice.

Areas for improvement and action



- The 'gender pay gap' is a new indicator which calculates the difference between the average hourly rate of pay for male and female employees. The latest published results for South Lanarkshire show a 6.8% gap against a national average of 4.9%.

The council will continue to promote its Delivering a Fairer Future positive action programme to encourage people into non-traditional roles. It continues to promote and give the Scottish Living Wage to ensure current and new employees are paid a fair wage above and beyond the national living wage.

Responding to customer views



- The council is committed to ensuring its buildings are accessible to all. In response to complaints and requests from members of the South Lanarkshire Disability Partnership, work is being undertaken to create a changing places facility at Almada Street, Hamilton to enable those with multiple and profound disabilities to access and use the council headquarters. In addition, we will be installing automatic doors and improved lifts and ramps.
- A new Council Plan Connect 2017-22 was drafted and presented to committee in March 2017. Following this, consultation with the public, employees, partners and other groups associated with or interested in the business of the council was conducted via a survey, (advertised in The Reporter Spring 2017), on the website and on electronic tablets at various council offices open to the public. A good response rate was recorded and initial feedback was positive. The results will be fully analysed and considered in due course, prior to approval.

Provide vision and strategic direction

Next steps



- After approval Connect 2017-22 will be promoted and communicated extensively to the public, partners and staff.
- Equality Impact Assessment training is being delivered to senior management teams and elected members to ensure the duties of the council are properly understood. This in turn should promote effective and efficient decision making which ensures that all the services we and our partners provide are fair, meet everyone's needs and improve their quality of life.
- The Men's Shed initiative supports the work of Seniors Together to encourage men to interact together by pottering about in a 'shed'. Following the successful securing of funding, the Men's Shed network will be taking out a mobile shed to reach those in rural communities where currently, services are not as readily available or accessible.



Link to:

Public Performance Reports - [Consultation and engagement](#) and [Responsiveness to communities](#)
[Finance and Corporate Resources Plan 2017-18](#)

[The View](#) (March 2015) highlights the Nobystanders pledge 'Speaking out on bullying and discrimination' (page 7)



a collective voice for older people



Provide vision and strategic direction

Case study:

Community groups have the opportunity to engage regularly through meetings and forums. These groups include South Lanarkshire Access Panel (SLAP), South Lanarkshire Disability Partnership, tenant involvement groups, youth council, Employee Network, Lanarkshire Ethnic Minority Action group (LEMAG), the South Lanarkshire Carers Network, and Seniors Together in South Lanarkshire.

In addition, the council carries out a huge number of consultations each year:

Resources	2015-16			2016-17		
	SNAP online surveys	Others	Total	SNAP online surveys	Others	Total
Community and Enterprise	55	2	57	39	4	43
Finance and Corporate	90	11	101	117	22	139
Education	38	2	40	25	8	33
Housing and Technical	23	3	26	16	6	22
Social Work	72	11	83	47	10	57
South Lanarkshire Leisure and Culture	9	1	10	6	3	9
Total	287	30	317	250	53	303

Consultations deal with a variety of topics, including how people rate services and facilities provided by the council, the quality of homecare, school uniform policies and the effectiveness of transition days for primary pupils moving up to secondary school. There are also topics relating to national issues such as the national plan for British Sign Language and the national action plan for Equally Safe tackling violence against women.

We use a variety of tools to engage with the community, including online, paper and face to face formats, focus groups and customer experience mapping, tablet kiosks and video diaries. Work continued to renew and refresh membership of our Citizens' Panel to ensure we reach people from all backgrounds who live in all parts of our community.

17. Promote performance management and improvement

Lead – Finance and Corporate Resources

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

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

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

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

Achievements for 2016-17



- As part of our public performance reporting duties, our [Annual Performance Report](#) was approved and uploaded onto the council's website in October 2016, ensuring that timely performance information is available for our customers. In addition, all our other public performance reporting (PPR) requirements were completed by the statutory deadline of 31 March 2017.

Information on the go



- The Annual Report on the Scottish Social Housing Charter was reported to the housing regulator, tenants and committee in line with our target timescales.
- The Local Scrutiny Plan which is compiled by the main external regulatory bodies for local government (including Audit Scotland, the Care Inspectorate, Education Scotland, Inspectorate of Constabulary, Fire Service Inspectorate and the Scottish Housing Regulator) did not identify any risk-based scrutiny for the council therefore no specific actions were required.
- Customer Service Excellence Awards were retained by the Bereavement Service, the Planning Service and the Building Standards Service.
- As part of our Best Value duties to ensure that we improve performance and report performance appropriately to the public, we carry out self assessment. The new risk, evidence-based model for self assessment and improvement activity was progressed and this year's programme completed, with improvement actions being taken forward by services, as appropriate. This will lead to a stronger focus on improvement across the council.

Promote performance management and improvement

Achievements (continued)

- During the year, 29 inspections were undertaken by the Care Inspectorate on our registered services. From this, 26 requirements were identified and these have all now been met. This highlights our commitment to fulfilling our duties, in line with regulations specified by the Government body for Scotland in charge of registered care services.
- Planned schedule of self evaluation for annual Care Inspectorate assessment of sheltered and housing support services in place.

Areas for improvement and action



- In order to improve our Public Performance Reporting, we are currently carrying out consultation to find out what aspects of our performance information the public are most interested in and how they prefer to access this information. Once the survey and consultation results are analysed, we will be able to identify what the public want and an action plan will be drawn up and implemented as soon as is practically possible.
- The Local Government Benchmarking Framework (LGBF) is a suite of national indicators, covering approximately 70% of the services delivered by the council. Annually, we review the latest results with a view to assessing our performance in relation to other, comparable local authorities. In addition, we identify those indicators where South Lanarkshire results are declining and/or are below the Scottish average and an action plan is drawn up with a view to improving the results, where appropriate.

Responding to customer views



- Social Work introduced the new Scottish Public Services Ombudsman (SPSO) Complaints Handling Procedure (CHP). This brings the service in line with the rest of the council with the simplified two stage process replacing the more lengthy three stage process. As part of the changes, the SPSO now take on the review element of the process which was previously carried out by internal Complaints Review Committees. The benefit of the new CHP to those in our communities is a shorter process that is consistent throughout this council as well as with authorities across Scotland. The result should be more effective complaints handling, the results of which will be used to improve service delivery.
- A complaint was received from one of our residents. As a student, this resident was entitled to a 25% discount on Council Tax. This ceases when you take up full time employment. The resident complained that they had not been properly notified by the council of how to make a change in circumstances regarding their Council Tax and were now liable for a large outstanding amount. As a result of this, a review was carried out on the Council Tax discount application form. The form now emphasises the importance of notifying the council of any changes in circumstances and how to do this, which should help prevent future under or overpayments in Council Tax.

Promote performance management and improvement

Next steps



- In preparation for an Audit Scotland Best Value Audit Review, we will carry out a self-assessment exercise to look at the effectiveness of our Best Value arrangements. This will allow us to identify if there are any gaps to be addressed and actions put in place to mitigate these.
- We will ensure that the Annual Report on the Scottish Social Housing Charter is reported to the housing regulator on time.
- We will implement a review of the overall performance management framework and audit programme, ensuring Best Value, continuous improvement and efficient and effective service delivery.

Link to:

More performance and improvement information is available on the [performance](#) pages of the council's website

[Public Performance Reports](#) which focus on key areas of council business and services are also available on the council's website

6 monthly performance monitoring reports for the year are presented to committee for scrutiny and approval – these can also be found on the council's website: Quarter 2 (April to September 2016) and Quarter 4 (April 2016 to March 2017)





[Finance and Corporate Resources Plan 2017-18](#)

The Public Performance Reporting tool [mylocalcouncil](#) is managed by the Improvement Service. It presents the Local Government Benchmarking Framework indicator results for South Lanarkshire against the national average result, in comparison against all other Scottish local authorities and, now also shows our results against data for 'similar', comparable councils called the 'Family Group'. This tool has been designed to improve the accessibility of the results for the public and promote better engagement with the benchmarking information. Our own [results](#) are also published on the council's website.

Promote performance management and improvement

The Council Plan Connect sets out what we aim to achieve and how we will achieve it. Services set out actions and measures to support the delivery of the council's objectives in their annual plans. Performance against the council's objectives is closely monitored and reported to committee. Each measure is assessed and assigned a status using the RAG (Red/Amber/Green) system.

The table below shows the annual performance progress results against Connect for the last 2 financial years. It shows a positive position for the council, with only 1% of measures assessed as being behind target in each financial year.

		2015-16 Measures		2016-17 Measures	
		Number	%	Number	%
The timescale or target has been met as per expectations		221	86%	202	86 %
There has been minor slippage against timescale or minor shortfall against target		16	6%	13	5 %
There has been major slippage against timescale or major shortfall against target		3	1%	2	1 %
For some measures, the statistics are not yet available to allow us to say whether the target has been reached or not. These will be reported when available		17	7%	19	8 %
Totals		257	100%	236	100%

Results are reported to committees every six months. Achievements and highlights for the period under review are listed in the covering report as well as any red measures along with actions to address any shortfalls in performance and the officer responsible identified. Our robust and comprehensive performance management processes ensure that we drive quality and ensure our objectives are met.

Promote performance management and improvement

Case study:

External Scrutiny

Under a more integrated approach to external scrutiny, the following organisations are the main regulatory bodies for local government: Audit Scotland, the Care Inspectorate, Education Scotland, Inspectorate of Constabulary, Fire Service Inspectorate and the Scottish Housing Regulator.

Collectively, these organisations are called the Local Area Network (LAN). Annually, they assess the scrutiny risks affecting each Scottish council, drawing on a range of evidence with the aim of determining if any scrutiny or investigative activity is required and focusing this in the most proportionate way.

We are pleased to announce that the Regulatory authorities did not identify any areas where specific scrutiny was required, other than that which was nationally directed or part of a planned programme of work. This is a positive position for the council and consistent with the previous year's assessment.

	2015-16 *	2016-17
Number of areas of risk-based scrutiny identified requiring further action and investigation	None	None

*2015-16 was the first year of the Local Scrutiny Plan which replaced the Shared Risk Assessment (SRA) model. It is not possible to compare the two models



18. Embed governance and accountability

Lead – Finance and Corporate Resources

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

The council conducts its business with integrity and transparency, operating to the highest standards as detailed in the Code of good governance. A well-governed organisation will find it easier to comply with the law and meet its objectives effectively.



Delivering customer service

Councils are local democratic structures and are uniquely placed to represent and be accountable to local people. The [Commission on strengthening local democracy](#) places democracy at the heart of Scotland's future, encouraging communities to solve problems locally.

We must be open to scrutiny or challenge and accountable for our actions. It is essential that the risks associated with delivering our objectives are identified, evaluated and managed and that good governance principles and values are followed in every area of work, activity, or decision taken on behalf of the council.

- We ensured the council commitment to maintaining teacher numbers and pupil teacher ratio for the census, ensuring all budget allocations from the Scottish Government are maintained.
- We ensured that our suppliers were paid promptly, thereby assisting their cash flow. 94.5% of all invoices received by the council were paid within 30 days, exceeding our target of 85%. This is consistent with previous years and is primarily due to improved efficiencies and work practices within the team.
- We undertook a full insurance programme review which included placement of an insurance broker contract. This saved the council £223,000.

Achievements for 2016-17



- The council's [Annual Accounts](#) were completed in advance of the statutory deadline and a clean audit certificate was received.
- The revenue budget was set and the council tax declared for 2016-17 by the statutory deadline.

Embed governance and accountability

Areas for improvement and action



- As part of our obligations under Health and Safety legislation, we report the Accident Injury Rate (AIR). The rate of incidents (per 1,000 employees) is decreasing and this is an encouraging direction of travel for performance in this area. However, the measure can only be used as an indicator of progress and not necessarily as a target. Therefore, the introduction of a new incident reporting system during 2017 may result in an increase in incidents being reported. This will be monitored as the system is developed.
- The findings of the Glasgow Bin Lorry Fatal Accident Inquiry have been considered. Improvement actions appropriate for South Lanarkshire Council have been identified and will be taken forward during 2017-18 (and beyond, if necessary).

Responding to customer views



- There have been an increasing number of reports in the news about individual's private information and details becoming public. The council is ultimately responsible for the way that it gathers, handles and destroys private information about living people in terms of the Data Protection Act 1998 (the DPA). However, in terms of its [Privacy Policy](#), all employees whose post includes handling or making decisions about the gathering, use and destruction of personal information have a responsibility in relation to the handling of that information. Consequently, to ensure that this is carried out consistently and in accordance with the law, the council introduced a series of mandatory Learn on Line courses to be undertaken by employees who handle or use personal data as part of their job. In light of recent court actions, these courses have been updated to

ensure that all legal requirements are adequately covered so that all personal information and details are protected.

Next steps



- The council has a duty to promote high standards of information governance. This ensures that all information, personal or otherwise, is protected and safe. Data Protection courses for staff have been reviewed and new courses on Privacy and processing Freedom of Information requests are being developed. Further reviews of all Data Protection training are being planned in order to prepare the council and its employees for the new General Data Protection Regulation (GDPR) coming into force in May 2018. One of the primary objectives of the GDPR is to give control back to citizens and residents over their personal data.
- Arrangements for the issue of committee papers have been reviewed which has resulted in a move towards 'paper light' for the new council. Just as it suggests, committee papers, which can be quite voluminous, are to be circulated electronically wherever possible, cutting down on paper and other printing resources.

 Link to:

[Annual Report and Accounts](#)

[Consultation and engagement public performance report](#)

[Embed governance and accountability](#) - Quarter 4 Progress Report 2016-17

[Code of Corporate Governance](#)

Annual [Good Governance](#) statement

[Data Protection Act 1998](#)

[Freedom of information](#)

Embed governance and accountability

Maximising income

We continually strive to ensure that all income streams due to the council are maximised. Two such streams of income are the collection of Council Tax and non domestic rates. From the table below, you can see that both exceeded their targets:

	Target	2015-16	2016-17
Council Tax (excluding water)	95.8%	96.0%	96.0%
Non domestic rates	97.8%	97.7%	97.9%

The council actively pursues all non payment of these income streams, where practically possible. For example, the non domestic rates team set a target in 2016-17 to recover £2.7 million of unpaid rates. All their efforts paid off when they collected £3.5 million - £0.8 million more.

Information governance

Information is an important part of our daily lives. South Lanarkshire Council recognises the importance of developing a robust framework in which to manage the information it creates and manages, both physical and electronic. Good information management allows the council and individuals to ensure that information is accurate, dealt with legally, securely and efficiently in order to deliver the best possible service. It will help protect individuals and the council from the risk of data loss, theft or misuse. Our [Information Strategy](#) sets our plans to manage information. It also governs how we deal with information requests from the public in line with the relevant laws. Requests for information are received under the following three pieces of legislation which have their own target timescales for responding.

From the table below you can see that with one exception (DPA requests in 2015-16) we have exceeded our target for processing requests for information.

	Target	2015-16	2016-17
Freedom of Information (FOI) requests (Timescale: 20 working days)	90%	92.1%	96.8%
Environmental Information (Scotland) Regulations (EI(S)R) (Timescale: 20 working days)		100%	98.7%
Data Protection Act (DPA) (Timescale: 40 working days)		83.3% *	96.7%

* The delays in 2015-16 were due to the complexity of the requests received. Services and officers were asked to review their procedures to ensure that even complex requests were processed promptly and the result is that performance increased and exceeded target in 2016-17.

19. Achieve efficient and effective use of resources

Lead – Finance and Corporate Resources

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

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



Scanning facilities in The Print Centre

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

Achievements for 2016-17



- In order to ensure that we have the right mix of staff and skills and a plan to develop actions to ensure that we can respond to workforce changes to meet future needs, we developed and approved a council-wide Workforce Plan 2017-2020.
- A further seven primary schools were completed through the schools modernisation programme. This brings the total completed to date to 120 – (out of 129 schools).
- IT services continue to exceed their annual target that 95% of current Information and Communications Technology (ICT) projects are complete/progressing as planned – the result in 2016-17 was 95.2% and 95.7% in the previous year.
- The Print Centre reduced spend on outsource print jobs from £515,000 to £217,000 – a saving of £298,000 (58%).
- Following a review of Customer Contact, a new Q and A model was piloted and implemented at all four sites within the target timescale of October 2016.
- In promoting sustainable travel by employees, we were successful in achieving the Cycle Friendly Employer Award at various sites, in recognition of our commitment to increasing cycling. The council promotes cycling through the Cycle to work scheme, with a total of 300 employees having signed up over the last four years.

Achieve efficient and effective use of resources

Areas for improvement and action



- In seeking opportunities to promote environmental, social and economic benefits for our communities through our procurement practices, a new procurement strategy was approved. The environmental and economic benefits have been noted and are to be taken forward in 2017-18.
- One of the areas of IT work is to support the council's theme of mobile working. This began with the implementation of the mobile working solution for Home Care, allowing carers to access records and other information remotely, while out visiting clients. Work has now commenced on a mobile app for Roads.

Responding to customer views



- News about our increasing and ageing population is well documented and the population projections show no signs of changing. In response to the growing need and difficulties in recruiting into the care sector, the council has established a Care Academy. This has been set up to look at how we can address the staff shortages across the early years and older people's establishments and support those in the community requiring care. In addition, we hope to help those individuals who have been displaced within the organisation to train and take up roles and jobs in the care sector, thereby addressing employment needs of individuals and the area's skills gap.

Next steps



- In 2015-16 the council was awarded gold status in the Investors in People (IIP) Standard, supporting our commitment to people management. We are committed to attaining continued accreditation and our timetable for re-accreditation is December 2017.
- We will ensure our commitment to employees through the development and effective implementation of personnel policies and employee learning and development opportunities.

 Link to:

[Employees, Revenues and service costs and Assets](#) public performance reports

[Achieve efficient and effective use of resources - Quarter 4 Progress Report 2016-17](#)

see articles in [The Reporter](#)

- 'Delivering best services despite funding reductions' Spring 2016 (page 4)
- 'On the road to success' Spring 2016 (page 20)
- 'No rise in your council tax' Spring 2017 (page 5)

Achieve efficient and effective use of resources

Case study:

Schools modernisation programme

South Lanarkshire Council is the fifth largest council in Scotland, with a population of over 300,000 and covering an area of 1,772 square kilometres.

South Lanarkshire Council agreed to modernise all 129 of its primary school buildings, many of which were in a declining state and not fit for the delivery of 21st century education. We are now nearing the final stages of this replacement and refurbishment programme, which has seen an overall investment in excess of £830 million.

In addition we have incorporated Renewable Energy within these new buildings including biomass boilers, ground source heat pumps and solar photovoltaic (PV) panels.

Recognition of this unprecedented commitment was achieved during the recent Association for Public Services Excellence (APSE) Annual Service Awards seminar in September 2016, where South Lanarkshire Council's schools modernisation programme picked up the Best Service Team, Construction and Building Service Award.

Since its inception, the Schools Modernisation Programme has been regularly recognised for not only the sheer level of activity, but the work carried out in partnership with Private Sector organisations and from within Education Resources, for the excellent new learning environments being provided through the standards of their new school buildings. In addition, within these new school environments the percentage of pupils gaining 5 or more awards at SQA Level 6 (Higher) or better, increased to 33.6% and is the highest level recorded in the last five years.



Applying finishing touches to new Primary School



Building of Eco School

Achieve efficient and effective use of resources

£830 million
investment

129 primary school
buildings modernised

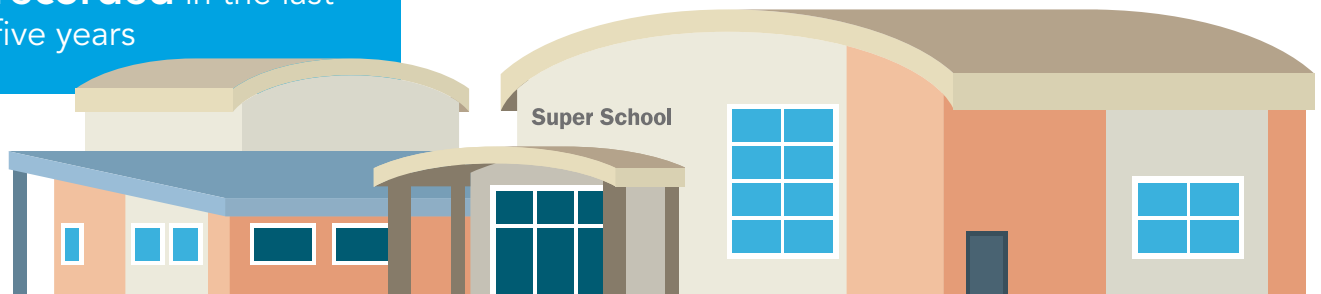
New buildings use
Renewable Energy

School Modernisation
programme picks up the
**Best Service Team,
Construction and
Building Service
Awards**

Pupils gaining **5 or
more awards** at
SQA Level 6 (Higher) or
best, at **highest level
recorded** in the last
five years



Muiredge Primary School



Performance at a glance and feedback survey

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

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



Performance at a glance and feedback survey

Please click on the links to access the following reports:

- [Assets](#)
- [Benefits administration](#)
- [Child protection and children's social work](#)
- [Community care](#)
- [Council Tax administration and collection](#)
- [Consultation and engagement](#)
- [Criminal justice social work](#)
- [Economic development and regeneration](#)
- [Education of children](#)
- [Environmental Health and Trading Standards](#)
- [Housing and homelessness](#)
- [Leisure and culture](#)
- [Planning and Building Standards](#)
- [Procurement](#)
- [Responsiveness to communities](#)
- [Revenues and service costs](#)
- [Roads and lighting](#)
- [Street cleaning and grounds maintenance](#)
- [Sustainable development](#)
- [Waste management](#)

The results of many performance indicators and measures are gathered throughout the year on our performance management system and reported to management teams and committees where they are discussed and actions, where necessary, are considered and agreed. These progress reports for 2016-17 can be accessed [here](#).

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

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

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





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

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