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## Section One – Introduction

I am pleased to introduce our Resource Plan for 2021-22 which sets out our objectives and priorities for the coming year. Our resource comprises four key service areas:

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

Community and Enterprise Resources employs 3,377 people who together provide a wide range of services for local communities, including:

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

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

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

**Michael McGlynn**  
**Executive Director**  
**Community and Enterprise Resources**



## Section Two – Key areas of focus for the year ahead

### 2.0. Overview

The key areas of focus for Community and Enterprise Resources during 2021-22 are outlined below.

**2.1. Covid-19 Response and Recovery** Throughout the past year, the council has had to respond to the global pandemic, ensuring that essential services could continue to be delivered safely. Many different arrangements have had to be made and, in some instances, services had to take on additional commitments that proved necessary because of Covid-19. It is hoped that during 2021-22 focus will be able to shift more towards recovery.

**2.2. Economic Recovery and Renewal** Economic recovery from the pandemic will incorporate the principles of community wealth building and be framed around three key themes:

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

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

**Business** New business starts, sustaining and growing existing businesses and a focus on supply chain management, building the capacity and capability of companies in local and export markets.

Work will be coordinated in partnership through the newly established pan-Lanarkshire Economic Forum (LEF).

**2.3. Service Response to EU Exit** Potential consequences from the EU exit for Community and Enterprise Resources include limited procurement options and contract restrictions, loss of EU funding, changes to free movement of trade and people and increased demand on business support services. In addition, there could be additional demand on council services due to reduced growth forecasts and higher unemployment following impacts on exchange rates, investment, migrant workers, supply chain interruptions and customs and regulatory issues. The resource will continue to monitor the potential impact of the withdrawal process on service delivery as the year progresses.

**2.4. Sustainable Development and Climate Change** The council acknowledges the serious and immediate threat of climate change and is committed to accelerating the pace of action in response to the climate emergency and in Scotland's transition to a net-zero and climate resilient society and economy. A new Bill was passed by the Scottish Parliament in September 2019 committing Scotland to net-zero greenhouse gas emissions by 2045, with interim targets of 75% 2030, 90% by 2040 (against 1990 baseline). The Scottish Government also has an ambition to be carbon neutral by 2040.

It is expected that, as a public body, the council leads by example and uses its role to influence area-wide climate change action and sustainability. Community and Enterprise Resources has a key role in delivering aspects of the council's Sustainable Development and Climate Change Strategy and the Biodiversity Duty Implementation Plan, and climate change and sustainability will continue to be placed centre stage in the wake of the Covid-19 pandemic.

**2.5. Fair, Healthy and Sustainable Food System** The council is committed to contributing to the improvement of the quality of life of everyone in South Lanarkshire through the development of a Good Food Council where food is celebrated, supports healthy life and wellbeing, is affordable and accessible to all, encourages a fair and inclusive food economy, has limited impacts on the environment and climate change, and promote animal welfare. The Good Food Strategy (2020-2025) which is aligned with the national priority to make Scotland a Good Food Nation, provides a framework for actions to progress towards this vision. Community and Enterprise Resource has a key role in monitoring and implementing the strategy together with other resources and in collaboration with partners and third sector organisations. Working with partners and community is playing a pivotal role in driving and coordinating effective community food responses to Covid-19.

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

Last year the Scottish Government also made a commitment to introduce legislation on developing Scotland's circular economy. A circular economy is one in which resources are kept in use for as long as possible, to help benefit: the **environment**, by cutting waste and carbon emissions; the **economy**, by improving productivity and opening up new markets; and **communities**, by providing local employment opportunities. The council will incorporate the circular economy principals across all its resources; however, Procurement and Waste Services will have a key role to play.

**2.7. Glasgow City Region City Deal** As part of the City Deal, the resource is leading the delivery of three major transportation projects being undertaken to boost South Lanarkshire's access to the rest of Scotland. Cathkin Relief Road in Rutherglen / Cambuslang is now complete and open, and the Greenhills Road project in East Kilbride is due to complete during 2021-22. Proposals in relation to Stewartfield Way will be developed through the preparation of the outline business case.

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

**2.8. The Future Delivery of Culture and Leisure Provision** The council and South Lanarkshire Leisure and Culture have been working closely together to review and determine the future requirements for leisure and cultural services in South Lanarkshire. This work has been led by a Cross Party Working Group made up of elected members from each of South Lanarkshire's political parties. During 2021-22, detailed proposals will be developed to ensure that leisure and cultural services are sustainable and fit for purpose in the future, and that;

- the right mix of services are provided within each area in order to meet the future needs of our residents;
- services are delivered within available finances;
- services make an impact on improving community health and wellbeing;
- participation levels are increased, especially amongst target groups such as disengaged young people, people with physical and mental health illness, the ageing population and those who are economically disadvantaged; and,

- services are prioritised, which may mean withdrawing from some of the more peripheral activities or reducing the level of service in areas where there is over provision or where participation is declining.

**2.9. Legislative and Policy Changes** New and revised legislation will also impact on the work of the resource during 2021-22, including:

- **The Planning (Scotland) Act 2019** - aims to give people a greater say in the future of their area through the development of Local Place Plans. It also places a new statutory duty on local authorities to prepare an open space strategy, changes the way in which local authorities' Local Development Plans are prepared, and changes how planning departments process planning applications. The full impact of these new duties for the council will be known once secondary legislation and regulations are introduced by the Scottish Government.
- **Transport (Scotland) Act 2019** - designed to help make Scotland's transport network cleaner, smarter and more accessible. It provides local transport authorities with powers to establish and operate municipal bus companies and for local authorities to manage vehicle emissions via the establishment of Low Emission Zones. The Act requires the production of a national strategy in relation to transport and this has been published. Emerging themes from the new National Transport Strategy include economic growth; carbon; equality; health/active travel. A balance will need to be struck between driving inclusive economic growth while achieving zero carbon ambitions. Another key provision of the Act is to prohibit the parking of vehicles on pavements, prohibit double parking and prohibit parking adjacent to dropped footways and to provide local authorities with powers to enforce these prohibitions. This provision will have significant employee and financial resourcing issues and timescales and details of how this part of the Act will be implemented are awaited.
- **The New Food Law Rating Scheme (FLRS)** - combines the rating systems for Food Hygiene and Food Standards into one Food Law Intervention scheme based upon a new Food Business performance model that will target resources on high to medium risk and non-compliant businesses and will result in an increased emphasis on food standards.
- **Food and Nutrition in Schools Act 2020** – requires the council to create menus that reflect the standards set out in the Food and Nutrition in Schools Act 2020 and national obesity strategy, to continue to keep food waste at a minimum through unit monitoring and pre-ordering, to purchase Scottish products where available and economically possible and to continue to introduce initiatives to increase uptake of school lunches.

## Section Three – Resource outcomes

### 3.1. Resource Outcomes

Community and Enterprise Resources has established the following resource outcomes to support the delivery of Connect priorities in 2021-22.

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

### 3.2. Delivering the Plan and achieving Best Value

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

|  |  |
|--|--|
| Delivering the Plan and achieving Best Value | <ul style="list-style-type: none"> <li>• Deliver and communicate the Council Plan and ensure high standards of governance</li> </ul> |
|--|--|

## Section Four – Measures and actions

### 4.0. Performance measures and action plan

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

#### 4.a. How we will measure our performance

The impact of Covid-19 continues to have a significant effect on performance for some services. For this reason, a number of annual targets have been adjusted accordingly and may sit below the baseline level established in previous years. In most cases, the baselines below refer to the financial year 2019-20, reflecting the most recent pre-Covid levels of performance.

|   |  |                             |                       |                                   |
|---|--|-----------------------------|-----------------------|-----------------------------------|
| <b>Resource Outcome:</b>  | High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work, visit and invest    |                             |                       |                                   |
| <b>Measure</b>  | <b>Baseline</b>  | <b>Annual target</b>        | <b>Links</b>          | <b>Service</b>                    |
| 1. Percentage of streets found to be acceptable during LEAMS <sup>1</sup> survey  | 94.8%  | >94.8%                      | C6.8<br>LGBF          | Facilities, Waste and Grounds     |
| 2. Land Audit Management System grounds maintenance score <sup>2</sup>  | 72.0   | >72.0                       | C6.8                  | Facilities, Waste and Grounds     |
| <b>Resource Outcome:</b>  | Successful and sustainable communities   |                             |                       |                                   |
| <b>Measure</b>  | <b>Baseline</b>  | <b>Annual target</b>        | <b>Links</b>          | <b>Service</b>                    |
| 3. Percentage of total household waste that is recycled   | 46.4%  | >50.0%                      | C6.8<br>LGBF<br>SDCCS | Facilities, Waste and Grounds     |
| 4. Percentage of household waste sent to landfill in 2021   | 25.2%  | <15%                        | SDCCS                 | Facilities, Waste and Grounds     |
| 5. Percentage of properties with Superfast Broadband >30Mbps  | 95.8%  | >96.6%                      | LGBF                  | Planning and Economic Development |
| 6. Town vacancy rates (vacant retail units as a percentage of the total units)  | 12.8%  | <11.7% <sup>3</sup>         | LGBF                  | Planning and Economic Development |
| <b>Resource Outcome:</b>  | The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably |                             |                       |                                   |
| <b>Measure</b>  | <b>Baseline</b>  | <b>Annual target</b>        | <b>Links</b>          | <b>Service</b>                    |
| 7. Reduction in the Council's carbon emissions achieved by March 2022, compared to 2019-20 (buildings, waste, street lighting, transport) | 67,282 tonnes  | 5% reduction (3,365 tonnes) | SDCCS                 | Facilities, Waste and Grounds     |

<sup>1</sup> Local Environmental Audit and Management System (LEAMS)

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

<sup>3</sup> Target reflects 2019-20 Scottish average figure



|  |  |                                  |              |                                   |
|--|--|----------------------------------|--------------|-----------------------------------|
| <b>Resource Outcome:</b>   | Consumers and communities are protected and public health is safeguarded   |                                  |              |                                   |
| <b>Measure</b>   | <b>Baseline</b>  | <b>Annual target</b>             | <b>Links</b> | <b>Service</b>                    |
| 8. Broad compliance with food law statutory requirements secured in premises   | 87.9%  | >85.0% <sup>4</sup>              | C6.7         | Fleet and Environmental           |
| <b>Resource Outcome:</b>   | Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth |                                  |              |                                   |
| <b>Measure</b>   | <b>Baseline</b>  | <b>Annual target</b>             | <b>Links</b> | <b>Service</b>                    |
| 9. Immediately available employment land as a percentage of total land allocated for employment purposes in the local development plan | 38.5%  | >38.5%                           | LGBF         | Planning and Economic Development |
| 10. Percentage of all planning applications approved   | 96.9%  | >95.0% <sup>5</sup>              | C6.1         | Planning and Economic Development |
| <b>Resource Outcome:</b>   | South Lanarkshire is an attractive place to start, grow and locate a business                                      |                                  |              |                                   |
| <b>Measure</b>   | <b>Baseline</b>  | <b>Annual target<sup>6</sup></b> | <b>Links</b> | <b>Service</b>                    |
| 11. Number of business support interventions per annum by Economic Development (grants, loans or advice)                               | 1,562  | >1,500                           | C7.4         | Planning and Economic Development |
| 12. Number of jobs created or sustained per annum as a direct result of Economic Development intervention                              | 943  | >350                             | C7.4         | Planning and Economic Development |
| 13. Increased value of sales generated by businesses as a direct result of Economic Development intervention                           | £11.91   | >£5m                             | C7.4         | Planning and Economic Development |
| 14. Maintain 3 year business survival rate   | 60.8%  | >62%                             | C7.4         | Planning and Economic Development |
| 15. Number of business gateway start-ups per 10,000 population   | 14.0   | >15.6                            | LGBF         | Planning and Economic Development |

<sup>4</sup> Target remains below baseline to reflect the introduction of a new scoring system by Foods Standards Scotland during 2021-22

<sup>5</sup> Target remains below baseline but is above the Scottish average (94.2%). This measure demonstrates that that the Planning Service is committed to working with developers to achieve a high-quality outcome. Applications are only refused where a proposal fails to comply with policy.

<sup>6</sup> Economic Development targets were adjusted in 2020-21 in response to Covid-19, and will remain the same for 2021-22

| <b>Resource Outcome:</b>  | All roads, footways and bridges and associated infrastructure are safe and fit for purpose |                                  |              |                               |
|---|--|----------------------------------|--------------|-------------------------------|
| <b>Measure</b>  | <b>Baseline</b>  | <b>Annual target</b>             | <b>Links</b> | <b>Service</b>                |
| 16. Percentage of the road network resurfaced during 2021-22  | 3.4%   | >2.4% <sup>7</sup>               | C5.1         | Roads and Transportation      |
| 17. Percentage of our road network that should be considered for maintenance treatment (Road Condition Index)                     | 30.6%  | <30.6%                           | C5.1         | Roads and Transportation      |
| 18. Contribute to the national road casualty reduction targets: Number of casualties in South Lanarkshire during 2021             | 431  | <431 <sup>8</sup>                | CSS          | Roads and Transportation      |
| <b>Resource Outcome:</b>  | All school and nursery children have access to nutritious school meals                     |                                  |              |                               |
| <b>Measure</b>  | <b>Baseline</b>  | <b>Annual target<sup>9</sup></b> | <b>Links</b> | <b>Service</b>                |
| 19. Level of primary school meal uptake (as proportion of total primary school meals which could be taken up over the period)     | 59.3%  | >59.3%                           | C3.5         | Facilities, Waste and Grounds |
| 20. Level of secondary school meal uptake (as proportion of total secondary school meals which could be taken up over the period) | 47.3%  | >47.3%                           | C3.5         | Facilities, Waste and Grounds |
| 21. Number of lunches served in nursery schools as part of new Scottish Government Early Years Initiative                         | 288,486  | >288,486                         | C3.5         | Facilities, Waste and Grounds |

**Note:**

**South Lanarkshire Leisure and Culture (SLLC)**

SLLC facilities closed on 18 March 2020 in line with Government guidance to combat Covid-19. Many of the facilities have remained closed for a considerable period of time, and others re-opened and then closed down again at short notice, in response to further restrictions. It is not therefore possible to establish meaningful baselines and targets for 2021-22, in terms of attendance and participation levels. These measures are not included in this Resource Plan, with the focus instead on the continuing work of the Cross Party Working Group to shape and determine the future requirements for leisure and cultural services in South Lanarkshire.

<sup>7</sup> Target reflects 2021-22 capital budget

<sup>8</sup> Target will be an improvement (reduction) on 2019 figure, as 2020 figure is artificially low due to Covid-19 travel restrictions

<sup>9</sup> School meal targets will be an improvement (increase) on the 2019-20 levels, as provision was significantly disrupted during 2020-21 due to Covid-19

#### 4.b. What actions we will take in 2021-22

| <b>Resource Outcome:</b> High-quality streets, parks and other public areas ensures South Lanarkshire is a place where people want to live, work, visit and invest           |  |              |                               |
|--|--|--------------|-------------------------------|
| <b>Action</b>  | <b>Steps we will take to deliver our actions</b>   | <b>Links</b> | <b>Service</b>                |
| 1. Progress the development of a new Litter Strategy (2022 – 2027) to promote the new Code of Practice on Litter and Refuse (COPLAR), with particular emphasis on prevention | Engage with other local authorities to determine areas of best practice, by September 2021                               | SDCCS        | Facilities, Waste and Grounds |
|  | Complete initial stakeholder engagement and consultation on proposed outcomes, outputs and activities, by September 2021 | SDCCS        | Facilities, Waste and Grounds |

| <b>Resource Outcome:</b> Successful and sustainable communities   |   |              |                                   |
|---|---|--------------|-----------------------------------|
| <b>Action</b>   | <b>Steps we will take to deliver our actions</b>  | <b>Links</b> | <b>Service</b>                    |
| 2. Develop a sustainable food system to overcome social, health, economic and environmental issues related to food              | Implement year two of the Good Food Strategy (2020-2025) Action Plan and monitor its impacts, particularly in relation to food insecurity and poverty as a result of Covid-19 | C3.7         | Facilities, Waste and Grounds     |
| 3. Deliver and encourage investment in our town and neighbourhood centres to maximise opportunities for growth and regeneration | Review and update existing town centre strategies to establish the impact and outcomes of Covid-19  | C6.2         | Planning and Economic Development |

| <b>Resource Outcome:</b> The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably |  |              |                               |
|---|--|--------------|-------------------------------|
| <b>Action</b>   | <b>Steps we will take to deliver our actions</b>   | <b>Links</b> | <b>Service</b>                |
| 4. Review and conclude the council's Sustainable Development and Climate Change Strategy (2017-2022), and develop the new strategy (2022-2027)                        | Complete review and development sessions with various stakeholders including council officers, local community groups, members of the public, young people in schools and further education, Community Planning Partners, and local businesses, by August 2021 | -            | Facilities, Waste and Grounds |
|   | Develop a draft strategy for the Climate Change and Sustainability Committee approval by September 2021  | -            | Facilities, Waste and Grounds |
|   | Undertake a public consultation on the draft strategy and Strategic Environmental Assessment by December 2021  | -            | Facilities, Waste and Grounds |

| <b>Resource Outcome:</b> The council addresses climate change by reducing greenhouse gas emissions, adapting to the impacts of climate change, and acting sustainably |  |               |                                     |
|---|--|---------------|-------------------------------------|
| <b>Action</b>   | <b>Steps we will take to deliver our actions</b>   | <b>Links</b>  | <b>Service</b>                      |
|   | Develop final strategy for the Climate Change and Sustainability Committee approval by March 2022  | 6.11<br>SDCCS | Facilities,<br>Waste and<br>Grounds |
| 5. Create the conditions for the decarbonisation of the council's fleet   | Implement year two of the Fleet Strategy (2020-2025) Action Plan and monitor its impacts, including emissions reduction levels and the trialling of new technologies | SDCCS         | Fleet and<br>Environmental          |

| <b>Resource Outcome:</b> Consumers and communities are protected, and public health is safeguarded |  |              |                            |
|--|--|--------------|----------------------------|
| <b>Action</b>  | <b>Steps we will take to deliver our actions</b> | <b>Links</b> | <b>Service</b>             |
| 6. Safeguard health by improving air quality   | Implement the Air Quality Action Plan            | SSDCS        | Fleet and<br>Environmental |

| <b>Resource Outcome:</b> A fairer, inclusive, sustainable and low carbon local economy              |   |               |   |
|---|---|---------------|---|
| <b>Action</b>   | <b>Steps we will take to deliver our actions</b>  | <b>Links</b>  | <b>Service</b>                          |
| 7. Establish a framework for action to support the recovery and renew the South Lanarkshire economy | Develop an Economic 'Response, Recovery and Renewal' Strategy framed around three themes: People, Place and Business, for Committee approval by June 2021 | C7.1<br>SDCCS | Planning and<br>Economic<br>Development |
| 8. Support Glasgow City Region City Deal development programmes                                     | Prepare Business Case approvals for roads and Community Growth Area projects to be approved by City Deal Cabinet  | C7.1          | Planning and<br>Economic<br>Development |

| <b>Resource Outcome:</b> South Lanarkshire is an attractive place to start, grow and locate a business |   |              |   |
|--|---|--------------|---|
| <b>Action</b>  | <b>Steps we will take to deliver our actions</b>  | <b>Links</b> | <b>Service</b>                          |
| 9. Lead on local economic recovery for South Lanarkshire businesses                                    | Promote local economic support networks and contribute to the Lanarkshire Economic Forum (LEF)  | -            | Planning and<br>Economic<br>Development |
|  | Support Business Gateway services under the new contract, deliver business support grants to businesses, and monitor uptake and outcomes linked to employment, higher value jobs, increased turnover, internationalisation, innovation and inclusive growth | -            | Planning and<br>Economic<br>Development |



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

| Action   | Steps we will take to deliver our actions  | Links | Service                           |
|--|--|-------|-----------------------------------|
| 10. Prioritise business development advice, support and financial assistance to ensure businesses are able to continue to operate, whilst creating the right conditions for low carbon economic growth | Deliver programmes, services, and events to businesses around sectors, location, and themes (e.g., food and drink, tourism, construction, low carbon, innovation, internationalisation, collaboration, and young enterprise) | C7.4  | Planning and Economic Development |
|  | Manage the Supplier Development Programme to deliver events, training and e-commerce support to SME's or third sector organisations who are interested in working with the public sector                                     | C7.5  | Planning and Economic Development |

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

| Action  | Steps we will take to deliver our actions   | Links         | Service                  |
|---|---|---------------|--------------------------|
| 11. Provide road and transportation infrastructure improvements to support new developments including those undertaken as part of the City Deal | Progress / deliver prioritised road infrastructure improvements in line with available external and internal capital funding for 2021-22  | C5.3          | Roads and Transportation |
|   | Complete Greenhills Road major transport infrastructure project   | C5.3          | Roads and Transportation |
|   | Development of the outline business case for the Stewartfield Way Sustainable Transport Capacity Enhancement Project and associated supporting technical assessments / designs                    | C5.3          | Roads and Transportation |
| 12. Enable greater use of public transport by working with partners to improve public transport infrastructure                                  | Progress / deliver prioritised improvements to bus and rail infrastructure (e.g. park and ride) in line with agreed Park and Ride Strategy (2018-2027) and available external funding for 2021-22 | C5.4<br>SDCCS | Roads and Transportation |
| 13. Encourage active travel by extending our network of cycle routes  | Progress / deliver walking and cycling projects / schemes in line with agreed 2021-22 capital programme   | C5.5<br>SDCCS | Roads and Transportation |
| 14. Implement Spaces for People projects  | Complete the four Spaces for People projects in line with available funding, taking cognisance of Covid-19 restrictions / developments and government guidance                                    | SDCCS         | Roads and Transportation |

**Resource Outcome:** Physical development and land use in the area is enabled, guided and controlled to help facilitate economic growth

| Action   | Steps we will take to deliver our actions  | Links | Service                           |
|--|--|-------|-----------------------------------|
| 15. Promote continued growth and regeneration through sustainable economic and social development within a low carbon economy, and guide decision making on the location of new development and regeneration | Adopt Local Development Plan 2   | C6.1  | Planning and Economic Development |
| 16. Work with developers and public and private sector partners to deliver the Community Growth Areas City Deal projects   | Progress Community Growth Area sites in accordance with the criteria and programme that is specified in the South Lanarkshire Local Development Plan and City Deal | C6.3  | Planning and Economic Development |

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

| Action  | Steps we will take to deliver our actions  | Links | Service                           |
|---|--|-------|-----------------------------------|
| 17. Identify and manage contaminated land within the statutory regulatory framework | Implement the Contaminated Land Strategy for South Lanarkshire                             | C6.8  | Fleet and Environmental           |
| 18. Agree and implement vacant and derelict / contaminated land programme           | Implement projects approved within the Vacant and Derelict Land Fund framework for 2021-22 | C6.8  | Planning and Economic Development |

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

| Action   | Steps we will take to deliver our actions   | Links        | Service                               |
|--|---|--------------|---------------------------------------|
| 19. Redefine the future delivery of culture and leisure provision in South Lanarkshire | Develop a Strategic Commissioning Framework for South Lanarkshire Leisure and Culture (2021-2026) for Committee approval by June 2021 | SLLC<br>CPWG | South Lanarkshire Leisure and Culture |

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

| Action  | Steps we will take to deliver our actions   | Links    | Service                  |
|---|---|----------|--------------------------|
| 20. Improve resilience / emergency preparedness for the council | Increase awareness of resilience planning initiatives and practices, and consider lessons learned from Covid-19 to build resilience and better respond to future crises | Good Gov | Roads and Transportation |

## Section Five – Resourcing the Plan

### 5.0. Introduction

In this section we consider the resources needed to implement our plan, including funding and staffing. This section will be finalised once budgets have been agreed for 2021-22.

### 5.1. Revenue Budget 2021-22

The resource has a Net Revenue Budget of £135.912 million for 2021-22. The table below allocates this budget across the services:

| <b>NET Budget by Service</b>              | <b>2021-22</b>   |            |
|---|------------------|------------|
| <b>Detail</b>                             | <b>£ million</b> | <b>%</b>   |
| Facilities, Waste, and Grounds            | 69.839           | 51         |
| Roads and Transportation                  | 32.361           | 24         |
| Planning and Economic Development         | 7.508            | 6          |
| Fleet and Environmental                   | 0.248            | 0          |
| South Lanarkshire Leisure and Culture Ltd | 25.956           | 19         |
| <b>Total</b>                              | <b>135.912</b>   | <b>100</b> |

### 5.2. Capital Budget 2021-22

The following capital budget of £40.223 million is allocated to the resource for 2021-22:

| <b>Capital Programme 2021-22</b>  |                  |
|-----------------------------------|------------------|
| <b>Service</b>                    | <b>£ million</b> |
| Facilities, Waste, and Grounds    | 3.124            |
| Roads and Transportation          | 18.198           |
| Planning and Economic Development | 18.901           |
| Fleet and Environmental           | -                |
| <b>Total</b>                      | <b>40.223</b>    |

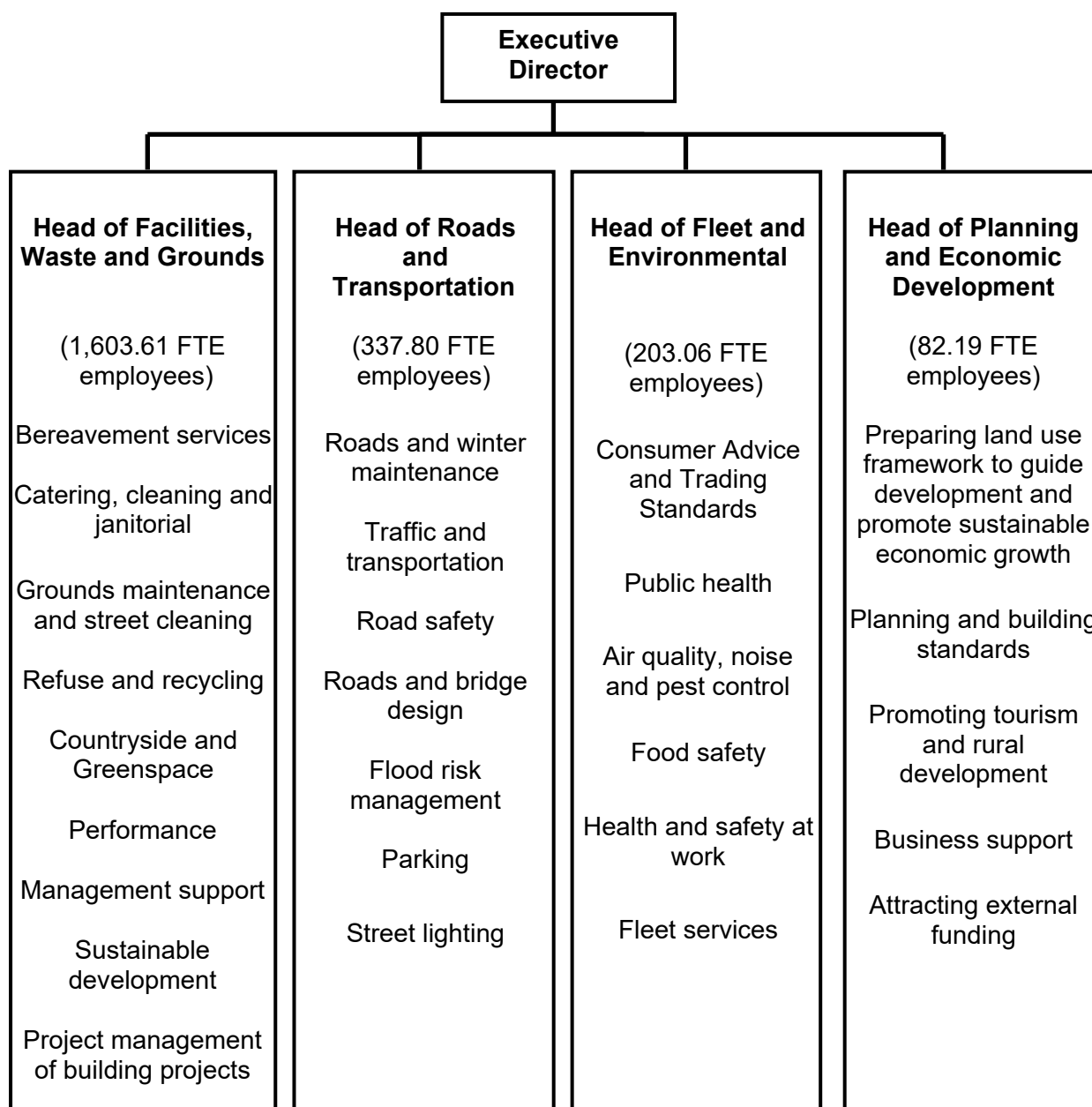
### 5.3. Resource Employees

Community and Enterprise Resources has 3,377 employees, as at the end of December 2020: 3,288 employees within the four services and 89 employees across the Directorate, Performance and Development and Support Teams. We support these employees to deliver their duties through a range of policies, including personal appraisal and a robust training framework.

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

| Service  | Number of employees |
|--|---------------------|
| Facilities, Waste, and Grounds                             | 2,610               |
| Roads and Transportation                                   | 349                 |
| Fleet and Environmental                                    | 240                 |
| Planning and Economic Development                          | 89                  |
| Directorate, Performance and Development and Support Teams | 89                  |
| <b>Total</b>   | <b>3,377</b>        |

#### 5.4. Organisational structure





## Our Vision

Improve the quality of life of everyone in South Lanarkshire

## Our Priorities

Promote sustainable and inclusive economic growth and tackle disadvantage

Get it right for children and young people

Improve health, care and wellbeing

Ensure communities are safe, strong and sustainable

## Our Values

Focused on people and their needs

Working with and respecting others

Accountable, effective, efficient and transparent

Ambitious, self aware and improving

Fair, open and sustainable

Excellent employer



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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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