

Connect



South Lanarkshire Council's
Council Plan 2012–2017
Mid Term Review

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Introduction

The Council Plan, Connect, was approved in October 2012. A great deal was accomplished over the life of the previous Council Plan and the progress has continued into the life of the present Plan. Over the past two years, by pursuing our objectives and working with our partners, we have contributed to improvements which make a difference to everyone in South Lanarkshire.

We are now half way through the term of Connect and much has changed since the Plan was first drawn up. This mid-term review is an opportunity to take stock, to assess the progress we have made and to re-assess our objectives and priorities for the remaining period of the Plan.

The council does not exist in isolation and this mid-term review sets out the council's ambitions within the context of the wider efforts being made by public sector organisations to improve outcomes for the people of South Lanarkshire, setting out how our contribution to the wider partnership helps bring about better outcomes for the people and communities of South Lanarkshire.

We believe that this mid-term review illustrates sustained progress towards our goals and demonstrates our sustained focus on improving services and achieving results. We are confident that the remaining 2 years of Connect will be no less successful than the first, and that we will continue to improve the quality of life of everyone in South Lanarkshire.

Leader of the Council

Chief Executive

What's Changed Since 2012

As noted in the introduction, the council does not operate alone, nor does it exist in an unchanging environment. Although the Council Plan, Connect, was drawn up at a time of considerable change in the public sector in Scotland, the pace of change has not abated and the council faces a wide range of opportunities and challenges in the remaining two years of the Council Plan.

Many of the developments which were on the horizon when Connect was drawn up are now a reality. New legislation has been enacted and policies have been rolled out – and the council and its services have adapted and developed to respond as appropriate, despite the financial challenges which continue to be faced.

Some of the key developments, many of which are still unfolding, are described below.

Key Developments since 2012

- **Impact of Integration of Health and Social Care.** This has been gathering pace and the full implementation is scheduled for April 2016. In preparation, council services have been implementing guidance which includes preparing a joint assessment of needs and establishing the structures and governance arrangements required for the new joint body.
- **Impact of Welfare Reform legislation.** Welfare reform describes a wide range of changes which the UK Government has been implementing in phases since 2013. The changes bring with them significant consequences for many individuals and households in South Lanarkshire and the council has been required to respond to the needs which have arisen as a result. Welfare reform is still evolving and the council will continue to adjust as further implications emerge.
- **Review of Community Planning and Single Outcome Agreements.** The review was undertaken in 2013 and has given fresh impetus to Community Planning Partnerships to meet the aspirations set out in the Scottish Government's Statement of Ambition for Community Planning.
- **National strategies in relation to:** Economic Development; Tackling Poverty; Early Years; Community learning and Development; Youth Work; Raising Attainment, Educational Leadership; - further information is detailed under the relevant sections of this Plan.
- **Financial situation.** No review of the pressures and challenges facing local government would be complete without mentioning the difficult financial situation facing the whole of the public sector. The UK Government has embarked on an extensive austerity programme which will see public expenditure reduced yet further across the remaining two years of the Council Plan.

Emerging Developments

Developments which have yet to take full effect or which are still ongoing include:

- **The Community Empowerment Bill.** The Community Empowerment Bill promises to have profound implications for local democracy and the engagement of public sector bodies with local communities. The Bill seeks to reform areas such as community planning, community right to buy land, involvement of communities in public service delivery and communities taking on public assets.
- **Impact of the recommendations of the Commission for Developing Scotland's Young Workforce (Wood Commission).** The Wood Commission was set up to look at how best to enable Scotland's young people to move into sustainable employment. The Commission's final report was published in June 2014 and contains wide-ranging recommendations with implications for school education and the transition from school to further education or employment.
- **Children and Young People (Scotland) Act 2014.** The Children and Young People (Scotland) Act 2014 contains several changes which impact on how children and young people in Scotland will be cared for. It is firmly rooted in the GIRFEC approach to the delivery of services, and puts a number of key elements into statute, including the Named Person and the single Child's Plan. The Act makes changes to early learning, childcare and provides extra help for looked after children and young people in care.

- **The Education (Scotland) Bill.** The Bill will place a duty on local authorities to provide education in a way that is designed to reduce inequality of outcomes for pupils experiencing socio-economic disadvantage. The Bill will also require regular reports to be published providing updates on this work.
- **Implications of the Smith Commission.** The Smith Commission was set up following the referendum on 18 September 2014 to produce recommendations for further devolution of powers to the Scottish Parliament, to deliver more financial, welfare and taxation powers, while strengthening the Scottish Parliament within the United Kingdom.
- **Elections and democratic engagement.** The council has the key responsibility for the management and delivery of elections and referendums. The political cycle in the near future will see elections annually until 2017 – UK Parliamentary General Election in 2015; Scottish Parliament Elections in 2016; and Scottish Local Government Elections in 2017.
- **Glasgow and Clyde Valley City Deal.** The £1.13 billion City Deal proposal, recently signed off by the eight constituent authorities and the Scottish and UK Governments, will help stimulate economic growth within the City Region over the next 20 years, generating £3.3 billion of additional private sector investment and 29,000 new jobs.

Taken together, these influences represent a fast-changing environment, bringing opportunities as well as challenges, and driving the requirement for the council and its services to be open to new ways of working, to innovation and continuous improvement. The next two years will bring a wide range of changes which will have far-reaching implications for the council and its services. The challenge is not just for the council but for all parts of the public sector.

Working in Partnership

Collectively, public sector organisations in South Lanarkshire can call upon a total budget of several £billion per year. In using this money, they call upon thousands of public sector workers operating out of hundreds of establishments, spread across the whole of South Lanarkshire and operating in every community within the area.

The council recognises its role within this larger picture. As a lead agency in Community Planning, the council has a unique part to play in influencing how the partners work together and plan together for the benefit of all.

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

The South Lanarkshire Partners include:

- South Lanarkshire Council;
- NHS Lanarkshire;
- Police Scotland;
- Fire Scotland;
- Strathclyde Partnership for Transport;
- Voluntary Action South Lanarkshire;
- Skills Development Scotland;
- Lanarkshire Chamber of Commerce;
- Department for Work and Pensions;
- University of West of Scotland.

Community Planning in South Lanarkshire has undergone significant changes since the Council Plan was drawn up. The Partnership has a new Single Outcome Agreement and a review of how the Partnership works has resulted in a refresh of the Thematic Groups which co-ordinate the Partnership's work in specific subject areas.

The Single Outcome Agreement

The Vision underpinning the South Lanarkshire Single Outcome Agreement is:

"To improve the quality of life for all in South Lanarkshire by ensuring equal access to opportunities and to services that meet people's needs".

The SOA sets out the Partnership's priorities and desired outcomes over the ten years 2013-2023. The priorities identified within the SOA are:

- Early Years and Early Intervention
- Employment
- Economic recovery and growth
- Health inequalities and physical activities
- Outcomes for older people
- Safer and stronger communities and reducing reoffending
- Tackling poverty

The SOA is supported by a detailed Partnership Improvement Plan (PIP), which sets out the priorities and aspirations of each of the Thematic Groups within the Partnership.

Our Vision and Values

The council's vision of working together to "improve the quality of life for everyone in South Lanarkshire" remains at the heart of Connect. As before, our core values will influence everything that we do.

Our vision and values are:

Values		
Accountable, effective and efficient	Fair and open	People focused
	Vision Improve the quality of life of everyone in South Lanarkshire	
Self aware and improving		Working with and respecting others
	Excellent employer	

The council set itself a wide range of objectives to accomplish during 2012-2017. Through consultation with communities in South Lanarkshire, a number of these were identified as priorities for the council.

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

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

Details of these objectives and how we aim to achieve them can be found in the following pages.

Our Objectives, Priorities and Partnership Ambitions

Since 2007 the council has focused on its vision: 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.

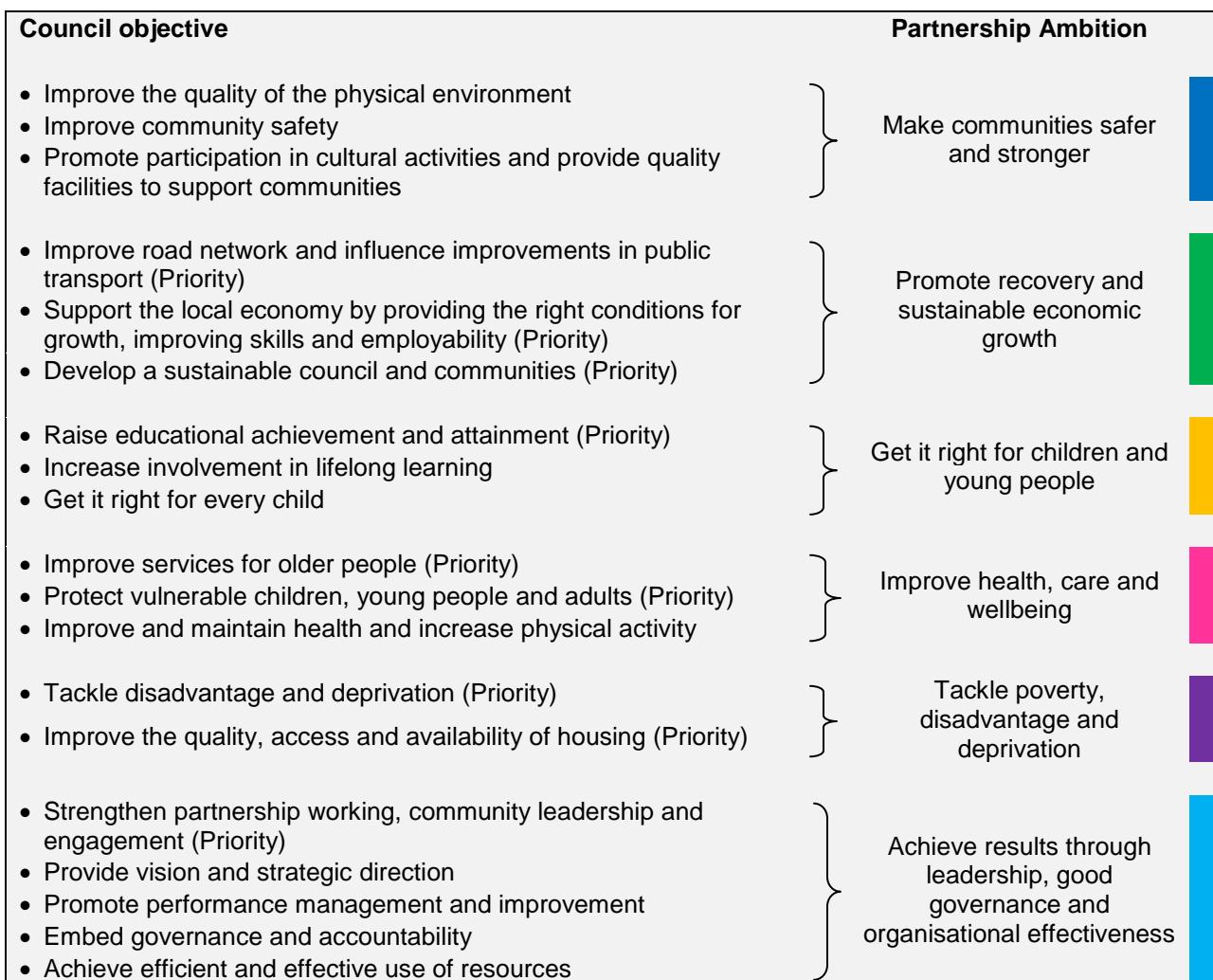
Our Partnership Ambitions

Recognising that we do not operate alone to achieve our objectives, and that we have much in common with other public sector organisations, we have introduced “Partnership Ambitions” to show how our objectives fit into the bigger picture – how, by taking forward our specific objectives we contribute to the efforts being made by all public sector organisations to improve outcomes for people in South Lanarkshire.

This mid-term review sets the council’s objectives firmly within the context of collective work undertaken by Partners. We are clear about our unique and fundamental contribution, and this is set out in the pages which follow. The wide range of services we provide is arranged in the Plan under the appropriate objectives, showing the link between services on the ground and the achievement of outcomes, making clear how our services contribute to a larger whole.

This section explains our Partnership Ambitions and shows how the council’s objectives contribute to the wider work of public sector partners in South Lanarkshire. Through delivering our services as effectively as possible, taking into account local needs and the priorities of South Lanarkshire’s residents, we play our part in bringing about a better quality of life for everyone in South Lanarkshire.

How our council objectives contribute to our partnership ambitions.



See appendix 1 for an expanded version of this diagram, which shows in full how our objectives contribute to our partnership ambitions and how they link through to the Single Outcome Agreement and the Scottish Government's national outcomes.

The bigger picture

Our ambitions and objectives should not be seen in isolation. They interact with each other and as we achieve success in one, we move closer to success in others. For example, giving children a better start in life (GIRFEC) links into improved educational prospects and life chances, which feeds into better health outcomes in later life and a more economically secure future.

Another example is health and wellbeing. As we help improve health and increase physical activity, we maximise people's ability to keep themselves in good health, boosting resilience, capacity and mental wellbeing – which have knock-on effects within communities and ultimately neighbourhoods, resulting in better places in which to live, work and play.

So our ambitions and objectives not only join up our activities with the work of our partners, they form an interlocking whole – the overarching purpose of which is to bring about a better quality of life for everyone in South Lanarkshire.

Partnership ambition: Make communities safer and stronger

This partnership ambition is about making our communities safe, vibrant, resourceful and engaged. Our aim is to help create thriving communities and neighbourhoods, where people not only feel safe, but take pride in where they live and can access the services they need.

What's the council's role?

The council plays a significant role in making communities safer and stronger. Three of our objectives in particular are central to this Partnership Ambition. By **improving community safety** we work with other partners to make the streets safer, to cut down on antisocial behaviour, and to reduce accidents and accidental harm. By **improving the quality of the physical environment** we make our communities better places in which to live. And finally, by **promoting cultural activities and providing quality facilities** we support a huge range of the day-to-day cultural, sporting and community events which are essential for thriving neighbourhoods, villages and towns.

How does this link to the bigger picture?

This Partnership Ambition links directly into the work of the Community Planning Partnership through the **safer and stronger communities** and **reducing re-offending** priorities in the SOA. There are also links to the **tackling poverty** and **economic recovery and growth** priorities.

The main partnership activity is co-ordinated through the Safer South Lanarkshire Partnership Board, which is the name of the Community Safety Partnership in South Lanarkshire. The Community Safety Partnership has developed two strategies – the Community Safety Strategy and the Antisocial Behaviour Strategy – which set out the Partners' priorities and objectives for the foreseeable future. These strategies are summarised and linked explicitly to the SOA through the Integrated Partnership Improvement Plan.

What outcomes and results are we trying to achieve?

This partnership ambition links to the Scottish Government's national outcomes:

- We live our lives safe from crime, disorder and danger (outcome 9).
- We live in well-designed, sustainable places where we are able to access the amenities and services we need (outcome 10).
- We have strong, resilient and supportive communities where people take responsibility for their own actions and how they affect others (outcome 11).
- We value and enjoy our built and natural environment and protect it and enhance it for future generations (outcome 12).

Council Objective: Improve community safety

Contributing to partnership ambition: Make communities safer and stronger

Why is this objective important?

We recognise that being able to feel safe – on the streets, at home, on the roads – is important to everyone in South Lanarkshire. Communities and individuals need to feel safe and protected in order to flourish and achieve their full potential. Many different agencies are involved in keeping people safe, therefore effective partnerships are essential. Our main focus and actions are set out in the South Lanarkshire Community Safety Strategy 2012-2017, which reflects a broad commitment to continue effective partnership work to deliver real improvements across South Lanarkshire.

What we've done so far:

- A wide range of interventions has contributed to a reduction in antisocial behaviour, including:
 - 'Move the Goalposts' (MTGP), a multi-partnership diversionary initiative using football as a "tool" to divert young people with chaotic lifestyles from gang participation, acts of violence, anti social behaviour and alcohol and drug misuse;
 - 'The alcohol drama 'Is This Me....?', an interactive play delivered to S1 pupils in all secondary schools, encouraging young people to think about making positive lifestyle choices in relation to alcohol and how they can positively influence their future actions and behaviour.
- We have continued to make the road network safer and to deliver road safety education initiatives. As a result of this work, road casualties in South Lanarkshire have fallen over the last five years – exceeding the targets set by the Scottish Government. An upturn in casualties in 2014 is a reminder that a focus on road safety initiatives is essential if the council is to maintain its contribution to reducing road casualties on the roads of South Lanarkshire and make roads safer for all.
- The 'Safe as Houses' project provided improved security measures in the homes of victims of bogus crime and domestic abuse, and those residents identified as 'most at risk'.
- To ensure the emotional needs of young people who experience domestic abuse is addressed, 39 young people and 14 mothers have completed the CEDAR therapeutic programme. Information on the programme, and referral process, is widely available.
- Between 2012 and 2014, our Trading Standards service provided advice and assistance in relation to over 4,300 trading standards related complaints, achieving over £1 million of redress for local consumers.

What are the next steps?

To continue to **Improve Community Safety** we will:

- tackle crime and antisocial behaviour;
- improve public reassurance, confidence and knowledge of services available;
- promote services to tackle gender based violence;
- make road safety improvements at identified accident hotspots;
- continue our programme of street lighting improvements;
- promote road safety education and training initiatives;
- maintain effective control over age restricted products and product safety.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Council Objective: Improve the quality of the physical environment

Contributing to partnership ambition: Make communities safer and stronger

Why is this objective important?

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

What we've done so far:

- We published the proposed South Lanarkshire Development Plan which sets out policies to guide planning decisions and promotes appropriate land use development; and between 2012 and 2014, we processed approximately 8,080 planning and building warrant applications representing several hundred million pounds of investment.
- From 2012-14, around £1.8 million was invested in our parks, cemeteries, and landscape projects. Through our five year investment strategy for our existing fixed play areas, we designed and built several new major play and recreational developments. We successfully extended burial space and infrastructure at three of our cemeteries. We improved our urban greenspaces through the completion of two new bridges across the Earnock and Neilsland Burns and replaced the boardwalk at Langlands Moss Local Nature Reserve. We introduced and developed over one hundred wildflower sites across all districts – a project which has received great public acclaim.
- Several of our parks achieved Keep Scotland Beautiful Green Flag awards, which recognise and reward the best green spaces in the country. Strathaven Park has retained its green flag status for two years running, with Cambuslang receiving the green flag status in 2014.
- 99% of streets were independently assessed as ‘acceptably clean’ in 2013-14, ranking us fifth in comparison to other Scottish local authorities. Resident satisfaction also improved, with the council’s 2014 household satisfaction survey results showing a 16.5% improvement compared to the 2010 results.
- Between 2012 and 2014, we responded to a wide range of environmental nuisances – responding to 8,200 pest control requests, 965 reports of stray dogs, and 320 abandoned vehicles. We also tackled noise complaints, responding to just under 5,250 incidents within an average time of 29 minutes, putting us in the top third of councils for response times.

What are the next steps?

To further **improve quality of physical environment** we will:

- maintain and improve the public realm in town centres and develop infrastructure and property in conjunction with private and public sector partners;
- identify and remediate vacant, derelict and contaminated land and develop key sites and properties in urban and rural areas;
- adopt and implement the council’s Local Development Plan;
- review and update the council’s Minerals Local Development Plan and contribute towards the review and update of the Strategic Development Plan;
- continue to process planning and building warrant applications in response to the needs of applicants, the community and the environment;
- maintain the cleanliness of streets and land maintained by the council
- investigate, and where appropriate, take action to prevent activities which may harm the environment;
- implement plans for the conservation of biodiversity and enhancement of Greenspace in South Lanarkshire;
- review and update the State of the Environment Report which provides a basis for assessing changes in the environment;

- ensure that where appropriate, all council policies, plans and strategies are the subject of Strategic Environmental Assessment and that required mitigation measures are identified.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

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

Contributing to partnership ambition: Make communities safer and stronger

Why is this objective important?

Our objective is to provide quality facilities which provide maximum benefit to the wellbeing of local communities and individuals in both urban and rural settings. They provide a focus for community learning and recreation and so help support many of our other objectives.

What we've done so far:

- Since 2012, we have increased the number of attendances at our cultural venues, museums and country parks (970,000 attendances over the last two years) and we continued investment in community facilities, including: the refurbishment of Ballerup Hall (East Kilbride), Lanark Memorial Hall, and Cambuslang Institute; construction of a new library in Forth; and the provision of new community facilities in association with the primary schools modernisation programme (at Mossneuk in East Kilbride and in Blackwood).
- We have broadened the range of cultural activities and experiences for children, families and carers. Over 14,000 participants have benefited from access to projects such as Artsnet Safe and Sound and Crush (a drama about young people and domestic abuse).
- We developed the only community based Confucius Hub in the world, encouraging young people to participate in national and international citizenship.
- The Heritage Lottery funded Pits, Ponies, People and Stories engaged with over 400 children and young people to explore the mining heritage of communities in South Lanarkshire.

What are the next steps?

To further **promote participation in cultural activities and provide quality facilities to support communities** we will:

- increase attendances at our cultural venues, museums, libraries and country parks by actively promoting them to the local community and visitors to the area;
- develop activity programmes which will support equitable access for all including older people and under 16s groups;
- continue to improve facilities for arts and cultural activities, including further development of integrated community facilities and community space within new primary schools;
- investigate the availability of further suitable burial ground in and around our cemeteries.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Partnership ambition: Promote recovery and sustainable economic growth

This partnership ambition is about strengthening South Lanarkshire's economy, bringing jobs and opportunities to local people, and encouraging growth and investment. A strong local economy is fundamental to the wellbeing of South Lanarkshire and its residents.

What's the council's role?

The council supports the local economy by **providing the right conditions for growth, improving skills and employability**. This covers a wide range of activity, from helping businesses secure premises and managing aspects of infrastructure that makes firms want to stay in or locate in South Lanarkshire, to providing employability programmes to assist people into jobs. To help people and goods and services move about, the council seeks to **improve the road network and public transport**. Recognising that a prosperous future is also a sustainable future, we aim to **develop a sustainable council and communities**.

How does this link to the bigger picture?

This Partnership Ambition links to the work of the Community Planning Partnership through the **economic recovery and growth** and **employment** priorities in the SOA. There are also links to the **tackling poverty** priority.

The main work in this area is undertaken through the Sustainable Economic Growth Board, which is the Partnership body responsible for sustainable economic growth. The Board has set out its approach in a new economic strategy, which is explained and linked to the SOA through the Integrated Partnership Improvement Plan.

What outcomes and results are we trying to achieve?

This partnership ambition links to the Scottish Government's national outcomes:

- We live in a Scotland that is the most attractive place for doing business in Europe (outcome 1).
- We realise our full economic potential with more and better employment opportunities for our people (outcome 2).
- We reduce the local and global environmental impact of our consumption and production (outcome 14).

Council Objective: Support the local economy by providing the right conditions for growth, improving skills and employability (PRIORITY)

Contributing to partnership ambition: Promote recovery and sustainable economic growth

Why is this objective important?

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

What we've done so far:

- Over the last two years our business support programmes have given assistance in the form of grants, loans or property advice to more than 3,000 businesses, helping generate £38.55 million in sales and creating or sustaining 2,835 jobs.
- With our partners, through the delivery of employability programmes, we have helped 3,914 people successfully secure employment or enter education/training over the last two years. We helped improve employment outcomes for 16 to 64 year olds in South Lanarkshire, driving the employment rate to 74.2%, compared with 70.7% for Scotland as a whole.
- With the private sector and other partners, we took steps to reverse the economic decline in South Lanarkshire towns – supporting, for example, the East Kilbride Task Force action plan and the Hamilton Business Improvement District.
- In conjunction with our partners, we continued to deliver the [Clyde Gateway](#) programme, which aims to return land back to productive use for new businesses.
- We launched a [South Lanarkshire Economic Strategy for 2013 – 2023](#) which sets out to improve South Lanarkshire's economy for businesses, communities and residents, providing an agenda that partners across all sectors can work towards.

What are the next steps?

To continue to **support the local economy** we will:

- support unemployed people into jobs, training or further education and prioritise efforts to support young people into the job market;
- implement the South Lanarkshire Economic Strategy;
- use the council's Local Development Plan to identify locations for economic investment;
- continue to invest in key initiatives such as Clyde Gateway and support local businesses through effective company development activity;
- lead the Supplier Development Programme, a partnership of 30 Scottish councils, to enable small and medium sized businesses to tender for public sector contracts;
- improve the competitiveness of local businesses by continuing to provide business advice services, including seminars and educational activities for businesses;
- deliver an approved trader scheme to improve consumer protection and promote fair trading within the local economy;
- support key voluntary organisations and help to develop the social economy;
- implement the recommendations of the Commission for Developing Scotland's Young Workforce providing, promoting and valuing a range of learning leading to a wide variety of jobs and ensuring all young people have fair access to these opportunities
- develop projects under the Glasgow and Clyde Valley City Deal.

We will report our progress against these next steps in our twice-yearly performance reports, in our Annual Performance Reports, and on the council's performance web pages.

Council Objective: Improve the road network and influence improvements in public transport (PRIORITY)

Contributing to partnership ambition: Promote recovery and sustainable economic growth

Why is this objective important?

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 during their everyday lives; and many use it to access leisure opportunities. The road network is therefore critical to our economic success and to the wellbeing of our communities. Good public transport helps reduce the number of cars on the roads and allows everyone, whether they own a car or not, to access the services and opportunities they need. Numerous surveys have confirmed that improving roads and footways is high on South Lanarkshire residents' list of priorities.

What we've done so far:

- Over the last two years, we have undertaken around 400 carriageway and 75 footway schemes. The condition of the road network in South Lanarkshire has improved as a result: the percentage of the road network that now needs to be considered for maintenance treatment has reduced from 39% in 2008 to 35.9% in 2014.
- We worked with developers and public sector partners to complete a £5 million public transport hub at Hamilton Central Station, with state of the art ticketing and travel centre, and we undertook road improvements to support economic regeneration projects at Clyde Gateway, Hamilton International Technology Park, and Larkhall (associated with a new supermarket).
- We have continued to meet the challenge of our changing – and often severe – winter weather by treating over 1,000km of our road network and almost 100km of footways, ensuring that strategic routes remain open to traffic and people can continue to go about their daily lives.
- In 2013, we published a new ten year South Lanarkshire Local Transport Strategy which sets out our policies and actions in relation to roads and transportation.

What are the next steps?

To further **improve the road network and influence improvements in public transport** we will:

- continue to implement the Roads Investment Programme for road and footway improvements;
- continue to undertake safety checks on road related structures and implement a prioritised maintenance programme;
- deliver a winter maintenance service;
- work with developers and public sector partners to deliver road infrastructure improvements to support new development, including those improvements undertaken as part of the City Deal;
- work with public and private sector partners to deliver new or enhanced public transport infrastructure;
- develop our systems for managing our assets and for delivering maintenance services.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Council Objective: Develop a sustainable council and communities (PRIORITY)

Contributing to partnership ambition: Promote recovery and sustainable economic growth

Why is this objective important?

The council aims to be environmentally responsible in all areas of its business and to play its part in helping create a low carbon economy in Scotland. We can contribute to Scotland's transformation to a low carbon economy through our influence in areas such as waste management, housing strategy, development planning, local transport planning, countryside management, air quality and environmental protection. We have a statutory duty to contribute to 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. We also have a role to play in making sure the infrastructure on which we all depend can cope with pressures arising from climate change.

What we've done so far:

- We reduced energy consumption in our buildings by 9.6% in 2013-14 compared to the previous year. This was achieved through energy efficiency installations in our buildings, maximising renewable technologies and encouraging behaviour change. We also achieved a 10% reduction in greenhouse gas emissions from our vehicle fleet over the three year period 2011-14.
- We extended recycling services to an additional 10,000 multi-occupancy properties in 2014-15.
- We have increased our household waste recycling rate, from 35.7% in 2012 to 47.4% in 2014-15.
- Since 2006, over £3.6 million has been invested in a variety of flood protection projects across South Lanarkshire. Most recently, flood protection works were undertaken at Fairhill Avenue, Hamilton, and surface water drainage was carried out at Viking Terrace, East Kilbride to protect properties from flooding.
- We invested in the housing stock to improve energy efficiency, including central heating upgrades and cavity wall insulation.
- We have awarded a new "Council Buildings Contract" for the uplift of all waste, including dry recyclable waste and food waste.
- We completed an options appraisal exercise to identify the most effective method for collecting organic waste from households.

What are the next steps?

To continue to **develop a sustainable council and communities** we will:

- implement the Sustainable Development Strategy;
- work with community planning partners to promote sustainability across the public sector and support communities in South Lanarkshire to become more sustainable;
- through partnership work, deliver improvements to local infrastructure which encourage the use of public transport, walking and cycling;
- use regulatory powers to promote sustainable development and promote the construction of buildings which are energy efficient;
- implement a Carbon Management Plan and energy reduction strategies to promote renewable energy and energy efficiency;
- support and encourage the development of low carbon transport;
- deliver prioritised flood protection projects in line with available capital / revenue funding and review the management of flooding priorities;
- roll out new improved kerbside recycling services, including food and garden waste collection, to households by the end of December 2017;
- extend food waste collection services in schools and public buildings before 1st January 2016 and consider how best to integrate the collection of household food waste into our current waste and recycling collection service;

- procure a long term waste contract that will ensure that 95% of residual waste collected by the council is diverted from landfill from 1 April 2017;
- develop robust communications to increase household participation in recycling and composting schemes;
- engage young people, pupils and the wider school community in environmental education through Eco Schools and similar programmes;
- report to the public each year on action taken in relation to climate change.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Partnership ambition: Get it right for children and young people

This partnership ambition is about children and young people getting the best start in life, achieving their potential and facing the future with confidence and hope. The council's vision is that children, young people and their families get the help they need, when they need it, and that they live in a community where they feel safe, active, healthy, achieving, included, nurtured, respected and responsible.

What's the council's role?

The council is fully committed to **Getting it Right for Every Child (GIRFEC)**, an approach which ensures all parts of the council put children and young people first in planning and delivering services. **GIRFEC** requires everyone who works with children and families to work together to change culture, systems and practices, so that all children and young people can grow, develop and reach their full potential. The council strives to **raise educational achievement and attainment**, educating over 49,000 children and young people in schools and nurseries throughout South Lanarkshire. And recognising that education does not stop at the school gate, we aim to **increase involvement in lifelong learning** in all our communities, enabling young and old alike to enjoy the benefits of education and an active mind throughout life.

How does this link to the bigger picture?

This Partnership Ambition links to the work of the Community Planning Partnership through the **early years and early intervention** priority in the SOA, and through the Integrated Partnership Improvement Plan.

There are also important links to improving health and tackling health inequalities, as well as improving life outcomes through better opportunities throughout life.

What outcomes are we trying to achieve?

This partnership ambition links to the Scottish Government's national outcomes:

- We are better educated, more skilled and more successful, renowned for our research and innovation (outcome 3).
- Our young people are successful learners, confident individuals, effective contributors and responsible citizens (outcome 4).
- Our children have the best start in life and are ready to succeed (outcome 5).

Council Objective: Getting it right for every child (GIRFEC)

Contributing to partnership ambition: Get it Right for Children and Young People

Why is this objective important?

Getting it right for every child (GIRFEC) places the child at the centre and ensures children's service partners work together in the same way 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.

The Principles of GIRFEC will be strengthened by the Children and Young Peoples Act 2014. In particular this requires that every child will have a named person and children who have additional support needs will have a single child's plan.

What we've done so far:

- An integrated Assessment Framework based on Getting it Right for Every Child outcomes has been developed and rolled out across localities.
- The GIRFEC approach has ensured that children and young people have multi-agency co-ordinated childcare plans.
- The Children's Services Plan has been published.
- An Early Years Collaborative, bringing together the council, NHS, voluntary sector and police has been set up to improve outcomes for children, families and communities, particularly in the 0-5 age group.

What are the next steps?

To continue **getting it right for every child** we will:

- improve outcomes for individual children through collaborative action by professionals for children and their families;
- make sure that all children and young people get the help they need, when they need it.
- develop a common framework for assessing, planning and taking action in the interests of children and young people;
- address any recommendations arising from recent inspection activity, through the establishment of a multi-agency GIRFEC transformational group.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Council Objective: Raise educational achievement and attainment (PRIORITY)

Contributing to partnership ambition: Get it Right for Children and Young People

Why is this objective important?

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

What we've done so far:

- The primary schools modernisation programme continues and had, by March 2014, delivered 104 out of 127 new build schools.
- 84% of primary aged pupils are now educated in modernised accommodation fit for the 21st Century.
- The percentage of pupils gaining 5 or more awards at Level 6 or better, by the end of S6, for session 13/14 increased and is the highest level recorded in the last 5 years.
- The SQA results for South Lanarkshire in S5 and S6 for 2014 were at the highest level recorded in 6 out of 7 measures.
- National qualifications have been implemented across Secondaries.
- We have successfully implemented the extension of free nursery provision from 475 hours to 600 for all 3 to 4 year olds and the provision for 2 to 3 year olds from families seeking work.
- 4,264 nationally recognised awards such as Duke of Edinburgh's Awards Scheme, Dynamic Youth Awards, Youth Achievement Awards and First Aid have been gained by young people through youth learning activities.
- Progress has been made against both the literacy strategy and the numeracy strategy.

What are the next steps?

To continue to **raise educational achievement and attainment** we will:

- build on the extensive work already undertaken across all of our services for children, young people and families to put GIRFEC principles at the heart of everything we do;
- continue to invest in the school estate, transforming the learning environment for all learners;
- support schools, establishments and services to address key developments in the Curriculum for Excellence programme;
- support establishments to close the attainment gap for all our children and young people.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Council Objective: Increase involvement in lifelong learning

Contributing to partnership ambition: Get it Right for Children and Young People

Why is this objective important?

Guidance developed by the Scottish Government outlines a commitment to improving literacy capabilities of Scotland's adults over the next 10 years – a strategy aimed at helping individuals achieve more and realise their full potential. In addition, the council will continue to prioritise support for young people making the transition from school to the world of work and further learning – boosting long term employability prospects and helping build capacity in individuals, families and communities, supporting economic growth and preventing youth unemployment.

What we've done so far:

In 2014-15:

- 1,241 young people have been supported in developing and improving literacy and numeracy through Community Learning and Development (CLD) programmes.
- 17,701 adults engaged in programmes delivered by CLD partners in 2014-15.
- 62,473 young people engaged in CLD Partnership Programmes in 2014-15.
- 506 young people have engaged in 52 Youth Learning programmes including: Get Ready for Work, H20, CO3, Youthworx, Job Clubs, enterprise education, Sportsworx, Danceworks, Soccerworx and Alcohol Awareness Week.
- 1,437 men have participated in Family Learning Programmes in the 12 months to March 2015. As at March 2015, 771 men had engaged in Adult Learning Programmes.

Next Steps:

To continue to **increase involvement in lifelong learning** we will:

- improve access to literacy learning opportunities;
- provide high quality learning and teaching;
- improve infrastructure and network to support practice;
- increase levels of achievement through youth learning activities for young people;
- increase levels of achievement through learning for adults;
- increase levels of achievement through community capacity building;
- recognise and celebrate the progress and achievement of young people and adults;
- responding to the recommendations of The Commission for Developing Scotland's Young Workforce.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Partnership ambition: Improve health, care and wellbeing

This partnership ambition is about helping individuals and communities achieve and maintain good health – good physical health and good mental health. It is about ensuring the most vulnerable members of society receive care and protection, provided in a way that maximises choice and self-determination.

What's the council's role?

The council has a vital (and statutory) role to play in **protecting vulnerable children, young people and adults**, undertaking investigations and assessments of risk where there may be cause for concern and putting in place protective measures if necessary. The council has a wider responsibility for its citizens in terms of social justice for all vulnerable groups and ensures these individuals can participate and be involved in decisions that affect them. By **improving services for older people** – providing individuals with a range of support, equipment and adaptations – the council helps people remain independent and in charge of their own care for as long as possible. Our Services are regulated by the Care Inspectorate, and these registered services continue to receive very positive inspection reports. Finally, the council contributes to health and wellbeing in the most general sense by **improving health and increasing physical activity**, using a wide range of services to protect and improve public health, encourage healthier lifestyles and to boost participation in active pursuits.

How does this link to the bigger picture?

This Partnership Ambition links to the work of the Community Planning Partnership through the **health inequalities** priority in the SOA, and through the Integrated Partnership Improvement Plan.

What outcomes are we trying to achieve?

This partnership ambition links to the Scottish Government's national outcomes:

- We live longer, healthier lives (outcome 6).
- Our people are able to maintain their independence as they get older and are able to access appropriate support when they need it (outcome 15).

Council Objective: Protect vulnerable children, young people and adults (PRIORITY)

Contributing to partnership ambition: Improve health, care and wellbeing

Why is this objective important?

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

What we've done so far:

- Through Child Protection processes, we have investigated concerns and provided a safety net for vulnerable children.
- Met increasing demand for adult support and protection services, increasing both the number of enquiries supported and the number of investigations undertaken.
- Supported the care of children through Kinship Care – where children are cared for by their extended family or a close friend of the family.
- Delivered important safety training through the Child Exploitation Online Protection (CEOP) safety programme – raising awareness and capability across a wide range of participants, including staff in education and partner agencies, parents and carers, and pupils.
- Provided registered care services for home care, day care, care homes for adults, care homes for children, and support services – the high standard of which is recognised by very positive inspection reports.

What are the next steps?

To continue to **protect vulnerable children, young people and adults** we will:

- support people to achieve their desired outcomes;
- protect children and adults from all forms of harm, abuse and neglect;
- provide support for people with substance misuse and mental health issues;
- support people affected by domestic abuse;
- support people who have a physical and/or learning disability;
- continue implementation of Getting it Right for Every Child and implement the duties of the Children and Young Peoples Act 2014;
- ensure compliance with the legislation for child protection, adult support and protection and adults with mental health issues;
- develop responses to the Social Care (Self-directed Support) (Scotland) Act 2013, which places significant new duties on local authorities;
- address any recommendations arising from recent inspection activity;
- implement improvement plans pertaining to self-evaluation activity;
- strengthen processes to support better outcomes for adults with mental health issues;
- address issues specific to managing the risks presented by sex offenders through Multi-Agency Public Protection Arrangements (MAPPA).
- Prepare for the joint inspection of Older Peoples Services.
- Prepare for the introduction of Carers Legislation.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Council Objective: Improve services for older people (PRIORITY)

Contributing to partnership ambition: Improve health, care and wellbeing

Why is this objective important?

Both nationally and locally, the most significant changes in the population will occur in the 65+ age group. People are living longer but not necessarily healthier lives. It is widely recognised through the participation and involvement of older people that they want to live more independently and have increased control over their lives. Therefore, a shift from more traditional models of care provided from institutional settings such as hospitals and residential homes to more community based alternatives is needed, so that older people can remain at home for as long as possible.

Following the successful implementation of Reshaping Care for Older People, the integration of health and social care provides us with new opportunities to further improve services for older people.

What we've done so far:

- Implemented an approach to supporting older people called Supporting Your Independence which seeks to allow older people to remain in their own homes for as long as possible;
- Provided sheltered housing services which were rated as “very good” by inspectors in 2013-14 and continued to build on existing provision by opening new sheltered housing complexes – for example in Cambuslang and in Rutherglen.
- By undertaking a range of building conversions – such as installing non-slip flooring in kitchens and bathrooms and raising the height of electrical sockets – we have converted almost 100 standard houses to a form more suitable for older people.
- Completed almost four and a half thousand adaptations to council houses for the benefit of older people.
- Provided support in appropriate settings for those most in need of care – at any time, we can support up to 227 older people with a home-like environment in the council’s own residential homes and up to 1,451 older people in private or voluntary care homes.
- The quality of our community and lunch club meals for older people has been recognised through achievement of the Nutmeg Gold Standard.

What are the next steps?

To continue to **improve services for older people** we will:

- implement a more personalised approach to assessment and care planning arrangements;
- continue to implement the initiative Supporting Your Independence (SYI) across older people services;
- protect older people who may be at risk;
- continue to monitor the performance of external care providers;
- implement the recommendations of National Strategies for Dementia, Mental Health and Learning Disability;
- ensure that resources are used effectively and efficiently to deliver services that meet the needs of people with long term and often complex needs, many of whom are older;
- continue to meet demand arising from people with additional support needs who require adaptations to their home;
- continue to support carers and carer organisations;
- convert mainstream housing to amenity homes for the elderly.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council’s website.

Council Objective: Improve and maintain health and increase physical activity

Contributing to partnership ambition: Improve health, care and wellbeing

Why is this objective important?

Improving the health of individuals and communities is a key challenge for South Lanarkshire and for 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. Environmental health services, leisure centres, libraries, community halls, cultural venues, outdoor facilities and parks, play areas, countryside services and school meals all make a contribution to our plans to improve community health and wellbeing.

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

What we've done so far:

- Over the period 2012-14, there were 6.9 million attendances at South Lanarkshire leisure facilities by individuals participating in physical activity, and we upgraded key leisure facilities across the South Lanarkshire area.
- We continued to increase our overall school meal uptake, providing a total of 8.8 million nutritious meals between 2012 and 2014 and increasing the uptake of free school meals in primary and secondary schools.
- In 2014, we completed year three of a five year investment programme for fixed play areas. From 2012-14, an additional 110 items of play equipment have been added to 46 locations in South Lanarkshire, and by March 2016, £600,000 will have been invested in our play areas over a five year period.

What are the next steps?

To continue to **improve and maintain health and increase physical activity** we will:

- implement the new partnership plan for health, social care and wellbeing;
- provide high quality leisure facilities;
- promote active leisure opportunities for under 16s and for older people;
- improve the nutrition and health value of school meals;
- implement approaches to ensure high quality Physical Education (PE) in establishments;
- provide 2 hours of PE each week throughout primary school, 2 periods each week in S1 to S4;
- implement the Physical Education, Physical Activity and Sport (PEPAS) strategy;
- implement a play area strategy which will deliver upgraded play areas;
- promote opportunities for walking, cycling and horse riding through implementation of the Core Paths Plan;
- safeguard health through an effective environmental services regulation and enforcement service;
- implement the Air Quality Strategy for South Lanarkshire.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Partnership ambition: Tackle poverty, disadvantage and deprivation

This partnership ambition is about tackling the gap between the most disadvantaged communities in South Lanarkshire and the rest; giving everyone an equal opportunity and creating conditions which enable individuals and communities to share in the benefits and contribute equally. Reducing poverty and tackling inequalities pays dividends across the board – communities enjoy higher economic activity; there is greater resilience and capacity for self-help; and enhanced opportunities and life chances become available to all.

What's the council's role?

The council contributes to this ambition through two objectives. By **tackling poverty and deprivation** the council seeks to deliver services which will give opportunities to those who do not have them and to mitigate and reduce the impact of deprivation. The council also influences the material circumstances in which people live, by **improving the quality, access and availability of housing**. This not only gives many households a high quality place to live, it improves neighbourhoods and the fabric of local communities. The availability of adequate housing – of all types and for all those who need it – is a key component of a healthy and flexible local economy.

How does this link to the bigger picture?

This Partnership Ambition links to the work of the Community Planning Partnership through the **tackling poverty** priority in the SOA, and through the Integrated Partnership Improvement Plan.

There are also important links to improving health and tackling health inequalities, as well as improving life outcomes through better opportunities throughout life.

What outcomes are we trying to achieve?

This partnership ambition links to the Scottish Government's national outcomes:

- We have tackled the significant inequalities in Scottish society (outcome 7).
- We have improved the life chances for children, young people and families at risk (outcome 8).
- We take pride in a strong, fair and inclusive national identity (outcome 13).

Council Objective: Tackle disadvantage and deprivation (PRIORITY)

Contributing to partnership ambition: Tackle poverty, disadvantage and deprivation

Why is this objective important?

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

What we've done so far:

- We continued to implement the £4.9 million South Lanarkshire Tackling Poverty Programme which was put in place in 2011.
- Our community capacity building work, which enables local residents in some of South Lanarkshire's most deprived neighbourhoods to become more involved in their communities, won a Silver COSLA Excellence Award in 2014.
- We established an Early Years Collaborative to support the transformation of early years.
- Financial Capability learning opportunities in schools have increased. Learning materials have been launched and all establishments have access to these.
- The engagement of credit unions across learning communities has increased.
- We have responded to the impact of welfare reform on some of the most vulnerable households in South Lanarkshire.
- Through our programme of housing modernisation we have helped tackle fuel poverty.

What are the next steps?

To continue to tackle **disadvantage and deprivation** we will:

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

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Council Objective: Improve the quality, access and availability of housing (PRIORITY)

Contributing to partnership ambition: Tackle poverty, disadvantage and deprivation

Why is this objective important?

Housing is one of the most basic needs we have and we recognise that having somewhere to live that is safe and warm provides a firm basis for other aspects of life. A key priority for the council therefore is to improve the quality and standard of existing housing, provide better access to those who need it, and to help increase the availability of affordable housing in the right places which is affordable. The council also has statutory responsibilities to tackle homelessness and to provide a varied range of housing to meet diverse needs.

What we've done so far:

- Between 2012-2014, we invested over £88m in the council's housing stock, including significant works to improve energy efficiency and reduce fuel poverty, with 83% now meeting the Scottish Housing Quality Standard.
- We dealt with over 4,200 applications from homeless households and 83% of homeless households remained in their new tenancies for more than 12 months.
- We re-let over 4,300 homes, with more than 73% of these re-let within 4 weeks.
- We carried out over 236,000 repairs to council homes, delivering 97% of these within our target timescales.
- We have worked with partners to deliver almost 500 new affordable rented homes across South Lanarkshire, including 41 new specialist sheltered homes.
- We supported over 400 private landlords to join the national accreditation scheme designed to help improve the quality of private sector housing and services.

What are the next steps?

To continue to **improve the quality, access and availability of housing** we will:

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

The council's Local Housing Strategy sets out more detailed actions in relation to each of these key actions.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

This partnership ambition is about effective delivery of services, continuous improvement, and engagement with the transformational agenda – all with a view to achieving more, engaging with communities, and delivering better and more responsive services aligned to the needs of local communities.

What's the council's role?

The council has five objectives which ensure it maintains a focus on delivering its vision through clear strategic direction and strong leadership, backed up by effective governance, accountability, and performance management arrangements. These objectives guide the way the council operates internally, providing a strong foundation for the delivery of efficient, effective and continuously improving services throughout the council.

The objectives contributing to this Partnership Ambition are:

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

What outcomes are we trying to achieve?

This partnership ambition links to the Scottish Government's national outcomes:

- Our public services are high quality, continually improving, efficient and responsive to local people's needs (outcome 16).

Council Objective: Strengthen partnership working, community leadership and engagement (PRIORITY)

Contributing to partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

Why is this objective important?

As noted elsewhere in this review, our work with partners strengthens everything that we do. Working with others allows us to achieve more than we could accomplish on our own. Therefore, establishing, nourishing and growing our links and relationships with other agencies and organisations is an essential activity if we are to achieve our objectives.

What we've done so far:

- Developed a new 10-year Single Outcome Agreement (SOA) and associated Partnership Improvement Plans.
- Reviewed the Partnership Working arrangements across the Community Planning Partnership, to streamline and clarify the structures and responsibilities.
- The national complaints handling procedures were implemented and an annual report produced.
- A 'Transformational Event' to set strategic direction of the Partnership for the future was attended by the Community Planning Partners in November 2014.

What are the next steps?

To continue to **strengthen partnership working, community leadership and engagement** we will:

- continue to engage with our communities to achieve greater participation and involvement in decision-making;
- make use of new technologies and qualitative, inclusive approaches to encourage communities to get involved;
- continue to promote close partnership working with other organisations like Police Scotland, Fire and Rescue Scotland, NHS Lanarkshire, Scottish Enterprise, Strathclyde Partnership for Transport, Lanarkshire Chamber of Commerce and community and voluntary groups;
- set out, through Community Planning, clear objectives and plans for improvement, and report our progress against our plans in a clear and transparent manner;
- implement the provisions of the Community Empowerment Bill.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Council Objective: Provide vision and strategic direction

Contributing to partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

Why is this objective important?

The council's vision is to "improve the quality of life of everyone in South Lanarkshire". This clear sense of purpose reflects local needs, the views of local people as well as national priorities.

What we've done so far:

- Annual Resource Plans which set out how the council's objectives are to be delivered, were produced and approved in a timely manner.
- Data relating to equality outcomes was collated and published annually on the council's website.
- The first mainstreaming equalities progress report was produced and highlighted the ongoing work across the council to eliminate discrimination, harassment and victimisation; to advance equality of opportunity; and to foster good relations across our workforce and communities. The report identified specific examples where this work has made improvements to individuals' lives and also there is a continued growth of employees who consider themselves to be disabled or from a black/minority/ethnic background.
- The implementation of the new Mental Health and Wellbeing policy has emphasised the council's commitment to eliminating the stigma associated with poor mental health.

What are the next steps?

To continue to **provide vision and strategic direction** we will:

- establish and communicate a clear vision and sense of purpose which reflects local needs, the views of local people, and national priorities;
- ensure, through effective leadership, that our focus on continuous improvement in employee performance, partnership working, and service delivery remains constant;
- conduct effective consultation with our partners in the South Lanarkshire Community Planning Partnership to realise wider benefits for our communities as a whole;
- implement a performance monitoring and reporting framework with clear objectives, actions and measures that demonstrate a positive impact upon the services delivered to our communities;
- develop best practice in employment, ensuring that our employees receive fair and equal treatment;
- promote positive attitudes to equality in the services we deliver within our communities, ensuring that no individual or group is treated unfairly.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Council Objective: Promote performance management and improvement

Contributing to partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

Why is this objective important?

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 achievements.

What we've done so far:

- As part of our commitment to effective public performance reporting and continuous improvement the council has produced an Annual Performance Report, which is developed and refined each year, taking internal and external factors into account.
- We have engaged with benchmarking activity through the Local Government Benchmarking Framework to examine our performance and develop improved ways of working.
- Working with scrutiny bodies through the Local Area Network, we have reduced the level of risk-based scrutiny applied to the council and its services.

What are the next steps?

To continue to **Promote performance management and improvement** we will:

- report our performance clearly and comprehensively;
- support improvement across the council through increased accessibility and visibility of performance information to elected members and senior managers;
- provide effective financial and performance management information to ensure that audit, efficiency and improvement programmes are well planned, implemented and reported as appropriate;
- continue to develop improvement activity and change management, taking account of internal and external influences.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Council Objective: Embed governance and accountability

Contributing to partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

Why is this objective important?

The council must respond to legislative rules and regulation and reductions in funding, while ensuring that it conducts business with integrity and transparency, operating to the highest standards, as detailed in the Code of Good Governance. 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.

What we've done so far:

- The council has made £72m in savings in recent years while managing to protect key frontline services, and has budgeted for a further £17.6m in savings in 2015/16.
- The council successfully managed all election processes during the period, including the Scottish Referendum in September 2014.
- We received unanimous approval from the council for the amendments to the Scheme for the Establishment of Community Councils and associated procedural documents.
- We refreshed our governance arrangements and have implemented a new governance framework.

What are the next steps?

To further **embed governance and accountability** we will:

- continue to plan for ongoing pressures on budgets by seeking further efficiencies and balancing resources, while protecting key frontline services;
- support effective decision-making across the council, ensuring that elected members and employees have the information and the skills necessary to fulfil their roles;
- uphold our values and ensure the highest standards of behaviour;
- promote a strong culture of scrutiny and challenge and we will report our performance and achievements openly and honestly;
- regularly review our top risks and put in place appropriate controls and actions;
- provide assurance in respect of the adequacy and effectiveness of internal control procedures and systems through Internal Audit and the preparation of the Annual Statement of Assurance.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Council Objective: Achieve efficient and effective use of resources

Contributing to partnership ambition: Achieve results through leadership, good governance and organisational effectiveness

Why is this objective important?

The council must respond to legislative rules and regulation, ensuring that there is sound financial management in spending public money and that there is an effective financial plan in place. We must also ensure that we have the right people with the correct skills and knowledge to deliver services. It is also essential that our assets – buildings, IT equipment, vehicles, etc. – are well managed and fit for purpose.

What we've done so far:

- In terms of managing the council's portfolio of buildings, the following indicators are all showing improvements: 94.5% of buildings are suitable for and accessible to disabled people, 86.5% of operational accommodation is in a satisfactory condition and 94.4% of operational accommodation is suitable for its current use.
- Of the Council Tax due, 95.7% was actually collected, which is the same level as the previous year. In addition, the average cost of Council Tax collection fell by £2.42 (14%) to £14.33 per property.

What are the next steps?

To continue to **achieve efficient and effective use of resources** we will:

- ensure an effective workforce strategy and plan is in place which reflects changes in local and national demand;
- ensure, in partnership with colleagues in the trade unions, that employees are involved in decisions that affect them, using the Employee Survey to gauge opinion;
- provide professional finance services that ensure that the council continues to meet its statutory and service obligations;
- implement a Financial Strategy that includes budgetary preparation, monitoring and reporting;
- provide a professional procurement service which maximises efficiencies whilst complying with national standards and initiatives;
- implement an effective Information Technology Strategy that provides the appropriate infrastructure and systems to allow Resources to meet their objectives;
- ensure that assets are suitable for current and future service delivery in terms of design, location, accessibility and security.

We will report our progress against these next steps in our Q2 and Q4 performance reports, in our Annual Performance Report, and in the performance pages on the council's website.

Delivering the Plan

In the foregoing pages we have set out our aspirations for the remaining years of the Council Plan. To deliver our objectives through the Next Steps we have identified, we will draw upon a range of resources – which we describe below under the headings of Funding, People and Assets.

Funding

Revenue Budget

A medium term Financial Strategy (2014/2015 – 2016/2017) was approved by the Executive Committee in May 2013 and included arrangements for preparation of the council's Revenue Budget. The base information within the strategy was updated in June 2014 to enable a detailed budget for 2015/2016 to be prepared. Following receipt of the Local Government Finance Settlement in December 2014, the council has approved a budget of £677.235m for financial year 2015/2016.

The process of continually updating the Revenue Budget Strategy will continue to be carried out over the life of the Council Plan, commencing with a new three year Strategy to be presented to the Executive Committee in summer 2015. This will cover financial years to 2018/19. As levels of government grant have not been confirmed for the years beyond 2015/16, the Financial Strategy will include assumptions regarding grant as well as the anticipated levels of Council Tax and a variety of expenditure commitments. Recognition will also be given to funding which requires to be earmarked to support council priorities.

Capital Programme

The council has recently approved an update to the medium term General Services Capital Programme for its remaining years, 2015/16 and 2016/17. The approved programme for the two years totals £172.043m and includes the continuation of the Schools Modernisation Programme and the Roads and Rural Investment Programme while also earmarking £5m for street lighting column replacements.

In addition, a Housing Capital Programme has been approved for financial year 2015/2016. This programme is compiled in line with the Housing Business Plan, which has been developed to reflect the priorities of building new council houses and working towards the new Energy Efficiency Standard for Social Housing. This standard must be achieved by 31 December 2020.

External funding

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

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

People

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

Assets

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

At the end of 2013-14, the net book value of operational assets held by the council in the form of Property, Plant, Infrastructure and Equipment, was £2,686 million.

Governance

Good governance concerns taking informed and transparent decisions which are subject to effective scrutiny. A key aspect of our governance arrangements is our approach to performance management and performance reporting and providing assurance that risks are identified and managed through a system of internal control.

Performance Management

The council's performance management system IMPROVe is used to monitor performance against the Council Plan. IMPROVe provides a comprehensive analysis of action being taken across the council to meet our objectives and to achieve our outcomes. Performance monitoring is carried out regularly by Services and Resources and a progress report is prepared twice a year which draws together these actions for consideration by the Executive Committee. The information in these reports is available on the council's website. The performance management arrangements use a simple traffic light system to indicate progress made against targets:

Green: performance is meeting our expectations

Amber: performance is slightly below target, but is not causing concern

Red: performance is well below target and action is required

Public Performance Reporting

The council has a statutory responsibility to report 'the right information in the right way to the right people at the right time'. A range of performance information is provided by South Lanarkshire Council through a variety of methods, including The Reporter, the council's magazine, which is produced twice a year and delivered to every household in the area, as well as posted on the council's website. In recognising the need to continue to look for new ways of providing appropriate performance information for the public, an Annual Performance Report was produced for our website detailing our results for 2011-12. This document brings together a wide range of information and continues to develop each year as influences from the Citizens' Panel and Audit Scotland are taken on board. In addition, for the 2013-14 results, we introduced a suite of 'performance at a glance' reports under key headings. These reports aim to explain what we do and to present performance information over time, showing comparisons against targets, other councils and the national average (where appropriate). Explanations of our performance are provided as well as signposts to additional information available on the web.

Assurance

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

In discharging this responsibility, South Lanarkshire Council is responsible for putting in place proper arrangements for the governance of its affairs, facilitating the effective exercise of its functions and includes arrangements for the management of risk. This is undertaken through a governance framework which comprises the systems and processes, culture and values by which the authority is directed and controlled and its activities through which it accounts to, engages with and leads its communities. It enables the authority to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and therefore provides reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of South Lanarkshire Council's policies, aims and objectives, to evaluate the likelihood and potential impact of those risks being realised, and to manage them efficiently, effectively and economically.

Risk and Resource Planning

Council and Resource Plan objectives inform the council's risk management arrangements. The arrangements for risk management reflect the business of the council as set out in the Council Plan and individual Resource Plans. At a strategic level, the council reviews its top risks each year and this contributes to the content of the annual Internal Audit Plan. At the year end, the annual Internal Audit Review identifies common themes which inform the following year's top risk review.

At a Resource level, Resource Risk Registers are reviewed and updated following preparation of the annual Resource Plan. Risk Registers reflect the work of the Resource as set out in the Resource Plan.

Where necessary, controls or further actions to mitigate risks are agreed. Such actions are tracked through the Resource Risk Control Plan which is kept under review by the Risk Sponsor for the Resource. Resources ensure that the principles of the Risk Management Strategy are embedded in all service areas and an annual Risk Management Report is prepared for Resource Senior Management Teams. Top risks are reported annually to Resource Committees.

Conclusion

This mid-term review of the Council Plan, Connect, has placed a marker against the progress we have made since 2012. Within a fast-changing environment and in the context of increasing pressures, we have achieved a great deal against our objectives and priorities.

This review also aligns the objectives of the council with the aspirations set out in the Community Plan and the SOA. It shows how, by pursuing our specific objectives, we contribute to the achievement of the vision of better outcomes for everyone in South Lanarkshire – tangible improvements which matter to individuals and communities alike.

Through the next steps set out in this review, we will continue to deliver innovation and change, providing services which make a difference to everyone in South Lanarkshire.

Appendix 1: How our objectives link to the Single Outcome Agreement and the Scottish Government's National Outcomes

What the council does		How we work with Partners			
Council objective	Partnership Ambition	National Outcomes	SOA Priority	PIP	Thematic Group Responsible
<ul style="list-style-type: none"> • Improve the quality of the physical environment • Improve community safety • Promote participation in cultural activities and provide quality facilities to support communities 	Make communities safer and stronger	9,10,11,12	Safer and Stronger and Reducing re-offending	Community Safety	Community Safety Partnership
<ul style="list-style-type: none"> • Improve road network and influence improvements in public transport (Priority) • Support the local economy by providing the right conditions for growth, improving skills and employability (Priority) • Develop a sustainable council and communities (Priority) 	Promote recovery and sustainable economic growth	1,2,14	Economic Recovery and Growth and Employment	Sustainable Economic Growth	Sustainable Economic Growth Partnership
<ul style="list-style-type: none"> • Raise educational achievement and attainment (Priority) • Increase involvement in lifelong learning • Get it right for every child 	Get it right for children and young people	3,4,5	Early Years and Early Intervention	GIRFSLC	GIRFSLC Partnership
<ul style="list-style-type: none"> • Improve services for older people (Priority) • Protect vulnerable children, young people and adults (Priority) • Improve and maintain health and increase physical activity 	Improve health, care and wellbeing	6,15	Health Inequalities and Physical Activity; Outcomes for Older People	Health and Care	Health and Care Partnership
<ul style="list-style-type: none"> • Tackle disadvantage and deprivation (Priority) • Improve the quality, access and availability of housing (Priority) 	Tackle poverty, disadvantage and deprivation	7,8,13	Tackling Poverty	Tackling Inequalities and Poverty	Tackling Inequalities and Poverty Partnership
<ul style="list-style-type: none"> • Strengthen partnership working, community leadership and engagement (Priority) • Provide vision and strategic direction • Promote performance management and improvement • Embed governance and accountability • Achieve efficient and effective use of resources 	Achieve results through leadership, good governance and organisational effectiveness	16			

Connect

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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